

11th- 17th November, 2023

HR Management in the Present Age

Principal Secretary State Department of Public Service Mr. Amos Gathecha receives a token of appreciation from APS-HRMnet President Emeritus Ms. Savia Mugwanya during the closing ceremony of the 8th Annual 2023 Conference at KSG Lower Kabete that took place from November 6- 10, 2023.



BY BETH MUIGAI

The Kenya School of Government (KSG) hosted the 8th Annual Africa Public Service Human Resource Managers Network (APS-HRMnet) Capacity Enhancement Conference at Lower Kabete on November 6-10, 2023.

The Conference of Association of Human Resource practitioners across Africa drew participants, including delegates, key actors, and stakeholders from Kenya, Uganda, Sierra Leone, and Tanzania.

Under the theme "Bring Citizens and Government Closer: The Role of Human Resource Management in

Service Delivery for Socioeconomic Transformation," the 2023 Conference aimed to refocus the mindset of Human Resource (HR) professionals on spearheading social and economic development.

The agenda included examining current practices in citizen engagement for improvement, assessing the relevance of existing performance management and measurement systems in supporting the new era, defining a roadmap for shaping the workforce to respond to emerging challenges, and identifying mechanisms for steering public service entities through change.

There are significant global shifts impacting nations necessitating

HIGHLIGHTS

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HR Management in the Present Age



KSG Director General Prof Ludeki Chweya gives a certificate of participation to Kenya HRMs attending the Conference. The certificate was received by KSG HRM Ms. Florence Wanguku

change in governance. The era where governments would plan service delivery in isolation is quickly becoming obsolete embracing stakeholder engagement and decision-making processes.

The trust that citizens have placed in government has been affected by service delivery, underscoring the imperative to bridge the gap, with human resources positioned at the core of this transformative effort. This then signified the timeliness of the Conference, to empower Human Resource Managers in the Public Service with best practices to see to harmonization of the operations of government with the demands of the citizenry.

Principal Secretary for the State Department of Public Service Mr. Amos Gathecha, while presiding over the closing ceremony acknowledged that African countries have over the past decades made the step to formulate bold national development plans and national vision intended to bring forth rapid social and economic

transformation of the country and raise standards of living for all citizens.

"It is in this regard that the Continent has also formulated a common goal that is enshrined in the AU Agenda 2063 and also subscribed to implementation of the United Nations Sustainable Development Goals intended for a brighter future for all Africans," he stated.

To realize these plans, it is imperative that the Public Service delivers effective performance and establishes strategies that enable appropriate connection with citizens – their needs, concerns and aspirations, a role that lies within the scope of HR. "HR managers are in fact the architects and facilitators of the bridge between government and its people," the PS poised, emphasizing that the managers play a pivotal function in selecting suitable individuals for specific roles.

Earlier, KSG Director General Prof Ludeki Chweya highlighted the significant impact democracy has had

in the running of public offices and in the spheres of management. "There are demands for human rights, excellence of service delivery, and awareness of the superiority of the citizens. Human resource managers have to bear in mind the Bill of Rights as captured in the Constitution of Kenya," he said.

The DG added that citizens now have higher expectations from public officers, with a growing middle class that now demands a diversity of services. "The needs of the citizens is now growing from the need for necessities like water and electricity to more services that create an enabling environment for industrialization and entrepreneurship," he stated. "Human Resource determines the kind of personal to handle certain tasks and therefore they directly affect the delivery of such services."

President Emeritus of the Association, Ms. Savia Mugwanya recognized the growth of the Association which has included the component of the HR Innovations Award. "This is the first time we are awarding HR innovations after the Hackathon that was conducted last year. This incentive will go a long way in motivating and improving service delivery by HR practitioners," she said. The East African region was awarded best innovators for coming up with a mobile application that HR personnel can use to evaluate performance.

Ms. Mugwanya acknowledged and appreciated the well versed speakers, moderators and panelists for their invaluable input that greatly impacted this Conference.

