



## Weekly Bulletin

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### KSG hosts Zimbabwe Public Service Commission



KSG Director General Prof. Ludeki Chweya, shares a moment with the Chairman of Zimbabwe's Public Service Academy Steering Committee Prof. Naison Mutizwa Mangiza during the benchmarking exercise at the School in Lower Kabete.

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BY BETH MUIGAI

**K**enya School of Government (KSG) on Wednesday October 12, 2022 hosted a delegation from the Republic of Zimbabwe for a benchmarking exercise. The team, led by

Commissioner Dr. Tsitsi Choruma from the Public Service Commission in Zimbabwe, is part of a Steering Committee that has been appointed to oversee the establishment of Zimbabwe's Public Service Academy. The Academy is mandated to

rescale and upscale the Public Service in the Southern African nation.

In her opening statement, Commissioner Choruma hailed the Management of the School for its ability to govern an institution such as KSG. "KSG is a well-managed institution and we are therefore confident that

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"we will learn a lot today," she said. Some of the challenges in Public service include the right fit of personnel with the right jobs, ethics, integrity in the workforce, and the provision of quality services.

The delegation held discussions on governance and leadership; to understand a structure that ensures effective management; the financial model adopted by the School, sustainability of training programs, partnerships, accreditation of courses, and impact assessment of the programs.

In his remarks, KSG Director General, Prof. Ludeki Chweya, underlined that an institution mandated to build the capacity of the Public Service cannot take its responsibilities lightly. "Schools like KSG and the Public Service

Academy are tasked with transforming an entire workforce to perform their duties and responsibility to the benefit of the citizens of a country and consequently impacting the citizenry itself. That is a huge responsibility that should be approached and executed with the highest level of regard," he firmly stated.

He also added that a transformed public service is centered on ethics, integrity, and good moral standing. "KSG established the Institute of Public Service Ethics and Values in compliance with Government Executive Order No. 6 of March 20, 2015, on Ethics and Integrity in the Public Service," he said. "A public service that is not centered on ethics and

uprightness is a service that is doomed to fail."

Director Finance and Administration, Prof. Nura Mohamed advised on financial models that could be adopted by the Academy. "Whereas the Treasury would contribute a certain percentage of funds, you have to increase your revenue source to meet all the expenditure demands. Other than training programs, consultancies, and research, KSG has invested in conferencing and accommodation facilities for clients," Prof. Mohamed said, as he reminded the delegation of the importance to work toward being an independent institution that can finance itself without full dependence on the Treasury for revenue. "The biggest challenge will be attracting the funds given to Ministries,



The Delegation from the Public Service Commission in Zimbabwe with KSG Management and staff at the School.

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parastatals, and State Corporations for staff training," he cautioned, "Strategic marketing will play a key role in promoting the institution to the various publics."

Dr. Josephine Mwanzia, Director Academic Affairs, confirmed that all courses conducted by the School are comprehensively interrogated before rollout. "KSG has established steps for curriculum development that guarantees that the programs are exactly what the public service needs. Stakeholders include different registered bodies handling various fields. It is imperative that such bodies are involved in curriculum development for the legitimacy of the content given to our clients."

She further explained that a peer-to-peer review is conducted to give room for further interrogation of the programs before validation to confirm that standards are upheld and quality is not compromised. "All KSG programs have gone through such a process and are from time to time reviewed for purposes of relevance and to remain current" she assured.

Effective partnerships are those established around key areas that are beneficial to the institution in the realization of its mandate. Director, Margaret Kenyatta Institute (MKI) for Gender and Social Development, Ms. Lynette Otwori expounded, "the School continues to partner with international, regional and local organizations revolving around the development of



Commissioner Tsitsi Choruma of the Public Service Commission of the Republic of Zimbabwe with KSG's Director Academic Affairs, Dr. Josephine Mwanzia lead the delegation on the Campus tour.

training programs, training materials, sponsoring trainees and faculty members in new areas of training."

KSG has established partnerships with several African countries in order to strengthen regional cohesion including the Republic of South Sudan, Sierra Leone, United Republic of Tanzania, Rwanda, Djibouti, Puntland of Somalia, Democratic Republic of Congo, the Federal Republic of Somalia amongst others and in the near future, the Republic of Zimbabwe.

Development in technology to support training has seen institutions embrace eLearning as a mode of delivery and KSG has not been left behind. eLearning and Development Institute, Director, Mr. Joseph Ndung'u reminded the delegation that the

current world is now more digital than ever before. "Before the outbreak of Covid-19, there was very low uptake of e-courses. Now, we have clients who easily prefer online training".

