



# WEEKLY KSG Bulletin

23rd - 29th March, 2024

## Nyachae: You Can Count on the Council



Justice (Rtd) Charles Nyachae who is serving as the current Chair of the Kenya School of Government Council, during the council tour to Baringo Campus. He was accompanied by other Council Members as well as the Director General of the School Prof. Ludeki Chweya

**BY DOUGLAS MOCHAMA**

The Kenya School of Government is dedicated to fulfilling its responsibility to deliver exceptional training and think-tank solutions to address policy concerns in the country and beyond. All individuals associated with the School must assess their role in promoting KSG's growth. And to achieve this, all members of the School need to reflect upon the value they bring and evaluate whether they are taking adequate measures to for the School to accomplish its goals.

These constituted the introductory remarks of the Chairman of the Kenya School of Government Council, Justice (Rtd) Charles Nyachae, when he met members of staff of the Baringo Campus, for the first time, on Monday March 18, 2024, following his recent appointment to Council.

Justice Nyachae is a well-experienced public servant who has held various distinguished positions in the public service. He has previously served as the Chairperson of the former Constitutional Implementation Commission, which was responsible for implementing

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# Nyachae: You Can Count on the Council

the Constitution of Kenya 2010. Additionally, before joining the School he served as a Judge of the East African Court of Justice and has had a successful career in legal practice spanning over three decades.

Justice Nyachae in his address urged all staff to evaluate their contribution towards keeping the School on track as the premier institution addressing real capacity building gaps.

"The Kenya School of Government is built upon the hard work of those who came before us and elevated its status. Regardless of our roles, we too have the power to make a difference and leave a lasting impact. How can we continue to push the School forward?" asked the Council Chair.

The Chairman made it clear that the School has a duty to fulfill in improving the public



Council Chair Justice (rtd) Charles Nyachae shares a hearty moment with Baringo Campus Director Dr. John Bii (Center) and Faculty Member Ms. Eddah Cheruiyot.

service firmly stating that the School must lead by example and take decisive actions towards transforming the public service for the better to safeguard the long-established respect and recognition of Kenya's public service by taking

bold steps and leveraging its power to contribute towards enhancement of the public service.

Justice (Rtd) Nyachae was categorical that the Council is fully aware of the School's needs and firmly committed to enhancing the internal processes and guaranteeing the welfare of its staff to effectively rejuvenate the School's capability to accomplish its mandate.

"The Council aims to extend all possible support to you in the pursuit of taking the School to the next level. We are committed to working together as a team to achieve this mandate. You can feel encouraged and appreciated knowing that we are attentive to the challenges and possibilities that lie ahead. We are listening, looking, and taking note of any potential obstacles that we may encounter as a School, as well as the opportunities that may arise." Motioned Justice Nyachae who



Members of the Council and the management team engage Mr. Calvin Okang'a during a visit to the Equatorial Water Bottling Plant in Baringo Campus. Baringo Campus is the main supplier of bottled water to Embu and Lower Kabete campuses and stands poised to extend its services to other institutions in the region.

# Nyachae: You Can Count on the Council

was accompanied during the maiden visit by the DG Prof Ludeki Chweya and Council members including, Prof. Daniel Tarus, Dr. Rose Ngugi, Ms. Gatwiri Kirimi, Ms. Linnet Mirehane, Mr. Ezekiel Owuor, Dr. Mary Mwiandi, and Mr. Stephen Situma. The team also made a courtesy call to Baringo County Governor H.E Benjamin Cheboi (see separate story)

Received by Dr. John Bii, Director, the team was acquainted with the projects, infrastructure, and staff of the Campus.

KSG Baringo Campus is situated in the Great Rift Valley, which has the potential to command the entire Rift Valley, Nyanza and Western regions in terms of training and consultancy services due to its proximity in comparison to other campuses of the School.

During the visit by Council, Dr. Bii was confident about the support of the team with the new



Council Member Dr. Rose Ngugi speaks to members of Staff of the Baringo Campus early this week.

leader in advancement of the infrastructure and projects to cater to the growing number of participants who are increasingly expectant of higher levels of service and have their trust in the School to deliver the best.

Dr. Bii disclosed to the

Council his manifesto for the Campus in his tenure which include re-crafting programs to conform to national priorities and trends, forging partnerships and collaborations, financial management, resource mobilization, advancement of the water plant and promoting activities that would facilitate community engagement and inclusivity.

The Council's visit brings hope for the Campus, as it aims to improve staff and participants' welfare and transformation to the institution into a world-class center for the best training with the ultimate goal to create a wonderful learning environment for the clientele.



Staff members of KSG Baringo Campus follow proceedings during the recent Council tour of the Campus

# Nyachae Azidisha Ushirikiano na Kaunti ya Baringo

NA ELIAS MAKOKHA

**K**ama njia moja wapo ya kudumishaa ushirikiano baina ya Chuo cha mafunzo ya Serikali cha Kenya na Serikali ya Kaunti ya Baringo Mwenyekiti wa Baraza la KSG Jaji Mstaafu Bw. Charles Nyachae na Mkurugenzi Mkuu Prof. Ludeki Chweya walitembelea afisi ya Gavana wa kaunti ya Baringo Jumatatu tarehe Machi 18, 2024.

Viongozi hao pamoja na wanachama wa Baraza la KSG walikaribishwa na Naibu Gavana wa Kaunti ya Baringo Bw. Felix Maiyo kwa niaba ya Gavana Bw. Benjamin Cheboi, Hatua hii muhimu ikiifanyika wakati mwenyekiti huyo alipokuwa katika ziara yake ya kwanza katika bewa la Baringo tangu kuteuliwa kwake hivi majuzi na Rais William Samoei Ruto kama mwenyekiti wa Baraza la KSG.

