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*Weekly Bulletin**Published by the KSG Communications Department***Chweya's keys to a Successful Board Tenure**

KSG Director General Prof. Chweya issues a certificate to Ms. Wilkister Simiyu, a KRA Board Member upon completion of the Induction Program for Public Sector Board at the School in Lower Kabete

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BY BETH MUIGAI

**O**n Wednesday, March 22, 2023, Prof. Ludeki Chweya, Director General of the Kenya School of Government (KSG) spoke with Kenya Revenue Authority Board members who were undergoing Induction for Public Sector Boards at the School in Lower Kabete.

In his address, Prof. Chweya submits key strategies that boards should adopt for a fruitful tenure.

**Mandate Awareness**

Every institution has a mandate that defines the reason for its existence. Prof. Chweya has said that the Board should not lose sight of the company mandate by deflecting and

investing in activities that do not build on its directives; being superseded by other goals that are inferior. "Always keep your eye on the ball, do not lose the vision of the company because it beats the reason for its establishment," he counseled. Boards must conduct regular performance

# Chweya's keys to a Successful Board Tenure



Prof. Chweya addresses KRA Board Members during the closing ceremony

assessments to ensure their institution stays on track in delivery within the required time frame.

## Strategy Establishment

According to the DG, establishing a working strategy is the main role of a board member for management to implement. "Strategy in an institution is everything. It helps give clear paths on how an organization will realize its targets, while clearly defining each person's roles and reasonable timelines. Without a strategy, then there is risk of failure," he cautioned.

## Hiring the right talent

The right talent for a job creates a stress-free and conducive atmosphere to work in. "There is nothing more frustrating than working with an inept officer," he counseled. "You end up doing double the work because you have to do what they should have done, especially if you bear the responsibility for the performance of the institution." He recommended that the Board, during the hiring processes, certifies that the right people are

appointed to the right positions; employing the right talent.

## Role Definition

For a Board to have a successful and easy tenure, role differentiation becomes an important undertaking that cannot be underestimated. With clearly defined roles and responsibilities, there is less duplication of effort; less confusion, disappointment, and frustration; and greater productivity

"If the board decides to form a committee to perform certain tasks, ascertain that the roles are well spelled out so that it serves as a clear guideline on the boundaries within which the committee should conduct the stated responsibilities" he recommended.

He says that the board approves formulated policies and work strategies that management then executes. "The board should also avoid involving itself with managerial responsibilities and play its role of oversight because that is its responsibility".

## Risk management

Prof. Chweya recommends the development of risk mitigation strategies to track performance in case of a crisis. "A crisis should never find you totally off-guard. For instance, in the event of hacking, you must have a system to curb the risk by updating the security structure of the systems," he warned.

## Achievements sustainability

It is the role of any board to make certain that achievements of an organization are not seasonal or occasional rather sustainable. Any organization has the potential and the leverage to scale new horizons. "Occasional achievements necessitate that the Board goes back to the drawing board and start formulating new methods and strategies of attainment which then delays the organization from realizing its long-term goals. A board should then worry about keeping afloat with its current achievements," he explained.

## Relationship Building

Prof. Chweya is of the opinion that for any board to ensure



## Chweya's keys to a Successful Board Tenure

prosperous tenure, then it must be keen on building a network of relationships, first, establishing companionship amongst themselves for ease of execution of tasks. "Every organization has a Code of Conduct for its employees, service charters and ISO standards that govern modes of operations, but then friendships cannot be legislated, they are a personal decision and take personal effort to grow," he advised. He further points out seven (7) key principles that one may abide by to create healthy relationships; mutual respect, solidarity, common courtesy, dependability, compliance,

readiness to sacrifice for the sake of the team and upholding harmony.

With these keys, the DG is persuaded that a board will have a successful and productive tenure.

To the KRA Board, he advised that while in the process of collecting revenue, prudence must be observed so as not to suppress future tax payers. "As an institution you have targets you must achieve and probably surpass, however, I would say, take caution not to injure young and upcoming businesses that have the potential to grow and

become a source of more revenue in the future," he said. "Perhaps you could establish another department that focuses on understanding why some businesses or companies, that are a source of revenue, fail and probably give solutions to maintain that stream.

