


Transformative Leadership as a Mechanism for Effective Service Delivery

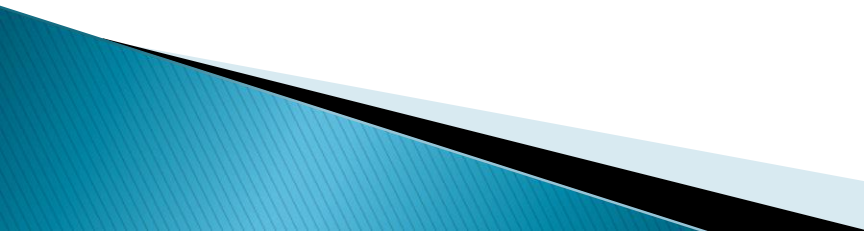
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Girl Effect

What is public service and delivery?

- ▶ Govt employment or govt service
 - ▶ Essential goods or services offered by govt institutions

 - ▶ There are various kinds of Public Services:
 - ▶ Civic Services: Water Supply, Sanitation, Road, Canal etc
 - ▶ Welfare Services: Social Security Pensions, ICDS, Protection of Child and Women etc
 - ▶ Human Development Services: Health, Nutrition, Education etc
 - ▶ IV. Basic Minimum Services: Housing, Life Cycle Certificates, Rationing etc
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State of Service Delivery in Enugu State

- ▶ 53% of the rural population in Enugu do not have access to safe drinking water (DFID SPARC, 2014)
 - ▶ 416,832 out-of-school children aged 3–18 years, which constitutes 28.6% of the total number of children aged 3–18 years (ESSPIN, 2014)
 - ▶ 63% living under 1% a day (opendataforafrica.org)
 - ▶ Less than 30% have access to quality health care
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Situation Analysis

