



**SHARED  
VALUE**  
AFRICA INITIATIVE

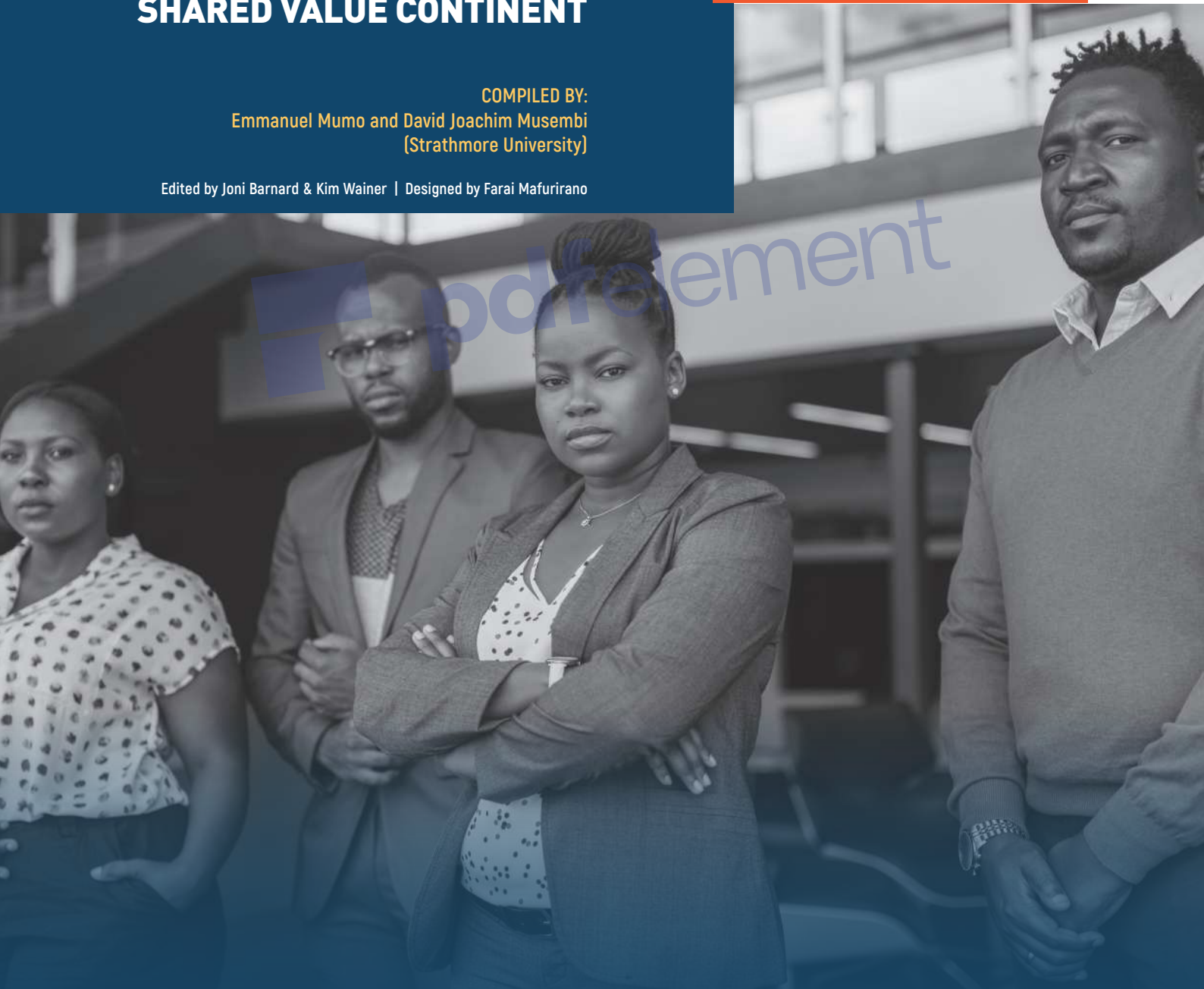
# RSG WEF: RECLAIMING PUBLIC AND POLITICAL SECTOR LEADERSHIP FOR A SHARED VALUE CONTINENT

COMPILED BY:

Emmanuel Mumo and David Joachim Musembi  
(Strathmore University)

