



WEEKLY

# KSG Bulletin

28th September - 5th October, 2024

## Adapting Leadership to New Realities



Principal Secretaries Mr. Amos Gathecha (Centre) State Department for Public Service; and Dr. Idris Salim Dokota (third right) Cabinet Affairs together with KSG Director General, Prof. Nura Mohamed (third left) Prof. George Scott, African Association for Public Administration and Management (AAPAM) Secretary General (second right); Dr. Prof. Bashir Issa Director General of Somali National University (second left), KSG Mombasa Campus Director Dr. Rukiya Atikiya and delegates attending AAPAM Conference at Mombasa Campus.

**BY GLENN LUMITI**

**K**enya School of Government (KSG) Mombasa hosted the African Association for Public Administration and Management (AAPAM) Conference, themed "Leadership in an Evolving Socio-Economic and Political Landscape."

This event, held on September 24- 27, 2024, brought together leading government officials and scholars from across Africa, and provided a platform for high-level discussions on how leadership must adapt to the rapidly changing socio-economic and political environment.

The event was officially opened by Chief Guest Mr. Amos Gathecha, Principal Secretary State Department for Public Service, alongside other distinguished guests including Dr. Idris Salim Dokota, Principal Secretary for Cabinet Affairs, Prof. George Scott, AAPAM Secretary General, Dr. Prof. Bashir Issa, Director General of Somali National University, and KSG Director General, Prof. Nura Mohamed.

The Conference attracted participants from various African countries, including Kenya, Uganda, Tanzania, Somalia, Ghana, and Lesotho, showcasing the commitment of African nations to address the leadership

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# Adapting Leadership to New Realities

challenges that threaten to undermine development on the continent.

The discussions held over four days aimed to address not only the existing leadership gaps in public administration but also chart the way forward as Africa navigates complex global challenges such as technological interventions, economic inequality, and political instability.

In his opening remarks, Chief Guest Mr. Amos Gathecha set the tone of the Conference by emphasizing the urgency for African leaders to reassess and realign their leadership strategies in light of the evolving global context. He explained that the leadership tools and models of the past century are no longer sufficient to address the realities of the 21st century, marked by rapid technological advances, globalization, and shifting socio-political dynamics.

"Today's leadership challenges are fundamentally different from those of the past," Mr. Gathecha stated. "Previously, public administrators were seen primarily as community jurists, tax collectors, and enforcers of law. The role of leaders has evolved dramatically.

Mr. Gathecha stressed that modern leadership in the public sector requires a fundamental shift in focus. Instead of merely enforcing regulations or maintaining the status quo, leaders must be proactive in creating opportunities for economic growth, fostering social equity, and guiding their institutions through the



Chief Guest, PS Amos Gathecha, 'ndc' (K) EBS, delivering his keynote address during African Association for Public Administration and Management (AAPAM) Conference.

complexities of modern governance. This includes leveraging new technologies like Artificial Intelligence, cloud computing, and big data, while also ensuring that leadership remains rooted in ethical governance and public service values.

"The socio-economic challenges we face today—unemployment, a bulging youth population, food insecurity—require new approaches to leadership," he said. "Leaders must be equipped with the tools to respond effectively to these challenges, including a willingness to embrace innovation and collaboration across sectors."

KSG Director General, Prof. Nura Mohamed, echoed these sentiments, further underscoring the critical role that leadership plays in shaping not only organizations but entire societies. In his address, Prof. Mohamed stressed the importance of adaptability, empathy, and resilience in leadership,

particularly as African countries grapple with the pressures of socio-economic change and technological disruption.

"Effective leadership in the 21st century is about much more than managing day-to-day operations," Prof. Mohamed remarked. "It's about guiding people through the complexities of a world that is rapidly evolving. We live in an era of unprecedented interconnectedness—what happens in one corner of the world can have ripple effects across the globe. This means that leaders need to be able to anticipate change, respond swiftly, and create sustainable solutions for the challenges we face."

He cited technological advancements such as big data, cloud computing, and the Internet of Things (IoT) as examples of tools that could transform governance if used effectively. However, he also cautioned that the rapid pace of technological change presents its own set of challenges, particularly for leaders who may not have the requisite



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technical skills or understanding.

"Leaders today must be lifelong learners," Prof. Mohamed noted. "They need to constantly update their skillsets, stay informed about global trends, and be willing to embrace change. The Kenya School of Government plays a critical role in fostering this mindset, helping to build the capacity of leaders across Africa to navigate the complexities of modern governance."