A major role of KRA is financing the country's operations in all arms of Government. "The entire country is dependent on the performance of KRA; your resolution to offer your finest service is of utmost importance for this purpose," he advised.

## St. Paul's University Alumni Dinner



KSG Director General Prof. Ludeki Chweya has emphasized the significance of alumni to an institution, describing them as among the most valuable asset an institution can possess. He was speaking at the St. Paul's University (SPU) Alumni Dinner held at Desmond Tutu Hall, AACC, on Friday March 17, 2023. The event's guest speaker, Prof. Chweya shared his insights on the importance of nurturing alumni relationships and maintaining engagement with the University. "This creates opportunities for the institution to establish valuable partnerships that can facilitate growth and prosperity," he said. In addition, Prof. Chweya commended the University for its prominence in Christian values and disciplines, which he believes will have a positive contribution to service delivery in the country. Also at the Alumni Dinner were Anglican Church Archbishop His Grace Jackson Ole Sapit and SPU Vice Chancellor Prof. James Kombo.

# United in ending Female Genital Mutilation



Participants follow proceedings at the School in Baringo Campus

BY VIVIANNE NGUGI

The month of March is a special one for women as the world dedicates its focus to celebrating women during International Women's Day held on March 8th. As a precursor to this, February 3rd is dedicated to Zero Tolerance for Female Genital Mutilation; with various programs planned around the world to call on global leaders and actors to step up the fight. These two important months steer a roadmap for action and bold commitments to eradicate violence against women; and amplify voices championing and uplifting the voices of women and girls.

The interconnection between these two days is highlighted through SDG goals that have been ratified globally by Governments; including Kenya. Specifically, SGD 3 on reduction of maternal mortality, ending preventable child deaths, and universal access to sexual and reproductive health services; SDG 4's Right to equitable and quality education speaks to the protection of girls from early marriage and school drop out experienced by girls who have undergone FGM; and SDG 5 that

highlights the achievement of gender equality and explicitly calls for the end of practices such as FGM, that curtail the achievement of gender equality, as one of the means of empowering women and girls. SDG 17 emphasizes the importance of partnerships for sustainable development as a crucial means of achieving success in the implementation of the goals. These goals all speak to the elimination of FGM, the protection of women and girls from harmful practices, and the

*"FGM is a crime punishable by law. There is increased vigilance to identify the perpetrators, as well as vocalization among communities motivated"*

empowerment of women and girls.

Over the years, programs have made significant achievements towards the promise of ending FGM; one of the most severe forms of human rights violation by 2030. Coordination of efforts have been guided through policies and laws; enacted towards the eradication of this harmful practice in Kenya including the Prohibition of Female Genital Mutilation Act 2011 which recognizes the practice as illegal, punishable by law, and spells out the obligations of the State in ending FGM.

Collaboration is key to achieving the SDG targets with governments being held accountable for their success. The gains brought through collaboration have proven useful to step up efforts to address issues that hold back achievements. The Community Outreach on Ending Female Genital Mutilation, held in KSG Baringo Campus drew participants from seven counties: Narok, Elgeyo Marakwet, Bomet, Samburu, Laikipia, and Baringo.

The Outreach comprising champions and advocates working at the county ward level was an example of bringing four partners; Maendeleo Ya Wanawake Organization, Anti FGM Board, Margaret Kenyatta Institute, and Kenya School of Government for a common concern as well as an opportunity to join in commemorating the International Women's Day. The Community Outreach was set to leverage the renewed sense of urgency around gender equality, gender-based violence, and women and girls empowerment.

Conversations from the outreach drew on experiences, barriers, and new challenges identifying the most influential actors and facilitators to accelerate the eradication of FGM. Women and men advocates, champions, and actors have worked in various capacities to create awareness and make impactful interventions that make them key in addressing gaps and recommending alternative anti-FGM



# United in ending Female Genital Mutilation

initiatives.

