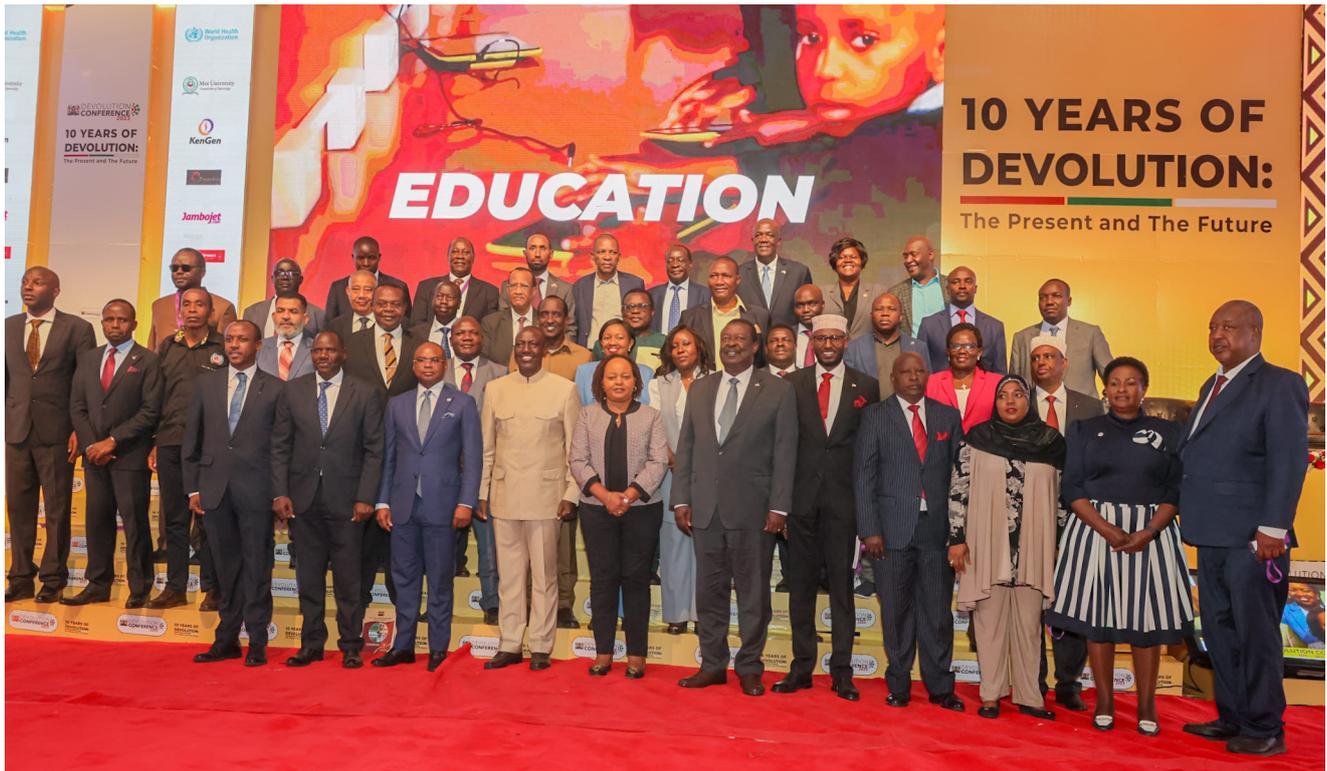


August 19-25, 2023

Devolution Conference 2023: 10 years of Devolution



BY FAITH MUSOGA AND
GEOFFERY MWANIA

The Biennial Devolution Conference 2023 marks the 8th celebration of decentralization since the Republic of Kenya launched its implementation across the country in 2013. This year's theme is The Present and the Future.

Kenya has championed devolution across Africa and the world in the past 10 years, moving services closer to the people.

The President of the Republic of Kenya, His Excellency Dr. William Ruto, officially opened the Conference that was held in Uasin Gishu County. According to him, devolution is the most transformative achievement for county governments promoting participation and helping citizens regain power to govern themselves. "Decentralization is a necessary and inevitable journey, one that had been overdue and non-negotiable," he stated. "This has to happen for the attainment of the Bottom-up Economic Transformation Agenda."

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Devolution Conference 2023: 10 years of Devolution

It is necessary to shift devolution to the next gear; the highest possible value will be achieved through consistency and implementation of Performance Management Framework for greater achievement.

