



WEEKLY

# Bulletin

10th-16th June, 2023

## Accounting Officers Program: 11th Cohort CEOs Graduate

KSG Director General, Prof. Ludeki Chweya awards a certificate of completion to Dr. Esther Kimani, Chief Executive Officer, Pest Control Products Board, who attended the Accounting Officers Program at the Mombasa Campus.



BY EPHLINE OKOTH

The Accounting Officers Program, aimed at assisting Chairs of Boards and Chief Executive Officers of State Corporations in steering organization more efficiently, recently concluded its successful 11th run at the Kenya School of Government (KSG) Mombasa Campus from June 5-9, 2023.

The 11th cohort of the program brought together 13 accounting officers from various sectors of the public domain. Notably, participants included accounting officers from the Office of the Auditor General, Policyholders Compensation Fund, Kenya School of Law, Anti Counterfeit Agency, and Kenya Universities and Colleges Central Placement Service. Additionally,

accounting officers from the Independent Policing Oversight Authority, Independent Electoral and Boundaries Commission, Energy and Petroleum Regulatory Authority, Pest Control Products Board, National Biosafety Authority, and the National Government Affirmative Action Fund also attended the comprehensive five-day program.

At the closing ceremony, Prof. Ludeki Chweya, Director General of KSG, emphasized that the program was designed based on an assessment of the training needs of chief executive officers and is continuously improved in response to emerging changes and feedback from accounting officers.

"Throughout the years, the program has undergone significant improvements based on evaluation reports provided by participants. We

### HIGHLIGHTS

**3** Public Sector Budgeting

**4** Organizations' CPUs

**5** Matuga's Agribusiness Vision

**6** Director's Address

**8** Weekly Activities

**9** Humor and Quote

**10** Weekly Programs

**11** Editorial team / Campus contacts

## Accounting Officers Program: 11th Cohort CEOs Graduate



Chief Executive Officers from various organizations who attended the Accounting Officers Program from June 5-9, 2023. With them are the Director General, Prof. Ludeki Chweya, and Directors; Prof. Nura Mohamed, Dr. Tom Wanyama and Dr. Prisca Oluoch.

value this feedback and strive to implement necessary changes for the benefit of future participants," Prof. Chweya remarked.

Highlighting the purpose of establishing state corporations, Prof. Chweya underscored that they are created to support the work of governments.

"State corporations are established by governments to recognize the importance of state involvement not only in maintaining law and order but also in regulating the market to ensure fairness and protect citizens from exploitation," he explained.

According to the DG, depending on their scope of work, state corporations assist the government in achieving goals such as making substantial investments in sectors that may not attract private sector interest, focusing on regions and sectors that require attention, and providing strategic services.

"They are also established to promote efficiency through decentralization, foster entrepreneurship, regulate the market to protect the public, and generate revenue," he added.

To effectively contribute to government aspirations through state corporations, accounting officers must be equipped with the necessary skills and competencies; the success or failure of the entire organization rests

on their shoulders. The Accounting Officers Program offers a comprehensive solution to fulfill the responsibilities of these senior officials.

Mr. Daniel Kiptoo Bargoria, the Director General of the Energy and Petroleum Regulatory Authority, who also participated in the program, commended the School for its well-coordinated and insightful training.

"We had a productive week. The content was engaging, knowledgeable, and precisely delivered by experienced facilitators. This experience made us appreciate the local expertise available at the Kenya School of Government. The School is doing an excellent job," Mr. Bargoria expressed.

However, Mr. Bargoria challenged the School to diversify the content further and include other crucial sectors such as food security and nutrition.

Since its launch in 2018, the Accounting Officers Program has aimed to empower senior officials with a deeper understanding of their obligations. The program focuses on enhancing professionalism, managing relationships with crucial agencies and institutions within the public service, responsible management of public resources,

and successfully navigating challenges that arise in the course of their duties. The program caters to accounting officers in ministries, government agencies, state corporations, county governments, independent commissions and offices, legislative bodies, as well as the private sector.

It is anticipated that the officers will appreciate the uniqueness of public sector management; be able to apply proven leadership principles to steer innovation for process reengineering in service delivery; and positively promote a culture of professionalism in their organizations.