While there are significant gains made by locally led initiatives backed by national efforts, through the conversations from plenary, it became evident that the overall decline and progress is not sufficient to effectively keep up with new challenges and obstacles in ending FGM by 2030. Change in approach will be necessary; an inclusive approach would have to incorporate all actors including men and boys, religious leaders, and change agents working at the community level.

Given the sensitivity of the issue, the community outreach was facilitated by experts to guide the discussions around broad areas including the cultural meaning of FGM; how it has evolved; perceptions of girls, women, boys and men regarding FGM; effectiveness of policy, laws, champions and advocates in the ant-FGM battle; and finally recommendations for effective and sustainable interventions.

The over-arching message voiced by participants “call for peace” was in tandem with the current insecurity issues facing communities in the northern regions of Kenya and other FGM hot spot counties. Overall, there was widespread agreement that

coordinated and systematic efforts must engage whole communities to amplify the elimination of the practice.

Stories and experiences shared confirmed that FGM is not a health benefit but mostly rooted in traditional beliefs, values, and attitudes of communities. Therefore, the potential of eliminating FGM through men and boys engagement was deemed crucial through the revelation and acceptance that we exist in a patriarchal society where decision are made by men - “FGM belongs to men”, “it is men who are pushing the FGM agenda”.

FGM is a crime punishable by law. There is increased vigilance to identify the perpetrators, as well as vocalization among communities motivated by increased commitment by government in zero tolerance of FGM. However, new pathways of FGM practices have reared their heads to counter the fight against FG causing risk of harmonisation of enforcement of the law. The complication of limited human and financial resources deepens the challenges faced in tracking offenders and enforcing the law.

Another growing trend is medicalization of FGM which has been identified as “a major threat to the abandonment of the practice because it

is performed by healthcare workers who operate under the guise of their profession in public or private facilities, therefore making it difficult to track.” Instances where newborn girls, married women or older women secretly undergo FGM without risk of prosecution “to fulfil family obligations, avoid stigma and exclusion” were cited as a common reason for this new practice. Another dimension that impedes progress relates to social factors and the lack of alternative forms of income sources and livelihood for the persons engaged in the practice.

These dynamics are critical in addressing the new threats to FGM elimination. A multisectoral approach, intergovernmental initiatives/ collaboration in addition to community-level engagements are required to address these factors. It calls for diverse strategies and scaled-up advocacy with multisectoral partners working collaboratively to protect women and girls from harmful practices; as well as promote their rights in order to bring about change and achieve the SDG Goal of zero FGM by 2030.



File

# TVET Invests in its Board Members



TVET Board Members from various technical and vocational institutes during their induction at Embu Campus.

BY MARY NJENGA

The Technical and Vocational Education and Training Authority (TVET) mounted induction for board members from various technical and vocational institutes. The training which took place at the Kenya School of Government (KSG) Embu campus comprised board members from Mathenge, Nkabune, Tetu, Kieni and Kaelo technical training institutes were designed for orientation on government policies on TVET and an appreciation of corporate governance.

Board members were sensitized on Mwongozo, Financial Management, Internal Audit according to the Ministry of Education, Capitation, Supply Chain Management, and Contracting among others. According to TVET Deputy Director, Mr. Bernard Isalambo, the training will facilitate the implementation of their obligations as board members. "Typically, a

board evaluation year after inauguration will determine their commitment and accountability to their TVET obligations and if they are offering support to respective principals," Mr. Isalambo said.

He confirmed that the government has approved plans to revive the TVET Curriculum Development Assessment and Certification Council (TVET-CDACC), which was disbanded last year. This will expedite government partnerships with different competent industries to ensure that students will gain 70 percent hands-on training from the industries and 30 percent from classroom theory.

More collaboration is expected from the National Employment Authority (NEA) which has assured of ready international job opportunities for youths in specific areas of study, to be introduced in TVET institutions. They will also partner with USAID in areas of ICT, apparel and textiles, and

pharmaceuticals.

