



# WEEKLY KSG Bulletin

31st August—6th September, 2024

## KSG Inducts 286 Immigration Officers



The 286 immigration officers that were inducted by the School.

BY DOUGLAS MOCHAMA

**T**he Kenya School of Government (KSG) offers comprehensive induction programs designed to familiarize newly appointed staff at all levels with the specific doctrines and practices of the public sector.

The underlying philosophy of these inductions is to guide recruits in embracing the core beliefs that define behaviour and reflect the identity and culture of the public service as outlined in the Constitution. Induction is an essential foundational course for all public officers, a pedestal for grounding the officers in public service values and principles and a call to commitment to serving fellow citizens diligently.

Successful induction of new staff has proven crucial in

familiarizing employees with the unique modus operandi, developing essential work habits, and fostering a deeper understanding of their role in public service and the organizational culture.

Conversely, organizations that neglect to conduct induction may have to contend with poor performance and low productivity due to under-prepared staff. Such organizations risk having a disengaged staff establishment and often waste resources in rehiring, thus impacting their sustainability and reputation.

The State Department of Immigration and Citizen Services has opted for a comprehensive induction program facilitated by the Kenya School of Government to initiate newly recruited

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# KSG Inducts 286 Immigration Officers



Heads together: KSG Campus Director Dr. John Bii and Director General Immigration Ms. Evelyn Cheluget during the Basic Immigration Officers' Induction Course opening session.

immigration officers into the service.

This program began on a high note at KSG Baringo Campus on Monday, August 26, 2024, and will continue for five weeks. The program seeks to fortify the capacity of 286 newly recruited immigration officers to work well in the department.

During the opening ceremony, Ms. Evelyn Cheluget, the Director General of Immigration Services, emphasized the necessity of providing consistent lessons and materials to officers throughout the course.

"The decision to bring all of you here at this location sought to standardize the training approach and ensure uniformity of instruction and delivery. Our goal is to foster unity and collaboration among all participants. By creating synergy through this centralized approach, we aim to avoid fragmented efforts and achieve greater results through cooperation." Stated the DG.

The DG expressed admiration for the partnership between the School and the Immigration in delivering the program.

"The quality of training offered by KSG is on a high scale and

relevant to our experience as a country. This program will, therefore, realize the envisioned success from this partnership," she said.

Ms. Cheluget celebrated the move to buttress the course with a banquet of sessions such as new media, public service ethos, protocol, communication, public finance, AI in service delivery, data analysis, decision-making, and more.

The Director of KSG Baringo Campus, Dr. John Bii, reaffirmed the School's commitment to maintaining the high-quality delivery of its programs. He took the opportunity to announce the upcoming establishment of the Hall of Fame at the School.

The Hall of Fame seeks to recognize and award outstanding alumni and organizations across various categories.

"I encourage all of you to pursue personal development with a clear sense of purpose and focus. In a highly competitive work environment, only the best remain relevant. Your relevance will be determined by how much you improve your credentials, skills,

and competencies," Dr. Bii advised the officers.

Dr. Bii assured the stakeholders that the faculty is highly qualified to deliver the training with finesse.

"Besides, this Campus is serene and conducive for your learning. Therefore, I urge you to make optimum use of available facilities," said Dr. Bii.

The Directorate of Immigration Services, responsible for contributing to the security and socio-economic development of the country by facilitating international travel, regulating entry, exit, residency, citizenship, and delivering consular services, is committed to ensuring that the officers integrate into the ethos of the service.

The training is crucial as the officers seek to serve in an increasingly dynamic environment. The public has become more educated, with complex needs and higher expectations of the government, necessitating well-grounded public officers capable of making rational decisions and adhering to public service values.

As frontline officers, the trainees will manage trade-offs across different interest groups, interpret policies, and make sound judgments routinely in the respective workstations.

In assisting them to acclimatize and settle quickly in the service, the Kenya School of Government by offering the induction, seeks well-cultured officers driven by the clarion call to citizen-centric service and make rapid contributions to attainment of Vision 2030 and the Bottom Up Economic Transformation Agenda in the country.

# PSC Approves KSG Human Resource Instruments

BY GLENN LUMITI

The Kenya School of Government has recently obtained approval from the Public Service Commission for critical human resource instruments designed to steer career progression and advancement within the School.

These instruments include the Organizational Structure, Grading and Staff Establishment, and Career Progression Guidelines. Their approval marks a significant milestone in boosting staff morale and preparing the School to carry out its mandate.