The program comprises eight learning modules, each covering a wide range of topics related to the duties and responsibilities of accounting officers in the public service. These modules include Governance Context of Accounting Officers, Public Service Ethics and Values, Managing Financial Resources, Public Procurement and Management of Projects, Managing Human Capital, Diplomacy & International Negotiation, National Interest and National Security, as well as Compliance, Consultation, and Collaboration with other Public Institutions.

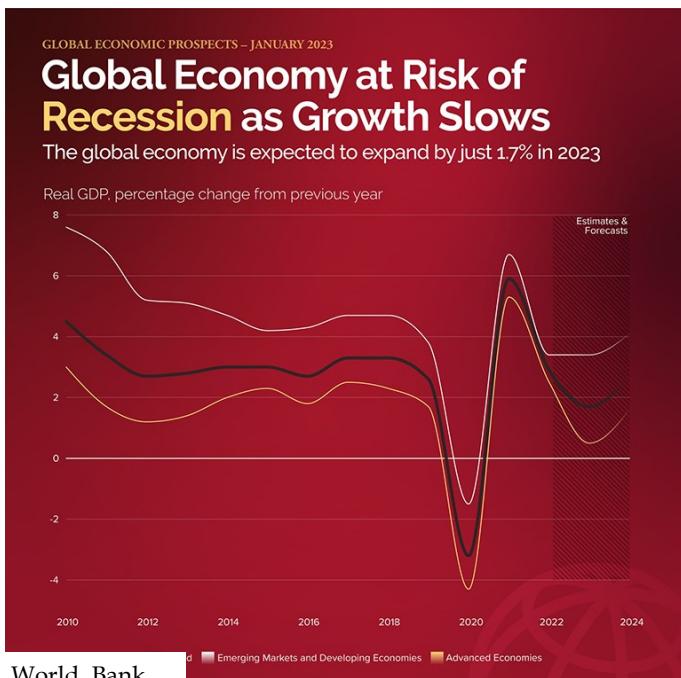
# Public sector budgeting amid a looming recession

The World Bank and the International Monetary Fund have predicted a looming global recession due to various shocks that have hit the World economy. The World Bank, in a statement released earlier this year, has slashed 2023 global economic growth to 1.7% from the earlier predicted 3%. This means that nations across the globe are on the verge of experiencing economic contractions in areas such as manufacturing and production hence reducing a country's Gross Domestic Product, rising unemployment, decline in profits, rise in commodity prices, and financial market volatility among others.

Kenya's economy has been affected by the changing global market leading to high inflation coinciding with a high unemployment rate, while the government grapples with keeping the economy stable. Additionally, a Finance Bill has been proposed that if passed will impact household incomes and public sector finances necessitating significant budgetary adjustments.

*In part one of this two-part series, Beth Muigai and Principal Accountant at Kenya School of Government Yakub Mohamed, analyze the challenges that the public sector in Kenya faces while budgeting during these harsh economic times.*

Planning during a financial crisis is burdensome due to the constraint of funds that accompanies it. Organizations face the risk of performance specifications changing midstream which may lead to failure to meet targets. During such times, corruption and pilferage could be rampant as individuals, who are also experiencing financial challenges may



World Bank

result to unethical practices to fulfill their personal needs using public funds.

Organizations, therefore, have to rethink their budgets to allow for the present problems while striving to meet set goals and targets. First, there is need to develop a clear strategic plan for every financial year that informs how budgetary allocations are made. By having a clear understanding of what the organization is trying to achieve, decision-makers can prioritize investments and allocate resources accordingly.

Establishing a proper Performance Management System would facilitate tracking the progress towards attaining organizational goals. Regularly monitoring and reporting on performance, offers valuable data and insights that inform priority investments that guide in effective resource allocation. If not properly executed, organizations may allocate funds to projects that yield limited results while missing out on priority

projects which could lead to financial losses and inefficiencies in resource utilization.

All departments within an organization align their work plans with the organization's set goals. It is imperative for collaborative efforts to be made across departments as well as with other stakeholders in making budgetary decisions. Fostering such collaborations eases the process of identifying priority projects and guides in

fund allocation.

Conducting regular reviews of budgetary decisions facilitates identifying viable investments for an organization to finance. By regularly reviewing the effectiveness of investments, decision-makers can make adjustments as needed to ensure that they remain on track toward achieving their objectives.

Budgetary committees should also prioritize data-driven decision-making for objective data guides budgetary decisions instead of subjective opinions. By utilizing data to inform budgetary choices, decision-makers can direct investments toward areas that are most likely to accomplish the organization's goals.

