

KSG Campuses

- Baringo
- Embu
- Matuga
- Mombasa

Institutes

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

KSG Centres of Excellence

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

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At the Steering Wheel of KSG's Council



Ms. Njoki Kahiga, OGW, (Right) Chairperson of the Council, Kenya School of Government and Ms. Linnet Mirahane, Independent Member of the Council.

BY FAITH MUSOGA

The Council of any organization plays a strategic role in the growth and success of the institution by providing institutional direction, establishing policy-based governance systems, exploring, monitoring, and advising on investment strategies. Further, the

Council is responsible for monitoring the execution of the organization's Strategic Plan.

Similarly, the Kenya School of Government has a Council that provides policy guidance, and financial oversight, and approves and oversees strategy in partnership with management among other roles. The Council comprises members

drawn from Government Ministries with significant stakeholder interests in the School, Constitutional and other institutions as well as renowned private sector leaders.

Since its establishment in 2012, the School has had three (3) Councils; First Council from 2012 to 2015, Second Council from 2015 to 2018, and the Third Council from 2018 - 2022. The Fourth Council has been appointed in 2022 as follows:

At the Steering Wheel of KSG's Council

Ms. Njoki Kahiga, OGW, Chairperson

Mr. Denis Mutahi, Member representing Principal Secretary State Department for Public Service

Mr. Micah Origa, Member representing Principal Secretary National Treasury

Dr. Ruth Agesa, Member representing Principal Secretary

State Department for University Education and Research

Mr. Joseph Musyoki, Member representing Secretary to Commission for University Education

Ms. Gatwiri Kirimi, Independent Member

Ms. Linnet Mirehane; Independent Member

Mr. Charles Tirok, Co-opted Member

Prof. Michael Lokoruka, Ph.D., EBS, Co-opted Member

Kenya School of Government introduces the new Chairperson of the Fourth Council; Commissioner Njoki Kahiga (OGW) and Independent Member, Ms. Linnet Mirehane:



Commissioner Njoki Kahiga (OGW),
Chairperson KSG Council

Commissioner Njoki Kahiga is a seasoned public officer with a rich career spanning over 30 years in various leadership levels through to the position of Ag. Permanent Secretary in the then Ministry of State for Public Service. She brings to the Kenya School of Government (KSG) a wealth of experience and expertise in Public Service Management and Governance.

Commissioner Kahiga is no stranger to the School; she chaired the Committee that developed

the strategy that saw the transition of the Kenya Institute of Administration and Government Training Institutes (GTIs) to KSG, in line with the aspirations of Kenya Vision 2030. In the then Ministry of State for Public Service, she is credited with overseeing the massive upgrading of infrastructure at the GTIs in preparation for the transition.

Upon leaving the Civil Service, she was appointed Commissioner at the Kenya Law Reform Commission where she served as Chairperson of Finance and Administration Committee. In 2019, Ms. Kahiga was appointed Chairperson of the Women Enterprise Fund, an Affirmative Action Fund mandated to provide subsidized credit to Kenyan women.

Commissioner Kahiga holds a Master of Science in Human Resource Management from the University of Salford, UK; Bachelor of Education, University of Nairobi; one-year advanced Management programme jointly organized by Strathmore Business School and IESE Business School of Navara University in Barcelona.

Njoki is proficient in Corporate Governance and has served as Board and Council member in several public service institutions. She is also a certified professional mediator and Honorary Fellow of Institute of Certified Public Secretaries of Kenya (ICPSK), Fellow of Kenya Institute of Management (KIM) and Committee member of Association of Professional Societies of East Africa (APSEA).

At the Steering Wheel of KSG's Council

Ms. Linnet Mirehane currently serves as a Non-Executive Director of the National Bank of Kenya (NBK), a position she has held since 2015. During this period she has served as Chairperson of NBK Bancassurance Intermediary Limited, Chairperson of the Board Risk Committee, and a Member of the Board Credit Committee. She has also served as the Chairperson of the NBK Staff Pension Fund.