Both Mr. Gathecha and Prof. Mohamed emphasized the importance of fostering a new generation of leaders who are not only technically competent but also ethically grounded and socially conscious.

"We need leaders who are not just focused on short-term gains but who are committed to building sustainable, long-term solutions for the people they serve," Mr. Gathecha remarked. "This requires a commitment to ethical leadership, where decisions are made based on the principles of fairness, transparency, and accountability."

Prof. Mohamed also touched on the importance of inclusivity in leadership, highlighting the role of women and marginalized

groups in shaping the future of governance in Africa. He argued that leadership cannot be truly effective if it does not reflect the diversity of the populations it serves.

KSG has positioned itself as a hub for fostering transformative leadership across the continent. With its focus on capacity building and its commitment to developing a new generation of public sector leaders, the institution is playing a pivotal role in shaping the future of governance in Africa.

In his address, AAPAM Secretary General, Prof. George Scott further enriched the discussions by emphasizing the critical role of public administration in Africa's development trajectory. He reiterated that the theme, "Leadership in an Evolving Socio-Economic and Political Landscape," was timely, given the complex and ever-changing governance challenges faced by African nations.

Prof. Scott highlighted the need for African governments to prioritize building robust public institutions that can respond

swiftly and effectively to crises, citing the recent global disruptions and why adaptable leadership is more vital than ever.

"Public administration is the engine of government, and without effective leadership at the helm, no country can fully realize its developmental goals," Professor Scott said. He called upon public administrators to remain steadfast in their commitment to ethical governance and continuous improvement, underscoring that the success of the continent depends on leaders who are proactive, resilient, and forward-thinking.

With Africa standing at a crossroads, conferences like these provide opportunity for leaders to reflect, reassess, and realign their strategies for the betterment of their nations. As the AAPAM Conference unfolded, the thought-provoking debate and discussions brought out hope that would catalyze a wave of leadership transformation that would in turn empower African nations to thrive in the global arena.

Participants from various African countries, including Kenya, Uganda, Tanzania, Somalia, Ghana, and Lesotho in attendance at the AAPAM Conference at KSG Mombasa Campus.





# Adapting Leadership to New Realities



KSG Director General Prof. Nura Mohamed (right) and Association of African Public Administration and Management (AAPAM) Secretary General Prof. George Scott (left) gracing the opening of the Conference.



Prof. George Scott, AAPAM Secretary General with a AAPAM participants.



KSG Mombasa Campus Choir (left) and Isukuti dancers (right) entertaining the delegates during the official opening of the Conference.



# Maafisa 285 wa uhamiaji wahitimu KSG

NA ELIAS MAKOKHA

**M**aafisa mia mbili themanini na tano (285) kutoka idara ya uhamiaji walifuzu katika Chuo cha Mafunzo ya Serikali cha Kenya Bewa la Baringo mnamo Septemba 27, 2024, hatua hiyo ikiashiria kutamatika kwa kozi ya utangulizi kwa Maafisa hao.

Kozi hii ya utangulizi iliyotolewa kwa ushirikiano baina ya KSG na Idara ya uhamiaji ililenga kuwafahamisha na kuwapa mafunzo mahususi na desturi za sekta ya umma, kuweka msingi dhabiti ya maadili na kanuni za utumishi wa umma.

Hafla hio muhimu iliongozwa na Katibu Mkuu wa Idara ya Uhamiaji na Huduma kwa Raia, Amb Prof. Julius Bitok, Mkurugenzi Mkuu wa Idara ya Uhamiaji Bi. Evelyn Cheluget, Mkurugenzi wa Chuo Cha Mfunzo ya Serikali cha Kenya Bewa la Baringo Dkt. John Bii pamoja na maafisa wengine wakuu Serikalini.

Katika hotuba yake Amb. Bitok alionyesha furaha yake kuhudhuria hafla hio akiitaja kama ya kipekee kwake kwani ni mara ya kwanza kutokea zoezi la kufuzu kwa maafisa wa idara hio ya uhamiaji tangu serikali ya Rais Wiliam Ruto ilipochukua hatamu za uongozi.

Aliwapongeza maafisa hao kwa kuonyesha ukakamavu na nidhamu ya hali ya juu kwa kipindi cha kozi hiyo iliyochukuwa muda wa wiki tano na kuwarai kuwa kielelezo kwa umma kwani serikali inawategemea kuhakisha huduma za idara uhamiaji ni za hali ya juu na za kitaaluma.