Nigeria's population – N182m

Enugu's Population –3,267,837m

National Population Commission, 2016

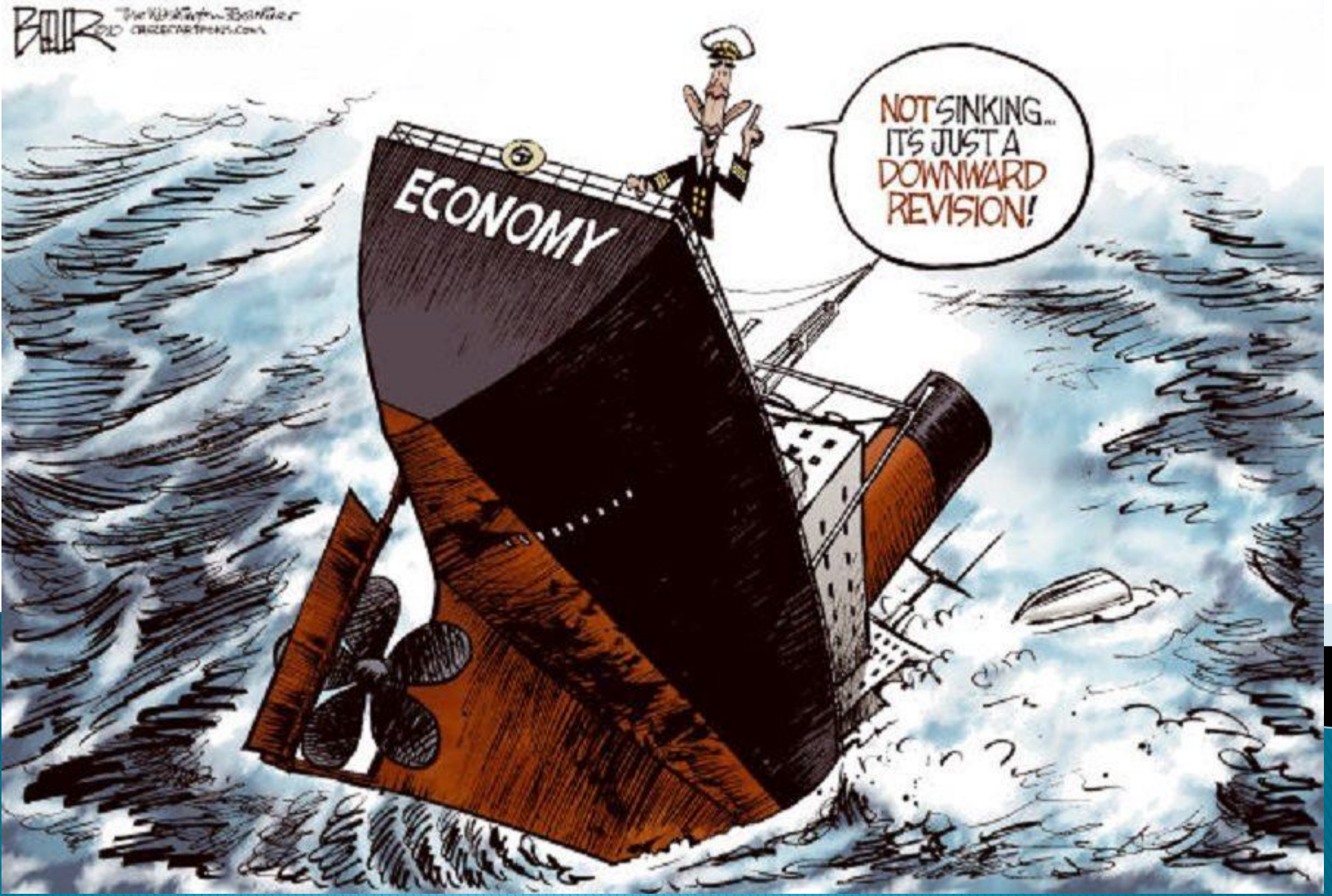
Estimated population by 2050

Nigeria – 300 million (“UN World Population Prospects: The 2015 Revision”)

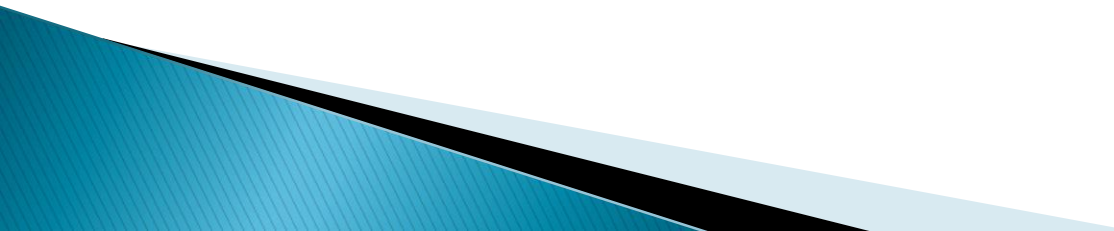
Enugu – 10million



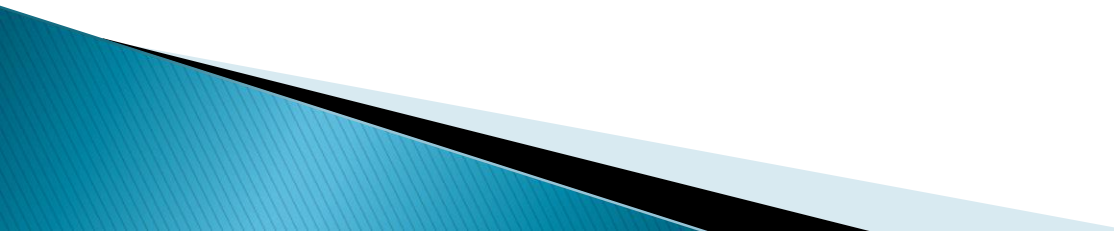
The Recession



The situation

- ▶ According to the National Bureau of Statistics,
 - ▶ Nigeria has recorded a second quarter of negative growth; from -0.36 per cent in the first quarter of 2016 to -2.06 per cent in the second quarter.
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The Situation