In line with the new staff grading, the School will transition from a 14-tier system to a 13-tier structure and convert the staff to new job groups and designations where applicable.

On Wednesday, August 28, 2024, the School held an online

sensitization session for administrative staff to familiarize them with the strategic human resource management documents.

The sensitization underscored the need to monitor the implementation of the guidelines to ensure they comprehensively address the staff's requirements and align with KSG's overarching strategic objectives.

Addressing the meeting, the Director General of KSG, Prof. Nura Mohamed, expressed his commitment to enhancing various aspects, such as staff welfare and ensuring the appropriate placement of staff based on their skills and qualifications.

In this regard, Prof. Mohamed clarified that the departure aims to facilitate the adoption of a new structure and pave the way for other forthcoming staff developments- promotion and succession management based on

the fiscal situation in the School. He assured that no staff will loss when the conversion takes effect.

Emphasizing the value of consistent communication with the staff, the Director General stressed the need to address their concerns, provide updates, and collaborate towards achieving the School's objectives.

The writer interviewed select staff members at the Mombasa campus to gather their perspectives on the latest developments within the School.

Mr. Adan Hassan was upbeat about new initiatives that would play a critical role in talent retention, promote open communication and ensure staff feel acknowledged and appreciated.

Ms. Sophia Masha and Mr. Abdinoor Robley spoke highly of the positive steps taken by the School's leadership to facilitate their career progression and expressed their gratitude for the ongoing efforts to enhance staff welfare.

Masha remarked, "This marks the inception of new beginnings. I am enthusiastic about the direction the School is taking, and believe these changes would lead to greater success in the future."

Robley added, "It is a great step for the School leadership to engage with staff every month. These meetings would enhance transparency and inclusivity."



# Why KSG faculty shine on stage

BY CHRISTINE RWAMBA

"Abraham Lincoln once wisely said, "Give me six hours to chop down a tree, and I will spend the first four sharpening the axe." Have you ever had the chance to read an end-of-course facilitator evaluation report at the Kenya School of Government?"

"The session was fantastic! The lecturer did an incredible job of simplifying complex concepts in a way that connected with us. Their ability to break down intricate content was truly unparalleled. Plus, the class was filled with the facilitator's humor and wit, making it an unforgettable experience! These are some of the standout points you could not miss during the facilitator evaluations at the School!"

The incredible success of KSG rests on its outstanding lecturers, who are the driving force behind the institution's training, consultancy, and research services.

The writer dives into the exceptional expertise of KSG lecturers, spotlighting the

distinguished faculty at KSG Embu Campus and their unwavering commitment to knowledge acquisition and groundbreaking contributions through published works.

KSG lecturers are renowned for their profound expertise and extensive experience in public administration, bringing a wealth of knowledge to the classroom. While participants find the lessons well-researched and delivered, many are unaware of the immense efforts the lecturers put into their session preparations.

These lecturers boast rich professional backgrounds, having held influential positions within government ministries, international organizations, and other institutions. This exposure enables them to provide real-world examples and case studies that enhance the practical applicability of their teachings. Moreover, the faculty at KSG hold advanced degrees and professional certifications in

various fields, ensuring they are at the forefront of their disciplines.

Recognizing the dynamic nature of governance and public administration, KSG lecturers continually invest in their professional development through active participation in workshops, conferences, and seminars. The management of the School has been handy in continuous exposure to local and international facilitation programs to equip them with cutting-edge teaching skills and techniques.

Furthermore, the faculty is committed to advancing their fields through rigorous research and scholarly publications, often collaborating with local and international scholars to stay aligned with global best practices. Their extensive experience, ongoing learning, research and robust investment in self-equipping to train the rest play an indispensable role in shaping the future of public service leadership.



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# Safeguarding public trust in time of Crisis

BY BETHSHEBA BOSIBORI

"Trust is the glue of life" is a powerful statement that hits home when it comes to relationships. In the fast-paced world of public service, institutions constantly face challenges that push their credibility and the public's trust out of their limits.

Stephen Covey, the author of "The Speed of Trust," has eloquently written about how the absence of trust breaks down relationships. It is, therefore, necessary to learn ways to maintain the public's trust among managers and staff, particularly in times of crisis.

