

Ethical Leadership for Sustainable Development in Africa

In July 2011, the Commonwealth Heads of African Public Service met in Windhoek, Namibia, to discuss the state of leadership in the public service and reflect on the critical role of ethical leadership for sustainable development. As a point of action, these Heads (Secretaries to Cabinet and Permanent Secretaries) agreed in a communiqué to hold themselves accountable for championing ethical leadership cultures for sustainable development throughout the public service. This presentation will provide a first-hand account of their deliberations on state of progress toward Millennium Development Goals; their evolving heuristic for ethical leadership; and their strategic intentions to facilitate sustainable development through ethical leadership.

Reflections on The 8th Annual Forum of Heads of Public Service in Africa, Hosted by Government of Namibia, July 2011

Commonwealth Secretariat

Governance and Institutional Development Division
(GIDD)

by

Professor Keith D. Walker



Outline of Presentation

- □ Delimitations
- □ Millennial Goals
- □ African Context & Complexity
- □ Corruption Perceptions & the “Leadership Difference”
- □ Commonwealth Secretariat Forum
- □ Complex Intersections
- □ A Public Service Heuristic for Ethical Leadership
- □ Concluding Remarks

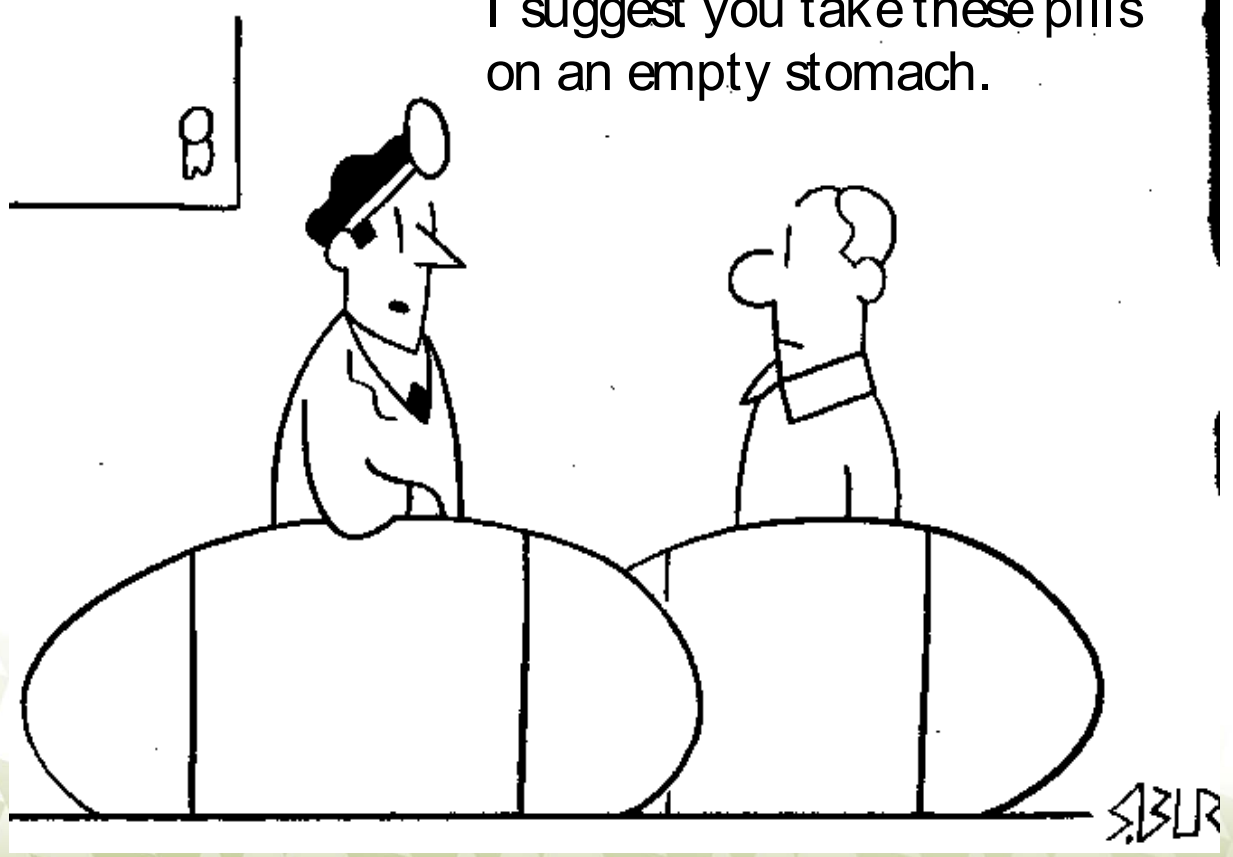
Delimitations





- Goal 1: Eradicate Extreme Poverty and Hunger
- Goal 2: Achieve Universal Primary Education
- Goal 3: Promote Gender Equality and Empower Women
- Goal 4: Reduce Child Mortality
- Goal 5: Improve Maternal Health
- Goal 6: Combat HIV/AIDS and Other Diseases
- Goal 7: Ensure Environmental Sustainability
- Goal 8: A Global Partnership for Development

I suggest you take these pills on an empty stomach.



Goals & selected targets	North Africa and Western Asia	Sub-Saharan Africa
Goal 1: Eradicate Extreme Poverty & Hunger Target 1: Halve the proportion of people whose income is less than \$ 1 a day Target 2: Halve the proportion of people who suffer from hunger	Deteriorating	Deteriorating
Goal 2: Achieve Universal Primary Education Target 3: Ensure that children, boys and girls, alike will be able to complete a full course of primary education	Improving-on track	Improving-off track
Goal 3: Promote Gender Equality and Empower Women Target 4: Eliminate gender disparity in primary and secondary education	Improving-on track	Improving-off track
Goal 4: Reduce Child Mortality Target 5: Reduce by two-thirds the under five mortality rate	Improving-on track	Improving-off track



Goals & selected targets	North Africa and Western Asia	Sub-Saharan Africa
Goal 5: Improve Maternal Mortality Target 6: Reduce by three quarters the maternal mortality rate	Improving-off track	Deteriorating
Goal 6: Combat HIV/AIDS, Malaria and Other Diseases Target 7: Have halted and begun to reverse the spread of HIV/AIDS Target 8: Have halted and begun to reverse incidence of malaria and other major diseases	Improving-on track	Deteriorating
Goal 7: Environmental Sustainability Target 9: Integrate principles of sustainable into country's policies and programmes and reserves losses to environmental resources Target 10: Halve the proportion of people without sustainable access to safe water Target 11: By 2020, achieve a significant improvement in the life of at least 100 million slum dwellers	Improving-off track	Deteriorating
Summary Deteriorating	2	6
Improving - Off Track*	4	5
Improving - On Track	6	0

* or no progress

It's not that effective, but it
is easy to swallow.



