

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 Environmental Governance and Climate Change

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Customer Service Week (CSW): An annually feted event in appreciation of clientele; both internal and external for their contribution to the success of organizations and industries. Customer focus is one of the core values upheld by the Kenya School of Government (KSG) and as such, we joined in the celebration of the clientage across our campuses to recognize their interaction, partnership, loyalty, and support, all of which have seen the School achieve its directive.

In keeping with the CSW theme this year: Celebrate Service #SustainingCustomerInclusion, KSG is committed to leaving no one behind. During this week, campuses conducted various activities to engage every person in attendance. Director General, Prof. Ludeki Chweya has laid emphasis on all public officers to respond to client needs with excellence, dedication, and without favour or prejudice. Services to the clients are a right and not an option.

KSG appreciates you for choosing us.

New Strategies to be in Adopted Today's Work Environment**BY LUCY MUCHOKI**

Kenya School of Government Baringo Campus Director, Dr. Solomon Letangule has

called upon heads of human resources to re-evaluate their strategies and policies in the wake of global disruptions

that continue to shape the landscape of work.

The Director notes that the uptake of Information Communication Technology (ICT) and the

New Strategies to be Adopted in Today's Work Environment



Baringo Campus Director, Dr. Solomon Letangule addressing participants of the Productivity Improvement and Measurement Course. A program that is embracing new ways of working for the current and future labor force.

entrance of the radical Generation Z have posed unique perspectives on approaches to work.

"The work norm has been 8 am- 5 pm daily save for the weekends, but technology has provided room to work beyond this schedule. Staff are telecommuting and therefore altering working habits and hours. The strategies previously adopted to evaluate performance would not apply in today's disrupted working setup," said Dr. Letangule.

He was speaking to participants of the Productivity Improvement and Measurement Training for the Public Service at Baringo Campus as he urged them to develop technical

expertise and proficiencies that will help their organizations cope with modern disruptions.

"What are the human resource practitioners doing to harness individual behaviors,

"The strategies previously adopted to evaluate performance would not apply in today's disrupted working setup."

Dr. Letangule

attitudes, and preferences of the diverse workforce? What are you doing to ensure synchronization in an organization composed of new entrants and existing staff?" He posed.

The participants noted that some of the services offered in organizations have become obsolete due to the uptake of technology hence the need to revise methods in human resource management.

They documented possible interventions to ensure a 21st-century public service where staff skills and talents are harnessed optimally for the benefit of the citizenry.

Developed collaboratively by the School, Salary Remuneration Commission and other institutions, the program intends to familiarize human resource practitioners and heads of institutions with methodologies to building a productive culture characterized by citizens receiving better services from government institutions. The latest cohort attracted participants from the Higher Education Loans Board (HELB) and the University of Eldoret.

Commending the School for mounting the program to help mitigate HR tragedies in the workplace, familiarize with factors influencing individual productivity and enhance the monitoring of productivity, the graduates pledged to implement their action plans.

PSIP Intern Appreciates KSG

BY MARY NJENGA

The Government through the Public Service Internship Programme (PSIP) has designed opportunities for graduates to acquire and develop valuable technical and professional skills, as well as work-related experience in the Public Service. This offers them a chance to build confidence, gain experience and get ahead in the job market.

Guyo Adhi, one of the PSIP Cohort 4 interns deployed at Kenya School of Government, Embu Campus at the Procurement Section shares his career journey so far. It has not been an easy path for him; shortly after completing his diploma studies, he suffered a stroke that cost him his job in the Dadaab Department of Refugees as he needed to be near his family for personalized homecare and support. In a one-on-one interview with the writer, Mr. Guyo disclosed the ups and downs experienced in his career journey.

When PSC deployed you to Kenya School of Government, what were your expectations?

As I applied for an internship opportunity, I hoped to be posted in an organization that would provide a platform to advance my experience in terms of skills, career, and social growth. I must admit that I had my fears from the previous negative labels on government organizations, but when I got to KSG, all that was proved otherwise.

How has your internship at KSG contributed to your career growth?

I am attached to the Procurement Department where the mentorship role is well-defined and offered adequately. I have gained vast experience in procurement planning

and processing, inventory management, receiving orders, tender and disposal management among others. Also, KSG is keen on training. I have undertaken two induction programs upon joining the organization; a requirement in public service hence placing me a step ahead in the job market.

How would you describe Kenya School of Government, particularly the Embu Campus?