Speaking to challenges of poor governance and corruption manifested through poor performance at the expense of essential service delivery the President reiterated, "We must liberate devolution from corruption; we must digitize and automate, finding digital solutions in and for all counties."

Council of Governors Chairperson Hon. Ann Waiguru who has been at the forefront of this event, pointed out that the 1st Biennial Devolution Conference has been crystalized at the county level and made a clarion call for champions of devolution to match the aspirations of the people of Kenya, moving from paper to action and delivering on time as they address setbacks that undermine activities of County Governments.

Rt. Hon Tony Blair, Executive Chairman of the Tony Blair Institute for Global Change and partner at the Conference in his keynote address underscored that devolution must work for the people amidst familiar challenges of vested interests, bureaucracy, issues of leadership, and prioritization of activities. "We must change the way we do things if devolution is to work through policy; prioritization, personnel and performance, by getting the job done and staying on it."

"It is a great honor to be in a position of power, but it is also difficult. Delivery to the people is the most heartwarming thing you can do," advised Mr. Blair.

Discussed at the conference were sub themes on Performance Management, Digital Economy, Resourcing Devolution for Service Delivery, Good Governance for Sustainable Development, and Affirmative Action - Linking Lessons to a sustainable future.

Performance Management forces executives to account for their contribution to socio economic development in the country and while leadership is instrumental in performance management and the success of performance contracting, a lot needs to be done by counties that are facing challenges of capacity - right people for the right purpose, automation of systems, lack of standards and the right process.

Amb. Meg Whittman, US Ambassador to Kenya in her presentation was delighted that Kenya has been on the positive radar for stable democracy, building a financial and technology hub, focusing on renewable energy and having a promising workforce and vibrant trade. Despite these positives, however, the leadership of the country should address the question of integrity, high taxes and debt.

For Rt. Hon. Raila Odinga, who also gave his address, devolution has been a result of consent, mutual respect and

resolution that has given birth to economic life in all areas of the country. "The success of decentralization is a testimony of a country that has dreamed big amidst doubters and those who think alike. County Governments are at the place where needs and expectations are highest- the grassroots, and act as buffers for issues that would have otherwise turned chaotic," he said.

Like all other speakers, the former Prime Minister pointed out that Government should address integrity and financing once and for all. "Back up your pronouncements with concrete actions leading to concrete impact, putting money in people's pockets through manufacturing, creating employment widening the revenue base for the counties and the country. Counties should encourage competition to avoid the status quo, be open to ideas and innovations. The potential that lies in counties is unlimited," he said.

The Conference was represented in all segments: all 47 counties, ministries, state corporations, commissions, embassies, private sector, development partners, and small business enterprises. Plenary presentations, exhibitions, and break-away sessions were facilitated by evidently judiciously selected panelists, moderators and lead presenters.

The Kenya School of Government was represented by Dr. Tom Wanyama, Director of the Institute of Devolution Studies, Pamela Nyagah, Geoffrey Mwanja and Faith Musoga.

Devolution Conference 2023



Rt. Hon Raila Amolo Odinga giving his key note address



H.E President Dr. William Samoei Ruto officially opens the Devolution Conference 2023



Delegates attending the devolution conference: Dr. Tom Wanyama, Director of KSG's Institute for Devolution leads the KSG team comprising Pamela Nyagah, Geoffrey Mwanja and Faith Musoga. Together with them are: Comm. Mumbua Munyao, Dr. Alphonse Munyali and Dr. Ruth Egesa, former Council member KSG.



Left picture: Mohamed lead, Mr. Mohammed Gololcha, one of the panelists at the breakaway session on Empowering the Youth for Inclusive Economic Growth. Mohamed is one of the youth leaders at KSG Isiolo Youth Centre.

KSG: A Facilitator of Devolution

BY FAITH MUSOGA AND
PAMELA NYAGAH

A lot is anticipated from county citizens, development partners and other stakeholders in the commitment to devolution.

At the closing ceremony officiated by H.E Rigathi Gachagua, the Deputy President, was categorical; "We have no room for a failed devolution because it is the anchor of the Kenyan Kwanza transformation agenda. We are keeping the promise."