19 African Commonwealth Countries

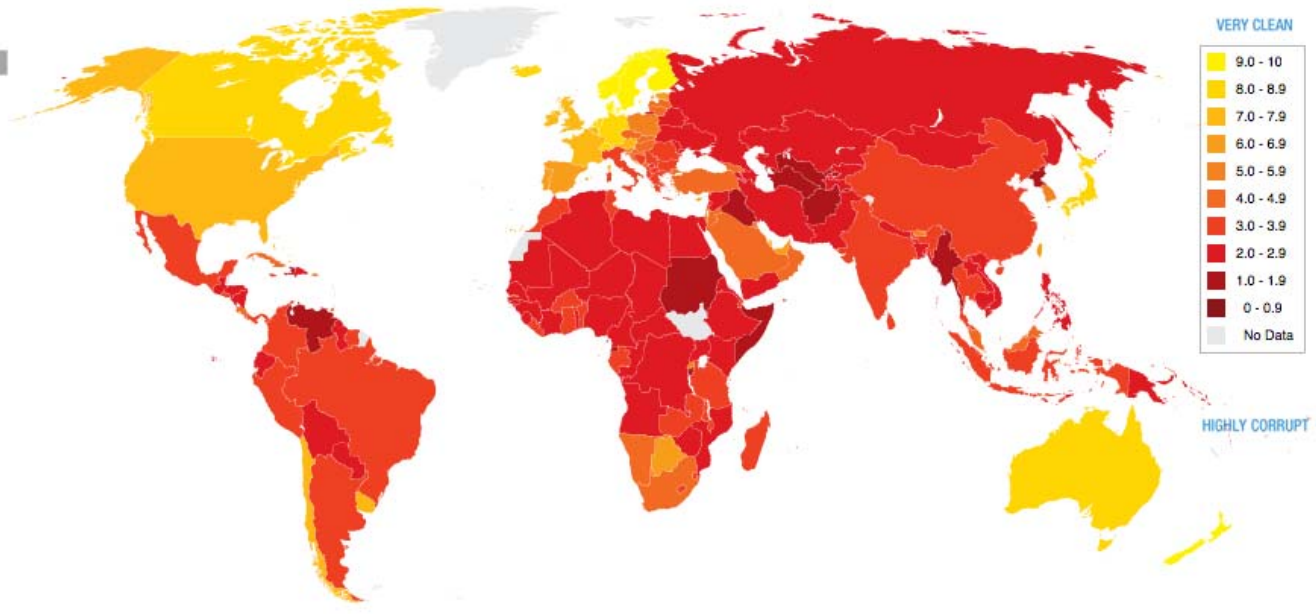
- 1. Botswana
- 2. Cameroon
- 3. The Gambia
- 4. Ghana
- 5. Kenya
- 6. Lesotho
- 7. Malawi
- 8. Mauritius
- 9. Mozambique
- 10. Namibia
- 11. Nigeria
- 12. Rwanda
- 13. Seychelles
- 14. Sierra Leone
- 15. South Africa
- 16. Swaziland
- 17. Tanzania
- 18. Uganda
- 19. Zambia



CORRUPTION PERCEPTIONS INDEX 2011
 THE PERCEIVED LEVELS OF PUBLIC SECTOR CORRUPTION IN 183 COUNTRIES/TERRITORIES AROUND THE WORLD

MIDDLE EAST & NORTH AFRICA
 QATAR IRAQ

SUB-SAHARAN AFRICA
 BOTSWANA SOMALIA



Transparency International International Secretariat

If some accounts are to be believed, the culprit in cases of state failure is “bad and/or corrupt leadership” (Jackson and Rosberg, 1984:421-42; Rotberg, 2002, and 2004; Economist, 2004:16). As the argument goes, bad leaders are those that hang on to power while failing miserably to manage the accompanying challenges and contestations. The contestations that frequently spin out of control and threaten public order take various forms among them ethnic and religious antagonism, rivalry for the control of nature’s endowments or the so-called “resource curse”, inter-regional and/or inter-personal struggle for power, the clash between the modernizing and the tradition-oriented forces, and in recent years, conflict between the rich and the poor.

ASSESSING AFRICA’S CAPACITY TO COPE WITH AND TO
ADDRESS THE GLOBAL ECONOMIC AND OTHER CRISES

Background Paper prepared for

The 7th Annual Forum of Heads of Public Service in Africa, hosted by the
Government of Cameroon, July 2010

by

M J Balogun, Consultant

A contrary view is that, far from being any particular leadership group's making, “state failure” is a situation created by erstwhile colonial powers to preserve and perpetuate the age-old dependency structure (Amin, 1976; Rodney, 1973). Taking his cue from dependency theory, Caglar interrogates the very idea of “state failure” and concludes that it is a condition created and/or a myth sustained to justify neo-colonial adventurism, the assimilation of peripheral states into the capitalist orbit, and the imposition of neo-liberal policies on weak states (Caglar, 2008).

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Ideas Shape Culture Through:

1. Leaders

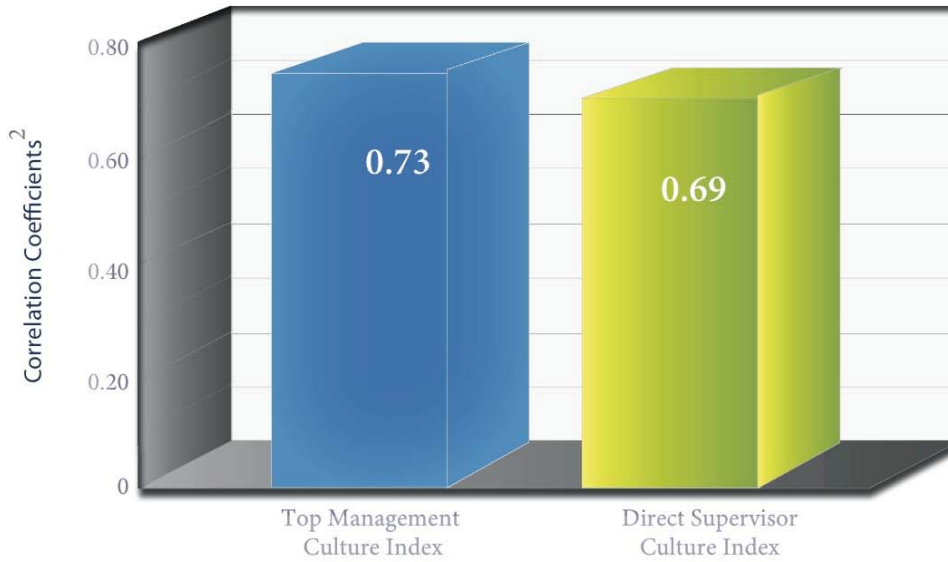
2. Elite or Dominant Culture

3. Networks & Plural Influencers

Note: Understanding of leadership as a collective process/shared property/condition rather than individual attribute

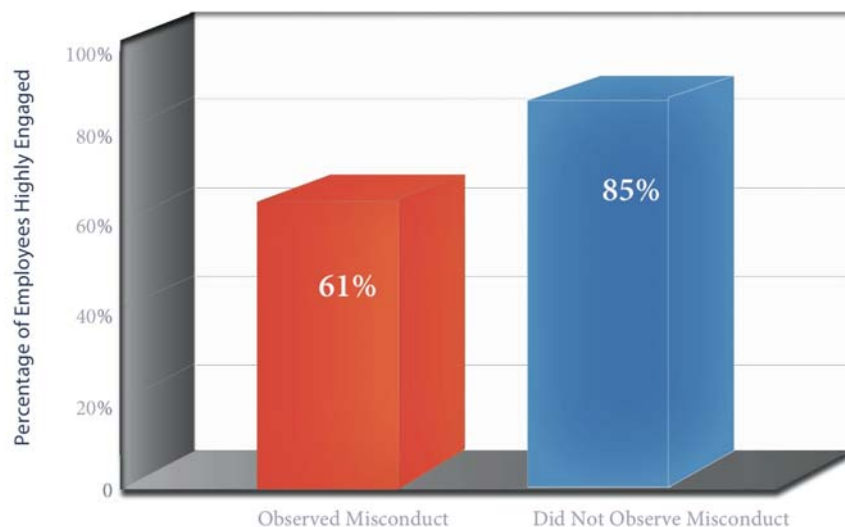
Given the profound connection between a company's ethical culture and employee engagement, managers and supervisors should work actively to demonstrate a commitment to ethics, foster open communication, promote ethical role modeling, and encourage accountability.