He went on to alert the team of the extra effort required to convert a course into an e-learning module. "eLearning requires redesigning a whole module without losing its quality and is different from training via zoom or other video conferencing platforms. A subject matter expert should be involved, as well as an instructional designer and great technical support from Information Technology experts" he said.

The two institutions have committed to exploring areas of partnership for mutual benefit.

## Senator Kanainza: Kenya is lucky to have a School of Government

In 2015, before KSG Baringo Campus got the consent to offer a Strategic Leadership Development Program (SLDP), a thorough evaluation led by Dr. Leah Munyao, the then Director of Academic Affairs at the School, surveyed several factors, including security, environment, and the hospitality of the surrounding community, to gauge its preparedness to run the program.

According to the evaluation report submitted to the Academic Board, the Campus had upgraded its accommodation, dining, resource centres, and lecture halls to an acceptable level of running the premier training program. The Board gave the Campus the greenlight to effectively mount the maiden SLDP on August 1, 2016. Baringo Campus became the first to host the SLDP programme outside Nairobi.

The relevance of the SLDP grows, as does its demand and impact on service delivery. Since its launch, the Campus has registered impressive numbers of high-profile clientele from the Executive, Parliament, and Judiciary interested in developing their leadership competencies.

Recently, Ms. Daisy Kanainza Nyongesa, a former nominated Senator currently serving as a member of the Board at the Kenya Fishing Industries Corporation, successfully graduated from SLDP at Baringo Campus. Here is her



Sen. Daisy Nyongesa, Director Fishing Industries Corporation/ Legislative Consultant- Ministry of Health.

experience

### How did you find Baringo Campus?

I have previously had a chance to attend a program here. I enjoyed the welcoming nature of the staff and residents around. It is also a conducive environment for learning away from the noise. I made the decision to take my SLDP training in such an environment.

### There are a lot of misconceptions in the media about the security situation in Baringo County. What is your take, having been here?

Yes, the media generally reports about Baringo County being insecure. However, from my experience and what I know, isolated cases of insecurity happen at the far-flung boundaries due to cattle rustling. Where we are is very safe and people can engage in whatever

they are doing comfortably without fear. I also note that the management of this Campus has enhanced security infrastructure and personnel.

### What is your take-home lesson as a Strategic Leadership Development Program graduate?

That leadership is not all about sitting at the top and directing people or sitting in the board room and drawing policies for others to oversee their implementation; a leader should roll up their sleeves and move to the ground to ensure proper understanding of policies by the implementers. I commend the School for the module on experiential learning. The expedition is coming out strongly as a very innovative phase within the programme where participants have the opportunity to translate the theory. My understanding of leadership has broadened.

### In the past ten years, the School has been on hand in the delivery of training and consultancy assignments to the National and County governments. What are your comments on KSG course offerings?

Kenya is lucky to have a School of Government with Campuses spread across the country. There is room for expansion. We need more centres to reach out to the entire public service. As a beneficiary, I note that the courses are spot on to enable participants to understand roles well.

*Compiled by Lucy Muchoki and Elias Makokha*

# Blended Learning: Case of Kenya School of Government



Mr. Nathan Karanja Senior Lecturer at Lower Kabete Campus and the author of the article

Last week we explored the benefits of blending learning experiences to include both eLearning and face-to-face. In this article, we shall examine different blended learning programs offered at the Kenya School of Government (KSG). Blended learning refers to a training approach that combines eLearning with traditional in-person learning. Blended learning formats have enabled the School to deliver high-impact programs for public service. These are some of the blended programs and the instructional design considerations that are embedded therein.

**Essentials of Counseling Skills in the Public Service** - This program is coordinated by KSG Embu Campus in collaboration with the Ministry of Public Service Gender and Affirmative

Action. In this blended program, participants learn in two phases: one week online and one week in person. The online program is delivered in two ways. Morning hours have participants attend webinars from 8.30 am to 1.00 pm while in the afternoon, they log in to the KSG Learning Management System and undertake interactive activities and quizzes. During the online phase, the attendees are taken through concepts of counseling that form the foundational knowledge of counseling.

During the second phase, the one-week in-person training on campus provides an opportunity to instill practical counseling skills through role-plays and practical demonstrations. By covering all the foundational concepts online, blended learning gives participants ample time to engage in a practical task.