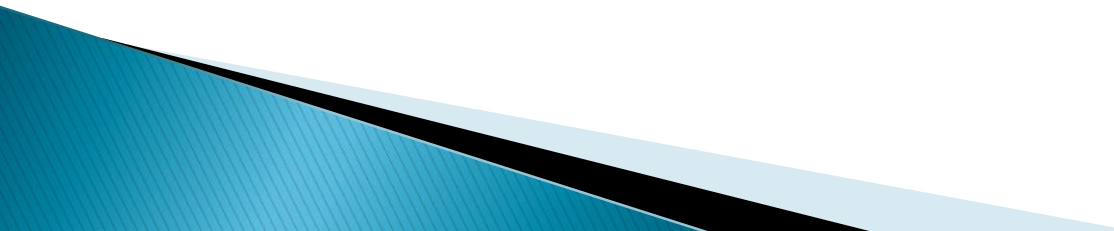
- ▶ The oil sector declined by 15.59 per cent from the growth recorded in the first quarter whilst the non-oil sector declined by 0.38 per cent.
 - ▶ The Consumer Price Index indicates that inflation has spiked to 17.1 per cent, up from 16.5 per cent in the first quarter of 2016.
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The Situation

- ▶ According to the NBS in the 2016 Second Quarter Capital Importation Report, the total value of capital imported into Nigeria in the second quarter of 2016 was estimated to be \$647.1 million, which represents a fall of 8.98 per cent relative to the first quarter, and a fall of 75.73 per cent relative to the second quarter of 2015.
- ▶ This provisional figure will be the lowest level of capital imported into the economy on record, and would also represent the largest year on year decrease.

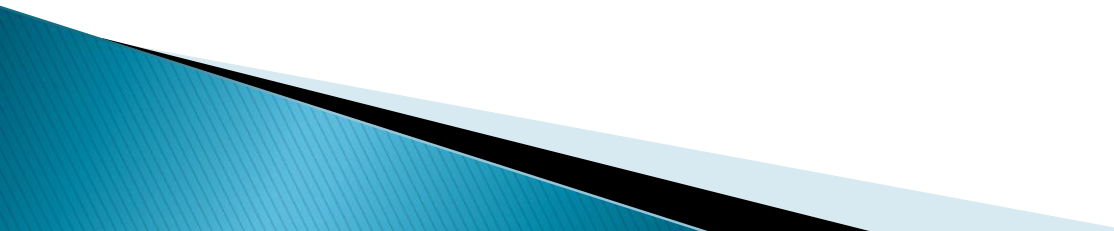


The Situation

- ▶ Again, according to quarter two Labour Productivity Report, unemployment rate rose by 12.2 per cent over the first quarter;
 - ▶ Labour productivity increased by 5.3 per cent on a quarterly basis but declined by 12.8 per cent year on year.
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So what does this mean for us?



- ▶ These are alarming statistics and there are no signs that it will get better.
 - ▶ Less resources from the centre
 - ▶ Retrenchment/Redundancy– Civil servants perhaps will be worse hit
 - ▶ For personal survival, things need to change. Government needs to change, workers need to change!
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The Problem



Nigerians are unanimous in their negative assessment of government and governance at all levels.

- ▶ Chinua Achebe in his 1984 book 'The Problem with Nigeria, argued convincingly that
 - 'There is nothing basically wrong with the Nigerian character. There is nothing wrong with the Nigerian land or climate or water or air or anything else. The Nigerian problem is the unwillingness or inability of its leaders to rise to the responsibility, to the challenge of personal example which are the hallmarks of true leadership.'

The Solution



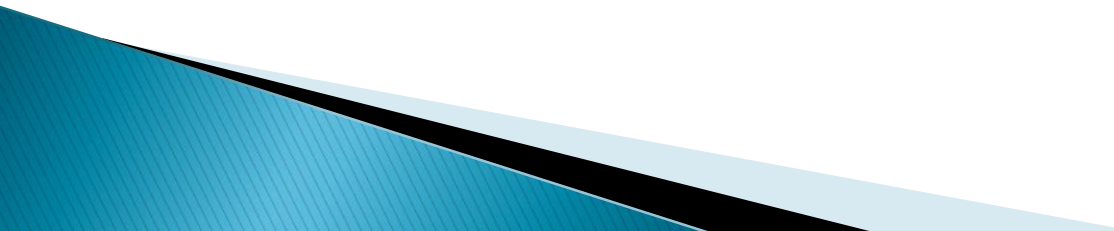
Effective Service Delivery

- ▶ Revenue is lost to states and local government because of poor service delivery