Earlier, Mirehane worked with the Teachers Service Commission as a high school teacher. She is also a Trainer of Trainers in Leadership and a Certified Professional Mediator and has credible experience in designing, implementing, and managing of programs in areas of good governance, gender, human rights, and democracy, having worked with Civil Societies and educational institutions.

Ms. Mirehane holds the Bachelor of Education



degree from Kenyatta University and a Diploma in Management of Non-Governmental Organizations (NGO) from the Kenya Institute of Management.

She has attended courses in finance, risk, and Board affairs both locally

and internationally, and is a member of the Institute of Directors, Insurance Institute of Kenya, Women on Boards Network, and Suluhu Mediation Centre.

The new member brings on board a wealth of experience from her corporate and public sector background.



Kenya School of Government

Empowering the Public Service

Management Course for Office Administrators (Formerly Secretarial Management Training)

Date:

October 3–28, 2022

Campus:

Embu

Cost:

Non-Residential - KSh.74,240

Residential - KSh. 116,400



Email: admissions.embu@ksg.ac.ke | Call: 0792718171



Trust in Public Institutions key to Social Cohesion

BY EPHLINE OKOTH

High levels of trust in established public institutions makes it easier for the citizens to articulate their demands and grievances to the concerned parties. This allows public institutions to not only satisfy the needs of the citizenry, but to uphold the rule of law over constant conflict management.

However, seemingly, there has been a decline in public trust in government institutions owing to, among other reasons, key institutions not meeting the expectations of the people and not responding to the concerns of citizens, apart from public officers not displaying the required competence to deliver on their prescribed roles.

Through a paper titled The Nexus between Trust, Social Cohesion and Integration which was presented at the International Association of Schools and Institutes of Administration (IASIA) Conference in Morocco, delegates discerned that the apparent inconsistent nature of service delivery by government institutions is a concern for many citizens thereby leading to lack of trust in key institutions.

The Paper by Dr. Skitter Ocharo, Chief Executive Officer of the National Cohesion and Integration Commission and Dr. Rachel Ngesa, Kenya School of Government Director Learning and Development looked at enhancing trust and equality through the inclusion of minority and marginalized groups. It articulated that improving public trust in government institutions is a requirement for sound governance and successful implementation of well-articulated public policies.

The authors place confidence in strengthening the capacity of the public

service and building capacity of public institutions as a sustainable approach in rebuilding the dwindling public trust.

This, according to the duo, can be achieved if public institutions beat the silo mentality and embrace collaboration in working towards addressing the ever evolving needs of the citizenry. By working together, public institutions are able to share information and expertise in areas of concern, all for the benefit of the citizens.

The paper places emphasis on protection of the citizens by the government by dealing with inept service delivery.

“Rebuilding trust is imperative for governments to deliver on their various mandates and protect its citizens. To deal with inept service delivery, governments not only need to strengthen devolution but firmly deal with ills that frustrate effective service delivery such as corruption by putting in place laws, institutions and mechanisms,” the paper recommends.

Similarly, to build trust in public institutions, it is important for Government and public servants to uphold equitability in the provision and distribution of services. This will

“Rebuilding trust is imperative for governments to deliver on their various mandates and protect its citizens”.

The paper

rid the citizens of the fear and feeling of being biased against and being excluded.

Further, open communication channels stood out as a major foundation of the social contract between the government and the citizens as it enhances focus on matters relating to the needs of the citizens.

“The government ought to open up communication channels including through the digital space to ensure the public is aware of the initiatives it is undertaking. Information should be provided in a timely and comprehensible manner, while encouraging participation by citizens at all levels of decision making,” the paper read in part.

The paper equally highlights the need for governments to review the performance management systems for them to be in tandem with the needs of the citizenry. It also focuses on the need by duty bearers to work towards increasing trustworthiness among the citizens.

“Both the government and the duty bearers of these institutions must work to increase perceptions of its trustworthiness. Mistrust creates a vicious cycle as lack of trust in the government leads to unwillingness to pay taxes by the citizenry which further hinders provisions of public services.”

