

**KSG Campuses**

- Baringo
- Embu
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**Institutes**

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

**KSG Centres of Excellence**

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

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**Weekly Bulletin**

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**Unified Human Resources Information System Launched**

Cabinet Secretary for the Ministry of Public Service, Gender and Affirmative Action, Ms. Aisha Jumwa (4th left seated) with guests after the launch of the Unified Human Resource Information System (UHRIS) at KSG, Lower Kabete.

BY SHARON NGINA

The Government has launched a system touted as a game changer to cure weaknesses manifested when public institutions run their own Human Resource Management Systems. The new Unified Human Resource Management Information System (UHRIS) combines payroll, leave, and pension claims functionalities on one platform, and it would

aid timely data processing for decision-making in the public service.

On Monday this week, representatives from various government agencies convened at the Kenya School of Government in Lower Kabete to witness the launch presided over by the Ministry of Public Service, Gender and Affirmative Action, Hon. Aisha Jumwa, who affirmed the commitment of the

Government to streamline service delivery during the event.

Hon. Jumwa underscored the imperative of a unified approach to managing the entire public service. The Principal Secretary for Public Service, Mr. Amos Gathecha, accompanied the C.S. The Director, Finance and Administration Prof. Nura Mohamed, received them at the School.

"The Government



# Unified Human Resources Information System Launched



CS. Aisha Jumwa (left) together with KSG Director Finance, Administration, Prof. Nura Mohamed (center) and PS. Public Service Amos Gathecha at the launch.

requires a strong Public Service that is techno-savvy as well as systems that ensure real-time data processing for seamless and timely decision-making. We hope that this integrated human resource information system will yield the desired efficiency and effectiveness of service provision at both levels of Government," she said during the launch.

The new system stemmed from a programme dubbed Capacity Assessment and Rationalization of the Public Service (CARPS) dating back to 2015, which recommended synchronizing human resource systems into one platform for all government institutions. Asserting that the system is in sync with H.E. President William Ruto's clarion call for digitization of government services, Hon. Jumwa applauded the multi-sectoral team comprising officers from the State Department for

Public Service, Public Service Commission, and Salaries and Remuneration Commission, who led the integration process. Other officers were drawn from the Teachers Service Commission, Council of Governors, Ministry of Information and Communication Technology, and National Treasury.

"As a catalyst to achieve the so -desired economic and social development agenda, we need to deploy systems aligned to the needs of the future workforce, including a technology-driven Public Service. To achieve this, the Government is digitalizing services at all levels and embracing innovation in tandem with its digital superhighway commitments," she added.

She further assured a smooth transition from the current GHRIS to the new UHRIS by July 1, 2023 urging all stakeholders to support and facilitate the execution of the noble initiative.

The Principal Secretary, Mr. Amos Gathecha, highlighted the importance of digital transformation to ensure reduced costs while maintaining excellent service delivery.

"I urge all government institutions to embrace the UHRIS as the official shared Government platform for managing HR/ Payroll Information," he concluded.



PS. Public Service Amos Gathecha addressing participants at Lower Kabete.



# Conflict Management and Peace Building Course Receives Acclaim in Puntland, Somalia



Participants at a session during the Conflict Management and Peace Building Course at the Puntland Institute of Public Administration and Management.

BY FAITH MUSOGA

The School's international programs in Puntland have ended on a high note this year, after successful completion of a two week Conflict Management and Peace Building Course that was offered by the Security Management Institute. This program is designed for senior and middle-level officers who serve in National and Local Governments, NGOs, civil society, as well as other institutions involved in peace and security work.

The purpose of this programme is to address the demand for skills and competencies that optimize the use of conflict management and peace building structures and tools to achieve better peaceful outcomes in society. The program focuses on practical

knowledge, skills and competencies that promote cognitive understanding and critical thinking necessary to untangle the complex factors and dynamics that cause conflict and corresponding control measures.

The Puntland program hosted under the auspices of Puntland Institute of Public Administration and Management (IPAM) drew senior and middle level officials from Ministry of Interior, Federal Affairs and Democratization, Ministry of Justice, Ministry of Justice, Ministry of Education, Ministry of Women Development and Family Affairs and Ministry of Planning.

