



**EXECUTIVE OFFICE OF THE PRESIDENT**  
**CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE**

Telegraphic Address  
Telephone: +254-20-2227436  
When replying please quote

**STATE HOUSE**  
**P.O. Box 40530-00100**  
**Nairobi, Kenya**

Ref. No. **OP/CAB 6/1**  
and date

**2<sup>nd</sup> September, 20.24**

**Dr. Raymond V.O. Omollo, PhD, CBS**  
Principal Secretary  
State Department for Internal Security and  
National Administration  
Ministry of Interior and National Administration  
**NAIROBI**

**Dr. Patrick Mariru, PhD, CBS**  
Principal Secretary  
State Department for Defence  
Ministry of Defence  
**NAIROBI**

**Dr. Chris Kiptoo, PhD, CBS**  
Principal Secretary  
The National Treasury  
The National Treasury and Economic Planning  
**NAIROBI**

**Mr. Amos N. Gathecha, EBS, 'ndc' (K)**  
Principal Secretary  
State Department for Public Service  
Ministry of Public Service, Performance & Delivery Management  
**NAIROBI**

**Eng. Joseph M. Mbugua, CBS**

Principal Secretary  
State Department for Roads  
Ministry of Roads and Transport

**NAIROBI**

**Mr. Mohamed A. Daghar, CBS**

Principal Secretary  
State Department for Transport  
Ministry of Roads and Transport

**NAIROBI**

**Hon. Generali Korir Nixon, CBS**

Principal Secretary  
State Department for Lands and Physical Planning  
Ministry of Lands, Public Works, Housing & Urban Development

**NAIROBI**

**Mr. Charles Hinga Mwaura, CBS**

Principal Secretary  
State Department for Housing & Urban Development  
Ministry of Lands, Public Works, Housing & Urban Development

**NAIROBI**

**Mr. Joel Loremoi Arumonyang**

Principal Secretary  
State Department Public Works  
Ministry of Lands, Public Works, Housing & Urban Development

**NAIROBI**

**Prof. Edward W. Kisiang'ani, PhD, CBS**

Principal Secretary  
State Department for Broadcasting & Telecommunication  
Ministry of Information, Communication and the Digital Economy

**NAIROBI**

**Eng. John K. Tanui, MBS**

Principal Secretary

State Department for ICT and the Digital Economy

Ministry of Information, Communication and the Digital Economy

**NAIROBI**

**Mr. Harry Kimutai, CBS**

Principal Secretary

State Department for Medical Services

**NAIROBI**

**Ms. Mary Muthoni Muriuki, CBS**

Principal Secretary

State Department for Public Health and Professional Standards

**NAIROBI**

**Dr. Belio R. Kipsang, PhD., CBS**

Principal Secretary

State Department for Basic Education

Ministry of Education

**NAIROBI**

**Dr. Esther T. Muoria, PhD**

Principal Secretary

State Department for Technical, Vocational Education and Training (TVET)

Ministry of Education

**NAIROBI**

**Dr. Beatrice M. Inyangala, PhD**

Principal Secretary

State Department for Higher Education and Research

Ministry of Education

**NAIROBI**

**Dr. Paul K. Ronoh PhD**

Principal Secretary  
State Department for Agriculture  
Ministry of Agriculture and Livestock Development

**NAIROBI**

**Hon. Jonathan M. Mueke, CBS**

Principal Secretary  
State Department for Livestock Development  
Ministry of Agriculture and Livestock Development

**NAIROBI**

**Mr. Abubakar Hassan Abubakar**

Principal Secretary  
State Department for Investments Promotion  
Ministry of Investments, Trade and Industry

**NAIROBI**

**Mr. Alfred Ombudo KÓmbudo**

Principal Secretary  
State Department for Trade  
Ministry of Investments, Trade and Industry

**NAIROBI**

**Dr. Juma Mukhwana, PhD, CBS**

Principal Secretary  
State Department for Industry  
Ministry of Investments, Trade and Industry

**NAIROBI**

**Mr. Patrick K. Kilemi**

Principal Secretary  
State Department for Co-operatives  
Ministry of Co-operatives and Micro, Small and Medium Enterprises (MSMEs)  
Development

