THE AFRICAN CAPACITY BUILDING FOUNDATION

ADVANCING LEADERSHIP EXCELLENCE IN AFRICA'S PUBLIC SECTOR

Insights from the LEAPS First Cohort

THE AFRICAN CAPACITY BUILDING FOUNDATION

Address: 2 Fairbairn Drive, Mount Pleasant, Harare, Zimbabwe
Website: http://www.theacbf.org
Email: Comms@theacbf.org

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Foreword

Africa's development ambitions depend on institutions that can deliver results, adapt to change, and sustain reform over time in increasingly complex political, economic, and social environments. Across the continent, public institutions manage growing demands for transparency, accountability, efficiency, and citizen-centered governance while responding to evolving development priorities under fiscal pressures.

Leaders within these institutions shape how reforms are implemented, coordinated, and sustained over time. Public financial management institutions occupy a central role in this process. Ministries of finance, supreme audit institutions, reform secretariats, financial sector regulators, and parliaments bodies coordinate fiscal policy design and implementation, and support institutional accountability. Their effectiveness depends on leadership that can align stakeholders, strengthen collaboration, guide teams through change, and maintain institutional momentum in complex reform environments.

In response to this need, the African Capacity Building Foundation (ACBF), through its Ubora Academy, launched the Leadership Excellence in Africa's Public Sector (LEAPS) Program in 2024. The program strengthens leadership capabilities within public institutions responsible for designing and implementing PFM reform agendas across Africa.

This publication, "Advancing Leadership Excellence in Africa's Public Sector: Insights from the LEAPS First Cohort", represents an important milestone for ACBF. It documents leadership transformation within public financial management institutions and captures the institutional experiences and outcomes emerging from the first LEAPS cohort across participating countries.

The experiences presented in this story from Côte d'Ivoire, Ghana, Kenya, Senegal, and Zimbabwe demonstrate the role of leadership development in strengthening institutional reform processes and improving public service delivery. Participants applied lessons from LEAPS directly within their institutions through improved delegation, stronger stakeholder engagement, more participatory management practices, enhanced coordination, and more effective implementation of reform initiatives.

The outcomes documented in these pages emerged through leadership development grounded in practical institutional challenges. The program combined online leadership modules, coaching, peer learning, technical exchange, and applied leadership practice in ways that enabled participants to translate learning into institutional action and operational improvements.

The first LEAPS cohort also underscores the value of African-led and Africa-centered learning. Participants exchanged experiences across countries and institutions, contributing to a shared understanding of leadership shaped by African public-sector realities and reform priorities.

As ACBF continues to support capacity development and governance reform across the continent, the lessons from this first cohort provide a strong foundation for scaling the program's impact. Sustainable reform depends on investment in systems, institutional processes, and the leadership capacity of the people responsible for guiding public institutions through change.

I extend my sincere appreciation to the participating governments and institutions, the strategic advisory panel members, individual participants, coaches, facilitators, partners, and above all the public servants who took part in the first LEAPS cohort. Their commitment and willingness not only to learn, but to change how they lead, gives meaning to this initiative.

Mamadou Biteye
Executive Secretary
African Capacity Building Foundation (ACBF)

Acknowledgements

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We also acknowledge the support of participating ministries of finance, Supreme audit institutions, and public sector agencies, whose engagement enabled participants to apply their learning in real institutional contexts.

Our appreciation further extends to the coaches, facilitators, the strategic advisory panel members and the Ubora Academy team for their expertise and dedication in delivering the program and supporting participants throughout their leadership journeys.

ACBF expresses its gratitude to all individuals and institutions that contributed to the successful implementation of the Leadership Excellence in Africa's Public Sector (LEAPS) program and to the development of this change story, as well as to development partners and stakeholders who continue to support capacity development and strengthen governance across Africa.

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List of Acronyms

ACBF	African Capacity Building Foundation
ARCOP	Autorité de Régulation des Marchés Publics (Public Procurement Regulatory Authority, Senegal)
DGI	Directorate General of Taxes (Côte d'Ivoire)
IFAC	International Federation of Accountants
IFMIS	Integrated Financial Management Information System
IPSAS	International Public Sector Accounting Standards
IPSASB	International Public Sector Accounting Standards Board
LEAPS	Leadership Excellence in Africa's Public Sector
M&E	Monitoring and Evaluation
MEFB	Ministry of Economy, Finance and Budget (Côte d'Ivoire)
PDP	Personal Development Plans
PFM	Public Financial Management
PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
UEMOA	West African Economic and Monetary Union

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Executive Summary

The Leadership Excellence in Africa's Public Sector Program (LEAPS) strengthens leadership capacity within public financial management institutions and supports improved governance across African states. Delivered under the Economic and social governance pillar through the African Capacity Building Foundation (ACBF)'s Ubora Academy, the program equips senior and emerging public sector leaders with practical skills to lead reform, manage teams, and drive institutional performance.

The first LEAPS cohort brought together 79 senior public officials from five countries, including Côte d'Ivoire, Ghana, Kenya, Senegal, and Zimbabwe. The program engaged dozens of participants from ministries of finance, revenue authorities, supreme audit institutions, parliaments and reform units, building a pan-African network of leaders committed to strengthening accountability, coordination, and public-sector effectiveness.

LEAPS combines structured learning with direct application. Over the course of six months, participants completed leadership modules, received individual and group coaching, updated their knowledge on emerging topics such as PFM and AI, PFM in Crisis time, Green PFM and Negotiation and addressed real institutional challenges related to change management, communication, and inter-institutional collaboration. This approach ensured that leadership development translated into tangible institutional outcomes, including improved decision-making, stronger team cohesion, enhanced coordination, and more effective stakeholder engagement.

Evidence from country case studies shows that leadership transformation influenced how reforms are implemented. Participants strengthened collaboration across institutions, improved communication practices, and introduced more inclusive approaches to managing public sector change. These shifts contributed to more coherent reform processes and improved alignment between technical priorities and institutional realities.

The program responds to a critical capacity need across the continent. Public institutions face increasing pressure to deliver results in complex and rapidly evolving environments. Leadership plays a central role in determining whether reforms achieve sustained impact. LEAPS addresses this need through a model that integrates technical expertise with leadership practice.

The outcomes of the first cohort align with Sustainable Development Goals related to strong institutions and partnerships, as well as Agenda 2063 priorities on governance, inclusive growth, and people-driven development.

By strengthening the leadership capacity of public sector officials across ministries of finance, audit institutions, and reform units, the program improves institutional performance at the national level and contributes to stronger coordination, policy coherence, and reform implementation across countries.

With growing institutional demand in Africa, future priorities focus on scaling participation, strengthening alumni networks, and sustaining leadership impact across public institutions.

Leadership as Africa's Reform Imperative

Africa's development trajectory depends on institutions that deliver results. These institutions shape how public resources are managed, how reforms are implemented, and how governments respond to national priorities. Ministries of finance, audit institutions, parliament and public sector agencies manage complex reforms, oversee public resources, and shape economic outcomes. Leadership within these institutions determines whether reforms translate into sustained impact.

Across the continent, public financial management systems face increasing demands for transparency, coordination, and performance. Governments are implementing complex reform agendas under constrained fiscal conditions while responding to rising expectations for accountability. With more than 60 percent of Africa's population under the age of 25, the pressure on public institutions to deliver responsive and effective governance continues to grow. Technical reforms continue to advance, while their success depends on leadership that can align teams, manage change, and sustain institutional momentum.

The Leadership Excellence in Africa's Public Sector program (LEAPS) addresses this need by strengthening leadership capabilities within public institutions. It supports public sector leaders to improve decision-making, foster collaboration, and apply leadership practices directly within their professional environments.

This change story presents evidence from the first LEAPS cohort across Côte d'Ivoire, Ghana, Kenya, Senegal, and Zimbabwe. It draws on participant experiences, institutional examples, and program data to show how leadership development translates into measurable change within public institutions.

Hon. Prof. Mthuli Ncube, Zimbabwe's Minister of Finance and Economic Development, delivering opening remarks at the official launch of the Leadership Excellence in Africa's Public Sector (LEAPS) Program in Harare

The Africa Capacity Report[1], a flagship publication of the African Capacity Building Foundation (ACBF) that assesses capacity constraints across the continent, identifies leadership as one of Africa's top challenges alongside coordination and implementation. This finding reinforces the central role of leadership in determining whether reforms achieve sustained results.