Edited by Joni Barnard & Kim Wainer | Designed by Farai Mafurirano

**BREAKAWAY SESSION 03**



THIS DOCUMENT PROVIDES A SUMMARY REPORT ON THE #ASVS19 BREAKAWAY SESSION 3:  
RECLAIMING PUBLIC AND POLITICAL SECTOR LEADERSHIP FOR A SHARED VALUE CONTINENT.  
A Joint Initiative with the Africa Regional Strategy Group, an Initiative of the World Economic Forum

## Table of Contents:

<b>BREAKAWAY BRIEF AND OPENING COMMENTS</b>	<b>03</b>
• Introduction To The World Economic Forum By: Ms. Elsie Kanza	03
• Objectives That Will Help Wef Advance Its Agenda In Africa	05
<b>CONTENTS OF DISCUSSION</b>	<b>07</b>
• PANEL DISCUSSIONS	07
• Q&A SESSION	07
• AUDIENCE IDEAS SHARING PLATFORM	10
1. Technology and The Youth Factor: Dr. Kamau Gachigi	10
2. Youth, Technology, and Corruption; Role Played by The Government: Mr. Laban Cliff Onsario	11
3. Remarks and Suggested Strategies, from Attendees in The Panel	12
<b>CONCLUSION</b>	<b>14</b>
• CLOSING REMARKS	14
• ACTION POINTS:	14
• Commitments and The Way Forward to a Shared Value	14

## BREAKAWAY DESCRIPTION AND OPENING COMMENTS

Business has made great strides in creating leadership that is responsive, ethical and informed by society. However, these gains are slowed by a public and political sector that continues to drive our continent down the path of dependency, conflict, economic mismanagement, and general incompetence. This breakaway session engaged attendees in an in-depth engagement session centered on experience sharing and collective identification of possible solutions to various problem statements that would help them understand how the public sector has influenced their businesses. The brainstorming session was an open, joint discussion with the Africa Regional Strategy Group, an initiative of the World Economic Forum. Opening the session, Vivian Onano, a member of the SVAI Africa Council of 8, introduced the meeting's panelists and welcomed Laban-Cliff Onserio, the panel moderator who presided over the workshop.

## INTRODUCTION TO THE WORLD ECONOMIC FORUM



### LABAN-CLIFF ONSERIO

Deputy Communications Director,  
Office of the President (Kenya)

The World Economic Forum (WEF) is an international organization that drives Public-Private Cooperation. The forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas that will improve the state of the world. The organization relies on the community, both the public and private sectors, to create solutions for the systemic challenges experienced in various parts of the world through a multi-stakeholder approach. Being a leadership-driven forum, leaders from the member states take part in the implementation of the forum's agendas.

In Africa, WEF's focus is mainly on Sub-Saharan Africa and its primary aim is to drive the transformation of Africa from a continent of poverty to a continent of prosperity. This is through a twofold approach: (i) **accelerating growth** and (ii) **pursuing sustainable development** in order to address the systemic challenges in agriculture, health sectors, security, trade, and financial inclusion, as outlined in the Sustainable Development Goals. In Africa, this is achieved through various actual activities, actual products, and dialogues that WEF partakes in.

WEF focuses on two main entities and communities in Africa:

- 1. Africa Regional Business Council (ARBC):** a purely business multi-industry community comprised of leading African and global business leaders, i.e. local and regional CEOs, chairs and heads of global corporations.
- 2. Africa Region Strategy Group (ARSG):** an advisory group primarily made of non-business leaders from around the continent.

**Elsie Kanza highlighted that in the past two years, the ARSG has focused on two key areas:**

1. Leadership and values, and how Africans can rethink leadership in line with the 4th Industrial Revolution (thus forming the basis of the discussion); and
2. Public Private Partnership (PPPs) for education and the 4th Industrial Revolution (theme of the meeting).

The World Economic Forum looks at leadership from the angle of how to shape the future of institutional governance through initiatives related to WEF's partners against corruption and initiatives looking at fostering personal integrity. Focusing on South Africa, the WEF is in discussion with Stellenbosch School of Governance on how the forum can create a framework for building accountable integrity in both the public and private sectors. This is done primarily through the ARBC, which is essentially WEF's platform for shaping the future of responsible business.

In addition, through the Africa Regional Business Council platform, the WEF is looking at scaling one million SMEs in Africa in the coming five years, as well as massive scaling and re-scaling for the Fourth Industrial Revolution. Specifically on the projects related to leadership and values, the key concern is how to strengthen public leadership and the structures around it.

