



Financial Reporting and Management Conference for County Governments

Diani Reef Beach Resort & Spa, Ukunda

**VALUE-BASED LEADERSHIP AND GOVERNANCE FOR COUNTY
GOVERNMENTS**

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Content



- ❖ Objectives
- ❖ Definitions
- ❖ Experience Sharing
- ❖ Question and Answer
- ❖ Conclusion



Objectives



By the end of this session, the participants will be able to:

1. **Explain** what is Value-Based Leadership
2. **Understand** the role of effective Governance
3. **Highlight** the risks and costs associated with corruption
4. **Appreciate** legal structures to mitigate Corruption in Kenya
5. **Share** experiences

*“In its essence,
leadership is a lifestyle,
not a position.”*

John Hawkins



Value – Based Leadership



- ❑ This is **leading by staying true to one's values**
- ❑ To lead by remaining consistent to one's beliefs and never swaying from the fundamental values
- ❑ The leader may change his or her strategy, tactics, or approach given the situation, **BUT** the leader never changes his or her underlying values, beliefs, or principles

Behavior

How do I live?

Values

What is good and right?

Beliefs

What is true?

Worldview

What is REAL?

Iceberg Principle in leadership behavior

The ocean floor covers 70% of the Earth's surface.

Terminology...



- ❑ **Leader:** A person who influences and guides others toward the accomplishment of a goal
- ❑ **Leadership:** The ability to inspire others, establish trust, and promote teamwork
- ❑ **Managing:** Overseeing systems and processes, focusing on doing things correctly, using resources wisely

Value – Based Leadership...



- ❑ Values drive behaviours that impact performance
- ❑ Productivity vs Activity – What behaviours are we driving?
Intended and Unintended?
- ❑ Analyse the behaviours that drive performance



What Is Your Leadership Brand?

Being an effective self leader

Value – Based Leaders...



- ❑ **Mahatma Gandhi** – Gandhi never wavered from his ultimate belief to use nonviolent practices to achieve independence.
- ❑ **Mother Teresa** – Known for her unwavering vow to help the world's needy, Mother Teresa fought for the poor, the sick, the orphaned, and the dying.
- ❑ **Martin Luther King, Jr.** – Martin Luther King Jr. led the civil rights movement based on his belief of racial equality through peaceful measures.
- ❑ **Nelson Mandela** – A former President of South Africa, Mandela fought to end Apartheid and bring democracy to South Africa.

Exercise



Discuss and suggest names of value based
leaders across Counties in Kenya

Video



<https://www.youtube.com/watch?v=TBpu4DAvwI8>

Video Feedback



- ☐ Mention 5 leadership aspects
- ☐ Was there a leader and if so who?
- ☐ What leaderships skills are exhibited?
- ☐ Identify 3 values

Discuss...



1. What **values** does your County leadership uphold?
2. Explain how these values communicated to at least three stakeholders
3. Describe how to measure that your County and or unit has internalized the values

Governance (Utawala)



“The use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy.”



Governance Cont'd...



- ❑ Good governance should oblige the **State** to perform its functions in a manner that promotes the **values** of efficiency, no corruptibility, and responsiveness to civil society.

Effective Governance...



**Governance Outcomes:
Confidence in the organisation**

Review and Evaluation of Governance Arrangements

Information and Decision Support

**Internal
Conformance
&
Accountability**

**Planning &
Performance
Monitoring**

**External
Conformance
&
Accountability**

Risk Management

Stakeholder Relationships (External & Internal)

**Leadership, Ethics and Culture - Commitment to Good
Public Sector Governance**

Leading Self

A continuous self reflection, new powerful personal habits

Leading Self



- ❑ Great leadership is a cultivated art – it begins with self leadership

Components of Self Leadership

- ❑ **Self Awareness:** The ability to acknowledge , understand and be conscious of own values, perspectives, strengths, weaknesses, leadership propensity and emotional needs
- ❑ **Self Management:** The ability to nurture and harness ones own passion, abilities, emotions and leadership capacity in decision making

Leading Self



- ❑ **Other-Awareness:** The ability to acknowledge and recognize the passion, gifting, strengths, weaknesses, potential and needs of others
- ❑ **Other-Management:** The ability to grow and motivate other people to develop their potential and/or fulfil the organization's objectives

It is a journey

Importance of Leading Self



- ❑ Increase in self awareness and authenticity
- ❑ Appreciating others even as you appreciate yourself
- ❑ Preventing derailment – not to self-destruct
- ❑ Ensuring long term success – focus on what's important

Note: *Live* an active legacy and *leave* a legacy

Importance of Leading Self Cont'd...



