



CENTRAL BANK OF KENYA
HESABIKA CURTAIN RAISER DINNER

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Talking Notes by

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VALUE-BASED LEADERSHIP

As Prepared for Delivery

Ladies and Gentlemen, good evening.

It is my great pleasure to be part of the 2016 ‘Hesabika’ Associates Conference. I appreciate the privilege accorded to me by the conveners of this great event to share a few brief remarks. I hope, wish and pray that the nuggets of wisdom, including elements of my personal experience which I am about to share will inspire you towards making a significant contribution towards our beloved country Kenya and humanity at large for posterity.

My brief remarks will center on the topic ‘Value-Based Leadership’. “**Leadership**” is the ability to inspire or influence others towards some common ideal or purpose. “**Values**” represent a person's principles or standards of behavior; one's judgment of what is important in life. “**Value-based leadership**” in simple terms therefore, is leading by staying true not just to one’s values, but remaining accountable to the framework of shared tenets and ideals. Leaders span a wide spectrum from spiritual to secular. However, the underlying principles of leadership are the same.

Martin Luther King Jnr., the Biblical Daniel, Mahatma Gandhi, Mother Teresa, among many others are illustrations and examples of excellent, selfless, value-based leadership. The following key aspects, the ABC of value-based leadership, will help me summarize this discussion and aid your quick grasp of value-based leadership.

1. **Accountability:** “*Ili uhesabike, lazima uwajibike*” (For you to count, you must first be accountable). Accountability entails upholding integrity and good stewardship of the resources under your care. Article 73 of the Constitution of Kenya embeds accountability into our national laws and states in part that “the authority accorded to State Officers is a **public trust** and should therefore be exercised in a manner that demonstrates respect for the people, brings honor to the nation and dignity to the people and promotes public confidence in the integrity of the office.”

The Constitution has 18 Chapters. Out of these, an entire chapter is dedicated to the subject of Leadership and Integrity. In addition there is the Leadership and Integrity Act and the Public Officer and Ethics Act. The question we may ask ourselves is how come these laws have failed to create an effective system of accountability to reduce pilferage and wastage of national resources through corruption.

In my humble opinion, the laws are more than adequate. We have as a nation to hold our leaders to account in keeping with these laws. In fact we should hold ourselves accountable to an even higher standard, the spirit of the Constitution rather than the letter of the law. To desire the best outcome for our nation and in the process to desire to act and to act towards this best interest. Indeed anyone who desires to ‘stand up and be counted’ (“*kuhesabika*”), should endeavor to mirror these ideals.

Daniel was a public servant with ideals worth emulating. It is recorded that he maintained integrity through his exceptional qualities. He never used devious means of the enchanters or magicians to get his way or appease the king even when the consequences were dire (He was threatened with death). In the end when he interpreted King Nebuchadnezzar’s dream, the King honored him and promoted him to rule over the province of Babylon. There may at times be no monetary rewards for upholding accountability, but there is an eternal legacy for being a good steward and upholding integrity.

2. **Benevolence:** Ladies and gentlemen, ‘to be ‘benevolent’ means to be characterized by or given to doing good. Once again benevolence encompasses principles in the Constitution of Kenya. Article 10 of the Constitution contains the national values and principles of governance or leadership. Included amongst these are applying and upholding human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination, good governance, integrity, transparency and once again accountability.

For our lives and our decisions to count, we should seek to address societal challenges and problems that will make a difference for the good of society. Martin Luther King is best known for his role in the advancement of civil rights using non-violent civil disobedience based on his Christian values and beliefs. When he was only 26 years old, he led the famous Montgomery Bus Boycott, a protest against racial discrimination on the public transit system which lasted an entire year, until the courts declared the racist laws unconstitutional. He also spoke against poverty and against the Vietnam War.

Martin Luther King is renowned for his wise quotes many of which uphold the trait of benevolence. One such quote is “Life’s most persistent and urgent question is, what are you doing for others?” Benevolence will, as a life objective, seek to uphold constitutional national values for the benefit of society.

Ladies and Gentlemen, as a young person in Kenya, you can choose to go the extra mile and make a difference by helping society while upholding the right values. Mahatma Gandhi said “The best way to find yourself is to lose yourself in the service of others’. Convinced of this truth, many of the decisions I have recently made at the Central Bank have evidenced a concern for the common man (*mwananchi*) and a desire to see them lead more affordable lives.

3. Ladies and Gentlemen, the last value I will expound upon is **Courage**. Daniel in the Bible demonstrated this well. When faced with the need to make a decision between his godly values and the king's unfair decree he had the mettle to courageously stand for what was right. Many times today we are faced with situations of moral conflict. What do we do? Do we demonstrate courage?

Martin Luther King said the hottest place in hell is reserved for those who remain neutral in times of great moral conflict. Our challenge today is not to remain neutral in times of great moral conflict, but to stand up and be counted amongst those who choose to uphold the right values.

In concluding my remarks I would exhort each one of us to echo the well-known words of Martin Luther King and 'have a dream...' A dream that will make your actions count, a dream that will make a difference for the good of society, a dream that will demonstrate and leave a resounding legacy of courage, benevolence and accountability, a dream that will embrace and practice 'value-based leadership' that will transform Kenya, Africa and the world.

Thank you and God bless you.