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- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change

*Weekly Bulletin**Published by the KSG Communications Department***Banking on Fine Induction for Best Results**

Kitui County Governor, Dr. Julius Malombe, (L) receives a brief from KSG Director General Prof. Ludeki Chweya. Dr. Malombe was at the School for the opening ceremony of the Induction for County Executive Committee Members and Chief Officers of his County.

The Kenya School of Government is renowned for offering induction to acquaint newly appointed staff, whether in Boards or management into the peculiar public sector doctrines, ethics, ethos and practices.

It is anticipated that the training will enhance positive attitude, motives and interests, aligning the officer's jobs with the nation's interests. Given the centrality of public service in a country, induction becomes the maiden course public officers

have to undergo, especially at their formative stages, imparting the necessary habits and making them aware of their purpose in public service and the expectations of their organizations.

Proper induction has been known to ensure operational efficiency, reduce employee turnover, be cost efficient in regard to finances and time, and establish good communication by providing adequate information as well as

creating a decent corporate culture amongst employees.

On the flip side, organizations that choose not to conduct induction for their new employees suffer the risk of poor performance and low productivity, due to unpreparedness of the staff whose perception of the organization may be skewed. They may feel disengaged leading to financial difficulty because rehiring takes time and resources. Moreover, a high degree of turnover negatively affects the

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Banking on Fine Induction for Best Results



PS State Department for Correctional Services, Ms. Mary Muthoni Muriuki plants a commemorative tree at the closing of the blended Induction Program for the new employees of the Probation and After Care Services (PACS). The program was conducted at the Baringo Campus.

reputation of a place.

For these reasons, the Director of Probation and After Care Services (PACS), preferred to have a polymorphous induction program to initiate its recruits. This program was conducted at the Kenya School of Government with an objective to enhance the capacity of the officers and bridge the challenge of striking a balance between the rights of the offender and the rights of victims through a unique program.

The collaboration between the School and Probation Department supported by United Nations Office on Drugs and Crime (UNODC) and the European Union (EU) recommended blended training in the learning process; participants would learn in person at the School and also have components of virtually learning with the aid of modern technology.

Since the rollout of the blended induction program, two hundred and thirty probation officers have successfully undergone the training at

the School Campuses in Baringo and Mombasa, with plans underway to employ an additional 400 probation officers.

The training comes amidst myriad reforms in criminal justice aimed at restoring public confidence and providing a safe and secure environment for the Kenyan people. The graduates enter the criminal justice sector when the crime has escalated with complexity and emerging trends in cybercrime and violent extremism. The country cannot downplay their role in supervising offenders into law-abiding citizens, lest the work done by all other criminal justice agencies becomes fruitless when offenders revert to crime.

Last week, Friday, February 17, 2023, the Principal Secretary in the State Department for Correctional Services, Mary Muthoni Muriuki, HSC, closed the program at the Baringo Campus.

The PS gave assurance that the government gives prominence on

community corrections and aftercare services, as no criminal justice system can be complete without correcting offenders.

"As the interface between the justice system and the community, you must ensure a just, safe, secure and crime-free society. As professionals in criminal justice administration, you are expected to plan strategies of managing and controlling offenders to deter re-commissioning of crime and provide a safe environment for all," she said.

Dr. Solomon Letangule, then Director KSG Baringo Campus, recounted his formative stage of service as a probation officer. "I realized that the Probation Office performs a vital service in the administration of justice, a key function in establishing social stability in society," he said.

He urged the officers to continually develop their awareness and competencies through fora, policy and practice guidelines, and tapping from the wealth of experience of other Probation Officers.

Elsewhere; County Executive Committee members and the Chief Officers of the Kitui County Government attended their Induction Program at the School in Lower Kabete to facilitate their service to their county residents.

Kitui County Governor, Dr. Julius Malombe, underscored the role of leaders in making certain that new and appropriate knowledge is transferred to the workplace. It should be knowledge that inspires others. "Leadership is not solely defined by the title or position one holds, but rather by the positive impact one will make on the people they lead and bringing about development for the betterment of the community."

Aspects of the training include Public Participation under County Government, Transformational Leadership, Policy Formulation and Implementation in Kenya and County Public Finance and Resource Stewardship.

