

October 21 -27, 2023

Community Involvement Key in Project Success



Senior Management Course Cohort 175/ 2023 at KSG Baringo Campus at the Kapsoo Water Project Soy North Ward in Elgeyo-Markwet County. KSG embraces study visits with the intent for memorable, relatable and applicable learning concepts.

BY DOUGLAS MOCHAMA

Policies, projects, and programs are the main instruments governments, supported by development partners, initiate to alleviate given problems at the grassroots.

Many successful projects and interventions in education, agriculture, and health have transformed the well-being of residents.

On the flip side, available research reveals that over 70 % of initiated projects, even the seemingly well-thought-out ones, hardly progress to completion as articulated in their

plans, with management practices cited as the top-ranking root cause of project failure.

Keen to hone the research skills and build well-grounded managers in tandem with contemporary needs of the Public Service, the Kenya School of Government deemed it necessary to review the Senior Management Course curriculum to accommodate the component of field trips.

This new component introduced by the School in the SMC was born out of the desire to enhance action research skills and expose participants to real-life scenarios to help them become better managers.

HIGHLIGHTS

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Community Involvement Key in Project Success

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.

Participants will visit projects within the locality of their respective campuses to access projects in line with Sustainable Development Goals (SDGs), Africa Agenda 2063; Kenya Vision 2030 and the Bottom Up Economic Transformation Agenda, National and Sector Development Plans and Policies; and County Integrated Development Plans.

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

Preliminary feedback so far indicates impressive learning from the expeditions by the SMC participants.

We, therefore, introduce a section to detail experiences and learning from the field trips. This week, we begin with public participation as an influencer of project success.

Public Participation

Article 174 of the Constitution of Kenya identifies several objects of devolution, such as giving powers of self-governance to the people and enhancing their participation in the exercise of power in making decisions affecting them.

The Constitution requires people's input in project selection, design, implementation, monitoring and evaluation, as the opinions of the local people affected directly or indirectly by development interventions should be at the heart of any project.

Recently, Senior Management Course Cohort 175/ 2023 at KSG Baringo Campus visited Kapsoo Water Project Soy North Ward in



Elgeyo-Markwet County to learn the various phases of the project, identify challenges faced during implementation, and evaluate its overall impact on the community.

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

They also gathered that there was active citizen participation through the project phases, leading to the successful implementation and adoption of the project by the surrounding community.

The project impact is remarkable, as it reinstated a dependable water source; 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.

This example of the execution of a public project underpins a democratic and inclusive society where the end users enjoy the fruits of the Constitution in voicing their needs.

Out of the study, the participants took home the importance of collaboration with the community, forecasting, and resource mobilization to ensure project sustainability.

The Constitution and projects

After the promulgation of the Constitution 2010, Kenyans' participation in public fora and project development has increased. However, this is not the case in all development interventions where public participation is still inadequate.

Several key projects that would have transformed the economies of residents are lying idle or stalled even after Government allocates budgets to facilitate their completion.

While such projects have been abandoned, others are vandalized because of a lack of public engagement at the initiation stage or communities shortchanged during the implementation.

In analyzing the factors leading to either success or failure of projects, course participants at KSG document weak decision processes involving public participation, inadequate communication of detailed information and insufficient integration of community needs as the genesis of project failure.

Furthermore, the failure of leaders to articulate policy issues adequately to address community problems has been cited as the beginning of the collapse of projects. Next week, we will evaluate the place of resource allocation and mobilization as an instrument for project sustainability.

More Global Shocks Disrupt Food Supply

The world is currently grappling with a series of profound shocks that have sent ripples through the very foundations of our global economy. These shocks, including armed conflicts and the looming specter of war, climate change, and a myriad of other unforeseen challenges, seem to have collectively conspired to disrupt the delicate balance of economies of scale and have had a profound impact on the availability of essential goods and services.

At the forefront of these disruptions stands the global supply chain of food impacting food security and access to essential grains.

Corn, wheat, and rice are arguably the major grain foods in all homes, and production of these grains is every government's ambition in feeding its people and ending hunger. Over the years, these staples have undergone immense scientific research with the aim of improving the quality of seed and ultimately improving the quantity of harvests of these perennial grains.

Increased episodes of intensified weather patterns have a disruptive effect on agriculture as a source of food, income, and employment. Variations in independent climatic parameters continue to affect the production of these foods differently, across the biosphere's agroecological zones.

