

**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

*Weekly Bulletin**Published by the KSG Communications Department*

Director General Prof. Ludeki Chweya and Council Member Mr. Joseph Musyoki joined other delegates at State House, Nairobi for the ceremony to mark 10 years of the Beyond Zero Initiative and the establishment of the Kenya School of Government Margaret Kenyatta Institute for Gender and Social Development. The ceremony was held on Thursday, July 21, 2022.

## IGAD to establish Academy at Mombasa Campus

BY GLENN LUMITI

The Intergovernmental Authority on Development (IGAD) has identified Kenya School of Government (KSG) Mombasa Campus as the center for academic leadership training for its affiliates and leaders.

Seeking to actualize the establishment of a Leadership Academy at the Campus, representatives

from KSG and IGAD Secretariat convened at Mombasa to fine-tune a Memorandum of Understanding (MoU) that will seal the collaboration between the two institutions which is set to contribute to the grooming of the next generation of young leaders to deliver the Vision 2050.

The Director, IGAD Center of Excellence for

Preventing and Countering Violent Extremism (ICEPCVE) Dr. Simon Nyambura said the organization settled on KSG, a reputable organization nationally and internationally.

According to Dr. Nyambura, the organization is keen to fully empower leaders across the region using the infrastructure that the KSG possesses.

"The respect that KSG has

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# IGAD to establish Academy at Mombasa Campus



Director IGAD Center of Excellence for Preventing and Countering Violent Extremism Dr. Simon Nyambura signs the visitors book during his visit to KSG Mombasa Campus. Together with him, is Director General Prof. Ludeki Chweya and Mombasa Campus Director Dr. Tom Wanyama.

earned both locally and internationally due to high standards of infrastructure made it an easy choice for the leadership academy center for IGAD," said Dr. Nyambura during the MoU finalization workshop.

The Ultra-Modern Convention Center at the Campus, which is soon to be launched, will be used as the official venue of the IGAD Academy across the region. Lecture rooms will be set up for this program as it will involve all the normal services that the School offers. There will also be the provision of regional offices hosted by the School.

Since the complex contains the ideal infrastructure, the Director proposed that the office of the Patron be set up alongside the offices of regional leaders who will help in disseminating and running the program in this region.

He expressed lots of optimism about the setup of the ultra-modern complex that is composed of an

auditorium with a 450 seating capacity and exhibition spaces, 139 air-conditioned executive residential rooms, 8 spacious lecture halls, and basement parking. The property also has spacious restaurants, including one on the open rooftop with a bird's eye view of the ocean and ships coming into and going out of Mombasa Port. There is also a fitness center with a spa, an adjacent pool, a gym, and a desalination plant to ensure that fresh water is available in all of the rooms.

KSG Director General Prof. Ludeki Chweya said that the School is pleased to host national and international events and organizations such as IGAD.

He pointed out that the partnership with IGAD would help the School gain more attributes globally especially now that the complex is ready for use. In addition, given that it provides the School with facilities of international standards, he said that the

completion of the building is a big achievement in terms of enhancing the standards of service delivery in the School.

"Mombasa is a popular tourist destination, conferences, retreats, and workshops are frequently held here, and the officers need secure locations for these events. We have a responsibility to provide such locations for other government employees as a government agency," Prof. Chweya stressed.

Dr. Tom Wanyama, the Director of Mombasa Campus expressed gratitude to the IGAD team for selecting Mombasa Campus as their site for the Leadership Academy. "We have already identified spaces for the Leadership Academy and our infrastructure can easily handle all types of training services that the leadership academy will require," he said.



# Stakeholders confer on HIV prevention neo-Covid era

BY CYNTHIA CHERONO

**M**edical practitioners in counties across the Great Rift Valley Region have convened at a forum to discuss best practices in the fight against HIV whose outcome envisages the dissemination of identified best practices in the region and mainstreaming of highly impactful innovation in the South Rift and beyond.