Financial challenges due to economic disruptions are inevitable in a dynamic world. A combination of these strategies can help ensure that budgetary decisions remain aligned with an organization's targets and goals, even in difficult economic times.

# Just like computers, organizations too have CPUs



BY DOUGLAS MOCHAMA

**T**he Central Processing Unit (CPU) is the unseen part of a computer system; a complex set of electronic circuitry that runs the machine's operating system and apps. Most users are oblivious to the CPU as theirs is to get the desired result or output from what they input into the computers. They are cognizant of the input and output bit but rarely mindful of the processing part; their focus is on the results.

Picture this, in an organization, an office administrator types the index number of a course participant on the keyboard as the input, and in a flash of seconds, her computer monitor brings out the participant's name, organization, course and fee balance as the output.

The example above illustrates what goes in and comes out of the computer, input-output, without revealing the central bit,

processing.

Perhaps the administrator may not have bothered about what happened inside the computer to produce the information about the course participant.

According to dictionary.com, processing entails treating or preparing something by a particular series of actions.

Processing is a common denominator in every organization, and just like computers, organizations as well have their central processing units.

Have you ever thought about this?

Before a conference venue is ready, there is a series of activities; cleaning, deciding on the layout, setting up stationery, and installing equipment. Then the venue is ready for the meeting.

What if one of these processes was missed or done incorrectly? As a team leader, do you get caught up in praising and complimenting the final

result, or do you make it your role to commend the people who do the processing behind the scenes towards the final results?

In workplaces, customers tend to see the result of the efforts and most clients are oblivious of the effort put in to deliver the results; the final product is the one that gets all the glory.

Perhaps you have witnessed the frontline personnel such as a waiter being commended for a good job, yet the otherwise out-of-sight background cook braved the smoke and high temperatures to ensure the customer delighted in a sumptuous meal.

How does hierarchy and power dynamics in organizations contribute to the recognition of those behind the scenes versus those who are at the front line? Those in the back end also need to be celebrated and applauded, lest their motivation and commitment reverses and customers start to experience poor services.

Managers must embrace and recognize each member to deliver bold solutions in the public service. It begins with role simplification, implementation and communication plans, and coaching and facilitation of results.

Recognizing the efforts of those who tirelessly work in improving the organization's performance boosts motivation and morale when their hard work and dedication are acknowledged therefore instilling a sense of satisfaction in their contributions.

# Matuga's Agribusiness Vision

BY RASHID MWINYI

**K**enya School of Government, Matuga is pursuing agribusiness projects to strengthen its local economies and contribute to food security and nutrition at the Campus.

Crop and chicken farming are the two projects that the Campus has prioritized in the agribusiness venture. To also utilize the enormous acreage, the Campus started growing green grams and cowpeas and has established a 400 local chicken farm that has already started realizing projected outputs such as promising employment opportunities, sustainable food supply, and reduced food costs.

Additionally, to boost the water supply for both the Campus and the nearby community, the School has sunk a



A member of staff at the chicken farming project at the Campus

borehole that is in its final stages of drilling. With the availability of adequate water, crop irrigation, and other agricultural projects will be running efficiently.

The Management of Matuga Campus led by Ag. Director Dr.

Florence Kithinji is committed to the attainment of the goals of these initiatives; and is anticipating more investment and expansion of crop production, and animal farming to sustain food value chains at the Campus and beyond



Right: Ag. Director Matuga Campus, Dr. Florence Kithinji with staff at the borehole drilling site. The borehole should supply adequate water for crop production and animal farming.

# Director's Address: Recipe for Integration

BY ROBINSON MWINJIRO

**R**elationships are powerful forces and strong foundations for change. Building relationships is one of the ways that can enhance unity among people from different backgrounds. Starting and sustaining professional relations among public servants across various organizations should be encouraged and exploited as a powerful platform for realizing great things together.

Apart from bridging unity, professional relationships in the public service can help the country stem the supremacy battle exhibited among staff in the various entities where they see themselves as officers working in the executive, legislature, judiciary, or national government, county government, State Corporation yet they are under one umbrella, the government.

The joint opening ceremony at KSG Baringo Campus is one of the avenues the Campus is utilizing to facilitate networking amongst the various participants attending programs.

