SMI-BMS Program for Better Border Security

Border Management Secretariat, Secretary Mr. Kennedy Nyaiyo (Left) with KSG–Security Management Institute Director, Mr. Humphrey Mokaya at the validation exercise of the Border Security Program on November 22, 2023.

BY BETH MUIGAI

The security of a country is significantly influenced by the effectiveness of its border control such that when borders are declared secure, the overall safety of a country is heightened; conversely, if borders are compromised, security is jeopardized.

Borders security is a dynamic and multifaceted in nature requiring the combination of several factors among them physical infrastructure, adequate human resources, technology and cooperation by international bodies as well as local stakeholders.

The fundamental objectives of border security revolve around the control and regulation of the movement of people, goods, and animals, thereby ensuring the safety and security of the nation. Achieving these goals demands the establishment and enforcement of robust border laws and regulations, a responsibility entrusted to frontline border officials.

However, the landscape of
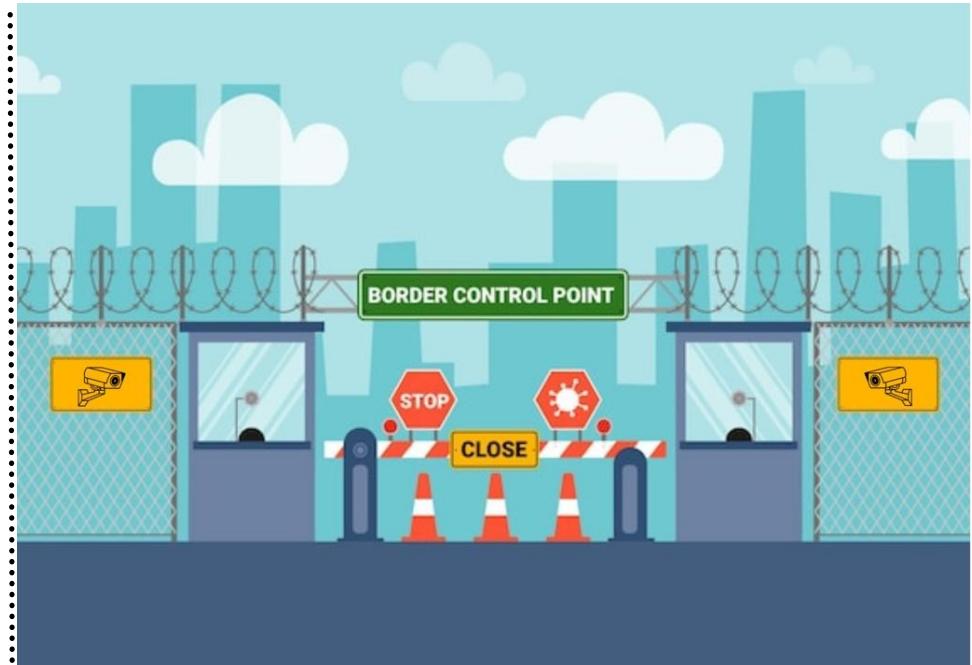
SMI-BMS Program for Better Border Security

crime is dynamic, and legal breaches evolve over time. In order to effectively adapt to these changes, it becomes imperative to offer ongoing training for border officials that not only provides them with the essential skills to stay abreast of emerging technologies but also ensures they remain well-informed about evolving crime patterns and the continually changing risks associated with border security.

It is against this backdrop that Kenya School of Government through the Security Management Institute (SMI) in partnership with the Border Management Secretariat (BMS) developed the Border Security Program, an entry level training program, for Frontline Border Officers (FBOs) stationed at various Points of Entry (POEs).

The program was developed after a Training Needs Assessment (TNA) was conducted in Lamu, Nairobi and Isiolo. The results of the TNA reflected the need for capacity building for FBOs in thematic areas including; cyber security, e commerce and Kenya's national Security, border management models, external influences on border operations and the detection of drugs, psychotropic substances and smuggled products.

The interpretation of information captured in screening machines, sign language skills, basic knowledge of fire and accident procedure, digital screening on infectious diseases, anti-bribery management systems and paramilitary skills were also identified as areas of training at

Border control stock image

some specific stations such as Lamu.

