



Telephone: (020) 2223901
When replying quote
E-mail: psck@publicservice.go.ke
Fax: No. 214791

COMMISSION HOUSE
HARAMBEE AVENUE
P.O. Box 30095 - 00100
NAIROBI

PSC/EXAM/2 (107)

7th February, 2019

All Cabinet Secretaries
All Principal Secretaries
All Chief Executive Officers of State Corporations and Agencies
Secretary Council of Governors
State Corporations Advisory Committee
Chairperson County Public Service Boards

RE: PUBLIC PARTICIPATION: ADMINISTRATIVE OFFICERS REGULATIONS AND EXAMINATION SYLLABUS, REVISED 2018

The Administrative Officers Examination is designed to test the officers' knowledge and experience in matters relating to the philosophy, culture, organization and ethos guiding the operations and functions of Government. The Syllabus that currently guides the examination is outdated having been last revised in year 2007.

In view of the above, the Public Service Commission in consultation with the Ministry of Interior and Coordination of National Government, the Kenya School of Government, Kenya Institute of Curriculum Development (KICD) and technical subject experts commenced the review process of the Syllabus with a view to update and align it to the numerous legal and administrative changes that have taken place since 2007. This is in line with the Commission's function of ensuring effective and efficient public Service.

In compliance with the Constitutional requirement for public engagement in policy making process, the Commission hereby circulates the revised document for stakeholder participation. The document can be downloaded from the Commission website: www.publicservice.go.ke.

The purpose of this letter is to bring the document to your attention and request you to submit comments on the same to the Commission on or before 18th March, 2019. Your comments may be submitted in hardcopy to the undersigned and emailed to: secretary@publicservice.go.ke and hodhrm&d@publicservice.go.ke .



We value your contributions and support in this regard.



Dr. Alice A. Otwala (Mrs.), CBS
SECRETARY/CEO
PUBLIC SERVICE COMMISSION

Copy to: Dr. Joseph K. Kinyua, EGH
Head of the Public Service
Executive Office of the President
NAIROBI



PUBLIC SERVICE COMMISSION

**ADMINISTRATIVE OFFICERS REGULATION
AND EXAMINATION SYLLABUS**

REVISED 2018

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EXAMINATION REGULATIONS

0.1 INTRODUCTION

The AOs examination is one of the requirements for progression in the administrators Scheme of Service. Administrative Officers (AOs) Scheme of Service is administered by the Principal Secretary, Ministry of Interior and Co-ordination of National Government. AOs are deployed in the National Government and in Counties to coordinate National Government functions. They are expected to be conversant with the philosophy, culture, organization and ethos guiding the operations of Government.

Administrative Officers Curriculum is designed to equip the AO with knowledge, skills, attitudes and values to enable him or her co-ordinate National Government functions and cope with the pressure of work. To achieve this objective, units that include Government Organisation, Functions and Practice, Management Practice in Government, Public Finance Management, Law, Effective Communication, Regional and International Cooperation, Socio-Economic and Entrepreneurship Development, Peace, Safety and Security Management have been integrated.

0.2 GENERAL OBJECTIVES OF ADMINISTRATIVE OFFICERS SYLLABUS

By the end of the course, the AO should be able to:

- a. demonstrate understanding of the overall government organization, practice and functions in order to deliver the required services;
- b. provide effective and efficient government services;
- c. demonstrate an understanding of the legal environment in discharging various responsibilities and tasks;
- d. articulate and disseminate Government policies effectively;
- e. promote prudent management of public resources;
- f. coordinate various development programmes in ministries and in the field;
- g. promote regional and international cooperation;
- h. create an enabling environment for faster socio-economic and entrepreneurial development in their area of jurisdiction;
- i. enhance maintenance of peace, security and safety in their area of jurisdiction.

0.3 MODE OF STUDY

This is a self-taught course supported by an initial one (1) month induction and a three (3) months paramilitary course. In addition, the officers would be expected to rely on their interactive working experiences and reading relevant materials in their places of work.

0.4 EXAMINATION ADMINISTRATION

0.4.1 CONDUCT OF EXAMINATIONS

The conduct of Administrative Officers Examination is the responsibility of the Public Service Commission.

0.4.2 EXAMINATION SESSIONS

The Public Service Commission shall determine when the examinations will be held. However, there should be at least one sitting every year.

0.4.3 EXAMINATION CENTERS

The Public Service Commission shall from time to time determine the examination centre(s).

0.4.4 ELIGIBILITY FOR THE ADMINISTRATIVE OFFICERS EXAMINATION

The minimum entry qualifications are as follows:

- i) Must be holders of a Bachelor's degree in Social Sciences from a recognized university
- ii) Must be a serving Administrative Officer who has successfully completed the Induction Course
- iii) The Officer must have served as an Administrative Officer for a minimum period of six (6) months.