The LEAPS program equips public sector leaders with practical tools and structured support to navigate institutional complexity, strengthen team performance, and drive reform implementation. This report presents evidence of how these leadership investments translate into institutional change in practice.

[1] ACBF. 2019. Africa Capacity Report: Fostering Transformative Leadership For Africa's Development. Available at https://elibrary.acbfpact.org/

Story Approach & Program Overview

This change story draws on qualitative and programmatic evidence from the first LEAPS cohort, which included 79 public-sector participants over a six-month period and across five countries: Côte d'Ivoire, Ghana, Kenya, Senegal, and Zimbabwe.

The analysis is based on nine interviews with program participants and supervisors, participant surveys, program assessment data, and outputs from the cohort change story. It synthesizes individual leadership experiences with institutional examples to identify patterns of change and assess the contribution of leadership development to public-sector performance.

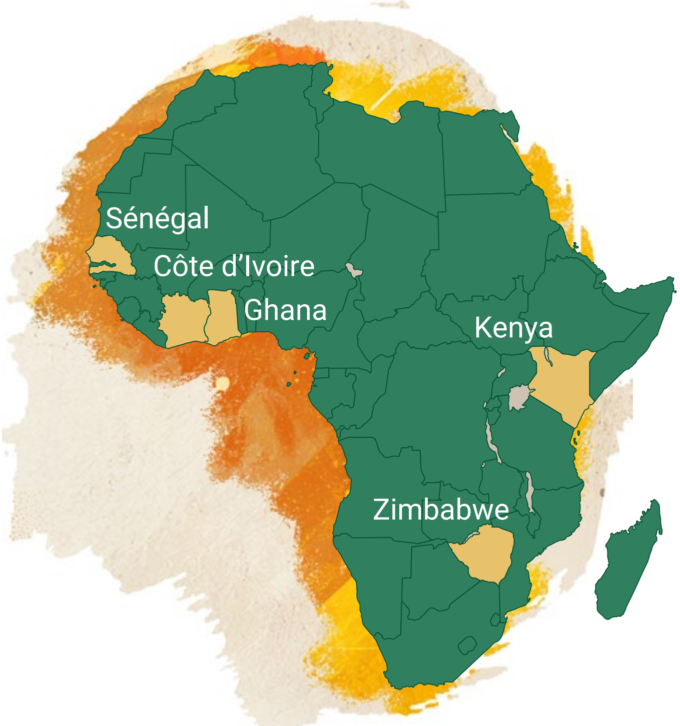
The story adopts a qualitative, practice-oriented approach. It combines leadership narratives with institutional evidence to capture how learning translates into action in real public-sector environments. Country change stories, participant testimonies, and applied reform examples form the core of the analysis.

The story aims to document participants' leadership journeys and examine how their program experience translates into measurable changes within their institutions. It assesses the evolution of core leadership competencies, including strategic thinking, accountability, and collaboration, and analyses how these shifts influence team performance, stakeholder engagement, and the implementation of public-sector reforms.

The story also generates practical insights to strengthen future program delivery, inform leadership development approaches across African public institutions, and support efforts to build more effective, accountable, and responsive governance systems.

LEAPS Graduate **Jacob Muimi**, ICT Specialist, PFM Secretariat, Kenya shares his reflections during the First Cohort Graduation Ceremony in Nairobi

Figure 1: LEAPS Program Reach, Stakeholders, and Pillars



5 PARTICIPANT COUNTRIES

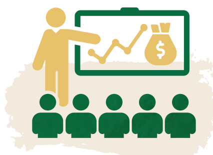
Program implemented across five participating countries, with Zimbabwe as the official launch site (November 2024)

STAKEHOLDER BREAKDOWN

79 Senior Public Officials
Direct participants from the public financial management system

Seasoned African Leaders
Mentors and coaches supporting leadership development

Governments
Ministries and institutions driving program implementation



Development Partners
Provide technical and financial support for program delivery and scaling

Figure 2: LEAPS Program Contribution to SDGs and Agenda 2063

The LEAPS program strengthens public sector leadership in ways that directly support global and continental development priorities.[2]

LEAPS Leadership Development	Institutional Behavior Change	Governance and Service Delivery Outcomes	SDG Alignment	Agenda 2063 Alignment
Self-awareness and emotional intelligence	Improved decision-making processes	More effective public financial management systems	SDG 16: Peace, Justice and Strong Institutions	Aspiration 1: Prosperous Africa based on inclusive growth and sustainable development
Delegation and team leadership	Stronger team cohesion and accountability	Improved audit quality and compliance	SDG 8: Decent work and economic growth	Aspiration 3: Good governance, democracy, human rights
Strategic communication	Enhanced cross-department coordination	Citizen-oriented communication tools	SDG 16: Peace, Justice and Strong Institutions	Aspiration 6: People-driven development
Ecosystem leadership and coordination	Increased stakeholder engagement	Stronger implementation capacity	SDG 17: Partnerships for the Goals	Aspiration 6: People-driven development

[2] Source: ACBF LEAPS Program, Cohort 1 (2024–2025)

The Reform Context Across the Five Countries

Public financial management reform in Africa operates in an increasingly weak and complex environment[3]. Digital transformation is reshaping how public resources are managed and reported. Accountability demands from citizens, parliaments, and development partners continue to grow.

Fiscal pressures require institutions to deliver results with constrained resources. Within this context, leadership plays a central role in determining whether reforms achieve sustained outcomes. Decision-making practices, team dynamics, and the ability to manage change influence institutional performance across the public sector.

The five countries in the first LEAPS cohort reflect diverse but interconnected reform environments. In Kenya, the digital transformation of public finance systems required leaders who could manage both technological change and institutional resistance. In Ghana, efforts to strengthen internal audit and accountability systems called for leaders capable of fostering collaboration across institutions.

In Zimbabwe, the transition to international public sector accounting standards required leadership capable of guiding teams through technical and organizational complexity. In Senegal, national transformation efforts emphasized communication and citizen engagement as part of public financial reform. In Côte d'Ivoire, large-scale modernization programs required coordination across directorates and sustained institutional alignment over time.

Hon. David Kudakwashe Mnangagwa, Zimbabwe's Deputy Minister of Finance and Economic Development, being escorted by ACBF Director of Business Services and Operations, Mr. **Moussa Elhadji Adam** after officiating the graduation ceremony of the Leadership Excellence in Africa's Public Sector (LEAPS) Cohort 1 in Harare

Across all five contexts, a consistent pattern emerges: technical expertise supports reform design, while leadership determines how reforms are implemented, adopted, and sustained within institutions.

[3] African Capacity Building Foundation, *Unlocking the Potential of African Public Institutions for Sustainable Development: A Recent Diagnostic of Leadership and Governance Challenges (October 2024)*

Table 1: Country Reform Contexts and LEAPS Entry Points[4]

Country	Reform Context	Key PFM Challenges	LEAPS Entry Point	Pre-LEAPS Score	Post-LEAPS Score
Côte d'Ivoire	Post-crisis PFM modernization; integrated financial management; results-based budgeting; digitalization	Silo mentality; weak cross-directorate coordination; hierarchical bureaucracy; institutional inertia	Ecosystem leadership and participatory planning for multi-year reform program coordination	60 – 65	**80 – 92**
Ghana	Fiscal discipline reforms; internal audit strengthening; PFM compliance and accountability	Silo working; limited cross-institutional coordination; accountability gaps between agencies	Collaborative leadership to bridge technical mandates and foster cross-agency accountability	37 – 70	**75 – 95**
Kenya	Digital transformation of PFM systems; IFMIS rollout; audit oversight modernization	Change management; stakeholder alignment in ICT adoption; audit quality improvement	People-centered leadership to enable digital reform adoption across institutions	37 – 70	**72 – 92**
Senegal	Systemic Transformation Strategy 2050; digitalization of public finances; procurement reform	Fragmented communication; limited citizen engagement; hierarchical decision-making	Participatory leadership and strategic communication for citizen-centric governance	23 – 65	**72 – 90**
Zimbabwe	IPSAS adoption; accrual accounting transition; payroll and budget system modernization	Resource constraints, hierarchical culture, and institutional inertia in reform adoption	Adaptive, empathetic leadership for complex reform in constrained environments	N/A	N/A

Note:- Pre- and post-LEAPS scores are self-assessed leadership ratings provided by participants on a scale of 1 to 100, reflecting perceived changes in leadership competencies before and after the program.