A course validation exercise was subsequently conducted at KSG Lower Kabete on Tuesday November 22, 2023 bringing together partners BMS, International Organizations for Migration (IOM) and Export Control and Related Border Security Assistance (EXBS) and contact persons from various organizations including National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA) and the Kenya Revenue Authority (KRA).

Speaking during the exercise, Regional Program Advisor at EXBS who was also the Chief Guest, Mr. Scott Ross revealed that the modules contribute to a more harmonized understanding of border security amongst all the agencies. "Ensuring border security to a great extent requires letting go of organizational ego and embracing organizational partnership because such an undertaking cannot be done singlehandedly," he said.

Mr. Scott further appreciated the efforts towards embracing Whole-of-Government approach in the development of the curriculum stating that this further strengthens its objectives. "A key aspect in the success of whole of government approach is the sharing of information and expertise and I believe that through the Border Security Program, this will be achieved," Mr. Ross expressed.

BMS Secretary Mr. Kennedy Nyaiyo said that the curriculum is designed to enable border officials to keep up with the speed of the changing trends in border environment. "The program appreciates the dynamism of border environment particularly with the cross border threats that

SMI-BMS Program for Better Border Security

are likely to affect the overall security of our nation," he said.

He additionally noted that the program's development aligns with the existing structures aimed at reinforcing border management. Consequently, there is no competition between the program and the established frameworks

SMI and BMS have partnered in the development of the Kenya Coordinated Border Management Program, a two weeks program that was launched in 2021. To strengthen the partnership

further, Secretary Nyaiyo explained the intention by the Secretariat through partnership with the School and by sponsorship of development partners to develop a curriculum in Integrated Border Management Training Program

In his presentation, SMI Director Mr. Humphrey Mokaya while detailing the objectives of the Border Security Program explained that it elucidates the centrality of national interest and

sovereignty, establishes the connection between migration and border security and delves into the various forms and characteristics of transnational organized crime. "The program has been developed to devise strategies for ensuring both border control and trade facilitation, validate the necessity for cross-border cooperation, and showcase the practical application of effective life skills," explained Mr. Mokaya

The 5 day program will adopt in person training with the first cohort expected to roll out soon.

Left: SMI Director Humphrey Mokaya, with the Chief Guest, Mr. Scott Ross at the validation exercise.
Right: Dr. Emmanuel Kisiangani, of SMI, facilitates a session
Bottom: participants follow an on-going session during the exercise. The Border Security Program, is an entry level training program for Frontline Border Officers (FBOs) stationed at various Points of Entry (POEs).

Investing in the future: Youth Leadership and Mentorship

Embu Campus Director, Dr. Ann Kangethe, speaks to students of Political Science from Karatina University during a Public Engagement Forum on Wednesday, November 15, 2023.

BY ELVIS NJIRU

In the 21st century, the cultivation of youth leadership competencies is an essential endeavor and as such youth leadership and mentorship programs play a vital role in shaping them as effective and ethical leaders. As society navigates an ever-evolving aspect, it becomes imperative to invest in empowering the younger generation with the skills, guidance, and inspiration they need to lead.

These programs assist young individuals to step into leadership roles, build their confidence and provide a sense of initiative to take on responsibility at a young age and the ability to handle challenges. Leadership opportunities granted to the youth open their minds up to accountability, and effective decision-making skills.

Leadership and mentorship bridge the gap between theoretical knowledge and practical application. Mentorship to the youth provides real-world context for the skills acquired in leadership programs enhancing their relevance and effectiveness and also creating an ecosystem where youth can exchange concepts, and seek advice bringing upon a sense of community.

In the heart of Kenya's pursuit of progress, the Kenya School of Government has emerged as a beacon of transformation actively engaging youths through a diverse range of courses, workshops, public lectures, and public engagement forums. As such, KSG Embu Campus engaged students of Political Science from the Karatina University in a public engagement forum on Wednesday, November 15, 2023.

