



*African Training and Research
Centre in Administration for
Development*



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*The Role of Leadership in the Process of Reform and
Modernization of Public Administrations in the Light of the
Principles of Responsible Public Governance (RPG)*

CONCEPT PAPER

*29-31 January 2018
Rabat (Morocco)*

Context and Justification

International environment is changing in a particularly fast and contrasting manner. A very important demand stems from the requirements for an ever higher quality of service rendered to the populace as much as the question of the compatibility of these requirements with the means available came up with regard to the contexts and cultures of the concerned parties.

In such a situation, several questions arise. One of the most important of them seeks to know whether the amplification of demand in terms of public service quality and public service governance is simply the fact of a whim resulting from the liberation of public life or it is the expression of a deep and progressive transformation of the culture of human societies caught between the assumption of their own responsibility or a sort of regression of their responsibility by the fact of the multiplication of structures and organizations acting in place of individuals and citizens whose exemplary behavior is equally necessary in the transformation of public life as well as in the transformation of institutions or even of governance in general.

This singular situation obviously calls for a set of reflections whose nature and purpose are ordered towards the establishment of a form of social and political organization more respectful of the man but, at the same time, more effective in term of effectively meeting the expectations of the end users of public service.

If at a first glance this reading appears paradoxical, it is not in reality because it is only expressing here the particularly complex dimension of the idea of governance in a world in the midst of permanent reforms and sometimes unfortunately not always compatible with the reality and complexity of certain contexts.

In the same way, it reflects the reality of an increasingly strong integration, among various worlds in what is commonly called the global space or the globalized space, in a dynamic relationship of interdependence and ever stronger claim for authenticity and concomitant universality.

To respond to such a demand, therefore, requires the development of new skills and a new relationship to public affairs and public life. It also requires a greater conversion of intelligence to make it compatible with this "new" world, which is more and more complex, particularly open and less sensitive to the emergence of a culture that would tend, even implicitly, towards erasing particularisms in favor of a form of universal culture whose relevance remains to be demonstrated despite the calls of certain institutions to allow standardized systems of governance to emerge on a universal scale, while others call for a harmonized dimension to be given to the idea of public governance.

This call for the harmonization of governance systems reflects the awareness of the diversity and possible interferences necessary for the emergence of a new system of governance at the administrative level, both regionally and internationally. This new system should then be based on principles and values whose particularity would meet the expectations as well as the current dynamics of the world while retaining the part or shares of authenticities necessary to the assumption of the plurality of the world.

It is out of the foregoing that should emerge a leadership as new, different as it is innovative. In this sense, it would mark a break from the now obsolete forms of leadership, just as it would introduce new proposals, inscribed in the modernity of its proposals, but especially in the guarantee of humanity and the centrality of the search for the well-being of those from whom it hold its legitimacy and those under which it is invested.

It is with this complex and plural reality that CAFRAD has chosen to include leadership as one of the assumption mechanisms of RPG since it is about knowing what kind of leadership to effectively account for the RPG being taken into account the above noted prerequisites. How will it be implemented in a complex and varied environments in Africa and beyond the borders of our continent? What could be the limits and constraints of the implementation of responsible leadership? How do we sustain the dynamics of implementation of responsible leadership that will effectively transform the current governance strategies in Africa, among others?

Objectives

The objectives of this conference are multiple. They aim, in particular, to highlight the indispensable role of leadership in the strategies of construction and implementation of a RPG. It is a question of giving Africa a new resilience of building its governance through perennial strategies of governance, modern and adapted to the contexts of African countries and open to the world, so as to transform positively and effectively public governance.

Topics to be addressed

1. Context and general elements of leadership in public administration and governance;
2. The content and role of leadership in the effective implementation of the RPG;
3. The importance of leadership in supporting the transformation of public governance strategies in Africa;
4. Responsible leadership and complexity of the international contexts;
5. Responsible leadership in the governance of international cooperation;
6. The role of national schools of administration in building responsible leadership;
7. Reform of legal and regulatory frameworks in the implementation of a responsible leadership in the reform of governance strategies;
8. International cooperation in building responsible leadership with a view to reforming public governance.

Target audience

This is a high-level political and strategic conference for Ministers and their senior officials, including:

- Ministers in charge of public service, labor, administrative and state reform, including their advisers (and directors) in charge of reform and innovation;
- Ministers in charge of reform, governance, planning and policy development;
- Presidents of national commissions in charge of public administration, governance and state reform;
- Directors-General of public service;
- Directors-General of national schools and institutes of public administration;
- Special advisers in the offices of the prime minister and the presidency, in charge of planning, innovation and governance;
- Academics;
- International organizations and institutions interested in the issues of administrative, institutional and governance reform.

Resource persons

These sub-themes will be developed by resource persons with proven theoretical and practical expertise and experience in the field of governance and leadership. These

experienced people will restore the problem of RPG and leadership, in the framework of a theoretical and contextual questioning. They will facilitate the debates, give the floor to participants and guide the ensuing discussions in the direction of the construction of an African strategy intended to set up a real synergy, centered on the objectives of RPG and that of the emergence of a leadership both different than innovative.

Methodologies

The proceedings will be conducted in plenary session. They will be facilitated by resource persons benefiting from a long experience. These resource persons will make their presentations and lead the discussions that will ensue. These will result in proposals that will be the subject of a report, which will be presented with recommendations. The presentations and the report will be published.

Expected results

The meeting will, to a large extent, be expected to enhance the leadership and performance of public governance in African countries, through the effective implementation of new approaches and strategies gained from the Conference.

Date: 29-31 January 2018

Venue: Rabat (Morocco)

Duration: Three days

Working languages: French and English (Simultaneous translation available)

For more information on the forum or CAFRAD, do not hesitate to contact us at the following address:

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