During the End of Event Evaluation, the participants noted that the program had superseded their expectations and lauded the

practical problem solving and Puntland- focused lectures and assignments. They noted that it had indeed equipped them with necessary knowledge, skills and competencies for conflict management and peace building in their often conflict-prone communities. Notably, the Ministry of Interior officials requested the School to expeditiously mount other relevant security-focused programs for Puntland.

In his closing remarks, Director Mokaya, who also doubled up as the facilitator of the program, congratulated the participants for their distinctive commitment, hard work and passion for peace studies. Mr. Mokaya urged the participants to use the networks they had created to share information, experiences and lessons on "what works" and "what doesn't work" in the complex field of conflict management and peace building in their diverse localities and contexts.



Director Humphery Mokaya of the Security Management Institute and also one of the facilitators at the training in Puntland.

# AMDIN Developing Long-term Strategy Continent's Public Service



Members of AMDIN together with staff of the Kenya School of Government, Mombasa Campus . AMDIN members are developing the Strategic Plan for the network for the next five years.

BY EPHLINE OKOTH

**T**he African Management Development Institute's Network (AMDIN) is in the final stages of developing a new Strategic Plan to steer its direction and operations in the next five years.

Through the new plan, AMDIN which is the professional association of institutions dedicated to public sector capacity building in Africa, seeks to strengthen realization of its bold vision which is to ensure that Management Development Institutes (MDIs) become centers of excellence capable of responding to African development challenges and global engagements.

Under the leadership of the Executive Committee led by its President Prof. Ludeki Chweya, Director General of the Kenya School of Government, through the plan that integrates its future aspirations, the Network seeks to contribute and strengthen matters such as implementation of key strategic objectives of MDIs for sustainable development of Africa's public sector.

The process of developing the new plan has involved preliminary analyses and systematic review of key documents such as the previous Strategic Plan which was implemented between 2013 and 2018. The review noted the achievements and lessons learnt

from the previous plan, data that is instrumental in developing the new plan and complementing decisions on the future areas of focus.

The Strategic Planning Committee led by the Vice-President representing Southern Africa, Ms. Maria Nangolo, the Director General of the Namibian Institute for Public Administration & Management, convened at the Kenya School of Government Mombasa Campus to finalize development of the 2023-2027 Strategic Plan.

Speaking on the sidelines of the meeting, Ms. Nangolo stressed that the new plan lays emphasis on issues of governance which will be achievable through the four set pillars to guide the



# AMDIN Developing Long term Strategy for Continent's Public Service

activities of the organization.

“Building on the previous plan, the new strategy seeks to strengthen the achievements as it also sets new areas of strategic focus. It emphasizes governance issues by providing the right foundation, dealing with the governance framework and getting the structure right from which to springboard our intent of addressing strategic issues,” Ms. Nangolo highlighted, “adding that “The plan focuses on strengthening capacity building in management development institutes; governance, leadership, and system strengthening; stakeholder engagement, branding and communication, as well as broadening funding resources and sustainability.”

As the process that began in March 2022 comes to an end, it is envisioned that implementation of the new plan will build on the

previous achievements already realized by the Network including review and adoption of the AMDIN Constitution, signing of new members, review of existing programs and development on new programs such as an experiential program, *Khaedu*.

The members of the review and development team are Abraham Odafen Dominic, Management Consultant and Trainer at the Administrative Staff College of Nigeria, Prof. Bavon Mupenda, Lecturer and Researcher at L'Ecole Nationale d'Administration, Democratic Republic of Congo, Dr. Ernest Mabonesho, Lecturer and Dean of Faculty of Accounting, Banking and Finance, the Institute of Finance Management, Tanzania and Dr. Prisca Oluoch, the KSG Director Linkages and Collaborations.