- Zimbabwe did not report quantitative scores; assessment is based on qualitative evidence from participant interviews and institutional outcomes.

[4] The African Capacity Building Foundation (ACBF) 2025 LEAPS Success Story Survey

The Program
What LEAPS Delivered and How

The Leadership Excellence in Africa's Public Sector program was launched in Zimbabwe on 5 November 2024 by Hon. Prof. Mthuli Ncube, Zimbabwe's Minister of Finance, marking high-level political support for strengthening leadership and governance within public financial management systems across Africa.[5] It was initially structured for six countries, with Nigeria joining from the second cohort, while the first cohort brought together participants from Côte d'Ivoire, Ghana, Kenya, Senegal, and Zimbabwe.

The LEAPS program was designed as an institutional accelerator that combines leadership development with a structured approach to strengthening public-sector performance. The program is preceded by a preparatory phase that draws on country engagement, institutional context, and analytical work on public financial management systems to identify priority leadership challenges. This upstream work informs program design, ensures alignment with national reform priorities, and provides the foundation for participant nomination and subsequent program delivery.

This upstream architecture is important because the program strengthens both individual leadership capabilities and the institutional environments in which participants work. ACBF provides overall management, coordination, and quality assurance; the Strategic Advisory Panel offers guidance and peer review; Coach Africa leads the coaching function; and Fiscus supports continuous evaluation and lesson capture for program improvement and future scale-up.[6]

The program then moves into a six-month leadership development cycle built around five complementary streams of work. These include e-learning through the Ubora platform, the design and implementation of case studies, technical seminars, Personal Development Plans designed from a 360 assessment and supported through individual coaching, and group coaching sessions focused on teamwork and problem-solving. This structure reflects the program's dual ambition to strengthen leadership at the individual level through self-awareness, reflection, and coaching, and at the collective level through collaboration, change story development, and cross-country exchange.

Personal Development Plans

At the individual level, participants undertake a five-module leadership course covering introduction to leadership, leading self, leading the team, leading the organization, and leading the ecosystem. These modules are reinforced through self-assessment and the preparation of Personal

Hon. Prof. Mthuli Ncube, Zimbabwe's Minister of Finance and Economic Development with **Mr Mamadou Biteye**, ACBF's Executive Secretary, officially launch the Leadership Excellence in Africa's Public Sector (LEAPS) Program in Harare on November 5, 2024

[5] African Capacity Building Foundation (ACBF), *A Leap Forward: Transforming Public Sector Leadership in Africa, 2024*. Available at: https://theacbf.org/impact-stories/a-leap-forward-transforming-public-sector-leadership-in-africa/

[6] African Capacity Building Foundation (ACBF), *LEAPS Coaching Program Final Report, June 2025*, which outlines the program's delivery model, including coaching, e-learning, case studies, and continuous evaluation mechanisms

Development Plans, which are developed with the support of designated coaches.

The PDP development process based on 360 assessment allows each participant to identify leadership strengths, gaps, and priorities for change, then translate these into a structured learning journey, followed by one-on-one coaching. This element is central to the program because it connects conceptual learning to behavioural change and creates a basis for sustained leadership development beyond the formal training period.

Teamwork, innovation and Group Coaching

At the team and institutional levels, participants work in groups on case studies addressing recurring public financial management challenges, particularly inter-institutional collaboration, communication, and change management. These case studies are designed to move leadership development beyond individual reflection and into applied institutional practice.

Participants identify real constraints in their own public financial management systems, develop practical responses, and refine their proposals based on feedback from the Strategic Advisory Panel. In parallel, technical seminars provide pathway to innovation and exposure to emerging issues, including public financial management and artificial intelligence, green public financial management, crisis management, and negotiation skills.

Group coaching and peer learning serve as the bridge between individual learning and institutional application. Participants engage in regular group sessions, including separate Anglophone and Francophone cohorts, where they reflect on progress, test ideas, and learn from peers working in different country contexts. This design grounds leadership development in African institutional realities while strengthening collaboration across organizations and countries.

The program draws on African governance principles, including the Ubuntu philosophy[7] of collective responsibility and interconnectedness, and uses continent-based case studies to ensure contextual relevance. It is delivered in both English and French to support cross-country participation.

Continuous Evaluation

Continuous evaluation is built into the model from the outset. The evaluation framework tracks learning outputs, behavioural change, and early organizational effects through baseline and follow-up surveys, participant interviews, focus group discussions, country visits, and review reports. This means LEAPS is not treated as a one-off training program, but as an adaptive institutional accelerator that combines delivery, feedback, and refinement. The intention is to understand what works, where it works best, and how leadership gains can be sustained, replicated, and scaled within African public financial management systems.

Taken together, these elements explain how LEAPS works in practice. The program does not begin with coaching alone. It starts with institutional selection, participant targeting, structured learning, and self-assessment, then moves through coaching, case-based collaboration, and technical reinforcement, with continuous evaluation used to capture lessons and improve implementation over time.

This sequenced model is what enables LEAPS to move from leadership training to institutional change.

[7] *African Union, Agenda 2063: The Africa We Want*

LEAPS Curriculum: Four Leadership Domains

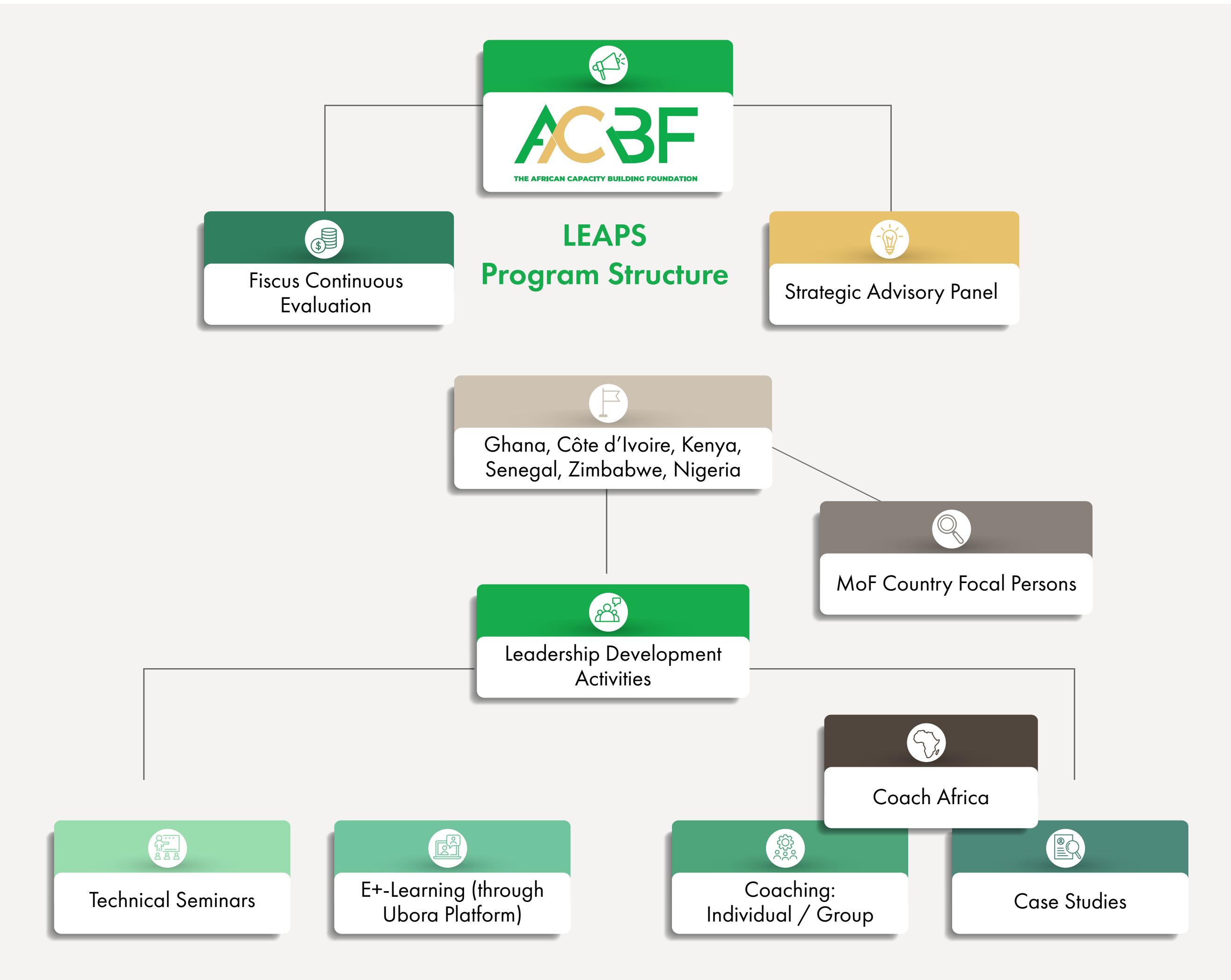
Module 1 Self-Leadership:
Emotional intelligence, resilience, self-awareness, and professional ethics