**Induction Course for Probation Officers** - KSG digitized the Induction course for Probation

Officers, run by the State Department of Correctional Services. The program is highly blended with four different components; online learning, workplace coaching, team assignment, and in-person learning. Participants take two weeks to take the foundational content online while at the same time attending to both workplace coaching and team assignments. Each team is assigned a coach from the senior officers in the duty station. The role of the coach is to assist the teams to navigate through the learning points and guide them through pre-designed practical deliverables. After two weeks of online and coaching sessions, the participants take one week's break to ensure that all the tasks are completed. The final component is the in-person training that focuses on the practical, role plays, and drills.

## Strategic Leadership Development Program (SLDP)

**Online** - The Strategic Leadership Development Program includes both online and in-person sessions. Online learning covers the course content and workplace assignment, while the in-person sessions cover experiential learning and team building.

It is evident that blended learning allows for a buffet, here the learning designer is able to pick from a variety of learning experiences that suit both online learning and in-person learning. Kenya School of Government will continue to utilize all opportunities to design learning experiences in formats that have more impact.

**“Blended learning gives participants ample time to engage in a practical task.”**

Nathan Karanja

# Embu Campus eulogizes a heroine: Ann Njoki

BY MARY NJENGA

**J**ust three months after exiting service, the late Ann Njoki James passed on following some health complications. Though she had just retired from the School, the KSG Embu Campus fraternity could not hide their somberness and pain as the bond still remained strong. Ms. Njoki was an HIV/Aids facilitator for the School and other organizations across the country. This is perhaps due to her ever-jovial, positive and accommodating nature that many will remember her by.

Staff eulogized her at a requiem mass that was held in her honour, prior to her burial which took place on Friday, October 14, 2022, at Kiriari in Embu County.

Her namesake and a 'birthday mate', Campus Director Dr. Ann Kang'ethe expressed that she shared a special relationship with Njoki that dates back to her posting at the institution. Indeed, the Director was received by Njoki, whom she fondly refers to as 'Ms. Fix it' due to her tendency to manage any kind of situation, and always had a solution to whatever challenge she faced.

She had been dubbed the 'campus nurse' who readily assisted anyone who fell ill by giving First Aid, taking them to the hospital and even doing follow-ups. "She helped tirelessly, used her own money and never claimed for reimbursement," the Director recollects.

The late Njoki came clean about her HIV status and relentlessly fought stigma at the Campus and the community in general. As such, she delivered on the subject of HIV and Aids passionately with much ease and a sense of humor as she always shared

her real-life story with her participants. "Njoki was a mobilizer and a powerful motivator who managed to bring together all HIV support groups in the Mt. Kenya region, for sensitization forums on living and leading a healthy life despite challenges. She faced similar hardships but did not demonstrate weakness, she was their beacon of hope. Her legacy will go a long way," Dr. Kang'ethe said.

Taking a walk down memory lane, Deputy Director, Dr. Fredrick Mukabi remembered when he first joined the institution in 2009, Njoki called him 'baby', a name she retained to the end. To him, she had a heart of gold and was warm, approachable and very energetic. "She amazed me during the intercampus sports that were held in Mombasa in 2019 as she participated in all the sports and even won a gold medal in a game of darts. Despite her age, she remained young at heart and so remains a true hero, mentor and role model from whom we can pick a trait to emulate. She was the angel amongst us, a uniting factor and an ambassador who will always be cherished," Dr. Mukabi said.

Though they had not known each other for long, CS. Joshua Ochuka, Senior Lecturer at Lower Kabete admitted that he was saddened by the sight of Njoki's portrait at the entrance of the Administration Block. When he first visited the Embu campus, Ochuka said that it took no effort to notice her as she could not pass without salutations even to those she was not familiar with. He reiterated that her character was easily likeable as she always spoke with a sense of humor.

Mr. James Mutinda, a senior



The late Ann Njoki after a previous prize giving day that was held at the Campus.

lecturer at the Campus remembers that his first encounter with the deceased was during his Induction Course at Baringo Campus where she taught the topic of HIV with a lot of zeal, and was therefore instrumental to the newly employed staff. When he later met her as a colleague in Embu, they became good friends who stood by each other during good and tough times. Mr. Mutinda said that "God had a reason why we met Njoki. I learnt to be careful in life, and care for everyone," Mr. Mutinda concluded.

Ms. Ann Njoki who worked at the telephone Exchange Section at the Embu campus before her retirement was described by all as a rare gem who motivated and transformed many with her nobility, and whose memories will be treasured. She joined the institution in 1984 when it was formally known as the District Development Centre.