Elsie Kanza highlighted that this discussion was WEF's second in a series of dialogues, after the discussions in the UN headquarters, to see what role the organization can play in line with stakeholders' engagement. She also pointed to the next dialogues that will be held later this year revolving around this theme at the Africa Blockchain Conference on preparing Africa for the next Industrial Revolution, which will be particularly targeting youths active in the tech sector, and the Africa Women Leadership Network Dialogue.

## OBJECTIVES THAT WILL HELP WEF ADVANCE ITS AGENDA IN AFRICA

### Recognizing the Great Progress on Leadership That Has Been Made in The Continent.

Focusing on the progress of leadership in the continent, Elsia Kanza stated that there has been a notable high level of maturity recorded in the public and private sector compared to 30-50 years ago and that over the last 10 years there has been tremendous progress. What is of concern is that African-owned enterprises that have recorded revenues of over 100 million dollars make up only less than 20% of businesses in Africa. The continent's enabling environment policies are still lagging. Africa's performance, as a continent, is the lowest in the global competitiveness index as per the Global Competitiveness Report published by the World Economic Forum in 2018. This indicates that there is a critical need for active private sector participation in transforming business in Africa.

Kanza also briefed the audience on the notable efforts and interventions that have been made to address corruption, expand demographic space, and gender equity (factors that hinder economic progress in Africa), but have not fully translated into the shifting of political and public leadership as much as the WEF would like. This is in terms of being able to advance the private sector, which is essential for economic development. Therefore, the intention of these dialogues is to get different perspectives from different leaders that are part of the segmented society in the continent.

On the other side of the coin, notable fragmented efforts have been recorded in terms of leadership incubation in the public sector, leadership transition, and leadership-driven agendas based on corporate roles and values that are definable and capable of moving African states forward. For African nations to advance in the economic and social sector, they must take an open, bold and radical approach to doing things. The issue is not what others need to do for us in order to grow, but what we can commit to taking on as business ourselves in terms of our responsibility and what we control. The WEF looks to our guidance on what we feel is feasible and achievable. Therefore, we need to be pragmatic.

The key challenge that even the WEF is struggling with is that, "In this new era of 4th Industrial Revolution, where is the next generation of leaders going to emerge to help us drive progress in crucial areas arising, such as data in general and governance, where technology moves faster than the structures that we have?" It is a new world and we need to build leadership around new challenges and stop being viewed as a quasi-continent whose leaders are still stuck in the caricature, or rather the parody, of solving old problems.



She concluded by reminding the audience that **technology knows no boundaries, it affects us all evenly**. It is then clearly time for Africa to lead. The question is, are we ready to adopt these technologies? How do we address the failures that we have seen so that we can move forward? What is the leadership position that we can take in developing this agenda? And, how can we steer the private sector and play a leading role?

Elsie Kanza closed with a quote from the former chair of the Africa Regional Business Council:

“ If you are not seated at the table, then you will be on the menu. We need to decide are we going to be on the menu or seated at the table helping advance the continent. ”



## CONTENTS OF DISCUSSION



### PANEL DISCUSSIONS

This session was opened by the panel moderator, Laban-Cliff Onserio, who called for an open, joint discussion with the audience, to ask questions; brainstorm ideas; get feedback from the panel speakers as well as the participants on what is working and what is not working for Africa; and discuss the way forward for a more value-driven public sector leadership in the continent.

### Q AND A SESSION

**1. Does the private sector in Sub-Saharan Africa help to combat corruption in our nations? Should we hire the right leaders who will help us end this menace?**

PANEL DISCUSSION: ELSIE KANZA, W.E.F

- Corruption in Africa is a two-way street. The private sector is willing to corrupt, while the public sector is willing to receive. The World Economic Forum responds to this issue by asking their members to sign a pledge through its Partnering Against Corruption Initiative, which dictates that their members uphold certain values.
- The private sector specifically is in a better place to come up with new solutions for this problem. The role that the private sector can play in fighting corruption in Kenya and other parts of Africa is by adapting technology - for example, introducing the use of blockchain technology in the supply chain process. This will not only help reduce corruption but will also make the whole process efficient.

## 2. Do our leaders understand and appreciate the role played by technology in politics in this era of the Fourth Industrial Revolution?

Elsie Kanza brought up the issue of technology in governance and shared an initiative by the Centre for the Fourth Industrial Revolution in San Francisco, which houses private sector and government fellows from across the world. She also noted that the challenge for technology in governance is that global protocols need to develop and focus on how technologies are evolving, focusing on online technologies. Enabling policymakers and regulators should start to think about practical ways in which they can develop agile protocols that can help mitigate some of the downsides.