Public trust is the degree to which the public believes that its leaders and institutions will act in the public's best interest, especially during times of crisis. Therefore, for public service to be effective, trust is essential. People are more inclined to follow laws, rules, and public policies, participate in civic affairs, support government efforts, and collaborate with public programs when they have faith in public servants and their institutions. They are also more likely to demand transparency and accountability, cooperate to achieve shared objectives, and lessen societal tensions and divisions.

## Transparent communication

Public trust is essential for an efficient response and recovery during times of crisis. When people have faith in public institutions, they are more likely to heed the advice and provide support in a crisis—be it a deliberate attack, a natural disaster, or a public health emergency. Building trust in public institutions is critical as we navigate these difficult times. Transparent communication is one of the cornerstones of crisis management. Crisis communication involves paying

attention to issues, dispelling rumors, and offering frequent updates and avenues for feedback. This communication must be clear, factual, and timely. It is more difficult for public institutions to successfully communicate during crises when there is public suspicion due to past incidents of misinformation, weak responses, and delays.

Providing vague remarks or withholding information merely serves to increase mistrust and anxiety. Sharing what we know is only one aspect of transparency; another is admitting what we don't know while endeavoring to find the facts. This openness fosters the development of trust that can withstand any crisis. Communication during a crisis needs to be consistent. Public institutions must ensure that their actions and statements are consistent. Conflicting messages or inconsistencies between actions and words can undermine public trust.

As a result, it's critical that all communication initiatives are coordinated and that the organization keeps its word. Reliability is strengthened by consistent communication because it shows that the organization is responsible and well-prepared. Empathy must be practiced during crisis communication. People want to feel understood and heard when they are in a crisis. Public institutions must recognize how the crisis has affected people on an emotional and practical level. Communicating with empathy demonstrates to the audience that the institution is aware of and concerned about the issues affecting them and it has the potential to transform an impersonal response into a sympathetic one, greatly boosting cooperation and confidence. Active public participation is necessary for effective crisis communication. Institutions

ought to be receptive to queries, grievances, and suggestions. This entails being prompt in responding to concerns on the various communication channels.

## Prompt communication

In addition to sharing information, social media, community gatherings, and press conferences should be used to listen to the public and make necessary adjustments. Being responsive is key to ensuring the organization respects citizen input and is dedicated to their needs and concerns. Sustaining confidence requires accountability. Institutions are accountable for their choices, including any errors made amid the crisis. Integrity and a dedication to ongoing progress are demonstrated by owning up to mistakes and making necessary corrections.

Furthermore, in-depth assessments and drawing lessons from the event following the crisis can fortify subsequent reactions and bolster public trust in the organization's capacity to manage a comparable circumstance. It costs significantly more to deal with a severe crisis than to prepare for one. Conducting a periodic vulnerability analysis is crucial in evaluating the likelihood of crises. Determine what could trigger a crisis by conducting a corporate culture audit to identify false beliefs within your company, developing damage control procedures, and engaging in proactive crisis management. Ultimately, establishing and preserving trust is an ongoing process.

Crisis communication involves not just controlling the initial reaction but also gradually reiterating the institution's core principles and legitimacy. Even in times of crisis, maintaining open, sincere, and compassionate communication builds a strong foundation for effective crisis communication.

# Weekly Activities in Summary



A section of management of Kenya School of Government, led by Director General Prof. Nura Mohamed, held a consultative meeting with the Ministry of Interior on 26th August 2024 that focused on establishing a physical Institute dedicated to administration matters, expanding programs to accommodate officers of all cadres within the National Government Administrative Officers (NGAO), and planning the training dates for the second cohort of Diploma in Public Administration.

At the meeting, it was agreed that there is a pressing need to train more officers, as they are the true representation of the Government and key to enhancing their capacity to deliver services effectively.

The delegation from the Ministry of Interior was led by Ms. Beverly Opwora, EBS. In attendance from KSG were: Dr. Josephine Mwanzia, Director Academic Affairs; Dr. Tom Wanyama, Director Finance and Administration; Dr. Prisca Oluoch, Director Linkages and Collaboration; Dr. Rachael Ngesa, Director Learning and Development; Eng. Joseph Ndung'u, Director e-Learning, and Mr. Patrick Gachagua, Senior member of faculty.

# Lower Kabete Family Fun Day



The Kenya School of Government Family Fun Day was a resounding success, filled with laughter as families bonded over a wide range of activities organized by the Staff Engagement committee. There was something for everyone: bouncing castles, trampolines, virtual reality, PlayStations, merry-go-rounds, and team-building exercises, keeping everyone engaged and entertained throughout the day, making time fly by unnoticed.

