



# Conference on “Role of Leadership in the Process of Reform and Modernization of Public Administrations in the Light of the Principles of Responsible Public Governance” 29-31 January 2018, Rabat (Morocco)

The content and role of leadership in the effective implementation of the RPG

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# Content and role of leadership in the effective implementation of the RPG

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## 1. Governance :Background and Context

- In 1993, the World Bank defined governance as the method through which power is exercised in the management of a country's political, economic and social resources for development
- While the World Bank has focused on stabilization and State reforms that overwhelmingly focused on civil service retrenchment and privatization for a long period, the early 1990s saw a change of focus

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- The Bank came to realize that most of the crises in developing countries are of a governance nature. Hence, the contemporary adjustment package emphasizes governance issues such as transparency, accountability and judicial reform.
- In this context, the Bank has introduced a new way of looking at governance

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- According to Jon Pierre, “governance refers to sustaining coordination and coherence among a wide variety of actors with different purposes and objectives”.
- Such actors may include political actors and institutions, interest groups, civil society, non-governmental and transnational organizations.

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- This definition illustrates that while the government of a traditional State has to cope with internal challenges and external challenges from the above actors, some of the functions previously the preserve of government may be taken over some of the same parties.
- This definition gives credence to the assertion made earlier that governance is broader than government.

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- governance as “processes in which the State plays a leading role, making priorities and defining objectives”. This is in line with the notion of the role of the State as that of “steering” society and the economy
- The United Nations Development Programme (UNDP), in its 1997 policy paper, defined governance as “the exercise of economic, political and administrative authority to manage a country’s affairs at all levels.

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- 2. Responsible Public Governance
- For purpose of this presentation, Responsible Public Governance is viewed as being synonymous with Capable Developmental State.
- State that is responsive to the developmental aspirations of citizens as represented by roads, hospitals, educational facilities, fulfillment of SDGs
- RPG enables the State to empower citizens, so citizens can enjoy the Right to Development



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- The capable state creates an enabling political and legal environment for economic growth and promotes the equitable distribution of the fruits of growth
- But growth must also be coupled with policies that deliberately attack poverty and promote education, health, and social safety nets.

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- Capable state deals head on with corruption, which impedes development and minimizes the ability of governments to reduce poverty
- At the core of this is political and policy stability and a fair and consistent application of the rule of law

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- The effectiveness of reform and public governance policies is in most cases determined by the extent to which they are able to meet the aspirations of the peoples and fit into the contexts in which they are applied
- “Eradicating poverty and ensuring sustainable development should form the *raison d'être* of Responsible Public Governance

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- 3. Transformational Leadership to Realize RPG
- Leadership is one of those qualities which is easier to recognize than define.
- One important reason for this is that very often the nature of leadership will vary greatly depending upon the needs of the particular situation or context within which it occurs.

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- “One of the most universal cravings of our time is a hunger for compelling and creative leadership”
- Leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or in conflict with others, institutional, political, psychological and other resources so as to arouse, engage and satisfy the motives of followers.

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- *Leaders can be endangered by limiting their analysis of a situation in terms of previous successes, by failing to integrate new data and by losing their sense of humility.*
- *The most effective leaders view their positions as opportunities to constantly learn, accept situation on its own terms, and remain open to new ideas*

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- Late Prime Minister H.E. Meles Zenawi



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- H.E. President Paul Kagame





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- Leader must believe in a set of values and principles and must have a vision.
- 4. Required competencies for leadership to promote RPG in an age of globalization
- Conveying complex ideas orally and in writing
- *Ability to convey information about complex issues in clear and understandable ways is a critically important skill*

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- Adapting rapidly to change and complexity
- *Issues such as economic development, global warming and cleaning up the environment, which were generally not even considered the responsibility of government half a century ago, now are constant concerns.*

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- Building Capable Public Administration
- *If the public administration can not ensure that roads, schools and hospitals are not only well maintained but accessible to the majority of the population, the state eventually loses its legitimacy in the eyes of the ordinary citizens.*
- *If the Judicial system is compromised by corrupt judges and magistrates and the police abets crime rather than fighting it, the state can easily slide into a scenario of failure with all its attendant consequences, which generate chaos and human misery*

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- Fostering ethical awareness and sensitivity
- leadership of any organization that sets the basic tone, or ethos, that influences its entire institutional life.
- Makes it increasingly incumbent upon government leaders to be more sensitive to these issues and the setting of an ethical tone, not only in terms of individual behavior, but in terms of the activities and life of the organization as and State a whole.

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- Strategic planning capacity
- *increasing emphasis upon responsiveness to client demands requires that government officials and senior public administrators have a better and clearer understanding of exactly what their clientele are seeking.*

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- Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitable environments
- *in many communities, and certainly in most countries, populations are becoming increasingly multi-ethnic and multicultural. All too often this creates new tensions, and in some cases outright conflict.*
- *abilities necessary to hold multi-ethnic work forces and societies together must become increasingly central to those who lead government.*

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## 5. Conclusion

- For RPG to be realized, a Capable Developmental State led by Development Oriented Leaders is absolutely necessary
- Perhaps the experiences of State Led Development in Federal Democratic Republic of Ethiopia and Republic of Rwanda that have promoted sustained economic growth over the preceding decade can be further interrogated

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- In both these cases, the presence of visionary & transformational leaders (late Meles Zenawi & Paul Kagame) who sought to lift millions of their compatriots out of poverty through an inclusive RPG appears to have been a key ingredient in socio-economic transformation



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