

# **SEMINAR REPORT**

## **LEADERSHIP MANAGEMENT AND DEVELOPMENT FOR KENYA GOVERNMENT OFFICIALS**

**29<sup>TH</sup> APRIL-20<sup>TH</sup> MAY 2015**

**BEIJING -CHINA**

## **1.0 INTRODUCTION**

The seminar was organized through co-operation efforts of the Government of Kenya (Directorate of Public Service Management) and the Government of the People's Republic Of China (Ministry of Commerce). Nominations were conducted by respective Government Ministries targeting a participant class of 30. A total of 28 participants were involved in the seminar that took place in Beijing, China from the 29<sup>th</sup> April to 20<sup>th</sup> May 2015. The Ministry of Transport was represented by two officers. The Chinese Government is currently involved in the Building of Transport infrastructure in the country such as the Roads, Standard Gauge Railway and other multiple infrastructure projects as the country gears up towards achieving its vision 2030 commitments. The seminar was fully sponsored by the Government of the People's Republic of China.

## **2.0 Objectives of the Seminar**

The main objectives of the seminar were:

- 1 To understand the Chinese system as a development partner involved in several development programmes in the country.
- 2 As part of exchange programmes in the Kenya- China cooperation

## **3.0 Seminar Venue**

The seminar was held in Beijing China at the Training Center of Chinese Academy of Governance. A visit and lecture was also conducted at the Chinese Academy of Governance at Hangzhou, Zhejiang Province between 10<sup>th</sup> -14<sup>th</sup> May 2015.

## **4.0 Methods of facilitation**

The methodology during the seminar involved mainly lectures from selected Chinese scholars from the Academy of Governance and leading universities. Other methods included:

- ✓ Site visits and tours to the following areas
1. Beijing urban planning Exhibition center
  2. The Forbidden City
  3. The Great wall
  4. Temple of heaven
  5. Olympic venues
  6. The city of Shanghai
  7. The city of Hangzhou

## 8. The City of Shaoxing

The tour of these cities involved touring major tourist sites and Chinese historical and cultural artifacts.

- ✓ Shows such as the legend of Kongfu and Chinese performing Arts in Beijing and Hangzhou
- ✓ Discussions
- ✓ Questions and answer sessions
- ✓ Role –playing
- ✓ Speeches
- ✓ Simulations

## 5.0 Facilitators

These were drawn mainly from the Chinese Academy of Governance and Leading University scholars from Beijing. They included the following:

1. Prof. Renyi Mei-Beijing Foreign Studies University
2. Prof. Weizhong Xu-Head of China Institutes of Contemporary International Relations
3. Prof. Jun Yu-Vice Dean of Political Science Department-CAG
4. Prof. Xutao Liu-Vice Director of Public Administration Department-CAG
5. Prof. Xuefeng Li-Emergency Management Department-CAG
6. Prof. Xiaofang Ma-Economics Department-CAG
7. Prof. Wenhai Shao- Former President-CAG
8. Prof. Hexing Shi-Dean, Public Administration Department-CAG
9. Prof. Songyan Chu-Political Science Department-CAG
10. Prof. Shiming Song-Public Administration Department-CAG
11. Prof. Manchuan Wang-Dean Department of Training-CAG
12. Prof. Zhongxiu Zhao-Deputy President of University of International Business and Economics-Beijing

