



## **CONCEPT NOTE**

**Theme:** Leadership in an Evolving Socio-Economic and Political Landscape

**Venue:** Kenya School of Government, Mombasa Campus

**Date:** 24<sup>th</sup> -27<sup>th</sup> September 2024

## Introduction

In the contemporary world, the landscape of leadership is undergoing profound transformations, driven by rapid socio-economic and political changes. The 21st century is marked by unprecedented globalization, technological advancements, demographic shifts, and evolving political dynamics, all of which are reshaping the very fabric of societies and economies. As these changes unfold, the demands placed on leaders are becoming increasingly complex and multifaceted, necessitating a redefinition of leadership paradigms and practices.<sup>1</sup> Equipping leaders with the necessary skills, knowledge, and mindset is crucial to drive effective change, enhance organizational performance, and ensure that institutions remain relevant and responsive to the needs of the 21st century.

The socio-economic environment today is characterized by both opportunities and challenges. Globalization has interconnected economies, creating a dynamic and competitive market where innovation and adaptability are paramount. Technological advancements, particularly in information and communication technologies, have revolutionized industries, altered traditional business models and leading to the rise of the digital economy. In this context, leaders must navigate the complexities of managing innovation, fostering digital transformation, and ensuring that their organizations remain agile and resilient.<sup>2</sup> In many public and private institutions, legacy systems hinder progress, creating bottlenecks and limiting the ability to respond swiftly to emerging issues. Transformation efforts aim to dismantle these barriers, fostering a culture of innovation and continuous improvement.<sup>3</sup>

Political landscapes are equally dynamic and challenging. In many regions, political instability, governance issues, and policy unpredictability pose significant risks to organizational stability and growth. Leaders must be adept at navigating these turbulent political waters, engaging in effective stakeholder management, and advocating for policies

---

<sup>1</sup> <https://cligafrica.org/training/>

<sup>2</sup> [https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation/what-institutional-transformation?language\\_content\\_entity=en](https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation/what-institutional-transformation?language_content_entity=en)

<sup>3</sup> [https://www.businessofgovernment.org/sites/default/files/A%20Roadmap%20for%20IT%20Modernization%20in%20Government\\_1.pdf](https://www.businessofgovernment.org/sites/default/files/A%20Roadmap%20for%20IT%20Modernization%20in%20Government_1.pdf)

that promote stability and growth. Leaders today are expected to be more transparent, accountable, and responsive to the needs and aspirations of their stakeholders.<sup>4</sup>

Leadership is the cornerstone in the journey of institutional transformation and modernization. Leaders are the visionaries who set the direction, inspire teams, and drive the strategic initiatives necessary for change. They play a critical role in creating an environment that embraces innovation, encourages risk-taking, and fosters collaboration.<sup>5</sup> Leadership capabilities are not a fixed set of skills that one either possesses or lacks. These skills can be nurtured, refined and improved, especially in the context of organizational transformation. Effective leaders possess a deep understanding of the internal and external factors influencing their institutions and are adept at navigating the complexities associated with large-scale transformations.<sup>6</sup>

## **Background**

In recent years, African countries have witnessed significant changes in their socio-economic and political environments. Globalization, technological advancements, demographic shifts, and evolving governance challenges necessitate a rethinking of traditional leadership approaches. Public institutions, being at the forefront of national development, require leaders who are not only adept at managing change but also at driving innovative solutions and fostering sustainable development. Leadership in the public sector must transcend conventional administrative roles and embrace strategic thinking, resilience, and adaptability.

Furthermore, Public institutions in Africa play a pivotal role in fostering economic development, social progress, and democratic governance. However, many institutions grapple with issues such as bureaucratic inefficiencies, lack of innovation, and limited responsiveness to the needs of citizens. These challenges highlight the need for strong

---

<sup>4</sup> <https://fida.org.ng/wp-content/uploads/2019/10/LEADERSHIP-STRATEGIES-FOR-INSTITUTION-BUILDING-AND-DEVELOPMENT.pdf>

<sup>5</sup> <https://howspace.com/blog/the-importance-of-leadership-in-guiding-organizational-transformation/>

<sup>6</sup> <https://documents1.worldbank.org/curated/en/375571468152966660/pdf/527080PUB0lead101Official0Use0Only1.pdf>

leadership capable of spearheading transformation efforts and propelling institutions towards a more modern and effective future.

To this regard, AAPAM has consistently developed and executed capacity-building programs that promote best practices, excellence, and professionalism in public administration. These initiatives are aligned with the principles of Agenda 2063 and the Sustainable Development Goals (SDGs), ensuring they address contemporary challenges and support sustainable development. AAPAM has organized three (3) leadership series seminars under different themes. Against this background, AAPAM has organized 4<sup>th</sup> leadership series seminar under the theme of Leadership in an Evolving Socio-Economic and Political Landscape. This seminar will provide a platform for public leaders to enhance their competencies, share best practices, and build networks that support institutional transformation.

## **Rationale**

The rationale behind this seminar is rooted in the pressing need for robust leadership that can navigate the complexities of modern governance. Public institutions are often hindered by bureaucratic inefficiencies, lack of innovation, and resistance to change. These challenges can significantly impede the delivery of public services and overall national development.