KSG had Director Learning and Development Dr. Rachel Ngesa addressing change management and

HR Management in the Present Age

organizational designs while Senior Principal Lecturer Dr. Joseph Ndung'u was a panelist on rethinking servant leadership as a strategy for better citizen engagement; Senior Lecturer Mr. Simon Angote spoke on the Era of Knowledge Management and Senior Lecturer Mr. Joshua Ochuka moderated discussions on performance management for enhanced productivity.

Notable speakers from organizations within Africa included; Prof. Extraordinary Stellenbosch University, Dr. John Mary Kauzya tackling the topics HRM as a strategy expert and refocusing the mindset of the HR professionals to spearhead public service transformation for social and economic development; Others were African Association for Public Administration and Management Secretary General, Prof. George Kojo Scott, United Nations Department of Economic and Social Affairs, Ms. Elida Reci and Ms. Juliet Bakobye, Head of HR, District Local Government in Uganda.

Some of the agreed-upon points highlighted during the Conference were the transformation of HRMs from dealing with routine matters to providing guidance on strategic HR issues such as planning, performance management, and job descriptions.

Other key agreements encompassed development of sustainability programs for capacity-building initiatives, including establishment of a pool of training facilitators for ongoing programs. There was a call to create capacity-building tools that can be tailored to individual organizations.

Recognizing significance of employee health in relation to productivity issues such as mental

health and wellness programs were deemed high priorities.

The importance of knowledge transfer from experienced personnel, the advocacy for compliance with inclusion policies, and the essential skill of metrics and data analytics for HR professionals in the 21st century were also underscored.

Further, discussions addressed challenges of citizen engagement in the digital era, recognizing the urban-rural divide in terms of internet access. Planning for citizen engagement should be thoughtful and specific to different segments of the public, taking into account demographic-related challenges, including timing considerations for women versus youth.

On the fourth day of the Conference, the APSHRMnet converged a General Assembly and elected new office bearers for the next three years. Mr. Xavier Mrope

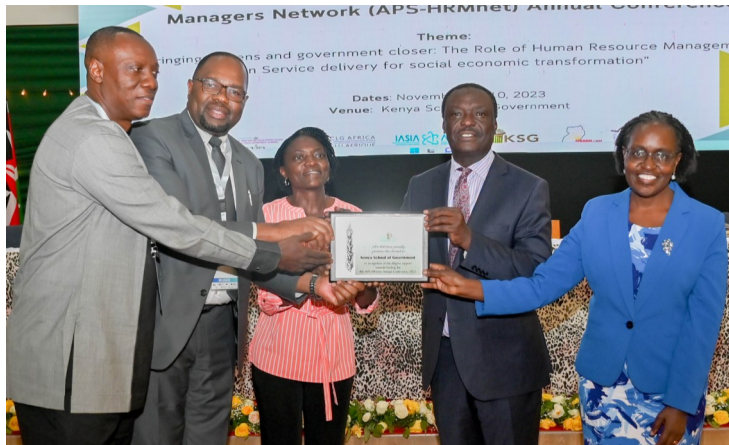
Daudi of Tanzania, Mr. James Wasagami of Uganda and Ms. Florence Wanguku of Kenya, and KSGs Human Resource Manager were elected for the positions of President, Vice President and, East African Region President respectively.

APS-HRMnet was established in 2009 during the Workshop on Capacity Building for Human Resource Development Policy and Strategy in the Public Service in Africa, held in Arusha Tanzania. The Association aims at promoting and strengthening, excellence, integrity, and professional standards in the practice of human resource management in Public Sector institutions in Africa. Currently, two countries have active chapters; Uganda and Morocco, with prospective registration from Kenya, Ghana and Tanzania.



Ms. Jemima Mochache (Left) from the Office of the Director Learning and Development at the School attends to participants arriving at the APS-HRMnet Conference 2023.

APS-HRMnet Conference 2023



KSG Prof. Ludeki Chweya receives a token of appreciation from APS-HRMnet President Emeritus Ms. Savia Mugwanya at the close of the 2023 Conference. He is joined by Director Linkages and Collaborations Dr. Prisca Oluoch and delegates attending the conference.