Compiled by Douglas Mochama and Faith Musoga

Countering Violent Extremism beyond Military Intervention

Last week, Obed Nyangena and Beth Muigai elucidated on the rising cases of lawlessness in some parts of Kenya and underscored some plausible causes for the disruption to harmony in the community.

Part two illustrates the influence that instigates extremism in the counties and border points adversely afflicting the whole country. It also recommends unique mediation efforts by appealing to hearts and minds of all to counter banditry, conflicts and other forms of violent extremism.

Violent extremism and terrorism financing

Various lines of literature observe that spates of conflicts reported across the country and the region thrive squarely because they are aided by individuals or groups who organize, fund and reward for the atrocities that are committed by perpetrators.

Regrettably, it has been ensconced that some politicians and local traders aid violent extremism and terrorism and are unperturbed to support ongoing efforts to silence guns. They lead undercover administrations that hibernate to marshal resources that finance violent extremism and radicalization activities that instigate raids and also protect the unruly youth who are exploited to carry out these activities. Raids and attacks are monitored; gains are accumulated and perpetrators are rewarded by sharing the spoils.

Considering that the majority of these worrying areas lie along border points, it is difficult to discount external influence on local catastrophes. Borders have been known to fuel the arms race; they also provide a ready market for stolen herds and vents of escape for criminals. If the Bible is anything to go by, it is very convenient to conclude that the Garden of Eden was a tranquil ecosystem until an external actor in form of a serpent invaded.

The continued quest for intervention

There is no silver bullet to ending the vicious cycle of violence and terrorism radicalization. Unless the problem is addressed by attending to the root causes, there will be perpetuity. We are all affected, directly or indirectly, and therefore, we must resolutely work together to heal wounds at the war front.

Support needed in eradicating this brutality extends beyond using social media platforms that have been used for recruitment, planning or scheming and using them to enable behavior-change campaigns, instead. Shockingly, social media platforms such as vlogs are also providing space on using Improvised Explosive Devices to cause mayhem. Relevant agencies should consider employing appropriate technology to detect and deter the destructive use of social media. Surveillance of this nature may border on personal data infringement. Intervention must therefore be done in consideration of the existing laws, the scale of the problem the country faces and striking a balance to foster secure and sustainable communities.

In conflict-prone zone of Northern Kenya that has involved routine raids, Radio Frequency Identification Devices (RFID) can be used to monitor the movement of cattle. RFID is a secure technology that entails insertion of a geo-locating device into the reticulum of an animal using a bolus gun. This would demand local support – considering how fast stolen cattle are transported and slaughtered.

Disarmament efforts in the North require backup from all quarters. However, this must employ humanistic, investigative and prosecutorial approaches, for the process to achieve desirable results. Through the long-term,

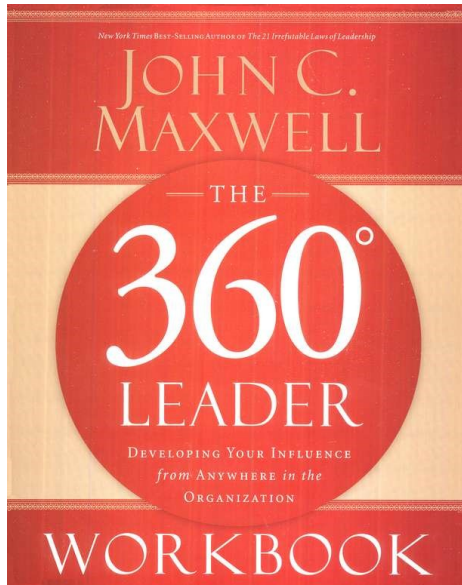
intercommunal dialogue, capacity building and use of Preventive Development Solutions (PDS) may provide a new layer for the much-needed resilient-building efforts, which will have power to foster social justice.

PDS means intervention involving youth through games and sports, not used for malicious ends but as a pathway for de-radicalization. This must be accompanied by cultural reorientation efforts through sharing and exchanging of values. Aware of problems that her people face at the local level, Tegla Chepkite Loroupe, a Kenyan long-distance track and road runner conducts annual peace races in West Pokot. Such endeavors should be embraced, supported, up-scaled and locals encouraged to tap into education as a long-term solution.

