



THE AFRICAN CAPACITY  
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT  
DES CAPACITES EN AFRIQUE

## **BROWN BAG SEMINAR**

# **Mindset Change for Transformation**

**28 September 2016**

# Assess Yourself Honestly: Which One do You Associate Yourself With?

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- I give up – I can't do it
- It's good enough – that is all I can do
- I can't make this any better
- I just can't do this - not my area – my JD doesn't go beyond this
- My colleague can do it
- I made a mistake from which I will never recover
- This is too hard – Not even worth trying
- Plan A didn't work – very unfortunate
- Let it come from the boss – not up to me to initiate it



## OBJECTIVES

- ✓ To share basic concepts and applications of Mindset Change;
- ✓ To reflect on the relevance of mindset change in the context of Africa's development.
- ✓ To reflect on the feasibility of ACBF Championing the Mindset Change in Africa, in the context of the New ACBF Strategy and Agenda 2063
- ✓ To discuss possible actions for ACBF going forward.



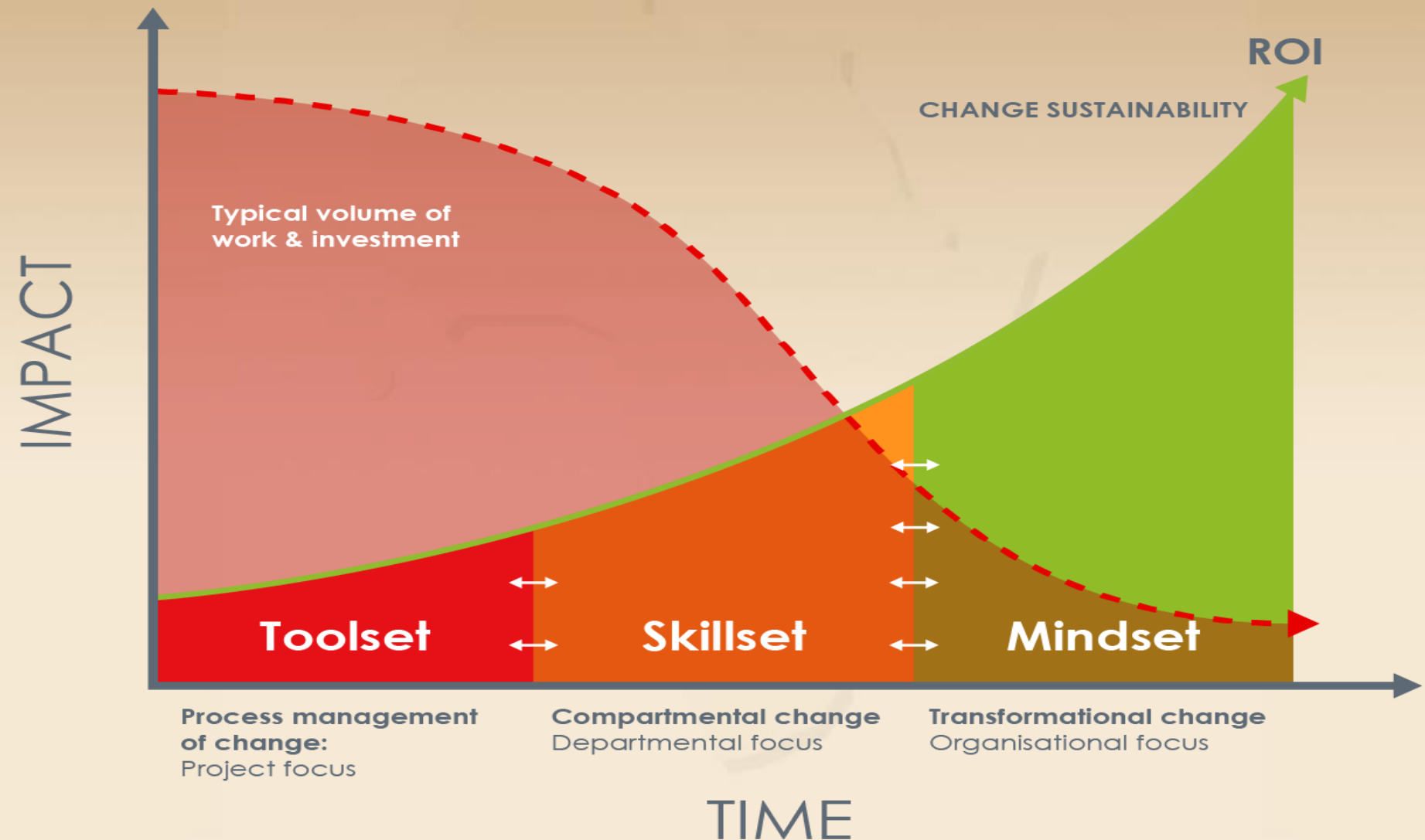