Chief guest, KSG Embu Campus Director, Dr. Ann Kang'ethe noted that Government is keen to appoint professionals to deliver government business effectively and expertly. The induction should empower members to deliver from a point of knowledge, and confidently execute judicious decisions. "This is a great platform to harness different specializations, to adjust and resonate with your institutions; all to the benefit of the institutions and the nation at large," she said.

She urged them to align their goals with Mwongozo and the Kenya Kwanza Plan as they focus on creating employment and other opportunities to enable Kenyans to lead decent and meaningful livelihoods. "Developing institutional and technical capacities will contribute to the national agenda to accelerate economic growth, development, and transformation," the Director said.



# Training at the School, a worthy investment

BY GLENN LUMITI

**O**n Friday, March 17, 2023, public service officers celebrated successful completion of their training in Communication Skills and Public Finance Management. The closing ceremony was officiated by two seasoned Principal Lecturers; Mr. Isaiah Omondi and Mr. Cornelius Kimilu, centred their statements on commitment and objectivity.

"In the public sector, dedication is everything. Devotion to your responsibilities distinguishes those who participate in it from those who are committed to it. You can accomplish more with commitment than a thousand people who merely have ideas," shared Mr. Omondi.

Mr. Omondi who also serves as the Chief Integrity Officer at KSG Mombasa Campus, also reminded the officers of the nobility to be of service in public sector; a profession that demands objectivity and integrity, to act always in the interest of the citizens.

For Mr. Kimilu "Goals are what captivates the commitment of officers who are guided by principles of fairness, transparency, and accountability. State officials are the people's servants."

Public sector communication should be conveyed in a manner

that nurtures a sense of trust and responsibility to citizens. The Communication Skills for Public Service Officers' Course therefore seeks to enhance interactions between individuals and communities at all levels and providing them a platform to voice their views and opinions. Effective listening cannot be underscored neither can conflict resolution. Participants were also trained on how to communicate complex ideas in a simple and understandable style.

The other course that ended on this was the Public Finance Management Course that is recommended for officers responsible for budgeting, revenue policy, financial reporting and the financial advisory functions in the national and county governments, private sector and NGOs. The PFM course covers Legal and Regulatory

Framework, Medium Term Expenditure and Risk Management Policy among other areas.

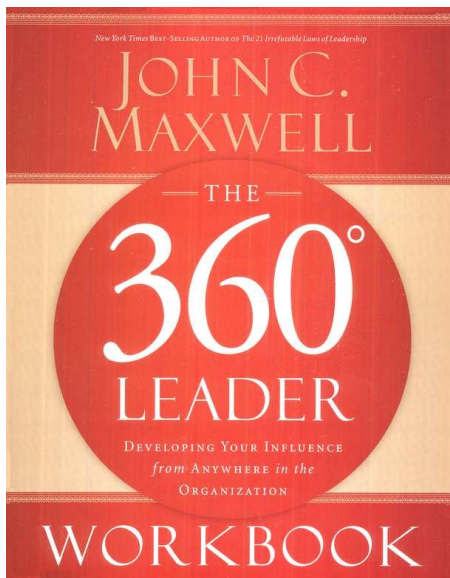
The School is instrumental in offering programs that address capacity gaps and has provided problem-solving interventions that have kept the Public Service on the path of transformation and therefore build trust with the citizens in regard to responding to emergent issues.

Officers from both public and private sectors, on the other hand, have a responsibility to invest in their capacity development either individually or through sponsorship from their organizations. The training programs that they participate in manifest on their delivery of services to citizens and influence their livelihoods, their communities and the nation at large.



Mr. Isaiah Omondi addresses Communication Skills and Public Finance Management participants during the closing ceremony at the Campus.

