

KSG Campuses

- Baringo
- Embu
- Matuga
- Mombasa

Institutes

- e-Learning and Development Institute
- Security Management Institute
- Margaret Kenyatta Institute

KSG Centres of Excellence

- Centre for Devolution Studies
- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance Management
- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environment and Climate Change Response

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Strong Actors for Strong Institutions: KSG, AAPAM hold Continental Leadership Forum



KSG Director General Prof. Ludeki Chweya (center) presents a certificate of completion to a participant during the closing ceremony of the Leadership for Transforming Public Institutions in Africa Seminar. Looking on is Dr. George Scott Secretary General, AAPAM.

BY EPHLINE OKOTH

As the Leadership for Transforming Public Institutions in Africa Seminar came to an end on Thursday September 8, 2022, KSG Director General Prof. Ludeki Chweya strongly exhorted the delegates to buttress their leadership character and performance in order to strengthen service delivery in public institutions.

Prof. Chweya who addressed the topic of discussion on Strongmen and

Strong Institutions at the Seminar before officiating the closing ceremony observed that there is a significant connection between institutions and strong leaders.

“Leadership is essential for the development of strong institutions in our continent. The delegates have demonstrated passion and commitment of our countries to realize improvement in the living conditions of our people through leadership by attending this important meeting,” said Prof. Chweya.

The Director General highlighted that strong institutions exemplify characteristics including being goal oriented and focused in pursuit of the purpose for which they are established apart from being citizen oriented by focusing on serving the interest and expectations of the public for whom they are established.

“Strong institutions are also keen on their sustainability. The environment in which institutions operate is turbulent with changes in the political, social and economic

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landscapes. Adversities are many and could overwhelm these institutions and strong leaders must, therefore, ensure that their institutions are adaptable hence sustainable," he said, adding that "The capacity to survive is a foundation of strong institutions and they must work towards strengthening their supply base as a declining resource base is an indication of the weakening of an institution."

Further, Prof. Chweya told the delegates that a strong organization is keen on the development of its human resource base; the experts who work towards realization of its mandate.

"A strong institution looks at the future of its experts, the human resource, and the embodiment of its expertise. There are institutions that face decline on account of loss of the experts whose high skills set they have spent a lot of resources developing. Thus, emphasize capacity development and be smart in the area of succession management and acculturation and in inducting newly engaged staff in the ways of the organization.

Bordering on the features of strong public institutions is the character of the leaders. Strong leaders, as stated by Prof. Chweya, are knowledgeable, define and communicate the strategic vision of the institution, mobilize

required resources, build staff confidence, and are transformative, innovative, and empathetic.

"Knowledge is essential for driving the agenda of any organization. With inadequate knowledge, it is difficult to lead an organization. Continuous learning is, therefore, essential for a strong leader."

"Also, strong leaders define the strategic vision of an organization and have the capacity to mobilize staff and stakeholders so that together they can help in the realization of the vision. Working with others to realize the vision requires a degree of charisma. Leaders should avoid using measures that coerce people into following their vision. All they need is to ensure the vision aligns with the mandate of the institution and rally the people through understanding to follow the vision," Prof. Chweya reiterated.

Director Linkages and Collaboration Dr. Prisca Oluoch equally reiterated the need for strong men to steer strong institutions.

"Institutions are made of strong men and women who are contributing a lot to constitutionalism and democracy. Leadership in public service deserves attention hence we have organized this seminar and convened to enhance our discussion processes on the matters at hand. The

more intimate discussion gives us an opportunity to go deeper as we discuss the different themes such as gender and youth, the role of technology in development, and our efforts to overcome corruption, among others," she stated.

AAPAM Director General Dr. George Scott asserted that the lack of strong independent institutions causes countries to experience issues such as corruption, inefficiencies, and lethargy to enforce laws.

"The knowledge that leaders, whether political or bureaucratic leaders need to enhance development has become very critical. Because, whether knowingly or unknowingly, we need an understanding that issues that transform institutions transform development. We need to fill the gap of what we need to know to make it as countries in terms of development. At this forum and in the workshops that we organize, we encourage interaction and sharing of ideas."

The Seminar was held at the Kenya School of Government Mombasa Campus. It was attended by 91 delegates from 10 countries in Africa: Ghana, Kenya, Malawi, Nigeria, Sierra Leone, South Africa, South Sudan, Tanzania, Uganda, and Zambia.