Established in 2007, AMDIN

as enshrined in its constitution, focuses on, inter alia, promoting excellence in public administration in Africa by supporting MDIs through capacity development, knowledge management and learning; providing a forum for the expression of members' diverse views and interests, and dialogue towards common perspectives on public sector management in Africa; and supporting research and innovation in training methodologies and in members approaches to their support to public sector institutions.

In addition, the Network promotes innovative partnerships in public sector management training; enhances the interest and capacity of members to engage in national policy debates and policy formulation relevant to public sector reform; and contributes to the setting and upholding of high standards in public administration and service delivery in Africa.



Members at the Strategic Plan Workshop to review the 2013-2018 Plan and develop the 2023-27 Plan, at KSG Mombasa Campus December 17 - 23, 2022.



# KSG Choir shines



The Kenya School of Government Choir together with a part of the School Management during the awards handover ceremony. The Choir participated in the 95th edition of the Kenya Music and Cultural Festivals in Kitui in December 2022.

BY PHYLLIES MUSYOKI

The Kenya School of Government (KSG) Choir continues to register an upward trajectory with the latest performance during the 95th Edition of the Kenya Music and Cultural Festivals held in Kitui from December 3 to 7, 2022. The annual event aims at showcasing and celebrating different cultures in Kenya through competition in song and dance.

KSG Choir entered the competition under choirs in the National Government, County Governments, State Corporations, universities, polytechnics, Non-Governmental Organizations, and the private sector.

Led by Chairperson, Ms. Esther Wambua, choir masters, Victor Onyango, Patrick Anjanga, and Kelvin Sunga, the group of 44 members participated in a total of

six categories for the competition up from the five registered in 2021, bringing back two trophies and five certificates. The team emerged first in the National, Cohesion, and Integration category in Class 612 and Sacred Folk Song in Class 711Z. They managed position two Class 425

Class 400A with a Set piece which is the most competitive category in the festival. They further made it to third position in Class 422 with an accredited Sacred Set-piece and fourth place in Class 404, the Female Voices Category.

During the choir awards presentation to the School's



Directors; Prof. Nura Mohamed and Ms. Lynette Otworu receive one of the trophies from Choir Chairperson Ms. Esther Wambua



# KSG Choir shines



The Choir performs one of the songs at the awards handover ceremony

Management, Prof. Nura Mohamed who is the Director Finance and Administration assured the Choir of the School's backing in all their projects, the festivals being one of them.

The KSG Choir has been instrumental during corporate events such as inaugurations, entertainment of visiting guests and staff get-together activities, and cultural events. It has also have been an active participant in National Agricultural Shows in different parts of the country.

Prof. Mohamed said, "On behalf of the School, we appreciate you for representing us well and we celebrate you. This kind of milestone will take us to the next level and has given us such joy as the year comes to a close. When you do anything in life, do not do it because you are getting something out of it, do it because you know you love doing it."

"Next year try and surpass your own expectation, and as you elevate the choir put in the same efforts in your departments," urged Prof. Mohamed.

Speaking to the Bulletin team choir Secretary, Mr. Douglas Ngenya expressed confidence for more wins. "We

are now aiming to be recognized at the national level and get invites to more national events as we anticipate improving on our membership," he said when asked about the choir's future plan.

Also present at the handover ceremony were; Director MKI, Ms. Lynnette Otwor, Director Learning and Development, Dr. Rachel Ngesa, and Deputy Director Learning and Development Dr. Rukiya Atikiya, Human Resource Manager, Ms. Florence Wanguku, Manager Administration, Ms. Nkoroi Laikera, Head of Strategic Planning and Performance Unit, Ms. Angela Mukiri, Head of Housekeeping Section, Ms. Agnes Mugambi and Head of Corporate Communication, Faith Musoga.



The event culminates in cake cutting for the Choir and their guests.

# Weight Management



Elizabeth Sisiano Kilelo, Nutritionist, and also PSC Intern, at the Kenya School of Government, Lower Kabete

We are all different. As such, various factors play a role in determining each person's Ideal Body Weight (IBW). IBW refers to how much a person should weigh according to their age, gender, height and other factors. The formula commonly used to determine how much a person (adults) should ideally weigh is the Body Mass Index Range (BMI Range) where the formula is:  $BMI = \text{weight}/\text{height}^2$ . The recommended healthy BMI range is 18.5 – 24.5. below or above this range, a person is said

to be underweight or overweight respectively.