# **CONTENTS**

- I. WHAT IS MINDSET CHANGE?**
- II. MINDSET CHANGE FOR AFRICA'S TRANSFORMATION**
- III. WHY MINDSET CHANGE MATTERS?**
- IV. PROPOSED ACBF'S FRAMEWORK FOR MINDSET CHANGE**

# WHAT IS MINDSET?

- A set of deeply engrained assumptions, methods, notations, **thought patterns**, **beliefs**, **values**, or **mental modes** held by individuals, groups, societies.
- It is typically developed over years of conditioning and it has the potential to create powerful beliefs.

# Why Is Mindset Change Important?



# What Brought Rwanda's Radical Progress?

**HIV Infection reduced from 13.6% in 1996 to 4% in 2010**

**Plastic packets are banned**

**There is no litter anywhere in the country and the last Saturday of the month is clean-up day with President participating**

**Slums have been eradicated and there are no mud huts or grass roofs**

**100% coverage of cell phone signals and wi-fi will soon be country wide**

**All Rwandans have access to land and Agr. Production is organic**

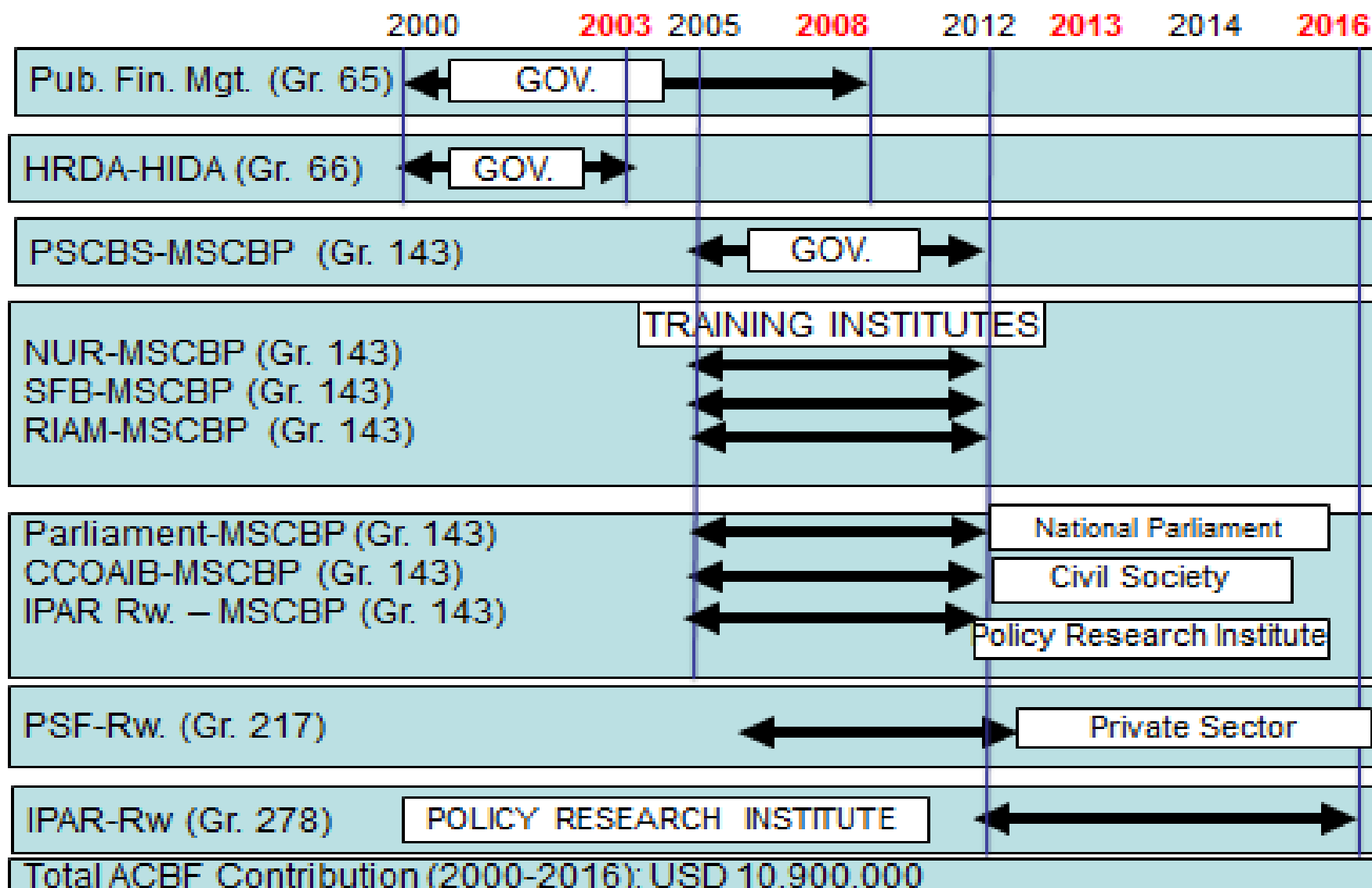
**Crime is virtually non-existent and violent crime isn't tolerated**