At the forum, Dr. Ann Kang'ethe, Embu Campus Director encouraged the young leaders, "your dreams and ambitions should be your driving force. Your dreams should always exceed your capacity to achieve them. If your dream does not scare you then they are not big enough. "

The learners were accompanied by their Coordinator, Mr. Peace Maina, and Patron, Dr. Sammy Mwangi

Investing in the future: Youth Leadership and Mentorship

who was in agreement of the need to build the capacity of young leaders especially in matters Communication. "Effectual communication is a basis of successful leadership, necessitating the enhancement of young leaders' communication abilities. This in turn improves their capacity to articulate ideas and collaborate effectively with their mentors."

Participants were exposed to knowledge on Access to Government Procurement Opportunities (AGPO) and how to harness opportunities, and awareness on drug and substance abuse.

KSG Embu Deputy Director, Dr. Fredrick Mukabi is excited about young people's effort and dedication to pick up on government operations. "I am delighted to have you on board for this Forum. Being students of political science, we must understand the strong relationship between politics and governance," said Dr. Mukabi, adding that "we shall use this opportunity not just to tell you what happens in Government, but also to tell you a few things that are crucial to your success in life."

It is commendable that KSG has brought on board seminars, trainings, and workshops for the youth.

Such programs are meant to encourage the youth leadership development initiative and empower them to identify and address challenges. These experiences instill a sense of responsibility and leadership, advocating for proper engagement.

Your dreams should always exceed your capacity to achieve them.

Dr. Ann Kang'ethe

Dr. Ann Kangethe, Director KSG Embu Campus, (seated center) with Karatina University students after their Public Engagement Forum. KSG is keen on youth involvement in the operations of Government, building capacity in good governance, financial management, communication management among many other programs.

Creating Harmonious Work Culture

Stock Image

BY CHRISTINE TINDI

The different daily encounters at work can make up or destroy the quality of our lives. Given that many spend more time at work, unlike in other personal engagements, it is necessary to ponder what contributes to a positive workplace experience and environment.

Since one of the things that may impede the creation of a positive environment is employee culture, understanding how to cultivate a positive employee culture is imperative.

Employee culture encapsulates the values, behaviours, and attitudes shared among individuals within a workplace. It is the bedrock upon which a company's success and productivity hinges.

In this article, we will delve into ways of bettering workplace culture and the role of leadership in establishing an amiable institution where everyone feels supported to thrive and release their full potential.

Leadership and Role Modeling

Leadership sets the tempo; it is the beacon of hope looked up to by employees within workplaces. They are the ones who determine the kind of culture adopted in their spheres of influence, whether positive or negative, through role-modelling. When leaders exemplify transparency, empathy, and inclusivity, these acts foster trust and it is the epiphany of followership among employees. A leader's actions become the blueprint staff emulate, and it has a bearing on the growth or decline of the organization.

Recognition and Appreciation

Recognition and appreciation form the cornerstone of a thriving workplace culture. Acknowledging staff contribution elicits motivation, engagement, and loyalty. Genuine appreciation for a job well done fosters a sense of belonging and encourages continued excellence. Whether through formal awards ceremonies, personalized notes, or public compliments, the impact of recognition reverberates throughout the organization, enhancing morale and productivity. Cultivating a culture that consistently recognizes and appreciates employees fortifies the collective spirit, driving the organization toward great success.

Research indicates that 79% of employees who quit their jobs cite a lack of appreciation as a main reason for leaving.

Communication as the Backbone

Transparency and keeping staff informed is the base of a healthy workplace culture. Research by Towers Watson found that companies with highly effective communication practices outperform others in employee engagement and profitability. This level of openness nurtures trust and a sense of ownership.

Work-Life Balance

Striking a balance between work and personal life is crucial for employee well-being. A study

Creating Harmonious Work Culture

Extending gratitude to committed teams cultivates a winning culture within the workplace.

published in the Journal of Applied Psychology suggests that employees with better work-life balance are more engaged and productive. Companies like Asana prioritize this by offering flexible work hours and remote work options, empowering employees to manage their schedules effectively.