In the United States, Ramandeep Sharma and others who have investigated implications of recent climate shifts posit that 1 °C change improved corn yield by 13%, rice yield by 14.10% but had no effect



Grain yield has declined in the world over time owing to global shocks among them, climate change

on wheat when estimation was done on a fixed effect model. Fixed effect models assume non-randomness of data, which is otherwise how data occurs. This contrasts the findings of Mohamed Mehana and others who undertook a similar study in Egypt that climate variability portends worrying long-term outcomes on rice crop productivity per hectare on an Autoregressive Distributed Lag (ARDL) model. ARDL are estimation models used to analyze iterative relationships with time series data in a single-equation setup.

Global reports have warned of increasing sea-levels, melting of glaciers and permafrost, and acidification of oceans. Increased emissivity of carbon dioxide gas (is mainly to blame for a warming planet. This has immediate implications on flora and fauna. Across rangelands and oceans, animals and plants are migrating, colonizing new niches in what can be termed as a classic ecological imbalance.

Population explosions have seen over-cultivation of soils and increased use of chemical fertilizers to boost productivity. Inflation, wars and rumors of war mean unstable markets and immense disruption in the global supply chain of agricultural produce.

The Russia-Ukraine war that started in 2021, a year after the pandemic has for instance wrecked global supply chain of wheat. As global geopolitics continue to drift, the Israel-Palestine war complicates an already bad situation. This war is quickly escalating and might loop in more contiguous countries with some warning of its potential to drift the world into the World War III.

Globalization of agrifoods systems is fractured. Climate change and its ramifications, ongoing tensions across some African countries that have seen unconstitutional change of governments mean reduced fiscus and food to feed the hungry.

The African Climate Summit 2023, aware of climate change-

More Global Shocks Disrupt Food Supply

The world produced 1,151.36 million metric tons of corn, 783.98 million metric tons of wheat and 502.98 million metric tons of milled rice, in 2022

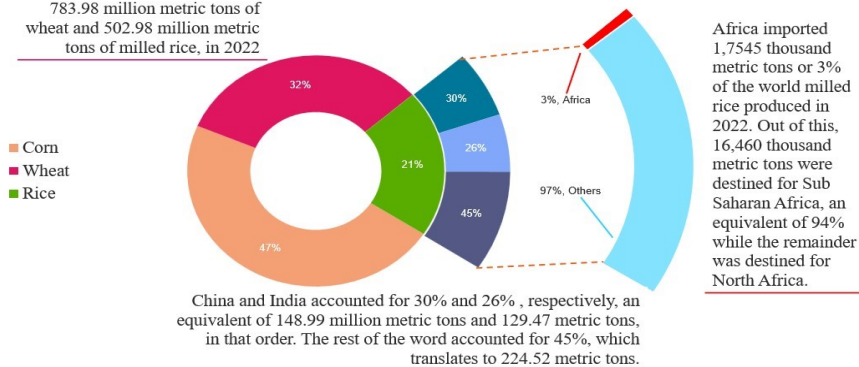


Figure 1 : African imported 3% of the world's milled rice in 2022 while it is home to 17.89% of the world population. Data source: Statista.com. Authors' visualization.

induced challenges have adverse influence on African economies and societies, and hamper growth and wellbeing.

Global developments leading up to the ACS paint a glimpse of food apartheid or as Sakshi Prasad and others whose works downplayed global vaccine supply chains would put it, 'the separation of the world's poorest and most vulnerable' from food.

Just to illustrate why Africa must rethink genetically modified foods and its agricultural food systems in

entirety, the global food supply basket in shrinking at a time when Africa's population is increasing and hard hit by climate change. The world produced 1,151.36 million metric tons of corn, 783.98 million metric tons of wheat and 502.98 million metric tons of milled rice, in 2022.

Two Asian countries of China and India accounted for 30% and 26% of milled rice, respectively. Africa, which is home to 17.89% according to United Nations estimates,

imported just 3% of the world milled rice with 94% of all imports destined for Sub Saharan Africa. Russia rescinded the Black Sea Grain Initiative, which allowed Ukraine to supply wheat, ongoing war notwithstanding. In weeks that followed, India banned export of milled rice, to address its climate - related food shortages.

Addressing this problem requires deliberate interventions aimed at diversifying food options. This may include research explorations into the viability of weeds, herbs, roots, stems and fruits as food. This can also stretch to weigh the possibility of bringing more insects to the table.

Compiled by:

Obed Nyangena, a Research Assistant at KSG and an expert in Economics of Climate Change

And

Beth Muigai, Corporate Communications Officer at KSG.



Rice grown at the Mwea Irrigation Scheme, in Kirinyaga County.