KSG Prof. Ludeki Chweya presents a trophy of to East Africa Region upon winning the Best Innovation Award in a ceremony that took place during the 2023 Conference.



KSG Director Academic Affairs Dr. Josephine Mwanzia (Left) gives her welcoming remarks while Director Learning and Development Dr. Rachel Ngesa (Right) delivers her presentation at the Conference.



Principal Secretary State Department of Public Service Mr. Amos Gathecha (Center), KSG Director General Prof Ludeki Chweya, APS-HRMnet President Emeritus Ms. Savia Mugwanya, Director Linkages and Collaborations Dr. Prisca join delegates at the close of the 2023 Conference

Newly Appointed Asset Management Officers Inducted

BY PAULINE NGURUKIE

Financial management is the cornerstone for any organizations success, be it a budding enterprise or a well-established institution. The art of steering an enterprise towards profitability is intrinsically tied to mastering financial management. Within the public service, the vital role of asset management officers comes to the fore, as they are instrumental in the efficient and responsible handling of tangible and intangible assets.

Their role transcends mere custodianship, encompassing a multifaceted array of responsibilities that impact government operations and finances. Newly Appointed Asset Management Officers are on a mission to ensure optimal utilization of government resources while steering organizations towards their broader goals. They attended an Induction Program at the Kenya School of Government (KSG), Mombasa Campus.

Dr. Chris Kiptoo, Principal Secretary of the National Treasury, in speech delivered on his behalf by Ag. Mombasa Campus Director, Dr. Rukiya Atikiya, noted that the induction of the first-ever cadre of asset management officers in the civil service seeks to realize functions and operations of the National and

County Governments giving reference to legal and regulatory frameworks in public sector, government investments, 20th PC cycle on asset management targets and sub targets, and demonstration on the Financial Accounting module in IFMIS among other content.

According to the National Treasury PS, the two-week induction program, will introduce officers to the importance of leadership and commitment required to serve the citizens of Kenya with honor, dignity and professionalism while embracing innovation and turning their visions into reality.

Induction programs offered at the School aim to increase staff productivity, motivation, and confidence as they gain better understanding of their roles. "This program promises to shape a bright future and enhance the ability of officers to serve the people of Kenya by optimizing government assets. The event marks a significant step in the evolution of the National Assets and Liabilities Management Department, reflecting dedication to prudent and responsible asset management in the country," Dr. Kiptoo stated.

Dr. Kiptoo's message of leadership, commitment, and competence in the public service will undoubtedly guide the officers as they embark on their journey in the Public Service.

Dr. Rukiya Atikiya, Ag. Director Mombasa Campus said; "The expectations of citizens has risen, as pertains services that are delivered by public servants. Excellence and adherence to policy guidelines are non-negotiable in the quest for productivity and proficiency. Sacrifice, also cannot be underscored, as we have to sometimes go out of our way to provide the best service, to make sure that our clients are comfortable and content".

"I wish to express my appreciation to the National Treasury for undertaking this program at the School. It is indeed a starting point in understanding processes, first hand, as you get into your obligations as an employee and more so a public servant. Expectations and policies become more realistic once you are on the job," Dr. Atikiya said.

Ms. Cecilia Mageto, Ag. Deputy Director, reminded the Asset Management Officers of their significance as providers of an essential service as workers in the Financial Sector as she extended a warm welcome to them as they enter the public service. They must be fully aware of their responsibilities and consistently strive to do what is right.



Dr. Rukiya Atikiya, Ag. Campus Director, delivering the PS's National Treasury and Economic Planning speech at the commencement ceremony of Induction Program for newly appointed Asset Management Officers. Also at the opening was Mrs. Cecilia Mageto, Ag. Deputy Director for Mombasa Campus

Prof. Mohamed: Knowledge never Ends



Participants from the Ministry of Finance and Parliamentary Budget Office of Federal Republic of Somalia who had attended the two weeks Training of Trainers program at the School in Lower Kabete.