Mazungumzo hayo ya pamoja yaliangazia pakubwa jinsi KSG inaweza kushirikiana na Kaunti ya Baringo kuboresha utoaji wa huduma kwa umma.

Bwana Nyachae kupitia jukwaa hilo alionyesha furaha yake kwa ushirikiano ambao pande zote mbili zimekuwa nayo tangu mwanzo akitaja serikali ya kaunti hiyo kuwa nguzo muhimu zaidi kwa ufanisi mkubwa wa Bewa la Baringo.

"Tuna furaha kuwa sehemu ya Baringo, tuko sehemu ya Baringo kwa njia ya pekee sana kwa sababu mojawapo ya vyuo vyetu vitano viko hapa katika kaunti yenu mionganini mwa kaunti arobaini na saba nchini.

Tunatumai kuwa sisi kama chuo tumeleta athari chanya kwa kaunti hii na jamii ya kaunti kwa



Naibu Gavana wa Kaunti ya Baringo Bw. Felix Maiyo akutana na Baraza la KSG likiongozwa na mwenyekiti Jaji Mstaafu Bw. Charles Nyachae na Mkurugenzi Mkuu wa KSG Prof. Ludeki Chweya walipo zuru ofisi ya County ya Baringo. Bw. Maiyo aliwakaribisha kwa niaba ta Gavana Br. Benjamin Cheboi

ujumla na vile vile tunathamini ushirikiano huu na tunatazamia kuendelea kufanya kazi pamoja."

Kwa upande wake Profesa Chweya vile vile alionyesha furaha yake kwa juhudhi na mchango mkubwa ambao serikali hiyo ya Kaunti ya Baringo imeipa taasisi hii kwa ujumla.

Prof. Chweya vile vile alitumia nafasi hiyo kuirai serikali hiyo ya kaunti kurejelea mazungumzo yao ya awali kuhusiana na uwezekano wa KSG kupata kipande cha ardhi kwa minajili ya kujenga kituo maalum kitakachowezwa kutoa mafunzo spesheli kwa watumishi wa umma ikizingatia nidhamu, uvumilivu na uelewa wa changamoto mbali mbali zinazowakabili wananchi ili waweze kuelewa mbinu bora ya kukabiliana na kutoa suluhu kwa changamoto hizo.

"Tuko tayari kurejelea mazungumzo yetu ya awali kuhusu uwezekano wa KSG

kupata kupayta kipande cha ardhi katika ufuo wa Ziwa Baringo."

Ziara hiyo ilionekana kufua dafu kwani kuitia Naibu Gavana wa Baringo Bw. Felix Maiyo serikali ya kaunti ilihaidi kuahakikisha yote yaliyojadiliwa katika kikao hicho yanatiliwa maanani ili kuzidisha ushirikiano mwema wa KSG na Kaunti ya Baringo.

"Kutoka kwetu kama serikali ya kaunti, tuna furaha kuwa na taasisi ya aina hiyo katika kaunti yetu na tutahakikisha kwamba yote tuliyojadili katika kikao hiki yanetiliwa maanani ili tuendelee kuimariswa uhusiano wetu."

Ziara ya baraza hilo ni muhimu kwani ufanisi wa KSG katika uwasilishaji wa programu zake, kuna nguzo dhabiti ya ushirikiano endelevu na mashirikiano na wadau mbalimbali ili kuimariswa u h u s i a n o m w e m a utakaohakikisha utekelezaji kamili wa malengo ya KSG.

# The Imperative of IT Governance, Compliance, and Risk Management

BY GIDEON WANDABWA

In today's digital age, public sector organizations face multifaceted challenges in managing their information technology (IT) infrastructure. With the increasing reliance on digital systems to deliver services professionally and transparently, the need for robust IT governance, compliance, and risk management practices has never been more urgent. This article delves into the significance of these components within public sector organizations and explores strategies to enhance their effectiveness in navigating the complex landscape of IT.

## **Understanding IT Governance, Compliance, and Risk Management**

Information technology governance encompasses the framework, policies, and processes that guide decision-making and ensure that IT investments align with organizational objectives. Effective IT governance establishes accountability, transparency, and risk management practices to optimize IT resources and support organizational goals. Compliance refers to the adherence to laws, regulations, and standards relevant to IT operations, data security, and privacy. Organizations must comply with a myriad of regulations, including data protection laws and industry-specific standards, to safeguard sensitive information and maintain public trust. Risk management, on the other hand,

involves identifying, assessing, and mitigating potential threats and vulnerabilities that could impact IT systems and organizational operations. By proactively managing risks, public sector entities can enhance resilience and maintain continuity in the face of evolving cyber threats and technological disruptions.

## **Challenges in Public Sector IT Governance, Compliance, and Risk Management**

Public sector organizations encounter unique challenges in implementing effective IT governance, compliance, and risk management practices. These challenges include:

### **Limited Resources:**

Budget constraints and resource limitations present challenges to invest adequately in IT governance initiatives and compliance measures.

### **Complex Regulatory Environment:**

Since organizations must navigate a complex regulatory landscape characterized by numerous laws, mandates, and standards, this leads to compliance challenges and potential gaps in governance frameworks.

### **Legacy Systems:**

Many public sector agencies rely on outdated IT infrastructure and legacy systems which pose security risks and hinder efforts to modernize governance practices.