**Rwanda is currently rated the safest and cleanest country in Africa as well as the least corrupt**

**Rwandans each plant 30 trees per year. No indigenous trees cut**

**Tolerance on all levels is an unspoken motto.**

# Rwanda: ACBF Historical Interventions





# Can this be done: Can mindsets be changed?

Yes!

- There is theoretical and empirical evidence to show that mindsets do indeed differ from one individual, Community/Society to the other, and can be changed, though this is a process and not a one time event.
- **Fixed Mindset:** People believe in their basic qualities, like intelligence or talent. Focused and spent time on preserving and demonstrating them.
- **Growth Mindset:** Intelligence and talent are the starting point; effort, hard work and dedication creates a love of learning and bred great accomplishments.
  - Fixed and growth and development mindset Theories : Carol Dweck
  - Productive and Defensive mindsets Theory by Chris Argyris
  - Single Loop and Double loop Theory by Chris Argyris
  - Ongoing Initiatives by ACET, ESAMI, Prof Nnazor and Others.

# MINDSET CHANGE FOR AFRICA'S TRANSFORMATION

## Background and Context

- Africa is contending with the following developmental challenges:-
  - high dependence on primary commodities;
  - very low and narrow industrial base;
  - weak infrastructure;
  - slow technological advancement;
  - environmental degradation and Climate Change;
  - high levels of illegal migration;
  - high levels of unemployment;
  - food insecurity; and
  - High inequalities and poverty.

# MINDSET CHANGE FOR AFRICA'S TRANSFORMATION

## Context

- Africa has adopted well structured development planning in order to systematically deal with these challenges at continental, regional and national level:-
  - Agenda 2063;
  - Agenda 2030; and
  - Industrialization strategies and national development Strategies.

# MINDSET CHANGE FOR AFRICA'S TRANSFORMATION

- Well organized coordination frameworks for implementation – AU, RECs, National Structures.
- Consultative approach to development.
  - Conferencing;
  - Declarations; and
  - Decisions.