Westlands Medical Centre also contributed to the event by providing free medical check-ups, including optical, dental, and general health assessments. The event concluded with a medal ceremony conducted by Mr. Peter Quest, Youth Coordinator, who awarded medals to the winning teams in various team-building activities.

Team leader, Director General Prof. Nura Mohamed was also in attendance, giving credence to these activities where the School takes time to bring the community together.

# Weekly Activities across Campuses



On August 28, 2024, the Local initiative Appraisal Committee convened to review Africa's first Regional Centre of Competence on Public Service Digital Upskilling, a flagship initiative spearheaded by the Ministry of Information, Communications, and the Digital Economy . The School's e-Learning and Development Institute , The Public Service , United Nations Development Programme,

And Microsoft With an aim of training 100,000 public servants and achieving a 99% completion rate, this effort is poised to transform public service delivery.

Ms. Mary Kerema, Secretary to the Ministry of Information, Communications, and the Digital Economy, acknowledged the importance of digital skills in leadership, stating that the Centre will empower public servants through ongoing learning and development. This flagship initiative, powered by constructive teamwork, is critical to maintaining development.

Prof. Nura Mohamed, Director General Kenya School of Government , underlined the honour of hosting the digital transformation project and KSG's role in developing public service capacity to fulfil government goals. He emphasized the need of collaboration and sustainability in building a lasting legacy.

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## Leadership Lesson

True leadership isn't about doing everything yourself or taking all the credit. It's about inspiring and empowering others to achieve great things.

When leaders trust their team, delegate effectively, and encourage initiative, they create an environment where everyone can contribute their best. This approach not only leads to greater success but also fosters growth, innovation, and commitment within the team.

— Ronald Reagan

### *Have your say*



Top fan

Claire Targok Chemoiywa

My all time best lecturer, very funny never a dull moment in his class, an astute professional and very approachable. Kudos Mr. ayao you rock. Clients always remember you for ages

## Humour

when someone uses an abbreviation  
and I have to look it up



## Word of the Week

Be on your guard;  
stand firm in the  
faith; be courageous;  
be strong.

Do everything in  
love.

**1 Corinthians 16:13-14**

**Baringo Campus**

Strategic Leadership Development Program	5th August- 20th September, 2024
Senior Management Course (Online)	5th August-27th September ,2024
Immigration Department	26th August-18th October, 2024
Diploma in Public Administration	20th May- 19th November, 2024
Senior Management Course	12th August-6th September, 2024
Strategic Leadership Development Program 431/2024(online)	24th June - 30th August, 2024

**Embu Campus**

Senior Management Course (SMC221/2024)	26th August - 20th September, 2024
Senior Management Course Online(SMC222/2024)	26th August — 18th October, 2024
Diploma in Social Work No. 44/2023	6th March — 7th March, 2025
Proficiency Course for Clerical Officers	2nd- 13th September, 2024
Job Evaluation Program- Nairobi Water Sewage Company	2nd - 6th September, 2024
Management Course for Office Administrators	2nd - 27th September, 2024
Strategic Leadership Development Program No 436/2024	5th- 11th October 2024
TOT HRIS System workshop	2nd - 6th September, 2024

**Matuga Campus**

Senior Management Course No. 129/2024	29th July -20th September,2024
Supervisory Skills Development Course NO. 19/2024	19th August -13th September,2024

**Mombasa Campus**

Senior Management Course	29th July - 20th September,2024
Senior Management Course (Online)	7th August- 2nd October 2024
Senior Management Course No. 187/2024	12th August- 6th September, 2024
Senior Management Course No187/2024	12th August –6th September,2024
United States Geological Survey Training	25th August - 30 September, 2024

**Lower Kabete**

Strategic Leadership Development Programme	19th August – 27th September 2024
Parliamentary Joint Services	26th August-13th September, 2024
Senior Management Course No. 424/2024	5th August– 27th September, 2024
PSC Legislative Supervisory Course (Parliamentary Service Commission)	19th August-7th September,2024
Senior Management Course No. 425/2024	2nd-27th September, 2024
Prevention and Control of Violent Extremism for Senior Officers Course	2nd-6th September 2024
Monitoring, Evaluation and Data Analysis Capacity building (International Justice Mission)	2nd-6th September, 2024
Program Based Budgeting (USAID-HERO)	2nd-6th September 2024
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Induction Programme for Government Delivery Services Officers	2th-4th September 2024
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## We welcome your feedback

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