"Nina furaha kuhudhuria siku muhimu. Tunapoketi hapa kushuhudia kufuzu kwenu, kumbukeni kwamba ninyi ndio watu ambao serikali itawategemea. Tuliwaleta hapa ili kusaidia kuinua nchi yetu, na rais anataka mfumo wa uhamiaji ambao unaweza kulipeleka taifa letu mbele."

Kwa upande wake Mkurugenzi Mkuu wa Idara ya Uhamiaji Bi. Evelyn Cheluget akianza kwa

kushukuru Uongozi wa Chuo cha Mafunzo ya Serikali cha Kenya kwa kufanikisha zoezi hilo za kutoa kozi hio ya utangulizi kwa maafisa wake.

"Licha ya matatizo ya mbali mbali, KSG imeweza kufanikisha zoezi hili kwa uvumilivu na uelewa, kuhakikisha kuwa kozi hii inaendeshwa kwa mafanikio na kukidhi viwango vya juu vinavyotarajiwa, pongezi, na tunashukuru kwa ushirikiano thabiti tulioanzisha na tunatazamia kushirikiana hata zaidi."

Pia aliwataka maafisa hao waliohitimu kutilia maanani ujuzi na maarifa waliyopata kupitia kozi hio katika utendakazi wao.

"Unapoondoka kwenye taasisi hii, unabeba maarifa na ujuzi ambao



Kamishna wa Kaunti ya Baringo Bw. Stephen Kutwa pamoja Mkurugenzi wa KSG Bewa la Baringo wakijiunga na watumbuizaji wakati wa hafla ya kufunga kwa Maafisa wa idara ya uhamiaji.

# Maafisa 285 wa uhamiaji wahitimu KSG

utaunda mustakabali wa huduma za uhamiaji nchini Kenya. Kuajiriwa kwenu kunasisitiza dhamira ya serikali ya kuimarisha huduma na maadhari ya idara ya uhamiaji" Alisema Bi. Cheluget.

Mkurugenzi wa Chuo cha Mfunzo ya Serikali Cha Kenya Bewa la Baringo ambaye pia alikuwa mwenyeji wa hafla hiyo Dkt. John Bii aliwasisitiza maafisa hao umuhimu wa kujifahamisha na sera pamoja kanuni za serikali na kuwa wanapaswa kuongozwa na sheria wakati wote.

"Ni muhimu kufahamiana na sera za serikali zinazosimamia kazi yako na shirika lako kama mafunzo haya yalivyodokeza. Kumbuka, ni muhimu kutii sheria hizi, na kutojua sheria sio kisingizio." Alisema Dkt. Bii. Dkt. Bii Bii aliwarai vile vile kujiendeleza kibinafsi ikiwemo



Amb Prof. Julius Kibet Bitok, Principal Secretary of the State Department for Immigration and Citizen Service, presents a letter of completion to Ms. Juliet Chepngetich at the graduation ceremony at KSG Baringo Campus

kuendeleza masomo na kutumia wakati wao wa ziada kutangamana familia na wapendwa kwani ni wao tu wanasimama nao katika mema na nyakati ngumu.

Maafisa wengine wa

waliodhuria hafla hio ni pamoja na Kamishna wa Kaunti ya Baringo Bw. Stephen Kutwa, Naibu Gavana wa Kaunti Ya Baringo Bw. Felix Maiyo na Naibu Mkurugenzi wa Bewa la Baringo Bw. John Napoo.



Kushoto) Maafisa wa idara ya uhamiaji wakiwa kwenye hafla ya kufuzu baada kukamilisha kozi ya utangulizi (induction) katika KSG Bewa la Baringo. (Kulia) Mkurugenzi wa KSG Bewa la Baringo Dkt. John Bii akiwahutubia Maafisa hao.



## Capacity building for regulators concludes on a promising note



Mr. Andrew Rori, KSG Deputy Director of Academic Affairs, during the third cohort of the Capacity Building Program for Regulatory Authorities and Agencies held in Kisumu. On his left is Dr. Linda Musumba, Head of Audit, Legal, and Regulatory Compliance at the Office of the Chief of Staff and Head of the Public Service.

BY DOUGLAS MOCHAMA

In today's interconnected world, the collaboration of public institutions has become increasingly fundamental. Rather than operating independently or in competition, government institutions must work together to effectively implement policy and programs that would bring about meaningful and enduring change for the people of Kenya immediately and in the long run.

The Kenya School of Government, and the Office of the Chief of Staff and Head of Public Service, have joined forces to advance a comprehensive government strategy. The two entities seek to empower government institutions by providing training and sharing knowledge for government bodies to effectively manage state affairs and ensure successful implementation of public policy and programs.