Diversity, Equity, and Inclusion

These at the workplace embody the commitment to embracing and accommodating uniqueness among individuals. Articles 10, 27, 41, and 47 of the Constitution of Kenya succinctly reinforce the essence of providing opportunities to all. The purpose is to ensure empowerment and representation of the various segments and build an environment where everyone feels valued, respected, and enabled. By actively promoting

diversity in race, gender, ethnicity, age, abilities, and background, organizations cultivate a rich tapestry of perspectives that fuel innovation and creativity.

Additionally, equity ensures fairness in opportunities. It can be exemplified when nominating staff for training and rewards, among others.

Further, inclusion promotes a sense of belonging, where staff views are listened to and integrated into decision-making. On the other hand, diversity embraces multi-faceted talents, leading to strong teams that achieve more due to the strength of each one.

Learning and Development

Encouraging continuous learning nurtures a culture of growth and innovation. LinkedIn's 2021 Workplace Learning Report

reveals that 94% of employees would stay at an organization longer if there were opportunities for learning and development.

Positive employee culture is not a one-size-fits-all concept; it is fabric woven from various threads of communication, leadership, recognition, work-life integration, diversity, and learning. Organizations prioritizing these elements are poised to witness higher employee retention, and overall success.

As institutions navigate an ever-evolving work landscape, encouraging a positive culture remains a foundation for attracting top talent, nurturing a motivated workforce, and achieving sustainable growth.

When leaders acknowledge and implement the above-enumerated tenets of a formidable organizational culture, the employees feel empowered, valued, and enthusiastic about contributing to the collective success of the institution.

Refining Great Leadership Skills

Embu Campus Director Dr. Anne Kang'ethe with Supervisory Skills Development Course Cohort 97 of 2023 which concluded on November 17, 2023

BY CHRISTINE RWAMBA

Supervisors and managers play a key role in any organization. A good team leader or staff supervisor can elevate the performance of their team encouraging them to perform well in their duties. A good number of public offices have experienced complaints of ineffective supervisors. Members of the public would seek services that needed a supervisor's attention only to be informed of the supervisor's absence. Such kind of supervisors would be classified as the 8 to 5 employees who arrive at work at 8 am, underperform in their duties at work, and leave at 5 pm.

Supervisors should be the opposite of the bad norm. They should work hand in hand with the team to ensure they are on the right track and meet all their organization's set goals. However, supervisory skills require time, effort, and experience to develop. Ample research shines evidence on the association between supervision and employee productivity, resulting in high customer satisfaction rates. A supervisor's character has significant influence on employee's performance as well as their behavior. In today's dynamic work environment, effective leadership is paramount for organizational success.

The Kenya School of Government, through its training function, endeavors to have public servants empowered with knowledge and competencies to efficiently carry out their supervisory roles at their work stations. Through instilling the Supervisory Skills Development Course knowledge to participants, employees are ensured of a workforce that is fully aware of

Refining Great Leadership Skills

their own job responsibilities, as well as having a high-functioning unit that provides superior services to clients.

The Supervisory Skills Development Course reflects on real-world examples and case studies that illustrate perceptions to participants in their critical function towards strengthening employee development and accomplishing organizational targets. The course curriculum is designed to harness the capabilities of officers at the national and county levels charged with the execution of services to the public.

Good supervision is evident in the style in which a supervisor carries out their duties. Excellent communication skills should be established by the supervisor for the team members. A friendly supervisor establishes open and amiable communication with the team. This helps improve teamwork and overall productivity. Being the point of communication between the executives and team members, a good supervisor should have great communication skills which will establish rapport with their team. They will also ensure that the team communicates well with each other and supports one another towards achieving set goals.

Teamwork plays a key role in staff motivation. A functional and effective team should have a supervisor who brings out synergy spirit in them, and who plays the five key roles of supervision; Educator, Coach, Counselor, Sponsor, and Director to their team. Encouraging teamwork ensures that employees are more engaged and put in more effort thus increasing productivity. Offering motivation

> *A supervisor's primary role is to keep the team organized and ensure that everyone accomplishes their assigned tasks.*

on slow days and uplifting the team's morale also gives employees a sense of appreciation for their effort in carrying out their duties.

