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- Embu
- Matuga
- Mombasa

**Institutes**

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- Security Management Institute
- Margaret Kenyatta Institute

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- Centre for Public Service Values, Ethics and Integrity
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- Centre for Leadership and Public Policy
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- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change

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*Weekly Bulletin**Published by the KSG Communications Department***IIAS-SEAPP Conference on Holistic Development**

President and Provost, Doha Institute for Graduate Studies, Dr Abdelwahab El Affendi addressing delegates during the official opening of the IIAS-SEAPP Conference that took place in Doha, Qatar from February 6 to 9, 2023.

**BY ELIZABETH NGAVA**

During the 22nd Annual Conference of the International Association for Schools and Institutes of Administration (IASIA) held in Rabat, Morocco in July 2022, the Director General, Kenya School of Government, Prof. Ludeki Chweya was elected Vice President for the Africa Region to serve as the liaison between IASIA and its members in Africa. IASIA is an entity of International Institute of

Administrative Sciences (IIAS).

IIAS is a non-governmental organization with activities centered on the study of public administration, and provides a forum in which comparative studies in public administration are presented and discussed. This includes both applied experiences and theoretical analyses of experts globally.

The International Institute of Administrative Sciences (IIAS) in collaboration with the School of Economics, Administration and Public Policy (SEAPP) co-organized the IIAS-SEAPP Doha Conference 2023 under the theme "Developmental States and Professionalization of Public Administration and Public Policy" held in Doha, Qatar on February 6 to 9, 2023. The objective of this

# IIAS-SEAPP Conference on Holistic Development



IASIA Board of Management meeting that took place on February 5, 2023, preceding the IIAS-SEAPP Conference. The first in-person meeting of the board members since their election in July 2022.

conference was to reflect on contemporary challenges faced by governments worldwide. It provided a unique opportunity for exchange of experiences, share knowledge, and foster government action to address complex policy dilemmas and constraints. The conference attracted more than 260 participants from 70 countries.

Presentations, deliberations and resolutions dwelled on whether Developmental States can contribute to holistic development in the 21st century the same way they did to economic development in the 20th century.

Targeting public administration scholars and professionals, the forum was conducted through plenary sessions featuring guest speakers, and parallel sessions by paper presenters selected on the basis of calls for paper contributions.

During the closing ceremony of the four day conference, the Institute of Administrative Sciences and other institutions were tasked to address the need for more case studies to address the huge disparities in

government capacity development and to prioritize professionalizing public administration and public policies for holistic development.

IASIA-The International Association of Schools and Institutes of Administration (IASIA); an influential organization focused on shaping global agenda and best policy responses to governance problems and aspirations. Founded in 1961, the Brussels based association is involved in research and dissemination of

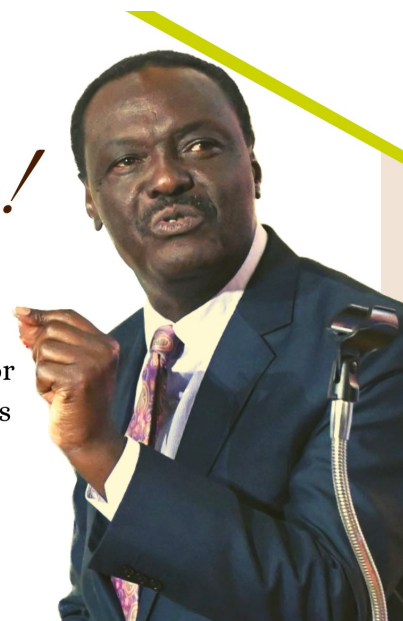
knowledge in public administration. It provides a platform for sharing experience in public sector governance among policy makers who actively participate in IASIA programs and forums; develops and promotes new and more effective strategies in leadership and management; and supports capacity building for implementation of globally and regionally agreed social programs which presently include UN SDGs and AU Agenda 2063.