**NAIROBI**

**Ms. Susan A. Mang'eni**

Principal Secretary

State Department for Micro, Small and  
Medium Enterprises (MSMEs) Development

Ministry of Co-operatives and Micro, Small and Medium Enterprises (MSMEs)  
Development

**NAIROBI**

**Mr. Ismail Maalim Madey**

Principal Secretary

State Department for Youth Affairs and Creative Economy

Ministry of Youth Affairs and Sports

**NAIROBI**

**Eng. Peter Kiplagat Tum, CBS**

Principal Secretary

State Department for Sports

Ministry of Youth Affairs and Sports

**NAIROBI**

**Eng. Festus K. Ng'eno**

Principal Secretary

State Department for Environment and Climate Change

Ministry of Environment, Climate Change and Forestry

**NAIROBI**

**Mr. Gitonga Mugambi, EBS**

Principal Secretary

State Department for Forestry

Ministry of Environment, Climate Change and Forestry

**NAIROBI**

**Mr. John Lekakeny Ololtuaa, CBS**

Principal Secretary

State Department for Tourism

Ministry of Tourism, Wildlife and Heritage

**NAIROBI**

**Ms. Museiya Silvia Kihoro, CBS**

Principal Secretary  
State Department for Wildlife  
Ministry of Tourism, Wildlife and Heritage

**NAIROBI**

**Ms. Ummi Mohamed Bashir, CBS**

Principal Secretary  
State Department for Culture, The Arts and Heritage  
Ministry of Gender, The Arts and Heritage

**NAIROBI**

**Mr. Julius K. Korir, CBS**

Principal Secretary  
State Department for Water & Sanitation  
Ministry of Water, Sanitation & Irrigation

**NAIROBI**

**Mr. Ephantus K. Kimani, CBS**

Principal Secretary  
State Department for Irrigation  
Ministry of Water, Sanitation & Irrigation

**NAIROBI**

**Mr. Alex K. Wachira, CBS**

Principal Secretary  
State Department for Energy  
Ministry of Energy and Petroleum

**NAIROBI**

**Mr. Shadrack M. Mwadime, EBS**

Principal Secretary  
State Department for Labour & Skills Development  
Ministry of Labour and Social Protection

**NAIROBI**

**Mr. Mogosi J. Motari, MBS**

Principal Secretary  
State Department for Social Protection and  
Senior Citizen Affairs  
Ministry of Labour and Social Protection

**NAIROBI**

**Mr. Elijah G. Mwangi, CBS**

Principal Secretary  
State Department for Mining  
Ministry of Mining, Blue Economy and Maritime Affairs

**NAIROBI**

**Ms. Betsy M. Njagi**

Principal Secretary  
State Department for the Blue Economy & Fisheries  
Ministry of Mining, Blue Economy and Maritime Affairs

**NAIROBI**

**Mr. Geoffrey E. Kaituko, CBS**

Principal Secretary  
State Department for Shipping & Maritime Affairs  
Ministry of Mining, Blue Economy and Maritime Affairs

**NAIROBI**

**Hon. Shadrack Mose**

Solicitor General  
Office of the Attorney General and Department of Justice  
State Law Office  
Sheria House

**NAIROBI**

## **CAPACITY BUILDING PROGRAM FOR BOARD CHAIRPERSONS, BOARD MEMBERS, AND CHIEF EXECUTIVE OFFICERS OF REGULATORY AUTHORITIES AND AGENCIES (RAAs)**

---

The Kenya School of Government (KSG) in collaboration with the Office of the Chief of Staff and Head of Public Service has developed a capacity building program for Chairpersons, Board Members and Chief Executive Officers (CEOs) of Regulatory Authorities and Agencies (RAAs). This is part of the Executive Office of the President's Campaign to revitalise and re-energise RAAs as key agents in the achievement of premier service delivery for all Kenyans - quantitatively, qualitatively and timeously.