This event comes at a time when new statistics by the Ministry of Health released earlier this month show that over the last year on average, 98 new infections were recorded every week amongst adolescents between the ages of 10-19 years.

The event which was held at the Kenya School of Government, Baringo Campus deliberated on activities towards HIV and AIDS prevention in the implementation of the guidelines, updates, and work plans in the respective counties, health facilities, and the community for a positive trajectory in the fight against the disease.

Acknowledging the positive gains made in the fight against the major public health threat for adolescents and young people three decades since the first case of HIV was reported in Kenya, the participants charted the way forward in implementing HIV prevention, treatment, and care

measures.

Speaking during the event, the Head of the National AIDS and STI Control Program (NASCOP) Dr. Rose Wafula acknowledged the positive gains made in the fight against HIV in Kenya as she looked forward to the continuity of unprecedented, deliberate efforts and sacrifices by each stakeholder lest the gains so far made be lost and the trend be reversed.

"It is almost three decades since the first case of HIV was reported in Kenya, and we have seen progress in implementing HIV prevention, treatment, and care measures," she remarked.

She urged for a rethink of strategy observing that HIV and AIDS affected mostly the adolescents, young people, and the voiceless in society, especially the children who are dependent on parents and caregivers hence the need for empowerment in accessing treatment.

The forum brought together experts on matters of health from counties namely Baringo, Bomet, Kericho, and Nakuru. Other included Nandi, Narok, Laikipia, and Samburu. The forum granted them the opportunity to share knowledge, skills, ideas, and experiences in the field of HIV management in line with this year's theme, "Achieving HIV epidemic control through the implementation of proven innovation in the Covid-19 era."

The participants explored best practices of suppressing the viral load during the Covid-19 period and also the innovativeness of how services can be handled despite the challenges that came with the pandemic. It was established that after nearly two years now, the Covid-19 pandemic continues to upset progress in achieving high-priority goals for good health including providing treatment for children living with HIV.

So as to cushion Kenyans from the effects of HIV, the Kenyan Government partnered with United States Agency for International Development (USAID), among other partners at local and global levels, and invested considerable human and financial resources into programs for preventing HIV transmission and ensuring that people living with the virus receive proper treatment and care.

The participants of the forum noted that the major challenge to achieving the 95% cascade in retention of people living with HIV & AIDS on care and treatment is due to transport constraints to the health facilities.

To overcome the identified challenges, several policies have been implemented to increase the capacity of health systems in rural areas key among them being the decentralization of specialized HIV clinics to primary healthcare facilities, an effort that has gone a long way in ensuring patients receive medical attention with ease.



Campus Director Dr. Solomon Letangule (Centre) together with County AIDS and STI Coordinators and partners from USAID Tujenge Jamii, Elizabeth Glaser Pediatric AIDS Foundation, Henry Jackson Medical Research and KEMRI during 1st South Rift Valley Regional Clinical group Annual Best Practice Program that was held at KSG Baringo Campus.

# Kemboi: Auditors ensure organizational safety



Mr. Eliud Kemboi  
Head of Internal Audit at KSG

**A**uditors are not the most popular people in most organizations. They are viewed as people who dig into the books of an organization to find mistakes that are reported on them. As such, the majority of employees loath the auditing period which comes mainly at the end of a financial year.

However, Mr. Eliud Kemboi, Head of Internal Audit at Kenya School of Government demystifies the role of auditors.

In Part two of this series, Mr. Kemboi delves deep into the audit process, risk management, the role of auditors, the challenges they face and how they counter the risks that they are exposed to.

## **What are the major roles of an internal auditor?**

The key role of an internal audit is to ensure the internal control systems such as payroll and structures put by the organization are working. A good example is

the ERP system in the School that has to work efficiently.

There must be compliance with the law, regulations and policies have to be put in place. For instance, the School has a Learning and Development Policy that has been approved by Council and should be crosschecked during audit.