Under this collaborative effort, all regulatory bodies in Kenya recently participated in a comprehensive three-day training program designed to enhance their capabilities. Throughout this month, all regulatory authorities and agencies underwent training as part of the initiative, with sessions conducted in Nairobi, Mombasa, and Kisumu.

The main objective of this initiative was to strengthen service delivery, raise standards, and eliminate inefficiencies and wastage within the governmental organizations.

This initiative convened Chairpersons, Chief Executive Officers, Corporation Secretaries, and Internal Auditors of regulatory agencies and authorities to furnish them with the requisite knowledge to carry out their supervisory responsibilities within government institutions.

This training forms part of the government's united endeavor to confront significant challenges facing regulatory institutions when overseeing and supervising ministries, departments, and agencies to ensure the smooth operation of the entire government.

Dr. Linda Musumba, Head of Audit, Legal, and Regulatory Compliance, delivered the opening speech on behalf of the Chief of Staff and Head of the Public Service.

She expressed confidence that immediate improvements will be visible once the training is complete and the participants begin implementing the lessons and decisions arising from the training.

The program focused on regulators and it also sought to advance the government's focus on the Zero Fault Audit Campaign for all Ministries, Departments, and Agencies, aimed at driving greater efficiency and effectiveness in service delivery.

FCPA Andrew Rori, KSG Deputy Director of Academic Affairs, speaking on behalf of the KSG Director General, highlighted the

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Participants at the Capacity Building Program in Kisumu

nation's strong desire for increased efficacy and productivity in government.

He emphasized the need for regulatory institutions to pursue excellence in their oversight and supervisory roles, ensuring adherence to norms and standards on governance.

The training also aimed to strengthen the internal audit function, elevating the role of internal auditors as a crucial component in the management of institutions, making them more visible with operational independence and good alignment with the regulators' objectives and risks.

The discussions highlighted the Bottom-Up Economic Transformation Agenda and underscored the role of regulators in driving it forward. During the plenary sessions, participants expressed gratitude for the opportunity to contribute to national service. The plenary focused on identifying significant obstacles that could impede progress in the regulatory sphere. It became evident that bottlenecks, insufficient public engagement, limited resources, ineffective communication, and

coordination challenges could hamper Kenya's advancement. The participants emphasized the significance of creating a conducive environment for business expansion and wealth creation. They highlighted the need to streamline business processes and support investment rather than sticking to regulations that have proven excessively strict and impeding investment.

By uniting all relevant agencies and authorities, this effort aims to foster cooperation and facilitate

coordinated actions to drive the government agenda comprehensively across all government bodies.

The partnership between KSG and the Office of the Head of Public Service would persist, with both organizations committed to providing continuous assistance to regulatory bodies through capacity-building initiatives and mentorship programs.

As the course concludes and participants return to their workplaces, it's crucial to acknowledge the effort and resources put into this training. They have been equipped with the necessary skills and knowledge to help realize the ambitions and aspirations of the country in terms of developing a robust regulatory framework and fostering an efficient enabling environment. The participants would, therefore, play a vital role in driving the revitalization and reinvigoration of the regulatory sphere, which has already embarked on a transformative journey.



Dr. Linda Musumba, Head of Audit, Legal, and Regulatory Compliance at the Office of the Chief of Staff and Head of the Public Service during the opening of the program at Tom Mboya Labour College in Kisumu.



# The Power of Exceptional Customer Service in Business Success

BY FA PURITY KAGENDO

The first impression you receive when entering any business premise speaks volumes about the leadership behind that organization. As the ancient proverb goes, "The fish rots from the head." This highlights the importance of strong leadership and its influence on every aspect of a company, including customer service. Every staff member must understand the organization's mandate and consistently strive for excellence in fulfilling it.

Living the organization's core values should be evident at all levels, across all departments. There should be seamless synchronization among employees, ensuring that customers are treated with the

same professionalism, consideration, and respect at every service point. The way a customer is handled from their first interaction—often at the reception—plays a significant role in determining whether they will return, contributing directly to business growth and success.

The state of the business premises, from the reception to the CEO's office, should reflect excellence. Every detail, whether it is the appearance of the reception area or the tidiness of a workspace, should convey meticulous attention to quality and a desire to impress. Unfortunately, some businesses neglect the reception area, focusing solely on executive offices. This can result in customers missing basic amenities like an envelope for their receipt,

leaving a poor impression.