0.4.5 EXAMINATION PAPERS

There will be eight (8) papers that the candidates are required to sit for:

- i) Paper 101: Law
- ii) Paper 102: Government Organisation, Functions and Practice
- iii) Paper 103: Management Practice in Government
- iv) Paper 104: Public Finance Management
- v) Paper 105: Socio-Economic and Entrepreneurship Development
- vi) Paper 106: Regional and International Co-operation
- vii) Paper 107: Effective Communication
- viii) Paper 108: Peace, Safety and Security Management

0.4.6 EXAMINATION PAPER STRUCTURE AND DURATION

The table below gives the examination paper structure and duration.

PAPER CODE	SUBJECT	DURATION	PAPER STRUCTURE
101	Law	3 hours – 100 marks	This paper will consist of two Sections A and B . Section A (40 Marks) will consist of one (1) compulsory question based on a case study/work based scenario from unit 1.2 Section B (60 Marks) will consists of five (5) questions requiring extended response answers. The candidate will be required to answer any three (3) questions from the section. Each question carries twenty (20) marks.
102	Government Organization Functions & Practice	3 hours – 100 marks	This paper will consist of seven (7) questions requiring extended response answers.

PAPER CODE	SUBJECT	DURATION	PAPER STRUCTURE
			Candidates will be required to answer five (5) questions. Each question carries 20 marks.
103	Management Practice in Government	3 hours – 100 marks	This paper consists of two Sections, A and B . Section A (40 Marks) consists of one (1) compulsory question based on a case study/work based scenario from topics 3.2 and 3.4 (Leadership; and decision-making and problem solving). Section B (60 Marks) consists of five (5) questions requiring extended response answers. The candidate will be required to answer any three (3) questions from this section. Each question carries twenty (20) marks.
104	Public Finance Management	3 hours – 100 marks	This paper will consist of seven (7) questions requiring extended response answers. Candidates will be required to answer five (5) questions. Each question carries twenty (20) marks.
105	Socio-Economic and Entrepreneurship Development	3 hours – 100 marks	This paper will consist of seven (7) questions requiring extended response answers. Candidates will be required to answer five (5) questions. Each question carries 20 marks.
106	Regional and International Co-operation	3 hours - 100 marks	This paper will consist of seven (7) questions requiring extended response answers. Candidates will be required to answer five (5) questions. Each question carries 20 marks.
107	Effective Communication	3 hours – 100 marks	This paper consists of two Sections, A and B . Section A (40 Marks) consists of two (2) compulsory questions based on work situations from topic 7.3 and

PAPER CODE	SUBJECT	DURATION	PAPER STRUCTURE
			<p>7.4 (Official Communication Skills and Management of meetings). Each question carries 20 marks.</p> <p>Section B (60 Marks) consists of four (4) questions requiring extended response answers. The candidate will be required to answer any three (3) questions from this section. Each question carries twenty (20) marks.</p>
108	Peace, Safety and Security Management	3 hours-100 marks	<p>This paper consists of two Sections, A and B.</p> <p>Section A (40 Marks) consists of one (1) compulsory question based on a case study on topic 8.2 and 8.3 (Essentials of Peace Building and Conflict Management and Threats to National Security).</p> <p>Section B (60 Marks) consists of five (5) questions requiring extended response answers. The candidate will be required to answer any three (3) questions from this section. Each question carries twenty (20) marks.</p>

0.4.7 CONDITIONS FOR REGISTRATION

A candidate will be required to produce certified copies of:

- i) appointment letter;
- ii) identity card;
- iii) academic certificates and testimonials;
- iv) evidence of having attended an induction course;
- v) two passport size photographs.

0.4.8 REGISTRATION FEES

The registration fees of the Administrative Officers' Examination will be determined by the Public Service Commission.

0.4.9 EXAMINATION RESULTS

The Commission will communicate the results through their website and the Kenya gazette.

0.4.10 CERTIFICATION

Candidates who pass all the eight (8) subjects will be awarded the Administrative Officers' Examination certificate by the Public Service Commission.

0.4.11 REFERRALS

- i) Candidates must attempt all the eight (8) papers in the first sitting.
- ii) Candidates who are referred will be expected to pass all the papers within a period of five (5) years from the date of first sitting.
- iii) Candidates who do not pass all the papers within the five (5) years will be expected to re-sit all the papers.

0.4.12 TRANSITION CLAUSE

The new syllabus will take effect in the year 2020.

Candidates who will not have passed the examination when the new syllabus is introduced will be expected to re-sit the referred papers under the revised syllabus and the additional subject - Peace, Safety and Security Management.

0.4.13 SYLLABUS REVIEW

The Public Service Commission in liaison with the State Department for Interior as Administrator of the Scheme of Service for Administrative Officers should review the syllabus within a period of about five (5) years.

1.0.1 Introduction

This course unit is designed to equip the officer with knowledge, skills and attitudes relating to legal rules, principles and institutions to enable him/her to appreciate and apply the legal principles in the process of executing duties.

1.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. apply the general principles of law in their day-to-day work;
- b. demonstrate fair administrative actions in the performance of their duties;
- c. appreciate the concept of family and the institution of marriage in the society;
- d. understand the elements of commercial law and their relevance at the work-place;
- e. demonstrate an appreciation of the law of persons and other business organisations in achieving government policies.