Module 2 Team Leadership:
Delegation, coaching, conflict resolution, and structured feedback

Module 3 Organizational Leadership:
Strategic planning, performance management, and change management

Module 4 Ecosystem Leadership:
Stakeholder mapping, cross-institutional collaboration, and reform navigation

Figure 3: Overview of LEAPS Program Structure[8]



[8] African Capacity Building Foundation (ACBF), *LEAPS Coaching Program Final Report, June 2025*, which outlines the program's delivery model, including coaching, e-learning, case studies, and continuous evaluation mechanisms

COUNTRY CHANGE STORIES

1. Côte d'Ivoire - Coordination, Coherence, and Reform Architecture

Côte d'Ivoire is advancing one of Africa's most ambitious public finance reform agendas. Following the post-crisis recovery from 2011, the government has invested consistently in integrated financial management systems, result-based budgeting frameworks, and digital reform programs.

Alignment with UEMOA[9] Directives and successive National Development Plans have shaped a reform environment that combines technical sophistication with institutional complexity. Ivorian participants entered the program with self-assessed scores ranging from 60 to 65. They identified gaps in delegation, cross-directorate coordination, and participatory leadership that are less visible in technical performance but essential to institutional effectiveness. After the program, scores increased to between 80 and 92.

ACBF's Head of Economic and Social Governance, **Mr Rodolphe Bance** with **Prof. Lambert N'galadjo**, Special Advisor to the Ministry of Finance and Budget during the official launch of the LEAPS program in Côte d'Ivoire.

From Technical Management to Ecosystem Leadership

Adico Innocent, Director of Strategy, Studies, and Fiscal Statistics at the Directorate General of Taxes, entered LEAPS expecting a conventional management course. The program reshaped this perspective and expanded his understanding of leadership in complex institutional environments.

> **"The program allowed me to see things differently. It is not just about managing tasks, it is about leading people, influencing teams, and coordinating across the institution."**
>
> - Adico Innocent, Director of Strategy, DGI, Côte d'Ivoire

Before LEAPS, Innocent measured success primarily through technical performance. After the program, he restructured management meetings to encourage broader participation, adopted the Eisenhower matrix to improve task prioritization and delegation, and introduced deliberate empathy practices within his team. These changes contributed to an improved work

[9] West African Economic and Monetary Union, *Public Financial Management Directives*.

climate, reduced inter-staff conflict, stronger collaboration across the directorate, and more active stakeholder engagement.

> **"I manage stress better now. At the team level, there is better integration of all staff because everyone understands their purpose in the organization and can participate fully."**
>
> - Adico Innocent, Director of Strategy, DGI, Côte d'Ivoire

Leading the Reform Architecture

Allah Kouassi Martial, Director of Organization and Monitoring and Evaluation at the Ministry of Economy, Finance and Budget, had long relied on managing multiple tasks directly. Through coaching and peer learning, LEAPS strengthened his understanding of leadership practices such as deliberate delegation, structured listening, and team-based decision-making. These approaches improved outcomes compared to concentrating responsibility at the top.

He applied this leadership approach to two major reform initiatives. He contributed to the Public Finance Reform Strategic Plan for 2026–2028 by coordinating national priorities across directorates.

He also supported the Ministry's Strategic Action Plan for 2026–2030 through participatory planning that strengthened institutional alignment and stakeholder engagement.

> **"The confidence of the top leadership who support the activities I wish to carry out, and the fact that certain activities are new, allows me to implement more easily since I am the one putting a number of processes in place."**
>
> – Allah Kouassi Martial.

Côte d'Ivoire: Flagship Reform Outputs Linked to LEAPS Leadership

- Public Finance Reform Action Plan 2026–2028: developed through participatory coordination across directorates
- Ministry Strategic Action Plan 2026–2030: drafted via participatory planning and stakeholder engagement
- Improved cross-directorate coherence in reform implementation at the ministry level
- Stronger stakeholders buy-in through more inclusive planning and communication processes
- Alumni advocacy for a sustained cross-country peer learning platform to extend LEAPS beyond the formal program

2. Ghana - Institutional Accountability and Reflective Leadership

Ghana's public financial management reform agenda focuses on strengthening internal audit functions, improving cross-institutional accountability, and embedding compliance practices across ministries and agencies.

Participants entered the program with self-assessed scores ranging from 37 to 70, which increased to between 75 and 95 after LEAPS, alongside qualitative improvements in how departments operate and how leaders engage their teams.

Coaching as Institutional Transformation

Structured coaching shaped participants' understanding of their institutional roles. A program coordinator noted that coaching sessions shifted leadership practice from directing tasks to supporting the growth and performance of teams. A director at the Internal Audit Agency developed tools to support clearer goal setting, structured performance reviews, and more effective feedback mechanisms. These changes strengthened the alignment between individual responsibilities and institutional objectives.

> **"LEAPS has facilitated deeper collaboration between the Internal Audit Agency and institutions such as the Ministry of Finance and Audit Committees. This has improved alignment on reforms related to internal controls, audit quality and compliance through the Compliance Control Checklist Reporting."**
>
> - Pamela Agyekum, Director Human Resource and Administration, Internal Audit Agency, Ghana

Ghana's LEAPS Cohort 1 participants pose with ACBF staff during their graduation ceremony, marking the completion of their training in leadership and public finance management.

The most significant systemic impact emerged from stronger cross-institutional collaboration. LEAPS alumni enhanced engagement between the Internal Audit Agency, the Ministry of Finance, and audit committees. This coordination supported alignment on reforms related to internal controls, audit quality, and compliance reporting, thereby reducing duplication and improving the coherence of accountability functions across the public sector.

ACBF's Director of Programs and Impact, **Mr. Abdrahamane Dicko**, presents a certificate to a LEAPS graduate during the Cohort 1 graduation ceremony in Accra

Ghana: Key Institutional Changes Linked to LEAPS

- Strengthened collaboration between Internal Audit Agency, Ministry of Finance, and audit committees
- Improved alignment on internal controls, audit quality, and compliance reporting
- Introduction of structured performance reviews and clearer goal setting across departments
- Enhanced feedback mechanisms supporting accountability and workflow efficiency
- Reduced institutional silos and improved coordination across accountability functions

3. Kenya - People-Centered Leadership in a Digital Reform Environment

Kenya operates one of East Africa's most dynamic public finance ecosystems, with an ambitious digital transformation agenda reshaping how resources are allocated, monitored, and reported. The Office of the Auditor General and the PFM Reform Secretariat play central roles in this process, overseeing reform coordination, accountability, and system modernization across a complex institutional landscape.

Before LEAPS, self-assessed leadership scores among Kenyan participants ranged from 37 to 70, reflecting strong technical capacity alongside gaps in delegation, participatory management, and stakeholder engagement. After the program, scores increased to between 72 and 92.