### **Cybersecurity Threats:**

The proliferation of cyber threats, including ransomware attacks and data breaches, poses significant risks to IT systems, necessitating robust risk management strategies and cybersecurity measures.

## **Strategies for Enhancing IT Governance, Compliance, and Risk Management**

Despite these challenges, public sector organizations can adopt several strategies to strengthen their IT governance, compliance, and risk management capabilities.

### **Establish Clear Governance Structures:**

This entails defining roles, responsibilities, and decision-making processes within the organization to promote accountability and transparency in IT governance.

### **Align IT with Organizational Objectives:**

Organizations ought to ensure that IT investments and initiatives are aligned with the strategic priorities and mission of the public sector organization to maximize value and effectiveness.

### **Implement Robust Compliance Frameworks:**

Staying abreast of regulatory requirements and industry standards relevant to the public sector, and developing comprehensive compliance frameworks to address data security, privacy, and legal obligations should be a priority.

### **Invest in Modernization**

# The Imperative of IT Governance, Compliance, and Risk Management

## **Initiatives:**

Organizations should allocate resources to modernize IT infrastructure, retire legacy systems, and adopt emerging technologies to enhance agility, scalability, and security.

## **Enhance Cybersecurity Measures:**

Implementing robust cybersecurity controls, including encryption, access controls, and threat detection mechanisms, to safeguard against cyber threats and protect sensitive information is crucial for public sector organizations.

## **Foster a Culture of Risk Awareness:**

Organizations should promote a culture of risk awareness and cybersecurity vigilance among employees through training, awareness programs, and incident response exercises.

## **Leverage Data Analytics and Monitoring Tools:**

Harnessing the power of data analytics and monitoring tools to identify anomalies, detect potential risks, and improve decision-making in IT governance and risk management is an important undertaking in this endeavor. Effective IT governance, compliance, and risk management are indispensable components of public sector organizations' efforts to enhance resilience, safeguard sensitive information, and deliver services efficiently. By addressing challenges, adopting best practices, and leveraging emerging technologies, public sector entities can strengthen their IT governance frameworks, ensure regulatory compliance, and mitigate cybersecurity risks effectively. As technology evolves, maintaining a proactive

approach to IT governance, compliance, and risk management remains paramount



**Mr. Gideon Wandabwa**

Member of faculty at the Kenya School of Government Mombasa Campus

# Financial Management for Project Accountants Program

BY LOISE WANJIRU

Financial professionals from countries in Africa, including Kenya, Botswana, Tanzania, Ghana, Zambia, and Somalia, convened at the Kenya School of Government eLearning and Development Institute (eLDi) for a two-week course on Financial Management for Project Accountants that ran from March 11th to 22nd, 2024.

The course aimed to empower participants with essential skills in managing income, expenses, and

assets within organizational settings. Throughout the course, participants delved into crucial aspects of financial management, including planning, tracking project finances, budgeting, and accountability. With a focus on internal control, financial reporting, and auditing, the participants gained insights into ensuring sound financial practices within their respective organizations. The course also emphasized strategic planning, organizing, and directing financial undertakings to achieve organizational objectives.

A total of 26 participants drawn from diverse backgrounds undertook the course, fostering rich cross-cultural exchange. The international cohort underscored the global relevance of financial management principles and facilitated the exchange of best practices among professionals from different countries.

Beyond the classroom, the course incorporated a field study where participants visited the Kenya Youth Empowerment Program (KYEP). Here they had an engagement with project

# Financial Management for Project Accountants Program



Participants of the Financial Management for Project Accountants during a recreational trip to Hells Gate

KYEOP Manager Mr. Augustine Mayabi introduces the course participants to the Project during their visit

managers, gaining firsthand insights into program implementation and the challenges that accompany such an endeavor.

Embracing international collaboration in programs

promotes development and cultural exchange enabling the participants to depart with more than just knowledge, the networks. The Financial Management for Project

Accountants was funded by the World Bank.

The World Bank has partnered with KSG's eLearning Development Institute to support many of its programs.

## SECURITY MANAGEMENT INSTITUTE PROGRAMS

### SECURITY MANAGEMENT PROGRAMS



#### Community Policing

Officers involved in grassroots' security policing matters

**Venue:** KSG Lower Kabete (Security Management Institute)

**Duration:** 1 Week

#### VIP Protection

Officers involved in the protection of Very Important Persons and other security officers charged with the duty of protecting critical infrastructure.

**Venue:** KSG Lower Kabete (Security Management Institute)

**Duration:** 1 Week

**Date:** April 22-26, 2024

**Cost:** Kshs. 79,576 (Residential)  
Kshs. 44,774 (Executive Non-Residential)  
Kshs. 60,649 (Standard Residential)  
Kshs. 38,821 (Standard Non-Residential)

**Date:** May 13 - 17, 2024

June 3 - 7, 2024

**Cost:** Kshs. 79,576 (Executive Residential)  
Kshs. 44,774 (Executive Non-Residential)  
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## Leadership Program for National Transformation: What they said

The first cohort of the Leadership Program for National Transformation is now in its fifth week. The program is set to last 7 weeks covering topics that focus on issues of national interest, selection of policy and strategy options for wealth creation and enhancement of global competitiveness. It is conducted through training sessions at the School, field studies with affiliated foreign institutions and preparation and presentation of policy strategy papers.

**Bulletin Writers: Beth Muigai, Phyllies Muili and Tabitha Kemunto** bring you Part 2 of interviews with a section of the participants to gain their perspective on the program and what they anticipate upon completion of the training.