The reception and frontline staff performance is a direct reflection of the leadership in any organization. Leaders must take genuine interest in all employees, constantly encouraging and motivating them. This includes providing training to enhance their skills and competencies, as well as promoting a professional appearance. Well-groomed, confident staff inspire trust in customers and boost their confidence in the business.

When the business does well, rewards should be shared equally. Ideally, special attention should be given to those who are in direct contact with customers. After all, your business exists to serve people, not just to hold boardroom meetings. Empowering the staff who deal with customers directly is one of the surest ways to drive growth and success.



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# Promoting Staff Productivity through Team Building



Members of staff stationed at the KSG Institute for Gender and Social Development engage in a team-building exercise at the School gym in Lower Kabete.

## BY MARGARET NDUNG’U

The Institute for Gender and Social Development staff participated in a team-building event on Monday, September 23, 2024, conducted by Mr. Peter Obinda the Fitness Instructor at the Kenya School of Government, Lower Kabete. The Institute chose a unique way to conduct the team building featuring a variety of physical and interactive activities namely; engaging icebreakers and warm up to energize the staff at the beginning and gearing into, cardio workouts such as sprints and cycling, squats, swiss ball and exercise ball workouts, strength training using the barbell and the dumbbells.

The Institute takes keenly that team building would help the staff advance into a solid unit through sharing expectations for

completing group tasks, and also build trust and support amongst each other. The activity provided an opportunity to bond, re-energize, and reinforce their commitment to supporting one another in achieving the Institute’s objectives.

At KSG team building is an

effective strategy to cultivate an effective corporate culture where employees enjoy coming to work, and collaborate easily. Creating a strong team goes beyond hiring competent and kind employees as it is motivating for working hard and smart. After all, when an organization has a happy team, the result is happy and satisfied clientele.



Ms. Vivian Ngugi lifting weights during the team building exercise.



## KSG, USAID Join Forces to Tackle Violent Extremism



Dr. Rukia Atikiya, Ag. Campus Director of KSG Mombasa (Center) with participants of the meeting on Preventing and Countering Violent Extremism held at KSG Mombasa.

BY GLENN LUMITI

In an effort to combat the growing threat of Violent Extremism (VE) in Kenya, the Kenya School of Government's Security Management Institute (KSG-SMI) is partnering with the United States Agency for International Development (USAID) to host a two-day reflection meeting on Preventing and Countering Violent Extremism (PCVE). The event, taking place in Nairobi, has drawn participants from five critical counties of Mombasa, Kwale, Kilifi, Lamu, and Nairobi—where violent extremism continues to pose significant challenges. The primary aim of the meeting is to reflect on the evolving nature of violent extremism and its prevention, assess Kenya's progress in integrating PCVE into public sector programs, and identify opportunities for further improvement.

In particular, the meeting seeks to reflect on VE and PCVE in Policy and Practice where participants will examine how violent extremism has changed over the years and evaluate how both policy and practice have adapted to these shifts. It also seeks to identify integration strategies to explore how Kenya's public sector has successfully embedded PCVE measures into its programs, sectors, and policies. Further, it will highlight gaps and opportunities focusing on shortcomings and identify areas where improvements in Kenya's PCVE strategy; and formulate sustainability plans within the public sector, ensuring a long-term, effective response to violent extremism. The expected outcome of the two-day meeting is to strengthen the capacity of government officials, particularly those in decision-

making roles, to recognize violent extremism as a cross-cutting issue that impacts and is impacted by governance and development. This focus aligns with USAID's Sauti Yako, Amani Yako Objective 1, which aims to enhance both government and private sector capacity to provide inclusive and responsive opportunities for individuals at risk of radicalization into violent extremism and terrorism. In recent years, violent extremism has emerged as one of the most significant threats to Kenya's national security and social cohesion. Coastal counties such as Mombasa, Kwale, Kilifi, and Lamu have been particularly vulnerable to extremist recruitment, largely due to a combination of socioeconomic challenges, marginalization, and proximity to regions affected by extremist violence. The presence of terrorist groups, such as Al-Shabaab, has been particularly destabilizing, as they have consistently exploited existing

## KSG, USAID Join Forces to Tackle Violent Extremism

vulnerabilities to further their agenda. In response, the Kenyan government has made significant strides in countering violent extremism, especially through community-based approaches that prioritize inclusion and collaboration with local stakeholders.

Dr. Rukia Atikiya, Acting Mombasa Campus Director, expressed the critical role that peace plays in national development. She highlighted the importance of reflection and collaboration in addressing the challenges of violent extremism.