# MINDSET CHANGE FOR AFRICA'S TRANSFORMATION

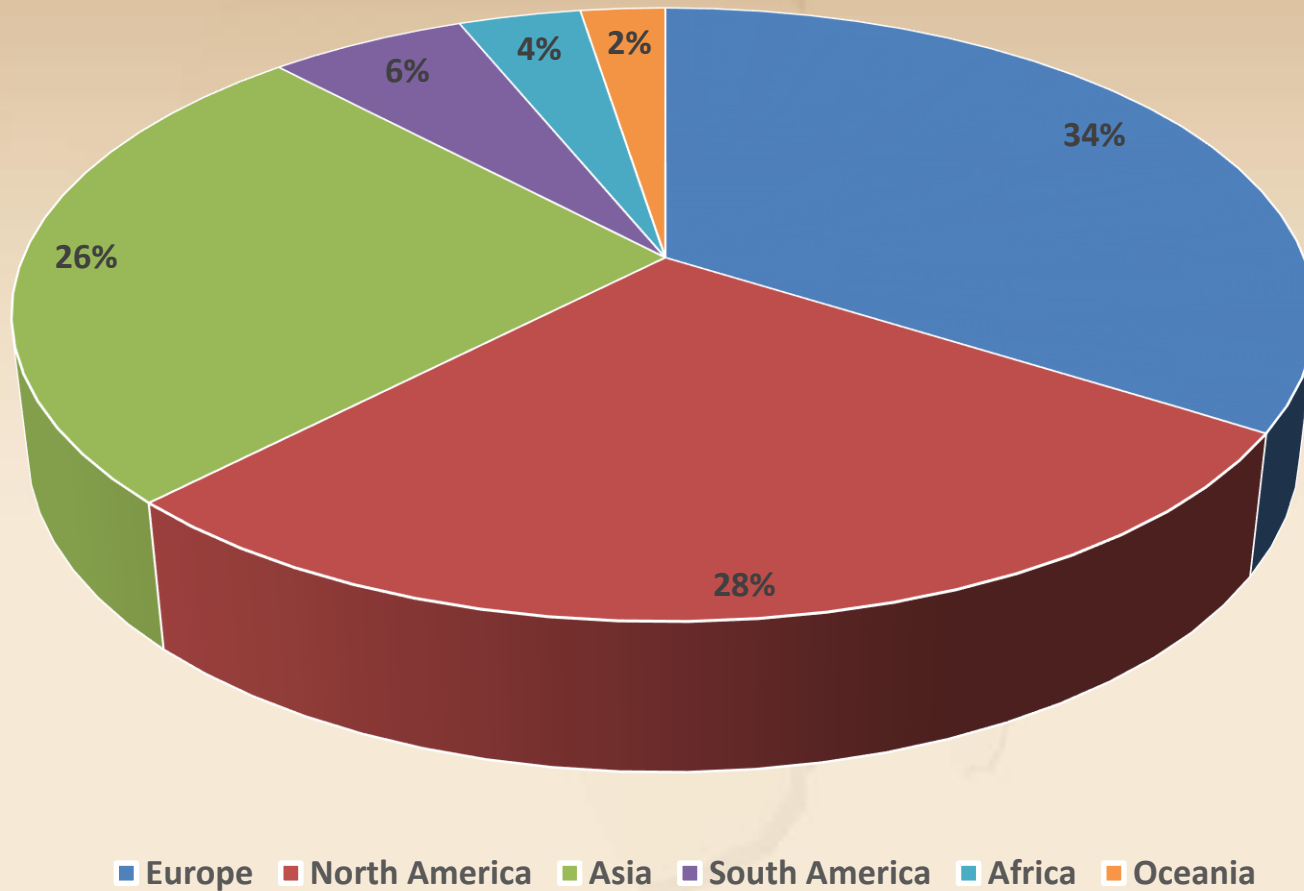
- With all these efforts, the continent is heavily characterized with.....
  - High levels of corruption;
  - Weak governance;
  - Poor infrastructure;
  - Dysfunctional markets;
  - Questionable democracy, ethics;
  - Lack of transparency and accountability;
  - Terrorism and Conflict; and
  - A generally unsupportive environment for individual and corporate growth - poor investment climate.
- However, the magnitude of these challenges/barriers will vary from one country to the other

# MINDSET CHANGE FOR AFRICA'S TRANSFORMATION

- With well articulated Strategies, Africa has remained stuck on implementation, and **ACBF** has propounded for strengthening Africa's implementation capacities to be able to translate these strategies into outcomes, through various strategies.
- Even though the various capacity development strategies have brought about changes, there is still plenty of room for improvement for the continent.
- We still have a natural resource continent, that hosts almost 50% of the globe's most poor.
- Even being the region with the highest growth, this growth has not been all inclusive and has mainly been driven by production of primary commodities.