Correlation Between Employee Engagement & Ethical Culture Management Indices (2009)



Ethical Culture Management Indices Correlations are significant at the 0.01 level

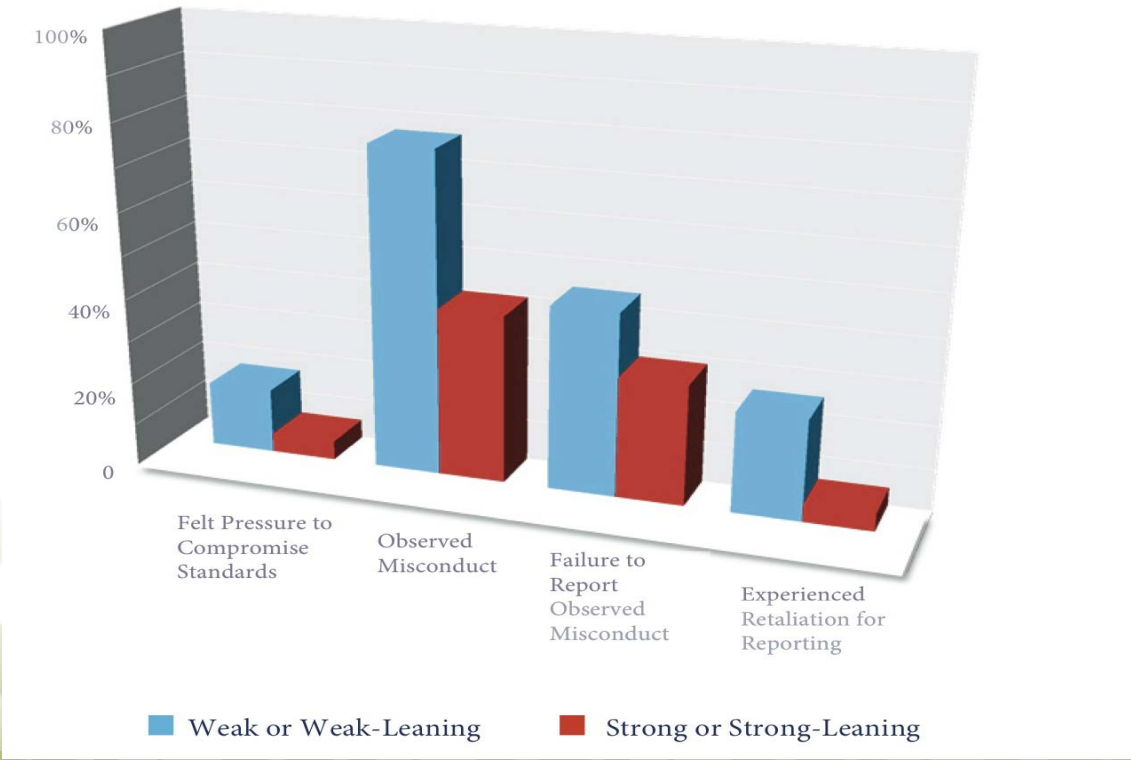
Level of Employee Engagement Based Upon Observed Misconduct (2009)



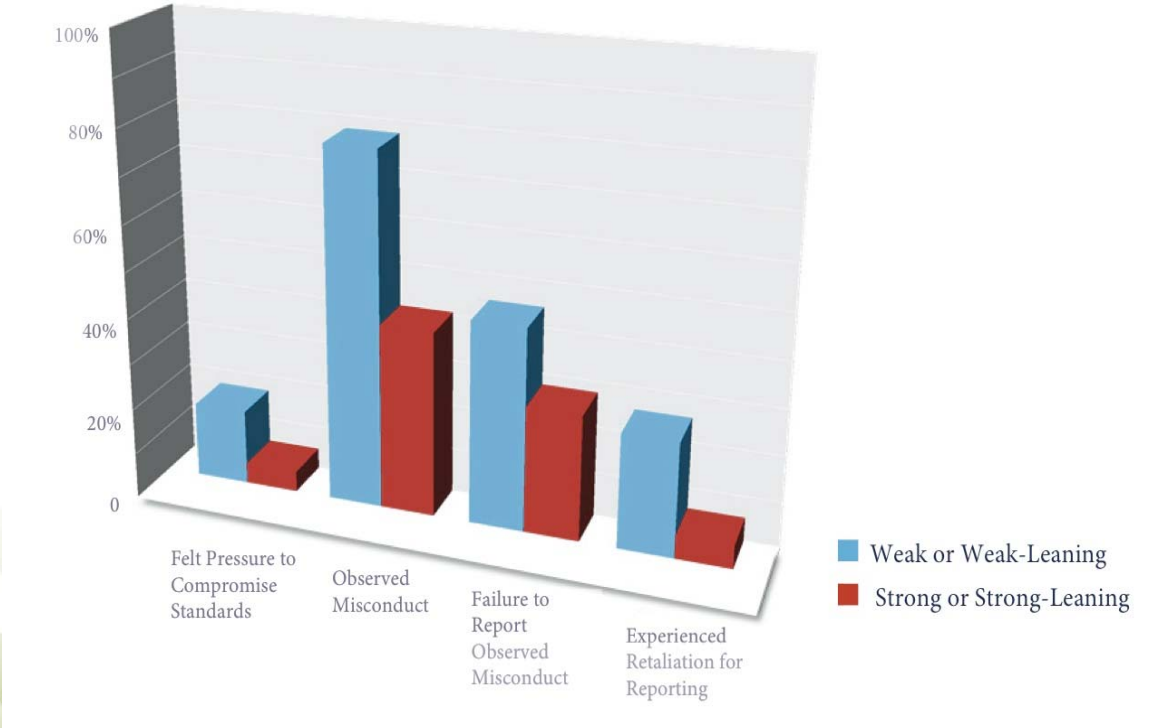
Higher levels of misconduct and greater perceived pressure to commit a violation equate with lower levels of employee engagement. Therefore, in order to maintain high levels of employee engagement, leaders need not only to set an example but to carefully monitor and manage compliance with corporate ethics standards. All levels of management should be careful not to create work environments where employees perceive that hitting deadlines and meeting revenue goals are the priority regardless of how those goals are achieved.

Strong Ethical Culture Reduces Pressure, Observed Misconduct, Failure to Report & Retaliation

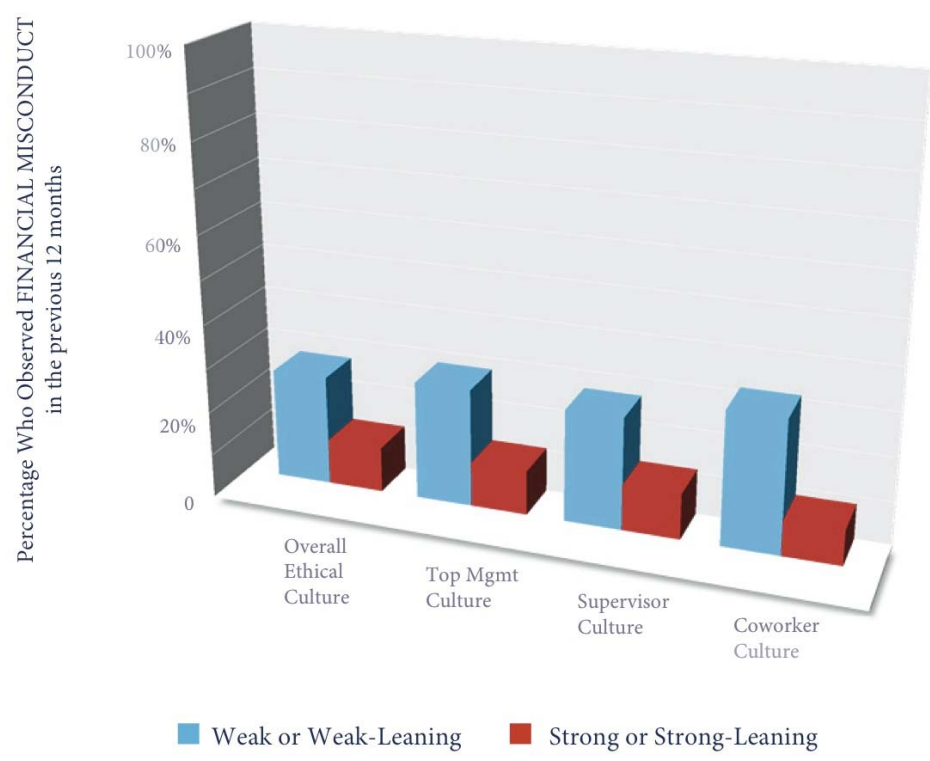
The “Leadership Difference”