Safeguarding of assets is a critical role where an asset is anything that has been bought by the organization. The question asked in Audit is, is the asset value for money spent? Is the asset bought worth the price in terms of its functionality and does it serve the right purpose?

Another role of the auditor is review of budget. Does the organization budget comply with the approved policy in place? In regards to the Public Finance Management (PFM) the auditor should check the governance structure of the organization to provide assurance that everything is working suitably to the governing council and that the organization is meeting its set objectives. Last but not least is ensuring the Risk Management Policy is well implemented in terms of structures.

## **How long does the audit process take in Kenya School of Government?**

As I had mentioned earlier, there is always an approved plan which is divided into the four quarters of the Financial Year which is used to schedule visits to the campuses. Before the audit, there is a preliminary review to look at the previous findings on what was captured in the last report, the

corrective actions that have been implemented and whether there are operational changes. This exercise takes up to three weeks and is conducted from the headquarters at Lower Kabete. The good thing is that we have the Enterprise Resource Planning (ERP) system that has most of the information we need.

The actual audit is conducted once a year because of the size of the institution. Before the assignment there is an entry meeting that shows your agenda, introduction, the scope, the documents needed and the concerns to be addressed such as a procurement staff is sick or maybe the office was moved and the documentation is still being recovered. We then go to the field to confirm that the data provided is correct. For instance, we have to ensure that the serial numbers on School items match with those in the system. The actual field work can take up to two weeks depending with the number of people conducting the process.

After that, we take one week to compile the draft report and send it to Council.

After the field assignment, there is an exit meeting to deliberate on finalization of the report. The report is sent back for comments, and the concerned Campus is given up to fourteen days to reply. There is usually space for managerial comments. Remember this is still a draft report to give room for any changes that may be made so that every bit is captured appropriately. As part of the Public Finance Management (PFM) regulation one is allowed to report



# Kemboi: Auditors ensure organizational safety

any disagreement to the Committee and provide factual evidence. After all this then you are able to have a final report which is forwarded to Council.

## **What are some of the risks and challenges faced by auditors?**

Risk comes when dealing with sensitive information. For example, we might discover something like fraud during our review. You cannot go around telling people they are thieves. Wisdom is required to know what step to take. This might involve informing management immediately or wait until you are back to the headquarters before revealing such findings. There have been cases of people disappearing after conducting audit or computers with the findings have disappeared. Some are offered huge amounts of money to omit some information from the report. All these are risks that auditors are exposed to.

There is a perception that an audit is a witch hunt and auditors come to destabilize the status quo. That lack of acceptance, as it is in every other field, puts a strain on the auditors. With time people have learned to embrace auditors as we are there to ensure that everything is going on well; objectives and goals are being met. There is also resistance where comments are not well received.

At times there are delays when it comes to final comments on the draft report yet the final report should be delivered 14 days after the draft report is made.

**In a case where deception has been discovered, how do you go**

## **about reporting the matter?**

The law allows auditors to brief the top management of the issues to be covered during the audit and that there will be a report which entails all the findings.

Once that has been done, we realize that some findings are sensitive and may require immediate attention to avoid a scandal. It is important to have copies to back our findings with evidence. Our mandate goes as far as reporting the findings to management. When it comes to investigations, then other parties are involved. For instance when an audit reveals an issue of unlawful nature, our job is to provide information while the Department of Investigation takes up the matter from there.

*“Safeguarding of assets is a critical role where an asset is anything that has been bought by the organization”*

*Mr. Kemboi*

## **When an organization is exposed to risk what risk management procedures would you employ?**

As auditors we are supposed to provide assurance on the various risks an organization might face. We do so by; first, ensuring the organization is aware of the risk and that the mitigations put in place are working. Our work is to check if the mitigation procedures are up to date, if not we advise that they put in place.