The Conference in Morocco was organized by the International Association of Schools and Institutes of Administration, United Cities and Local Governments of Africa and African Local Government Academy with the theme “Implementing and Promoting Effective Governance Principles to Leave No One, No Place Behind”. It focused discussions on areas such as effectiveness, accountability, and inclusiveness.

Exploit available resources efficiently, urges Dr. Wanyama

BY GLENN LUMITI

The manner in which public resources are utilized by public officers as they perform their responsibilities attracts discussion in the public domain, some drawing criticism from citizens; the beneficiaries of the services rendered.

Understandably, it is the duty of public officers to make maximum use of available resources, managing them well to realize their intended results. Unless public officers effectively manage these resources to improve services and the life and welfare of citizens, public trust in government officers will dwindle.

These were the remarks of KSG Mombasa Campus Director, Dr. Tom Wanyama who is convinced that government officers ought to embrace a people-centered approach to service delivery which ensures that available resources are put to the best use, in a manner that reflects

the agenda of the government towards benefiting the people.

"A people-friendly organization yields trust from the public. I believe that the program has adequately equipped you to lead organizations appropriately. Always ensure that your decision-making process is sufficient and tied to national values and appropriate resource utilization. We want a public service whose foundation and pillars are values that promote cohesion, discipline and social justice for all," he surmised.

In his address to public officers drawn from various public institutions at Mombasa Campus, Director Wanyama urged them to use their positions to make decisions that benefit Kenyans. The officers convened at the Campus to undergo various capacity development programs meant to expand their knowledge and increase their competence professionally.

According to Dr. Wanyama, delivering expected results

requires officers who are skilled, knowledgeable, and with relevant competencies. He believes that training is a tool to mold employees into being productive in their various lines of duty.

Training offered by KSG, he says, is not only a tool for gaining knowledge but also a bridge for instilling strategic skills for all public servants. Officers elevate their prowess and become vibrant by successfully taking control and delivering their mandate. Besides, the competencies gained, the outcome helps them overcome any challenge in their course of duty.

He pointed out that effective service delivery is paramount, and that should be the only song they align to. Through effective delivery, the confidence and experience of the officers would automatically grow.



Dr. Tom Wanyama hands over the trophy to the winning team during the closing ceremony of various courses held at KSG Mombasa Campus

Letangule: Let's accord citizens the respect due

BY DOUGLAS MOCHAMA

We cannot improve the well-being of citizens as long as a state of lethargy continues to manifest when employees report to work late, treat customers as if they are beggars, and indulge in politicking perpetually, among other tendencies - a situation leading to unresponsiveness and blatant ignorance of the needs of the citizens.

To defeat the vices that hamper service delivery, the Kenya School of Government Baringo Campus Director, Dr. Solomon Letangule, urges government officers at all levels to genuinely dedicate their energies to the envisaged targets.

The Director explained that the government is the highest of all institutions solely formed for the accomplishment of human development.

Speaking at the closing ceremony of the Strategic Leadership Development Program (SLDP) Dr. Letangule noted that the exclusive search for personal goals contradicts

the pursuit of public good and social well-being, hence the need to reverse the trend.

"Do not make the public feel you are doing a favor to them. You must serve them religiously. Even as you do this, derive joy and accord them the respect they deserve.

"As long as you keep treating your customers as a nuisance, you cannot be a reliable officer. Remember you are responsible for their welfare on behalf of the government," said Dr. Letangule.

Citing that the government creates an enabling environment for growth and service delivery, Dr. Letangule urges commitment amongst public servants. He called for total rejection of the status quo seeking change adaptation among public servants to give customers a remarkable experience whenever they seek services from public institutions.

"It is my appeal to all of you to do whatever is within your means and ensure citizens receive their rightful services. Your mind should be alive to the fact that the work you are doing

matters, and in the end, citizens draw meaning from the help offered and the service rendered."

He went ahead: "Your extra hours of duty may leave you tired at times, but keep up the enthusiasm and serve the next customer," Dr. Letangule advised.