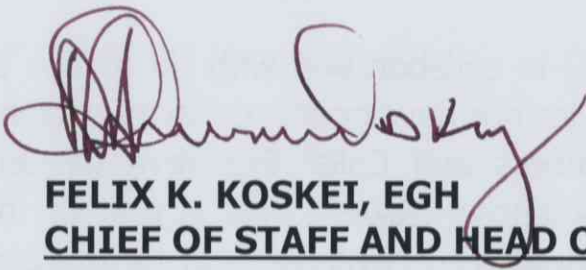
The goal of this capacity building program is to develop transformed RAAs whose hallmark is citizen-centric service delivery, community engagement, efficiency and effectiveness; probity; results-based; and capable institutions. The workshop will also serve to enlighten the RAAs of the expectations with respect to the Bi-annual Reports they are required to submit by Thursday, 31<sup>st</sup> October, 2024 to the Standing Committees on the Revitalisation and Re-energisation of RAAs within the Offices of the respective Principal Secretaries; pursuant to Circular Ref No. OP/CAB 6/1 dated 27<sup>th</sup> May 2024.

Pursuant to the above partnership, Regulatory Authorities and Agencies are invited to facilitate: Chairpersons; at least three (3) relevant Board Members, CEOs, Corporation Secretaries and Heads of Internal Audit to participate in a three (3) day capacity building programme which will take place at the Kenya School of Government.

Do note that the Chairperson and nominated Board Members shall be deemed to be on duty during the period of training.



Enclosed, find a self-explanatory concept note from the Director General, Kenya School of Government for your necessary action.



**FELIX K. KOSKEI, EGH**  
**CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE**

Encl. The Kenya School of Government Concept Note

Copy to: The Hon. Attorney-General

Respective Cabinet Secretaries

The Principal Administrative Secretary,  
Executive Office of the President

Secretary, State Corporations Advisory Committee

Ag. Inspector General of State Corporations

Chairpersons of Regulatory Authorities and Agencies

Chief Executive Officers of Regulatory Authorities and Agencies

The Chair of the Council of Governors (for information only)



# **KENYA SCHOOL OF GOVERNMENT**

**Empowering the Public Service**

## **Capacity Building Program for Chairpersons, Board Members and CEOs of Regulatory Authorities and Agencies:**

**Theme: Building capacity towards revitalization and re-energization of Regulatory Authorities and Agencies (RAAs)**



## 1. Introduction

- i. The Kenya Kwanza Government developed the most revolutionary development blueprint to have been formulated since independence: the “*Bottom-Up Economic Transformation Agenda*”, whose vision for the Public Service is a modern and results-focused public service as a prerequisite for the country’s socioeconomic transformation. Implementation of this transformative agenda will provide an environment that is suitable for the private sector to thrive and thus take the lead in economic development
- ii. The specific commitment by the 5<sup>th</sup> Administration to transform the Public Service includes:
  - a. Build a highly-skilled, agile, and responsive public sector workforce with appropriate roles for civil servants and other service providers;
  - b. Develop strategic foresight mechanisms to anticipate and address changing workforce requirements;
  - c. Ensure long-term institutional knowledge capacity amidst the retirement wave;
  - d. Design new human capital systems consistent with merit-system principles including modernizing policies and practices for recruitment, retention, training, and development;
- iii. Towards this end, the Public Service must be turned around into an institution that is anchored in results-oriented performance; a human resource management system that is based on measurement of output and imposition of sanctions and rewards; transformation of leadership and reorientation of attitude; skills realignment and development of new competencies; knowledge sharing and continuous learning; accountability; and engagement of citizens in decision making

- iv. As government is increasingly called upon to address complex and interconnected challenges the need for leaders, in the right jobs with the right skills at the right time has never been greater.
- v. For too long, Public Service Leaders have focused on in-ward looking executive-led (Armchair leadership) strategies which are not producing desirable societal transformational results
- vi. It is therefore time for Public Servant, especially those in position of leadership such as Chairpersons, Board members and CEOs of Regulatory Authorities and Agencies to realize that they are called upon to serve and provide quality, sustainable, transformative, accessible and progressive service to Kenyans. Public Sector Leaders must endeavour to collaboratively deliver through citizen-engagement approach that will realize quality services to Kenyans.
- vii. Furthermore, constructive relationships between communities and the institutions of government make community engagement not only desirable, but necessary and viable as it is likely to lead to more equitable, sustainable public decisions and improve the liveability of local communities.