Many people struggle with weight loss. Many end up following myths and misconceptions about weight loss which may be harmful and unhealthy and could lead to more health complications. When it comes to weight loss there are no shortcuts and quick and short-term plans like skipping meals, starving, and slimming pills that have not been effective in the long run. Lately, there is also weight loss surgery (Bariatric surgery) which comes with many post-operative complications.

Several tips have been recommended in this article to maintain good health and manage weight over time.

**Balanced nutrient diet:** Most people desire something quick with immediate results yet changes do not come overnight. It is good to set weight loss goals but it becomes a problem when the weight loss goals become a source of stress.

Regarding diet, we talk about dietary adjustments, assessing what you eat and drink daily, how many times you eat, and what time you eat. It is important to also know the amount that of food you are eating, and how well you eat; do you finish the food on your plate, or do you eat in a hurry?

If you find yourself leaning towards an intake of highly processed and refined carbohydrates, high intake of sugars, salts and “bad” fats, you need to readjust your dietary habits with a focus on more healthy foods like good quality proteins, whole grains and non-refined carbs. Restitution is easier than elimination.

We should note that a weight loss diet plan is as healthy and sustainable as it can be. It is not something you can do within a given time frame, and neither is it a fad diet. Fad diets are plans sold as the best and fastest approach to weight loss yet some of these diets involve eliminating foods that contain the necessary nutrients that your body needs to maintain good health.

We advocate for low carbs high-fat diets (good fats from avocado, unsaturated fats) and an increase of fibre intake. Fibre provides micronutrients, aids your digestion and improves satiety by reducing the transit time of carbohydrates and macronutrients in the stomach.

Good-quality fats (Vitamins A, D, E, K from fish, nuts avocados, chia seeds and cod liver oil), provide essential macronutrients for the transportation and utilization of fat-soluble nutrients. Fat intake promotes ketone formation through ketosis. The brain is able to switch sources of energy from glucose to ketones and promote fat burning.



# Weight Management

**Physical exercise:** we cannot avoid exercise if we want to lose weight as it increases the metabolic rate. This is basically how fast or slow your body utilizes the food that you are eating; increased metabolism means less storage and consequently, weight loss. Consistency is key; with time the body adjusts requiring you to switch up the workout so as to maintain the metabolic rate at that level.

**Proper hydration:** being well hydrated is essential in weight loss because it reduces the stomach capacity of food. The stomach has the adaptability to accommodate your food intake. (*Eat To Your Fill, Not To Finish!*). Proper hydration also promotes digestion and prevents constipation. People usually confuse thirst cues with hunger cues. For weight loss, it is important to drink water before you eat to avoid overconsumption.

**The use of natural herbs such;** as Hibiscus, green tea, chia seeds, and wheatgrass among others are important for weight management but also provide you with phytonutrients that reduce inflammatory markers in the body. Herbs like hibiscus increase blood volume, and green teas and wheat grass have chlorophyll, soluble fibres that help in the elimination of toxins and make your stomach feel lighter, improving the quality of sleep, as well as endurance in terms of

exercise and physical activity.

**Stress Management:** Stress is a factor in weight as it affects emotional and mental well-being contributing to dietary habits. In a stressful situation, the body's system reacts by producing cortisol. In more stressful conditions, the body is going to overproduce cortisol which is going to increase the circulating blood glucose and this will trigger the production of insulin. When this happens, the glucose is converted to fat for storage increasing the abdominal fat area, the arms and the legs. With continued cortisol production there is more need for energy for the body.

Remember insulin is converting our glucose into fat and that means our cells do not utilize the glucose for energy and at the cellular level, we are still hungry. Hunger cues and hormones are going to be produced to stimulate hunger sensations.

This is where stress eating comes in. The first storage that comes with elevated levels of stress usually affects the body's set weight and it gradually increases making it harder to reduce weight. You need to manage stress before it becomes chronic.