We divide risk in three categories; high, medium and low risks. Risk can also be operational or strategic. There has to be quality assurance. Quality assurance auditing is a concept widely used in internal, external, and customer audits for measuring quality assurance within an enterprise.

In our meetings with Council, we discuss the core mandate, the risks involved and how to manage them. We pin point all the risks to Management. If noted earlier they can be resolved without involving the Committee. If the risk is high, we escalate to the Director Finance and Administration and then the Accounting Officer. We have one principle in risk management which is to obey the organizational structure.

*Compiled by Beth Muigai and Caroline Mulinge.*

# Once poor orphan, now public servant, church elder



Mr. John Kamande with his wife Mrs Susan Njeru after his ordination as a church elder.

BY EPHLINE OKOTH

**L**osing his parents at the young age of three, and as an only child, he had to deal with the grief in the only way a child could. His grandmother took him in and provided him with the much needed shelter.

However, life was not as easy for the lonely orphan child who lived with his grandmother on a road reserve land as squatters in Nyeri since they have no land to call their own. While in standard six, his ailing grandmother grew even older and weaker and could not place food on the table anymore. This forced him to step up and take care of her, making him the breadwinner, working on farms after school and over the weekends to earn a little to keep them going. The neighbors were of great help when things became too hard for him.

Growing up as an only child, Mr. John Kamande had to muster strength and courage to find a way through the challenges that followed, the not-so-

good encounters that life threw at him, the loneliness, the orphanhood, and the lack of necessities. He knows what going hungry without food for several days means to a child who can only wish for the warmth of a parent.

At some point, while studying, Mr. Kamande who is currently a Senior Maintenance Officer at the Kenya School of Government, never knew what holidays were as he was forced to stay longer at school doing menial jobs in order to raise fees for the term that followed.

Seeing suffering derail him, his desire to 'become somebody' grew. He wanted to get out of the suffering and to come out victorious and therefore vowed to have a better life than he had had. This was his motivation, his conviction, and the focus of his life henceforth, to focus on positive things that gave him contentment. Doing the menial jobs was, therefore, not much of a problem anymore, his attitude towards life and his situation changed; he changed his friends and

even looked for a mentor, one whose life he admired and he found the direction he yearned for.

Not only is he a Senior Maintenance Officer at KSG, but he is now a church elder, a contented family man; a community leader, a mentor, chair of several welfare groups, and a founder member of PCEA Baraka Church in Narumoro, Nyeri.

Elder Kamande was ordained on Sunday, June 26, 2022, at the Presbyterian Church of East Africa, Kingero by Reverend Edward Gikaria. He is charged with various roles supporting church administration to ensure operations flow smoothly.

As an elder, Mr. Kamande heads a 'district' that is made up of a group of about 15-20 families from the church and is answerable to the matters concerning the families under his care.

"I must, therefore, constantly be aware of the goings on in these families. As I provide spiritual nourishment to them, I must also be concerned about matters such as resolving conflict and providing guidance in matters such as addiction. I must be able to moderate the affairs in these families," says Elder Kamande who believes that he can only be able to guide the other families when he had adequately guided his family.

"How possible would it be for me to provide guidance to other families when mine is crumbling? How can I mentor the young people in my church when I might appear not to contain my own children?" he posits, expressing his happiness for heading his family of one wife and five children.

Apart from providing leadership to the families, Elder Kamande is also charged with the training of other leaders in his 'district' as an agent of change and a steward in the community.

Before becoming a church elder, Mr. Kamande was part of church administration as a treasurer. He managed the financial affairs of the church for the maximum term of three years. Earlier, he held the position of a



# Once poor orphan, now public servant, church elder

deacon.

"I have previously held various positions in the church. I was chair of the Christian Education Committee and I am currently the Patron of the Presbyterian Church Men Fellowship. I have been, and I still am, a Sunday school teacher of teens aged 12-15 years," he underscored.

It is important for a member of the church to possess certain notable characteristics before being chosen to become a church elder.