BY BETH MUIGAI

The Kenya School of Government (KSG) in partnership with Waayleel Consultancy Limited, Somalia this week concluded a Training of Trainers for senior officials from the Ministry of Finance and the Parliamentary Budget Office of the Federal Government of Somalia. The team of eleven was taken through content that should enable them to deliver on the formulation of a curricular, conducting Training Needs Assessments, development e-Learning programs and nomination strategies for training officials.

KSG Director Finance and Administration, Prof. Nura Mohamed at the closing ceremony underscored the importance of building capacity regardless of officials' positions at their workplaces or in society, reminding

them of the words of Prophet Muhammad who commanded knowledge upon all Muslims, and urged them to seek knowledge as far they could reach, and also to seek it all times. "You cannot know everything. It is only Allah who knows everything. That is why the Prophet urges all to go to whatever heights it takes to obtain knowledge," he said.

According to the Director adult training involves instructing individuals who may possess more knowledge than the trainers themselves necessitating adaptation and improvising learning methods to effectively engage and benefit from the expertise of participants.

"You may be an expert in your field and as you dispense knowledge you also get to acquire new, relevant and helpful information from your trainees,

hence reference to the name of the course: Training of Trainers," Prof Mohamed stated.

Mr. Abdifitah Abdulkadie Osman extended his appreciation to KSG fraternity for a well-coordinated program and expertise in the delivery of content. "We leave the School with invaluable knowledge through this very timely program enabling us deliver on training for staff and other officials," he said.

Waaylaad Consultancy Limited is an ISO Certified Management Consulting Firm specializing in Capacity Building, Institutional Transformation, Audit and Accounting, Monitoring and Evaluation, and Information Communication Technology Project Management.

The team was accompanied by Lead consultant of the Waaylaad Consultancy Mr. Abdirahman Dabie.

From Intern to Accountant: A tale of Resilience and Industry

BY RASHID MWINYI

Obadia Ng'eno is an accountant at KSG Matuga Campus. He was earlier stationed at Lower Kabete before his transfer to the Coastal Campus. This is his journey:

What role have you played in the Finance Department?

I joined the Kenya School of Government (KSG) in 2019, through the inaugural cohort of the one-year Public Service Internship Program. At KSG, I was deployed to the Finance Department. After successfully completing my internship, I was given the opportunity to undertake a multifaceted professional journey as I held various roles within the Department.

Initially, I worked as accountant, where I was in charge of checking vouchers and arranging payments. I later moved into the Accounts Receivable position overseeing invoicing and receiving processes. My journey culminated in joining the Credit Check Section where I honed my financial skills.

I have since been transferred to Matuga Campus where I continue to contribute to the Department's functions and the School's mandate.

What caused your move to this Campus and what specific opportunities do you want to achieve in this new role?



Obadia Ng'eno, Accountant at KSG Matuga Campus.

The move to Matuga was a management decision, a move I readily accepted as I am prepared to contribute my skills and expertise to any Campus I would be assigned. I am excited to develop my collaborative skills while working with colleagues. This assignment also provides me with valuable insight into my future career trajectory.

What do you like most about working at this Campus?

I get great satisfaction from solving complex challenges; there is a sense of achievement

that comes with successful problem solving. I try to integrate quickly wherever I go; the collaborative environment at my workplace has been useful in this. Additionally, the prospect of working with highly qualified and dedicated colleagues continues to be a source of and motivation.

How different are your role and responsibilities from your previous work station place to where you are now based?

I have seen minimal changes in my duties as I continue to work in the same Department. The primary change is my involvement in the Credit Control Section, where my duties include preparing weekly, monthly and quarterly sales reports, coordinating schedules, conducting in-house courses and workshops, as well as facilitating refund processing.

What do you think is your contribution to the success of Matuga? What strengths do you bring to the team?

Using my experience in the Credit Control Section, my intention is to develop comprehensive strategies aimed at increasing revenue generation through debt control and regulation an effort that should be achieved through collaborative brainstorming and effective teamwork through an environment of shared ideas.