School-going children in affected areas must be mapped, provided with unique personal identifiers, aliquoted and preferably lower enrollment entry and transition grades applied to boost acquisition of skills and retention in school in near-empty classrooms. This will help equalize for missed opportunities, in consideration of the remote nature of the affected zones. In addition, PDS must ensure a calculated, infusion of modern pedagogical models like those fronted by CNN hero – Nelly Cheboi (Kosi) who is supporting communities with computer-based skills.

Lastly, social media data mining can provide intelligent cues about the state of security in the country, with particular foci to affected areas. Social media users provide intel on the thoughts and plans, of those involved in terrorism, enabling early mitigation. Handles or hashtags can be used to fish text data which is fed into an analytical tool for investigation. Deep analysis can provide insights about where users are tweeting from, defeating Virtual Private Network (VPN) walls and creating just communities.

To be entrusted with leadership; Do your bit well



BY DOUGLAS MOCHAMA

Have you ever wondered why some leaders perform their leadership duties without displaying flaws while for some, their weaknesses are rather loud? What do transformational leaders do to ensure that their abilities for governing their followers as well as resources are a going concern? Can anyone who wants to be an outstanding leader discover the secret of leading?

This week we give you a glimpse of the third section of THE 360° LEADER by JOHN C. MAXWELL, an American author

and speaker who has written many books on the art of leadership.

Maxwell, in this section, recommends nine principles that can be learned for one to lead up. These are leading yourself exceptionally well, lightening your leader's load, being willing to do what others won't, and doing more. He adds that those aspiring to learn the matrices of leadership should invest in relational chemistry, manage time, and know when to push and when to back off. Apart from that, effective team contribution and continuous self-improvement enhance leadership abilities, according to Maxwell.

In this section, Maxwell describes 360-Degree Leaders as weather forecasters. According to him, these leaders can read the atmosphere of their workplaces.

The author gives a story about the actions of Vice President George H. W. Bush on the day President Ronald Reagan was shot in 1981. Reagan was in surgery and Bush was the acting executive

of the country, but he deliberately backed off to avoid appearing as if he was challenging or displacing the President. One way Bush decided not to challenge his boss was when he refused to land on the south lawn at the White House, as it was traditionally the landing place for the President. When Bush presided over an emergency cabinet meeting, he sat in his usual seat, not in the President's. He did all to respect the President until he recovered and resumed his duties. Bush was content to stay in the background, serving his leader and his country—until the time was right and the American people elected him their leader.

Maxwell, in this section, is asking those aspiring to lead to first commit to the job given to them, do their best and derive satisfaction without expecting repayment or progression. They stand to be noticed by someone of influence because of their efforts and concentration and may be entrusted with leadership.

Next week we explore Section IV of the book detailing the principles 360-Degree leadership practice to lead across, according to the author.

Esther Ayodo: A Success Story



Ms. Esther Ayodo of the Kenya School of Government, Mombasa Campus.

Esther Ayodo's journey at the Kenya School of Government (KSG) has been quite remarkable. The trajectory of her career shows her starting out at the School's Admissions Office and shortly after, moving to the Customer Care Section, and now, after earning her Master's degree in December 2022, she has been inducted as a member of faculty.

She joined KSG with a desire to make a difference in people's lives by imparting knowledge that would help them in their careers. At the Admissions Office, Esther was responsible for corresponding with clients concerning programs conducted at the School and helping them navigate the application process to the point of registration upon receiving all the documents required to participate in programs at the School.

A few years on, she moved to the Customer Care desk, where she endeavored to have the needs of clients

promptly and efficiently met and she quickly became known for her outstanding communication abilities, attention to detail, and her gift to resolve issues commendably.

Her ambition led her to pursue a master's degree that would complement her skills and experience and in December, she successfully completed her program. Esther is now a member of faculty at KSG, where she joins the team that is responsible for enhancing the learning experience by imparting appropriate knowledge with rich practical experience in public sector leadership and management.

In an interview with Glenn Lumiti, this is what she has to say:

What are your strengths and weaknesses?

One of my strong points happens to be communication and presentation skills; an earlier teaching job at the Technical University of Mombasa helped me build confidence to address large groups of students in a classroom setting and build good relations with fellow officers.