According to Mr. Kamande, one is required first and foremost to be a person of integrity; to have high moral principles. New elders are selected and vetted by other elders of the church, a process that takes time before the agreed-upon names are presented to

the Parish.

"One must make a commitment of faith, be born again and be a role model in the church and in the community. You should understand the church system and its operations," says Mr. Kamande.

Asked how his growth and leadership journey in the church has modeled his personal and career growth, Mr. Kamande was quick to mention that he has learned to stay principled.

"As a leader, it is important to be cautious of what you say, how you act, and how you relate with others. Do not do things that can mislead others. The 'do as I say and not as I do' saying does not apply."

The spiritual journey has enabled

him to grow closer to God.

"I have become more prayerful and the more I study the Bible the more conversant I get with the word and serving God. I am always happy to see many who have sought my advice change their ways and lives for the better," says the ever-smiling Kamande who believes that human beings tend to limit themselves.

"In this life, I have learned to maintain my smile in all circumstances because my faith in the Lord is stronger than whatever comes my way. God is not a liar. He makes ways where there seems to be no way and there is nothing impossible with Him. It is we human beings who limit ourselves," says Mr. Kamande.



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# Memories as Director's driver bows out

BY YVONNELUCY WANJIRU

Joining the Public Service 33 years ago as a motor vehicle mechanic, Boniface Njeru today retires a happy man appreciating his duty as a public servant which has enabled him to grow his technical know-how, mastery of driving skills, high level of patience, and sober judgment while on the road.

He first worked at the Department of Defense, a position he served for ten years, later joining Embu Provincial Commissioner's Office as a workshop mechanic till the year 2003 when he joined the then Government Training Institute Embu, now the Kenya School of Government (KSG) Embu Campus as a driver.

Mr. Njeru holds dearly the memories he has created while working at the School, one being traversing the country.

"Working at the School enabled me to travel the country. I have been to almost every county in Kenya which is a fulfillment of one of my hobbies, and this leaves me feeling so enthusiastic and gratified," Mr. Njeru said while chuckling.

He has had the benefit of attending a number of programs which he believes will be quite beneficial to him even post-exit.

"I must commend the management of the School for being so considerate of staff welfare. I truly appreciate the opportunities that were presented to me through building my capacity that I am sure will be valuable to me even after exit," he noted.

During his tenure, Mr. Njeru



Mr. Boniface Njeru, former director's driver with the Campus Director, Dr. Ann Kang'ethe

was the designated driver for the Directors at the Campus where he was known by many to be a strict, orderly, outspoken but also a reserved colleague in his own way.

As his work sometimes required that he goes off station for days, he positively acknowledged that being away from his family was not as easy and that he chose not to give more attention to the challenge but to the possibilities presented by his work.

Offering some advice, he urges recently employed staff, particularly the young ones, to give their best and observe professionalism as a bright future's foundation can only be laid down now.

"The problem with the millennial is lack of patience as a virtue. The young people want to plant today and harvest to-

morrow which is not realistic. Start, learn, and be flexible to change. What gave me the daily strength is performing my duties as if working for God, with passion, fewer complaints, and expecting no reward above my income," Mr. Njeru said.

Describing him as a passionate member of staff, the Campus Director Dr. Ann Kang'ethe said Mr. Njeru is a man of a noteworthy level of integrity, confidentiality, and patience.

"He was easy to work with and a perfect time manager who fit well within my schedules and would go out of his way to ensure my safety," Dr. Kang'ethe fondly described him.

She further pointed out the 'topnotch' neatness maintained by the chauffeur who ensured the vehicle was ever clean and ready for use.

"He surely sacrificed a lot to create a conducive environment and beautiful coexistence," she said.

George King'ori, one of the campus drivers who worked under the strict supervision of Mr. Njeru described him as a pleasant, wise, and accommodating person who reached out to someone to understand them instead of being judgmental.