Right to service delivery

- ▶ Quality service delivery should be recognised as a right of a citizen. The reason government officials are paid is to deliver services to people. It is not a favour

Transformational Leadership

- ▶ James MacGregor Burns' seminal book *Leadership*, published in 1978, marks the beginning of the work on transformational leadership. He introduced the concept of transformational leadership, describing it not as a set of specific behaviours but rather a process by which “leaders and followers raise one another to higher levels of morality and motivation”
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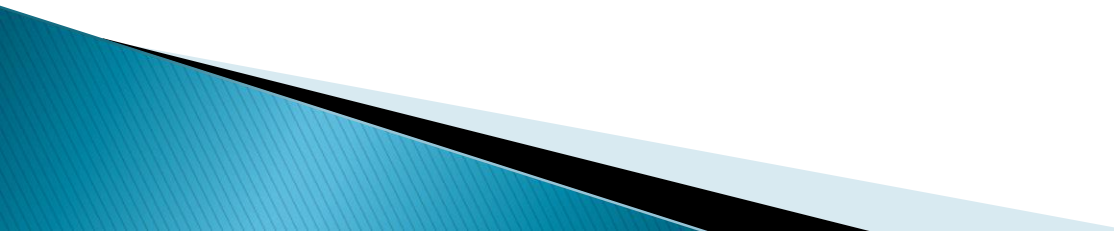
Transformational Leadership

- ▶ Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized “around a collective purpose” in such a way that “transform, motivate, and enhance the actions and ethical aspirations of followers.”

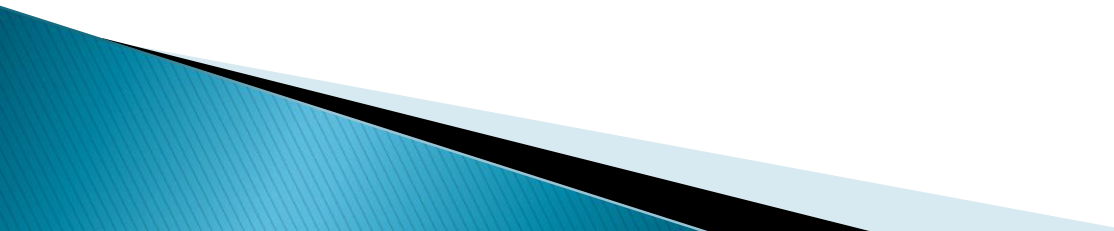
Transformational Leadership

- ▶ Transformational leadership is a leadership style that seeks positive transformations “in those who follow” and that achieves desired changes through the “strategy and structure” of the organization (Geib and Swenson, 2013). In transformational leadership, the leader “transforms and motivates followers by (1) making them more aware of the importance of task outcomes, (2) inducing them to transcend their own self-interest for the sake of the whole


Transformational Leadership in Government

- ▶ The most important role of public sector leaders is to solve the problems and challenges faced in a specific environment. When we say we want more leadership in the public sector, what we are really looking for are people who will promote institutional adaptations in the public interest. It is a positive espousal of the need to promote certain fundamental values that can be called public spiritedness.
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Enugu has to start earning money

- ▶ Government at the sub national level has to start earning money and the only way to earn money is to create avenues for making money – by improving service delivery. This it can do by transforming its processes internally and providing exemplary leadership to the people (Thomas Sankara).
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Suggestions of what can be done

- ▶ **A sense of urgency**
 - ▶ **Motivation**
 - ▶ **A Vision and goal**
 - ▶ **Bold and brave leadership**
 - ▶ **Curbing corruption**
 - ▶ **Strong and effective participation and co-production**
 - ▶ **Kill the myths**
 - ▶ **Work with NGOs and CBOs**
 - ▶ **Encourage Innovation**
 - ▶ **Plan**
 - ▶ **Monitor and Evaluate**
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Bringing transformational leadership to you team

- ▶ Believe and burn with a can do spirit
 - ▶ Care
 - ▶ Call a meeting and for a change listen
 - ▶ Give your team a vision and a goal
 - ▶ Motivate and inspire
 - ▶ Draw up a realistic plan with everyone's involvement
 - ▶ Take the plan to the communities you service and ask for their input
 - ▶ Find partners
 - ▶ Honestly implement
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