# Global Income Distribution

IMF, 2013

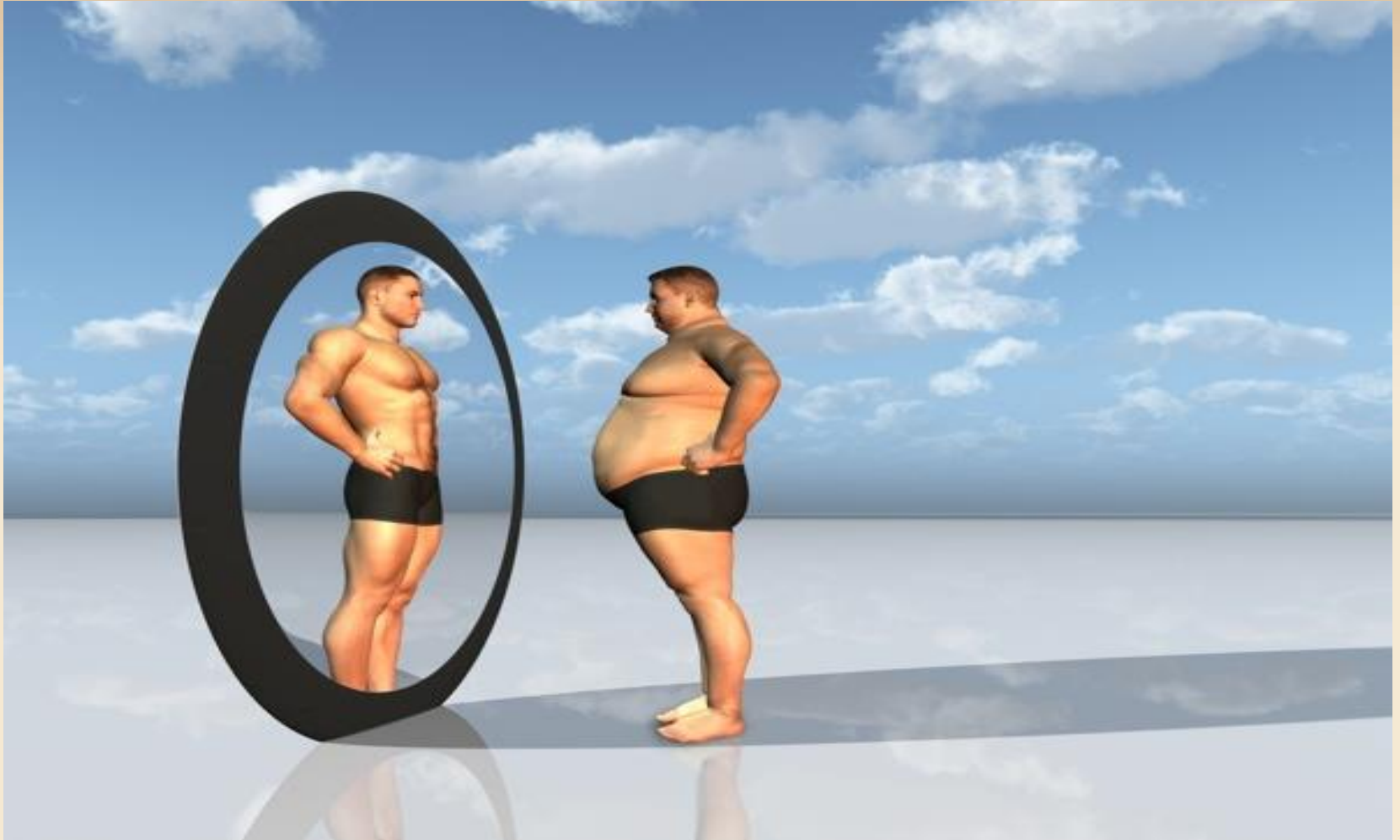


# WHAT COULD EXPLAIN THIS?

- **Mindset!**
  - Colonisation?
  - Religion?
  - Culture?
  - Education?
  - Wired?
- High dependence on ODA?
- Outward looking when it comes to solutions for Africa?
- Does Africa believe that it has the solutions to its challenges and is it prepared to deal with these challenges/problems?
- Is Africa ready to inwardly look at its weaknesses and be honest enough to admit them and commit to positive change?