According to the Prime Cabinet Secretary, H.E Dr. Musalia Mudavadi, devolution has impacted society tremendously despite challenges. We need to focus more on execution and continuous capacity building in support of counties. He asked a succinct and pertinent question: Are you a facilitator or an obstrucater?"

The success stories of devolution range from available health care, a changed situation through improved infrastructure, fully automated financial business processes, performance contracting that reduced pending bills in the counties, Kenya now being recognized as a logistics hub in many areas, generation of renewable energy, and investments in the last 12 months among a myriad of stories.

The challenges faced in decentralization include among others, capacity shortfalls in departments in counties, the need for innovation and digitization of services and functions,



Deputy President, His Excellency, Rigathi Gachagua officially closes the Devolution Conference at Uasin Gichu County.

performance management where Performance Contracts should be cascaded to counties for achievement of set targets, issues of integrity, and adaptation to climate change.

What is the Kenya School of Government's contribution to devolution?

The Kenya School of Government (KSG) is the institution mandated by an Act of Parliament to build capacity, an enabler for unlocking the potential of the public sector to effectively respond to requirements of national development and economic growth.

To contribute to the trajectory of devolution in Kenya, KSG has the responsibility to build human capacity of public officers in County Governments. The School continues to support County Governments to

understand county structures, governmental and administrative systems, and development of human resource capacity to manage different functions. Some of the training programs for counties are in Financial Management; In regard to this, KSG will advance the uptake of the County Own-Source Revenue program and Program Based Budgeting to empower officials for increased and sustainable revenues for the counties.

In response to dynamic challenges, the School has continuously sought solutions through establishment of delivery units for specialized programs such as the Centre for Environment and Climate Change Response that was established to respond to urgent concerns that counties have to grapple with in regards to the mitigation of environmental degradation and

KSG: A Facilitator of Devolution

its impact.

In addition to this, are Youth Innovation Centres that have been established in Tana River and Isiolo Counties to empower the young people by setting up computer labs to support AGPO, ICT training, entrepreneurship and leadership responding to the President's call for deliberate and intentional help to the young people to better their livelihoods.

The e-Learning Institute Development Institute at the School has invested in learning systems instrumental in the digitization of functions and operations for a wider clientele and enhances efficiency of business process and service

delivery programs and recently partnered with the Office of the Commissioner for Data Protection to advancing data protection.

Through the Partnerships and Collaborations Directorate at the School as well as other departments, KSG continues to work with the National and County Governments for advancement of delivery of services, research and consultancy services that inform public policy.

KSG has also identified outreach as a key result area attainable by packaging targeted capacity building production and messaging to members of the public. As part of this initiative, the setting up of a KSG

Production Studio to capture, store and disseminate digital knowledge assets is significant in implementation of outreach programs by letting the citizens know of the initiatives of the county governments.

The quality of the public service measured by the set goals achieved. The School promotes this through results based management programs such as Productivity Measurement and Improvement as well as Performance Evaluation to ensure value driven public officers for best results in the public service and is intentional to continue to build the capacity of officers in this regard.



The Conference was represented in all segments: all 47 counties, ministries, state corporations, commissions, embassies, private sector, development partners, and small business enterprises.

How To Handle Anxiety: Part 1

Introduction

Psychologist Rollo May has called anxiety “one of the most urgent problems of our day.” It has been termed the “official emotion of our age,” the basis of all neuroses, and “the most pervasive psychological phenomenon of our time”, (Collins, 1980, P. 59). “Although anxiety is as old as human existence, the complexities and pace of modern life have alerted us to its presence and perhaps have increased its influence”, (Ibid., P. 59).

Definition of Anxiety

“Anxiety is a distressing feeling of uneasiness, apprehension, or dread. Anxiety as a physical and emotional response to fear may be rational, based on an actual event, or irrational, based on an anticipated event which may, or may not, take place, and when no appropriate action is finally taken”, (Stewart, 1998, P. 15). Collins (1980) postulates that, “Anxiety might be defined as an inner feeling of apprehension, uneasiness, concern, worry, and/or dread which is accompanied by heightened physical arousal (P. 59).