Rice is the third most important cereal crop in Kenya after maize and wheat. About 80% of the crop is produced in irrigation schemes established by Government. High cost of farm equipment and machinery, unreliable rain patterns, and uneven distribution of rice mills has greatly affected rice production in the country.

Principal Magistrate: Not stopped by Disability

BY CHRISTINE RWAMBA

“Obstacles don’t have to stop you. If you run into a wall, don’t turn around and give up. Figure out how to climb it, go through it, or work around it.” – Michael Jordan

Living without the sense of sight is a journey filled with peculiar experiences; triumphs, and challenges. In a world where sight is often considered the most dominant sense, we have to be reminded of the incredible human capacity to adapt, overcome, and find beauty in unexpected places.

This week, we feature a star participant who attended the recently concluded Strategic Leadership Development Program Cohort 382/2023 at KSG Embu Campus. She helps us explore the world from the viewpoint of the visually impaired, shedding light on their daily experiences, innovations in assistive technology, the importance of accessibility, and the strength and resilience of the community of those with visual impairment.

Meet Ms. Jane Ocharo, a remarkable woman who, despite the absence of sight, has become an inspiration to many through her unwavering resilience, remarkable spirit, and unique way of experiencing the world.

Ms. Ocharo is a Principal Magistrate working with the Judiciary. Being blind for fifteen years, has necessitated major transitions in her life to accommodate the adjustments that come with visual impairment. “I started developing problems with my sight in 2007 and after several attempts



Judiciary Principal Magistrate
Ms. Jane Ocharo

for full recovery; I eventually became blind in 2008. I attended a school for the blind and still managed to advance my education,” she says. She has risen up the judicial ladder from being Resident Magistrate to Senior Resident Magistrate and now she is Principal Magistrate. She has also served on the Judicial Training Committee for five years.

For many, pursuing education is a journey filled with opportunities for personal and professional growth. However, for individuals like Principal Magistrate Ocharo, this journey can be laden with unique

challenges that extend beyond the rigors of academia. “I have been to other institutions that did not portray the kindness I have experienced at KSG Embu. I recall once attending training at a different institution where the lecturer insisted I read something in spite of my blindness,” she explained, adding her appreciation for KSG’s benevolent spirit. “Embu Campus has shown me outstanding compassion in their accommodation as I studied for my SLDP. I was so amazed when I did not have to finance my assistant’s accommodation as had been the norm whenever I went for training elsewhere.”

Ms. Ocharo’s life experience is evidence that being blind is just one aspect of a person’s identity and with the right support, accessibility, and determination, individuals can lead fulfilling lives and make significant contributions to society.

Persons with Disabilities form quite a large population in Kenya, and despite their situations, they are still expected to make a positive impact to society; their places of work, homes, place of worship, and business ventures. This requires that they are included in opportunities to influence decision making on areas that concern disability. It also calls for organizations to put in place and implement disability mainstreaming processes that involve responding to the needs and circumstances of persons with disabilities.

Some of the amenities that organizations should invest in include having buildings that have lifts, escalators and ramps, documents translated into braille, sign-language interpreters and websites that are all inclusive.

Inside the Procurement Department

BY FRIDAH PETER

Procurement is a vital function in any organization and contributes significantly to the overall success of the organization. It is not merely a cost center but has a deliberate task to manage costs, ensure quality, minimize risk, and foster sustainability as well as keep an eye on market prices for the competitiveness of the organization. The Bulletin Team caught up with Certified Procurement Supplies Professional Kenya **CPSP-K Justus Muthini** to shed more light on procurement operations at the Campus.

Please provide an overview of your work at the Procurement office at the Campus?

This is a Department responsible for issuing requests for proposals and managing relationships with suppliers. It is essential that it has personnel with substantial experience for effectiveness and efficiency. I am proud that I have accumulated seven years of experience at the School having gained experience learning valuable lessons along the way, giving me confidence to run the Department.

In my experience, Procurement is not just about purchasing goods and services; it is a complex and dynamic process that requires careful planning, negotiation, and adaptability. It is also not enough to follow a set routine; we must be prepared to face new challenges and make informed decisions which requires continuous learning, flexibility and adaptation and to cater to the constantly evolving field;

industry trends, regulations, and best practices.

How do you prioritize and manage procurement requests to ensure that they are processed efficiently?

We rely on the Enterprise Resource Planning (ERP) system; it is important that requests are sent in early through the Suppliers Portal to avoid complications and complaints. It is common for requestors to desire immediate action. Once a request is submitted it goes through an approval process. This stage can sometimes be subject to delays if an approver is unavailable, which means that requestors need to wait for approval before proceeding to the next step.