# IS AFRICA READY TO SELF-ASSESS?





*“If we know where we want to go and what has to be done to get there, then why do we seem stuck on implementation? Transformational change happens at the level of mindsets; we all want a prosperous, stable, and equitable Africa and we want it as soon as possible. Everything starts with a clear and simple vision for the future that everyone understands and agrees on.”*

**H.E. Paul Kagame, President of The Republic of Rwanda, 15 March, 2016, Africa Transformation Forum, Kigali, Rwanda**

## MINDSET CHANGE FOR AFRICA'S TRANSFORMATION

- It is clear that it is not the lack of ideas, strategies or policies that has deterred Africa, but the “mindset”.
- Transformative leadership, change readiness and ability to shift mindsets, which in our other publications we refer to as “soft capacities”, may need to be gravitated/elevated, as they seem to be central to Africa's development.
- Mindset change could be the missing link to Africa's transformation

# ACBF'S FRAMEWORK ON ACTIONS FOR MINDSET CHANGE

- ACBF envisages a process that **engenders mental transformation** by bringing together individuals and groups, leaders, politicians, business communities, the academia, societies and the ordinary citizenry, ***to a point where they are psychologically prepared and committed to act on the strategies for agenda 2063.***



# Change begins with oneself



## HOW CAN THIS BE DONE?

- Two tier approach to mindset change.
  - **Top – Bottom Approach** - target leaders as drivers of the African vision - transform their mental disposition with emphasis on instilling visionary leadership.
  - **Bottom-Up Approach** - target communities - educate - conscious of their role in Africa's transformative Agenda- domestication of Agenda 2063.

# Proposed Framework Actions

- Broaden the Concept Note on what mindset change is in the context of Africa, its implication in Africa's transformation, strategies and approaches to bring the changes;
- Undertake scoping study on initiatives already taking place on Mindset Change in the Continent and provide a platform for coordinating these initiatives, making sure that they are in congruent with the aspirations of Agenda 2063;
- Explore ways of determining the key attributes that define and measure mindset change in Africa;
- Build capacities to operationalize initiatives in mindset change;
- Develop a common position for Africa on mindset change and a mindset capacity development plan.

# Proposed Immediate Actions

- Identify institutions and individuals working on mindset change;
- Identify Champions for this initiative; President Paul Kagame comes to mind, given his passion to this subject and the success stories from Rwanda through his leadership. Related to this, the forum can be held in Kigali, Rwanda.
- Consider the point of contact with the AUC on this because the Commission has been talking about this in many occasions.
- Initiate partnership with Institutions and individual experts that are known to have worked in the relevant area.
- Organise a continental Forum on mindset change for Africa's transformation in the context of Agenda 2063, drawing experts and key stakeholders in this area.



# Proposed Immediate Actions

- Based on the outcome document for the Forum, come up with a fully-fledged programme on mindset change to share with AUC, the African Coordination mechanism and key donors to mobilise funding for implementation.
- Undertake advocacy and coordination towards African Governments to take a position on this initiative at the next AU Summit. (January, 2017?)
- Roll out a programme on mindset change for Africa
  - Campaigns- schools, colleges, universities
  - Parliamentarians
  - Push for mindset change to be a topic that is included in every development Forum targeting TICAD, FOCAC, AU SUMMIT, AUC meetings, AfDB, with stronger coordination and leadership role ACBF Coordination

# Is it Mindset for Africa or ACBF?

*Charity begins at home*

*Why do you see the speck that is in your brother's eye, but do not notice the log that is in your own eye?*

