

August 26– September 1, 2023

KSG'S Exceptional and Innovative Leadership Development Program



Senior Officials attending the Leadership Development for Public Sector Directors Program at the Kenya School of Government .

BY Dr. RACHAEL NGESA AND
PAULINE NGURUKIE

There is an urgent need to offer innovative and comprehensive leadership development initiatives to address the emerging and unique needs for public sector Directors as leaders and change agents across various levels within the Public Service. Nurturing leaders for modern times necessitates a focus on workforce trends innovation, resilience building, adaptability, and sustainability. It is against this backdrop that the Kenya School of Government (KSG) continually develops new programs to suit the

distinctive leadership demands in response to the dynamic public sector.

The Leadership Development for Public Sector Directors curriculum was meticulously designed to enrich the competency of Directors in their administrative, management, and leadership positions, offering content that facilitates leadership in institutions toward innovation, growth and excellence.

The ten (10) day program recognizes that public sector institutions operate in global, regional, and local contexts that need to align with diverse environmental demands.

In order to successfully traverse the complex web of factors that shape

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KSG'S Exceptional and Innovative Leadership Development Program

organizations and ensure resilience and relevance, Directors should acquire the insights and abilities necessary to assess how their decisions and actions affect others, and interpret procedures, and policies of Government.

This extensive program essentially serves as a lighthouse of transformation with Directors at the forefront of creating big ideas to assemble a solid team.

KSG rolled out the pioneer program that had senior officials from various entities among others; Small and Medium Enterprises Authority, Bungoma, Marsabit, Kisii, and Meru counties, Technical and Vocational Education and Training Authority, and the Ministry of Agriculture, Livestock, and Fisheries.

According to Mr. James Muhati, Principal Secretary, State Department for Economic Planning, it is imperative that officers embrace cultural diversity and flexibly adjust to the changing dynamics of the environment, instilling the concept of pursuing victory

through gradual and unwavering effort. He placed considerable emphasis on leaders meticulously dissecting issues through root cause analysis—a practice that he believed would lead to more effective and lasting solutions.

He is delighted about the Leadership Program that promotes serious dialogue on the multiple functions and responsibilities of Directors, highlighting the pivotal role in the journey towards achievements in set goals and targets. He stressed the importance of voicing one's perspectives fostering an environment of free exchange of ideas and synergy as he also cautioned against hoarding of information.

KSG's Deputy Director of Learning and Development, Dr. Rukia Atikiya is appreciative to the National Treasury and Economic Planning, State Department for Economic Planning for the opportunity to onboard the newly appointed Directors. This marks the

initiation of a novel program for the inaugural cohort, "while the appointments bring about excitement, they also carry significant responsibility. Trustworthiness is a trait that is expected of each of you" she emphasized.

The Deputy Director is emphatic on the importance of cultivating high-performing teams highlighting the value of leading by personal example, understanding their own strengths that will be helpful to guide and mentor their teams effectively and to provide the necessary resources for the anticipated outcomes for their organizations.

The Leadership Development for Public Sector Directors Program is designed in consideration with the desired skills and competencies of Directors as indicated in the Public Service Competency Framework, describes alignment of institutional activities to SDGs, AU Agenda 2023, Kenya Vision 2030 and Bottom up Economic Transformation agenda.



PS James Muhati, of the State Department for Economic Planning addresses participants of the first cohort of the Leadership Development for Public Sector Directors Program.

Creating Memorable and Relatable Learning Experiences

BY DOUGLAS MOCHAMA

Field study is an arena of gaining firsthand experience and affording learning from scenarios on the ground. The expeditions provide live cases of factors that lead to the success or failure of programs and projects, and it is an avenue for strengthening observation and perception skills through the experiences of others.

Keen to hone the research skills of course participants in tandem with the contemporary needs of the Public Service, the Kenya School of Government reviewed the Senior Management Course curriculum to accommodate a field trip to augment the capacity of participants to apply research techniques in evaluating public sector programs, projects and policies.

As such, participants attending the course conduct study visits to projects in the locality for insights into operations, stakeholder management, risk management, legal compliance, budgeting, and impact on the surroundings.

The intent is to make learning concepts more memorable, vivid, relatable and applicable in the management of public affairs in their respective jurisdictions.

Kapsoo Water Project:

Recently, Senior Management Course No. 175/ 2023 at KSG



Participants of the Senior Management Course No 175 during their visit to the Hot spring at Kokwa Island, Lake Baringo.

Baringo Campus visited Kapsoo Water Project Soy North Ward in Elgeiyo-Markwet County to learn the various phases of the project, identify challenges faced during implementation, and evaluate its overall impact on the community.

The project was initiated in response to community concerns regarding disruption of their water source due to flash floods, leading to unreliable drinking water.