## 6.0 Seminar Content

China's African policy and Sino-African Relations

Chinese Foreign policies

Chinese macro-economic condition

Disaster and Emergency management

Chinese Basic condition

Chinese Macro- economic condition

Chinese Government structure and officer's system

Experience of Chinese Culture

Modernization of National Governance system and capacity

Performance Evaluation in Chinese Government

## **7.0 Highlights of Seminar**

### **China's African policy and Sino-African Relations**

- ✓ With China playing an increasingly important role in the international arena, it will need to expand cooperation with African countries in order to engage more actively and constructively in world affairs. China does not belong to the G7 but has more common interest with developing countries. These countries are considered to form the basis of chinese foreign policy with Africa being at the base of this engagement.
- ✓ China needs African markets and resources for her fast growing industrialization.
- ✓ China is an emerging global power which provides African diplomacy with an alternative with a new development model to learn from.
- ✓ The forum on China- Africa cooperation provides a mechanism to strengthen Afro-Chinese relationship.
- ✓ China needs African support in her efforts of completing unification of the country by bringing Taiwan on board.
- ✓ There Has been a traditional relationship between Africa and China.. Since 1991, the policy is for every new chinese foreign Ministers first foreign visit is in Africa

### **Chinese Foreign Affairs**

- ✓ China's position in the international arena has risen unprecedentedly as an increasing important power.
- ✓ China has viewed the big powers as key to her foreign policy, her neighbors as primary, and developing countries as the foundation and multilateral diplomacy as an important avenue in pursuit of her status as an important world power.
- ✓ China continues to strive towards building a harmonious world of lasting peace and common prosperity. The unique features of Chinas diplomacy is based on her basic national condition as a developing country rooted in the socialist idea

that china follows, from the rich and profound civilization, fine traditions and the trend of modern times and general direction of the world.

### **Chinese macro-economic condition**

- The annual average growth rate of GDP is 9.7% after 1978
- GDP of 2010 is 39800 billion yuan, which is 109 times of 1978
- The second biggest economy by the end of 2010
- By the end of 2012, around 53% of American GDP
- The growth rate is 2.5 times of that of the world
- The trade volume of export and import was 2974 billion US dollar in 2010, ranked second in the world
- The annual average growth rate of E&I is 16.8% after 1978, the trade volume of 2010 was 143 times of 1978
- Chinese export ranked 32th in the world in 1978
- Chinese export ranked first in the world in 2010
- Countryside population accounting for the majority
- From traditional agricultural society to industrial society
- Three stages of reform: land system reform, price reform, and comprehensive reform
- Taking the chance of globalization
- From close economy to open economy
- Making up for insufficiency of capital
- Alleviating the employment burden
- Enhancing reform pace

### **Modernization of National Governance system and capacity**

“ The overall goal of deepening the reform comprehensively is to improve and develop socialism with Chinese characteristics, and to promote the modernization of the national governance system and capacity. ”

Why we put forward the idea of “the modernization of the national governance system and capacity” “?”

“The modernization of the national governance system and capacity” is an institutional innovation model

1. To play the leading role of comprehensively deepening reform
2. To build the institution and system conforming to China’s current situation
3. To inherit the precious experience of Chinese traditional way of managing state affairs
4. .To use the advanced idea of modern national governance in the West for reference
5. The New Connotation of Chinese Governance
  - **To emphasize the characteristics of the socialist system with Chinese characteristics**
  - **To emphasize the characteristics of China as a developing country in transition**
  - **To take into account Chinese traditional history, national culture and the spirit of the times**
  - **To take into account of learning from other countries 'experiences and self-development and perfection**

## **Performance Evaluation in Chinese Government**

Assessment of Leaders’ Performance

- **Characteristics**
  - ✓ Organized by department of personnel at higher level/Dept. of Organization, CPC commission
  - ✓ More subjective than objective
  - ✓ Once a year, or at the end of the leader’s tenure
  - ✓ Result used as an important input for promotion or rotation
- Assessment of Civil Servant’s Performance

- **Characteristics**

- ✓ Organized by personnel department of each organization
- ✓ Criteria are the same, with more focus on competence, diligence, and achievements
- ✓ Once a year
- ✓ Rating as "excellent", "qualified", "fairly qualified", "unqualified"
- ✓ Result used as basis for bonus awarding, promotion or rotation