# Cabinet Secretaries Induction



# Weekly Activities in Summary



Director General, Prof. Ludeki Chweya and Director Finance and Administration, Prof. Nura Mohamed witness the Performance Contract FY 2022/2023 negotiations, vetting and signing at Matuga Campus by Directors; Drs. John Bii and Florence Kithinji.



SLDP participants plant a commemorative tree upon completion of their training at Baringo Campus. This is in support of the greening initiative of the Campus.



Embu Campus staff take part in a CSR activity by joining University of Embu in a clean up activity of the town during the Customer Service Week.

## Leadership Lesson

We gladly follow a leaders who is able to awaken a sense of expectation inside of us

"The day the soldiers stop bringing you their problems is the day you stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

~ Colin Powell

### Have Your Say



Carolina Muthoki

William Samoei Ruto this is well done, Make it mandatory for all public officers to be trained at Kenya School of Government. No going abroad anymore, KSG is the place to be.

Quality of service in this government institution is on another level.

Kudos KSG.

### Humor of the week

**Me:** I'll do it at 8

**Time:** 8.05

**Me:** looks like I gotta wait till 9 now



### Quote of the Week

"At the end of the day, whether or not those people are comfortable with how you're living your life doesn't matter. What matters is whether you're comfortable with it."

— Dr. Phil

## UPCOMING AND ONGOING PROGRAMS

### Baringo Campus

Strategic Leadership Development Program	7th November - 16th December, 2022
Senior Management Course 162	12th September - 4th November, 2022
Management Skills Course	24th October - 18th November, 2022
Senior Management Course 161	5th September - 28th October, 2022
Supervisory Skills Development	17th - 28th October ,2022
Senior Management Course 163	3rd - 28th October, 2022
Baringo County Treasury & Economic Planning Workshop	17th October, 2022

**Kenya School of Government**  
**P. O. Box 23030 - 00604**  
**Lower Kabete, Nairobi**  
**Tel: +254 2 4015000**  
**Mobile: 0727496698**

### Embu Campus

Senior Management Course No.175	5th September - 25th October, 2022
Senior Management Course (Online) NO.177	3rd October - 25th November, 2022
Senior Management Course No 178	10th October - 4th November, 2022
Management Skills Course	3rd October - 28th October, 2022
Management Course for Office Admins	3rd October- 28th October, 2022
State Dept. for Crop Development & Agricultural Research.	17th -21st October, 2022
National Police Service Commission	14th - 21st October, 2022
State Department for Housing & Urban Development	17th - 21st October, 2022

**Matuga Campus**  
**P.O. Box 31-80406,**  
**Matuga - Kenya**  
**Tel: +254-0770770021**  
**Email: info.matuga@ksg.ac.ke**

### Matuga Campus

Senior Management Course No.109	10th October - 4th November,2022
Senior Management Course No. 110	10th October - 2nd December,2022
Performance Improvement Course (NYS) No.1	24th October- 4th November,2022
National Hospital Insurance Fund (Workshop)	20th October, 2022

**Mombasa Campus**  
**P.O. Box 84027 - 80100,**  
**Mombasa - Kenya**  
**Tel: +254 41 3122785, 22227113,**  
**2228800, +254 41 2227105**  
**Email: info.mombasa@ksg.ac.ke**

### Mombasa Campus

Senior Management Course No. 157	26th September -21st October, 2022
Strategic Leadership & Development Program No. 328	26th September- 4th November, 2022
SINAPIS (Workshop)	24th September - 24th December, 2022
Strategic Leadership Development Program No. 330	11th October -18th November, 2022
International Public Sector Accounting Standards	11th - 21st October, 2022
Asset Management Course	17th - 21st October, 2022
Audit Committee Training	17th - 19th October, 2022
Collective Bargaining in the Public Service	17th - 21st October, 2022
Proficiency Course for Clerical Officers	17th - 28th October, 2022
Directorate of National Cohesion & Values (Workshop)	17th - 21st October, 2022
Kenya Revenue Authority (Workshop)	17th October, 2022



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#### Editors

Faith Musoga

#### Sub-Editor

Douglas Mochama  
Ephline Okoth

#### Writers

Pauline Ngurukie  
Daniel Ngeti  
Mary Njenga  
Beth Muigai  
Sharon Ngina  
Phyllies Muili  
Yvonne Lucy  
Glenn Lumiti  
Elias Makokha

For news items, information and comments kindly email:  
[communications@ksg.ac.ke](mailto:communications@ksg.ac.ke)