The expedition examined the four phases of the implementation of the Kapsoo Water Project, analyzed the challenges encountered during project implementation, such as the failure of the first borehole drilled to yield enough water, budget constraints, and lack of community training and evaluated the sustainability of the project's impact on the

community's access to clean and reliable drinking water.

Access to safe water, sanitation and hygiene is the most basic human need for health and well-being, charted by Sustainable Development Goal number six.

In the early stages, Soy North Ward in the Rift Valley region relied on a gravity-based water distribution system sourced from local water bodies. In 2018, a sudden flash flood destroyed the water distribution system, propelling the lower section of Soy North, particularly the Kibargoi sub-location, in Elgeyo Marakwet to urgently advocate for an alternative water source.

As the project progressed into the planning phase, a collaborative effort emerged among stakeholders. The local community, the ward administrator, and the Member of

Creating Memorable and Relatable Learning Experiences

the County Assembly engaged in a concerted endeavor to address the prevailing issue of disrupted water supply. In addition, a successful public participation initiative held from 2018 to 2019 was a pivotal step in shaping the project's direction, ensuring that it aligned with the specific needs and aspirations of the community.

The execution phase between 2020 and 2022 involved drilling a borehole by Hydrotech Associates while equipping it was done by UVA World Limited.

Initially, the first Bill of Quantities (BQ) incorporated the construction of a water reservoir tank, a vital component to ensure consistent water storage.

However, the endeavor faced an early hurdle when the initial borehole failed to yield sufficient water, prompting a re-evaluation for the second borehole.

The team learnt that the project's impact is remarkable, as it reinstated a dependable water source for the community. A neighboring school and over 70 households are connected to tap water, and agricultural activities such as horticulture and animal husbandry have flourished from the water project.

However, challenges such as budget constraints, technical setbacks, and inadequate community training highlight the need for comprehensive planning and communication in project management.

Closer scrutiny by the SMC



The participants also participated in a tree planting activity to immortalize their four-week stay at the campus

participants revealed potential vulnerabilities in the project; the borehole cover's construction proved inadequate, leading to gradual erosion over time due to exposure to varying weather conditions. Refurbishment or replastering is discernible to ensure its longevity and sustained functionality. The fence around the borehole requires strengthening to keep vandalism and compromising of the borehole's overall integrity at a bay. Additionally, the site exhibited neglect, with overgrown shrubbery encroaching upon the borehole area.

Infusing field study in training programs, the School seeks to develop problem solving skills, extend the application of management principles in the project cycle, enable participants

analyze the factors leading to either success or failure of projects and facilitate development of plausible recommendations for project sustainability in the country.

Out of the study, the participants took home the importance of collaboration with the community, forecasting, resource mobilization to ensure sustainability, continuous evaluation and monitoring, among others.

Their findings provide valuable information that can help the management of the Kapsoo Water Project make the initiative sustainable apart from offering a repository of knowledge that future project managers in the water sector can use as they discern plausible ways of making their water projects a going concern.

KSG Family Fun Day

Technology has played a significant role in shaping families. The prevalence of smartphones, social media, and digital communication tools has both enriched and complicated family interactions. Families are navigating the delicate balance of integrating technology into their lives while ensuring meaningful face-to-face interactions.

In this regard, the Kenya School of Government, a family-oriented institution endeavors to see its employees have fair work arrangements allowing families to spend more time together without sacrificing career growth by encouraging interpersonal engagements.

In an effort towards creating synergy between parents, children, and colleagues, the Events Committee organized the annual Family Fun Day that took place at the KSG Lower Kabete grounds, on Saturday, August 19, 2023. The event purposed to bring together families associated with the School and create an atmosphere of joy, closeness, and community connection.

Visitors of all ages filled the grounds taking part in the carefully planned and selected activities to suit both children and parents, ensuring that there was something for everyone. The teens showed off their prowess in video games and Virtual Reality while parents were allowed to retrieve

some of their own childhood memories through team building creating connections with each other.

KSG Director Finance and Administration, Prof. Nura Mohamed is a fervent supporter of events that bring together members of staff; events that promote work-life balance and improve the quality of life and consequently lead to a more effective workforce.

According to the Director, the Family Fun Day is in line with one of the core values of the School that is inclusivity; inclusivity of the community regardless of age, status, and culture.

The School's goal on work life balance provides for opportunities for the School to

organize creative activities that showcase talent such as Cultural Week, expeditions, and Sports days among others. In fact the renowned KSG Ogopa and Ogopalets Football Clubs were birthed from the values of inclusivity and creativity and innovation.

The Events Committee Chair, Ms. Salome Wambui emphasized on the need to strengthen family bonds in the wake of increased social pressure and economic challenges that have directly affected households. It is issues such as these that give significance to corporate family events – the shared joy, conversations, and the feeling of belonging!