Remember...

- ☐ It is an ongoing process of self-reflection
- ☐ It is an everyday habit of self reflection
- ☐ It is an opportunity to measure life – a little bit at a time
against principles and goals

Key Habits of Effective 'Self' Leaders



- They take initiative – **Being proactive**
- They focus on goals – **Begin with the end in mind**
- They set priorities – **Put first things first**
- They only win when others win – **Think win/win**
- They communicate – **Listen to understand, speak to be understood**

Key Habits of Effective 'Self' Leaders Cont'd...



- They cooperate – **Synergize**
- They reflect on and repair their deficiencies –
Sharpen your saw

*The most important work is the **INNER WORK** – when you master what is your interior, you will master what is outside of you!*



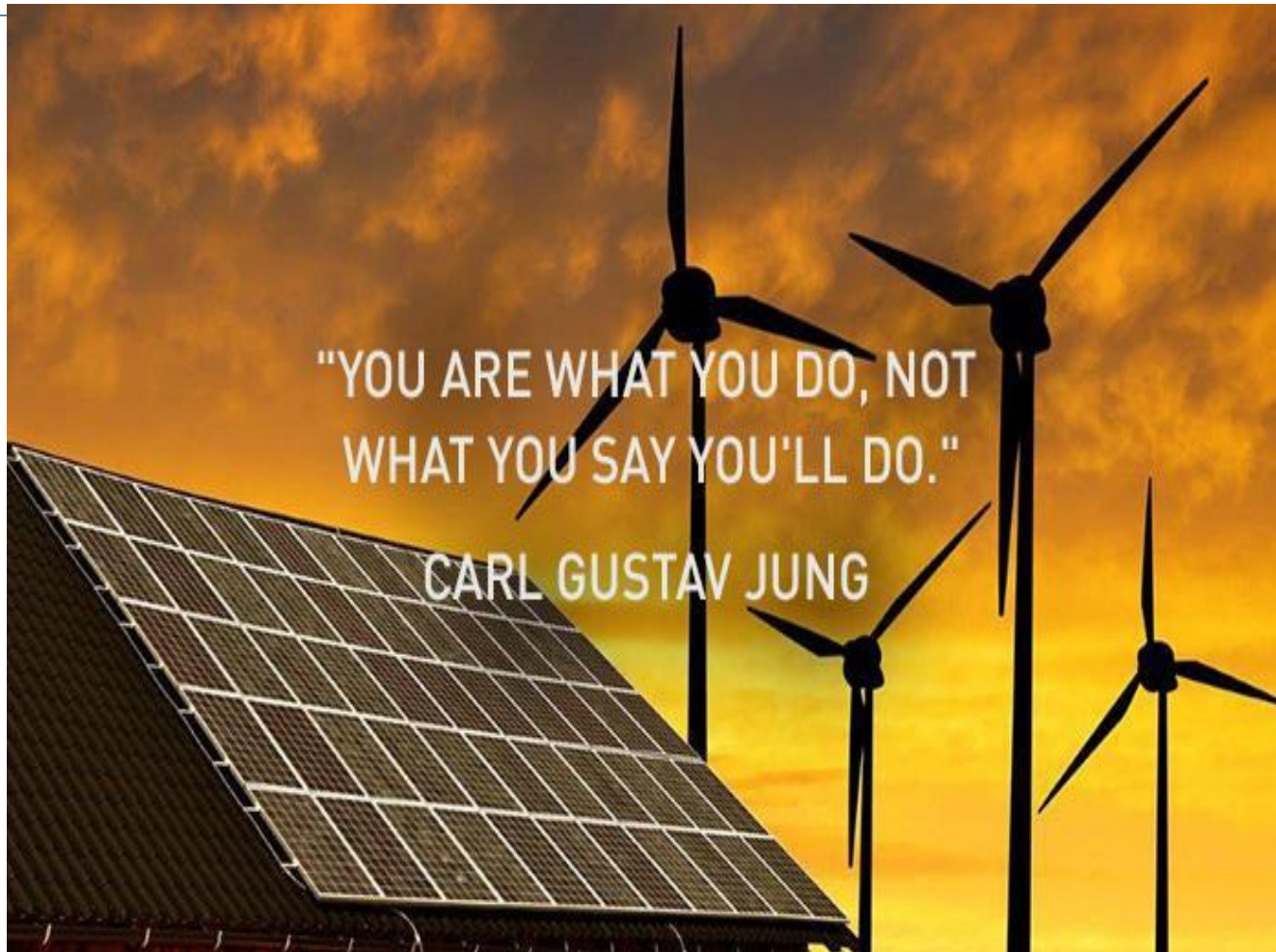
The Johari Window Model

‘Leading Self’ Key Take - Aways



- ❖ Focus on developing character not personality
- ❖ You are what you habitually do, so adopt productive habits- be authentic
- ❖ Choose sound principles - integrity, dignity, quality, service, patience, perseverance, caring, courage – and endeavor to live by them
- ❖ Think about your ‘active’ legacy – what are you known for; what do you want to be known for?
- ❖ Build trust in your relationships

Q & A, Sharing of Experiences



Defining Corruption



1. The origin of the word is from the Latin **corruptus** (*spoiled*) and **corrumpere** (*to ruin; to break into pieces*).