Delegates and facilitators of the Leadership for Transforming Public Institutions in Africa Seminar with KSG Director General, Prof. Ludeki Chweya and Secretary General of AAPAM, Dr. George Scott.

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“Leaders set the strategic visioning of the institution and of the public service. If you are a believer in environmental governance, you will take it as an important issue in your strategic plan, not at the periphery. It is a priority issue. As a leader who is involved in strategic visioning, environmental governance should find space in the strategic planning of your organization. Decision-making is the prioritization of issues of the organizations and environmental governance should become a standing agenda in strategic meetings as you make decisions. Resource mobilization for environmental governance activities is the business of all institutions not only Civil Society organizations. Risk management is also a responsibility of the leadership. Once this is embraced, environmental governance will become a key performance indicator and where we fall short of expectations then we will know that we are falling short in terms of management.

*Dr. Tom Wanyama
Presentation on Environmental Governance*

We have learnt a lot concerning leadership for transforming public service. We need to change. We, civil servants need to change our character. This is a personal issue and we are not going to change the people we supervise unless we change our character as leaders.

We need to transform our inner selves and align our behaviors with the core areas of focus of the people. Let us transform ourselves as stewards who are accountable to God. What are you doing in your offices? What are you signing? Ask yourself, have you accomplished what God gave you in a good way?

*Delegate
Uganda Virus Research Institute*

KSG Council Commences Tour at the Coastal Campuses

Recognizing the immense potential of the campuses, the Chair of the Council has called for intensified publicity and marketing of the School by all members of staff to attract clients and realize maximum use of the available facilities.

**BY GLENN LUMITI AND
EPHLINE OKOTH**

The recently appointed Chairperson and members of the Kenya School of Government Council have commended the noteworthy transformation and growth at the School since its establishment in 2012.

The Council highlighted human resource capacity development and infrastructural expansion as some critical areas of improvement coupled with the commitment of the management and staff to the mandate of the School which has realized expanded research and

consultancy base, partnerships and collaborations as well as increased uptake of public service training programs.

Led by the Chairperson, Commissioner Njoki Kahiga, the Council visited the coastal campuses of the School at Mombasa and Matuga on September 5, 2022 and September 6, 2022 respectively. The Fourth Council of the School was apprised of the operations of the Campuses, toured the on and off-site facilities and assets, and held meetings with the management and members of staff.

“This is our maiden visit and

we are exceedingly encouraged by what we have seen on this Campus; the facilities and infrastructures are well developed, clean and well maintained by friendly staff, each performing their roles with utmost commitment,” noted Ms. Kahiga in her address to staff at Mombasa Campus.

Expressing confidence in the School, the Chairperson urged all stakeholders to intensify publicity efforts of the School to attract not only public sector clients but individuals in the private sector in Kenya and beyond to use the upgraded facilities across the campuses.

KSG Council Commences Tour at the Coastal Campuses

“This kind of facility requires everyone to get out and shout out about it. Promoting the School is the duty of every member of staff. Each member is a unique asset and has a unique contribution in making the public recognize the presence of the School within the region and beyond,” she asserted.

Ms. Kahiga accentuated the advantage that Mombasa Campus has, being at a good and preferred destination for most corporate organizations. She reiterated that the location of the Campus not only gives the School the power to be the best but also the potential of remaining competitive across the region.

The Campus has upgraded its hostels to match the levels portrayed within the region and this has facilitated clients comfort within the premises.

“Initially, clients would prefer staying in hotels when attending courses here. However, since the upgrade, the Campus has seen more clients preferring to stay within the School,” said Prof. Ludeki Chweya, Director General of the School.

The Council was informed that the Ultra-modern Complex Desalination Unit is expected to alleviate the shortage of clean water that the Campus has frequently suffered due to the hard water in the region thus affecting many internal utilities including catering and sanitation.

Mombasa Campus Director Dr. Tom Wanyama assured the Council of the determination of the management and staff of the Campus to make the School more prestigious.



Commissioner Njoki Kahiga, Chairperson of the Council of Kenya School of Government with Dr. Wanyama, Mombasa Campus Director as they tour the Campus

At the visit to Matuga Campus, the Council assessed among other facilities, the ongoing construction projects including the ultra-modern complex. Once complete, the new block is expected to greatly enhance the capacity of the Campus to admit more clients and generate more income to support other development projects. The multi-million complex which was commissioned in 2020 is equipped with a hologram design auditorium, conference halls, guest rooms, offices and much more.