1.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
1.1	Introduction to General Principles of law	<ul style="list-style-type: none"> - Meaning and nature of law - Classifications/kinds of law - Sources of Kenya Law - Distinction between law, norms, rules and regulations - The legal basis for application of various sources of law - Principles of Law of Contract, Law of Torts, Land Law and Criminal Law - Principles of Constitutionalism - Rights and Fundamental Freedoms 	5 hours
1.2	Administrative Law	<ul style="list-style-type: none"> - Legal principles of Administrative Law - Adjudication agencies other than Courts - Arbitration and other Alternative Dispute Resolution Mechanisms - Remedies available to persons aggrieved by Administrative decisions - Provisions of applicable statutes 	4 hours
1.3	Family Law	<ul style="list-style-type: none"> - The concept of Family - Requirements of a valid marriage in Kenya - Recognised systems of marriage in Kenya 	4 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		<ul style="list-style-type: none"> - Grounds for Divorce and Nullity of marriage - Rights of Children - The Law of Succession 	
1.4	The Law of Persons and Other Business Organizations	<ul style="list-style-type: none"> - Nature of legal personality - Types of Corporations and Companies - Distinction between Companies and Partnerships - Content of Memoranda and Articles of Association - Process of Registration and Liquidation of a Society and a Cooperative Society 	3 hours
1.5	Elements of Commercial Law	<ul style="list-style-type: none"> - Principles of sale of goods contract - Nature and principles of Law of Agency - Hire Purchase Law - Role and fundamental principles of insurance Law - Registration and protection of intellectual property in Kenya - Principles of Bankruptcy/Insolvency Law in Kenya 	4 hours
	Total		20 hours

1.1 INTRODUCTION TO GENERAL PRINCIPLES OF LAW

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes necessary for appreciating the general principles of law relating to sources of law, constitutionalism, rights and freedoms, law of contract, torts, property and criminal law.

Competence

The officer should be able to identify and apply the relevant general principles of law in resolving matters arising in the course of their duties.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the meaning and nature of law of Kenya;
- ii) describe the classifications/kinds of law;
- iii) describe the various sources of law of Kenya;
- iv) distinguish between Law and Norms; Civil and Criminal wrongs;
- v) explain the legal basis for the application of different sources of law;

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- vi) explain the principles of law relating to law of contract, law of torts, criminal law, property and land law;
- vii) discuss the principles of constitutionalism;
- viii) explain the various Rights and Fundamental Freedoms in the Constitution of Kenya.

Content

- 1.1.1 Meaning and nature of law
- 1.1.2 Classifications/kinds of law
- 1.1.3 Sources of Kenya Law
- 1.1.4 Distinction between law, norms, rules and regulations
- 1.1.5 The legal basis for application of various sources of law
- 1.1.6 Principles of Law of Contract, Law of Torts, Land Law and Criminal Law
- 1.1.7 Principles of Constitutionalism
- 1.1.8 Rights and Fundamental Freedoms

Practice Objective

By the end of the topic, the officer should be able to make a presentation on:

- human rights and limitations thereon
- process of acquiring land in Kenya

Content

Presentation on human rights or the process of acquiring land in Kenya

1.2 ADMINISTRATIVE LAW

Introduction

This topic is intended to equip the officer with knowledge of administrative law and the legal framework necessary for effective and fair performance of their administrative work.

Competence

The officer should be able to apply appropriate and relevant principles of fair administrative actions at work

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the basic legal principles of public administrative law;
- ii) explain the composition, powers and functions of adjudication agencies other than Courts;
- iii) explain principles of law governing arbitration proceedings and other alternative dispute resolution mechanisms;
- iv) discuss the remedies available to persons aggrieved by administrative decisions;
- v) explain the provisions of applicable statutes.

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Content

- 1.2.1 Legal Principles of Public Administrative Law
- 1.2.2 Composition, powers and functions of adjudication agencies other than courts
- 1.2.3 Arbitration and other Alternative Dispute Resolution Mechanisms
- 1.2.4 Remedies available to persons aggrieved by administrative decisions
- 1.2.5 Provisions of applicable statutes

Practice Objective

By the end of this topic, the officer should be able to discuss the implications of various principles of administrative law in decision making process.

Content

Group discussion on the implications of principles of administrative law in decision making

1.3 FAMILY LAW

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes necessary to appreciate the role of a cohesive family, the institution of marriage and succession law in their administrative work

Competence

The officer should be able to apply the laws governing family, marriage and succession on specific administrative issues arising in the course of their duties

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of family;
- ii) explain the requirements of a valid marriage;
- iii) discuss the recognised systems of marriage in Kenya;
- iv) explain the grounds for Divorce and Nullity of marriage;
- v) discuss the Rights of Children;
- vi) explain the basic principles of the law of Succession of Kenya.