In today's rapidly evolving global landscape, public sector leaders face multifaceted challenges that require adaptive and strategic thinking. The seminar seeks to enhance leadership capabilities by providing comprehensive training on modern governance practices, strategic management, and transformative leadership. Participants will be exposed to cutting-edge theories and practical approaches that can be applied to address real-world governance issues effectively.

Innovation is the foundation of modern public administration. However, many public institutions struggle with implementing innovative solutions due to deeply entrenched bureaucratic practices and a general resistance to change. This seminar will emphasize the importance of fostering a culture of innovation and provide tools for effective change management. Leaders will learn how to drive and sustain innovation within their organizations, ensuring that public services remain responsive and effective in meeting citizens' needs.

In the context of Africa, the implementation of the principles of effective governance as outlined in the toolkits for the implementation of the principles of effective governance of SDGs & Agenda 2063 in Africa is of paramount importance. These frameworks provide a comprehensive blueprint for sustainable development, emphasizing the need for inclusive growth, social equity, and environmental sustainability. The seminar will seek to create awareness, knowledge and the implementation of the CEPA principles to realize effective governance for sustainable development

### **Programme Overview**

The seminar will be structured over four (4) days and will bring together a diverse range of participants, including government officials, public sector leaders, academics, and development practitioners. It will feature interactive sessions with renowned experts, case studies of successful institutional transformations in Africa, and facilitated group discussions to foster knowledge sharing and peer learning.

### **Programme Objectives**

The seminar on Equipping Leaders for Institutional Transformation and Modernization aims to achieve the following objectives:

- Enhance participants understanding of the critical role of leadership in institutional transformation and modernization.
- Equip leaders with the knowledge and skills necessary to develop and implement strategic plans for institutional reform.
- Foster innovation and creative problem-solving approaches within public institutions.
- Promote the adoption of best practices in leadership development and talent management for the public sector.
- Build a network of African public sector leaders committed to driving institutional excellence across the continent.
- Facilitate networking and collaboration among public sector leaders across Africa.
- Disseminate best practices and successful case studies in public administration and management.

- Support the alignment of public sector leadership with the SDGs and Agenda 2063.
- Identify skills/competency gaps that need to be addressed

### **Subthemes**

The seminar will tackle various subthemes as indicated below:

- Leadership in the Digital Age
- Strategic Leadership and Decision-Making
- Innovation and Change Management
- Ethics, Transparency, and Accountability
- Taxation and Debt management
- Sustainable Development and Inclusive Growth

### **Target Audience**

The seminar is designed for a diverse group of participants, including:

- Public administrators at various levels (national, regional, local)
- Policymakers
- Academics, researchers, MDIs and practitioners in the field of public administration and management.
- Representatives from international organizations, civil society, and non-governmental organizations (NGOs) working in the field of crisis management.

### **Expected outcome**

- **Enhanced Leadership Capacities:** Participants will acquire advanced leadership skills and strategic thinking abilities to effectively drive institutional transformation and modernization within their respective organizations.
- **Increased Innovation Adoption:** Public sector leaders will be equipped with practical tools and frameworks to foster a culture of innovation and address governance challenges with creative solutions.

- **Strengthened Networks:** The seminar will facilitate the creation of a robust network of public sector leaders across Africa, fostering collaboration, knowledge sharing, and peer support.
- **Improved Best Practices:** Dissemination and adoption of best practices in public administration and management, enhancing overall institutional performance and service delivery.
- **Alignment with Development Goals:** Participants will develop strategies to align their leadership approaches with the SDGs and Agenda 2063, contributing to sustainable development and inclusive growth.
- **Ethical and Accountable Leadership:** Enhanced understanding and implementation of ethical practices, transparency, and accountability measures in public administration.
- **Continuous Professional Development:** Emphasis on the importance of ongoing professional development and capacity building to sustain institutional performance and adapt to changing governance landscapes.

### **Duration of the Programme**

24<sup>th</sup> September – 27<sup>th</sup> September 2024. Registration will commence from 23<sup>rd</sup> September 2024.

### **Venue**

Kenya School of Government, Mombasa, Kenya.

### **Registration and Payment Details**

Registration Fees:

USD \$700 for Local delegates

USD \$800 for international delegates

**AAPAM A/C FCY 1103297694**

**Kenya Commercial Bank Milimani Branch**

**P.O. Box 69695, Nairobi**

**Tel: +254 20 2719433/2719434/2719470 SWIFT CODE: KCBLKENX**

**Or**

**AAPAM MPESA PAYBILL NO: 4035177**

**Account: Your Name**

### **About the Hosting Institution**

#### **The African Association for Public Administration and Management (AAPAM)**

The African Association for Public Administration and Management (AAPAM) is an international professional organization that promotes best practice, excellence and professionalism in public administration and management in Africa through research, publications, training, seminars, consultancy, conferences and awards. AAPAM draws its membership from sectors including governments, corporate bodies, private sector, civil society, international organizations, individual members and students. The Association provides its members with a platform for articulation and dissemination of ideas on capacity building and development of Africa. AAPAM operates mainly but not exclusively in Africa.

#### **The Kenya School of Government (KSG)**

The Kenya School of Government (KSG) is a State Corporation established to offer management training, research, consultancy, and advisory services to the public sector. The school has been instrumental in setting up fast track management strategies through the observance of high standards of integrity, competence, ethics, and a culture of transparency whilst implementing the provisions of her mandate. Today it offers services to both National and County governments, private sector players as well as those from the Non-Governmental Organizations (NGOs).