Types of Anxiety

Various kinds of anxiety have been identified. For example, **acute** anxiety is of high intensity and has a short duration. When people are suddenly and unexpectedly overwhelmed by anxiety, the condition usually is acute. Secondly, **chronic anxiety**, in contrast, is long-lasting, but of lower intensity. In this sense, chronically anxious people seem to worry all the time and in response to a variety of situations. Much of their anxiety is **free-floating** (meaning there is no specific issue that has been identified that triggers the anxiety). Thirdly, **normal anxiety** comes when there is a real threat or

situational danger. The anxiety is proportional to the danger (the greater the threat the greater the anxiety). Consequently, it can be recognized, managed, and reduced, especially when outward circumstances change. Fourth, **neurotic anxiety** involves intense exaggerated feelings of helplessness and dread even when the danger is mild or nonexistent. In view of this, Rollo May elucidates, neurotic anxiety “is disproportionate to the objective danger because some intrapsychic conflict is involved,” (Collins, 1980, P. 59-60). Collins (1980) explicates, “Anxiety can vary in its intensity. **Moderate anxiety** can be desirable and healthy. Often it motivates, helps people avoid dangerous situations, and leads to increased efficiency. **High anxiety** can shorten one’s attention span, make concentration difficult, adversely affect memory, hinder performance skills, interfere with problem-solving, block effective communication, arouse panic, and sometimes cause undesirable physical symptoms such as paralysis or intense headaches”, (P. 59).

The Bible and Anxiety

In the Bible “anxiety” has two shades of meaning, as fret or worry and as healthy concern. First, let us explain **anxiety as fret and worry**. In reference to this, Jesus taught that we should not be anxious (worrying) about life’s basic needs, such as food and clothing or about the future. The rationale being God knows what we need and will provide for us within the context of His divine will. Instead Paul admonishes that the children of God should present their requests to Him

in prayer with thanksgiving (Philippians 4:6). In lieu of this, Peter the apostle asserts, “Cast all your anxiety on him because he cares for you”, (1 Peter 5:7, The Thompson Chain-Reference Bible; New International Version (1983).

In contrast, **anxiety in the form of a realistic concern** is neither condemned nor forbidden. According to the Bible, therefore, “there is nothing wrong with realistically acknowledging and trying to deal with the identifiable problems of anxiety of life. To ignore danger is foolish and wrong. But it is also wrong, as well as unhealthy, to be immobilized by excessive worry. Such worry must be committed in prayer to God, who can release us from paralyzing fear or anxiety, and free us to deal realistically with the needs and welfare both of others and of ourselves,” (Collins, 1980, P. 61).

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- Stewart, W. *Controlling Anxiety: How To Master Fears and Phobias And Start Living With Confidence*. How To Books Limited. Accessed from *Controlling Anxiety.pdf*
- The B.B. Kirk bridge (1983). *The Thompson Chain-Reference Bible New International Version*. Grand Rapids, Michigan: Zondervan Bible Publishers.

By Letiyon A. Lempaine, Lecturer & Chaplain, Kenya School of Government, Lower Kabete.

Matuga's Agri-business Venture

BY RASHID MWINYI

The Kenya School of Government Matuga Campus, under the visionary leadership of Dr. Florence Kithinji, has taken a significant step towards promoting sustainable economic growth by investing in agribusiness. This strategic initiative aims to provide practical learning opportunities for participants while also contributing to the local economy. By investing in agribusiness, the Campus backs the potential of agriculture at the South Coast.

With increasing demand for poultry and goat products, this investment will not only generate revenue but also create employment opportunities for the local residents. Chicken farming is a lucrative venture to meet the high demand for poultry meat



The poultry venture taking place at the Matuga Campus, that is meant to supplement income generation and create employment for the community.

and eggs.

Propagating food security is crucial in today's uncertain economic times and the Campus is honored to add to the availability of affordable and nutritious food options

while making use of the vast land to grow a variety of cereals and vegetables setting a commendable example towards being a self-sustaining institution.