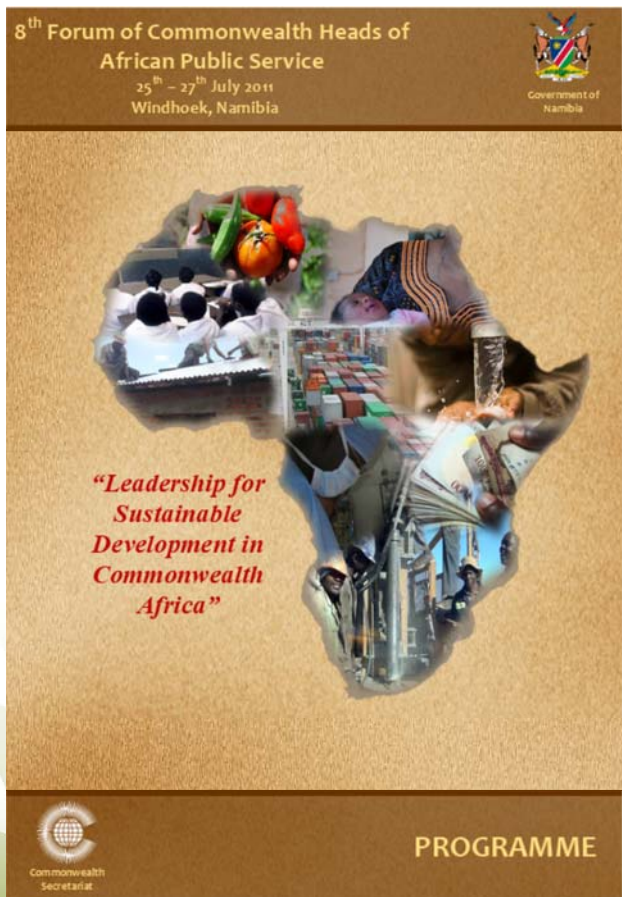


Strong Top Management Culture Reduces Pressure, Observed Misconduct & Retaliation



Strong Coworker Culture Connected with Most Significant Decrease in Observations of Financial Misconduct





Commonwealth Heads of African Public Service noted that:



public servants are trustees of public resources and have an obligation to satisfy collective needs as demanded by citizens and that citizens need to be informed about how resources are used, by whom and for what results;



integrity of the public service is closely connected to a country's competitiveness in that a country that is perceived as being high in integrity will be more attractive to investors; and



ethics and values have meaning only if they go beyond legal instruments to be anchored in culture to mould personality and character of public servants.

Creating a Value-based and Ethical Public Service in Commonwealth Africa

Report of the
Fifth Forum of Commonwealth
Heads of African Public Service

Maputo, Mozambique
8-10 July 2008

It is generally accepted that leadership is at the core of sustainable development, because visionary leaders are necessary to articulate and communicate the bigger picture and inspire everyone towards attaining national objectives and goals. Mobilising everyone to be part of the national development agenda is also an attribute of good leadership that should facilitate sustainable development.



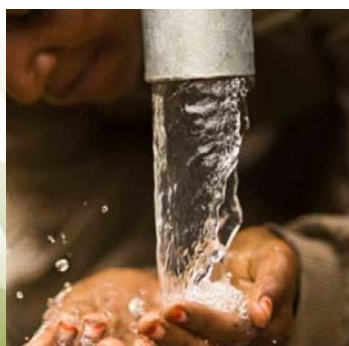
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SASKATCHEWAN

Considering that the public service plays a pivotal role in spearheading the socio-economic development of any country, the quality of leadership in the public service, by and large determines the capacity to achieve its national development aspirations. Getting the right leadership at all levels, in the public service, is therefore an important pre-requisite for attainment of sustainable development in Africa.