Prof. Ludeki Chweya was appointed Regional Vice President for Africa at IASIA, in July 2022. Prof. Chweya who is also the Director General of the Kenya School of Government serves as the Regional Vice President from 2022-2025. IASIA comprises 194 member institutions in 66 countries distributed across all five continents. Kenya is represented in the Association by the Kenya School of Government.

  
KENYA SCHOOL OF GOVERNMENT

*Congratulations!*

Director General Prof. Ludeki  
Chweya upon your appointment as  
Regional Vice President for Africa for  
International Association of Schools  
and Institutes of Administration  
(IASIA)





## Countering Violent Extremism beyond Military Intervention

**I**n this two-part series, **OBED NYANGENA** and **BETH MUIGAI** shed light on the rising cases of lawlessness in some parts of Kenya and bring out some plausible causes for this serious disruption to harmony for the citizens.

Kenya is one of the African countries that continue to grapple with rising cases of violent extremism that has rocked different pockets of the country, mainly in the last decade, even as the world marks *International Day for the Prevention of Violent Extremism* as and when Conducive to Terrorism. These registered cases in Northern Kenya and in the Coastal belt, come in many forms ranging from cattle rustling, banditry, organized gang attacks, drug trafficking, human trafficking, gender-based attacks, and radicalization into terrorism, among others.

In the recent past, the North Rift region, where we have pastoralists and cultivators, has been the focus of the National Government with waves of banditry continuing unabated. While no single driver has been identified for the unrelenting skirmishes, it is plausible that small arms proliferation across communities, unmanned borders with contiguous countries, decades of historical injustices and culture epitomize fear, reported deaths and missed opportunities in the belt are causes for the combat.

Recent spates of attacks have impelled swift involvement of the Kenya Defense Forces for a major disarmament exercise, which many observe would be the much-needed fastidious catholicon that would halt constant raids and counterraid, invite stability and peaceful coexistence among affected communities in Kenya's vast hostile rangelands.

As Government deploys its machinery, it is aware of the changing landscape in the cattle-rustling region. For instance, is it shocking how rapidly this has morphed from a sport to a commercial enterprise that enriches a few and that aims at expanding communal grazing lands? Sensitivity to the ongoing

situation has looped in local leadership, some of whom are adamant to be part of the sought-after solution.

When bandits believe violence is a way of life, and that they can get political cover, nothing convivial happens in terms of strengthening communities for purposes of bridging inequality gaps and aiding local development.

**Coastal belt-** Radicalization into terrorism among juveniles and youth remains a hard nut to crack in Lamu, Mombasa, and Kwale. This amplifies the insecurity situation that relevant agencies have to grapple with. While marauding terrorism elements have been neutralized in the counties, they keep re-emerging because of underground recruitments – mainly in schools, places of worship, and via online social networks such as Telegram, WhatsApp, and Tik Tok.

Reversing these patterns and trends of radicalization demand a whole of government approach. It also demands winning minds and hearts on the battlefield.

Boni Forest in Lamu has been converted into a breeding ground for the outlawed Al Shabaab militia group. There have also been waves of attacks in the area, reversing social-economic development gains in the region.

The proximity of the coastal counties and vibrancy of trade and tourism activities make Mombasa, Kwale, Lamu, and Kilifi ripe for

*“Poverty, poor parenting, illiteracy, unemployment, and technological advancements including the use of online social networks as highways for radicalization catalyze violent extremism and radicalization into terrorism”.*

## Countering Violent Extremism beyond Military Intervention

terrorism radicalization. Juvenile sells such as *Wajukuu wa bibi*, *Wakali kwanza* and *Wakali wao* continue to cause havoc – disturbing business and security of residents and visitors. The Indian Ocean is another battleground. Deep seas have become gateways for human trafficking, piracy, and smuggling.

Interventions by the Government and other non-state actors to end the cycle of violent extremism and de-escalate their manifestations, no permanent solution in sight yet.