On Monday, June 5, 2023, the Director, Dr. John Bii, was the Chief Guest at the opening ceremony that brought together participants attending the Skills Enhancement Course from Nyamira County, Performance Management Systems Course (KEWI), Senior Management Course, and Performance Contracting Course.

Dr. Bii noted the attendance of



Course participants at KSG Baringo Campus listen to Dr. John Bii's key note address at the beginning of the programs. The Campus holds a joint opening ceremony for all the programs.

courses by officers that had converged from different locations and government agencies and in his opening remarks, urged them to foster healthy interrelations with their trainers while cultivating strong associations and trust among themselves. He added that coming together is the beginning of professional success through exchange of ideas, strategies and experiences.

"Improvement is an assurance of customer satisfaction with enhanced quality, and it can be attained through capacity development and proactively responding to the demands and challenges of the societies that we live in, these demands certainly are dynamic and require constant change of strategy," Dr. Bii said while elaborating on the vitality of competence in service delivery.

He challenged them to participate in assignments and deliberations that enhance intellectual development and conduct research that typically informs policy development that should ideally contribute to the socio-economic transformation of the country.

The Director pointed out that the officers stand to gain competitive advantage through the various training programs, which should yield them the distinction that will help their organizations attract and retain new clients, and establish strong market position.

Programs offered by KSG are designed to blend insights on leadership, communication, life skills, confidence building, networking and collaboration and improve one's ability to offer solutions in work and life.

# Become a masterful communicator

BY JOSHUA LEIN

**E**ffective communication is regarded as the modern currency of interactions, one that can lead individuals from merely knowing each other to friends, business associates, long-time colleagues, and acquaintances.

In engagements, interruptions are all too common, often leading to frustrating conversations. Mastering the art of conversation is, therefore, key for those interested in attracting impactful people into their circles.

It begins with learning how to interject, listen, follow the conversation, engage, and have fruitful deliberations with the other party. Bulletin writer *Joshua Lein* prompts you to observe certain etiquette when holding a conversation.

## *Observe and wait for natural pauses*

Pay close attention to the pause, volume, and pitch of the person speaking before you take a turn to speak. Give it about two or three seconds before you respond to be certain that they have concluded their point.

## *Use turn-taking signals*

If you have a tendency to interrupt a conversation, develop a turn-taking system of your choice such as a subtle hand

gesture or a specific phrase to indicate that you want to contribute to the conversation. This hints at your desire to engage in a respectful and balanced conversation.

## *Learn the art of patience*

It is common for ideas and thoughts to flow smoothly when given enough time. Resist the urge to jump in with your own thoughts too soon. You might even discover the joy of listening more and gaining a deeper understanding of others' perspectives.

## *Practice self-awareness.*

If you find yourself struggling with the habit of interrupting, it is essential to cultivate self-

awareness. Be mindful of your own tendencies to interject and actively work on improving your communication skills. By being conscious of your behaviour, you can catch yourself before interrupting and encourage more considerate conversational habits. Self-awareness is key to personal growth in communication.

Mastering the art of communication is valuable as it can lead to a respectful and enjoyable environment for meaningful discussions. Let us strive to be better listeners and communicators to fostering deeper connections in our daily engagements.



Stock image

# Weekly Activities in Summary



The Strategic Leadership Development Program (SLDP); a program designed to make valuable and memorable impacts through modules on governance, performance, resource management and, values and character development among others. Content is delivered by way of lectures, work place assignments, experiential learning and group projects all carried out in 6 weeks. 1. Deputy Director Dr. Fredrick Mukabi presents a trophy to the best-performing team in the Group Project. 2. SLDP No. 357 of Embu Campus participate in a nature walk at Camp Ndunda as part of their experiential learning



Ag. Director KSG Matuga, Dr. Florence Kithinji receives Deputy Governor for Kajiado County, Hon. Martin Moshisho Martine and Chief Executive Committees members when they paid a courtesy call at the Campus. The Deputy Governor has affirmed the partnership between KSG and the County by pledging to have his county officers trained by the School.



KSG is keen on strategic partnership in its contribution to national transformation. KSG's Management with that of the Commission of University Education after a meeting at Lower Kabete.