Problem-solving skills are important in any working environment. Having any member of the team approach a supervisor when they have concerns boosts their confidence in the supervisor. A supervisor has the authority, knowledge, patience, and ability to handle problems and ensure that they do not interfere with the day-to-day operations.

Time management and organization largely impact the operations of the organization by meeting deadlines. A supervisor's primary role is to keep the team organized and ensure that everyone accomplishes their assigned tasks. They also handle the projects and reports and keep track of performance reviews. Organization in supervision entails handling complaints and problems from clients. Supervisors in an organization are there to ascertain that work is submitted before the deadline, categorize tasks of more importance, and ensure resources are being allocated efficiently.

It is vital that public organizations have efficient and effective supervisors who propel them toward achieving their mandate. This way, we are guaranteed public satisfaction through better service delivery.

Bii: We Come Together We Support Each Other

Dr. John Bii, Director Baringo Campus, at the staff address at the Campus

BY DOUGLAS MOCHAMA

It is easy to forget that we live in abundance. Sometimes, we focus our energies on what we do not have that we forget to look around us to discover the incredible things we already have. We look down on serving others, forgetting that the season of offering ourselves to others should be the purpose that yields beautiful outcomes in our lives. We must not wait to be compelled to reach out to our clients with delight but rather reach out from our heart."

These words formed the gist of the remarks presented by the Kenya School of Government Baringo Campus Director, Dr. John Bii, during a staff meeting organized to inspire and update the fraternity on the happenings in the Campus in particular and the School in general on Wednesday, November 22, 2023.

He elaborated that clients do not require more than care from the staff.

"Saying thank you, giving deserved attention, listening, and prompt action have proven to improve morale and keep clients coming back," he disclosed.

The management of the Campus took into consideration these questions in organizing this sitting: When was the last time a supervisor, head of department, or co-worker appreciated staff for a job well done? What about a client? Has anyone ever requested you to share ideas for improvement of service delivery? How can the management inspire staff and unite them to achieve KSG mandate through the strength of one another?

The team leader of the great and devoted KSG Baringo Campus, Dr. John Bii, took to the podium asking his team to voice these words of appreciation to each other-"We are all so lucky to have you as a colleague. Thank you for making such a valuable contribution to our team. Thank you for always lending a hand when we need help and more."

For the Director this was a day to celebrate solidarity, dedication and exemplary behaviour by the staff that has, in return, enabled the Campus to contribute to the milestones of the School, urging staff to find ways of giving back, serving others, and offering help when needed.

"This event provides the opportunity to reflect together and map out ways to improve. Let us put our best foot forward to sustain the envisioned performance through increased business." Dr. Bii added.

Emphasizing that the Campus is increasingly becoming an attractive destination because of the modernization of infrastructure, he assured of the maximization of available facilities and resources for the realization of the aspirations of the School.

"The Campus management and staff are alive to the mandate and ambitions of the School. We are committed and look forward to the milestones we will gather at the end of the Financial Year," he assured.

The School is realizing its contribution to public service

Bii: We Come Together We Support Each Other

upskilling and articulation of the Government's Bottom-Up Economic Transformation Agenda (BETA) for greater familiarity and application by the various line implementation agencies.

"Successful implementation of the goals penned in the Performance Contract, enables us to witness the leap forward of the School to the next frontiers," Dr. Bii told staff.

Baringo Campus Deputy Director, Dr. John Napoo, summarized it well, "When we extend our strength outwards, we realize serving fills us with joy and fulfilment. Let us strive to find meaning in whatever we do."

Staff follow proceedings at the address delivered by the Director on November 22, 2023. Mr. Kennedy Bobo, Principal Accountant (top right) and Mr. Gideon Biwott, Principal Hospitality Officer present their views at the forum.

Weekly Activities in Summary

Dr. Rukia Atikiya, Ag. Director KSG Mombasa Campus, presided over the closing ceremony of multiple courses, including a training for the National Cohesion Integration Commission, Project Management, Retirement Planning, Transformative Leadership, and Report Writing Skills. Dr. Atikiya's involvement in the ceremony highlighted KSG's commitment to build capacity across various domains, advancing professional growth within the public sector.