This has prompted the government to take combative action against perpetrators which has not necessarily given the most desirable results. The mutating nature of these vices delays communities from enjoying and participating in meaningful development. This necessitates the identification of root causes of

experienced conflicts and attacks and effectively tackling the cycle of violent extremism in the country. It necessitates continued research to understand motivators of violent extremism in the country, which go beyond a tussle over resources such as land, water, pasture, and cattle in the North or search for better opportunities in the coastal counties and, recently, in Nakuru city there have emerged organized criminal gangs such as *Confirm*, *Msafi Kwanza*, *Five Fingers* and *Gaza operating*. Security agencies have raided and contained most of these operations.

Poverty, poor parenting, illiteracy, unemployment, and technological advancements including the use of online social networks as highways for radicalization catalyze violent

extremism and radicalization into terrorism. If official data by the Kenya National Bureau of Statistics is anything to go by, Wajir, Lamu, Tana River, Samburu, and Isiolo are among the poorest counties in Kenya. Concomitantly, these counties project worrying levels of illiteracy in the country.

One study in Mombasa suggested strongly that poor parenting is a major force in violent extremism and terrorism radicalization; parents and guardians have either abdicated their duties, condone bad behavior, or are too busy to provide care. As a consequence, the study observes, children as young as 7 or 8 years carry knives with them to schools and attack residents without an iota of mercy. *Wajukuu wa bibi* is feared for targeting and terrorizing women and carrying out activities that humiliate women. This calls for targeted interventions through capacity building, to salvage the situation.

Interventions needed must suit the context, otherwise, they can proliferate what they ought to have contained. For example, the use of sports including football activities to de-radicalize juveniles and youth has been found to be dangerous to communities. This is because some of such activities are sponsored by sympathizers and players camouflage only to deepen radicalization cells.

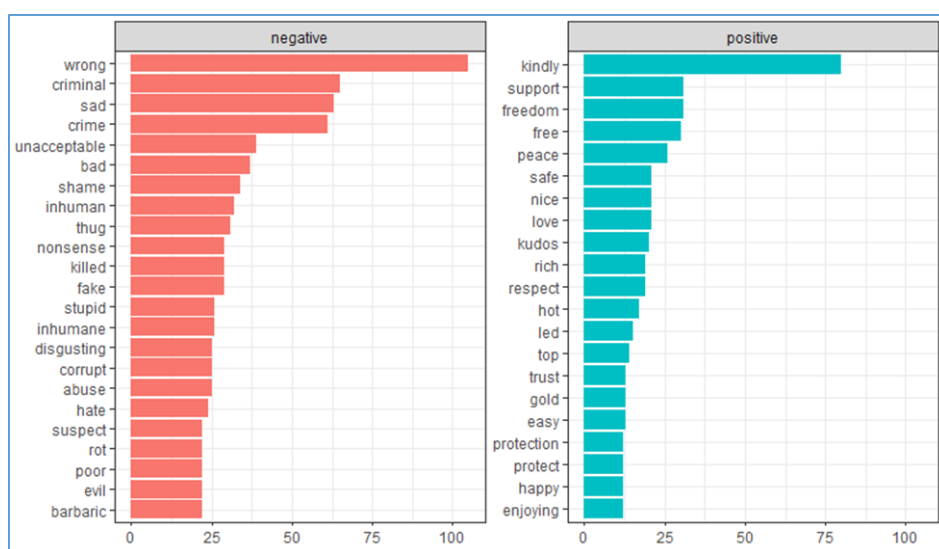


Figure 1: From the lens of the lead agency, dichotomized Twitter sentiments on insecurity in Kenya. Data was harvested from Twitter using an API into R-gui.

# Laying the Foundation for Posterity

BY MARY NJENGA

**N**uggets of wisdom offered by Dr. Ann Kang'ethe, Director, Kenya School of Government, Embu Campus to participants of the Essentials Computer Skills program, coming in handy at a time when they await to join various universities and colleges in a few months.