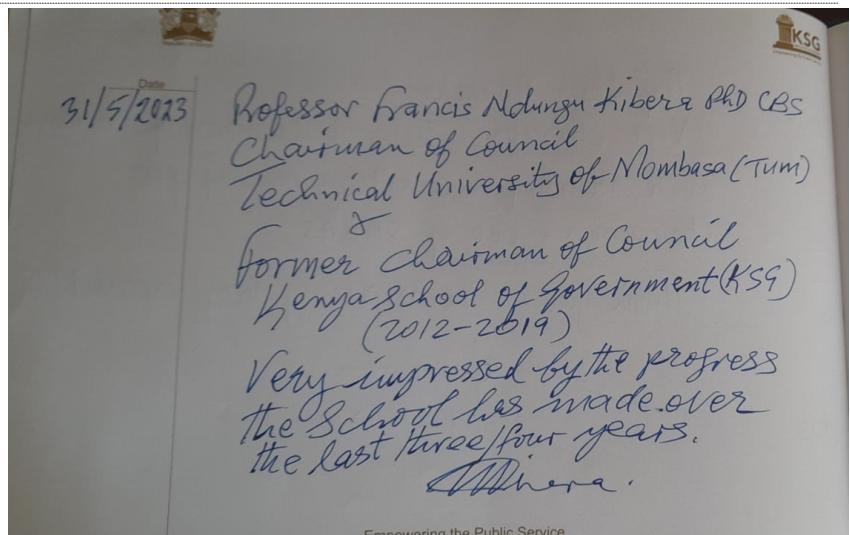
## Leadership Lesson

### Leaders must make decisions even when it hurts some people

All effective leaders recognize the necessity of making tough decisions as an integral part of their role. They comprehend that in specific circumstances, challenging and timely choices must be made for the greater benefit of the entire organization. These decisions demand resoluteness, authority, and a sense of finality, even if they do not appease everyone. Exceptional leaders demonstrate decisiveness when faced with such situations. They also possess the wisdom to discern when collaborative decision-making is more appropriate than acting unilaterally.

- John C. Maxwell

#### Have Your Say



#### Humor of the week

**Me: \*puts on hand sanitizer\***

**A cut I never knew existed:**



#### Quote of the Week

**“Success is not final, failure is not fatal: It is the courage to continue that counts.”**

- Winston Churchill

**Baringo Campus**

Strategic Leadership Development Program	15th May - 23rd June, 2023
Senior Management Course (online)	8th May - 30th June, 2023
Monitoring and Evaluation	12th - 16th June, 2023
Pre-retirement Course	12th - 16th June, 2023
Performance Management Systems Course	5th -16th June, 2023
Senior Management Course	5th -30th June, 2023
Supervisory Skills Development Course	5th -16th June, 2023
Samwel Hall Workshop	2nd - 11th June, 2023
Kenya Climate Smart Agriculture Workshop	12th - 16th June, 2023
KIPPRA Workshop	12th June 2023.

**Embu Campus**

Strategic Leadership Development Program No.369/2023	12th June - 4th August, 2023
Strategic Leadership Development Program No.358/2023	24th April - 16th June, 2023
Senior Management Course No.190/2023	8th May - 30th June, 2023
Strategic Leadership Development Program No. 367/2023	12th -21st July, 2021
Public Relations & Customer Care	12th - 23rd June, 2023
Supervisory Skills Development Course	12th - 23rd June, 2023
Customer Care Training	12th - 16th June, 2023
Essential Counseling Skills Program (State Department for Public Service)	12th - 16th June, 2023
Teachers Service Commission (Workshop)	12th - 16th June, 2023
The National Heroes Council (workshop)	16th June, 2023

**Matuga Campus**

Senior Management Course No.117/2023	24th April-16th June, 2023
Records Management Course (The Judiciary) No.2/2023	29th May -16th June, 2023
Strategic Leadership Development Program No. 368/2023 5th	June -11th August, 2023
Supervisory Skills Development Course No. 012/2023	5th -16th June, 2023
Ministry of Health (Workshop)	12th -13th June,2023
Ministry of Agriculture ASDSP Mombasa County (Workshop)	12th -15th June,2023