I strongly believe in efficient delivery and making certain that goals and targets set for any job, regardless of the industry, are met; perhaps exposing my low tolerance for non-delivery. While this drive to achieve results can be a strength, in some situations, it can be viewed as a weakness; when it leads to excessive pressure or unrealistic expectations for myself and others.

What genre of books do you prefer?

I am an avid reader. I enjoy literature on leadership, marketing, and motivation which I find very informative and inspiring. Reading helps expand my knowledge and understanding of the world, something I value greatly. It also helps me stay current with the trends and best practices in my field.

What does a typical day for you look like?

My day begins with some devotion, exercise, and listening to motivational speakers. Once at the School, I check emails that require urgent response. I would also spend time interacting with clients on programs offered at the School, or giving directions for further assistance as necessary. Additionally, I facilitate in some programs particularly; Supervisory Skills Development and Customer Care Skills Development. My days are typically quite busy and varied but I appreciate the challenge of balancing the different tasks and responsibilities.

Tell us about the projects which made a mark of your talent when you began working at KSG?

One project that I am particularly pleased about is revision of the pricing policy for the Mombasa Campus. We conducted extensive market research and analyzed the findings that informed the prices that matched the standards, reputation, and location of the Campus. A project that allowed me to utilize my analytical and research skills, as well as my creativity and business

Esther Ayodo: A Success Story

acumen, to make a tangible impact on the school's operations and services.

How do you handle unexpected issues in the workplace?

Emotional intelligence is critical, as well striving to maintain a positive attitude which I endeavor to have. By staying level-headed and focused I am better able to avoid overreacting, overanalyzing or getting overwhelmed by the situation at hand. Communicating with my colleagues and superiors, keeping them informed of the situation and working collaboratively to find a solution has proved to be helpful. Problem-solving skills are essential to handle unexpected issues in the workplace.

How would you rate your communication skills?

Impeccable communication skills are an essential part of my job and therefore building my competencies in the field has helped me to be eloquent, express my ideas and thoughts, and to do good class instruction. I take pride in these abilities that have also served in building strong and valuable connections. Continuous learning is a requirement if I am to keep up with the ever evolving trends and dynamic approaches in the field of communication.

What are your short term career goals?

I see myself having extensively developed my expertise at the School. I am excited about the opportunities for professional development and

advancement that KSG offers enabling its officers to make meaningful contribution to the School and the Public Service. Over the next few years, I hope to take on increasingly challenging and impactful roles within the organization and for the people we serve- locally, regionally and internationally.

Do you consider yourself a team player?

Yes, I am a team player; I have been involved in many projects with colleagues in and out of Campus. Collaboration, sharing of ideas, and supporting each other as members of a team has taught me the value of solidarity and synergy and has been a motivating factor in accomplishing assignments.

How has your professional growth been like in the public service, specifically at the School?

I would describe my professional growth at the School as rewarding; I have had the opportunity to learn and develop new skills, and to take on exciting responsibilities. One of the

key milestones has been the attainment of professional certification in the Senior Management Course, which helped me deepen my knowledge of public sector management and leadership; and also positioned me for career advancement. Additionally, I have had the privilege of working with a diverse and talented team of colleagues, who have provided valuable mentorship and support.

What part of your work has given you the greatest feeling of achievement and satisfaction?

Teaching has given me the greatest feeling of achievement and satisfaction. Whether I am teaching a class, coordinating a workshop, or mentoring an individual, I always get a sense of contentment and accomplishment when I see the impact of my work on others. There is no greater feeling than knowing that I have played a role in helping someone else achieve their goals and realize their potential, and this keeps me motivated and passionate about my work every day.



Ms. Ayodo in her role as Communications facilitator at the Mombasa Campus.

Ogopa's Winning Streak Halted by the Soldiers



Ogopa FC's mid-fielder, Kevin Maina, dribbles past a Thunderbird player at a recent game at the Approved Grounds.

BY BRIAN OLOO

A heartbreaking moment for Ogopa FC after they had a barren draw with Thunderbird F.C. in a much-anticipated match held at the Approved Grounds despite their dominance across the match, on Sunday, February 19 2023. The match did not quench the thirst of Ogopas' diehards thronging the field anticipating a win, but the soldiers carried the day. The Scholars were confidently looking to brush the soldiers aside to extend their match-winning streak to 3 wins, in a row, after having beaten Thunderbirds F.C 2:0 in the previous season.