I believe that I bring considerable amount of knowledge and expertise to the Accounts Department. I have cultivated

From Intern to Accountant: A tale of Resilience and Industry

strong team skills by working with different teams. I have been described as patient, empathetic, determined and eager for new things and skills. My approach for problem solving is proactive contributing to the success and cohesion of our team.

What challenges have you encountered at Matuga?

Initially I struggled to acclimatize to a new area, away from Nairobi, given the increased temperatures at the Coast, which also necessitated a change in my clothing. Additionally, as a parent of a young family living in Narok District, I experienced a deep sense of longing due to limited travel options given the considerable distance and time constraints. I learnt how to balance personal and professional responsibilities and I have since overcome and adapted to these challenges and they no longer significantly affect my performance in the workplace.

In your view, what are the most important qualities or skills for one to succeed?

In a professional context, the attributes of discipline, patience and a positive mental attitude play a key role in individual and collective success. Discipline serves as a guiding principle to ensure that tasks and responsibilities are done.

Patience enables one to handle challenges and uncertainties with calm and resilience. A positive mental attitude is everything; for being proactive and optimistic. When these qualities are incorporated into professional behavior, they bring out a versatile and adaptive individual.

What hard skills should someone in your industry have?

I am adept at prioritizing three core competencies that contribute significantly to my professional repertoire: managerial skills, problem solving ability, and analytical and computer skills. Management skills allow me to effectively supervise tasks,

"In a professional context, the attributes of discipline, patience and a positive mental attitude play a key role in individual and collective success".

~Obadia Ng'eno

teams and projects. My problem-solving acumen equips me to navigate complex challenges with logical thinking and innovative solutions while my analytical and computer competency allow me to use data and technology for efficient processes. These competencies have had valuable impact on individuals and teams.

How do you stay motivated and engaged in your work even when faced with unfamiliar challenges or tasks?

I believe that every new venture represents a significant opportunity for personal and career growth. I see challenges that arise as platforms for honing new skills and acquiring new knowledge. Additionally, I boost my motivation by cultivating healthy habits such as getting enough rest and engaging in morning workout to approach and tackle tasks ahead.

What is your best quote and how has it influenced your career so far?

"Our greatest weakness is that we give up. The surest way to succeed is to always try again."

Thomas Edison

The surest way to triumph is to persevere and make another effort and tirelessly try once more. It serves as a guiding beacon on the path to success, emphasizing that tenacity and refusal to give in to obstacles often lead to the realization of one's goals.

Mental Health: Essential Yet Overlooked Aspect of Employee Well-being

BY RASHID MWINYI

In today's fast-paced and competitive world, mental health has emerged as a critical concern affecting individuals across various walks of life. As individuals spend the majority of their waking hours at work, understanding the impact of mental health at the workplace and the significance of fostering a supportive and inclusive environment that promotes employee well-being is definitely the way to go.

According to the International Labour Organization, 2023 employment trends, almost 57% of the global population is employed.

This means that safe and healthy working environments are not only a fundamental right but are likely to promote employee retention and productivity. A lack of effective support structures can impact an individual's capacity to effectively execute their job, and give overall fulfillment in life. For persons suffering from mental illness, a healthy work environment can aid in their recovery and boost their confidence and social functioning.

We find that the social stigma associated with mental health is one of the most significant hurdles to tackle, more so in the workplace. Many employees are afraid that exposing their mental health difficulties could lead to discrimination or even termination. To avoid such uncalled-for anxiety, employers

can make an effort to create environments in which employees feel secure and supported by promoting open communication, respect, and collaboration for employees with these challenges.

Furthermore, encouraging a healthy work-life balance, and conducting regular team-building activities, workshops, and social events that foster communication and collaboration will boost a sense of well-being amongst all employees, thus reducing the pressure often experienced by employees with mental health needs. Employers can also encourage employees to use their weekends and vacation time productively to ensure they are well rejuvenated when they resume work.

Another important aspect of mental health in the workplace is the social and emotional support provided by coworkers and supervisors. Employees who feel supported at work are more likely to be well-balanced and contribute positively.