**Ms. Nancy Cheruiyot,**

Managing Trustee and Chief Executive Officer , Commodities Fund

“ As Managing Trustee and Chief Executive Officer of the Commodities Fund, entrusted with the task of facilitating accessible and affordable advances to farmers, I have found myself deeply entrenched in the labyrinth of Kenya's agricultural landscape. Operating within the Ministry of Agriculture, our mission is clear: to empower farmers with the resources they need to boost production and contribute to the nation's food security.

My journey into this program was driven by a deep-seated desire to unravel a longstanding enigma: Why has Kenya not achieved the level of progress

commensurate with its 60 years of independence?

This program, therefore, presented itself as an invaluable opportunity to delve into the underlying causes of our nation's developmental inertia. Motivated by the curiosity to understand why Kenya, endowed with abundant natural resources and a resilient populace, has yet to fulfill its boundless potential, I enrolled in the Leadership Program for National Transformation.

Over the course of the Program, which has transcended the confines of conventional training sessions, I found myself confronted with a myriad of thought-provoking insights and

*By surpassing narrow mandates and recognizing the interconnectedness of our efforts, we can forge a unified front toward achieving our collective aspirations for national development.*

~Ms. Cheruiyot

paradigm-shifting revelations. From immersive discussions on policy formulation and implementation to enlightening visits to various institutions across the country, each experience led to introspection and critical self-reflection.

One of the most enlightening aspects of the program was the emphasis to break free from the constraints of organizational silos and instead grow a culture of collaboration and synergy across diverse institutions. By surpassing narrow mandates and recognizing the interconnectedness of our efforts, we can forge a unified front toward achieving our collective aspirations for national development.

Our visits to Konza City and the Kenya Meat Commission provided firsthand witness into the transformative power of visionary leadership and effective governance. These excursions highlight the role that regulatory frameworks play in either stifling or unleashing the latent potential of our institutions and industries.

Moreover, the program's exploration of Kenya's agricultural sector struck a

## Leadership Program for National Transformation: What they said

particularly chord with me, given my vocation. Far from being confined to food production, agriculture emerges as a cornerstone of industrial development, with the potential for economic growth, innovation, and consequently alleviate poverty. We need to instill a sense of pride and purpose in the agricultural sector, we can inspire a new generation of farmers and agri-entrepreneurs to seize the opportunities that abound within this industry.

As I reflect on my transformative journey through this program, I am filled with a renewed sense of optimism and determination. With newfound perspective, I am more committed than ever to leveraging my role as a leader within the agricultural sector to effect positive change and



Ms. Beth Muigai of KSG Communications Department Cheruiyot interviews Leadership Program for National Transformation participant Ms. Nancy Cheruiyot

propel Kenya towards a future defined by sustainable growth, prosperity, and resilience.

I wholeheartedly endorse this program as a catalyst for transformative leadership and

national development. By embracing collaboration, innovation, and inclusivity, we can chart a course toward a brighter and more prosperous future for all Kenyans.

**“** I was motivated to pursue the Leadership Program for National Transformation at KSG first because I have attended other programs offered by the institution and I can attest to the fact that the courses are timely and well conducted. After my Strategic Leadership Development Program, I was wondering what is next and so when this course was advertised, I was glad to register as the first cohort. The second reason is drawn from the fact that we have a new system of

Government, that has adopted that Bottom-Up Economic Transformation model that makes me want to learn better on my contribution towards the development of the country as well as know the place of KICC in driving the economy towards the betterment of the country through achieving its mandate.

One of the things that I can attest to is the relevance of the LPNT to our current situation as a country. We have been taken through topics such as Industrialization, the Money Markets and Economics, Agriculture, and the



**Ms. Patricia Ondeng'**  
Ag. CEO Kenyatta International Convention Center

Environment, which are relevant topics to be addressed in the country. We have been

## Leadership Program for National Transformation: What they said



Ms. Patricia Ondeng' during the interview with Ms. Beth Muigai of Communications KSG Communications Department

taken through the history of the country from independence, and the steps that have been taken by the various leaders that have served. The leaders who took up the mantle at independence looked to eradicate three vices; poverty, illiteracy, and health issues.

There were strategies that were put in place and policies discussed that aimed at alleviating Kenyans from the stated issues. However, most of them were never adopted. I believe that there are some treaties and agreements that the country entered into with the Western countries that way may need to revisit and see if they really address our issues. If not, how best can we bargain to get out of such treaties? For example, it was disturbing to learn that we save our money in accounts abroad and then borrow the same money at very high interest

rates.

The packaging and delivery of the program has been done with a lot of expertise. The incorporation of the field trip to Numeric Institute and the Kenya Meat Commission was an eye-

*My biggest takeaway from this program is that Kenya can move and grow at the pace that it ought to. If we fully embrace BETA, then we will be the first first-world country in Africa.*

~Ms. Ondeng'

opener. The Numeric Institute was supposed to manufacture the Nyayo Buses, but it never did. The question remains, why? Why do we continue to allow farmers to import farm tools and equipment when we can produce them here in the country? As for KMC, what strategies should we adopt to ensure that the commission meets the demands of the locals and increases in capacity to meet the needs of the international market?

This training then opens us up to think beyond theory and see the actualization of policies. I encourage Chief Accounting Officers and indeed leaders at all levels of government to apply for the second cohort of the program. We will be ambassadors and spread the word out there so that more and more people see the need to attend.

The facilitators are knowledgeable and lead us to fruitful deliberations and engagements. They gave us mind-provoking lectures that will help us think beyond the horizon.