*Compiled by Sharon Ngina and
Tabitha Kemunto*



Mr. Wison Chege who was the MC of the day leading the kids in a dancing competition during the Family Fun Day,

How To Handle Anxiety: Part 2

Introduction

In the last article in Volume 12 Issue 32, we expounded How To Handle Anxiety: Part 1. In lieu of this, may I now focus on part 2 of this motif.

The Causes of Anxiety

The cardinal causes of anxiety as explicated by the various studies indicate that it is predominantly caused by the following:

Threat. Psychologist Rollo May concluded that “anxiety is an apprehension that is cued off to a threat to some value that the individual holds essential to his (or her) existence as a personality, (Collins, 1980, P. 61). For example, the threat may be to **physical life** (the threat of death), or to **psychological existence** (the loss of freedom, meaninglessness). In a nutshell, threats, therefore, can be of different types including those which come from perceived danger, a threat to one’s feelings of self-worth, separation and unconscious influences.

Conflict. Another source of anxiety is conflict. For instance, when a person is influenced by two or more pressures there is a sense of uncertainty which leads to conflict. In this paradigm, there are three types of conflict. First, **approach-approach conflict**. This category involves the tendency to pursue two desirable but incompatible goals. For example, a person may be invited to attend to two birth day parties on the same evening, either of which will be pleasant. Consequently, this scenario provides an individual to make a decision

which is underpinned on approach-approach conflict. Secondly, **approach-avoidance conflict**. This situation offers a desire both to do something and not to do it. For example, a person may grapple with the offer of a new job. To accept might bring more pay and opportunity (**acceptance**), but it may also bring the necessity of a move and the inconvenience of a training programme (**avoidance**). In this regard, making such decisions can involve considerable anxiety. Thirdly, **avoidance-avoidance conflict**. In this scenario, a person encounters alternatives, both may be unpleasant. For instance, a person may struggle with pain versus an operation which might in time relieve the pain.

Individual differences. For instance, some people are more fearful than others. Moreover, some people may be more sensitive or insecure than others. These personality differences arise from a combination of inherited and learning influences which, in turn, create individual differences in anxiety.

The Effects of Anxiety

“A moderate amount of anxiety (not too little, not too much) motivates us and adds zest to life”, (Ibid., P. 65). When anxiety is great, however, we begin to experience negative reactions in the following facets of life:

Physical reactions. It is common knowledge that

anxiety can produce headaches, ulcers, and a variety of other physical problems.

Psychological reactions. Research has shown that anxiety reduces one’s level of productivity, stifles creativity and originality, hinders the capacity to relate to others smoothly and interferes with the ability to think or remember.

Defensive reactions. Some of the defensive reactions include denial of anxiety or pretending the anxiety producing-situation does not exist.

Spiritual reactions. “Anxiety can motivate us to seek divine help where it might be ignored otherwise. But anxiety can also drive us away from God at a time when he is most needed. Fraught with worry and distracted by pressures, even religious people find that there is a lack of time for prayer, decreased ability to concentrate on Bible reading, reduced interest in church worship services, impatience and sometimes bitterness with heaven’s seeming silence”, (Collins, 1980, P. 66).

References

- Collins, G.R. (1980). *Christian Counseling: A Comprehensive Guide*. Waco, Texas: Word Books Publishers.
- 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

Mombasa Campus Weekly Activities



Hon. Teresia Mbaika, Principal Secretary State Department for Devolution joins the Induction Program for Nairobi Rivers Commission's newly appointed members showing commitment to effective governance and sustainable water management.



Mohamed Birik Mohamed, OGW, Ministry of Petroleum and Mining's Secretary. Admin, graced the public participation event at Mombasa Campus. The forum focused on the pivotal Kenya Petroleum Refineries Limited & Kenya Pipeline Company takeover.



Course participants of the Strategic Leadership Development Program gift the School with outdoor seats, creating a shared space for staff and participants; a thoughtful contribution enhancing comfort

Weekly Activities in Summary



In celebration of Dr. Rukia Atikiya! Earlier this week, staff of Lower Kabete came together to celebrate the birthday of the Deputy Director, Learning and Development.



Inter Campus collaboration: Mr. Timothy Mwakio receives the first consignment of 50 trays of eggs from the Matuga Campus Agribusiness Project.



Kenya School of Government hosts officials from the East African Community (EAC) and the Federal Republic of Somalia, on Somalia's admission to EAC.

Weekly Activities in Summary



Deputy President of the Republic of Kenya, His Excellency, Rigathi Gachagua arrives at the School. He is received by KSG Director Academic Affairs, Dr. Josephine Mwanzia and Deputy Director Hospitality Services, Ms. Esther Sitonik.