He further commended public officers who work behind the scenes to ensure frontline officers are supported to continue offering better services to mwananchi.

The SLDP is rich high-level training offered by the School through classroom learning, work-based assignment, development, and presentation of position papers, culminating in weeklong practical exposure to real situations at the workplace through experiential learning. The program affords the participants a chance to generate solutions to challenges of service delivery.

Mr. Kipkorir Changwony, a participant in the SLDP, thanked the School for living true to its mandate of empowering the public service, an outcome he says leads to the adoption of professional standards as demonstrated by graduates of the School.

"This program teaches you to realize that you are a government official who should be mission ready. It teaches one to project courtesy and show enthusiasm when we serve our fellow citizens."

Ms. Fridah Limo, an administrative officer at Baringo County Government, said, "We are living in a competitive world where everything is moving at a cruising speed. It is necessary, therefore, to keep abreast with the new changes that manifest by learning continuously to sustain quality standards in service delivery. I take home valuable lessons courtesy of this diverse program."



Participants of SLDP No. 319/2022 at Baringo Campus partake in a host of leadership outdoor exercises during the values and character module of the program.

Njoroge: I took part in establishment of KSG Museum

Kicking off his public service career at the Ministry of Health in 1985 as a telephone Operator, Mr. Albert Njoroge has risen up the career ladder, attributing it not only to his commitment and resilience but to the well-timed support received from the organization and dedicated colleagues.

Mr. Njoroge joined the then Kenya Institute of Administration, now Kenya School of Government from the Ministry of Health in July 1990. He was deployed as a telephone operator, a position he held for five (5) years and was later re-designated to a clerical officer deployed to the Registry Section of the School.

Mr. Njoroge welcomed his promotion to the position of Senior Clerical Officer in 2000 having passed the Proficiency Examination for Clerical Officers. Without hard work and determination, he says, he could not have realized this milestone. In 2003, he became a Records Officer, a position he holds to date.

As he peeks into his retirement that is to come in 2025, Bulletin Writer Sharon Ngina conversed with Mr. Njoroge about his career journey and his forward plans upon exiting active service.

What does your job entail?

I am a Records Officer at the School attached to the Registry Section of Lower Kabete. I am responsible for the management of records in terms of processing, storage, retrieval, maintenance, security and dissemination of information. Dealing with the records and information at the registry requires high levels of confidentiality and

information management skills.

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

I have had a good run in the public service where I have grown personally and professionally. I joined the then Kenya Institute of Administration with little knowledge of the public service and the profession which I later worked in. Seeing my potential, I got sponsorship by the Institute to attend Diploma in Records Management at the Kenya Polytechnic in 2002. Besides the Diploma Program, I decided to learn computer packages and the knowledge which I acquired from these two trainings helped me operate smoothly in my workstation and deliver on my responsibilities. I must say that the support of the organization to attend the Diploma Program propelled me into the work of the public service.

Later in 2010, the Institute saw the need to document its history and showcase it for visitors to see and learn from. I, therefore, joined the National Museum of Kenya for a two-month practical training on how to manage a museum. Upon completion, with the help of the management, we set up the current KSG Museum which I also managed for two years.

I have attended a number of short programs that are offered by the School, knowledge that has made a great contribution in the delivery of my duties as a Records Officer. Among the in house programs that I have attended are Public Relations and Customer Care, Supervisory Management



Mr. Albert Njoroge, Records Officer at KSG Lower Kabete

Skills as well as Computer Application to Records management. These have had a direct impact not only in my line of work but in my personal interaction with people including the clients.

Apart from the professional achievement, KSG has molded me, interacting with people whose goal is to grow and help the School saw me follow in their footsteps. I did not get promoted overnight it was a series of hard work, mistakes, falling, and rising.

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

As a Records Officer, I am aware that records are an important resource that plays an integral role in meeting the goals of an organization. It gives me satisfaction to be a part of a great

Njoroge: I took part in establishment of KSG Museum

team that manages this resource which aids the School to achieve its mandate.