2. The working definitions presently imply that it is "***the misuse of a public or private position for direct or indirect personal gain***".



Corruption and Kenya



- ❖ In 2017, Kenya was ranked no. **143** out of 180 countries on Transparency International's corruption Perception Index.
- ❖ The only African countries that scored worse include; Somalia, South Sudan, Libya, Eritrea, Burundi, and Zimbabwe and these were either politically unstable or in conflict.

Corruption and Kenya



- ❖ Corruption is a secret activity that is very difficult to detect in some countries.
- ❖ In some instances, when discovered, the monetary value of the transaction tends to be elusive.
- ❖ ***Corruption has been around for a very long time***

Discussion



1. What are the different forms/types of corruption?
2. What are the impacts of corruption to a County?
3. State the legal structures of Counties you know of that exist to prevent corruption e.g. County Bylaws, (Approved & pending)
4. Identify WHO the law considers most liable / culpable in corruption related offences (*use an example*)

Types of Corruption



- ❖ Bribery
- ❖ Fraud
- ❖ Abuse of office
- ❖ Bid rigging
- ❖ Conflict of Interest
- ❖ Secret inducements for advice
- ❖ Improper benefits for appointments
- ❖ Dealing with suspect property
- ❖ Fraudulent payment for sub-standard or defective goods

Effects of Corruption across Counties



- ❖ Discourages investments
- ❖ High public debt
- ❖ Substantially increase of transaction costs
- ❖ Uncompetitive business
- ❖ Injustice
- ❖ Increased taxes
- ❖ Increase in poverty
- ❖ Class disharmony