My biggest takeaway from this program is that Kenya can move and grow at the pace that it ought to. If we fully embrace BETA, then we will be the first first-world country in Africa.

I request the management to take this course outside Nairobi because it enables us to concentrate better. Thank you KSG!

# From Struggle to Strength: Lessons Learned on the Career Journey

BY VICTOR WAHOME

**M**eet Phineas Muriungi, the driving force behind the exceptional dining experience at Kenya School of Government's Matuga Campus. As Head of Service for Food and Beverage, Phineas plays a pivotal role in ensuring the utmost satisfaction for every diner who walks through the Campus doors. His responsibility extends beyond the kitchen as it encompasses everything from gathering customer feedback to meticulously upholding the highest standards of cleanliness and presentation in our dining areas. With a keen eye for detail and a passion for excellence, Phineas also oversees staffing requirements, ensuring that our team is equipped to deliver service at all times. Join us as we delve into Phineas' journey, experiences, and the invaluable lessons he has learned along the way.

**Q: Describe for us your journey and experiences leading up to your current role:**

From an early age, I knew I wanted to do something in hospitality, such as becoming a chef. And so after high school I joined Mount Kenya University to pursue a Diploma in Food Production, graduating in 2009. After that I worked at Methodist Guest House before moving on to Java Coffee House and then finally landing at the Kenya School of Government, which was at that time known as Government Training Institute. I have been working here for the



**Mr. Phineas Muriungi**  
Head of Service for Food and Beverage, Matuga Campus

last 14 years and I have been able to grow as I managed to continue with my studies and get a Bachelor's degree. I also learnt to bake on my own, and managed to refine my skills to a level where I am invited to judge other people's work. So it has been a journey which I really appreciate.

**Q: What are some of the most significant challenges you have had to face, and how have you overcome them?**

One of the most challenging things in my role is dealing with clients. Here you deal with people from very different walks of life in terms of background and culture. There is what they expect versus what we have, some may feel like we have outdone ourselves and really appreciate us while there are those who feel short-changed and get really bothered and sometimes verbally aggressive. I

once had to deal with a very senior officer who was demanding for a service that I had no authority to provide. You can imagine how the situation turned out. I was called names and received threats but I took it as part of the profession.

I have had to take time to study people and how to handle difficult clients, listening to their issues and knowing how to respond without it turning into an argument. Other times I find myself unable to provide something specific a client wants due to various factors such as organization policy and availability of some of some the resources. On the flip side, such situations have me made become innovative and able to come up with alternatives that in some cases end up providing more value to the client than what they had asked for.

All in all, challenges have really taught me a lot; from learning to have people skills, prudent utilization of resources, team spirit and thinking innovatively. When times get tough I find strength in prayer and reading the Bible. Job 14:7 talks about hope for a tree which has been cut, inspiring me to move on from trials and tribulation. I am encouraged to wake up every day with renewed strength.

**Q: How has your work experience contributed to your professional growth and development?**

I am very grateful to Kenya School of Government for giving me the opportunity to develop myself in terms of capacity building. I have gone through several courses related to

## From Struggle to Strength: Lessons Learned on the Career Journey

customer care and management. The services we offer are timebound meaning if lunch was set at 1pm it needs to be at 1pm so I have also learnt a lot about time management. Most times we find ourselves in a fix because of planning and time management so I have learned how to make proper plans. Furthermore, working at KSG has helped me build my networks enabling me to further grow my professional career. Through interactions with staff and clients I have been fortunate to widen my networks to a point where I am invited to talk to hospitality management fora severally. Moreover, dealing with clients and managing resources has really helped me become a critical thinker and I have learnt how to think fast and resolve problems fast and diligently.

**Q: What aspects of your work do you find most fulfilling, and why?**

Definitely when I serve a client and he or she is really happy and even offer positive feedback. That is my joy. When there are no complaints, it really makes me happy and that is what actually gives me the strength to keep going every morning.

**Q: How do you prioritize tasks and manage your workload?**

Working in in this industry really entails that you to plan your time. I like to plan things a day before looking at all the programs running on the Weekly Schedule because as a team we have to be aware of what will be required. When you plan early you get an edge so that when something unexpected happens you have enough time to think of a

solution and implement it without pressure. I prioritize the most urgent tasks, those that might limit my movement, I address those first. I then look at the remaining tasks and delegate duties. There are some roles that I may not be able to personally attend to because I am needed at many places at a time. For such roles, I delegate, assigning a team member that duty. I have found that through delegation you deliver more. Team members feel like a part of the organization and develop a sense of ownership to the work.

**Q: What advice would you give to someone starting out in a similar role?**

First, know your team. Know each person's strengths and weaknesses. This will help in the allocate work depending on each person's capacity. Each person is blessed differently, you could be weak at one task but really good at something else. Understanding this enables you to even create balanced teams where individual abilities balance the teams.

Secondly, be a mentor your team members. Give each other strength and motivation to maintain high standards of service. This has proven to really raise the spirit of previously underperforming staff and improve the overall team's output.

I would also recommend that one uses the team they have to get new ideas. Being a leader of a team does not necessarily mean that you are the smartest person there, you are the leader because at that specific time management found it fit for you to lead that team, so use that opportunity to identify talent. You could have a

team of very talented people but if you do not give them a chance you will never know. Make the most of the talented members for creativity and the best service delivery.

**Parting Shot**

I would urge everyone to pull towards making their place of work a better place. God has given us a unique opportunity to make the Kenya School of Government great. All of us should work in unity to make sure we meet our organization objectives. We should also have a sense of purpose and determine where we want to be as individuals, have personal goals. Let us all have a good working relationship so that we can achieve great things and overcome challenges-expected and unexpected. Just like the saying goes: If you want to go fast go alone but if you want to go far go with others.