What is your view on retirement?

Everyone needs to slow down at some point. One needs to give others a chance to also grow in their work and experience the benefits that are derived for such work. As time goes by and one increases in age, they start getting worn out and it is at this point that you realize and appreciate that you have done your part and that you need to go rest. Retirement does not necessarily mean one will be doing nothing, instead it is a transition from professional work life to a more flexible environment where one can work and rest on

their own terms.

When you get employed, apart from investment, family and health, one should start thinking and saving for retirement too. That way, when the time comes, you have everything in place and you can now enjoy the fruits of your labor.

On the downside, the company you are used to is no longer there. These are people you have spent most of your time with, you have made a family for yourself, and not seeing them on a daily basis might be hard at first. It therefore requires prior preparation and commitment to it.

What would be your advice to the officers presently in service

and those just joining the service?

My advice is this: Work hard, be patient and exhibit a high degree of honesty and transparency in the discharge of your duties. Also, be totally committed to your work and always portray the good image of the organization whether on duty or not. Remember public trust in the organization reaps major benefits for the organization and the employees.

KSG, I can say, is one of the best employers. It comes with a lot of benefits and puts the welfare of its staff first. As an employee, make use of the resources to develop yourself and for the betterment of the institution.



Kenya School of Government
Empowering the Public Service

Executive Office Administrators Course

(Formerly Executive Secretaries Course)

Date:

October 10-28, 2022

Campus:

Lower Kabete

Cost:

Non-Residential - KSh. 56,550

Residential - KSh. 100,920



Contact: 0727 496 698 | Email: info@ksg.ac.ke | www.ksg.ac.ke

Musembi: It is not a one-man show, team matters

BY ELIAS MAKOKHA

In our publication of Vol. 11 Issue 30, dated 6 to 12 August 2022, we introduced a series of articles detailing the pitfalls of pigeonholing oneself from a challenging situation but one that may prove worth exploiting.

We have been featuring Ms. Damaris Mukui Musembi, Head of Information Technology Support at Kisii County Government who recently graduated from the Strategic Leadership Development Program (SLDP) at the Baringo Campus.

This is part three and the last of the series documenting Ms. Musembi transfer of knowledge and skills garnered from SLDP to her place of work.

One of the tasks that the Kenya School of Government took up with gusto was to develop means of impacting the minds of public servants with transformational thinking. The School continuously seeks to elicit enthusiasm and patriotism, and rekindle service delivery in the public service by training public servants at all levels, an outcome evidenced by the graduates adjusting to their workplaces with zest and shaping the direction of their organizations.

Ms. Musembi says she is now better placed to lead the ICT Support Section in Kisii County and has initiated change in this Section after attending the program. Part of her action plan was to measure progress through reflection, a strategy that has proven fruitful owing to the fact that she is able to detect challenges

whenever they manifest prompting quick and concrete corrective action.

According to her, her view of activities and projects has broadened courtesy of the outdoor leadership challenge they undertook during the experiential learning component of the Program.

"I develop solutions by thinking through, outside the box. After setting goals, I prepare a schedule and a workflow followed by systematic implementation. In addition, celebrating milestones of every successful stage has energized my team to continue with the rest of the stages. These are some of the insights from SLDP that I am building on in my service delivery," she affirmed.

Ms. Musembi has noted that it has become easier for her to introduce change in the section as she is now enlightened on how to minimize resistance by first engaging and involving the team during strategy

"I take home valuable lessons; supportive supervision and ensuring that I continuously reactivate my team to fulfill the targets."

Ms. Damaris Mukui



Ms. Damaris Mukui Musembi
Head of Information Technology
Kisii County Government

development and through implementation.

"We were taught that it is not a one-man show nor is the head of a department the Alpha and Omega," she noted.

Further, she ensures that members are motivated as the staff will enjoy doing tasks without being controlled, pushed, or supervised because of their passion for the job. On the other hand, for those that need pushing, recognition is crucial in sustaining their effort.