She shared with the panel that this year the WEF is expecting to launch World Economic Forum Affiliate Centres in Rwanda and South Africa. These two centres will be linked to the main centre in San Francisco and will allow for a closer presence on ground. This is because jurisdictions and contexts vary in different parts of the world and the WEF needs to have stations around the world to enable a quick turnaround in terms of prototyping new policies as well as understanding how emerging technologies are being deployed to solve real problems in a local context. The WEF are in discussions with the governments of Sierra Leone, Botswana, Ethiopia and Uganda about how they can rethink and review their innovation and digital strategies, and how to approach governance frameworks for the changes and reforms that need to be undertaken to address the challenges and opportunities that the Fourth Industrial Revolution presents.

## 3. How do we sanitize our political parties and eliminate corruption in our political system that has a later implication on the public-private partnership? Should we vote in aspirants based on rewards or merits? Should voters look on sincerity or the financial muscle of a candidate during their campaign that probably drives their way into electing them?

With respect to what the World Economic Forum can do and how much leeway they can have in order to eliminate corruption in governance, the organization has been fostering personal integrity through the Partners Against Corruption Initiative that kicked off in Latin America, and for which Africa is second in line. One of the things WEF does through this project is correct leadership practices by identifying what kind of innovations and interventions can be used. Often governments need revenue beyond what traditional streams like taxes can currently provide - and the question is, where does it come from? This leaves them in a chicken-and-egg situation that, without a solution, tends to reinforce the status quo.



She also noted that corruption is increasing around the world, which presents an ethical concern. Even as the WEF tries to resolve the status on the continent, there is a broader concern that is being filled partly through digital platforms. The question then becomes - how do we track cyber financial flows? Financial crime is now taking a new form, it can be hidden in new ways and this is a challenge that we should also reflect on.

In closing, her advice was that while business should back things that are critical, like campaign financing, it should only be to the extent of keeping a candidate/party on the radar, rather than being able to exert direct influence. At the same time, by moving quickly and driving positive outcomes that can be emulated, the WEF hopes to create an environment where hope can flourish, broadening what is perceived as doable, and enabling people to believe that other, more pressing problems can also be resolved. For their part, states should also strive to limit private sector influence in politics.

### Points Raised from The Discussions

- Politics is a money game and is dependent on the money factor - you must have money in order to succeed in African politics.
- There is zero interest in technology in the political space. Our leaders do not understand and rarely appreciate the role played by technology in the political arena.
- Corruption has never been absent in the majority of African nations. What has been absent generally are strong institutions, capable human capital and elites who disallow corruption. We can solve this problem by reinforcing our institutions to become credible and creating an environment where corruption is not tolerated at any level of society, but particularly among the influential elites. We should, therefore, embrace and normalise Shared Value thinking as common sense, as well as formalising it in legislation and business codes.
- The political and voting system in Kenya is based on popularity, mainly of a political party. Popular political parties take advantage of this and charge high nomination fees, having in mind that anyone running under their auspices will have an advantage in certain communities. In short, being an aspirant in a popular party makes winning the elections a relatively sure bet. As a result, billions of shillings then end up being invested in these political parties and their aspirants during the campaign period. These campaign funds are not only drawn from the nomination fees, but also from private business investors or rather business communities, businessmen and women, who willingly invest a lump sum amount in the parties with high expectations on the future benefits in terms of government tenders and deals that may arise once a candidate is elected. By the same token, when these candidates come into power, they also try to find ways to generate more funds for future campaigns, not always from ethical sources. This enables corrupt individuals to make their way into office, creating a knock-on effect on standards of governance.

## AUDIENCE IDEA-SHARING PLATFORM

### 1. Technology and The Youth Factor



**DR. KAMAU GACHIGI**

Managing Director, Gearbox, Kenya.

On technology and the youth factor, the question presented was: How Do We Develop the Next Generation of Leaders for the Fourth Industrial Revolution, Looking at The Whole Technology Space and A Touch on The Youth Factor?

Dr. Kamau Gachigi continued the themes raised in earlier discussion and proceeded to address the question, suggesting that:

We should understand what the Fourth Industrial Revolution represents and ask ourselves, “What do the new set of tools mean for the way we do things?” We should also look at technology from the perspective of the future generation of leaders - without relying on outdated principles.