Despite having over 70% of the possession, the soldiers' defensive formation of 5:3:2 offered little chance to the confident and enterprising wingers. The sleek and slippery of Ogopa's Douglas Mbugua and the directness of Daniel Ekai were thwarted by doubling up of Soldiers' fullbacks and wingers.

Except for a defensive switch that saw Antony Mwanjala replace Mohamed Rinel, Ogopa's Coach Wise kept the lineup from the previous game. As his custom, the coach went with a 4-3-3 formation aimed at scoring goals. The scholars started strong, snatching stray balls and wreaking havoc on the

Soldiers' defensive line. The most noteworthy tactical development of the match was the 5-1-3-1 midblock that Thunderbirds F.C. adopted to stop the Scholars' wing play and penetration.

The home team continued to apply pressure on the ball were it not for Ogopa's Daniel Ekai cutting in on the right before drilling the ball wide of the post.

Ogopa's play confined in the final third with a spectacular defensive displayed by the Soldiers as the opening half ended with the game level at 0:0.

When play resumed, Ogopa proceeded to test the soldier's defences with deft passing and dribbling. Another golden opportunity was wasted, exposing Ogopa's lack of a decisive edge in the final third. When Daniel Ekai had a breakaway opportunity against Thunderbird's shot-stopper, he squandered it.

The Thunderbirds' manager shook up his lineup to improve defence and salvage a draw. His effort almost bore fruit as Ogopa's Evans Liyala made a crucial error in the 82nd minute, allowing Thunderbird's striker to get a shot on goal. Fortunately for the team, the Thunderbird strike slipped and

missed the open net allowing Evans to recover and clear the ball.

As Ogopa looked for an edge in the game, they made lineup changes to give themselves a cutting edge. Collins Mkauta, who had missed the last two games, returned to take the position of Daniel Ekai, with John Maina replacing Kevin Odhiambo. The possibilities gave the squad fresh energy as they continued to pile pressure. Looking to get a point, the soldiers resorted to time-wasting tactics to the chagrin of Ogopa's coaching staff and the spectators. The game ended at 0:0.

The Scholars Schooled by Mwiki United

In another match staged last weekend, Ogopa were walloped 5:2 by perennial campaigners Mwiki United in a game marred by controversial decisions by the match official and rowdy fans. Ogopa were hoping to put the previous weekend barren against Thunderbird when they travelled to face Mwiki United but they came second best in every duel. Mwiki United began the match with two quick-fire goals in the first ten minutes before the Scholars could settle in the game through Jemo and Totti. Ogopa responded before the end of the first half with a well-taken goal by Evans Liyala after a scramble in the Mwiki penalty box area.

The second half started the same way as the first, with Ogopa wasting time and space by giving the ball away in potentially dangerous spots. The scholars' frustration grew as the assistant ref failed to make offside calls. Mwiki United fans periodically and illegally entered the playing field, slowing the game and disrupting Ogopa's flow. Mwiki capitalized on this with two more goals to make the game 4:1. The goal of the match was scored by Ogopa's Douglas Mbugua, who took the matter into his own hands and went on a mazy before expertly hitting the back of the net in the 88th minute. Ogopa's hopes of getting back into the match were quickly subdued after Jemo of Mwiki United scored straight from the restart to make it 5:2.

The Scholars have garnered 7 points from their first four games of the season and will be looking to increase their tally when they face Spitfire F.C. home this coming weekend.

Weekly Activities in Summary



The Board of Directors of the Kenya Industrial Property Institute participated in the Induction Program at the Mombasa Campus that is designed to furnish the Board with knowledge on key areas relating to their roles in steering the Institute towards its vision. Director Finance and Administration, Prof. Nura Mohamed, awarded certificates to the participants upon successful completion of the program.



KSG Mombasa Campus Director Dr. Tom Wanyama presides over the graduation ceremony of officers in various programs at the Campus. The Strategic Leadership Development Program, Public Relations and Customer Care, and the Retirement Planning course participants were drawn from across National and County governments as well as the private sector.



Empowering women to lead for impact and transformation; the Executive Women Leadership Course participants with their facilitators. The training is an initiative of the Margaret Kenyatta Institute for Gender and Social Development.