H.E Rigathi Gachagua addresses participants at the Program Launch of Phase II Farmers Registration and Inua Jamii Safety Net Program at the Kenya School of Government



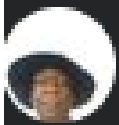
Participants follow proceedings of the launch.

Leadership Lesson

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.

– Rosalynn Carter, former first lady of the United States

Have your say



Muriithi Esbon Kangangi

Very nice and services are awesome..Mombasa KSG



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Quote of the Week

“As we look ahead into the next century, leaders will be those who empower others.”

– Bill Gates, co-founder of Microsoft

Baringo Campus

Strategic Leadership Development Program	24th July-1st September, 2023
Strategic Leadership Development Program (Online)	7th August -13th October, 2023
Senior Management Course	28th August-22nd September, 2023
Senior Management Course 176/2023(Online)	24th July - 15th September, 2023
Laikipia University	29th August- 2nd September, 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
Strategic Leadership Development Program No. 377/2023	7th August - 6th October, 2023
Senior Management Course No.197/2023	28th August - 22nd September, 2023
Young Leaders Development Program (Kenya Water Institute)	28th August- 1st September, 2023
Research Report Writing Retreat -National Crime Research Center	23rd August - 3rd September, 2023
Proficiency Exams for Clerical Officers (Public Service Commission)	28th - 31st August, 2023
Teachers Service Commission	28th August- 6th September, 2023
State Department for Public Service	28th August- 5th September, 2023
State Department for Public Service	28th August- 1st September, 2023

Matuga Campus

Senior Management Course No.118/2023	1st July -22nd September, 2023
Strategic Leadership Development Program No. 368/2023	5th June – 28th August, 2023
Senior Management Course No.118/2023	28th August -22nd September, 2023

Mombasa Campus

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
Productivity Improvement & Measurement	28th August- 1st September, 2023
National Construction Authority	28th August- 1st September, 2023
Performance Contracting in the Public Service	28th August- 1st September, 2023
State Department for Public Service	28th August- 1st September, 2023
Workshop State Department for Roads	28th August- 5th September, 2023
Workshop KEMI/ Aga Khan University	14th – 22nd August, 2023
National Police Service	24th – 28th August, 2023
Workshop Kenya Pipeline Company	24th 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
Induction of Third Secretary Cadets	16th August -November 3rd, 2023
State Department for Livestock Development	21st-31st August, 2023
IFMIS Training for Auditors	28th August – 1st September, 2023
Community Policing Program -Kenya Finland Cooperation (SMI)	28th August-1st September, 2023
Public Sector Reporting Training	28th August-1st September, 2023
Workshop East Africa Community	28th August- 2nd September, 2023
State Department for East African Affairs	28th August, 2023
Workshop Teachers Service Commission	28th August, 2023
Workshop Kenya Rural Roads Authority-Machakos	28th August-15th September, 2023

Editor

Faith Musoga

Sub Editor

Douglas Mochama

Writers

Ephline Okoth
Beth Muigai
Phyllies Muili
Glenn Lumiti
Tabitha Kemunto
Christine Rwamba

Pauline Ngurukie

Sharon Ngina

Yvonne Lucy

Rashid Mwinyi

Photographers

Walter Mikwa

Elias Makokha

Bosco Marangu

GET IN TOUCH WITH US

Kenya School of Government

P.O Box 23030-00604, Lower Kabete, Nairobi-Kenya

Telephone: +254-20-4015000/0727-496698

Website: www.ksg.ac.keEmail: directorgeneral@ksg.ac.keAdmissions: info@ksg.ac.ke**e-Learning and Development Institute**

P.O Box 30627 – 00100 Nairobi, Kenya

Tel: +254-20-3535873/4/+254-728-606991

Email: director.eldi@ksg.ac.keAdmissions: info.eldi@ksg.ac.ke**Baringo Campus**

P.O Box 91, Kabarnet-Kenya

Tel: 053-22056/22325/0734055998

Email: director.baringo@ksg.ac.keadmission.baringo@ksg.ac.ke**Embu Campus**

P.O Box 402-60100, Embu-Kenya

Tel: +254-(068) 231824/2231866/2231364

Cell: 0792718171

Email: director.embu@ksg.ac.keadmissions.embu@ksg.ac.ke**Matuga Campus**

P.O Box 31-80406, Matuga

Cell: 0770 770 021

Email: director.matuga@ksg.ac.keadmissions.matuga@ksg.ac.ke**Mombasa Campus**

P.O Box 84027-80100, Mombasa

Tel: +254-041-2227113/2228800/2226871

E-mail: director.mombasa@ksg.ac.keadmissions.mombasa@ksg.ac.ke

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We welcome your feedback

communications@ksg.ac.ke

@KSGKenya



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