The School of Government is a reflection of the ideal public institution. I have been to Lower Kabete and just like Embu, it has serene and well-maintained surroundings, and staff who are very hospitable and pleasant. This is an institution where I would wish to get an opportunity to work even after my internship period lapses. My main challenge with Embu is that nobody forewarned me that there is "winter", the period from July to August was extremely cold for me, having come from the North Eastern part of Kenya, this is something I have never experienced my entire life.

Some years back, you had a medical condition. How did it affect your career path?

In 2011, upon completion of my Diploma in Human Resource Management, I got employed at the Department of Refugees in Dadaab. Unfortunately, that same year I suffered a stroke which led to my present state leaving me less aggressive and less vibrant compared to what I was earlier. As a result, my career path has been a mix of both negative and positive experiences that have shaped my attitude, personality, and character. When I realized that my condition is part of me, I chose self-acceptance. This enabled me to be positive about life and whatever comes my way. That way, I believe, I



Mr. Guyo Adhi, an intern at Embu Campus, Procurement Section

can achieve my dreams though it might take longer than desired. It took me eight years to complete my undergraduate studies, but the bottom line is I did graduate with a Bachelor's degree in Business Management - Supply and Procurement option. Likewise, I am certain I will one day attain a Master's degree, though I may not be certain when. Delay is not denial.

Parting Shot

In life, nothing is difficult if you make a personal choice to be optimistic. No one is responsible for your happiness, or even misfortunes despite the circumstances. On behalf of the PSIP Cohort 4 interns, I would like to appreciate the Public Service Commission for identifying a gap and creating a solution to it. I would also like to thank KSG for offering us a 'playground' to enrich our experience for twelve months, and being the referee to guide us on being focused. The School management should strive to offer continued employee motivation to boost morale, which would result in high productivity.

The desalination plant in Mombasa is vital for freshwater supply

BY GLENN LUMITI

The Coastal Region is known for its tourist attraction sites; some of the things that people value most include the serene climate and the revitalizing breeze from the sea. Despite these features, the water in the region is salty because of the contiguity of the Indian Ocean. Yet, Kenya School of Government (KSG), Mombasa Campus has banked on this water for all its activities.

Across the globe, technological advancements have seen desalination being introduced; a process that involves salt and impurities being removed from seawater or boreholes to produce fresh water.

Mombasa Campus depends on its Desalination Plant for the

freshwater production that aids in all the services being rendered at the School. Mr. Cliff Ndubi, the man behind this plant, has been leading the desalination process, one he attests to as one of the best experiences.

“Reverse osmosis is the method used in our desalination plants. The majority of the large and minute particles are removed by pre-treatment filtration before saltwater is pumped from the borehole into the desalination plant,” he explains.

He goes on: “The osmosis process that ordinarily occurs in nature is then reversed by pressing the filtered seawater against specific membranes. Salt, bacteria, viruses, and other

contaminants are separated from the saltwater by the membranes' tiny pores. In essence, they function as tiny strainers. The amount of saltwater that enters the facility and is converted to fresh drinking water is about fifty percent. Diffusers are used to return the borehole water that has been cleaned of salt and other pollutants to the ocean, ensuring that it mixes swiftly and doesn't harm the marine ecosystem.”

Before it reaches our consumers, the desalinated water undergoes additional treatment to satisfy drinking water requirements. The School has two desalination plants that are stationed to serve the Ultramodern Complex and other buildings within the compound.

The new desalination plant at the ultramodern complex is massive as it produces 6000 liters of water per hour while the plant in the older School zone has the capacity to produce 1000 liters per hour. Most of the water harvested from the small plant is used by the Hospitality Department.

Installation of the new and bigger plant has increased the consumption of freshwater as more activities will be completed faster. This robust efficiency has seen all the rooms in the ultramodern complex distributed with fresh water. Clients who will use the facility will certainly enjoy fresh water as compared to the salty water that is common in most places within the region.



Cliff Ndubi demonstrates the operations of the desalination plant to the KSG Council Chairperson at a recent visit.

Is Blended Learning the Future of Capacity Development?



Mr. Nathan Karanja
Senior Lecture at eLDi, Lower Kabete
and author of the article

Blended learning refers to the training approach that combines eLearning with traditional in-person learning. Both eLearning and in-person learning approaches have distinct strengths and weaknesses. The goal of blended learning is to capitalize on strengths while minimizing weaknesses in order to achieve the highest impact of training. According to a journal by FAO in 2021, *eLearning methodologies and good practices*, eLearning is best used in situations where there is a significant amount of content to be delivered to a large number of learners; when learners come from geographically dispersed locations; when learners have limited daily time to devote to learning and when there is need for developing homogeneous background knowledge on the

topic. eLearning also works best when the training focuses on cognitive and interpersonal skills rather than psychomotor skills.