ERP has proven to be efficient in streamlining processes as it is also able to produce reports in different formats and with different kinds of information as required by the officer.

How has it been managing and negotiating with suppliers to ensure the best value for the institution?

Negotiations with suppliers help us secure the most favorable value for the School. This necessitates some level of assertiveness and persuasion to assure suppliers of fair transactions; an approach that is crucial in ensuring delivery and also motivation for suppliers are to deliver goods and services as contracted especially for essential items such as foodstuffs; there would be no excuse for course participants for failed services.

What strategies do you use to maintain a fair and competitive

procurement process while also considering the specific needs of KSG?

We have strict adherence to the institution's established rules and regulations. It is essential not to exceed the boundaries set by these regulations, there are limitations to what can do, and it is imperative that they exercise vigilance in ensuring compliance with these guidelines.

How do you handle situations where there may be conflicts of interest or ethical issues in the procurement process?

There are ethical issues that govern the Procurement Office, among them transparency, accountability, building good rapport, and use of correct language. We avoid communicating in a manner that might cause offense, both with internal and external suppliers. In case unethical issues arise, the issue is escalated for further action by Management.

"In our interactions with all our clients, we endeavor to establish good rapport and maintain commitment to honesty. When issues arise such as conflict of interest, we take steps to address them as stipulated in the Law, ensuring compliance."

Could you give an illustration of a procurement project you have managed and how you successfully overcame the challenges?

Our current project is the disposal of items where we have to adhere to a specific process, storing items has to be done within an approved duration otherwise it could pose an environmental threat. We continually

Inside the Procurement Department

seek management's guidance while complying with regulations in the Disposal Act 2015.

How do you stay up-to-date with industry trends and best practices in procurement, and how do you incorporate this knowledge into your work?

We participate in training programs and seminars. These events provide valuable insights into procurement techniques, including utilizing portals and awarding tenders. The Kenya Institute of Supply Management (KISM)

promotes and encourages continuous networking and learning on among others tendering strategies and evaluation methods.

Could you give us your approach to cost-saving without compromising on quality?

We adhere to regulations by involving the lowest bidder as required by Law; we also conduct market surveys and actively engage with suppliers and make a comparison between the quoted prices and the market rates identified.



CPSP-K Justus Muthini ,
Procurement Officer at KSG Mombasa
Campus



Kenya School of Government
Empowering the Public Service

EMPLOYEE WELLNESS KIKAO

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MATTERS SELF CARE**

**DRESS CODE: 80's WITH A TOUCH
OF PINK**

Happening at Ballroom Convention Centre

OCT 26, 2023

 www.ksg.ac.ke



Mombasa Weekly Activities in Summary



Ag. Director Mombasa Campus, Dr. Rukia Atikia presides over the closing ceremony of three programs that were conducted at the Campus: Senior Management Course Cohort 172/2023, Public Relations and Customer Care, and Fraud Investigation, Detection, and Prevention.



KSG's Strategic Planning and Performance Unit (SPPU) was in Embu, Mombasa and Matuga to negotiate the Performance Contracts of the Campuses with their Management teams. This activity aims to improve overall efficiency and productivity and accountability for results. The SPPU team comprises Angela Mukiri (Head of SPPU), Pauline Kemunto, Daniel Muli, James Kariuki and Boniface Njoroge.



Dr. Rukia Atikiya Ag. Director, Mombasa Campus, accompanied by Ag. Deputy Director Ms. Cecilia Mageto in a meet the staff tour at the Campus where she visited all departments and was introduced to every employee. Dr. Atikiya who took over leadership at KSG Mombasa on October 6, 2023 looks forward to working with the team to continue the work in building capacity, acquiring educational resources, and the overall performance of the Campus.

Weekly Activities in Summary



Earlier this week: A meeting held between CS for Youth Affairs, Sports and Arts Hon. Ababu Namwamba and Prof. Nura Mohamed Director Finance and Administration, together with Mr. Peter Quest, of KSG on joint implementation of programs for the youth. KSG is collaborating with development partners such as UNDP and WFP to empower the youth in the Youth Innovation Centres in Isiolo and Tana River Counties with plans to replicate the initiatives across the country.



KSG Baringo Campus Deputy Director, Mr. John Napoo joins participants of the Senior Management Course Cohort 179/2023 to plant commemorative trees; an activity that the School has made into tradition for participants upon completion of their four-week program. It is also part of greening the country initiative as directed by the Kenya Government to increase forest cover.