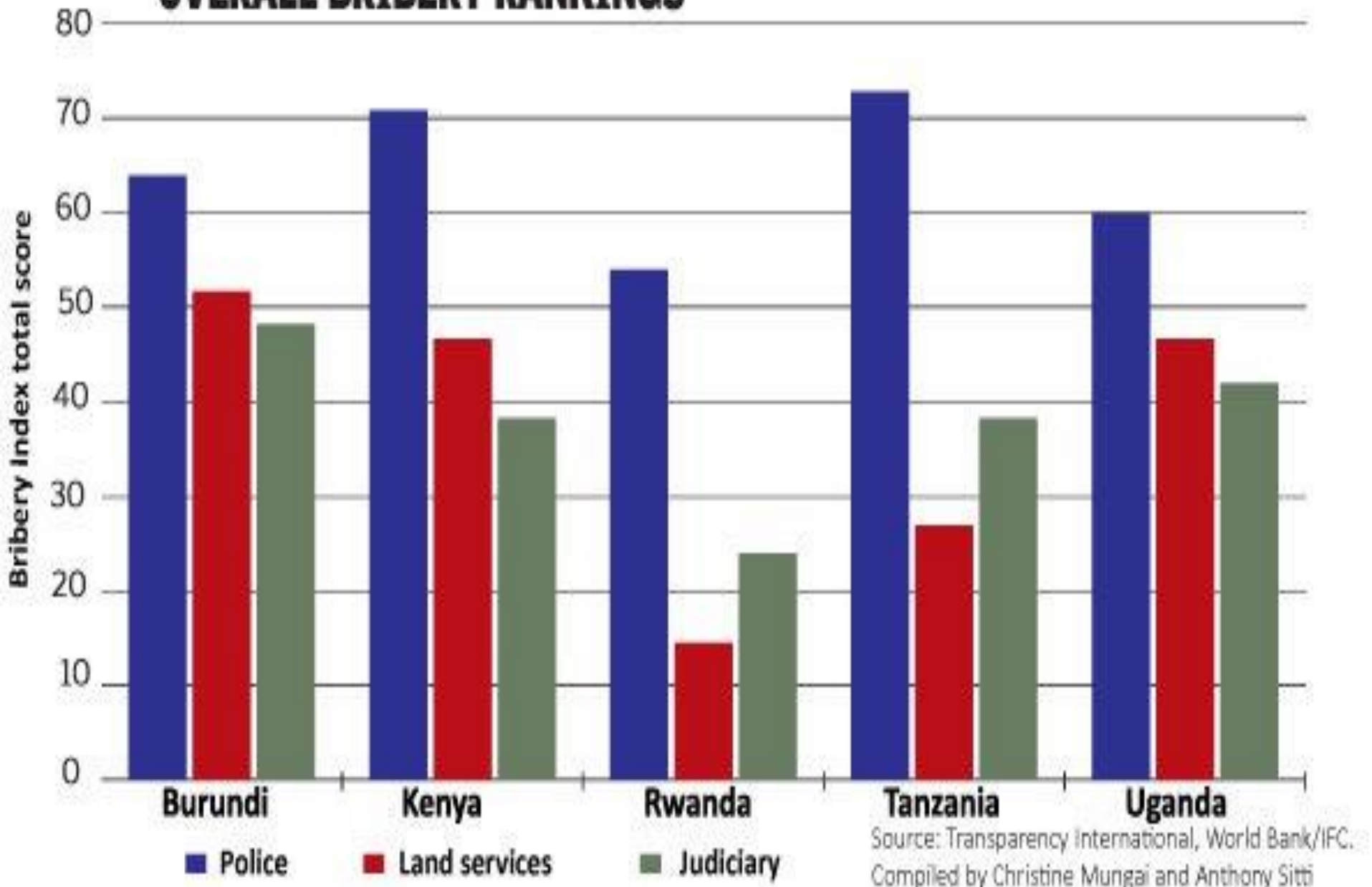
KENYA CORRUPTION INDEX 1996 - 2018



SOURCE: [TRADINGECONOMICS.COM](https://tradingeconomics.com) | TRANSPARENCY INTERNATIONAL

SOURCE: <https://tradingeconomics.com/kenya/corruption-index>

OVERALL BRIBERY RANKINGS



SOURCE: <https://www.theeastafrican.co.ke/business/EA-feels-the-pinch-of-corruption-and-lengthy-procedures/2560-2057334-15ndbhpz/index.html>

Corruption Laws



Kenya's anti corruption laws are *“strong,”* yet the gap between Kenya's legal framework and implementation of laws is *“large”*.

Global Integrity

Mitigating Corruption



- ❖ Code of Ethics for Suppliers in Public Procurement and Disposal Issued pursuant to Section 139 of the Public Procurement & Disposal Act, 2005 (2015)
- ❖ Corruption Prevention Guidelines in Public Procurement - EACC
- ❖ The Public Officer Ethics ACT (Chapter 18)
- ❖ Anti – Fraud Policy
- ❖ Anti – Bribery Bill (Draft)
- ❖ The Bribery Act 2010(UK)
- ❖ Whistle blowing



Who may be liable for corruption?



- ❖ Individual liability
- ❖ Corporate liability Range of persons who may be liable

NB: International / Overseas bribery



Video Discussion and Feedback



Can corruption be avoided in Kenya?

Which African countries are most attractive for investment?

Top 10 countries most attractive for investment



1

South Africa
31.8%



2

Kenya
15.9%



3

Ghana
9.1%



4

Mozambique



5

Tanzania



6

Botswana



7

Uganda



8

Angola



9

Namibia



10

Zambia

Why South Africa was consistently ranked most attractive for investments



Established infrastructure



Kenya's growing economy and
emerging ICT sector



Renewable Energy Power Producers
Procurement programme



Sound government
policy framework



Kenya's very
pragmatic government



Low rate of criminality
and corruption

SOURCE: <https://www.icafrica.org/en/knowledge-hub/annual-report-2012/which-african-countries-are-most-attractive-for-investment-and-why/>

Comments, Q & A

**THANK
YOU**