**Mombasa Campus**

Strategic Leadership Development Program No. 364/ 2023	29th May - 4th August, 2023
Strategic Leadership Development Program No. 363/ 2023	29th May - 7th July, 2023
Records Management Course	12th June - 7th July, 2023
Retirement Planning Program	12th - 16th June, 2023
Report Writing Course	12th - 16th June, 2023
Governance & Management of Urban Areas & Cities	12th - 16th June, 2023
Supervisory Skills Development Course	12th - 23rd June, 2023
Public Relations & Customer Care Course	12th - 23rd June, 2023
Management Skills Course	5th - 30th June, 2023
Project Planning & Management Course	5th - 30th June, 2023
Senior Management Course No. 167/2023	5th - 30th June, 2023
State Department for Culture & Heritage (Workshop )	5th - 19th June, 2023

**Lower Kabete**

Senior Management Course No.399/2023 Online	24th April-16th June ,2023
Strategic Leadership Development Programme No.360/2023	8th May -14th July, 2023
Strategic Leadership Development Programme No.362/2023	22nd May -30th June, 2023
Senior Management Course No. 401/2023	29th May-23rd June, 2023
Development of HR Instruments SASRA	12th -14th June, 2023
Development of strategic Plan Food and Agricultural Authority	15th- 16thJune, 2023
Retirement Planning Course No. 52/2023	12th-16th June, 2023
Office of the Spouse of the Deputy President.	10th June, 2023
Mang'u High School (Workshop)	11th June, 2023
Management Meeting Turkana University College	15th June, 2023
Stakeholders Meeting Teachers Service Commission	16th June, 2023

**Editors**

Faith Musoga

**Sub Editor**

Douglas Mochama

**Writers:**

Ephline Okoth  
 Pauline Ngurukie  
 Beth Muigai  
 Sharon Ngina  
 Phyllies Muili  
 Yvonne Lucy  
 Glenn Lumiti  
 Rashid Mwinyi  
 Joshua Lein

**Photographer**

Walter Mikwa  
 Elias Makokha  
 Bosco Marangu

**Designer**

Ephline Okoth

## GET IN TOUCH WITH US

**Kenya School of Government**

P.O Box 23030-00604, Lower Kabete, Nairobi-Kenya

Telephone: +254-20-4015000/0727-496698

Website: [www.ksg.ac.ke](http://www.ksg.ac.ke)Email: [directorgeneral@ksg.ac.ke](mailto:directorgeneral@ksg.ac.ke)Admissions: [info@ksg.ac.ke](mailto:info@ksg.ac.ke)**e-Learning and Development Institute**

P.O Box 30627 - 00100 Nairobi, Kenya

Tel: +254-20-3535873/4/+254-728-606991

Email: [director.eldi@ksg.ac.ke](mailto:director.eldi@ksg.ac.ke)Admissions: [info.eldi@ksg.ac.ke](mailto:info.eldi@ksg.ac.ke)**Baringo Campus**

P.O Box 91, Kabarnet-Kenya

Tel: 053-22056/22325/0734055998

Email: [director.baringo@ksg.ac.ke](mailto:director.baringo@ksg.ac.ke)  
[admission.baringo@ksg.ac.ke](mailto:admission.baringo@ksg.ac.ke)

**Matuga Campus**

P.O Box 31-80406, Matuga

Cell: 0770 770 021

Email: [director.matuga@ksg.ac.ke](mailto:director.matuga@ksg.ac.ke)  
[admissions.matuga@ksg.ac.ke](mailto:admissions.matuga@ksg.ac.ke)

**Embu Campus**

P.O Box 402-60100, Embu-Kenya

Tel: +254-(068) 231824/2231866/2231364

Cell: 0792718171

Email: [director.embu@ksg.ac.ke](mailto:director.embu@ksg.ac.ke)  
[admissions.embu@ksg.ac.ke](mailto:admissions.embu@ksg.ac.ke)

**Mombasa Campus**

P.O Box 84027-80100, Mombasa

Tel: +254-041-2227113/2228800/2226871

E-mail: [director.mombasa@ksg.ac.ke](mailto:director.mombasa@ksg.ac.ke)  
[admissions.mombasa@ksg.ac.ke](mailto:admissions.mombasa@ksg.ac.ke)

## CENTRES OF EXCELLENCE AND INSTITUTES

- Centre for Devolution Studies
- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance Management
- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environment and Climate Change Response
- e-Learning Development Institute
- Security Management Institute
- Margaret Kenyatta Institute for Gender and Social Development

## We welcome your feedback

[communications@ksg.ac.ke](mailto:communications@ksg.ac.ke)

@KSGKenya



Kenya School of Government