Ms. Kahiga recognized the Conference Centre where she met staff and Management of the Campus and upheld it as a symbol of Matuga's enhanced business targets.

“You have made great use of this auditorium since its launch back in 2013 by the then President

Mwai Kibaki,” she noted.

Just like in Mombasa, she urged staff to enhance their skills in all their areas of operation that would help market the School. The Council visit was strategic and enlightening for the team to understand the status of the School for proper plans to be put in place to enhance the development and completion of the ongoing projects to realize the mandate of the School.

Commending the management and staff of the two campuses for notable focus and commitment to the mandate of the School which has realized growth since its establishment, the Chair who was instrumental in the transition of the School from Kenya Institute of Administration and Government Training Institutes promised resolute support to the vision and operations of the School, as well as to the staff to ensure that it remains on the frontward trajectory.

Journey to a Successful Records Management - Why it Matters

Before you can embark on a journey, you need to know where you are going, and how to get there. The records management journey is similar. If public institutions are going to reach the desired destination of effective service delivery, everybody involved needs to know what records and evidence are, why it is imperative to manage them well, and how everyone can support this endeavor to attain accountability, transparency and most importantly, effectiveness and efficiency in service delivery.

Effective management of records is vital in ensuring that documentary evidence is produced and used, managed, stored, and disposed of in such a way that it remains authentic, reliable and usable in the present and in the future. At the end of the day, good records management helps governments and institutions achieve

good governance and deliver high-quality services.

Records management has always been a vital responsibility. However, today's rapidly changing digital environment and the uncertainties attributed to pandemics such as Covid-19 provide even more justifications to manage records well. Moreover, the shift to cloud services, big data- driven businesses, open government initiatives, and data privacy concerns confirm that managing records is now more crucial than ever. With this in mind, it is imperative for both public and private institutions to have an effective records management strategy that is geared towards assuring service provision.

World Bank Group (WBG) which has played a pivotal role in supporting developmental projects

underscores streamlining of records management systems by public institutions. The Bank affirms that enhancement of records management systems by public sector organizations not only improves services but also reduces reputational risk, and ensures transparency and accountability. Thus, WBG advises that it is imperative for organizations to start by assessing their strengths, gaps, and weaknesses in their current records management practices. Thereafter, there is a need to set targets for change and improvement by having a robust records management plan on strategic actions to enhance their records management systems and ultimately their overall operations.

Vincent Tabuche Principal Records Management Officer at the Kenya School of Government



Kenya School of Government
Empowering the Public Service

Induction Program for Cabinet Secretaries/Ministers

Date: On request

Campus: Lower Kabete






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School Mounts Program For Constable Guards



Dr. Solomon Letangule during a session with the KeFS Constable Fisheries during the Advanced Experiential Learning Program in Lake baringo.

BY DOUGLAS MOCHAMA

The Government of Kenya has initiated the process of imparting the character and values of public servants at the formative ages and stages of careers through structured experiential learning.

Keen to realize a public service composed of ethical officers from the junior to the senior officers, joint effort of the School, Kenya Fisheries Service (KeFS), and the National Police Service (NPS) seeks to ensure commitment to serve permeates the entire public service. The effort envisages that officers would discharge roles without excuses and surmount challenges inherent in the workplace.

The Advanced Experiential Learning Program is the initial instruction of new constables intended to engineer a sense of social values, beliefs, and norms with the intent of fitting entrants into the demands of constable deployment.

The KeFS is the pioneer set to benefit from the newly launched one-month program having recently employed 173 Constable Fisheries Guards enrolling for the training at KSG Baringo Campus.

Faculty of KSG and practitioners from the NPS and KeFS are jointly delivering the program through

structured physical activities with the overall goal being to instill compliance and confidence in the officers and the ability to withstand prolonged exposure to strenuous situations, a disposition usually rare in civilian life.

Kenya School of Government Baringo Campus Director, Dr. Solomon Letangule flagged off the program that is taking place at KSG Experiential Learning Centre at Lake Baringo.

Dr. Letangule expounded on the advent of the program from a collaborative point of view, an intervention of integrating values of respect, tolerance, equality, and peace into the public service at all levels, but especially at the point of entry into service. He expressed concerns over the absence of values that have yielded lethargy, corruption, and criminality in the wider Public Service causing officers to sleep on their jobs and alienating citizens from their rightful services.

