

## Panel on the State and Structural Transformation

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### Ten Points

#### 1. We need to define the state

- ♣ The Executive } Make them
- ♣ Legislature } accountable
- ♣ Judiciary
- ♣ Independent bodies/Watchdogs/
- ♣ Defense forces
- ♣ Security forces – intelligence – police
- ♣ Let us be careful about developmental states, failed states, fragile states

#### 2. Review the frameworks under which they are constituted and operate

- ♣ How are they selected/elected
- ♣ How are they supervised
- ♣ Accountability
- ♣ Removal and recall

#### 3. Strengthen accountability

- ♣ Horizontal accountability
- ♣ Vertical accountability
- ♣ Multiple systems of accountability
- ♣ Separation of interests
- ♣ Separation of powers

#### 4. Deconstruct and review representation systems

- Majoritarian regimes
- Regimes elected by minorities (Zambia 29%: UK)
- The tyranny of numbers (Kenya)
  - Elite political settlement
  - Pre-election coalition agreement
  - Post-election leadership succession pacts

## 5. Transformational leadership

- Between leaders and rulers (Uganda)
- Servant leadership vs. leaders as providers/patrons – Ethiopia's experience
- Elections and leadership as a ladder to power and prosperity vs. as a channel to serve
- Transformative leadership
- De-commercialization of power and politics

## 6. Ways of transformational leadership

- + Unlocking the potential of all
- + Creating an enabling environment for all – asset ownership, access, affordability, availability
- + Dismantling patriarchy which has pushed women into petty trade and sex trade
- + Dismantling matriarchy which in matrilineal society has pushed boys/young men out of communities
- + Helping the physically challenged to exert themselves according to their ability
- + Creating incentives for all especially citizens. Giving incentives to foreigners and denying them to locals is a serious inferiority complex. Even people in the diaspora are not treated as foreign investors.
- + Creating cushioning factors to protect citizens from harsh consequences of growth
- + Statistics
- + Inclusive and adoptive policies:
  - Policies that allow win-win situations for all
  - Policies that allow room for adjustment to local conditions
- + Supporting local development through
  - Devolution of power, responsibilities and resources
  - Equitable sharing of resources at national and regional levels
  - Distributing human resources equally
  - Disbursing financial resources to local institutions on time

## 7. Supporting youth development requires-

- Supporting family systems to develop, nurture and guide the youth
- To ensure the youth grow in a transformative environment at community level
- To guide the youth and prepare them for responsible adulthood
- To reexamine the education system and make it conducive to youth growth and participation in the economy

- The education system does not build on community needs and strengths
- Secondary and post-secondary education institutions have become prolonged kindergartens – children grow there; those who are lucky get jobs, the rest languish
- Educational institutions must become accountable to the communities and prepare the youth for service to communities

## 8. Transformative culture

- The Ministries of Culture have to step back and review our interpretation of culture
- We must have pillars of culture
  - Beliefs, practices, norms, institutions, etiquettes, taboos
  - We should select what's positive and strengthen it, and reject negative aspects
  - But we must know what our norms stand for
  - We must distinguish between emic and ettic aspects of culture
  - We should build our culture into systems of production and services

## 9. Institutional Re-armament

- Building capacity to make evidence based policies
- Capacity to implement our own policies
  - + it starts with AU/RECS, we pass and bypass our own policies
  - + balance between formal and informal systems
  - + strengthen separation of interests
  - + build capacity for adoptive/innovative policies
  - + M & E
  - + Review and renewal of policies

## 10. Revitalizing Labour Unions

- ♣ Review and revive tripartisanism
- ♣ Assess the value of social corporatism
- ♣ Reduce employer power
- ♣ Strengthen health and safety
- ♣ Make SSF beneficial to workers
- ♣ Work for decent work