"We must reflect on our circumstances? What is going to happen, and what do we need to do in terms of addressing these challenges?" asked Dr. Atikiya as she emphasized the importance of addressing capacity gaps within the public sector to ensure that Kenya is equipped to handle the evolving threats posed by violent extremism.

Dr. Atikiya also lauded the multi-sectoral approach adopted by the Kenyan government, which encourages collaboration between different governmental and non-governmental agencies. "We all have a collective and individual role to play. When we all stand by each other, we can achieve more in the intervention to make this journey a success," Dr. Atikiya remarked.

Kenya's efforts to prevent and counter violent extremism have been widely recognized for their inclusive, community-based approaches. The National Strategy for Countering Violent Extremism, launched in 2016, prioritizes collaboration with local communities, religious

Dr. Rukia Atikiya, Ag. Campus Director of KSG Mombasa giving her keynotes address to the participants of PCVE.



leaders, and civil society organizations to create a resilient, informed population that can resist extremist ideologies.

One of the meeting's key goals is to highlight how various government sectors, such as education, security, and social services, have integrated PCVE into their programs. This integration is essential because VE is a multi-faceted issue that touches on multiple aspects of governance, from socioeconomic development to youth empowerment. By embedding PCVE strategies across these sectors, the government can create a holistic, sustainable approach to countering radicalization.

While Kenya has made strides in addressing violent extremism, there remain critical gaps. Some counties, particularly along the coast, still face challenges in fully implementing PCVE programs due to resource constraints, lack of coordination, and insufficient training. The meeting serves as an opportunity to reflect on these challenges and identify areas where the public sector can improve.

Participants will discuss the need for continued capacity building and training programs to grow

the skills of government officers at all levels. There will also be a focus on increasing public awareness and community engagement to ensure that citizens are active participants in preventing violent extremism.

The final discussions will focus on sustainability of PCVE efforts within the public sector. As the threat of VE continues to evolve, it is essential that Kenya's response remains adaptable and forward-looking. By embedding PCVE strategies into public sector policies, the government can create a resilient framework capable of withstanding future challenges.

As the two-day reflection meeting progresses, one message is clear: preventing and countering violent extremism is not just a security issue; it is a governance and development issue. With the support of USAID and other partners, Kenya is poised to continue making strides in the fight against violent extremism embedding inclusive, contextually responsive interventions into work and building a future where peace, security, and development go hand in hand.



## Cultivating Ethical Leadership: The Path to Personal and Societal Growth



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### BY MOSES NJOROGÉ

**I**n a world where integrity and resilience are essential virtues, the cultivation of morally upright leaders stands as a crucial endeavor. This comprehensive strategy encompasses various elements, each playing a pivotal role in shaping individuals who are not only capable but also ethically grounded.

Accountability, the cornerstone of trust in any relationship, demands that individuals take responsibility for their actions and maintain unwavering integrity. This principle, when embraced, fosters a culture of trust and reliability, laying the foundation for strong and authentic connections within a community.

Complementing this is the invaluable concept of community support, which serves as a beacon of encouragement and a wellspring of resources. Within a supportive community, individuals find the strength to overcome challenges,

bolstering their resilience and fortifying their resolve in the face of adversity.

Yet, the journey towards ethical leadership does not end there. Continuous learning, an indispensable driver of personal and professional development, empowers individuals to adapt to new challenges and seize unforeseen opportunities. A growth mindset, characterized by an insatiable thirst for learning and unyielding perseverance, becomes the linchpin for surmounting obstacles and embracing growth.

To cultivate morally upright

*The influence of culture, coupled with an unyielding commitment to ongoing growth, further fortifies this framework.*

leaders, we must weave together these principles into the very fabric of our education and mentorship

systems. The influence of culture, coupled with an unyielding commitment to ongoing growth, further fortifies this framework.

When accountability, community support, and a dedication to continuous learning converge, a powerful transformation occurs. Individuals are not only empowered to realize their full potential but also inspired to make meaningful contributions to society, effecting positive change in their wake.

In this holistic approach to leadership development, the pursuit of personal growth intertwines with the betterment of society. As we nurture individuals who embody these principles, we sow the seeds for a future where ethical leadership flourishes, enriching our communities and beyond.

*The writer is a faculty member at  
Kenya School of  
Government, Embu Campus*

# Visit by UCASS to Kenya School of Government



The Vice President of the China-Africa Institute, Prof. Xiaoming Wang (center), KSG Director Learning and Development, Dr. Rachael Ngesa (seated second left), KSG Director Linkages Collaboration, Dr. Prisca Oluoch (seated second right), and members of staff from the two institutions at the sidelines of the visit in KSG Lower Kabete.