# Leadership is about advancing others



BY DOUGLAS MOCHAMA

*This series is the fifth of the six sections of this book review. We have been giving you snippets of the book THE 360° LEADER, by JOHN C. MAXWELL, an American author who has written at length on leadership abilities and how they can be nurtured. Next week we wrap up the series with the last section documenting the values of 360-degree leaders.*

First things down; Section V, The Principle 360 leaders practice to lead down, highlights the misconception that leadership is a means to an end, a voyage for ascending the staircase of the leadership ladder to achieve the highest position possible among those already leading or are aspiring to lead. Contrary to this conventional thinking, John Maxwell believes that what matters in leadership is not how far an individual advance but how far he raises others and adds value to their lives.

Maxwell views the interaction between every leader and the followers as a relationship that either adds to or subtracts from one's life. He avers that a leader has either a positive or a negative impact on the people he leads.

In this Section, Maxwell wants the readers to reflect on the following two questions as they aspire to develop their leadership abilities. How can you tell where you stand in the leadership matrices? Are you improving situations for the people who follow you? If you cannot answer with certainty, and give some examples of how you are adding value, then you are a subtractor.

One of the cardinal rules is that a leader should be a humble servant who listens to the people by the time he is designing projects or programs and has their intent and purposes at heart. Maxwell offers that leaders should avoid overreacting but instead have emotional intelligence and remain sensitive to the situations around their followers and accommodate them.

Available research shows that 90 percent of all people who subtract from others do so unintentionally without recognizing their negative impact, and the reverse could be true. Maxwell states that people who add value to others are intentional because giving something requires getting out of their comfort zone and thinking about adding to others. The danger of not knowing if you are subtracting from your followers is a division at the place of work.

This revelation brings to the fore some distinguished personalities who won awards and global recognition, such as Albert Schweitzer, Martin Luther King Jr., Mother Teresa, and Bishop Desmond Tutu, who they were less interested in their positions but more attentive in their positive impact on others. Reading their writings and studying their lives can give you a glimpse of their intentions when they made things better for others. They did not set out to receive the Nobel Prize.

Theirs was noble service to their fellow human beings.

In this Section, Maxwell recommends seven principles that those aspiring to influence others need to embrace; be in touch with your followers, understand the needs of your followers, develop each team member as a person and place people in their strength zones. He also encourages leaders to model the behaviour they would desire, transfer the vision, and reward their followers based on results.

Maxwell notes that adding value to others through service does not just benefit those being served. He says others also gain when the frontrunners experience fulfilment in leading others. "Whatever you embrace will come out in the decisions of your people. If you value shortcuts, then your employees will make decisions that value speed over quality. If you are insensitive to others' feelings, then your staff will make decisions that don't take people's feelings into account. If you exhibit even the slightest tolerance for dishonesty, then you can bet that someone on the team will think it is okay to make decisions that violate the standards of integrity," says Maxwell.

From this section, we understand that the best place for a leader is not always the top position. It is not the most prominent or powerful place. It is the place where he or she can serve best and add the most value to others.

Perhaps Wangari Maathai, who was awarded the 2004 Nobel Peace Prize, is one of the leaders worthy of emulating in our leadership endeavours. She once said, 'We should always be like a hummingbird. I may be insignificant, but I certainly don't want to be like the animals watching the planet go down the drain. I will be a hummingbird, I will do the best I can.'



# Inaugural meeting of Principal Secretaries



Prime Cabinet Secretary, H.E. (DR) Musalia Mudavadi chaired the first gathering of Principal Secretaries at the Kenya School of Government, Lower Kabete. The meeting is aimed at laying down the framework of coordinating and implementing national government policies, programmes and projects. Notable among other leaders in attendance were Head of Public Service Felix Koskei, Attorney General Justin Muturi, and Solicitor General Shadrack Mose. They were received at the School by Director General Prof. Ludeki Chweya, and Director Learning and Development, Dr. Rachel Ngesa.



# Weekly Activities in Summary



Strategic Leadership and Development Program Cohort 344/2023 with students of Lower Kabete Primary School for a time of reflection, motivation and benevolence. School uniforms and stationery donated will be helpful for Grade Six candidates and those in Standard Eight of the 8.4.4 system preparing to do their final examinations. The team planted trees for commemoration and as part of the greening the country initiative.