Kenya LEAPS Cohort 1 graduates **Maurice Odhiambo**, Deputy Director, Office of the Auditor General, **Jacob Muimi**, ICT Specialist, PFM Secretariat, National Treasury and **Michael Kahiti**, Director of Planning and Resource Mobilization, National Treasury display their certificates after completing the program in Nairobi, Kenya

From Systems Thinking to People-Centered Reform

Jacob Muimi, an ICT specialist at Kenya's PFM Reform Secretariat, approached reform primarily through a technical lens. He observed that well-designed systems often failed to achieve their intended institutional impact. This recurring challenge pointed to a leadership gap that had not been fully identified. LEAPS reframed this understanding. Through coaching and reflective learning, Muimi recognized that system adoption depends on leadership practices. Resistance, fragmented communication, and misaligned expectations emerge from how institutions are led and managed.

> **"I no longer see my role as limited to building systems. Leadership, relationships, and human behavior are central to achieving results."**
>
> - Jacob Muimi, ICT Specialist, PFM Reform Secretariat, Kenya

After LEAPS, Muimi introduced collaborative work practices and agile methodologies across his development team, establishing iterative cycles and continuous feedback loops. He strengthened stakeholder engagement by aligning institutional needs with partners' expectations, thereby improving coordination across the public financial management ecosystem. The Reform MIS platform, recognized at national and international levels and awarded a Silver Mark of Excellence at the CIO 100 Awards, demonstrates how technical expertise combined with effective leadership supports successful system adoption.

Listening as a Leadership Practice

Maurice Odhiambo, Deputy Director at the Office of the Auditor General, entered LEAPS with extensive technical experience and a management approach that relied on centralized decision-making, limited delegation, and predominantly top-down feedback. The program prompted a shift in his leadership practice. He strengthened his focus on self-awareness, empathy, and active listening, recognizing that institutional performance depends on the quality of relationships between leaders and their teams.

> **"Whether you are the most junior staff member or not, I must first listen to you."**
>
> - Maurice Odhiambo, Deputy Director, Office of the Auditor General, Kenya

Monthly coaching and mentorship sessions became regular practice within his office, strengthening team development and performance. Delegation became more deliberate, roles were clarified, and trust improved across the team. Odhiambo also strengthened engagement with development partners by aligning their mandates with institutional priorities, which improved clarity in collaboration and negotiations. These changes enhanced institutional credibility and contributed to a more coherent and effective audit function.

Cohort 1 members share insights during the LEAPS graduation ceremony in Nairobi, a reflection of the peer to peer learning and collaboration built into the program

Kenya: Key Institutional Changes Linked to LEAPS

- Regular coaching and mentorship sessions established within audit and reform teams
- More deliberate delegation practices with clearer role definition and accountability
- Stronger stakeholder alignment across ministries and development partners
- Improved adoption of digital reform systems through leadership-driven engagement
- Enhanced coordination within the public financial management ecosystem

4. Senegal - Delegation, Communication, and the Citizen-Facing State

Senegal's public sector transformation agenda is anchored in President Bassirou Diomaye Diakhar Faye's Systemic Transformation Strategy, which aims to build a sovereign, just, and prosperous Senegal by 2050.[10]

The strategy places strong emphasis on modernizing public financial management, digitalizing public finances, and restoring citizen trust in state institutions. Agencies such as the Public Procurement Regulatory Authority and the Directorate of Budget Programming at the Ministry of Finance play central roles in this reform architecture. Before LEAPS, self-assessed scores among Senegalese participants ranged from 23 to 50, reflecting significant variation in leadership confidence. After the program, scores increased to between 72 and 90.

Delegation as Institutional Practice

Baye Samba Diop, Director of Regulation and Legal Affairs at the Public Procurement Regulatory Authority, joined the first LEAPS cohort during a period of institutional transition. His organization was implementing procurement support bureaus under new leadership. Through LEAPS, he developed a structured approach to delegation, distributing responsibilities across service chiefs and strengthening a culture of accountability and mutual support within his management team.

ACBF's Head of Social and Economic Governance, **Mr. Rolphe Bance** with **Alaya Ouarme**, Director of CEPOD, and LEAPS coaches **Sam Ayim** and **Cisse Kadidjatou** following Cohort 1 graduation in Senegal.

> **"The objectives are achieved, conflicts are anticipated and managed early, and each service chief can back up the other. Team spirit has developed, and my workload has been relieved."**
>
> - Baye Samba Diop, Director of Regulation and Legal Affairs, ARCOP, Senegal

Participatory Leadership in Action

Hassan Diop, Coordinator for Public-Private Partnerships and Sustainable Public Procurement at the Public Procurement Regulatory Authority, applied a clear model of participatory leadership following LEAPS. He articulated a practical principle that guided his approach. A manager creates the conditions for others to perform and contribute effectively. This perspective translates into actively involving team members in decision-making, institutional planning, and the orientation of organizational priorities. These changes strengthened team engagement and shifted roles from task execution toward meaningful contribution.

[10] Government of Senegal, *Systemic Transformation Strategy 2050*.

> **"A manager does not do the work; a manager makes others work. Involving collaborators in decision-making has led to better results and team enthusiasm."**
>
> - Hassan Diop, PPP Coordinator, ARCOP, Senegal

> **"We were able to propose several actions regarding communication in public financial management. Materials were produced to help ordinary Senegalese citizens understand what public financial management is and what the budget is."**
>
> - Aminata Drame Fall, Technical Adviser, Directorate of Budget Programming, Senegal

The Citizen-Facing Budget

Aminata Drame Fall, Technical Adviser at the Directorate of Budget Programming and President of the Network of Women in Public Financial Management, did not enter LEAPS with a defined leadership development agenda. Through coaching and reflective exercises, she developed a stronger understanding of communication as a reform tool and recognized that technical budget documents often limit citizen engagement and public accountability. She led her team to produce citizen-friendly budget materials in accessible formats, including simplified content and civic awareness initiatives designed to reach a broader audience.

The materials were presented to the Minister of Finance and the Budget Cabinet, thereby strengthening public understanding of budget processes and reinforcing the accountability relationship between the state and its citizens. Fall also advocated for the inclusion of a dedicated gender leadership module in future LEAPS cohorts, identifying this as an area that would further strengthen the program's relevance and impact.

Senegal: Key Institutional Changes Linked to LEAPS

- Structured delegation practices improving team accountability and performance
- Stronger participatory leadership with increased staff involvement in decision-making
- Improved internal communication and team coordination within public institutions
- Development of citizen-facing budget materials to strengthen public understanding
- Enhanced stakeholder engagement and alignment within public financial management reforms

5. Zimbabwe - Leadership Under Constraint, Reform Through Empathy

Zimbabwe's public financial management environment has undergone significant transformation over the past two decades.

Efforts to implement International Public Sector Accounting Standards, strengthen institutional accountability, and modernize payroll and budgeting systems have required leadership capable of navigating technical complexity, institutional inertia, and resource constraints. These reforms demand more than technical expertise. They require leaders who can guide teams through change with clarity and consistency.

From Technical Expertise to Reflective Leadership

Joseph Dube, General Manager Finance at the Public Service Commission, entered LEAPS as a technically experienced professional with more than 13 years in the Accountant General's Department. His expertise covered payroll administration, pensions, and national financial operations. He recognized that technical competence alone had not fully prepared him for the leadership demands of his evolving role.

> **"Am I leading in the best way? Without exposure to structured leadership training, you are not always confident."**
>
> - Joseph Dube, General Manager, Finance, Public Service Commission, Zimbabwe

LEAPS introduced Dube to a holistic leadership framework centred on self-awareness, empathy, and reflective practice. A key shift in his leadership approach was adopting active listening as a deliberate practice, creating structured opportunities for team members to contribute and positioning colleagues as sources of institutional insight. He also drew on the Ubuntu philosophy and cross-country case studies, including Rwanda's public financial management reforms, through the LEAPS peer learning environment.

> **"As a leader, listening is very important. You must understand where your team is coming from and create opportunities for them to contribute."**
>
> - Joseph Dube, General Manager Finance, Public Service Commission, Zimbabwe

Zimbabwean participants engage in a group session on Day 1 of the LEAPS workshop in Harare, following the program's official launch in November 2024, marking the start of practical training on public financial management.