## **2. Why the Program**

- i. Bottom-up Economic Transformation agenda philosophy is a call for an inclusive, job creating economic model and investing the limited capital available including capacity building investment where it will create the most jobs and opportunities
- ii. Kenya School of Government appreciates the pivotal role Regulatory Authorities and Agencies play in fostering an environment conducive to growth and innovation, thereby enabling businesses and various activities to thrive within the confines of a regulatory framework.

- iii. Regulatory Authorities and Agencies are faced with several challenges that impede the execution of their mandates. These range from bureaucratic inefficiencies to resource constraints; from regulatory capture to technological disruptions. The rapid pace of change in technology poses unique regulatory dilemmas that demand innovative solutions.
- iv. Despite the challenges, Regulatory Authorities and Agencies are expected to provide the norms and standards required in the various sectors as well as enforcing the same sustainably, in order to perform optimally to realize the transformational change that the Kenya Kwanza Government promised Kenyans thus leading to premier service delivery.
- v. However, optimal performance is a function of the capacity of the various leaders including Chairpersons, Board members and CEOs of RAAs. It is therefore desirable that the aptitude and skills of these leaders are raised in such a manner as to enable them to carry out their mandate as required.
- vi. The office of the Chief of Staff and Head of Public Service in collaboration with the Kenya School of Government has therefore developed a capacity building program for Chairpersons, Board of Directors and the CEOs of Regulatory Authorities and Agencies to facilitate running their affairs within the legal frameworks that have been given to them as well as adhere to the policies they have generated and within their delegated powers.
- vii. Capacity Building that will focus on leadership, governance, policies, collaborations, utilization of resources will enable better understanding of citizen's needs and aspirations. It will help Government to reinvent itself to efficiently and effectively utilize limited resources and quality service delivery.
- viii. Therefore the goal of this capacity building programs is to develop a transformed Regulatory Authorities and Agencies whose hallmark

hallmark is citizen-centric service delivery, community engagement, efficiency and effectiveness; probity; and results-based institutional and capable institutions.

### 3. Target group, Duration and Methodology of the program

#### i. Target Audience

- a. Chairpersons of Regulatory Authorities and Agencies
- b. Boards Members of Regulatory Authorities and Agencies
- c. CEO's of Regulatory Authorities and Agencies
- d. Corporation Secretaries of Regulatory Authorities and Agencies
- e. Heads of Internal Audit of Regulatory Authorities and Agencies

#### ii. Duration

- a. Three cohorts have been scheduled with dates and venue as shown in the table. Board members are welcome to opt for any of the three alternatives.

Cohort	Group	Proposed date	Venue
1	Chairpersons, Board members and CEOs	12 – 14 September 2024	KSG Nairobi
2		16 – 18 September 2024	KSG Mombasa Campus
3		23 – 25 September 2024	Tom Mboya Labour College - Kisumu

- b. Applications may be sent by email to [publicfinance@ksg.ac.ke](mailto:publicfinance@ksg.ac.ke) or via telephone call to Ms. Jane Gichuki, 0722-609045, preferably not later than September 9, 2024.

#### iii. Delivery and Methodology of the program

The training approach will be adult-learner centered and the delivery methods will be intended to promote the active participation of the participants. The trainers will adopt a combination of participatory methods to facilitate interactions

between trainers and learners, and interrogative methods to enable learners to discover and discuss ideas by themselves. The combination of these methods is effective in stimulating the motivation of the adult learners and avoiding monotony. Specifically, the trainers will employ the following training techniques:

- a. **Concise & Stimulating Presentations:** This is a basic instructional technique to share summarized and stimulating training content with the participants.
- b. **Questions & Answers Sessions:** This will facilitate learning through the development of dialogue between trainers and the participants.
- c. **Plenary discussion:** This will mainly be used to assess the ability to present a solvable problem that intrigues the head, heart and the hand.