Content

- 1.3.1 The concept of Family
- 1.3.2 Requisites for a valid marriage
- 1.3.3 The recognised systems of marriage in Kenya
- 1.3.4 Grounds for divorce and nullity of marriage
- 1.3.5 Rights of children
- 1.3.6 Basic principles of the Law of Succession

Practice Objective

By the end of this topic, the officer should be able to make presentations on: -

- The Rights of Children
- The procedure for grant of letters of administration
- The preparation of a will

Content

Class presentations on rights of children, procedure for grant of letters of administration or preparation of a will

1.4 LAW OF PERSONS AND OTHER BUSINESS ORGANIZATIONS

Introduction

This topic is designed to equip the officer with knowledge and skills on legal framework within which corporations and other business organisations are established and operate in order to appreciate their existence and benefits.

Competence

By the end of this topic, the officer should be able to apply the law of persons and other business organizations in their areas of jurisdiction.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of legal persons/personality;
- ii) discuss the different types of Corporations and Companies;
- iii) differentiate between Companies and Partnerships;
- iv) describe the contents of Memorandum of Association and the Articles of Association;
- v) describe the requirements and procedure for registration and liquidation of a Society and a Cooperative Society in Kenya.

Content

1.4.1 The Concept of legal persons/Personality

1.4.2 Types of Corporations and Companies

1.4.3 Distinction between Companies and Partnerships

1.4.4 Contents of Memorandum of Association and Articles of Association

1.4.5 Requirements and procedure for the registration and liquidation of a Society and Cooperative Society in Kenya

Practice Objective

By the end of this topic, the officer should be able to analyse a case study on the requirements and procedure for registering a Company and a Society.

Content

A case study on the requirements and procedure for registering a Company and a Society.

1.5 ELEMENTS OF COMMERCIAL LAW

Introduction

This topic is intended to equip the officer with knowledge and skills on elements of Commercial Law necessary for their effective operation at the workplace.

Competence

The officer should have the ability to apply appropriate elements of Commercial Law in determining commercial issues.

Theory

Specific objectives

By the end of this topic, the officer should be able to: -

- i) discuss the principles of sale of goods contract;
- ii) explain the nature and principles of Law of Agency;
- iii) explain the Law relating to Hire-Purchase agreements in Kenya;
- iv) explain the role and fundamental principles of Insurance Law;
- v) explain the basis for the registration and protection of intellectual property in Kenya;
- vi) explain the basic principles of bankruptcy/insolvency law in Kenya.

Content

- 1.5.1 Principles of law of contract of Sale of goods
- 1.5.2 The nature and principles of Agency law
- 1.5.3 The law relating to Hire-Purchase agreements
- 1.5.4 The role and fundamental principles of Insurance contracts
- 1.5.5 The basis for the registration and protection of Intellectual Property in Kenya
- 1.5.6 The basic principles of Bankruptcy/Insolvency Law in Kenya

Practice Objective

By the end of this topic, the officer should be able to analyze a given a case study and make presentation on: -

- Possible remedies against breach of contract of sale of goods
- Effects of an adjudication order

Content

A case study and presentation on possible remedies against breach of contract of sale of goods or effects of an adjudication order

Training Methodology

- Activities and exercises
- Interactive lectures
- Group discussions and presentations
- Class presentations
- Case studies

Resource Materials

- Training Manual
- Relevant legislations and regulations
- Lecture notes
- Resource persons
- Power point presentations
- Flip charts

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TOPIC 1.2 - ADMINISTRATIVE LAW

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2. H. W. R Wade, (1986), Administrative Law: English Language Book Society.
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TOPIC 1.3 - FAMILY LAW

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2. Musyoka, W. (2006). Law of Succession, Law Africa
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TOPIC 1.4 - LAW OF PERSONS AND OTHER BUSINESS ORGANIZATIONS

Core Text

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5. Dine, J. (2001). Company Law, Sweet & Maxwell
6. Grier, N. (2012). Company Law (4thEdn) W. Green
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TOPIC 1.5 - ELEMENTS OF COMMERCIAL LAW

Core Text

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Further Reading Material

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15. Republic of Kenya, (2015). The Law of Succession Act Cap 160: Government Printer.
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29. Republic of Kenya, (2012). The Physical Planning Act Cap.286 Government Printer.
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2.01 Introduction

This course unit is intended to equip the officer with knowledge, skills, values and attitudes on the organization, functions, philosophy and practice of Government so as to enable him/her to effectively discharge the various functions.

2.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. understand the characteristics of the devolved system of government;
- b. demonstrate an understanding of the structure and functions of the national government;
- c. demonstrate an understanding of the structure and functions of county governments;
- d. appreciate the interrelationship between the national and county levels of government;
- e. appraise the role of State Corporations in national development;
- f. demonstrate ability to coordinate the implementation of government policies and programmes;
- g. appreciate the values and principles in public service.