Upon completing the Strategic Leadership Development Program Cohort 388/2023 at KSG Mombasa Campus, course participants had a in a tree planting session towards environmental consciousness for positive change, a symbol of responsible leadership.

Faculty members and Senior Management Course Cohort 180/2023 had an enriching research project presentation. The course engages learners in the research process in a bid to inculcate in them scientific reasoning and problem-solving skills to improve decision-making.

Weekly Activities in Summary

Dr. Tom Wanyama, Director for the Institute for Devolution Studies leads the KSG team during a visit to Vihiga County. The team was at the site where KSG Vihiga will be established in a few months to come. KSG will be working with Vihiga County officials led by the County Governor, HE. Dr. Wilber Otichillo. **Top right**. HE. Otichillo addresses the KSG team

KSG Lower Kabete colleagues condole with Nathaniel Wambua of the ICT Department as he laid his dear mother, Ms. Ruth Mbithe Wambua to rest, today, November 24, 2023. We pray for peace and comfort for Nathaniel. May the Almighty rest the soul of Ms. Ruth Wambua in eternal peace.

Leadership Lesson

"Good leaders build products. Great leaders build cultures. Good leaders deliver results. Great leaders develop people. Good leaders have vision. Great leaders have values. Good leaders are role models at work. Great leaders are role models in life."

-Adam Grant

Have your say
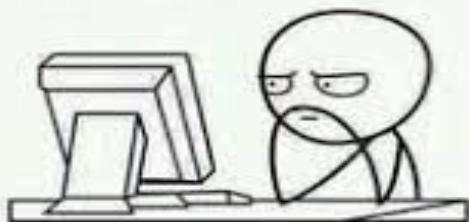
Francis Omari
Congrats team.KSG.Baringo. promotes,motivation,ethical,competition, visionary leadership,global research, timely communication and interview skills,menu organization,project management ,Hostel management supervision techniques and ict . After training student s pick areas you are best at and advance them.The lectures have done their part.B e creative and become a consultant in the picked areas. Long live ksg and the entire lecture rs team . National motivator siro former student course no 155.our research is now utilized globally.

Humor of the week

Never let your computer know that you are in a hurry.

Computers can smell fear. They slow down if they know that you are running out of time.

Quote of the Week

"Do not follow where the path may lead. Go instead where there is no path and leave a trail."

Ralph Waldo Emerson

Baringo Campus

Strategic Leadership Development Program	6th November - 15th December,2023
Strategic Leadership Development Program (Online)	6th November -12th January,2024
Senior Management Course	20th November-15th December,2023
Senior Management Course (Online)	4th December– 26th January, 2024
Supervisory Skills Development Course	4th- 15th December, 2023
Public Relations and Customer Care Course	4th- 15th December, 2023
Strategic Leadership Development Program	6th November - 15th December,2023
Strategic Leadership Development Program (Online)	6th November -12th January,2024
Senior Management Course	20th November-15th December,2023
Senior Management Course (Online)	4th December– 26th January, 2024
Supervisory Skills Development Course	4th- 15th December, 2023
Public Relations and Customer Care Course	4th- 15th December, 2023
Department of Education Vocational Training And Library Services	27th November, 2023

Embu Campus

Diploma in Social Work No. DSW 44/2023	6th March - 7th March, 2025
Strategic Leadership Development Program No. SLDP 386/2023	9th October - 8th December, 2023
Strategic Leadership Development Program No. SLDP 389/2023	23rd - 1st December, 2023
Strategic Leadership Development Program No. SLDP 390/2023	30th Oct - 8th December, 2023
Senior Management Course No. SMC201/2023	23rd October - 15th December, 2023
Management Course for Office No. MOA10/2023	6th November -1st December, 2023
Management Skills Course	13th November – 8th December, 2023
Senior Management Course No. SMC202/2023	20th November - 15th December, 2023
Public relations & customer care	20th November – 1st December, 2023
Supervisory Skills Dvt Course(ssdc98/23)	27th November- 8th December, 2023
Human Resource Advisory Committee Course (HRA3/23)	27th November- 1st December, 2023
Public Speaking & Presentation Skills	27th November- 1st December, 2023