LEAPS participants collaborate during a group work session, with one mapping ideas on the board while a teammate holds it steady and reviews

These changes have been translated into measurable improvements within the department. Dube introduced regular coaching and mentoring sessions, strengthened delegation practices with clearly defined responsibilities, and reinforced transparent performance expectations. His advisory role in Zimbabwe's transition to International Public Sector Accounting Standards[11] became more effective as his leadership approach grew more inclusive. Colleagues and supervisors reported improvements in meeting effectiveness, decision-making, and stakeholder alignment across boards and cross-institutional committees.

Zimbabwe: Key Institutional Changes Linked to LEAPS

- Regular coaching and mentoring sessions are institutionalized within the department
- Structured delegation with transparent performance expectations and role clarity
- Cross-ministry IPSAS advisory approach made more inclusive and participatory
- Strategic board leadership with improved decision-making and stakeholder engagement
- Peer learning from cross-country experiences applied to Zimbabwe's specific reform context

[11] International Public Sector Accounting Standards Board, *IPSAS Standards*.

From Learning to Leadership Cross-Cohort Impact

Across the five countries, the impact of LEAPS is reflected in Table 2, which links each profiled leader to their core competency development, the leadership actions they applied, and the institutional outcomes that followed. The table provides a consolidated view of how leadership development translated into measurable change across different public sector contexts.

Table 2: Leadership to Impact - Cross-Country Summary[12]

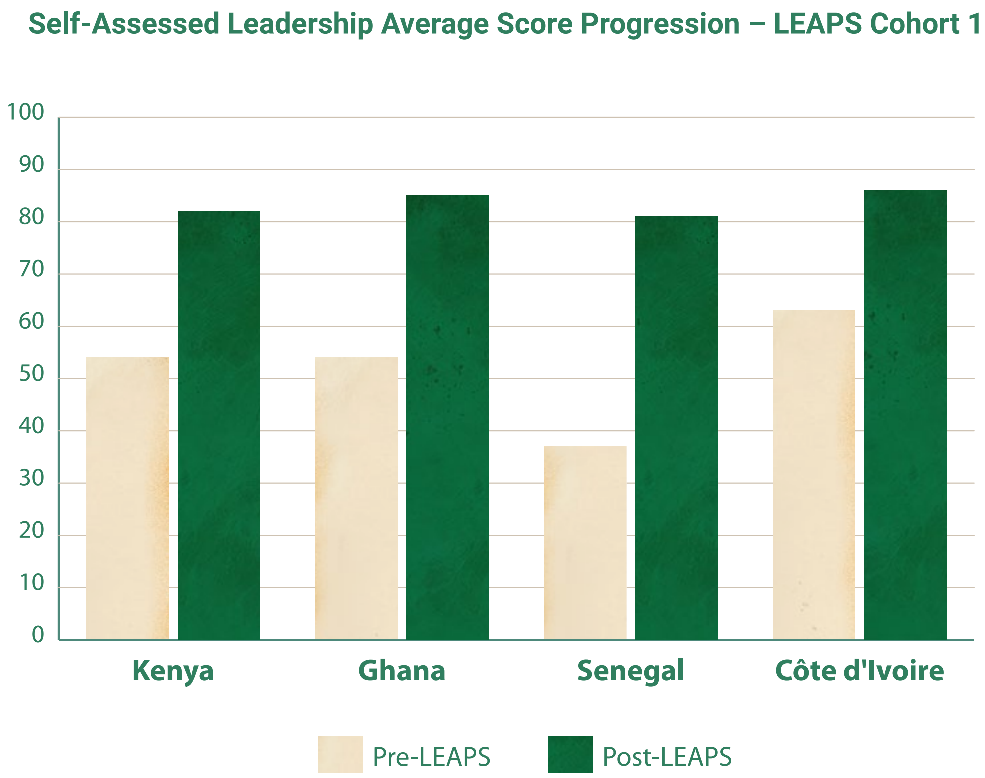
Leader and Institution	Country	LEAPS Competency Applied	Leadership Action	Institutional Outcome
Addico Innocent, Director of Strategy, DGI	Côte d'Ivoire	Ecosystem thinking; self-awareness	Restructured management meetings; delegated using Eisenhower matrix; increased empathy in team relations	Improved work climate; reduced inter-staff conflict; stronger institutional synergy and stakeholder engagement
Alla Kouassi Martial, Director of Planning and M&E, Ministry of Economy, Finance and Budget	Côte d'Ivoire	Ecosystem leadership; delegation	Led PFM Reform Master Plan 2026–2028; drafted Strategic Action Plan 2026–2030 via participatory planning	Stronger stakeholder buy-in; improved multi-directorate coordination; reform coherence across the ministry
Program Coordinator, Ministry of Finance	Ghana	Delegation; inclusive team management	Delegation of responsibilities; well-being initiatives; inclusive team management practices	Improved team collaboration; stronger alignment between individual roles and institutional strategic objectives
Director, Human Resources and Administration, Internal Audit Agency	Ghana	Accountability; structured feedback	Structured performance reviews; clearer goal setting; enhanced feedback mechanisms across departments	Stronger staff accountability; improved workflow efficiency; deeper cross-institutional collaboration between the Internal Audit Agency, Ministry of Finance, and audit committees
Jacob Muimi, ICT Specialist, PFM Reform Secretariat	Kenya	Digital systems adoption; agile workflows	Collaborative ICT project management; stakeholder mapping across ministries; agile methodology introduction	ReformMIS national rollout; Silver Mark of Excellence, CIO 100 Awards; improved cross-ministry PFM collaboration
Maurice Odhiambo, Deputy Director, Office of the Auditor General	Kenya	Active listening; mentorship	Monthly coaching and mentorship sessions; deliberate delegation; structured partner alignment	Stronger audit team performance; reduced stakeholder misalignment; improved succession planning
Dr. Baye Samba Diop, Director of Regulation and Legal Affairs, ARCOP	Senegal	Delegation; conflict management	Distribution of responsibilities across service chiefs; empathy-based team management	Objectives achieved consistently; conflicts managed proactively; mutual backup culture across management

[12] LEAPS Cohort 1 Participant Interviews

Leader and Institution	Country	LEAPS Competency Applied	Leadership Action	Institutional Outcome
Hassan Diop, PPP Coordinator, ARCOP	Senegal	Participatory leadership	Inclusive decision-making; involving teams in institutional planning and orientation	Improved staff motivation; better institutional results; stronger team cohesion
Aminata Drame Fall, Technical Adviser, Ministry of Finance and Budget	Senegal	Strategic communication	Led citizen budget materials team; produced civic awareness campaigns and simplified budget content	Citizen-friendly budget documents presented to the Finance Minister; increased public understanding of PFM
Joseph Dube, General Manager Finance, Public Service Commission	Zimbabwe	Empathy; reflective practice	Regular team coaching and mentoring sessions; structured delegation; cross-ministry IPSAS advisory role	Smoother IPSAS adoption; enhanced institutional governance; stronger board leadership and stakeholder alignment

Figure 4: Self-Assessed Leadership Score Progression [13]

The chart below shows the range of self-assessed leadership scores for each country before and after LEAPS. Pre-LEAPS scores are plotted as midpoint averages where a range was reported. Zimbabwe's quantitative data were not available; qualitative evidence confirms significant leadership improvements across all participants.



Pre-LEAPS values represent midpoint of reported range.

[13] Source: LEAPS Cohort 1 participant self-assessments (1–100 scale)

Cross-Cutting Themes What the First Cohort Taught Us

The five country narratives reveal consistent patterns that extend beyond individual experiences and offer insights for future LEAPS cohorts and leadership development across African public-sector institutions.

Theme 1: Delegation as Structural Change

Across all five countries, the shift from centralized to distributed leadership was the most widely reported behavioural change. Participants moved from managing tasks to leading people. This shift involved deliberate delegation, clearer role definition, and the creation of backup capacity within teams. These practices improved team performance, strengthened staff confidence, and enhanced operational efficiency. Delegation emerged as a structural change in how institutions function.

Theme 2: Communication as a Reform Instrument

Participants consistently identified communication as a core leadership capability strengthened through the program. Internally, improved communication reduced conflict, strengthened coordination, and built trust within teams. Externally, it supported the development of citizen-focused outputs, including simplified budget materials in Senegal, stronger stakeholder alignment in Kenya, and more coherent messaging across Ghana's audit institutions. Communication serves as the channel through which reform reaches its intended beneficiaries.