2.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
2.1	Government Organization	<ul style="list-style-type: none"> - Concept of Government - Structure and characteristics of government - Rationale for devolution - Benefits of devolution - Challenges of devolution 	2 hours
2.2	National Government	<ul style="list-style-type: none"> - Structure of the National Government - Functions of the National Government - The structure and functions of arms of National Government - Interrelationship between the various arms of Government - Roles of Constitutional Commissions and Independent Offices 	4 hours
2.3	County Governments	<ul style="list-style-type: none"> - Structure of the County Government - Functions of County Governments 	4 hours

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	TOPIC	SUB-TOPICS	CONTACT HOURS
		<ul style="list-style-type: none">- Functions of County Government institutions- Classification and management of urban areas and cities	
2.4	Intergovernmental Relations	<ul style="list-style-type: none">- Principles of intergovernmental relations- Intergovernmental relations organs- Coordination of National Government functions in counties	2 hours
2.5	State Corporations	<ul style="list-style-type: none">- Rationale for creation of State Corporations- Management and functions of State corporations- Classification of State Corporations- Role of State Corporations in national development	2 hours
2.6	Public Policy	<ul style="list-style-type: none">- Sources of Government policy- Policy making process- Interpretation and dissemination of policies- Implementation of Government policies and programmes- Challenges in implementing Government policies and programmes	2 hours
2.7	Values and Principles in the Public Service	<ul style="list-style-type: none">- Introduction to values and principles- National values and principles of governance- Public Service Values and principles- Government strategies in the mainstreaming of values and principles in public service- Challenges and opportunities in the promotion of values and principles- Role of AOs in promoting national and public service values and principles	4 hours
Total			20 hours

2.1 GOVERNMENT ORGANIZATION

Introduction

This topic aims at equipping the officer with knowledge on the concept of government and the devolved system of government in Kenya.

Competence

The officer should be able to cope with the challenges associated with the devolved system of government.

Specific Objectives

By the end of the topic, the officer should be able to:

- i) explain the concept of Government;
- ii) describe the structure and characteristics of Government;
- iii) explain the rationale for devolution;
- iv) assess the benefits of devolution;
- v) investigate the challenges of devolution.

Content

- 2.1.1 Concept of Government
- 2.1.2 Structure and characteristics of Government
- 2.1.3 Rationale for devolution
- 2.1.4 Benefits of devolution
- 2.1.5 Challenges of devolution

Practice Objective

By the end of the topic, the officer should be able to diagrammatically illustrate the structure of Government.

Content

Illustration on the structure of Government

2.2 NATIONAL GOVERNMENT

Introduction

This unit aims at equipping the officer with knowledge on the structure, organization and functions of the National Government.

Competence

The officer should be able to effectively execute his/her duties in the National Government.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) describe the structure of the National Government;
- ii) explain the functions of the National Government;
- iii) describe the structure of the arms of National Government;

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- iv) explain the functions of the arms of Government;
- v) discuss the interrelationships between the arms of Government;
- vi) explain functions of Constitutional Commissions and Independent Offices.

Content

- 2.2.1 Structure of the National Government
- 2.2.2 Functions of the National Government
- 2.2.3 Structure of the arms of the National Government
- 2.2.4 Composition, Powers and Functions of the arms of Government
- 2.2.5 Interrelationships between the various arms of Government
- 2.2.6 Functions of Constitutional Commissions
- 2.2.7 Functions of Independent Offices

Practice Objective

By the end of the topic, the officer should analyse a case study on the arms of the Government.

Content

A case study on the arms of the Government

2.3 COUNTY GOVERNMENTS

Introduction

This topic aims at equipping the officer with knowledge on the organization and operations of county governments in order to appreciate their distinctness.

Competence

The officer should be able to articulate and discharge National Government functions in the counties.

Specific Objectives

By the end of this topic, the officer should be able to:

- i) describe the structure of County Governments;
- ii) explain the functions of County Governments;
- iii) explain the functions of County Government institutions;
- iv) examine the classification and management of urban areas and cities.

Content

- 2.3.1 Structure and characteristics of County Governments
- 2.3.2 Functions of County Governments
- 2.3.3 Functions of County Government institutions:
- 2.3.4 Classification and Management of urban areas and cities

Practice Objective

By the end of the topic, the trainee should be able to interview the speaker of a county assembly on his/her role.

Content

Interview schedule on roles of county assemblies

2.4 INTERGOVERNMENTAL RELATIONS

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes on interrelationships between and amongst various levels of Government.

Competence

The officer should be able to cooperate, collaborate and consult with the County Government in order to promote cordial intergovernmental relations in the course of his/her duties.

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the principles of intergovernmental relations;
- ii) explain the functions of intergovernmental organs;
- iii) discuss the role of the Administrative Officer in coordinating National Government functions in the counties.

Content

2.4.1 Principles of intergovernmental relations

2.4.2 Functions of intergovernmental organs

2.4.3 Role of the Administrative Officer in coordinating National Government functions in the counties

Practice Objectives

By the end of the topic, the officer should be able to discuss the coordination of intergovernmental relations.

Content

Group discussion on the coordination of intergovernmental relations

2.5 STATE CORPORATIONS

Introduction

This topic aims at equipping the officer with knowledge and appreciation of the role of State Corporations in national development.

Competence

By the end of this topic, the officer should be able to collaborate with State Corporations in the discharge of their roles within his/her administrative jurisdiction.