Kenya School of Government
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COACHING AND MENTORING IN THE PUBLIC SERVICE

Date: September 5-9, 2023 **Campus:** Lower Kabete

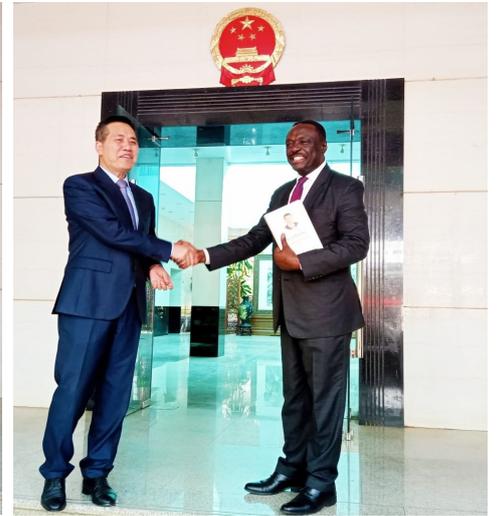
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Weekly Activities in

A Courtesy call by the KSG Director General, Prof. Ludeki Chweya to the Ambassador of China to Kenya H.E Zhou Pingjian. KSG appreciates the ongoing collaboration between the School and Chinese Institutes, Academies and Universities. The Ambassador expressed China's commitment to continue supporting education and people to people cultural exchange programs.



The Finance Department, led by Director Finance and Administration, Prof. Nura Mohamed held a farewell ceremony Ms. Lydia Munyi upon her retirement. Ms. Munyi has been a staff member at the School in Lower Kabete for more than 15 years, having served in different roles and most notably, as personal secretary to the Office of the DFA until her retirement. Ms. Munyi's tenure has been marked with strong commitment to professionalism, a candid approach to matters, impartiality, and an unwavering work ethic in every role she undertook. Prof. Mohamed conveyed his appreciation for her as his secretary, emphasizing that he never encountered any concerns regarding her work. He highlighted her consistent commitment to ensuring excellence in all her tasks. Her colleagues fondly remember her for these qualities and the significant impact she made throughout her career. The KSG fraternity wishes Lydia Munyi all the best in the next season of her life.

Weekly Activities in Summary



Cabinet Secretary, Ministry of Public Service, Gender and Affirmative Action Hon. Aisha Jumwa this week signed Performance Contracts for the Financial Year 2023/2024 with State Departments and Semi-Autonomous Government Agencies under her Ministry, in an event held at the Kenya School of Government, Lower Kabete. The ceremony was attended by key figures including Mr. Amos Gathecha, Principal Secretary of the State Department for Public Service, Ms. Veronica Nduva, Principal Secretary of the State Department for Gender, Commissioner Njoki Kahiga, Chairperson of the KSG Council, and Prof. Ludeki Chweya, KSG Director General, CHRP Quresha Ahmed, Executive Director of Institute of Human Resource Management along several Accounting Officers of other organizations.



The Kenya School of Government will for the next 90 days host the Foreign Service Officers Third Secretary Cadet, for an Induction Program. The comprehensive program will cover among other topics Locating the Foreign Service Officer within the Public Service, Introduction to Governance and Kenya's Development Agenda, Kenya's Operating Environment, Diplomatic Agenda, Peace and Security, and cross-cutting administrative issues in foreign affairs. Prof. Ludeki Chweya, speaking on the inaugural day of the Induction congratulated the Cadets upon making it to this level and emphasized on the importance of embracing professionalism and decency as they execute their roles as future diplomats



Deputy Director of Mombasa Campus graced the official closing ceremony of SLD awarding certificates of completion to the participants, a tangible recognition of their dedication to personal growth and leadership development.

Weekly Activities in Summary



Senior Management Course No. 175 participants during their field study session at Emsea ECD and Kapsoo Water Project in Elgeyo Marakwet County. The field study accords participants a chance to witness practical application of the management principles and ideas learned in the course.



Gracing the official closing ceremony of the Customer Care Skills Development Course was the Deputy Director of the Mombasa Campus. The Deputy Director lauded the participants for their commendable efforts and successful completion of the course, highlighting the pivotal role that customer care plays in modern professional landscapes.



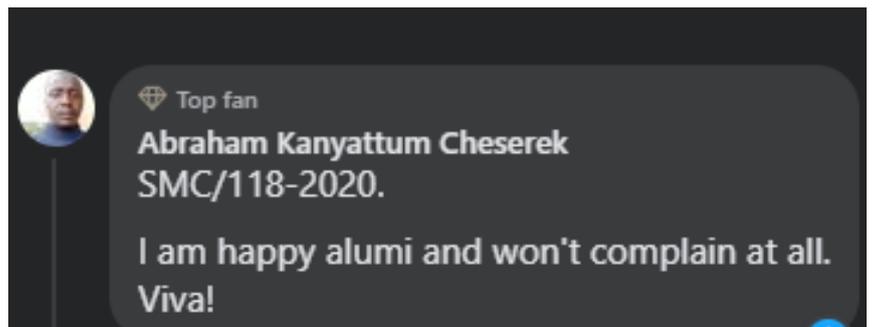
IFMIS (Integrated Financial Management Information System) Training for Accountants conducted at a eLDi. The training took place from August 14 to August 18, 2023. With the class is Deputy Director of the Institute, Ms. Vera Obonyo (Seated centre)