As we conclude our conversation with Phineas, we are reminded of the invaluable insights gained from his wealth of experience and dedication to excellence. From his journey through the intricacies of hospitality management to his unwavering commitment to customer satisfaction, Phineas' story serves as a beacon of inspiration for aspiring professionals in the field. We extend our heartfelt gratitude to Phineas for sharing his wisdom and experiences with us, leaving us with a deeper appreciation for the art of service and the pursuit of excellence in all endeavors. May his words continue to resonate and inspire as we strive for greatness in our own respective paths.

# How to Handle Grief: Part 2

BY ALFER LEMPAINÉ

In the last Bulletin, March 16-22, 2024, we explicated the key concepts related to grief, biblical examples of people who grieved in diverse contexts, and the types of grief. In this article, we will explain on the causes of normal or pathological grief and the stages of grief. In Part three of this series, which will be the final, the writer will elucidate on the effects of grief, a biblical perspective on how to grieve, and conclusions about grief.

## Causes of Grief

According to Dr. Alejandra Vasquez (2021), a certified grief counselor, and Collins (1980), there are several causes of grief in life. Some people have the right attitude, social support, skills and capabilities on how to grieve in a normal manner whereas others may not. In view of this, the appropriate question to ask is: what "causes" grief to be normal or pathological? The cardinal reasons can be aptly summarized as follows:

## Beliefs

Religion gives support, meaning, and hope for the future and comfort. In this sense, when the griever has no religious beliefs, he or she grieves without hope. Consequently, the pain often becomes more intense and may lead to a pathological grief.

**Background and personality.** Grievers differ in their personal needs, closeness to the deceased, typical way of handling feelings, willingness and ability to face the reality of the loss, closeness to others who can give support, personal views about life after death, flexibility and ability to cope with the crisis.

## Social Environment

Most, if not all cultures have socially sanctioned ways of meeting needs at the time of bereavement. In this regard, grievers have different ways of grieving within the context of their geographical milieus.

**Circumstances Accompanying the Death:** For instance, closeness to the deceased, suddenness of death, and age of the deceased can each influence the mourner's reaction to the death, (Collins, 1980, P. 415-416).

## Carrier loss

All job loss tends to cause grief at some level. Dr. Alejandra Vasquez, a certified grief expert postulates, "Grief due to career loss is not relegated only to circumstances of getting fired or laid off from work. You can still suffer a career loss even if you've voluntarily retired or moved on to a different career choice." Retrieved from <https://www.joincake.com/blog/causes-of-grief/>.

## Five Stages of Loss

Grief is not linear. In this sense, this is not how normal grief works. At every setback, a person may go through the grieving process all over again. According to Kubler-Ross (1968) cited by Jeffreys (1995), people who grieve follow the following pattern:

**Denial:** News of a death or frightening medical diagnosis is usually met with some form of denial. For many, diverting the reality of the loss makes it possible for them to gather inner adjustment skills.

**Anger:** Anger due to loss can be displaced to someone or something other than the source of the anger. For instance, when a loved one receives a threatening diagnosis, the anger may be directed to a

Higher Being or a medical staff.

**Bargaining:** In the face of life threatening illness, a person may bargain with his or her Creator and promise to pray regularly, eat healthier or quit smoking.

**Depression:** At this stage, a person has sensed that he/she was about to lose something. It is basically imminent! The type of loss incurred is felt with varying degrees of pain, and result in a period of mourning and in some cases withdrawal.

**Acceptance:** Acceptance is fundamentally an intellectual thought. It means that a person has accepted the inevitable. For instance, a dying person may get his or her financial affairs in order, complete unfinished business with loved ones and develop a strong spiritual sense, yet still not being happy with the coming profound change (Jeffreys, 1995, P. 48-51).

## References

- Collins, G.R. (1980). *Christian Counseling: A Comprehensive Guide*. Waco, Texas: Word Books.  
 Jeffreys, J.S. (1995). *Coping with Workplace Change: Dealing with Loss and Grief*. Menlo, California: Crisp Publications.



Letiyon A. Lempaine, a Lecturer and Chaplain, Kenya School of Government, Lower Kabete

# International Day of Happiness

**E**ver heard of International Day of Happiness? The United Nations declared March 20 the International Day of Happiness to mark this unique day and, the Margaret Kenyatta Institute for Gender and Social development coincidentally run the second cohort of the Wellness and Selfcare Program at the same time.

Happiness being one of human fundamental goals the United Nations General Assembly recognizes it and calls for "a more inclusive, equitable and balanced approach to economic growth that promotes the happiness and well-being of all peoples." Happiness being a mental or emotional state of Wellbeing defined by positive or pleasant emotions ranging from contentment to intense joy. Kenya was ranked 114 out of 143 countries in this year's released World Happiness Report which is 3 slots lower from the 2023 report. The ranking was based on the following factors: healthy life expectancy, freedom to make life choices, generosity, GDP per capita, social support and perception of corruption.

This is an indication that the country needs to invest more in citizens' happiness and wellbeing. Some of the reasons that lead to lower rankings include but not limited to: Economic struggles, limited access to education and healthcare, lack of essential services and prolonged conflict and violence.

The Wellness and Self-care Program attracted Human Resources directors and managers from Ministries, Departments and Agencies. We captured some of the



Margaret Kenyatta Institute for Gender and Social Development Director Ms. Lynette Otwori (Center) with course participants of the Wellness and Self Care Program at KSG Lower Kabete

observations made from the participants to shared insights of the importance of wellness.