"Change is the only constant in life bringing about the transition in different stages. These changes may be enormous or small, deliberate or unplanned. Every stage requires unique behaviors and adaptations taking into consideration yourself, those around you, and the environment. You will be getting into the tertiary level of your life, one that is characterized by independence and freedom, a change from high school life, which has been dependent and safeguarded by your parents, teachers, and even society.

We are in the digital era that demands every citizen to be techno-savvy for access to any service offered by a Government that is determined to bring facilities closer to Kenyans by automating all its systems. The ever-evolving software applications and features are now user-friendly increasing convenience and efficiency for all. With these attained computer skills, you should be innovative, to engage in online business alongside your studies.



Mr. Maurice Odida facilitates a session at the Essential Computer Skills Course at KSG Embu Campus.

Social problems such as poverty, unemployment, drugs, substance abuse, and crime are among many that are afflicting the youth. To remain focused, one has to conduct a self-analysis to identify goals and visions and be strategic in achieving them. Of importance is attaching a price tag of value to yourself, walking cautiously, and obeying God's commands and your parents' instructions to partake of the blessings. Value motivates positive behavior, and accountability and encourages confidence to take risks while shunning misdemeanors.

Believe in yourself, be your own cheerleader and your biggest self-critic. This will enable you to cultivate the ability to accept and learn from previous mistakes. Believing in yourself is the first step to

soaring to great heights as you will focus on strengths and possibilities without looking for and depending on anyone's validation.

Creating strong and valuable social networks is equal to investing and laying a foundation for the future. These include establishing alliances that add value to life by bringing out the best in people. Identifying and connecting with mentors and coaches to offer wise counsel and drive will mold you professionally and personally. The sky is no longer the limit; you are your own limit. It is wise to utilize today to lay the foundation for the future rather than living tomorrow regretting yesterday."



# Knowledge of Protocol and Etiquette is Inevitable

BY EPHLINE OKOTH

The significance of protocol and etiquette cannot be overlooked in this dynamic and globally sensitive environment. The constant interaction of human beings from different geographical areas with diverse cultural backgrounds and beliefs necessitates the need for knowledge and insights on how best to handle situations, other people, and how to behave in specific environments.

Extensive knowledge of protocol and etiquette which ought to be employed in social and business environments cannot, therefore, be overemphasized. In this era, international and cross border exchanges have intensified with countries opening up business spaces for people from other countries and continents. Regional and international cooperation between nations has continued to expand movement in search of education, acquisition and sharing knowledge, scoping for the best business environments to operate in as well as creation and expansion of synergy, just to mention a few.

Consequently, a clear understanding of the significant role of protocol and etiquette in human interaction, the world over, can easily help one navigate situations that might present embarrassing and awkward moments not only to the person but to the organizations and country that they represent. Training is one of the sure ways in which organizations can support their personnel to enhance their understanding of protocol and etiquette and to maintain professional standards while dealing with clients and colleagues. This will surely help in protecting the image of the organization.

Acknowledging the need to embrace and present a professional demeanor in official settings, as well as exhibit socially correct conduct in

social domains, the Kenya School of Government (KSG) developed the Protocol, Etiquette, and Event Management Course that is open to public servants and officers in the private sector.

The program which is offered over a one-week period presents the participants with the knowledge of official etiquette, communication etiquette, official protocol, interaction with VIPs, event planning and management, conduct and, etiquette in social forums among other key areas. The program guides attendees in developing and maintaining the required standards while relating with other people since the specifics of protocol and etiquette cannot be ignored.

The program has been embraced across the public sector and in the private sector as organizations continue to sponsor their officers to gain the much yearned for knowledge. Only last week, public officers from different government agencies convened at KSG Mombasa Campus to attend the one-week program. The officers were drawn from the Kenya National Highways Authority (KeNHA), Taita Taveta County Government, the Media Council of Kenya, the Kenya Bureau of Standards (KEBS), and the Kenya School of Government.