During stressful times, most people will use food to try and feel good and in most cases, the choice is never healthy foods.

**Control alcohol intake:** we do not like to be told this but alcohol is a poor choice if want to lose weight. 1 g of alcohol translate to 9kilo calories of energy. The body cannot utilize this energy because alcohol is a toxin. What happens is that when they try to make alcohol less harmful, there will be a release of fat droplets and the result of this metabolism is usually fat storage.

**Good and enough sleep:** sleeping between 7 to 9 hours a day gives your body enough time to utilize, metabolize and even repair, using the foods you have eaten during the day and also rest from any overconsumption. With a good diet plan and adequate sleep, your body can switch energy sources from carbohydrates (glucose to fats (ketones). This promotes fat burning and thus weight loss. It helps you manage stress, reduce anxiety, and reduce depression and therefore enhances mental health and emotional well-being.

*"Make time for it.  
Just get it done.  
Nobody ever got  
strong or got in  
shape by thinking  
about it. They did  
it."*

JIM WENDLER

# KSG Staff lessons from 2022

BY BETH MUIGAI

**Y**ear 2022 has come to an end. Looking back, there are many lessons that can be drawn from experiences, opportunities and challenges encountered. Here are some of the lessons Kenya School of Government staff learnt from 2022 and their vision for 2023.



**Wilson Chege,**  
Administration Department

**A**s I stare at a quickly concluding year, I want to thank God for enabling us to see this 51<sup>st</sup> week of 2022. The year has been characterized by heightened political temperatures, post-covid recovery attempts, a lag in progress of personal projects, a very tight School Calendar

but above all, amazingly awesome people around me.

It is my sincere prayer that 2023 will live up to its promise of focused growth, full resumption of operations, positive contributions and most importantly, good health for all. I wish all my colleagues a Merry Christmas and a prosperous New Year 2023.



**Salome Wambui,**  
Admissions Section

**I** started the year without expectations but I had clearly laid out my goals. My reason for this is because sometimes my expectations limit me as they are guided by my abilities. Without expectations, I learnt to stay hopeful, write down my goals and let God do His will, since He is the author of my life. God is limitless, I let Him run my life. It has been a good and bountiful year. This Christmas let Him be the

reason for the season. And as we start the year 2023 let us let God take charge because He is not governed by the probabilities of human life. Cheers!



**Peter Njeru, Library**

**I**n 2022, I learnt the importance of continually expressing my fears to God.

I share my cares with Him and somehow He delivers me and always upholds me through difficult moments. My two main Scripture from the Bible were drawn from **Psalm 34:4** say 'I sought the Lord and He heard me and delivered me from all my fears' and **Psalm 62:8** that says 'Trust in Him at all times, Pour out your hearts to Him, for God is our refuge.'



# KSG Staff lessons from 2022

I learnt that prayer does not cause life to become void of challenges, but it provides an opportunity to pour my heart to God and rely on Him as my refuge and strength through all circumstances. I have found Him to be a great source of comfort in the midst of any trouble and my overwhelming comfort.

I look forward to 2023 with a lot of hope and excitement as I am confident that it will have a victorious year.

Merry Christmas and Happy New Year! 'God looks on you with favor and He will cause you to be fruitful.



**Carolanne Wambui,**  
**Hospitality Department**

**I**n 2022, I intentionally learned something new every time. I was able to step out of my comfort zone, found an opportunity to be creative, and trusted my gut. I

went further to try something new which was successful. I was able to pursue interesting, high-quality work that has had positive impact. My major challenge was the enormous scale of the crisis that accompanied the new levels I was walking into. This manifested in fear, uncertainties and anxiety. I wish you all Happy Holidays, God bless you!



**Mary Njenga,**  
**Communications Officer,**  
**Embu Campus**

**2**022 has been fulfilling for me. I have had new platforms to learn, practice, and utilize my abilities. I have also worked with different people and successfully delivered on my targets. One of my resolution this year was to attain inner

peace which I have achieved through living a day at a time, always doing to others what I would wish done to me, and being accommodative by appreciating people's different energies. I have also learned to trust God in everything, even in the hardest storms. When the year started, I was unwell and underwent a procedure and I thank God that I bounced back to full health and resumed my duties with no difficulties.