He added that these tendencies have unfortunately been a portrayal of incompetence among enforcement personnel and urged for a reversal of the trend. "It is the intent of this well thought out program to develop the capacity of this cadre of public servants to confront the challenges associated with their respective duties with discipline, correct attitudes,

knowledge, skill and requisite competencies. We look forward to a moment when citizens will pick the best fruits of this program. A moment characterized by the officers delivering the much-needed services without hesitation regardless of the prevalent conditions on the ground," he stated.

The program arouses magnanimity, sportsmanship, and recognition of civic duty, apart from enabling the officers to constitute, correspond and evoke a high sense of belonging in the respective teams at the place of work.

"The program envisages a Public Service composed of officers that respect rules, procedures and policies. You should subdue individuality for national development. Hard work, sacrifice, tolerance, and respect for the law yields the much-needed services; responsible and functioning institutions," he said.

At the training ground, the officers are taken through aspects of police skills to instill discipline and other dispositions required for an enforcement officer.

The KeFS officers joined the service last year. It is envisaged the outcome of the program would prepare them as assets for the KeFS and the country in general.

Waking up at 3 am each day, the officers prepare for a parade and at 4 am, they engage in a well-coordinated morning run tailored to build teamwork, focus, and agility, necessary in Public Service.

For the program coordinator, Senior Principal Lecturer, Mr. Evans Ayao, the diversity of the participants yields interaction and enriches the course hence bringing to the fore hidden skills and talents, innovations, and leadership abilities, an outcome that has proven beneficial in exemplifying what the ideal public service should look like, a place of exemplified zeal with energies to solving societal challenges with impact.

"We anticipate that the experiential training methodologies adopted would arouse a change of mindsets to a team committed to joining the works of KeFS," he concluded.

Religion and politics

BY BETH MUIGAI

The relationship between religion and politics and how the two interrelate has been subject to research over the years. The two have been termed unlikely bedfellows where politics focuses on social affairs and religion is concerned about an individual's relationship with a higher power-God, both focusing on society and what is right and rightfully theirs.

In earlier civilizations, religion played an integral part in the running of a government as leaders would seek guidance from religious leaders on the laws to establish and this would be done without opposition. With time, however, it was felt that the religion was overbearing and rigid and the call for secularism began.

Secularism means that a nation

remains neutral in all matters of religion and allows for everyone to practice what they believe in without biasness. Some countries have continued to embrace democracy which then gives rights to all to believe in a religion of their choice or practice irreligion.

With all these measures, it is impossible that religion would fail to influence the politics of the day. In a significant way, it has to find expression when it comes to political decisions. For instance, whereas the United States of America is said to be the largest democracy in the world and has continued to embrace secularism, they still committed to the ideals of "One nation under God" and "In God we trust"

In 2016, former US President Trump was voted in by a majority of

the Evangelical electorate. At the time, he was the right man for the job as he would listen to evangelical leaders on issues that are key to them such as abortion,

In Kenya, the Constitution states that Kenya is a democracy and a secular nation and therefore has no inclination to any beliefs. Still, the two major religious groups in the country are Christianity with the majority occupying 85% of the population, and Islam which is less than 8%. The minority groups including the Hindus, Sikhs, and those that practice traditional beliefs, occupy the rest. There will always, therefore, be a bias that plays out because of fundamental beliefs.

As such, the religious card plays out when it comes to seeking political positions as seen in the just concluded General Elections. Azimio la Kwanza Presidential Candidate, while meeting with the Muslim Community in his mobilization campaign stated that Christianity has been elevated above other religions, a thing that he would end should he be elected as president. These remarks were sharply criticized by majority of Christian leaders who viewed them as discriminatory.

On the other hand, the Kenya Kwanza Candidate has been open about his faith and even held prayers for the nation at his home. This was quite appealing to the huge population of Christians. After his election, he said that he attributes his election to God and the Church.

Clearly, then religion is an integral part of a society and influences people's behavior. It would therefore be reckless should a government oppose the council of religious leaders.



Weekly Activities in Summary



KSG Council on a tour of the Matuga Campus. Commissioner Njoki Kahiga, who is the Chairperson of the Council was accompanied by: Prof. Ludeki Chweya, Dr. Ruth Agesa, Mr. Joseph Musyoki, Ms. Linnet Mirehane and Ms. Gatwiri Kirimi. Campus Directors; Drs. John Bii and Florence Kithinji led staff of Matuga in the tour and staff meeting with the Council.