"When I joined the transport section in 2020, Mr. Njeru became my mentor who transformed my weaknesses into strengths through strict guidance, and candid corrections where necessary. He was a great team player who enhanced togetherness in our section," Mr. King'ori said.



# Weekly Activities in Summary



The Office of the Director of Public Prosecutions held training for focal point counsels and stakeholders in the Electoral Justice System on the ODPD preparedness in the prosecution of Election and Hate speech offences. The training was held at KSG Lower Kabete.



The Kenya School of Government in partnership with the United Nations Development Programme, the County Government of Tana River, and the Micro and Small Enterprise Authority is currently conducting Youth Enterprises Training in Tana River County. The training that is being conducted at the Tana River County Centre for Innovation and Youth Empowerment targets 150 youth enterprises across the 15 Wards of Tana River County.



KSG Baringo Campus Director Dr. Solomon Letangule with officers from the Ministry of Interior and Coordination of National Government attending the Supervisory Skills Development Course at Baringo Campus.



## Leadership Lesson

“You have to be very nimble and very open-minded. Your success is going to be very dependent on how you adapt.”

– Jeremy Stoppelman

### *Have Your Say*



David Muriithi

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### Humor of the week

When you walk past a classroom that your friend is in



### Quote of the Week

“You may say I'm a dreamer, but I'm not the only one. I hope someday you'll join us. And the world will live as one.”

— John Lennon



**Baringo Campus**

Senior Management Course No. 160	4th July- 29th July, 2022
Supervisory Skills Development	11th July- 22nd July, 2022
Public Relations and Customer Care	11th July- 22nd July, 2022
Senior Management Course No. 161	1st - 26th August, 2022
Supervisory Skills Development Course	25th July - 5th August, 2022
Strategic Leadership Development Course	18th July- 26th August 2022
Skills Enhancement Course	1st- 5th August 2022
Accounting Officers Program	22nd -26th August 2022

**Embu Campus**

Strategic Leadership Development Program (Online) No. 315	6th June - 29th July, 2022
Senior Management Course Online No.171	27th June - 19th August, 2022
Senior Management Course No.172	11th - 5th August, 2022
Proficiency Course for Clerical Officers No.1	18th - 29th July, 2022
Strategic Leadership Development Program No. 321	25th July - 16th September, 2022
National Government Affirmative Action Fund workshop (Pending Bills Committee)	25th - 29th July, 2022
workshop (Nairobi Metropolitan Service)	20th- 25th July, 2022
	24th- 30th July 2022

**Matuga Campus**

Integrated Environmental Impact Assessment & Audit in Development No. 1	11th - 29th July, 2022
Independent Electoral & Boundaries Commission	25th -28th July, 2022

**Mombasa Campus**

Senior Management Course No. 154	4th - 29th July, 2022
Strategic Leadership Development Program No.317	11th July- 19th August, 2022
Senior Management Course No.154	4th - 29th July, 2022
Strategic Leadership Development Program No. 317	11th July - 19th August, 2022
Senior Management Course	18th July-9th September, 2022
Proficiency Course for Clerical Officers	18th - 29th July, 2022
Public Relations & Customer Care Course	18th - 29th July, 2022
Transformative Leadership Course (Kisii County Government )	25th - 29th July, 2022

**Lower Kabete**

Senior Management Course No.386	4th-29th July, 2022
Strategic Leadership Development Program No.318	11th July- 19th August, 2022
Environment And Social Safeguard In Development Course	18th -29th July, 2022
University of Nairobi	10th- 29th July, 2022
Project Planning and Management (Machakos County)	25th July - 26 August, 2022
Internal Audit Training (Machakos County)	25th -29th July, 2022
Kenya Institute of Public Policy Research and Analysis	25th-27th July, 2022
Workshop (Kiambu Institute of Science and Technology)	26th - 27th July, 2022
Office of the Data Protection Commissioner	26th July -5th August, 2022
Office of the Data Protection Commissioner	29th July, 2022

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