Leadership Lesson

The experienced mount climber is not intimidated by a mountain - he is inspired by it. The persistent winner is not discouraged by a problem - he is challenged by it. Mountains are created to be conquered; adversities are designed to be defeated; problems are sent to be solved. It is better to master one mountain than a thousand foothills.

~William Arthur Ward

Have your say



The Kenya School of Government has alot to work on and make sure it becomes our tool of widening our influence in the region. The transformation of making KSG to Africa school of Government starts now, and soon all other Africa Governments will be coming here for their training. Clearly we have our work cut out, and we can't afford the luxury of bickering amongst civil servants. We must ensure we have a public service that works for the people and add value to the 54 million Kenyans who employ us.

To the doubting Thomas, a new Sheriff is in town!!

We will SERVE, PERFORM and DELIVER

*Moses Kuria, HSC
CS, Ministry of Public Service , Performance and Delivery
Management*

Quote of the Week

“Seeds of faith are always within us; sometimes it takes a crisis to nourish and encourage their growth.”

~Susan Taylor



Kenya School of Government

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25 Oct 2023

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- Blood Pressure (BP)
- Body Mass Index (BMI)
- Random Blood Sugar (RBS)
- Nutritional Consultation
- Breast screening for ladies

Venue: Behind Convention Centre

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Baringo Campus

Senior Management Course	23rd October - 17th November, 2023
Senior Management Course	11th September - 3rd November, 2023
United Nations Development Programme	20th - 21st October, 2023
Collaborative Centre for Gender and Development	21st October 2023
Strategic Leadership Development Program November	6th-15th December, 2023

Embu Campus

Strategic Leadership Development. Program No. 380/2023	4th September-10th November, 2023
Senior Management Course. No.198/2023	4th September - 27th October, 2023
Strategic Leadership Development. Program No. 386/2023	9th October to 8th December, 2023
Management of child protection services	23rd October - 3rd November, 2023
Senior Management Course No. 200/2023	23rd October-3rd November, 2023
Senior Management Course No. 201/2023	23rd October - 15th December, 2023
Induction for newly recruited officer- State Department for Broadcasting	23rd -27th October, 2023
Induction for newly recruited officer- Office of the D/ President	23rd -27th October, 2023
Strategic Leadership Development. Program No. 387/2023	23rd - 1st December, 2023
Gender Mainstreaming Committee training Workshop	23rd-27th October, 2023
Competence enhancement for technical staff	23rd-27th October, 2023
Disability Mainstreaming retreat	23rd-27th October, 2023
Productivity measurement workshop	23rd-27th October, 2023
Public Service Performance Management Unit	23rd-27th October, 2023
Payroll reengineering Retreat- State Dept. for public service	23rd-27th October, 2023

Matuga Campus

Senior Management Course No.121/2023	23rd October – 17th November, 2023
Strategic Leadership Development Program NO. 385/2023.	2nd October -8th December, 2023
Supervisory Skills Development Course No.14/2023	9th October -3rd November, 2023
Performance Management Course	9th October - 3rd November, 2023

Mombasa Campus

Senior Management Course No. 173/2023	16th October – 10th November, 2023
Strategic Leadership Development Program No. 384/2023	18th September- 27th October, 2023
Strategic Leadership Development Program No. 388/ 2023	16th October– 24th November, 2023
International Public Sector Accounting Standards	16th – 27th October, 2023
Retirement Planning Course No.6/2023	23rd – 27th October, 2023
Induction Program for Municipal Board (Siaya County)	23rd – 27th October, 2023
Induction Program for County Chief Officers (Baringo County)	23rd – 27th October, 2023
Public Speaking & Presentation Skills Course	23rd – 27th October, 2023
Senior Management Course No.174/2023	23rd October – 15th December, 2023

Lower Kabete

Induction of Third Secretary Cadets	16th August -November 3rd 2023
Strategic Leadership Development Programme No. 387/2023	16th October – 24th November, 2023
Supervisory Skills Development Course No. 131/2023	16th-27th October, 2023
Public Relations and Customer Care No. 74/2023	16th-27th October, 2023
Corporate Governance	23rd-27th October, 2023
Resource Mobilization and Financial Sustainability (National Youth Council)	23rd-27th October, 2023
IFMIS Training on eProcurement (Nairobi County)	23rd-27th October, 2023
Workshop (KeNHA)	23rd-25th October, 2023
Alignment of Strategic plan (Sacco Regulatory Authority)	23rd-27th October, 2023
Finalization of Culture Change Strategy (Geothermal Development)	23rd-27th October, 2023

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