Theme 3: Empathy as Institutional Capacity

Empathy emerged as a defining leadership capability across all country experiences. Leaders strengthened their ability to understand team perspectives, create space for contributions, and make informed decisions through dialogue. These practices improved team management, supported more effective responses to resistance, and reinforced the trust required to sustain reform over time.

Theme 4: Senior Leadership Support as a Critical Enabler

The strongest institutional outcomes were observed where senior leadership supported the application of new approaches. In environments where Directors General and senior officials encouraged experimentation and provided space for change, the impact of LEAPS expanded significantly. This highlights the importance of engaging in senior leadership to strengthen program effectiveness and institutional uptake.

Theme 5: Africa-Centric Learning Produces Contextually Grounded Leaders

The cross-country peer learning structure of LEAPS played a central role in shaping leadership outcomes. Experiences from Rwanda informed approaches in Zimbabwe, while lessons from Senegal, Ghana, and Kenya supported learning across the cohort. Leadership development grounded in African institutional realities and informed by regional case studies equips participants to address context-specific challenges more effectively.

Table 3: Enablers and Constraints - Cross-Cohort Analysis

Enablers	Constraints
✓ Senior leadership support and institutional openness to change	⚠ Resource limitations, including budget and staffing gaps
✓ Structured coaching and sustained peer learning networks	⚠ Resistance to change and entrenched bureaucratic practices
✓ Political will and reform momentum in host countries	⚠ Change fatigue in institutions managing multiple simultaneous reforms
✓ Practical application opportunities in real institutional settings	⚠ Limited dissemination of LEAPS learning to non-participant colleagues
✓ Cross-country peer exchange through the LEAPS cohort format	⚠ Time constraints hindering broader institutional engagement
✓ Receptive teams willing to adopt new leadership approaches	⚠ Absence of structured post-program follow-up mechanisms

Table 4: Implementation Challenges[14]

Challenge Area	Description
Sustaining Participant Engagement	Initial engagement was strong across countries, though maintaining consistent participation throughout the program proved uneven due to competing professional demands and time constraints.
Scheduling and Availability Constraints	Senior-level responsibilities limited availability for coaching sessions, leading to a small proportion of incomplete sessions and highlighting alignment challenges between program design and institutional realities.
360-Degree Feedback Limitations	Challenges emerged in collecting consistent feedback from nominated reviewers, requiring additional follow-up and coordination to ensure sufficient participation in the assessment process.
Cross-Country Engagement Variations	Participation levels and engagement patterns differed across countries, reflecting variations in institutional context, operational conditions, and participant availability.
Operational and Coordination Challenges	Program delivery faced coordination issues related to communication flows, timing of participant confirmations, and alignment with national-level schedules, requiring adaptive management throughout implementation.

[14] ACBF LEAPS Coaching Program Final Report (June 2025), which highlights challenges including scheduling complexities, difficulties in collecting 360-degree feedback, and sustaining participant engagement across program cycles.

Lessons and Recommendations What Comes Next

The first LEAPS cohort demonstrates that structured, Africa-centric leadership development can produce measurable improvements in both individual leadership practice and institutional effectiveness. Evidence from all five countries draws on participant experiences, survey data, and observable institutional outcomes. These results confirm the value of investing in leadership as a driver of public sector reform.

The next phase requires a focus on scale, depth, and sustainability. Expanding the program's reach, strengthening its long-term impact, and ensuring that leadership gains are embedded within institutions will be critical. The recommendations that follow are directed toward three key stakeholders. They address ACBF through its Ubora Academy as program designers, participating governments as the institutional environments of LEAPS graduates, and development partners as supporters of governance and capacity development across Africa.

Table 5: Recommendations by Stakeholder Group

Audience	Recommendation	Expected Outcome
ACBF / Ubora Academy	Scale LEAPS to a broader cohort of senior and mid-level public sector managers across all participating countries	Expanded leadership capacity pipeline; stronger institutional reform ownership
ACBF / Ubora Academy	Integrate gender leadership as a dedicated module, addressing barriers and opportunities for women in African public finance	More equitable representation of women in senior PFM leadership roles
ACBF / ESG	Establish a structured alumni engagement platform combining virtual exchanges and in-person forums across francophone and anglophone contexts	Sustained peer learning; cross-country knowledge transfer; long-term reform network
Participating Governments	Mandate leadership training as a standard component of public sector career progression, recognizing LEAPS as a flagship program	Institutionalized leadership development; reduced capacity gaps over time
Participating Governments	Create internal coaching ecosystems within ministries, embedding LEAPS graduates as mentors and facilitators for colleagues	Multiplier effect on leadership culture; sustained institutional transformation
Development Partners	Fund longitudinal impact assessments of LEAPS graduates to build the evidence base for leadership development investment across Africa	Stronger donor case for scaling people-centered governance programs

Table 6: Country-Level Lessons and Recommendations[15]

Country	Expanded Lessons from the Evidence	Country-Specific Recommendations
Côte d'Ivoire	Leadership development improved prioritization, delegation, and coordination in complex reform systems. Changes enhanced work climate, staff integration, and stakeholder engagement while supporting national reform planning processes.	Strengthen cross-directorate coordination mechanisms. Support alumni platforms and in-person exchanges. Expand leadership development across institutions to sustain reform momentum.
Ghana	Coaching strengthened accountability systems by improving goal setting, feedback, and alignment between individual roles and institutional objectives. Leadership development enhanced collaboration between audit bodies and finance institutions.	Expand coaching and structured performance management practices. Strengthen collaboration between audit institutions and ministries. Integrate leadership development into institutional strengthening efforts.
Kenya	Digital reform succeeds when technical expertise is combined with people-centered leadership. LEAPS helped shift focus toward stakeholder alignment, system adoption, and institutional coordination. Improved communication, mentorship, and delegation strengthened both internal team performance and external engagement.	Strengthen stakeholder engagement and change management in digital reforms. Institutionalize mentorship and coaching within reform teams. Integrate leadership development into system implementation to improve adoption and coordination.
Senegal	Leadership development improved delegation, participatory management, and communication. These changes strengthened team ownership and enabled citizen-facing reforms such as simplified budget communication.	Integrate communication into reform strategies. Scale leadership training across public administration. Introduce gender-focused leadership components and expand citizen engagement initiatives.
Zimbabwe	Reflective leadership practices such as listening, empathy, and structured delegation improved institutional performance in a complex reform environment. Leadership gains strengthened meeting effectiveness, advisory roles, and cross-institution coordination in IPSAS transition.	Institutionalize coaching and leadership development within reform departments. Link leadership training to IPSAS implementation. Introduce study visits and peer exchanges with high-performing PFM systems.

[15] LEAPS Case Study Participants Interview

Sustaining Leadership Impact

The insights from the first LEAPS cohort demonstrates that leadership development can produce measurable improvements in how public institutions operate and deliver results. Across five countries, participants translated learning into action, strengthening coordination, improving team performance, and advancing key public financial management reforms.

This impact is reflected in both qualitative and quantitative evidence across the cohort. Self-assessed leadership scores improved across all participating countries, with several cohorts moving from baseline ranges of 37–70 to post-program levels of 72-95, representing an estimated average increase of approximately 55-60%.[16] These gains reflect shifts in leadership confidence, decision-making, and the ability to manage teams and institutional processes.

The impact is also visible in how participants applied leadership practices within their institutions.

→ In **Côte d'Ivoire**, participants led major reform processes, including the development of the Public Finance Reform Strategic Plan for 2026–2028 and the Ministry's Strategic Action Plan for 2026–2030, through more participatory and coordinated approaches.

→ In **Ghana**, leadership development strengthened collaboration between the Internal Audit Agency, the Ministry of Finance, and audit committees, improving alignment on internal controls, audit quality, and compliance reporting.

→ In **Kenya**, leadership practices supported the successful rollout and adoption of Reform-MIS, a system recognized at national and international levels for its performance and coordination capacity.

→ In **Senegal**, participants applied delegation, participatory leadership, and communication practices to strengthen team performance and develop citizen-facing budget materials.

→ In **Zimbabwe**, leadership practices such as structured delegation, coaching, and active listening supported institutional performance and contributed to ongoing public financial management reforms, including the transition to international accounting standards.