I give up	I'll use a different strategy
It's good enough	Is this really my best work?
I can't make this any better	I can always improve
I just can't do this (not my area)	I am going to train my brain
My colleague can do it	I will learn from them
I made a mistake from which I will never recover	Mistakes help me to learn
This is too hard	This may take some time
Plan A didn't work	There is always Plan B

# Reflections: Mindset for Africa's Transformation

- Does mindset Change really matter?
- Is Africa ready for that change - Is it time?
- Who should champion this agenda, ACBF?
- If so, is ACBF better placed to drive this initiative? Why?
- What will it take; How do we sustainably manage the costs of moving with this initiative -who do we partner with?
- Is the Foundation ready for this transformation considering the new thrust of the organization- new strategy 2017-2021?

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THANK YOU

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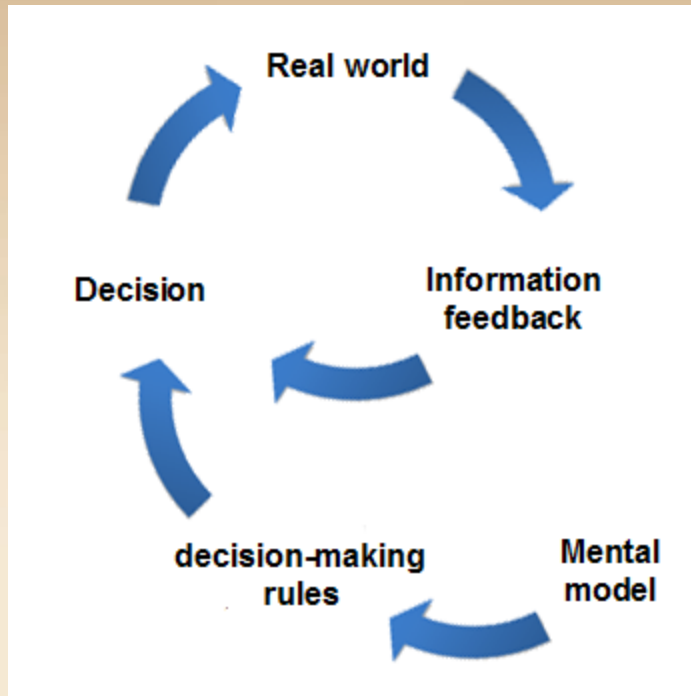
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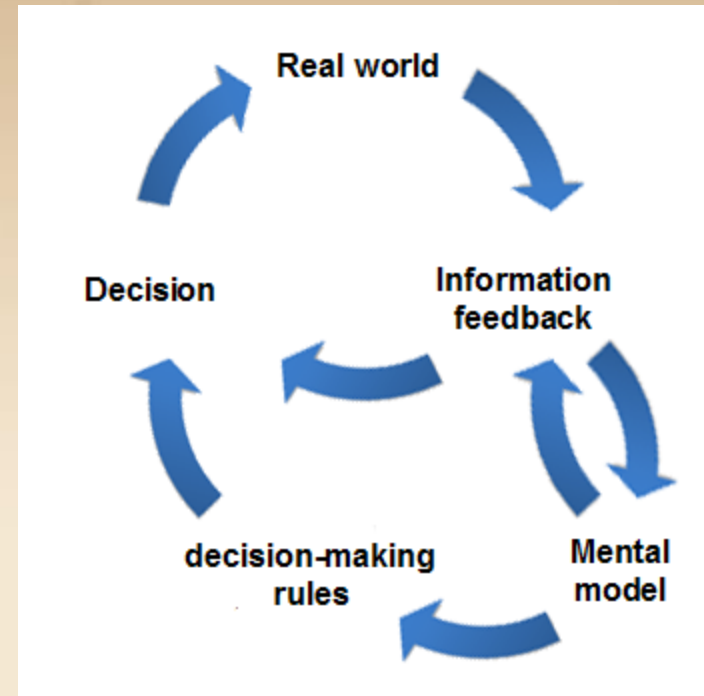
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OBRIGADO



**Single-Loop Learning**



**Double-Loop Learning**