Conducting mental health awareness for all employees in the workplace would contribute to creating a conducive work environment.

Having said this, we cannot underscore enough the benefits of professional counseling services. Several Health insurance providers make provision for these, and employees should be encouraged to maximize these opportunities to help them cope with stress and anxiety.

By deliberately providing these resources mentioned, employers can help reduce the social stigma, increase social awareness of these challenges, and promote a supportive culture in the workplace.

In turn, these benefits will go a long way in increasing the overall well-being of the workforce and increase the overall productivity of the Organization. Ultimately, investing in mental health in the workplace is indeed an investment in the organization's future outlook.



Matuga staff engage in a talk on mental health – a snapshot of teamwork, joy, and the pursuit of good mental health.

Weekly Activities in Summary



KSG Director General, Prof. Ludeki Chweya with Board Members of the National Biosafety Authority (NBA) who attended the Induction Program for Public Sector Boards. Leading the group is NBA CEO Dr. Roy Mugiira (second left)



Border Management Secretariat (BMD) and the KSG -Security Management Institute (SMI) during a Validation Exercise to review the curriculum of the Kenya Coordinated Border Management Program (KCBMP) at Lower Kabete.



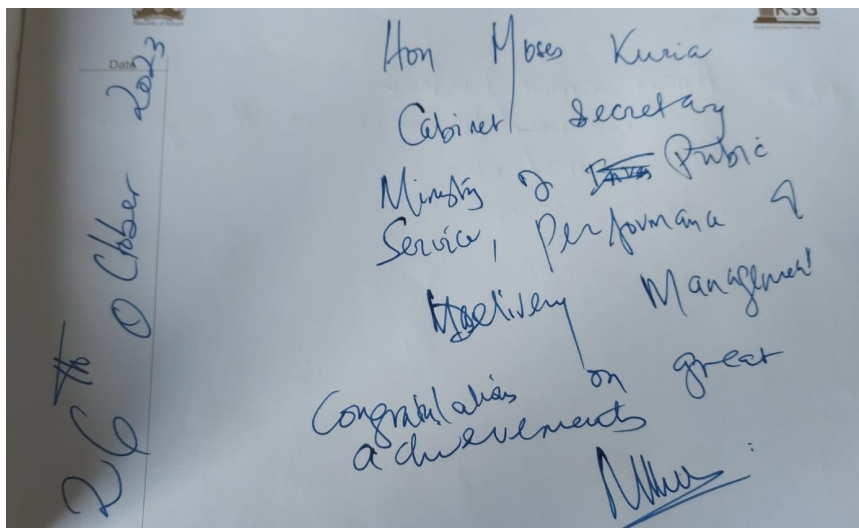
KSG Baringo Campus Director Dr. John Bii presides over the opening ceremony of various courses at the Campus.

Leadership Lesson

The green economy should not just be about reclaiming throw-away stuff. It should be about reclaiming thrown-away communities. It should not just be about recycling things to give them a second life. We should also be gathering up people and giving them a second chance.

— Van Jones

Have your say



Quote of the Week

Until you dig a hole, you plant a tree, you water it and make it survive, you haven't done a thing. You are just talking.

~Wangari Maathai

Baringo Campus

Strategic Leadership Development Program	6th November - 15th December, 2023
Senior Management Course	23rd October - 17th November, 2023
Senior Management Course	6th - 10th November, 2023
Self Help Group Africa Workshop	14th November, 2023
Supervisory Skills Development Course	6th - 17th November, 2023

Embu Campus

Strategic Leadership Development. Program No. 386/2023	9th October to 8th December, 2023
Senior Management Course No. 201/2023	23rd October - 15th December, 2023
Management Course for Office Administrators	6th November - 1st December, 2023
Strategic Leadership Development. Program No. 390/2023	30th October - 8th December, 2023
Strategic Leadership Development. Program No. 387/2023	23rd - 1st December, 2023
Supervisory Skills Development Course No. 97/2023	6th - 17th November, 2023
Grant Proposal writing	13th - 17th November, 2023
Retirement Planning Seminar	13th - 17th November, 2023
Customer care skills development course	13th - 17th November, 2023
Training of Trainers Course	13th - 24th November, 2023
Management Skills Course	13th November - 8th December, 2023
Database Design & Application Development retreat	6th - 17th November, 2023
Development of Workplace Road Safety Policy	13th - 17th November, 2023
Meru county public service board	13th - 17th November, 2023