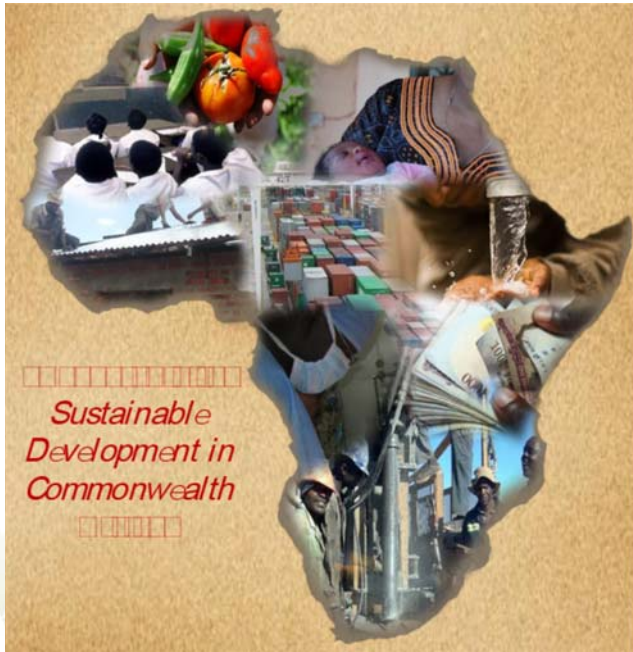


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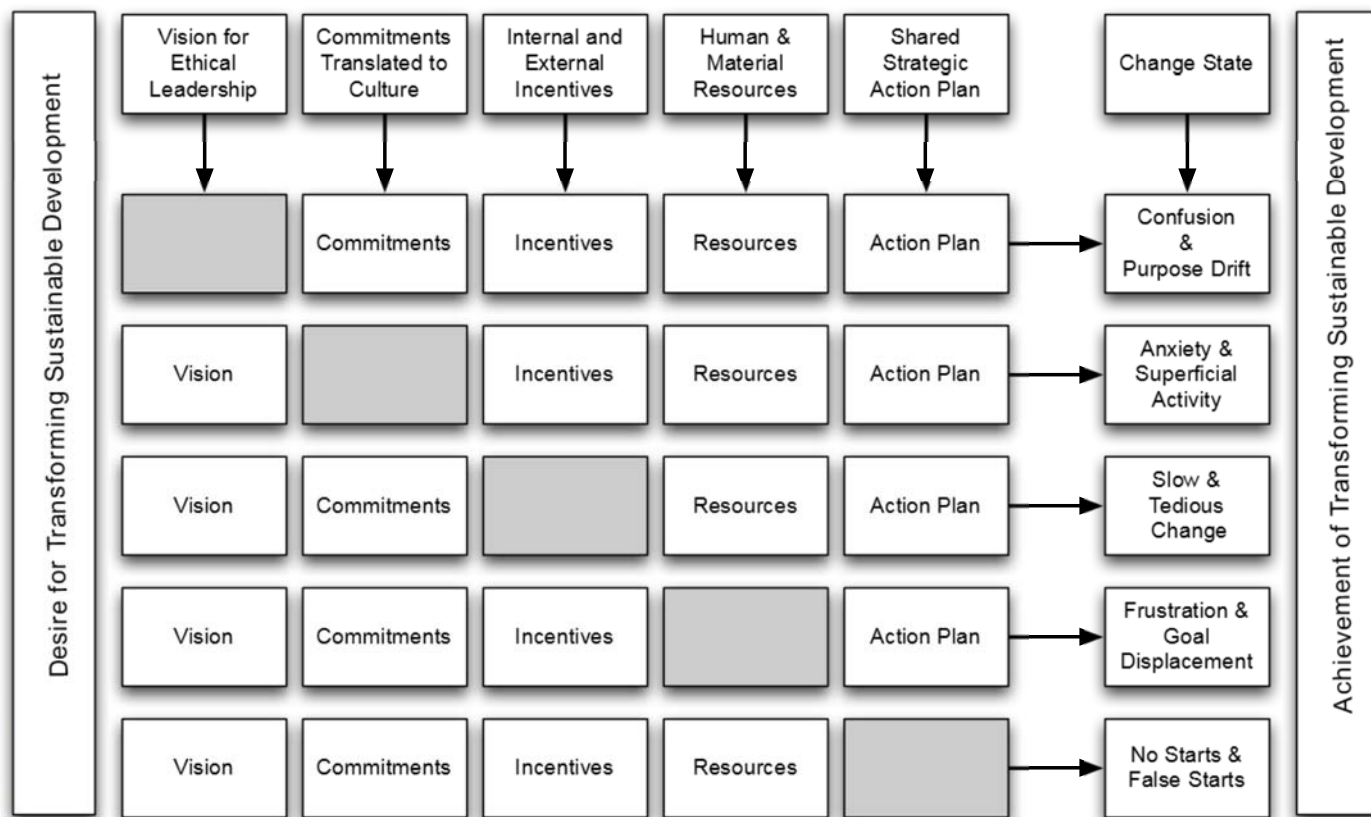
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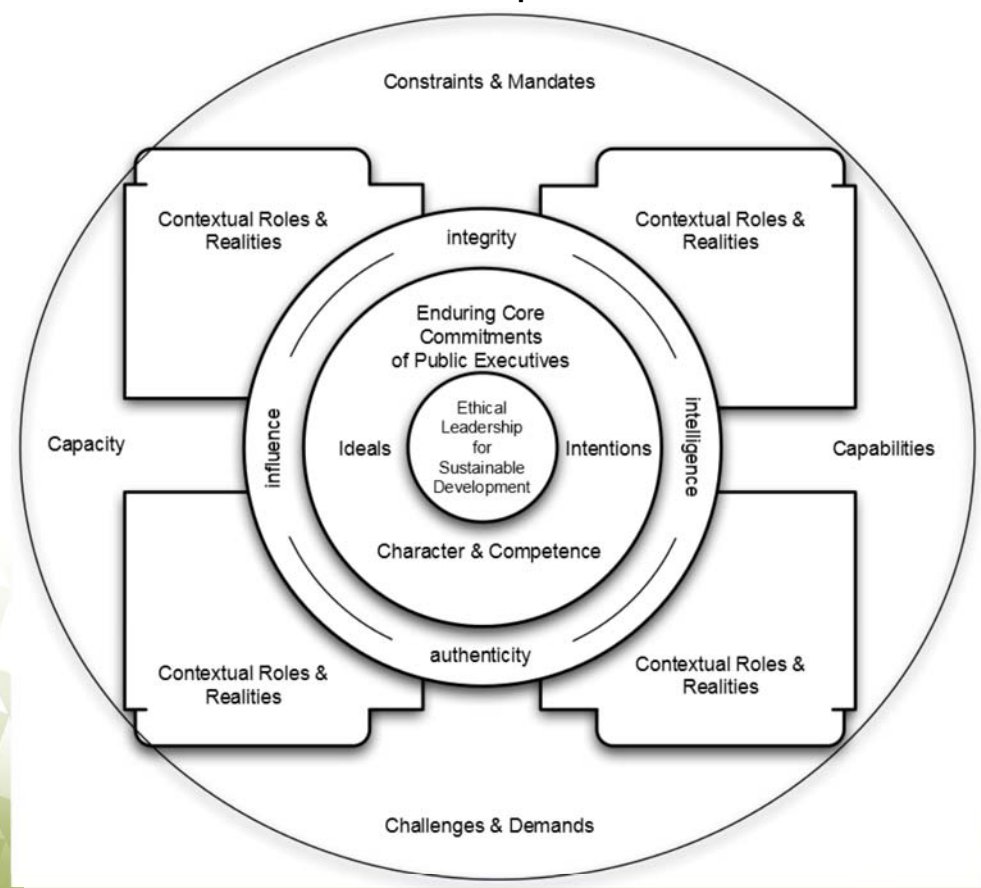
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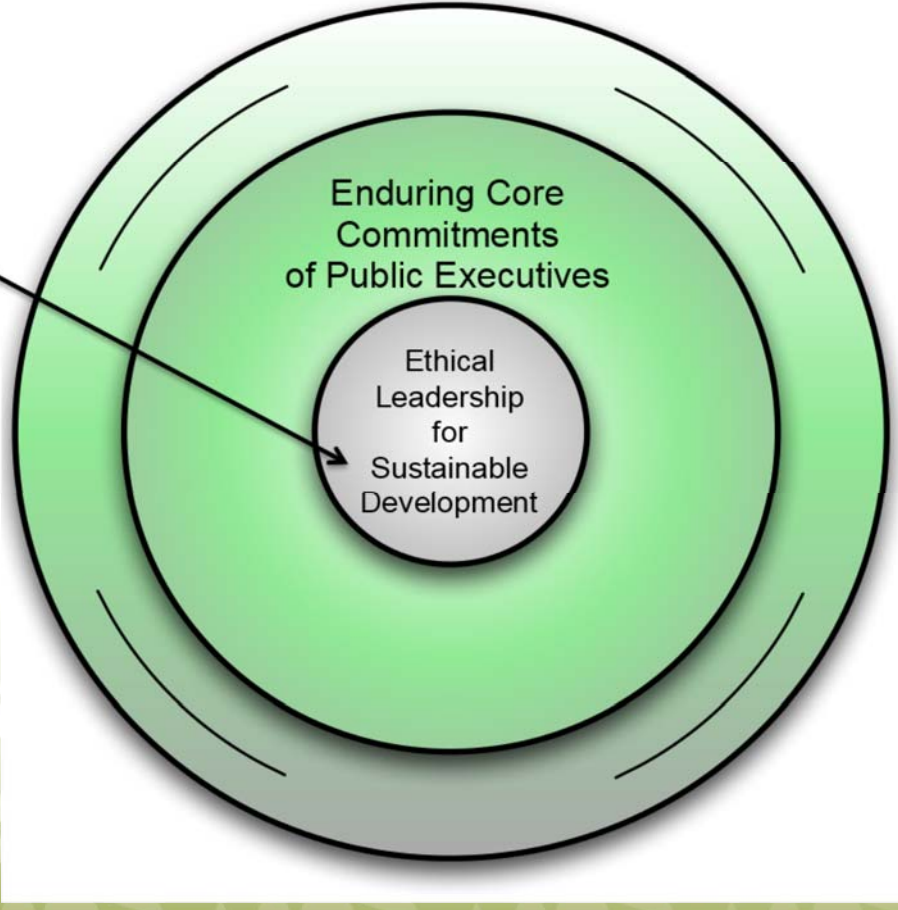
****Complex Inter-connections: From Desires to Achievement****