While speaking to participants, KSG Mombasa Campus Director Dr. Tom Wanyama emphasized the

significance of maintaining decency and order in the environment as people interact and engage. He noted that the Course helps the participants to create comfortable environments for people to work and network with ease and with respect for one another.

"This program opens up avenues for knowledge sharing in various spheres of life; the organizational setup, and in our social interactions. Protocol and etiquette define who we are as individuals. It is, therefore, important to be aware in order to avoid embarrassing situations," emphasized Dr. Wanyama.

He accentuated that in order to successfully host people from different cultures, it is important to appreciate and understand their culture as well as what they value.

"Let us focus on ensuring decency in our interactions and in the manner in which we relate with other people. Let people enjoy the events that we organize because we better understand their needs."

The Protocol, Etiquette, and Event Management Course is recommended for protocol officers, event managers, and front office staff, among other persons engaged in protocol and event management within the organization. It is also open to persons who wish to expand their knowledge and awareness in the areas of the official protocol, etiquette, and event coordination.



Participants of the Government Protocol, Etiquette, and Event Management Course in Mombasa Campus.

# It is Never Too Early to Plan for Retirement



NYS Director (2nd left) and Matuga Deputy Director Dr. Florence Kithinji (2nd, right) together with NYS officers who attended the Retirement Planning Course at the Matuga Campus.

BY RASHID MWINYI

**I**nspirational author, Shannon L. Alder believes in the worthwhile investment toward an admirable legacy. Her advice; Carve your name on hearts, not tombstones. A legacy is etched into the minds of others and the stories they share about you.

Supportive of the narrative of a noteworthy legacy, the Director General, Kenya National Youth Service (NYS), Ms. Matilda Sakwa, gave prominence to planning for life after active service for civil servants.

On Monday, February 13, 2023, at the Kenya School of Government Matuga Campus, Ms. Sakwa counseled the convention of officers who were

attending the Retirement Planning Course that preparing for post-retirement life assures an individual of a successful and abundant life. “The secret to living a prosperous and productive life after active employment is to prepare for it. It is never too early nor too late to prepare for retirement,” she said.

NYS Mombasa Regional Commander, Mr. Evans Yaite, in support of personal development accentuated excellent planning skills and capturing of valuable life lessons that the officers would get while undertaking the program. These would go a long way in enabling them to live a peaceful and purposeful life upon their retirement.

Matuga Campus Deputy Director, Dr. Florence Kithinji,

stressed the need for all government officers to undertake the Retirement Planning Course offered by the School as it provides answers to questions such as making investments that will increase your net and social worth and wealth, pursuing your purpose and dealing with unforeseen circumstances. The mandate of the School is to enhance the knowledge, skills, and competencies of all public officials including those that are preparing to exit active service for adjustment in approaches to the growing complexities of life.

50 officers had the privilege to attend the week-long program designed to prepare the officers by providing them with these strategies for overcoming retirement-related challenges and managing their personal lives.



# Weekly Activities in Summary



Principal Secretary in the State Department for Correctional Services, Ms. Mary Muthoni Muriuki, HSC, plants a commemorative tree as she presided over the closing of a program for newly recruited probation officers at the Baringo Campus. The PS underscored the necessity of resilience and endurance among probation officers, especially at the formative stages of their careers.



The day of love presented a great opportunity for employees and clients to come together in celebration at the Mombasa Campus. It was a warm and friendly atmosphere of food, drink, song and dance as well as interaction amongst staff and participants.



Excited KSG Embu campus staff and participants share in cake cutting and gifting to celebrate Valentine's Day.



# Weekly Activities in Summary



Valentine's Day at Lower Kabete: In the spirit of sharing, staff share goodies and later on, visited Makimei Children's Home for some quality time with the kids to make good the essence of the Day; spreading love. The Home has assisted many children, by providing shelter, education, spiritual nourishment, and physical care.



Dr. Florence Kithinji facilitates a session during the Corporate Governance Program for the Board of Koitaleel Samoei University in KSG Mombasa Campus.