Mombasa Campus

Retirement Planning Course	27th November—1st December, 2023
Audit and Risk Oversight Program	27th—29th November, 2023
Induction Program for Public Sector Boards	27th– 29th November, 2023
Induction Program for Public Sector Boards	27th– 29th November, 2023
United States Geological Survey	26th November– 9th December, 2023
Gospel Music Concert	2nd December, 2023
Strategic Leadership Development Program Online No.391/2023	30th October, 2023 - 5th January, 2024
Senior Management Course No.174/2023	23rd October – 15th December, 2023
Management Course for Office Administrators No. 1/2023	6th November – 1st December, 2023
Senior Management Course No. 175/2023	20th November – 15th December, 2023
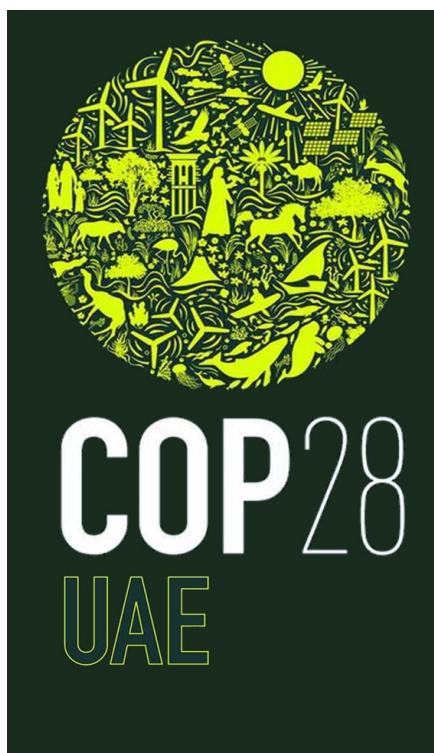
Lower Kabete

Senior Management Course No.409/2023	6th November-1st December, 2023
Strategic Leadership Development Program No.392/2023	6th November-15th December, 2023
Supervisory Skills Development Course No.132/2023	6th November-1th December , 2023
Records Management Course No. 34/2023 (Judiciary)	13th November - 1st December,2023
Strategic Leadership Development Program	13th November - 19th January, 2024
Financial Management Course for Project Accountants	20th November- 1st December, 2023
Senior Management CourseNo.410/2023	27th November- 22nd December ,2023
Supervisory Skills Development Course No.133/2023	27th November– 8th December, 2023
Asset Management Course	27th November- 1st December, 2023
Induction Program for Senior County Government Officials	27th November– 1st December, 2023
IFMIS Training for Accountants	27th November - 1st December, 2023
Induction Program for Public Sector Boards	27th-29th November, 2023
Induction Program for Public Sector Boards	27th -29th November, 2023
Audit and Risk Oversight Program for Public Sector Boards	27th -29th November, 2023
Corporate Governance Program for Public Sector Boards	27th November - 2nd December,2023
Finance for Non Finance Leaders Program	27th -29th November, 2023
Audit and Risk Oversight Program	30th November - 2nd December ,2023

Matuga Campus

Senior Management Course No.122/2023	30th October -22nd December, 2023
Strategic Leadership Development Program NO. 385/2023.	2nd October -8th December, 2023
Strategic Leadership Development Program	6th November—15th December,2023
Records Management Course (Judiciary)	13th November - 1st December,2023
Kilifi County Government	20th November - 1st December,2023
Senior Management Course No. 123/2023	20th November- 15th December, 2023
Retirement Planning Program No.17/2023	3rd- 8th December,2023

COP28 UAE

Kenya School of Government
Empowering the Public Service

'Capacity Development for Effective Climate Action and Sustainable Innovation at National and Devolved levels of Government'

A collaborative initiative of Kenya School of Governmentor and The State Department for Devolution.

Date: 6th November, 2023   Time: 4.45 to 6.15pm GST

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- Institute for Devolution Studies

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