Looking at, for instance, at the education system, can we use these tools to educate people on their responsibility to the environment, or their responsibility to their neighbours? Can we educate people more effectively using these tools on what it means to be a responsible citizen? Can we teach people how better to approach problems using critical thinking, so that they are in a better position to apply themselves to solve the challenges presented by the ever-evolving world of technology? To what degree can we enhance our school system by using online platforms such as mobile phones - which, due to their increased level of penetration across the continent, are already making a great impact?

He proposed that these outcomes can be achieved by creating the right type of content, through microlearning and sanitization of our online platforms. Posing a question on what technology is doing for us, Dr Gachigi delved into the listed rankings of top websites in Kenya, which gives some insight into how technological penetration is influencing people. He stated that it depends on how we use these sites and what outcome we get from them as these sites are not neutral.

Blockchain technology can be a powerful tool to shine a light on corruption, as it enables the creation of records of transactions that cannot be changed. Even though the technology offers a solution, however, it does not offer the ultimate solution. The ultimate solution, in this case, is to change who we are as people and our approach to leveraging different technologies.

Lastly, he pointed out that, the tragedy in technological advancement is that technologies are being seen very often to be the root by which humanity gets to the next level of evolution. This eclipses what spiritual education, exposure, understanding, experience, and practice might result in shifting the focus from the technology to the people using it. We should, therefore, reflect more on how we train young people to think about spiritual matters, which tend to revolve around being in harmony with the environment and our communities, and this will help us create a much better path. While technology is important, it doesn't necessarily give users the results we want. He challenged the audience on the issue of incorporating Artificial Intelligence, which had not been addressed during the session, and which can be a key component of the Fourth Industrial Revolution, into the future discussions addressing the larger context of human development.

## 2. Youth, Technology, and Corruption; Role Played by The Government:



**LABAN-CLIFF ONSERIO**

Deputy Communications Director, Presidential Communications Office, Office of the President (Kenya)

In Kenya, the government has created an official government website, [www.delivery.go.ke](http://www.delivery.go.ke), which is dedicated to intensively evaluating government projects/programmes (including presidential projects) and provides up-to-date reports on their progress. This enables the presidential team to cut through government bureaucracy and create accountability to ensure that projects are completed. The website helps the public answer questions around what exactly government projects are and what challenges they face, as well as introducing new flagship projects.

The public sector is not in the business of doing business, but it is in the business of providing an enabling environment for the private sector to do business. This is done by looking at the ways in which the private sector groups, Non-Governmental Organizations, and developmental partners can partner with the public sector to create ecosystems that foster the creation of wealth. He pointed out that currently the average age in Kenya is 19½, and as such there is a youth dividend in the country. The question is, how can the government gain from this and use the youths in actualizing the country's Big Four Agenda, looking at food security, manufacturing (mainly focusing on job creation in this area), affordable universal health care and affordable housing?

### 3. Panel Remarks and Suggested Strategies

On the closing of the discussion, some of the attendees were asked to give their remarks and their suggested strategies to the Shared Value Africa Initiative and breakaway attendees.

**C.D. GLIN** - President & CEO, United States Africa Development Foundation

Kicking off the audience session, C.D. Glin, President and CEO of the United States Africa Development Foundation (USADF), began with a note on corruption, stating that in Africa evangelism around corruption is formed on the prefix that business creates opportunities through challenges and challenges create business opportunities - and so if we look at corruption as an inhibitor for business, we are losing value of what business can do. Corruption should not be looked as an inhibitor of doing business in Africa because it is still paramount in other parts of the world.

On technology and tools, he cited what Kanza had earlier mentioned that corruption is happening more through technology. His thought was that technology can also be channeled to create transparency, accountability and generate ways that can be used to track and see and keep things more transparent in text with the issue of corruption happening in the dark. He was also for the idea that blockchain technology can be adopted as a solution to double down corruption and financial flaws, and technology tools can also be used to build transparency that can lead more to share best practices.

**LINDA OKERO** - YALI Alumna & RCS Associate Fellow, Growth Africa

Linda Okero was of the opinion that we should change the conversation and move from goals to actions in addressing the aspect of corruption. On the aspect of not having young leaders who want to make an impact or a difference, she posed a question to the young leaders asking if they can take the responsibility and the action by themselves. She gave a synopsis on her interaction with both the public and private sector and stated that in both, structures and status quo will always be there, but as a person the difference that one will make is what will see the world move forward to be better and that is what they do at the Young African Leaders Program.