Areas that blend both eLearning and in-person results to achieve a greater impact of training include;

Content Delivery - Every training program will have foundational content that is majorly facts, concepts, and principles and more practical content that includes processes and procedures. A blended program allows learners to take foundational content online and practical sessions in person. For example, in a communication skills course, concepts can be learned online while role-plays can be learned during in-person learning.

Interactivity - eLearning offers rich media and provides interactivity that cannot be achieved during in-person training. This includes gamification, self-assessment, and feedback mechanism. In-person training on the other hand provides for physical collaborative activities that may not be easily achieved virtually, such as team building.

Workplace engagement - Effective transfer of learning occurs in a context of 'near transfer', where learning takes place in the same environment that the transfer of learning is happening. eLearning allows learners to learn while at the workplace. This can be an opportunity for workplace assignments, which may include coaching by senior colleagues.

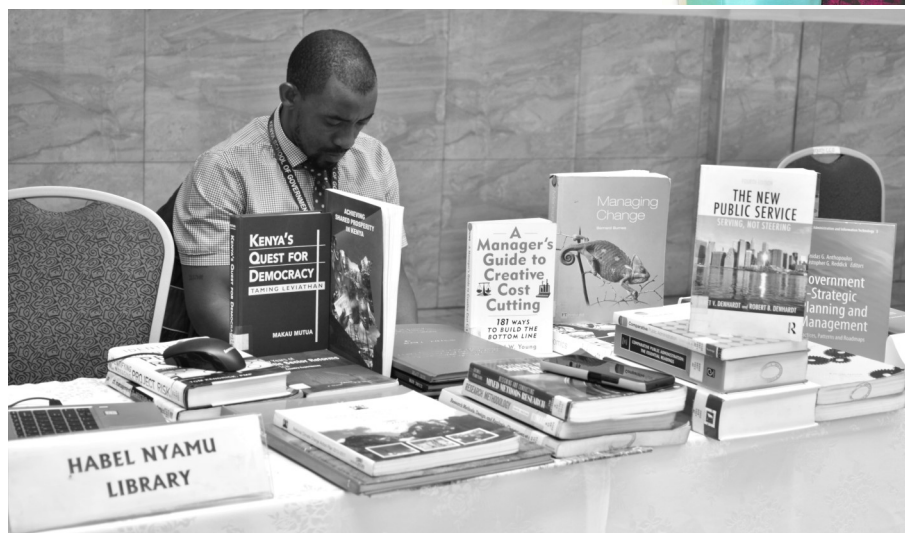
Teacher Presence - Teacher presence is an important component of learning. While it is not a challenge to ensure that the teacher is felt during the in-person learning approach, it is always a reported challenge in eLearning. Blending in-person and eLearning significantly addresses the challenge of teacher presence.

Course Duration - eLearning programs tend to take longer duration than in-person training. This sometimes gets learners bored and may increase the drop-out rate. Combining both eLearning and in-person learning significantly reduces the duration of the program.

Cost: Training sponsors pay both the tuition fee and other subsistence costs such as transport and accommodation. Subsistence cost, which accounts for the higher percentage of cost is high for the in-person training while it is minimal in the eLearning training. Blended training will ensure that the cost of training facilitation is significantly reduced.

In conclusion, in an environment where the demands for training impact are ever increasing, while the budget allocated to training is ever reducing, blended learning is a solution to ensure high impact with reduced cost. Designing capacity-building programs in a way that leverages the strengths of both eLearning and in-person learning is the future of impactful capacity development.

Lower Kabete celebrates Customer Service Week



Lower Kabete celebrates Customer Service Week



Lower kabete celebrates Customer Service Week



Mombasa Campus celebrates Customer Service Week



Embu Campus celebrates Customer Service Week



Leadership Lesson

Do what you do so well that they will want to see it again and bring their friends.

"I believe in the power of recognition and empowerment leading to great employee engagement. And employee engagement is critical to guest engagement. Employee empowerment and recognition is the core of our culture and how we achieve outstanding customer service."