## BY NJOKI GICHURU

On September 25, 2024, the Kenya School of Government (KSG) had the honor of hosting a delegation from the University of Chinese Academy of Social Sciences (UCASS). The delegation led by the Vice-President of the China-Africa Institute, Prof. Xiaoming Wang, reflected on the growing academic and research ties between China and Africa. The primary objective of this visit was to explore potential areas of collaboration in research and development.

Discussions were aimed at identifying opportunities for joint research projects, academic exchanges, and capacity-building initiatives centering on various thematic areas, including governance, public administration, economic development, and social policy. Both parties expressed enthusiasm about the prospects of working together to generate knowledge that addresses the unique challenges and opportunities facing both China and Kenya.

A highlight of the visit was a focused lecture delivered by UCASS to the Strategic Leadership

Development Programme Cohort 442/2024. The lecture, titled "Prospects of China-Africa Trade Cooperation under the Background of the Belt and Road Initiative (BRI) and Cultural Comparison and Mutual Learning from an Intercultural Perspective," provided deep insights into the evolving trade dynamics between China and Africa.

The lecture covered several key points:

### Prospects of China-Africa Trade Cooperation under BRI:

- An overview of the Belt and Road Initiative and its objectives.
- The current state of trade relations between China and African countries.
- Potential areas for

enhancing trade cooperation, including infrastructure development, industrialization, and technology transfer.

- Strategies for overcoming trade barriers and fostering a more conducive business environment.

### Cultural Comparison and Mutual Learning:

- An analysis of the cultural differences and similarities between China and African nations.
- The importance of mutual respect and understanding in fostering effective collaboration.
- Case studies of successful intercultural exchanges and partnerships.
- Recommendations for promoting cultural exchange and mutual learning to strengthen bilateral relations.

The visit by the UCASS delegation to KSG marks a significant step towards strengthening academic and research ties between China and Kenya. Both institutions are committed to building on this foundation to develop robust partnerships that contribute to the advancement of knowledge and development in their respective regions.

It is evident that the collaboration between UCASS and KSG holds great promise. The shared commitment to research excellence and intercultural understanding sets the stage for a fruitful work for both China and Africa in the near future.

KSG Director Learning and Development Dr. Rachel Ngesa during the public lecture at the School in Lower Kabete.





# Weekly Activities



Nyeri County Governor H.E Mutahi Kahiga presided over the official conclusion of the training program for members of the County's Municipal Board, which took place at KSG Lower Kabete. The training focused on elucidating the roles and responsibilities of the board, emphasizing the public service values and standards that the Board members are expected to uphold for a successful tenure.



From 25th to 27th September 2024, the KSG Council, headed by Justice (Rtd) Charles Nyachae, convened for a strategic meeting at the Mombasa Campus. During the meeting, the council deliberated on various matters aimed at bolstering the performance and effectiveness of the School.



## KSG at the ASK Nairobi International Trade Fair 2024



The Kenya School of Government actively participated in the Agricultural Society of Kenya Show held at the Nairobi Jamhuri Show Ground, September 23 - 29, 2024. During the event, the School presented its range of services to a diverse audience. Notably, the engagement with attendees provided an opportunity to understand their requirements, offer guidance on available courses and training schedules, and elucidate the mission of KSG. The presence of Nairobi County Deputy Governor, H.E. Njoroge Muchiri, among other distinguished visitors at the KSG stand was a noteworthy occurrence. His acknowledgment of KSG's endeavors in the training of public officers and praise for the institution's dedication to upholding excellence in public service was received with gratitude.



## Leadership Lesson

**Leadership is the capacity to translate vision into reality.**

If knowing yourself and being yourself were as easy to do as to talk about, there wouldn't be nearly so many people walking around in borrowed postures, spouting secondhand ideas, trying desperately to fit in rather than to stand out.

**Warren Bennis**

*Have your  
say*

It is an honor & a pleasure to visit the Kenyan School of Government. I look forward to learning about your programs & best practices, and hope to build collaborations between the KSG and the Philippines.

MABUHAY! More Power!

Francis-Charlotte Jay  
Philippine Ambassador to Kenya

*Humour*



*Word of the Week*

**Romans 8:24-25**

For in this hope we are saved. Now hope that is seen is not hope. For who hopes for what he sees? But if we hope for what we do not see, we wait for it with patience.

