

GROUP 2; HOW CAN LEADERSHIP ENHANCE POSITIVE REFORMS IN PUBLIC ADMINISTRATION FOR RESPONSIBLE PUBLIC GOVERNANCE?

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1. Key Elements of Reform

- Need to enunciate unifying strategic national vision to provide context and direction for reforms
- Reforms must emanate from within country; they must be authored and owned by country(national leadership is essential for success)
- Mainstreaming Ethical values in public service; truthfulness, honesty, integrity, fairness etc
- Legal and regulatory framework needs to be installed
- Code of Ethics and Disciplinary Code
- De-politicization of public service
- Entrenchment of merit based system for recruitment, promotion and movement of personnel
- Rationalizing and coordinating Donor support to avoid proliferation of donor support initiatives which overburdens public sector
- Reforms need to be coordinated by effective state agency
- Need to set up independent judiciary
- Public service should be responsive to population developmental needs in order to augment its (public service) legitimacy
- Management and functional review to determine suitability of structures and personnel accompanied by stake holder consultations
- Public financial management needs tightening to prevent fraud
- Robust anti corruption strategies ; need to move away from rhetoric to action
- Need to move away from rhetoric of decentralization to concrete action
- Redeployment , retraining and retrenchment of redundant staff in a smart and humane way

2. Profile of Leader to lead Reform Initiative

- Leader must be visionary
- Leader needs to combine charismatic and technocratic traits
- Leader needs to consult and requires listening skills
- Leader must take decisions; take right decisions at the right time
- Leader must be able to delegate and empower
- Leader is required to provide enabling context to enable staff to demonstrate innovation and entrepreneurship talent

- Leader should grasp strengths and limitations of staff and be able to harness them into positive force in aid of reform
- Leader should be eloquent and effective communicator and be good listener
- Leader must demonstrate capacity to mobilize human, material, financial and other resources to implement bold and far reaching reforms
- Leader needs to defend public sector from whimsical political interference