Weekly Activities



Participants of the Strategic Leadership Development Program with their facilitator, Mr. Pharis Ndwiga engage in a session at the Baringo Campus on Nurturing and Unleashing the Potential of Juniors. SLDP is recommended for officers in leadership and policy making roles.



eLearning and Development Institute Director Eng. Joseph Ndung'u at a workshop on transition of Unified Human Resource Information Systems from Integrated Personnel Payroll Database at Lower Kabete.



The Kenya Marine Fisheries and Socio-Economic Development (KEMFSED) project members at a workshop at the Matuga Campus. The project runs in five counties along the Kenyan Coast with an objective to strengthen marine fisheries, promote investments and eventually improve livelihoods at the coastal communities. The project is under the State Department for Blue Economy and Fisheries, with support from the World Bank.



The Security Management Institute at KSG has been instrumental in training of VIP security. The VIP Protection Course is aimed at heightening security and empowering officials working with persons in society who face unique security challenges and risk. Here, participants attending the week-long course undergo a practical session, with instruction from experts in the field.

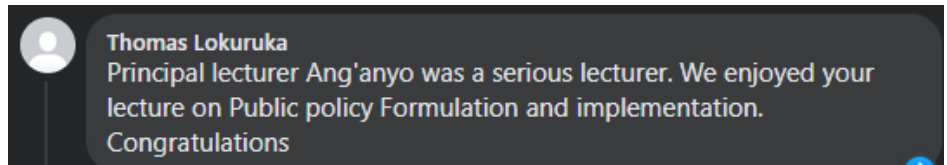
Leadership Lesson

A leader is one who knows the way, goes the way, and shows the way.

The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

— Jim Rohn, entrepreneur, author and motivational speaker

Have Your Say



Humor of the week

When you wake up and check your phone to see how much longer you can sleep, but its right before your alarm rings



Quote of the Week

“Leadership should be more participative than directive, more enabling than performing.”

— Mary D. Poole, author

Baringo Campus

Strategic Leadership Development Program	20th February – 31st March, 2023
Senior Management Course	6th February – 3rd March, 2023
Senior Management Course (Online)	20th February – 14th April, 2023
Public Relations and Customer Care Course	20th February – 3rd March, 2023
Supervisory Development Skills Course	20th February – 3rd March, 2023
Ossen Girls (workshop)	27th - 28th February, 2023
Senior Management Course	6th – 31st March, 2023
Pre- Retirement Course (KENGEN)	6th- 10 March, 2023
Public Relations and Customer Care Course	6th – 17th March, 2023
Supervisory Development Skills Course	6th – 17th March, 2023
Beyond Zero (workshop)	6th March, 2023

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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
Essential Computer Skills	6th February - 3rd March, 2023
Senior Management Course No.184/2023	13th February- 10th March, 2023
Senior Management Course No.185 /2023	13th February - 7th April, 2023
Essential Computer Skills	20th February - 17th March, 2023
Management Skills Course	13th February - 10th March, 2023
Supervisory Skills Development Course No. 87/2023	16th -27th February , 2023

Matuga Campus

Senior Management Course N0. 114/2023	13th February-10th March,2023
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Mombasa Campus

Strategic Leadership Development Program	23rd January - 3rd March, 2023
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
Strategic Leadership Development Program No. 345 /2023	20th February – 31st March, 2023
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
Strategic Leadership Development Program No. 345 /2023	20th February – 31st March, 2023

Lower Kabete

Agriculture and Food Authority	28th February. - 3rd March, 2023
Strategic Leadership Development Programme .No. 346 /2023	20th February – 28th April, 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
Induction Program for Public Sector Boards (Northern Water Works Development Agency)	27th February-1st March, 2023
Induction Program for Public Sector Boards (Kenya Revenue Authority)	1st March- 3rd March 2023
Workshop (Kenya Re)	1st -3rd March, 2023
Office of Data Protection	2nd - 14th March, 2023
Workshop (KEMRI)	2nd -3rd March 2023
State Department of Public Service	28th February, 2023
Workshop (Kenya National Commission of UNESCO)	1st March, 2023
Workshop (State Department for Gender)	3rd March, 2023



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