# Book Your Slot!

## 1<sup>st</sup> Africa Schools of Government Conference

**Theme:** Advancing Public Sector Excellence through Capable Institutions and Transformed Leadership in Africa



October 22-25, 2024



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**Kenya School of Government**

Empowering the Public Service



**Baringo Campus**

Strategic Leadership Development Program No. 444/2024	30th September - 8th November, 2024
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Senior Management Course No 195/2024 (Online)	5th August - 11th October, 2024
Strategic Leadership Development Program No 439/2024 (Online)	2nd September - November 8th, 2024

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Diploma in Social Work No. DSW 44/23	6th Mar - 7th March, 2025
Strategic Leadership Development Program Online No. SLDP436/2024	5th August - 11th October, 2024
Senior Management Course Online No. SMC222/2024	26th August - 18th October, 2024
Strategic Leadership Development Program No. SLDP440/2024	9th September - 15th November, 2024
Senior Management Course No.SMC223/2024	16th September - 11th October, 2024
Diploma in Public Administration	30th September - 8th November, 2024
Grant Proposal Writing- Kiambu Institute of Science &Tech	30th September - 4th October, 2024
CUK HR workshop- The Co-operative University of Kenya	30th September - 4th October, 2024
Training on HRIS-Ke Payroll Module	30th September - 4th October, 2024

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Diploma in Public Administration No. 2/2024	30th September - 8th November, 2024
Senior Management Course No. 130/2024	23rd September -18th October, 2024
Senior Management Course No. 129/202	12th August - 4th October, 2024
Supervisory Skills Development Course No. 19/2024	2nd September - 27th September, 2024

**Mombasa Campus**

Diploma in Public Administration	30th September - 8th November, 2024
Strategic Leadership Development Program No 443/2024	30th September - 8th November, 2024
Communication Skills For Public Service Officers	30th September - 11th October ,2024
Capacity Building for Transport Managers & Drivers	30th September - 4th October 2024
Induction Programme for County Chief Officers (Bungoma County)	30th September - 4th October ,2024
Induction Programme for Public Sector Boards (Wote Municipality)	30th September - 2nd October ,2024
Board Leadership & Governance ( NGAAF)	30th September - 2nd October ,2024
Seminar/Workshop	30th September - 18th October,2024
Seminar /Workshop	30th September - 4th October ,2024
Seminar /Workshop	3rd October 2024
Ministry of Interior/KSG Security Management Institute	30th September - 4th October ,2024
Diploma in Public Administration	20th May - 28th November,2024
Strategic Leadership Development Program No. 435/2024	July 29th - 4th October,2024
Senior Management Course (Online) No 189/2024	23rd September - 15th November,2024
Strategic Leadership Development Program No. 441/2024	16th September - 25th October,2024
Senior Management Course No 186/2024	16th September - 11th October,2024

## Lower Kabete

Senior Management Course No.426/2024	30th September - 25th October, 2024
Diploma in Public Administration	30th September - 8th November, 2024
Induction Program (Office of the Data Protection Commissioner)	30th September - 25th October, 2024
Strategic Leadership Development Programme No.442/2024	23rd September-1st November, 2024
Financial Management Course	23rd September - 4th October, 2024
Training of Trainers	23rd September - 4th October, 2024
Senior Management Course No.424/2024	5th August- 11th October, 2024
Accommodation (International Committee of the Red Cross)	29th September - 2nd October, 2024
Law Enforcement Course (National Integrity Academy)	30th September - 4th October, 2024
Workshop (The National Treasury e-GP)	30th September- 10th October, 2024
HRIS-Ke Payroll Module - End Users (Devolution)	30th September - 4th October, 2024
Workshop (African Population and Health Research Center)	30th September, 2024
Launch Of The Strategic Plan (2023-2024) Diaspora Affairs	30th September, 2024
The National Treasury	30th September, 2024
Standard Development & Monitoring costs-DAS	30th September -4th October, 2024
Workshop (Capital Markets Authority)	2nd-4th October, 2024

## TRAIN WITH US!!!



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Empowering the Public Service

### LOWER KABETE SEPTEMBER 2024 COURSES



#### SENIOR MANAGEMENT COURSE

Middle level managers in the public service typically in Job Grades K and their equivalent in private sector.

**Date:** September 30-October 25, 2024

**Cost:** Kshs. 255,316 (Exec. Residential)  
Kshs. 132,288( Non-Residential)

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**WEEKS**



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## CENTRES OF EXCELLENCE/ INSTITUTES

- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance and Audit
- Centre for Leadership and Public Policy
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