Specific Objectives

By the end of the topic, the officer should be able to:

- i) explain the rationale for establishment of State Corporations;
- ii) analyse the management and functions of State Corporations;
- iii) discuss the classification of State Corporations;
- iv) examine the role of State Corporations in national development.

Content

- 2.5.1 Rationale for creation of State Corporations
- 2.5.2 Management and functions of State Corporations
- 2.5.3 Classification of State Corporations
- 2.5.4 Role of State Corporations in national development

Practice Objective

By the end of the topic, the officer should be able to role play a joint meeting on enhancing community support for the State Corporation's mandate with the stakeholders.

Content

Mandate of State Corporation

2.6 PUBLIC POLICY

Introduction

The topic aims at equipping the officer with knowledge, skills and attitudes in citizen-centred public policy development.

Competence

The officer should be able to coordinate the implementation of National Government policies in his/her area of jurisdiction.

Specific Objectives

By the end of the topic, the officer should be able to:

- i) identify sources of Government policies;
- ii) describe the process of policy making in Government;
- iii) interpret and disseminate policies;
- iv) coordinate the implementation of Government policies and programmes;
- v) analyze the challenges in implementing Government policies and programmes.

Content

- 2.6.1 Sources of Government policy
- 2.6.2 Policy making process in Government
- 2.6.3 Dissemination of Government policies
- 2.6.4 Implementation of Government policies and programmes
- 2.6.5 Challenges in implementing Government policies and programmes

Practice Objective

By the end of the topic, the officer should be able to simulate dissemination of a public policy in a baraza.

Content

Sample of a public policy

2.7 VALUES AND PRINCIPLES IN THE PUBLIC SERVICE

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Introduction

This topic aims at equipping the officer with knowledge, attitudes, values and principles that enhance his/her ethical conduct in service delivery.

Competence

The officer should display/demonstrate ethical conduct and integrity in service delivery.

Specific Objectives

By the end of the topic, the officer should be able to:

- i) explain the concepts of values and principles;
- ii) discuss the national values and principles of governance;
- iii) explain the values and principles of public service;
- iv) discuss Government strategies in mainstreaming of values and principles in public service;
- v) assess challenges and opportunities in the promotion of values and principles;
- vi) discuss the role of the Administrative Officer in the promotion of national and public service values and principles.

Content

- 2.7.1 Introduction to values and principles
- 2.7.2 National values and principles of governance
- 2.7.3 Public service Values and principles
- 2.7.4 Government strategies in the mainstreaming of values and principles in public service
- 2.7.5 Challenges and opportunities in the promotion of values and principles
- 2.7.6 Role of AOs in promoting national and public service values and principles

Practice Objective

By the end of the topic, the trainee should be able to interpret a case study on values and principles in public service.

Content

A case study on values and principles in public service

Training Methodology

- Activities and exercises
- Interactive lectures
- Group discussions and presentations
- Class presentations
- Case studies
- Field visits

Resource Materials

- Training Manual
- Relevant legislations and regulations
- Lecture notes

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- Resource persons
- Power point presentations
- Flip charts

REFERENCES

1. The Constitution of Kenya, 2010
2. Public Service Values and Principles Act, 2015
3. Sessional Paper NO. 8 f 2013 on Values and Principles of Governance
4. Vision 2030 Blueprint
5. Fair Administrative Action Act, 2015
6. The County Governments Act, 2012
7. Urban Areas and Cities Act, 2011 (Rev. 2012)
8. The Public Service Commission Act, 2017
9. Intergovernmental Relations Act, 2012
10. National Government Coordination Act, 2012
11. The Public Officer Ethics Act Cap 183, 2003 (Rev. 2009)
12. Human Resource Policies and Procedures Manual, 2016
13. State Corporations Act Cap 446, 2012 (Rev. 2016)
14. Revised Scheme of Service for National Government Administrative Officers, 2015

3.0.1 Introduction

This course unit is intended to equip the officer with knowledge, skills, attitudes and values for effective management of public service.

3.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. apply the principles of management in performing managerial functions;
- b. demonstrate leadership ability;
- c. manage human resources in public service;
- d. demonstrate logical decision making and problem solving in service delivery;
- e. demonstrate ability to manage performance;
- f. recognise the role of employee wellness strategies;
- g. manage Government Offices.