– Herve Humler

Have Your Say

Joanne Clabet Ngono.
Good work done.
Kind request for the school to partner with PSC, EPL, ELF and CIG in the Public Services Emerging Leaders fellowship + organization courses is Senior Management course for the fellows to help in career advancement and competency skills for better service delivery.

Humor of the week

When you've got a deep rage burning inside you but you've got to act nice because you're at work



Quote of the Week

"We see our customers as invited guests to a party, and we are the hosts. It's our job to make the customer experience a little bit better."

– Jeff Bezos

Baringo Campus

Strategic Leadership Development Program	5th September - 14th October 2022
Public Relations and Customer Care	3rd – 14th October 2022
Supervisory Skills Development	3rd – 14th October 2022
Senior Management Course 162	3rd – 28th October, 2022
Management Skills Course	24th October – 18th November, 2022
Secondary Schools Board Directors Workshop	13th October, 2022

Kenya School of Government
P. O. Box 23030 - 00604
Lower Kabete, Nairobi
Tel: +254 2 4015000
Mobile: 0727496698

Matuga Campus
P.O. Box 31-80406,
Matuga – Kenya
Tel: +254-0770770021
Email: info.matuga@ksg.ac.ke

Embu Campus

Senior Management Course No.175	5th September - 25th October, 2022
Senior Management Course (Online) NO.177	3rd October - 25th November, 2022
Supervisory Skills Development Course	3rd October - 14th October, 2022
Management Skills Course	3rd October - 28th October, 2022
Management Course for Office Admins	3rd October- 28th October, 2022
Senior Management Course No 178	10th October - 4th November, 2022
Productivity Measurement and Improvement	11th- 14th October, 2022
Collective Bargaining in the Public Service	11th - 14th October, 2022
Plan International (Workshop)	11th - 13th October, 2022
State Department for Devolution	11th -15th October, 2022

Mombasa Campus
P.O. Box 84027 - 80100,
Mombasa - Kenya
Tel: +254 41 3122785, 22227113,
2228800, +254 41 2227105
Email: info.mombasa@ksg.ac.ke

Baringo Campus
P.O. Box 91, Kabarnet – Kenya
Tel: +254-053 22325
Email: director.baringo@ksg.ac.ke

Matuga Campus

Senior Management Course No.109	10th October - 4th November, 2022
Productivity Measurement & Improvement Program No.1	10th October - 4th November, 2022
Senior Management Course No. 110	10th October - 2nd December, 2022

Embu Campus
P.O B0x 402-60100,
Embu – Kenya
Tel: +254- 068-31351, 068-31364
Email: info.embu@ksg.ac.ke

Mombasa Campus

Senior Management Course No. 157	26th September -21st October, 2022
Strategic Leadership & Development Program No. 328	26th September- 4th November, 2022
State Department for Post Training (Workshop)	3rd – 12th October, 2022
International Public Sector Accounting Standards	11th – 21st October, 2022
Government Protocol, Etiquette & Events Management Course	11th – 14th October, 2022
Strategic Leadership Development Program No. 330	11th October -18th November, 2022
SINAPIS (Workshop)	24th September – 24th December, 2022
State Department for Post Training & Skills Development (Workshop)	3rd – 12th October, 2022
State Dept. for Public Service Workshop	10th – 14th October, 2022
Mentorship Training	11th – 15th October, 2022



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Lower Kabete

Senior Management Course No. 387	15th August-21st October, 2022
Strategic Leadership and Development Programme	12th September- 25th November, 2022
Strategic Leadership and Development Program No.327	19th September -28th October, 2022
Project Development and Management	19th September -14th October, 2022
Induction of Cuban Doctors (Ministry of Health)	3rd– 14th October, 2022
International Public Sector Accounting Standards	3rd– 14th October, 2022
Senior Management Course No. 390	3rd– 28th October, 2022
Supervisory Skills Development Course	10th – 28th October, 2022
VIP Protection (National Counter Terrorism Center)	10th -14th October, 2022
Salaries and Remuneration Commission (Workshop)	13th October, 2022
Hesabika Trust (workshop)	8th October, 2022
Executive Office of the President (Workshop)	11th October, 2022
National Police Service Commission	11th October, 2022

Editors

Faith Musoga

Sub-Editor

Douglas Mochama
Ephline Okoth

Writers

Pauline Ngunukie
Daniel Ngeti
Mary Njenga
Beth Muigai
Sharon Ngina
Phyllies Muili
Yvonne Lucy
Glenn Lumiti
Elias Makokha

For news items, information and comments kindly email:
communications@ksg.ac.ke