Secondly, she posed a question: what opportunities are presented to the young people and what opportunities are the young people presenting to others? Looking at the orientation of the world and the next generation of leaders that Kenya has, she added that our leadership problem emanates majorly from the young people, because they are the same people who choose their leaders and who will complain later about the leaders they chose once a problem arises - that the citizens are setting up the foundation to breed corruption.

**PIERRE-EMMANUEL MAUBERT** - Director, Africa Practice

Pierre-Emmanuel Maubert shared his opinion on sustainability reporting/integrated reporting and the ways in which companies can associate their reporting on the social environment with their financial reports. Kenya is progressing well with sustainability reporting through the CMA alongside other African countries like South Africa and Nigeria which, through their stock exchanges, also invite listed companies to publish integrated reports. He noted the importance of producing integrated reports, as they enable both the stakeholders and shareholders to assess the value of their company. This is not only based on financial performance, but also on social and environmental performance, and it is an effective way to drive appreciation. He cited a previous year's report proving that integrating Environmental and Social Governance (ESG) into a company's investment framework makes it more profitable.

**STEPHEN ODHIAMBO** - Chief Economist, Ministry of Devolution & Planning (Kenya)

Stephen Odhiambo, a government representative, highlighted the need to encourage public and policy convergence in the public sector. He also addressed how people try to avoid the legal issues and policy requirements to get their businesses to grow.







## CONCLUSION



### CLOSING REMARKS

Laban-Cliff Onserio, the day's session facilitator, conveyed his gratitude to all participants, in his capacity as the facilitator of the 2019 Africa Shared Value Summit Breakaway Session 3. He extended his thanks to the organizing committee, the Shared Value Africa Initiative, for their efforts, and expressed his satisfaction with the interactive nature of the discussions while congratulating participants on the extensive information sharing and networking that had taken place, which he hoped would continue going forward.

Christian Mumo, from the African Platform, concluded the afternoon session and requested each attendee use a sticky note from their table to leave a suggestion or a commitment to the way forward for the SVAI and African businesses. These will be reviewed and discussed at the 2020 Summit in Kigali. He remarked that it's time for the world of civil society to think not only of providing oversight to the government, but also of driving for "for-benefits campaigns" in the private sector, which encourage the shift in thinking from 'for profit' to 'for benefit'. Organizations from both the private and public sectors must be part of the conversation and encourage the discussion of issues such as limiting private sector influence in politics and creating more value that can be shared.

### ACTION POINTS:

#### Commitments and The Way Forward to Shared Value in Africa

After the breakaway session, participants committed themselves and provided suggestions for the way forward to the next Africa Shared Value Summit. These have been collated and are listed on the next page.

- Commitment to continue to invest in young people through accessing capital, leadership training, and mentorship, to create jobs and businesses aligned with the Fourth Industrial Revolution and through Shared Value. This will encourage young people to take up leadership roles. ~ C.D. Glin, U.S. Africa Development Foundation
- Committed to being more solutions-oriented, pro-SDG focused and changing the landscape of the youths in the world when it comes to addressing the issue of corruption. ~ Linda Okero, Growth Africa
- Commitment to relentlessly develop human capital. This creates better understanding and environment to do business. ~ Kojo Parris, KBA Africa
- Commitment to advise all their clients to integrate the SDGs and sustainability reporting in their ways of doing business. ~ Pierre-Emmanuel Maubert, Africa Practice
- Commitment to encourage policy and legislative convergence to improve ease of doing business leveraging on technology. Commitment to also integrate SDGs as part of the Shared Value development agenda in Africa. ~ Stephen Odhiambo, Government Officer
- Commitment to challenge businesses to look at the whole value chain as they design products and business models. ~ Wangechi Thuiya, Business Performance Officer, CBA
- Commitment to support industrialization from 15% to 50% through capital markets and the opportunity to partner. Suggested on government funding Big Four agenda through debt market banks. ~ Queenbella
- Commitment to learn more about the implementation of Shared Value in different geographic contexts. ~ Jaclyn Marcatili, FSG
- Commitment to have the civil society as part of the core discussion on Shared Value and suggestion to have civil society speakers as headlining speakers in the next ASVI Summit because they do play a huge role in creating an enabling environment for business through pinpointing issues of corruption, accountability in both the private and public sector and they also contribute greatly to strengthening institutions across states. So, having them at the discussions is as important as having business and government. ~ Umunyana Rugege, Director, Section 27, South Africa.
- Commitment to work on sustainable development goals and challenge the education sector to bring new ideas and theories with technology included to broaden the minds of young people. ~ Kerlina Odhuno, Africa Platform.