Leadership Lesson

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

~ Jime Rohn

Have your say



Quote of the Week

“By being yourself you put something wonderful in the world that was not there before.”

– Edwin Elliot

Baringo Campus

| | |
|---|----------------------------------|
| Strategic Leadership Development Programme | 24th July-1st September, 2023 |
| Strategic Leadership Development Programme (Online) | 7th August -13th October, 2023 |
| Senior Management Course | 31st July - 25th August, 2023 |
| Senior Management Course 176-(Online) | 24th July - 15th September, 2023 |
| KASNEB Examination | 21st August- 24th August 2023 |
| The Kenya Police Service Examination | 24th - 25th, August 2023 |

Embu Campus

| | |
|--|-----------------------------------|
| Research Report Writing Retreat (National Crime Research Center) | 23rd August - 3rd September, 2023 |
| Strategic Leadership Development Program Online No. 373/2023 | 10th July - 8th September, 2023 |
| Senior Management Course No. 194/2023 | 10th July- 1st September, 2023 |
| Diploma in Social Work No. 44/2023 | 6th March to 7th March, 2025 |
| Senior Management Course No. 195/2023 | 31st July - 25th August, 2023 |
| Strategic Leadership Development Program No. 377/2023 | 7th August - 6th October, 2023 |
| Sensitization workshop (Emergency Locust Response Program) | 21st- 25th August, 2023 |
| CBET frameworks development (Meru National Polytechnic) | 21st - 25th August, 2023 |

Matuga Campus

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| Senior Management Course No.118/2023 | 1st July -22nd September, 2023 |
| Strategic Leadership Dev. Prog. No. 368/2023 | 5th June – 28th August, 2023 |
| Hospitality Skills Development Course No. 2/2023 | 14th -25th August, 2023 |

Mombasa Campus

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|---|-----------------------------------|
| Strategic Leadership Development Program No. 374/2023 | 24th July – 1st September, 2023 |
| Senior Management Course No.170/2023 | 7th August -1st September, 2023 |
| Senior Management Course No.169/2023 | 7th August – 29th September, 2023 |
| Workshop- KEMI/ Aga Khan University | 14th – 25th August, 2023 |

Lower Kabete

| | |
|---|-----------------------------------|
| Senior Management Course No.405/2023 | 7th August - Sept ember 1st, 2023 |
| Supervisory Skills Development Course No.127/2023 | 21st August - September 1st, 2023 |
| Supervisory Skills Development Course No.128/2023 | 1st August - September 1st, 2023 |
| Project Monitoring, Evaluation & Reporting | 21st August - September 1st, 2023 |
| Financial Management Course | 21st August - September 1st, 2023 |
| Data Protection Program | 21st August - September 1st, 2023 |
| Senior Management Course No.378/2023 | 31st July-22nd September, 2023 |
| Senior Management Course No.378/2023 | 31st July-22nd September, 2023 |
| Senior Management Course No.402/2023 | 10th July- 4th September, 2023 |
| Strategic Leadership Development Program No.375/2023 | 24 July - 1 September, 2023 |
| Job Evaluation for Job Analysts Course | 21st-25th August, 2023 |
| IFMIS Training for Accountants | 21st-25th August, 2023 |
| Induction Program for Public Sector Boards for boards | 22nd-24th August, 2023 |
| Induction of Third Secretary Cadets | 16th August -November 3rd, 2023 |
| Road Safety Training Workshop | 21st-25th August, 2023 |
| Teachers Service Commission | 22nd August, 2023 |
| State Department for Livestock Development | 21st-31st August, 2023 |
| Review of Human Resource Instruments | 21st-25th August, 2023 |
| Geothermal Development Company | 21st-25th August, 2023 |
| Agriculture and Food Authority | 21st-25th August, 2023 |

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- Security Management Institute
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