### **Gains of Performance Assessment in China**

- Providing effective instruments for **directing institutions/civil servants** to act in line with expectations of higher level of gov./leaders
- Providing useful inputs for **selecting and promoting civil servants**
- Providing useful information for **civil servant management**
- Providing incentives for **improving quality of public sector**
- Providing a channel for the public to **monitor public organizations**

### **Problems with Performance Assessment**

- Insufficient legal support
- More for the purpose of top-down control
- Difficulties in implementation (barriers in system, methodology, willingness)

### **The Way to Go in the Future**

- More experiments
- From performance assessment to performance management
- More focused on improving public management than on ranking and comparing
- Strengthening legislation
- Establishing better indicator system for performance assessment

### The one Belt one Road Initiative

The silk road spirit is a historic and cultural heritage shared by all countries around the world symbolizing communication and cooperation between the east and the west. In the 21<sup>st</sup> century which is marked by peace, development and cooperation for mutual benefit, the silk road spirit has gained prominence as a way of mitigating against weak global economy and complex regional and international situations.

### **The initiative**

This was raised by Chinese president Xi Jinping when he visited Central Asia and South east Asia in September and October 2013. He raised the initiative of jointly building the silk road economic belt and the 21<sup>st</sup> century Maritime silk road thereafter referred to as "The Belt and the Road". The same was emphasized by the Chinese Premier Li, Keqiang at the China-ASEAN Expo in 2013. The building of the Belt and the road can help promote economic prosperity of the countries involved, economic cooperation, cultural exchange and promotion of world peace and development. It is a systematic project which should be built jointly through consultation to meet the interests of all. Efforts should therefore be made to integrate the development strategies of the countries along the belt and the road. The Chinese government has therefore drafted and published the vision and Actions on jointly Building Silk road Economic Belt and 21<sup>st</sup> century Maritime silk Road to promote implementation of the initiative.

### **Rationale of the one belt one road initiative.**

Due to the rapidly changing international trade and investment landscape, rules for multilateral trade and investment are undergoing adjustments and countries still face major challenges in their development efforts.

To uphold the global free trade regime and open the world economy in the spirit of open regional cooperation while embracing the trend towards a multipolar world, economic globalization, cultural diversity and greater IT application.

### **Objectives**

1. To promote orderly and free flow of economic factors, efficient allocation of resources deep integration of markets.
2. Deepen regional and international cooperation
3. Jointly create an open, inclusive and balanced regional cooperation for mutual benefit for all.
4. Enhance people to people and cultural exchanges.

### **Principles of the initiative**

- ✓ The initiative is in line with the purposes and principles of the UN charter
- ✓ Initiative is open for cooperation
- ✓ Initiative is harmonious and inclusive
- ✓ Initiative follows market operation
- ✓ Initiative seeks mutual benefit.

## **The framework**

The initiative is an ambitious economic vision of opening up and of cooperation among countries along the belt and the road. The Belt and the Road run through the continents of Asia, Europe and Africa connecting vibrant east Asia economic circle at one end and developed European economic circle on the other and encompassing countries with huge potential for economic development

The belt focuses on bringing together china, central Asia, Russia and Europe(Baltics); Linking china to the Persian Gulf and Med. Sea through central Asia and west Asia; connecting china with south east Asia, south Asia and the Indian Ocean. Then 21<sup>st</sup> century maritime silk Road is designed to go from chinas coast to Europe through the south china sea and the Indian ocean in one route and from chinas coast through the south china sea to the south pacific.

On land the initiative, build a new Eurasian land bridge and developing china- Mongolia-Russia, china-central Asia-west Asia and china-Indochina peninsula economic corridors by taking advantage of international transport routes, relying on core cities along the belt and road and using key economic industrial parks as cooperation platforms.