3.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
3.1	Introduction to Management	<ul style="list-style-type: none"> - Concept of management - Principles of management - Functions of management - Role of ICT in management 	2 hours
3.2	Leadership	<ul style="list-style-type: none"> - Nature of Leadership - Leadership styles - Essential leadership attributes - Delegation - Motivation 	3 hours
3.3	Human Resource Management	<ul style="list-style-type: none"> - Concept of Human Resource Management - Legal and policy provisions on Human Resource Management - Terms and conditions of service - Managing diversity in the public service - Change management techniques - Discipline management in the public service 	4 hours
3.4	Decision Making and Problem Solving	<ul style="list-style-type: none"> - Concept of decision making and problem solving - Principles of effective decision making and problem solving - Approaches to decision making and problem solving 	2 hours

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	TOPIC	SUB-TOPICS	CONTACT HOURS
		- Logical decision making and problem solving	
3.5	Performance Management	- The concept of performance management - Strategic Planning - Performance Contracting - Staff Performance Appraisal System	3 hours
3.6	Employee Wellness	- Concept of employee wellness - Factors that affect employee wellness - Strategies to address challenges of employee wellness	3 hours
3.7	Government Office Management	- Office organisation principles and practice - Records management in Government - Management of Government property and assets	3 hours
TOTAL			20 hours

3.1 INTRODUCTION TO MANAGEMENT

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values necessary for the performance of functions of management in Government.

Competence

The Officer should have the ability to apply management principles at the workplace.

Theory

Specific Objectives

By the end of the topic, the officer should be able to:

- i) explain the concept of management;
- ii) explain the principles of management;
- iii) discuss the functions of management;
- iv) explain the role of ICT in management.

Content

- 3.1.1 Concept of management
- 3.1.2 Principles of management
- 3.1.3 Functions of management
- 3.1.4 Role of ICT in management

Practice Objective

By the end of the topic, the officer should dramatize application of principles of management.

Content

Skit on principles of management

3.2 LEADERSHIP

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values necessary for effective leadership in his/her work.

Competence

The officer should be able to demonstrate effective leadership in service delivery.

Theory

Specific Objectives

By the end of the topic, the officer should be able to:

- i) discuss nature of leadership
- ii) explain the various leadership styles
- iii) explain the essential attributes of effective leadership in the work place
- iv) discuss effective delegation of duties
- v) explain the principles of motivation in service delivery

Content

- 3.2.1 Nature of Leadership
- 3.2.2 Leadership Styles
- 3.2.3 Essential Leadership Attributes
- 3.2.4 Delegation
- 3.2.5 Motivation

Practice Objective

By the end of the topic, the officer should role play different leadership styles.

Content

Role play on different leadership styles

3.3 HUMAN RESOURCE MANAGEMENT

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values necessary for effective human resource management in the public service.

Competence

By the end of this topic, the officer should apply the legal and policy provisions in handling Human Resource matters in his/her area of jurisdiction.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of Human Resource Management;
- ii) explain the legal and policy provisions of Human Resource Management;
- iii) discuss the terms and conditions of service;
- iv) discuss management of diversity in the public service;
- v) explain techniques for managing change;
- vi) discuss discipline management in the public service.

Content

- 3.3.1 Concept of Human Resource Management
- 3.3.2 Legal and policy provisions on Human Resource Management
- 3.3.3 Terms and Conditions of Service
- 3.3.4 Managing diversity in the public service
- 3.3.5 Change management techniques
- 3.3.6 Discipline management in the public service

Practice Objective

By the end of the topic, the officer should be able to discuss the role of an administrative officer in human resource management.

Content

Group discussion activities on the role of an Administrative Officer in human resource management

3.4 DECISION MAKING AND PROBLEM SOLVING

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values in decision making and problem solving.

Competence

The officer should have ability to make logical decisions and solve problems at the work place.

Theory

Specific Objectives

By the end of the topic, the officer should be able to:

- i) explain the concept of decision making and problem solving;
- ii) explain the principles of effective decision making and problem solving in service delivery;
- iii) explain various approaches to decision making and problem solving;
- iv) discuss logical decision making and problem solving.

Content

- 3.4.1 Concept of decision making and problem solving
- 3.4.2 Principles of effective decision making and problem solving
- 3.4.3 Approaches to decision making and problem solving
- 3.4.4 Logical decision making and problem solving

Practice Objective

By the end of the topic, the officer should analyse a case study on logical decision making and problem solving.

Content

A case study on logical decision making and problem solving

3.5 PERFORMANCE MANAGEMENT

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values for strategic planning, performance contracting and staff performance appraisal system.

Competence

By the end of this topic, the officer should have the ability to manage performance of staff under him/her.

Theory

Specific Objectives

By the end of the topic, the officer should be able to:

- i) explain the concept of performance management;
- ii) discuss strategic planning;
- iii) discuss performance contracting;
- iv) discuss staff performance appraisal system.

Content

3.5.1 The concept of performance management

3.5.2 Strategic planning

3.5.3 Performance contracting

3.5.4 Staff Performance Appraisal System

Practice Objective

By the end of the topic, the officer should set performance targets.

Content

Exercise on setting individual performance targets.

3.6 EMPLOYEE WELLNESS

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values that will enhance employee wellness.

Competence

By the end of this topic, the officer should promote employee wellness at the work place.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of employee wellness;
- ii) discuss factors that affect employee wellness;
- iii) discuss strategies to address challenges of employee wellness.

Content

3.6.1 Concept of employee wellness

3.6.2 Factors that affect employee wellness

3.6.3 Strategies to address challenges of employee wellness

Practice Objective

By the end of the topic, the officer should be able to discuss a case study on employee wellness.