Senior Principal Lecturer Mr. Evans Ayao with Senior Management Course No. 169/2023 participants during a session on public finance management at Baringo Campus.



## Leadership Lesson

# Leaders take front line when there is danger

It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

— Nelson Mandela

### *Have Your Say*



Samwel Kumba

The School offering excellent service. The place to host government and private meeting that matter.

### Humor of the week

Me trying to solve other peoples problems knowing I am totally unqualified



### Quote of the Week

“The worst to ever happen to a person who aims at the sky is to fall on the tallest mountain; the best that can happen to a person who aims at the ceiling of his room is to fall on the carpet of his floor!”

*Israelmore Ayivor, Leaders'*

*Watchwords*

**Baringo Campus**

Strategic Leadership Development Program	20th February – 31st March, 2023
Senior Management Course (Online)	20th February – 14th April, 2023
Senior Management Course	6th – 31st March, 2023
Hand in hand Eastern Africa Workshop	29th to 31st March, 2023
Ossen Girls Secondary School Workshop	25th March, 2023
Senior Management Course	3rd -28th April, 2023
Senior Management Course (Online)	3rd April-28th June, 2023
Public Relations and Customer Care	3rd - 17th April, 2023

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**Embu Campus**

Senior Management Course No.185 /2023	13th February - 7th April, 2023
Strategic Leadership Development Program No. 349/2023	6th March –28th April, 2023
Project Planning and Management No. 7/2023	6th - 31st March, 2023
Workshop (Teachers Service Commission)	23rd - 31st March, 2023

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**Matuga Campus**

Strategic Leadership Development Program No. 348/2023	6th March - 14th April, 2023
Senior Management Course No.115/2023	27th March - 21st April, 2023
Collective Bargaining in the Public Service (SEKU)	27th -31st March, 2023
Customer Care Course (KenHA)	27th - 31st March, 2023
Workshop (Kwale Water and Sewerage Company)	29th March, 2023
Senior Management Course No. 113/2023 30th	January -14th April, 2023

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**Mombasa Campus**

Strategic Leadership Development Program No.345/ 2023	20th February – 31st March, 2023
Strategic Leadership Development Program No. 351/2023	20th March – 28th April, 2023
Collective Bargaining in the Public Service	27th -31st March, 2023
Induction Program For County Chief Officers (Taita Taveta County)	27th – 31st March, 2023
Lamu County Public Service Board-Workshop	27th – 31st March, 2023
Ministry of Interior Workshop	27th – 31st March, 2023
Senior Management Course No.163/2023	6th – 31st March, 2023
Records Management Course	6th – 31st March, 2023
Mombasa Water Supply & Sanitation Co. Ltd	28th March, 2023
National Water Pension Scheme Workshop	30th March, 2023



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**Lower Kabete**

Kenya Coordinated Boarder Management Program (SMI)	27th March – 7th April, 2023
Strategic Leadership Development Program No.350/2023	13th March- 21st April, 2023
Strategic Leadership Development Program No.346/2023	13th March-19th May 2023
Strategic Leadership Development Programme 352/2023	27th Mar -May 5th 2023
Business Process Reengineering Training	27th -31st March, 2023
Report Writing for Culture Audit Survey (KRB)	27th -28th March, 2023
Staff Validation of Change Management Strategy (UFA)	29th -31st March, 2023
VIP Protection Course (SMI)	27th- 31st March, 2023
Conduct of Meetings and Minute Writing Course No. 37/2023	27th -31st March, 2023
Audit and Risk Oversight Training for Public Service Board (KUH)	29th -31st March, 2023
Induction Program for Public Sector Boards (KFCB)	29th -31st March, 2023
Kenya Wildlife Conservancy Association	27th- 30th March, 2023
Office of Data Protection Commissioner	27th - 31st March 2023
Kenya Electricity Generated Company (Workshop)	27th -31st March, 2023
Senior Management Course No.396/2023	6th - 31st March, 2023
Kenya Coordinated Boarder Management Program (Workshop)	27th March, 2023
Betting and Control (Workshop)	31st March, 2023

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