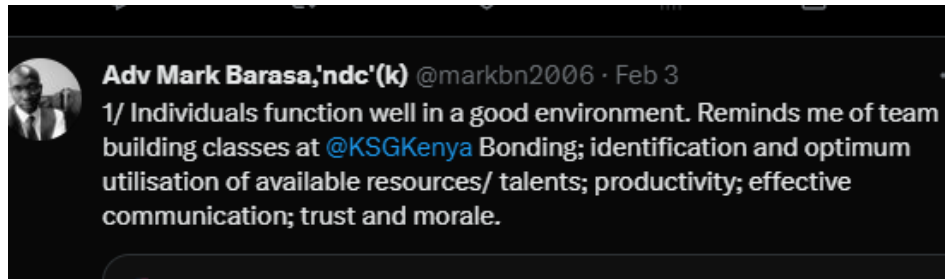
## Leadership Lesson

**Life is 10 percent what happens to me and 90 percent of how I react to it.**

A person who is happy is not because everything is right in his life, He is happy because his attitude towards everything in his life is right.

**- Sundar Pichai**

### *Have Your Say*



### Humor of the week



### Quote of the Week

"If you want to be a leader who attracts quality people, the key is to become a person of quality yourself".

**- Jim Rohn**



**Baringo Campus**

Senior Management Course .

6th-31st February, 2023

**Embu Campus**

Strategic Leadership Development Program No. 342/2023)-Meru County Assembly

23rd January - 3rd March, 2023

Senior Management Course Online No. 183/2023

16th January -10th March 2023

Strategic Leadership Development Program Online No. 340/2023

16th January-10th March, 2023

Supervisory Skills Development Course No. 87/2023

16th -27th February , 2023

Essential Computer Skills

6th February - 3rd March, 2023

Senior Management Course No.184/2023

13th February- 10th March, 2023

Senior Management Course No.185

13th February - 7th April, 2023

Management Skills Course

13th February - 10th March, 2023

Public Relations &amp; Customer Care Course

13th - 24th February, 2023

Supervisory Skills Development Course No. 88 /2023

13th- 24th February, 2023

Hospitality Skills Development Course

13th -24th February, 2023

Essential Computer Skills

20th February - 17th March, 2023

Workshop (Stima Sacco)

22nd February, 2023

Workshop (Nkabune Technical Institute)

25th February, 2023

**Matuga Campus**

Senior Management Course No 113/2023

30th January -24th March,2023

Senior Management Course No. 114/2023

13th February-10th March,2023

Workshop (KEMFSED)

20th -22nd February,2023

**Mombasa Campus**

Strategic Leadership Development Program No.343/2023

23rd January - 3rd March, 2023

Senior Management Course No. 162 / 2023

6th February - 3rd March, 2023

Management Skills Course

6th February - 3rd March, 2023

Project Planning and Management Course

6th February - 3rd March, 2023

Management Course for Office Administrators

6th February - 3rd March, 2023

Supervisory Skills Development Course No. 35/ 2023

13th - 24th February, 2023

Strategic Leadership Development Program No. 345/ 2023

20th February - 31st March, 2023

Report Writing Course

20th - 24th February, 2023

Induction Program for Public Sector Boards (KDIC)

20th - 23rd February, 2023

Workshop (NTSA)

22nd February, 2023

**Lower Kabete**

Public Sector Financial Management Course (Isiolo County)

30th January-24th February, 2023

Strategic Leadership Development Programme No.341/2023

23rd January -3rd March, 2023

Strategic Leadership Development Programme

13th February -March 24,2023

Senior Management Course No.395/2023

6th February-March 3rd, 2023

Records Management Course

6th-24th February,

2023

Strategic Leadership Development Programme .No. 346 /2023

20th February - 28th April, 2023

Executive Women Leadership Course (MKI)

20th - 24th February,

2023

VIP protection Course (SMI)

20th - 24th February, 2023

Induction Program for Public Sector Board

20th - 22nd February, 2023

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