The evidence shows that leadership is a central driver of institutional effectiveness. Technical solutions provide the foundation for reform, while leadership determines how those reforms are implemented, sustained, and adapted to evolving contexts. LEAPS bridges this gap by equipping public-sector leaders with the capabilities needed to navigate complexity and lead change within their institutions.

The impact of the first LEAPS cohort is reflected in stronger institutional performance across participating countries. Leadership development translated into improved coordination, clearer accountability, and more effective implementation of public financial management reforms. The program provides a practical model for strengthening leadership capacity within public institutions and supporting governance outcomes across Africa.

[16] LEAPS Cohort 1 participant self-assessments (1–100 scale)

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ANNEXES:

A-Voices from the First Cohort

The evidence for LEAPS' impact is institutional, visible in strategic plans, team performance, citizen-facing outputs, and measurable shifts in self-assessed leadership competency. The evidence is also human. The leaders whose journeys this change story documents spoke about their experience with a clarity that no table can fully capture.

"The objectives are achieved, conflicts are anticipated and managed early, and each service chief can back up the other. Team spirit has developed, and my workload has been relieved."

- Dr. Baye Samba Diop, Director of Regulation and Legal Affairs, ARCOP, Senegal

"A manager does not do the work; a manager makes others work. Involving collaborators in decision-making has led to better results and team enthusiasm."

- Hassan Diop, PPP Coordinator, ARCOP, Senegal

"I no longer see my role as limited to building systems. Leadership, relationships, and human behavior are central to achieving results."

- Jacob Muimi, ICT Specialist, PFM Reform Secretariat, Kenya

"As a leader, listening is very important. You must understand where your team is coming from and create opportunities for them to contribute."

- Joseph Dube, General Manager Finance, Public Service Commission, Zimbabwe

"I manage stress better now. At the team level, there is better integration of all staff because everyone understands their purpose in the organization and can participate fully."

- Adico Innocent, Director of Strategy, DGI, Côte d'Ivoire

"We were able to propose several actions regarding communication in public financial management. Materials were produced to help ordinary Senegalese citizens understand what the budget is."

- Aminata Drame Fall, Technical Adviser, Directorate of Budget Programming, Senegal

"Whether you are the most junior staff member or not, I must first listen to you."

- Maurice Odhiambo, Deputy Director, Office of the Auditor General, Kenya

B- Appendix: Participant Survey and Case Evidence[19]

The table below draws on participant survey data from the first LEAPS cohort across Senegal, Côte d'Ivoire, Kenya, Ghana and Zimbabwe. It records each participant's institution, role, years of experience, self-assessed leadership scores before and after the program, the PFM reform needs they identified, the leadership action they applied, and the outcomes they observed. Zimbabwe's quantitative data were not captured through the survey instrument; qualitative evidence from interviews is documented in the main body of this report.

Participant / Country	Institution	Job Title	Years in Public Sector	Leadership Role?	Pre-LEAPS Score	Post-LEAPS Score	Key PFM Reform Need	Leadership Action Applied	Observed Outcome
Addico Innocent Côte d'Ivoire	Directorate General of Taxes (DGI)	Director, Strategy, Studies and Fiscal Statistics	25 years	Yes	60	**80**	Fiscal policy reform; tax administration reform; Investment Code reform	Restructured management meetings; increased empathy; delegation via Eisenhower matrix; sought feedback	Improved work climate; reduced inter-staff conflict; stronger synergy and stakeholder engagement
Allah Kouassi Martial Côte d'Ivoire	Ministry of Economy, Finance and Budget	Director, Planning and M&E (Interim); Deputy Coordinator, National PFM Reform Committee	12 years	Yes	65	**92**	Program-based budgeting; fixed asset accounting; certification of state accounts	Led PFM Reform Master Plan 2026–2028; drafted Strategic Action Plan 2026–2030 via participatory planning	Stronger buy-in for reforms; improved institutional synergy and active stakeholder engagement
Daniel Ababio Ghana	Ministry of Finance	Program Coordinator	15 years	Yes (10 people)	70	**83**	None specified	Delegation, well-being initiatives, and inclusive team management practices	Improved team collaboration; stronger alignment between individual roles and strategic objectives

Note: All scores are self-assessed on a 1–100 scale. * Zimbabwe data from interview testimony only.

[19] Source: LEAPS Cohort 1 participant surveys and interview transcripts, compiled during and after the program

Participant / Country	Institution	Job Title	Years in Public Sector	Leadership Role?	Pre-LEAPS Score	Post-LEAPS Score	Key PFM Reform Need	Leadership Action Applied	Observed Outcome
Pamela Agyekum Ghana	Internal Audit Agency	Director, HR and Admin	4 years	Yes (20 people)	37	**75**	Budget credibility; weak M&E; internal audit improvement	Structured performance reviews, feedback mechanisms, and clearer goal setting across departments	Stronger staff accountability; improved workflow efficiency; cross-institution collaboration
Jacob Muimi Kenya	Ministry of Finance (PFM Reform Secretariat)	ICT Specialist	12 years	Yes (8 people)	100	**100**	Change management; leadership soft skills; AI training; communication skills	Coordinated ICT projects; developed policies; fostered a learning culture; introduced agile methodologies	Enhanced innovation; stronger leadership pipeline; improved cross-PFM collaboration; Reform-MIS rollout
Maurice Odhiambo Kenya	Supreme Audit Institution (Office of Auditor General)	Deputy Director	26 years	Yes (5 people)	80	**93**	Transparency, accountability, and efficiency of public funds	Mentorship implementation; structured monthly coaching; deliberate delegation and partner alignment	Enhanced leadership effectiveness; more stakeholder consultations; breaking down silos; improved cross-PFM collaboration
Dr. Baye Samba Diop Senegal	ARCOP	Director, Regulation and Legal Affairs	16 years	Yes	23	**72**	Digitalization of public finances; performance-based financing; anti-corruption reform	Delegation of tasks; coaching of direct reports; empathy-based team management	Improved staff engagement; N-1 staff achieving objectives independently; better internal communication
Hassan Diop Senegal	ARCOP	PPP Coordinator and Director of Regulation	16 years	Yes	35	**81**	Public procurement reform; digitalization of public finances; control and anti-corruption	Systematic delegation enabling staff to lead projects independently; improved communication	Better team communication; improved staff engagement; staff successfully leading projects
Aminata Drame Fall Senegal	Ministry of Finance and Budget	Technical Adviser; President, Women in PFM Network	22 years	No	50	**90**	Budget transparency and accountability; digitalization of expenditure chain; performance-oriented PFM	Promoted transparent public finance communication; developed citizen budget materials and civic awareness campaigns	Increased public understanding of budget process; improved cross-institutional collaboration; stronger women's leadership in PFM
Joseph Dube Zimbabwe	Public Service Commission	General Manager Finance	13+ years	Yes	N/A*	**N/A***	IPSAS adoption; accrual accounting; cross-ministry financial oversight	Regular team coaching and mentoring; structured delegation; cross-ministry IPSAS advisory role	Smoother IPSAS adoption; enhanced institutional governance; stronger board leadership and stakeholder alignment

THE AFRICAN CAPACITY BUILDING FOUNDATION (ACBF HEAD OFFICE)

2 Fairbairn Drive, Mount Pleasant, Harare, Zimbabwe

Tel: (+263-242) 304663, 332002 Cell: +263 772 185 308 - 10

E-mail: root@theacbf.org

ACBF REGIONAL OFFICE, EAST & SOUTHERN AFRICA

ACK Garden House, 2nd Floor, 1st Ngong Ave, Nairobi, Kenya

Tel: +254 (20) 5160052 Cell: +254 727 116 276

E-mail: nairobi@theacbf.org

ACBF REGIONAL OFFICE, WEST & CENTRAL AFRICA

3rd Floor, The Rhombus, Plot 24 Tumu Street, Kanda Estates, Accra, Ghana

Tel: +233 540122013

E-mail: accra@theacbf.org

ACBF AFRICAN UNION LIAISON OFFICE, ETHIOPIA

African Union Headquarters P.O. Box 3243, Roosevelt Street W21K19

Addis Ababa, Ethiopia

T: +251-115517700; Ext 4348

www.theacbf.org