Ms. Jane Kiragu the Technical Advisor for Beyond Zero acknowledged said, "it is important for the human resource practitioners to gain skills on handling wellness and selfcare as the work they do in organizations is special in making the country prosperous". She also noted that "billions of monies are lost in addressing mental health."

This year's theme, "Reconnecting for Happiness: Building Resilient Communities," highlights the importance of coming together to support each other, spread joy, and foster positivity. Do consider making it a daily habit, to take the time to note and appreciate what you have to be thankful for, as even the little things make people feel happier and more fulfilled in life.

Observation from the Wellness and Selfcare program had this to share:

**Ms. Rosemary Njau;** A human resource practitioner strives to make the work environment conducive as she

believes everyone should be comfortable. Her advice to everyone is in learning to manage expectations in all spheres of life.

**Mary Mungai:** Happiness is a positive emotional state that brings joy. It is a choice brought about by being appreciative of the positive and as we work to overcome the challenges we face in daily. True happiness comes with surrendering all to God and loving him with all our hearts, and loving our neighbor as yourself as instructed in the Holy Bible.

**Fredrick Adeka:** As we observe International Happiness Day it should dawn on us that happiness starts with us. The training has offered me the necessary skills and attitude required to handle emerging issues in area of employment.

*Quotable quote - "Happy societies are healthier, more productive, and more peaceful".*

Compiled by Diana Fifi and Daniel Mutugi

# Security Management Institute Round-up



KSG Security Management Institute (SMI), in partnership with USAID Sauti Yako, Amani Yako, convened a Policy Round Table at Lower Kabete to discuss strategies for preventing violent extremism in Kenya. SMI Director Mr. Humphrey Mokaya and National Counter Terrorism Center Director Dr. Rosalind Nyawira together with other representatives explored community-centric approaches, capacity-building in the public sector, strategic communications, and monitoring and evaluation techniques. Other attendees included Mercy Corps Regional Representative Kunow Sheikh Abdi, USAID Project Management's Shamsia Ramadhan, and USAID Sauti Yetu Program Manager Dr. Jason S. Alexander.



In the wake of the Government's exertions to reduce Violent Extremism (VE) and terrorism incidences as well as promoting whole-of-government/whole-of-society approach to shrink the pool of individuals that is at risk of recruitment and radicalization, KSG-SMI conducted a 5-Day course, Prevention and Control of Violent Extremism (PCVE) for Senior Officers across MDACs. The training was supported by USAID Sauti Yako, Amani Yako. Director Finance and Administration Prof. Nura Mohamed officiated the closing ceremony.

# Strategic Plan Stakeholders Validation Workshop



**K**enya School of Government has this week held a Stakeholders Workshop for Validation of the School's Strategic Plan 2023-2027. The validation workshop aimed to gather perceptions of the stakeholders on the Strategic Plan, as well as assess the alignment of the document with the National Development Goals and identification of strategic issues and Key Results Areas.

The stakeholders were also requested to point out areas that required improvement and ways the School would better engage with the public with regards to the Strategic Plan. This very significant forum was led by KSG Director General, Prof. Ludeki Chweya while the review and development of the Strategic Plan was spearheaded by Learning and Development Deputy Director, Dr. Robert Ng'ang'a. Present at this workshop together with staff from the School were officers from Ministries, Departments, Agencies and Counties (MDACs), Universities and Independent Commissions and the Media.

The validation workshop took place on Wednesday March 20, 2023 at KSG Lower Kabete

# SRBS Annual General Meeting



**K**enya School of Government Staff Retirement Benefits Scheme held its Annual General meeting on Friday March 22, 2024. Trustees and the sponsors of the Scheme converged at the School in Lower Kabete while staff members joined in online.

The Scheme reported that it had surpassed the one billion mark a promise that was made during the previous AGM. This landmark achievement instills a sense of assurance among beneficiaries, reaffirming their trust in the prudence and efficacy of the Scheme's investment strategies.

Despite formidable challenges such as global inflation, which often serve as impediments to financial growth, the Scheme defied expectations, emerging triumphant against prevailing odds.

Present at the meeting was the Appointed Trustee Chairperson Mr. Joseph Musyoki, Trust Secretary and KSG Director Finance and Administration Prof. Nura Mohamed, Secretariat Ms. Florence Wanguku Member Elected Trustees Mr. Mohamed Kalmey of Baringo Campus, Mr. John Kirimi and Ms. Evelyn Wahome both of Lower Kabete, and Sponsor Nominated Trustee Ms. Linet Mirihane.

Sponsors present were Zamara which serves as the Scheme's Administrator, Kenya Commercial Bank who are the Trust Custodian, ICEA Lion Group who are the Fund Managers and the Kingori Kimani & Company who are the Scheme's Auditors.

# Academic Forum and Youth Workshop



KSG has this week conducted an academic forum centered on two research proposals: "Assessing Environmental Responsibility: A Study of Waste Management Compliance and its Impact on Public Service – A Case of Kenya School of Government," presented by Ms. Fridah Kawira, and "SDG Mainstreaming in Kenya: A Case of Kenya School of Government," presented by Ms. Eunice Weveti, both esteemed research fellows at the School. Research holds a pivotal role to inform policy development and review, offering evidence-based solutions to existing challenges, fostering innovation, and advancing epistemology.



Kenya School of Government, Council of Governors-Kenya , and UN agencies - International Labour Organization and World Food Programme, held a week-long workshop aimed at crafting robust standards for Entrepreneurship, Innovation, and Incubation Hubs for the Youth. The workshop was held in Naivasha from March 18-22, 2024.