## **Cooperation priorities**

The countries along the belt and Road have their own resource advantages and mutually complementary economies. Therefore, there is great potential and space in cooperation in the following areas:

- ✓ Policy coordination
- ✓ Facilities connectivity
- ✓ Unimpeded trade
- ✓ Financial integration
- ✓ People to people bond

The cooperation mechanisms that will be explored include strengthening of bilateral cooperation through multi-level and multi-channel communication and consultation. Signing if MOUs will be encouraged, improved joint working bilateral mechanisms. Existing bilateral mechanisms between china and her partners such as joint committee, mixed committee, coordinating committee, steering committee and management committees to coordinate and promote implementation of the project will be pursued.

Multilateral cooperation mechanisms will be encouraged and making full use of existing one such as ASEAN, ASEM, ACD,APEC etc.

International fora will be used to push the agenda and exhibitions at the regional and international levels will be fully exploited

In addition China will fully utilize her regions in pursuing the opening up and leverage on their competitive comparative advantages. These regions include the North western and North eastern region; coastal regions, Hongkong, Macao and Taiwan; South western region; and inland regions.

China will also take full action and responsibility and for more than a year now, she has actively promoted the project. A series of policies Have been introduced such as;

- ✓ High level guidance and facilitation led by the president and the premier.
- ✓ Signing cooperation framework.
- ✓ Promoting project cooperation
- ✓ Improving policies and measures
- ✓ Boosting the role of cooperation platforms.

### **8.0 Certification**

A certificate of participation was presented to each participant during the closing ceremony. A copy of my certificate is attached.

### **9.0 Opening and closing ceremony**

The opening ceremony was presided over by the Deputy President of the Chinese Academy of Governance. She stated the objectives of the seminar and welcomed the Kenyan Delegation in to the Academy on Behalf of the entire management. The closing ceremony was presided over by the president of the Academy. He stressed the need for closer co-operation and ties between the two countries through exchange programmes. The Leader of the Kenyan delegation MrMacharia Allan Njagi from the Ministry of Interior and Coordination of National Government made a speech in which he extended gratitude to Chinese Government and the Academy for hosting us and pledged continued cooperation and partnership between the two countries. He called for close and mutual cooperation between the Chinese Academy of Governance and The Kenya School of Government. The president of the Academy presented certificates to the participants.

### **10.0 Experiences and relevance to my work performance**

#### **The chinese work Ethics**

- ✓ Integrity and value system is an indispensable ingredient in productivity and service delivery to the citizens
- ✓ Effective time management is key to maximum productivity, faster growth and development and delivery of services as attested by the Chinese system.
- ✓ Hard work and working smart yields dividends for the individual and the country.
- ✓ Creativity and innovation is key in service delivery and faster economic growth of a country

## **The role of infrastructure in Development**

“If you want development, build the road”. This is a famous Chinese saying which is quite relevant for Kenya. Therefore in keeping to Vision 2030 commitments, Kenya is so far on the right track. As part of a team in the Ministry, I will endeavor to formulate training and capacity building programmes to ensure that we deliver first class transport and infrastructure facilities for the country’s growth and development

### **11.0 General Recommendations**

#### **The Belt and the Road initiative**

- ✓ **The Kenya government should play its part in the project to fast track development in the country in line with Vision 2030 commitments as it presents a great opportunity of partnership in the country’s development agenda.**
- ✓ **The Government should engage in the project by avoiding entanglement in the international politics that may arise out of this project. In this case, Kenya’s national interest comes first: development for the people of Kenya.**
- ✓ **The Government should be keen to ensure that China does not use the project to serve narrow partisan interests at the expense of the interests of the people of Kenya**

**We should be creative in our Tourism as China has capitalized on its rich culture and exploitation of its environment to make huge strides in the Tourism sector with domestic tourists contributing to a big percentage of income from Tourism.**

**The Chinese experience of hard work ethics, honesty and integrity can be emulated in the public service in Kenya towards enhanced public service delivery.**

## **Sustainable Environmental Management**

China is a huge country with over 1.3 Billion people yet the environment is clean and there is emphasis on conservation of forests and keeping China Green. Our country can emulate the same efforts to create minimum standards in environmental conservation especially in the city of Nairobi