Republic of Zambia

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAAPM)

42ND AAPAM ROUNDTABLE CONFERENCE Livingstone, Zambia

Date: December 5 – 8, 2023 **VENUE:** Avani Victoria Falls Hotel and Resort Livingstone, Zambia

Theme

Building resilient societies in Africa through effective Governance and public administration: An imperative for the realisation of the SDGS and agenda 2063 aspirations

Email your registration forms to: Kapam.nairobi@ksg.ac.ke / **Contact:** +254713308714

Lower Kabete

Strategic Leadership Development Programme No. 387/2023	16th October – 24th November ,2023
Training of Trainers No.37/2023 (Wayeel Consulting)	30th October - 9th November, 2023
Senior Management Course No.409/2023	6th November-1st December, 2023
Strategic Leadership Development Programme No.392/2023	6th November-15th December, 2023
Records Management Course No.34/2023	6th – 24th November, 2023
Climate Change Policy Planning and Budgeting for M. County Assembly (County Government of Kakamega)	6th-17th November 2023
Supervisory Skills Development Course No.132/2023	6th November-1st December 2023
Kenya Climate Smart Agriculture Project	7th- 10th and 17th November, 2023
Water Services Regulatory Board (Workshop)	7th-8th November, 2023
Induction programme for Public Service Officers (Kenya Biovax Institute)	14th-17th November ,2023
IFMIS Training for Auditors	14th-17th November ,2023
Board Induction Program (Tourism Regulatory Authority)	15th-17th November ,2023
Lightup Hope	14th-15th November ,2023
Women in Security Program Launch (US Embassy)	14th-15th November ,2023
State Department for Performance and Delivery Management	14th November ,2023
Agriculture and Food Authority	14th- 17th November, 2023

Matuga Campus

Senior Management Course No.121/2023	23rd October – 17th November, 2023
Senior Management Course No.122/2023	30th October -22nd December, 2023
Strategic Leadership Development Program NO. 385/2023.	2nd October -8th December, 2023
Strategic Leadership Development Program	6th November – 15th December,2023
Kilifi County Government Induction	6th -17th November,2023
Records Management Course (Judiciary)	13th November - 1st December,2023
Retirement Planning Program (National Youth Service)	20th -24th November,2023
Strategic Leadership Development Program	13th November - 19th January,2024

Mombasa Campus

Strategic Leadership Development Program Online No.391/2023	30th October, 2023 - 5th January, 2024
Senior Management Course No. 173/2023	16th October – 10th November, 2023
Strategic Leadership Development Program No. 388/ 2023	16th October- 24th November, 2023
Senior Management Course No.174/2023	23rd October – 15th December, 2023
Management Skills Course	30th October - 24th November, 2023
Project Planning & Management Course	30th October - 24th November, 2023
Management Course for Office Administrators No. 1/2023	6th November – 1st December, 2023
Skills Enhancement for Office Administrators	13th – 17th November, 2023
Sensitization on Records Management Nairobi Water	13th – 17th November, 2023
Management of Child Protection Services UNICEF	13th – 24th November, 2023
Retirement Planning Course No. 8/2023	13th – 17th November, 2023
Report Writing Course No. 1/2023	13th – 17th November, 2023
Supervisory Skills Development. Course	13th – 24th November, 2023
Public Relations & Customer Care Course	13th – 24th November, 2023
Communication Skills for Public Service	13th – 24th November, 2023
Public Procurement & Contract Management	13th – 24th November, 2023
Transformative Leadership Course	13th – 17th November, 2023
Seminar/Workshop Directorate of Cohesion & Values	13th – 17th November, 2023

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