# LPNT at the LAPSSET Corridor



Participants of the ongoing Leadership Program for National Transformation (LPNT) are visiting the Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor. LAPSSET has been and continues to be instrumental in promoting regional integration through trade in projects such as the Port of Lamu, oil pipelines, the railway, airports and utility projects among others. By visiting LAPSSET, the participants are able to witness firsthand successful projects and investments by Government for the people of Kenya. Coordinators of the tour are LAPSSET's General Manager, Eng. Vincent Sidai, KSG's member of faculty and program coordinator- Dr. Muita Ndung'u and Associate Lecturer and Advisor at the Ministry of Public Service, Silvester Kasuku.

## Leadership Lesson

**Education is the most powerful weapon which you can use to change the world.**

Education has the ability to empower individuals, foster critical thinking, promote understanding, and drive positive change on both personal and societal levels. When people are equipped with knowledge and skills, they are better positioned to address challenges, advocate for their rights, and contribute meaningfully to the progress of society

*-Nelson Mandela*

### Have your say



**Maria Mariamu**

Have been to Kabete, Embu, Mombasa and Matuga campuses and the knowledge acquired is beyond horizons

### Humour

Your mama in church when the pastor says something about disobedient children. 😞 😞 😂



### Word of the Week

Believe in the Strength Allah (SWT) Gave You.  
“Allah does not burden a soul beyond that it can bear”

(Al-Baqarah, 2:286)

**Baringo Campus**

Training of Trainers	18th - 29th March,2024
Senior Management Course No. 187	18th March-12 <sup>th</sup> April 2024
Senior Management Course No 186	4th -29th March ,2024
Senior Management Course No. 185 (Online)	5 <sup>th</sup> February 29th - March, 2024
Strategic Leadership Development Program No. 404/2024	5th February -27th March, 2024
Strategic Leadership Development Program No.403/2024	19 <sup>th</sup> February -29th March, 2024
Supervisory Skills Development Course	1st-12th April, 2024
Public Relations and Customer Care	1st-12 <sup>th</sup> April, 2024

**Embu Campus**

Senior Management Course NO. SMC205/2024	12th February - 5th April, 2024
Senior Management Course NO. SMC206/2024	12th February - 5th April, 2024
Strategic Leadership Development Program NO. SLDP406/2024	19th February - 19 April, 2024
Senior Management Course NO. SMC208/2024 (Nyandarua National Polytechnic)	4th - 29th March, 2024
Senior Management Course No.209/2024	11th March-5th April, 2024
Strategic Leadership Development Program No.412/2024	11th March - 19th April, 2024
Senior Management Course No.210/2024	11th March - 3rd May, 2024
Strategic Leadership Development. Program NO.SLDP413/2024	18th March -17th May, 2024
Strategic Leadership Development Program No.413/2024	18th March,2024 -17th May, 2024

**Matuga Campus**

Senior Management Course No.126/2024	11th March - 5th April, 2024
Project Monitoring, Evaluation & Reporting	18th- 29th March, 2024
Supervisory Skills Development Course No. 16/2024	25th March -5th April, 2024

**Mombasa Campus**

Records Management Course	4th - 29th March, 2024
Senior Management Course No. 179/2024	12th February – 5th April, 2024
Strategic Leadership Development Program No. 409/2024	11th March- 17th May, 2024
Strategic Leadership Development Program No. 409/2024	11 <sup>th</sup> March – 19 <sup>th</sup> May, 2024
Essential Computer Skills Course	18th- 29th March, 2024
Strategic Leadership Development Program No. 413/2024	25th March- 3rd May, 2024
Senior Management Course No. 802024	25th March - 19th April, 2024
Transformative Leadership Program	25th March- 29th March 2024
Conflict Prevention Management and Resolution	25th March- 29th March 2024
Workshop- United States Geological Survey	24 th March – 6th April, 2024
Workshop- Coast Water Works Development Agency	24 th March – 29th March, 2024

**Lower Kabete**

Senior Management Course	4th-29th March 2024
Project Development and Management Course	4th-29th March 2024
Strategic Leadership Development Program No.408/2024	26th February -April 5th, 2024
Leadership Program for National Transformation No 1./2024	19th February -5th April 2024
Strategic Leadership Development Program No.405/2024	12th February-11th April 2024
Strategic Leadership Development Program No.411/2024	11th March - 19th April 2024
Records Management Course	11th-29th March 2024
Public Relations and Customer Care Course	18th-29th March ,2024
Induction Program for Newly Recruited Officers (Kenya Industrial Property Institute)	25th -28th March , 2024
Supervisory Skills Development Course No.139/2024	25th March -5th April, 2024
IFMIS Training for Accountants	25th – 28th March, 2024
Kenya School of Agriculture	25th - 28th March, 2024
Light Up Hope	25th-26th March , 2024
Ministry of Interior	25th- 26th March, 2024
Kenya Biovax Limited	25th-28th March , 2024



## KENYA SCHOOL OF GOVERNMENT BARINGO CAMPUS

Online Programs



PROGRAM	DATE	COST (KSH)
Strategic Leadership Development Program (10 Weeks)	April 15 - June 21, 2024 June 24 - August 30, 2024 September 2- November 8, 2024 November 11, 2024- January 17, 2025	90,601
Senior Management Course (8 Weeks)	April 8 – May 31, 2024 June 3 – July 26, 2024 August 5– September 27, 2024 October 7- November 29, 2024	81,204



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