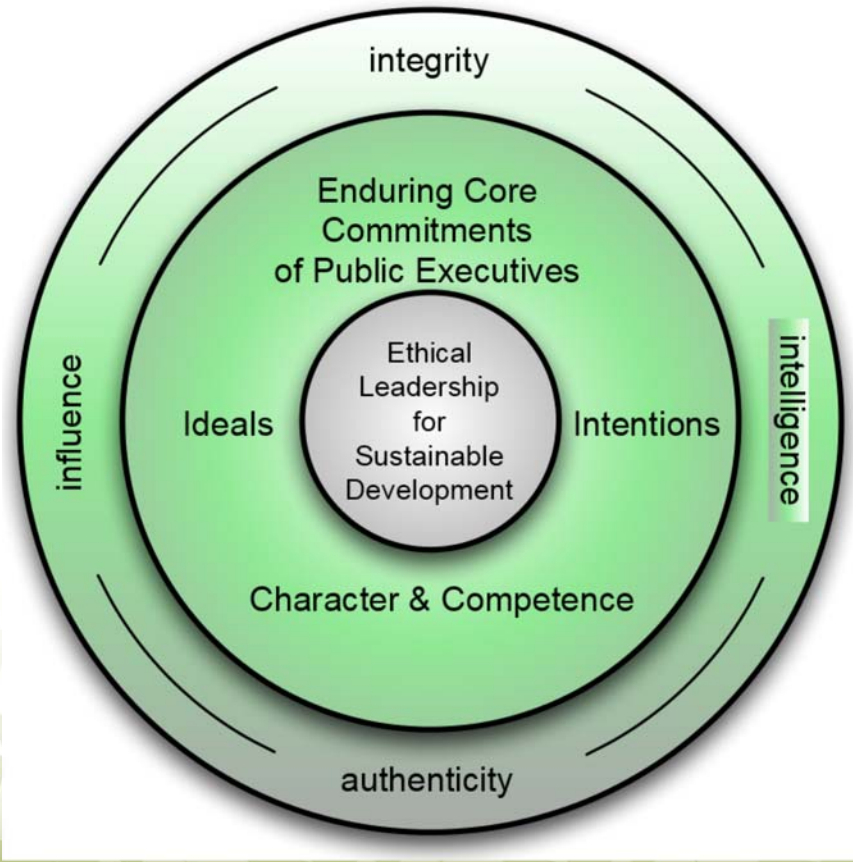


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A Vision of Ethical Leadership for Sustainable Development





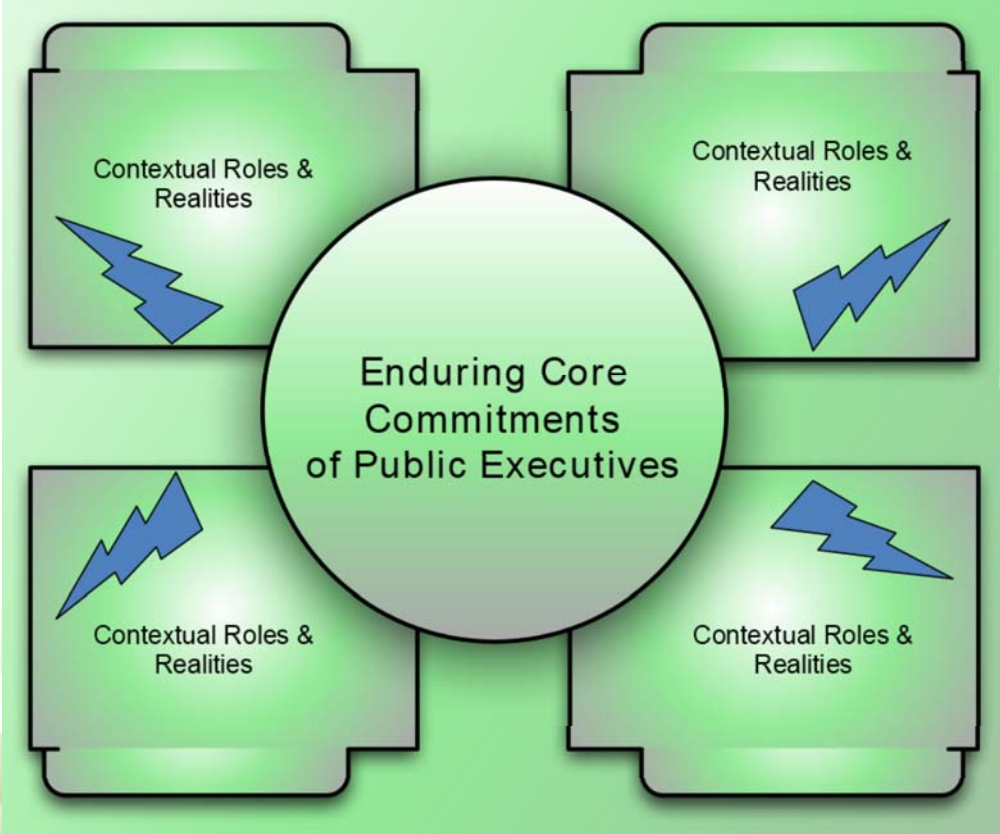


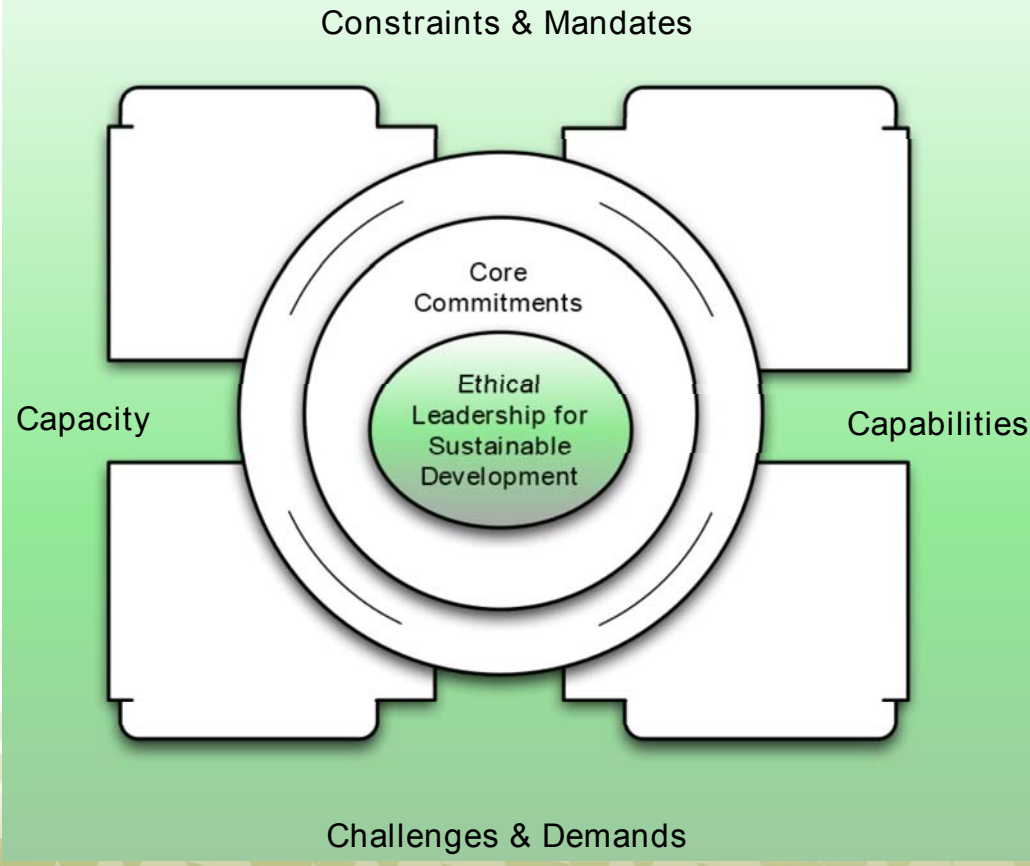
The word "character" is derived from the Greek word which was originally used to describe a mark impressed upon a coin – later it came to mean a point by which one thing is told apart from others.(charaktēr)