I am reserved, but in 2023 I have purposed to have new beginnings, setting SMART goals and even taking risks towards achieving my dreams, as I contribute towards achieving the organizational goals.

To all my colleagues, Merry Christmas and a Happy New Year full of God's blessing and favor.



**Jeremy Mwangi,**  
**Administration Department**

# KSG Staff lessons from 2022

I can only sum my 2022 lesson through this quote by Julien Babier “Discipline is one of the most powerful tool you have to succeed. And it’s free. But because it can’t be sold, it’s not marketed, it’s not “cool”.

Merry Christmas everyone!



**Daniel M. Muli,**

**Strategy, Planning and Performance Unit**

In his Quote, Wintley Phipps, says “It is in the quiet crucible of your personal private sufferings that your noblest dreams are born and God's greatest gifts are given in compensation for what you've been through.” Through focus on

improving my past mistakes, limping, and letting God presence in my life every day, I finally achieved academic qualifications that are exceptional. Year 2022 was a very special year to me.

It is my prayer 2023 brings good tidings.



**Robin Charity,**  
**Hospitality Department**

My most valuable takeaway this year is that one must be willing to learn, unlearn and relearn for continual growth in all aspects of life. I am delighted to end this year on a high note. KSG is an incredible family.

Merry Christmas to all of you and a Blessed New year!

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# Message from Directors



As 2022 comes to an end, I would wish to extend my sincere gratitude to all of you for the effort you have shown throughout the year. Indeed, it has been a year filled with great moments but also challenging ones for individuals and collectively as a School. In each of these moments, your presence and dedication to the School's mandate remained unwavering and that cannot be taken for granted, thank you!

To our participants, thank you for choosing KSG. Thank you for trusting us to fulfil your training, consultancy and research needs. Our

commitment to ensuring quality service delivery continues in the coming year.

My encouragement to all of us, as we look forward to the New Year is to remember that perfection may not be attainable, but in the chase we capture excellence. When excellence becomes a habit, then success becomes inevitable and with success comes contentment and peace.

2023 presents us with an opportunity to either start over or build on the foundations already set. It is possible to go far if we all put extra effort towards making a mark of distinction.

I appeal that we take care of ourselves during this festive season and may you all be refreshed and rejuvenated in the coming year. Happy Holidays to you and your loved ones.

**Prof. Nura Mohamed, Ph.D, EBS, Director Finance and Administration, KSG**

We began the year 2022 with high expectations that we envisioned to realize both at individual and corporate levels. Indeed, we have had quite enriching experiences and achievements that remind us of who we are as a capacity development agency that is entrusted with the responsibility of empowering and transforming the Public Service.

The School has continued to diligently respond to the competency needs of the Public Service, private sector and NGOs in ways that have contributed to realization of the national development agenda. We have witnessed the School fulfil its mandate and provide services of distinction in various environments. Strategic partnerships and collaborations have also been built locally and internationally along diverse chains of value creation in the four streams of the School mandate. I feel privileged to have been part of the KSG family that dutifully dedicated time, expertise and other resources towards realisation of these results.

My challenge to us, as we draw closer to the end of 2022 is that we shall celebrate the festive season with reflections on the goodness of God Almighty. We shall also take to heart the cardinal virtue of love that Christmas season signifies and remember to extend such love to our families, neighbours and most importantly, persons in the most vulnerable echelons of our society. Let us be encouraged by the lessons obtaining from our past and current realities to chart out trajectories for greater levels of success in the New Year.

I wish to extend my best wishes to the KSG Council, Management and staff in the year 2023 and pray that we shall together make more progress and realise higher levels of performance for our own good and the mutual benefit of our stakeholders and nation.

I wish you and your families a blessed Christmas and a bountiful 2023.

**Dr. Josephine Mwanzia, Director Academic Affairs, KSG**