At the Mombasa Campus, the Council visited several areas including the refurbished accommodation, the library, the ultra-modern complex where they assessed the Desalination Unit that will be instrumental in ensuring provision of fresh water to clients. At Mombasa, the team was led by Directors; Dr. Tom Wamyama and Mr. Andrew Rori.

Weekly Activities in Summary



KSG Director General, Prof. Ludeki Chweya, and Director Finance and Administration, Prof. Nura Mohamed with faculty of the School from Lower Kabete at a consultative forum to deliberate strategies that will strengthen the School's core mandate.



Participants of SLPD No. 315/ 2022 of Embu Campus (left) and those of SMC No. 388/2022 of Lower Kabete (right) plant commemorative trees after their last sessions on value and character development.



A delegation from the Office of The Office of Director of Public Prosecutions (ODPP), yesterday visited KSG as part of their Benchmarking tour. The delegation consisted of prosecutors who were enlightened on how the Lower Kabete conducted its Wellness Center.

Leadership Lesson

“The things we fear most in organizations – fluctuations, disturbances, imbalances – are the primary sources of creativity.”

– Margaret Wheatley

Have Your Say



Hellen Moraa

Ksg Mombasa is always great...always refering my friends to KSG Mombasa

Humor of the week



my ideas
when they
pop in my
head



my ideas
when I
explain them
during a work
meeting

Quote of the Week

“It's not the number, but the quality of shares that creates wealth. Again, it's never the number, but the quality of each day that creates a worthwhile life. Never seek a long life. It's just numbers. Rather, seek a worthwhile day!”

— Manoj Arora

Baringo Campus

Strategic Leadership Development Program	5th September - 14th October, 2022
Public Relations and Customer Care	5th - 16th September, 2022
Supervisory Skills Development	5th - 16th September, 2022
Senior Management Course 161	5th - 30th September, 2022
Senior Management Course 162	5th September - 28th October, 2022
Advanced Public Service Experiential Learning Program (KeFS)	5th - 30th September, 2022

Embu Campus

Strategic Leadership Development Program No. 321	25th July - 16th September, 2022
Strategic Leadership Development Program No. 323	22nd August - 30th September, 2022
Supervisory Skills Development Course	5th - 16th September, 2022
Senior Management Course No.175	5th September - 25th October, 2022
Proficiency Course for Clerical Officers	5th - 16th September, 2022
Senior Management Course No.176	12th September - 7th October, 2022
National Lands Commission	12th - 16th September, 2022
Customer Care Course- Kenya National Examination Council	12th - 15th September, 2022
State Department for Public Service	12th - 16th September, 2022
Teachers Service Commission	12th - 16th September, 2022

Matuga Campus

Performance Improvement Course (NYS) No.1	19th - 30th September, 2022
Policy Formulation and Implementation (KYEOP) No.1	12th - 16th September, 2022
Monitoring Evaluation and Reporting (KYEOP) No.1	19th - 23rd September, 2022
Senior Management Course No.109	12th September - 7th October, 2022
Workshop UN World Food Programme	14th - 15th September, 2022

Mombasa Campus

Senior Management Course No. 156	29th August- 23rd September, 2022
Strategic Leadership Development Course No.324	29th August - 7th October, 2022
Supervisory Skills Development Course	5th - 16th September, 2022
Management Skills Course	5th - 30th September, 2022
Retirement Planning Program	12th - 16th September, 2022
Sensitization of Office Administrators-Mombasa District Secondary Heads	14th - 16th September, 2022
Nairobi City Water & Sewerage Co.-Workshop	12th - 16th September, 2022

Lower Kabete

Strategic Leadership Development Program No. 322	15th August-23rd September, 2022
Senior Management Course No. 387	15th August-21st October, 2022
Strategic Leadership and Development Programme	22nd August- 30th September, 2022
Senior Management Course	5th-30th September, 2022
Supervisory Skills Development Course	5th-16th September, 2022
Strategic Leadership and Development Programme	12th September- 25th November, 2022
Transformative Leadership Course (GIZ)	12th-16th September, 2022
Conduct of Meetings and Minute Writing Course)	12th-16th September, 2022
Induction Program for Public Service Staff (Commission of Administrative Justice))	12th-16th September, 2022
Project planning and Management	12th September -7th October, 2022
Commission of Administrative Justice Workshop	12th-16th September, 2022
US Embassy Workshop	12th-16th September, 2022

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