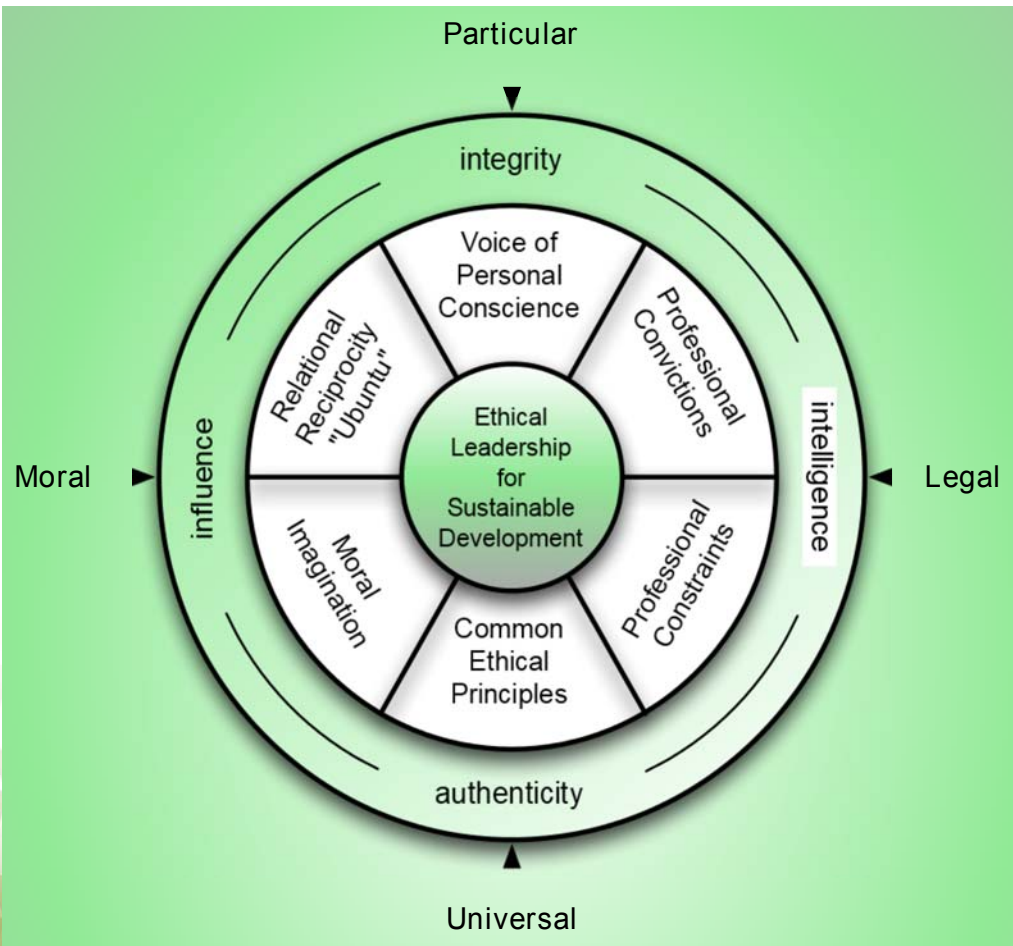


Core Commitments of Ethical Leadership for Sustainable Development













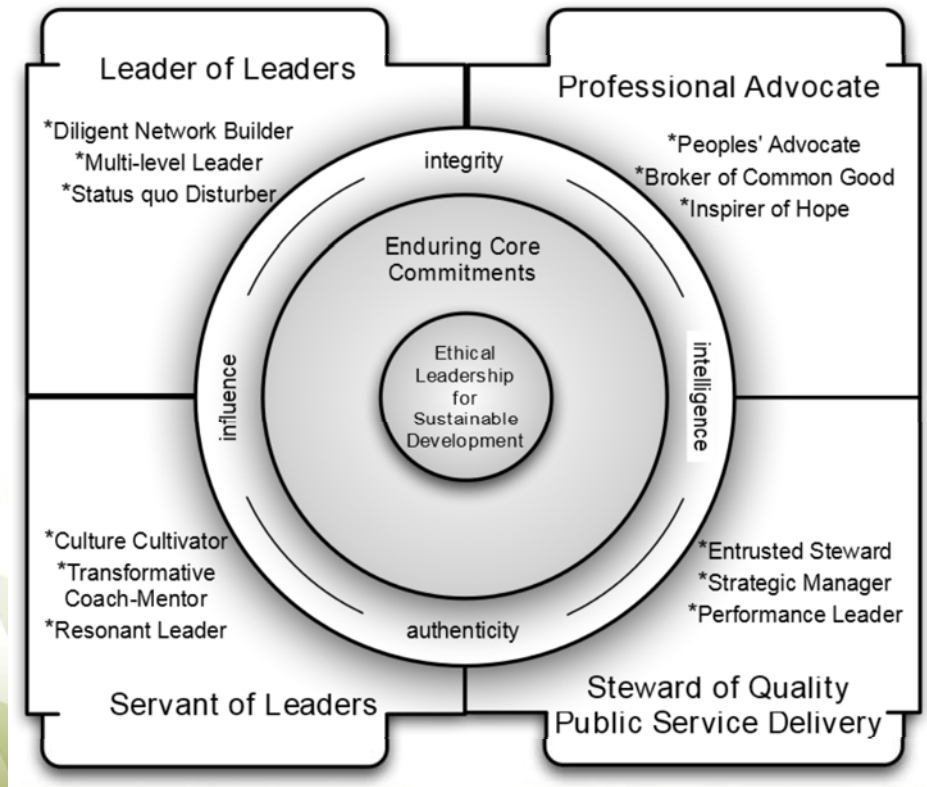




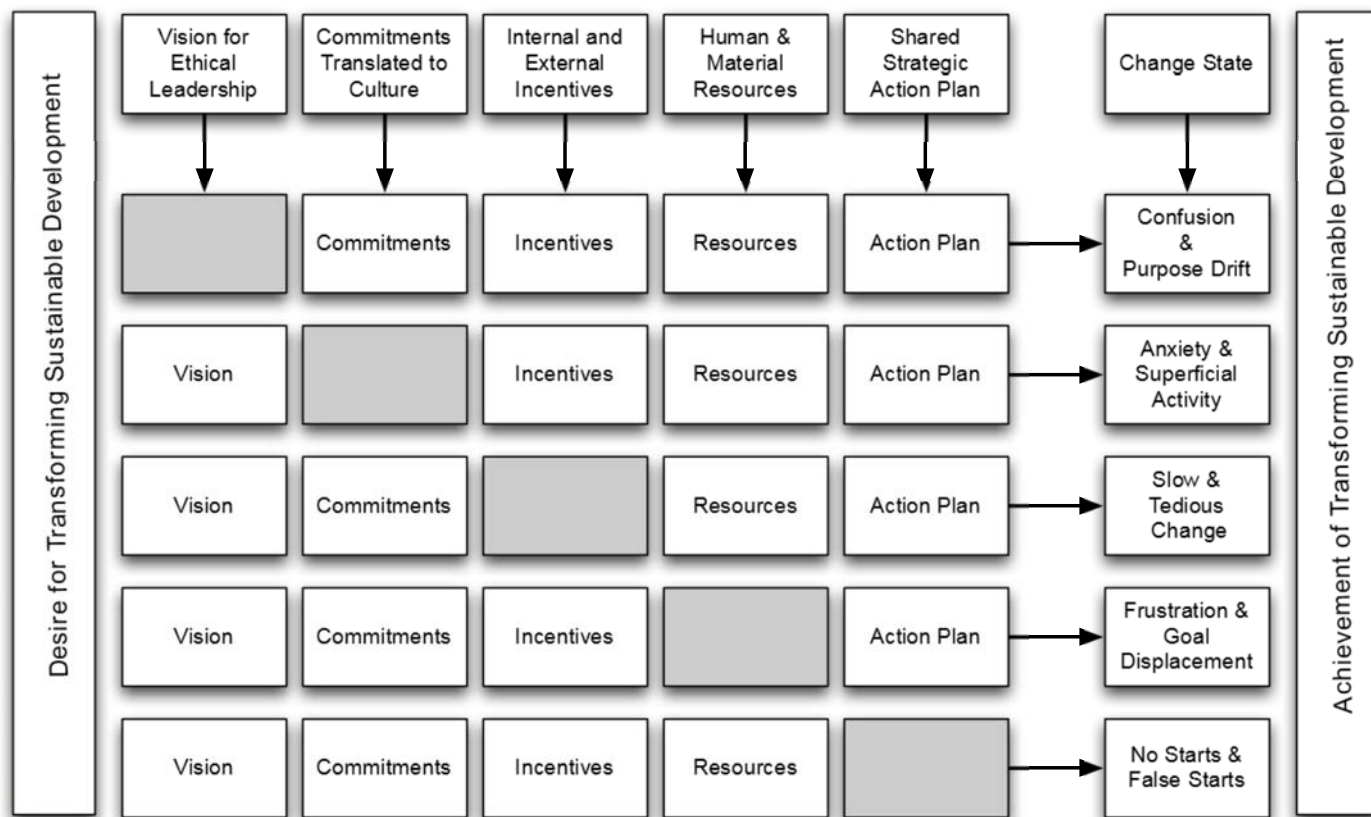


Envisioning and Enacting Ethical Leadership: The Challenge

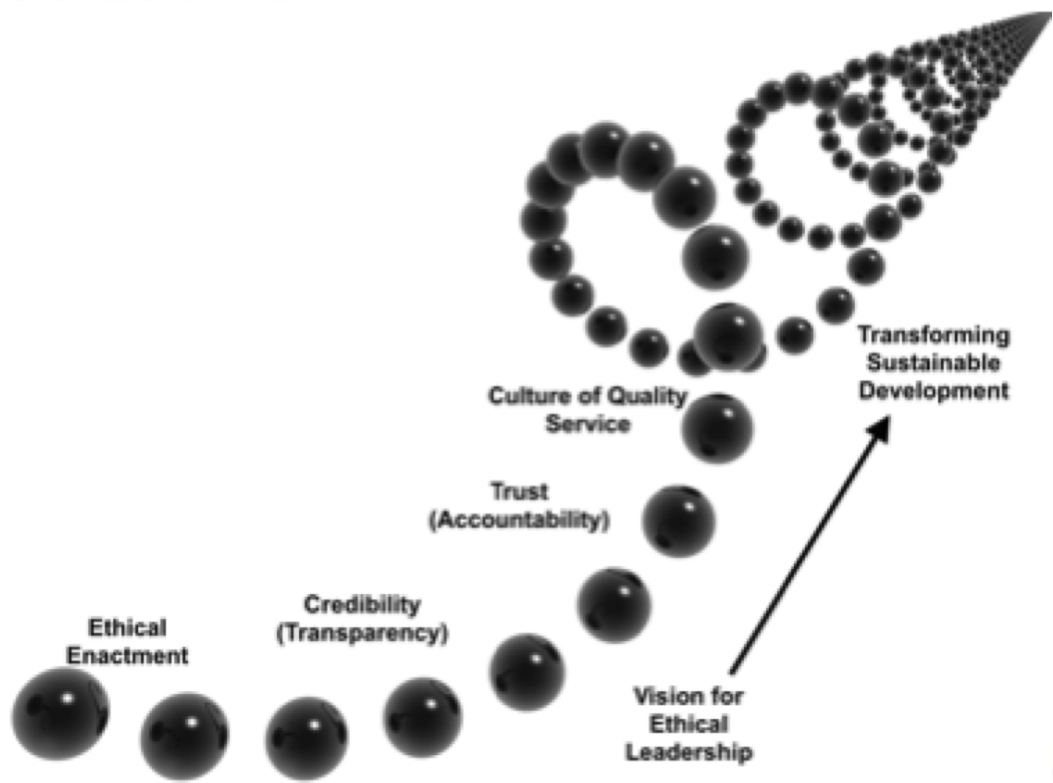
Ethical Leadership Heuristic



****Complex Inter-connections: From Desires to Achievement****



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Upward Spiral: Vision for Ethical Leadership to Transformative Sustainable Development



GOVERNMENT OF NAMIBIA
OFFICE OF THE PRIME MINISTER



COMMONWEALTH SECRETARIAT
GOVERNANCE & INSTITUTIONAL DEVELOPMENT DIVISION

**8th Forum of Commonwealth Heads of African Public Services
25-27 July 2011
Windhoek, Namibia**

COMMUNIQUÉ

The Commonwealth Heads of African Public Service held their Eighth Forum in Windhoek, Namibia from 25th to 27th July 2011 under the theme "Leadership for Sustainable Development in Commonwealth Africa".

The Forum:

- discussed the state of leadership in the public service across Commonwealth Africa;
- reflected on the critical role of ethical leadership for sustainable development;
- discussed strategies for developing and sustaining the leadership required to facilitate sustainable development in Africa; and
- shared experiences and good practices.

The Heads of Public Service agreed on the following action points:

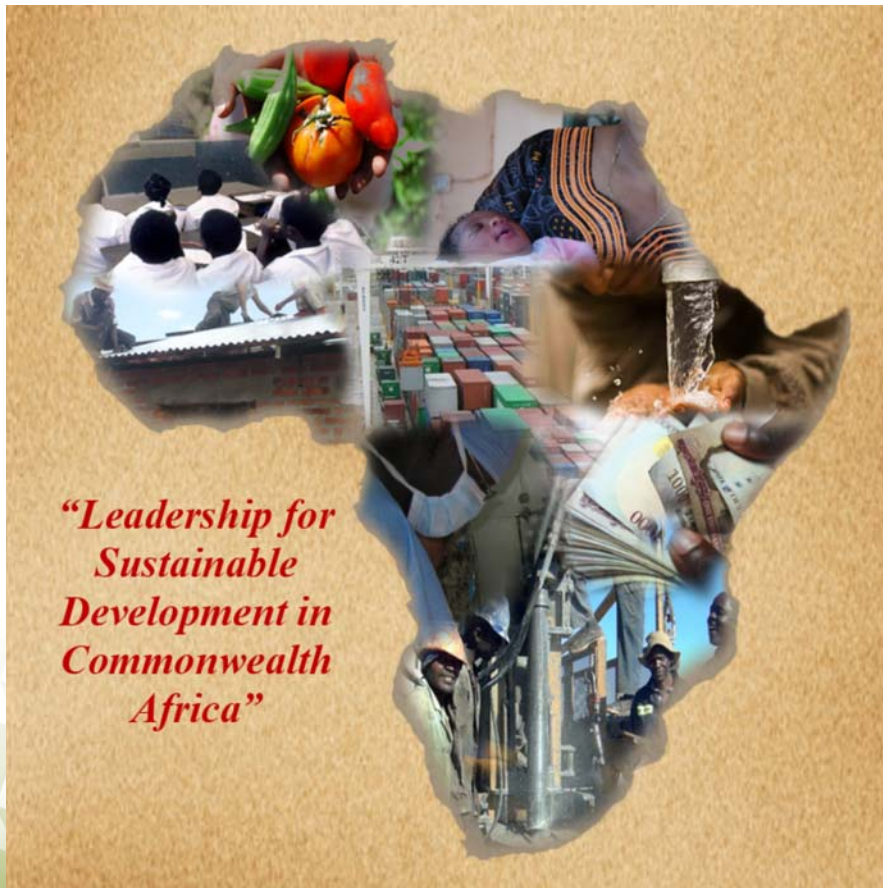
- to hold themselves accountable for championing ethical leadership cultures for sustainable development throughout the public service;
- considering the evolving role of the state in the globalising world and complex development challenges, mechanisms should be put in place where all leaders, including political leaders, are exposed to new concepts, practices and experiences on a continuous basis such as ethical leadership and sustainable development; and to request the Commonwealth Secretariat to provide support in this area where possible, recognising that learning needs to take place at all levels of leadership in the public sector, including political leaders;

The Post Turtle

“Any time you see a turtle on a fence post, you know he/she had some help” (Alex Haley)*



*Author of Roots – tale of Kunta Kinte, a proud African who was kidnapped from his village in West Africa



“Leadership for Sustainable Development in Commonwealth Africa”

Stipulative Descriptions: Leader, Leading, Leadership & Leaderful

“leader” (or Head, executive) = person and their position of responsibility

“leading/lead” = activity and function

“leadership” = dynamic condition and morally purposed; it is an interconnective force that resides between and amongst people – expressed in terms of culture (way of life lived in common; taken for granted assumptions/values)

“leaderful” = adjective for an organization that has many effectual leaders distributed at all levels.