#### 4. Charges

- i. The training program will cost Kenya Shillings Sixty Nine Thousand Six Hundred only (Ksh. 69,600) per person inclusive of VAT. This amount is inclusive of training, lunch, and break-time refreshments.

- ii. Should be paid using

##### **E-citizen details:**

- a. Go to MPESA menu on your phone
- b. Select Paybill option
- c. Enter Business Number 222222
- d. Enter Account Number (the code generated after an application on the portal)
- e. Enter the amount
- f. Enter your MPESA PIN and Send
- g. You will receive a confirmation SMS from MPESA

Or payable to the Kenya School of Government, Kenya Commercial Bank, Sarit Centre Branch, A/c No: 1106972732, SWIFT CODE: KCBLKENX

- iii. KSG residential facilities are available at **Kshs. 6,000** Full Board and **Kshs. 5,000** Half Board.

## 5. Programme

### Capacity Building Program for Regulatory Authorities and Agencies

Time		Activity	Facilitator	Moderator
<b>DAY 1</b>				
08:30	09:00	Registration	Kenya School of Government	
09:00	10:30	<ul style="list-style-type: none"> <li>• Official Opening</li> <li>• Group Photo</li> </ul>	KSG and office of the Chief of Staff and Head of Public Service	
10:30	11:00	<b>Health Break</b>		
11:00	12:00	<b>Revitalisation and re-energisation of RAA</b> <ul style="list-style-type: none"> <li>• <i>Why this Campaign</i></li> <li>• <i>Results of the survey carried during the RAA 1<sup>st</sup> conference held in KSG Mombasa Campus</i></li> </ul>	Mr. Alex Mwaniki, <b>MBS</b> <i>Director - Regulatory Compliance, Department of Audit, Legal and Regulatory Compliance, Office of COS&amp;HOPS</i>	
		<b>Plenary</b>		
12:00	13:00	Alignment of Board Agenda to the Government Agenda: <i>Bottom-Up Economic Transformation Agenda</i>	Dr. David Ndi <i>Chairman Council of Economic Advisors</i>	
13:00	13:30	<b>Plenary</b>		
13:30	14:15	<b>Lunch Break</b>		
14:15	15:15	Focusing Boards of Regulatory Agencies to the Core Business	FCS. Simon Indimuli, <b>ogw, MBS</b> <i>Secretary, SCAC</i>	
15:15	16:15	<b>Plenary</b>		
<b>DAY 2</b>				
08:30	09:30	Whole of Government Approach: <i>Government Agencies delivering as one</i>	Mr. Simon Angote, <b>ogw</b> <i>Director Kenya School of Government</i>	
09:30	10:30	<b>Plenary</b>		
10:30	11:00	<b>Health Break</b>		
11:00	12:00	Resource Management	FCPA Andrew Rori <i>Director, KSG</i>	<i>The National Treasury</i>
12:00	13:00	<b>Plenary</b>		
13:00	14:00	<b>Lunch Break</b>		
14:00	15:00	Internal & External Accountability: <i>Zero-fault Audit regime</i>	FCPA Susan Oyatsi, <b>MBS</b> <i>Department of Audit, Legal and Regulatory Compliance, Office of COS&amp;HOPS</i>	<i>Office of the Auditor General</i>
15:00	16:00	<b>Plenary</b>		



DAY 3				
08:30	09:30	Corporate Branding, Official Protocol & Etiquette	Ms. Lynette Otworu <i>Director, KSG</i>	BrandKe
09:30	10:30	Legal Framework, role and mandate of office of the Inspector General-Corporations	Inspector General-Corporations	
10:30	11:00	<b>Health Break</b>		
11:00	13:00	Monitoring, Evaluation and Reporting: <i>Tracking success and sustaining the gain</i>	Dr. Linda Musumba, <b>MBS</b> , <i>Head – Audit, Legal and Regulatory Compliance, Office of COS&amp;HOPS</i>	
13:00	14:00	<b>Lunch Break</b>		
14:00	15:30	Action Plan and way forward	KSG and office of the Chief of Staff and Head of Public Service	
15:30	16:00	Official Closure		