"From this, I take home valuable lessons; supportive supervision and ensuring that I continuously reactivate my team to fulfill the targets."

She looks forward to making good use of these skills even more once the electioneering mood abates and the County leadership reconstitutes to equip them to drive the county agenda forward.

Weekly Activities in Summary



Ministry of Public Service, Gender, Senior Citizens Affairs and Special Programmes Principal Secretary, Mrs. Mary Kimonye (Right), held a meeting at Lower Kabete Campus with Authority to Incur Expenditure (AIE) Holders of the State Department. The meeting was to brief the AIE Holders on the budget imputation process for the Financial Year 2022-2023.



KSG Deputy Director Learning and Development Dr. Rukiya Atikiya (Right) presided over the closing ceremony of Transformative Leadership Course No. 15/2022. The participants comprised Director Generals from the Ministry of Federal Affairs and Democratization, Ministry of Labor, Youth and Social Services and Ministry of Planning, Investment and Economic Development from Puntland State of Somalia.



Staff of KSG with Martin Njau at Jason's sendoff. The late Jason was son to Martin Njau, staff of KSG at the Transport Section, Administration Department, Lower Kabete. May Jason's soul Rest in Eternal Peace.

Leadership Lesson

“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

Have Your Say

4 th August 2022:			
	We are glad to be here once again for		
	our financial Reporting Seminar.		
	We are please that you accorded us this		
	opportunity to part of your community, we appreciate		
	the great hospitality we received while here		
		Prof Joseph Rotich 0729717466	
		Lanika University	

Humor of the week



Quote of the Week

“Your ideas are like diamonds... without the refining process, they are just a dirty rock, but by cutting away the impurities, they become priceless.”

Paul Kearly

Baringo Campus

Strategic Leadership Development Program	5th September - 14th October 2022
Public Relations and Customer Care	5th - 16th September 2022
Supervisory Skills Development Course	5th - 16th September 2022
Senior Management Course No.161	5th - 30th September 2022
Senior Management Course No.162	5th September - 28th October, 2022
Advanced Public Service Experiential Learning Program (KeFS)	5th - 30th September 2022
Women Challenged to Challenge (Workshop)	8th September 2022

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Embu Campus

Strategic Leadership Development Program No. 321	25th July - 16th September, 2022
Strategic Leadership Development Program No. 323	22nd August - 30th September, 2022
Supervisory Skills Development Course	5th - 16th September, 2022
Senior Management Course No.175	5th September - 25th October, 2022
Proficiency Course for Clerical Officers	5th - 16th September, 2022

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Mombasa - Kenya
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2228800, +254 41 2227105
Email: info.mombasa@ksg.ac.ke

Matuga Campus

KCEP- CRAL Workshop	6th - 8th September, 2022
Performance Improvement Course (NYS) No.1	19th - 30th September, 2022
Policy Formulation and Implementation (KYEOP) No.1	12th - 16th September, 2022
Monitoring Evaluation and Reporting (KYEOP) No.1	19th - 23rd September, 2022
Senior Management Course No.109	12th September - 7th October, 2022

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Mombasa Campus

Senior Management Course (Online) No.155	18th July-9th September, 2022
Senior Management Course No. 156	29th August- 23rd September, 2022
Strategic Leadership Development Course No.324	29th August - 7th October, 2022
AAPAM- Workshop	6th - 8th September, 2022
Nairobi City Water & Sewerage Co.	5th - 10th September, 2022
Supervisory Skills Development Course	5th - 16th September, 2022
Management Skills Course	5th - 30th September, 2022



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Lower Kabete

Strategic Leadership Development Program No. 322	15th August-23rd September, 2022
Senior Management Course No. 388	15th August-9th September, 2022
Senior Management Course No. 387	15th August-21st October, 2022
Strategic Leadership and Development Programme	22nd August- 30th September, 2022
Senior Management Course	5th-30th September, 2022
Supervisory Skills Development Course	5th-16th September, 2022
Kenya Electricity Generating Company	5th-9th September, 2022

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