Content

A case study on employee wellness

3.7 GOVERNMENT OFFICE MANAGEMENT

Introduction

This topic aims at equipping the officer with knowledge, skills, attitudes and values for effective management of Government offices.

Competence

By the end of this topic, the officer should effectively manage Government offices in his/her area of jurisdiction.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain basic principles and practice in office organization;
- ii) discuss record management in Government;
- iii) discuss management of Government property and assets.

Content

3.7.1 Office organisation principles and practice

3.7.2 Records management in Government

3.7.3 Management of Government property and assets

Practice Objective

By the end of this topic, the officer should critique a case study on managing government offices.

Content

A case study on managing government office

Training Methodology

- Lectures
- Role plays
- Skit
- Simulations
- Group and plenary discussion and presentations
- Case studies

Resource Materials

- Recommended reference materials
- Public service policies, procedures and regulations
- Lecture notes
- Training manual
- Power point presentations
- Flip charts

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1. Armstrong, M. & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management* 13th Edition; London, Kogan Page Limited
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4. Cooke Steve & Slack Nigel, (1991), *Making Management Decisions*: Prentice Hall International London
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25. Republic of Kenya, (2003), Public Service Commission of Kenya, Code of Conduct and Ethics: Government Printer
26. Republic of Kenya, Circular No. OP CAB. 58/4A, dated 6th April, 2005
27. Republic of Kenya, Financial Regulations
28. Salaries and Remuneration Commission (2014). Review of Allowances in the Public Service. Ref No. SRC/ADM/CIR/1/13Vol.III (126) dated 10th December 2014

4.0 PUBLIC FINANCE MANAGEMENT – PAPER 104

4.0.1 Introduction

This course unit is intended to equip the Officer with knowledge, skills, values and attitudes necessary to manage public finance effectively.

4.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. demonstrate an appreciation of public financial management in performing administrative functions;
- b. demonstrate an understanding of Government budget cycle;
- c. understand sources and application of Government revenue;
- d. understand the Government finance oversight and control systems;
- e. understand Government Procurement Regulations and Procedures.

4.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPIC	CONTACT HOURS
4.1	Introduction to Public Finance Management	<ul style="list-style-type: none"> - Meaning of Public finance management - Importance of Public finance management - Legal and Policy Framework of Public Finance in Kenya - Principles of Public finance management - Sources of Government Revenue - Role of Revenue collectors and receivers in management of public finance - Role of the Central bank, Treasury and the Legislature in public finance management 	4 hours
4.2	Government Budgetary Process	<ul style="list-style-type: none"> - Concept of budget and budgetary cycle - Role of Treasury, Executive and Legislature in budget process. - Role of Commission on Revenue allocation and Controller of Budget in budget process. - Public and Stakeholders Participation in budget making process 	3 hours
4.3	Public Expenditure Management	<ul style="list-style-type: none"> - Concept of public expenditure - Public Funds - Types of Government expenditure - Role of Accounting officers in Public expenditure - Types of imprest; acquisition and 	4 hours

	TOPIC	SUB-TOPIC	CONTACT HOURS
		surrendering process	
4.4	Government Financial Control System	<ul style="list-style-type: none"> - Concept of control of public finance - Public finance control systems - Role of National Treasury - Role of Parliament - Role of the Office of the Auditor General - Role of Controller of Budget - Role of Internal Audit - Role of Commission on Revenue Allocation 	4 hours
4.5	Public Procurement and Disposal	<ul style="list-style-type: none"> - Concept of public procurement and disposal - Principles of public procurement - Methods of Procurement - Procurement and disposal Committees - Roles and responsibilities of Institutions involved in Public Procurement and asset disposal - Asset Disposal Methods - Ethical issues in public procurement and asset disposal 	5 hours
Total			20 hours

4.1 INTRODUCTION TO PUBLIC FINANCE MANAGEMENT

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes necessary for appreciating effective management of public finance for provision of public services.

Competence

The officer should be able to apply public finance principles in management of funds.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the meaning of public finance;
- ii) explain the importance of managing public finance;
- iii) explain the Legal and Policy Framework of Public Finance in Kenya;
- iv) discuss the principles of public finance management;
- v) categorize various sources of government revenue;
- vi) assess the role of collectors and receivers of revenue in management of finance;

- vii) discuss the role and functions of central bank, Treasury and the Legislature in Management of Public Finance.

Content

- 4.1.1 Meaning of public finance management
- 4.1.2 Importance of Public finance management
- 4.1.3 Legal and Policy Framework of Public Finance in Kenya
- 4.1.4 Principles of Public finance management
- 4.1.5 Sources of Government Revenue
- 4.1.6 Role of Revenue collectors and receivers (KRA etc.) in managing finance
- 4.1.7 Role and Functions of Central bank and Treasury in Management of public finance

Practice Objective

By the end of this topic, the officer should be able to discuss the importance of effective public finance management.

Content

Group discussions on importance of effective public finance management

4.2 GOVERNMENT BUDGETARY PROCESS

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes on budgetary process, timelines and key institutions involved in the process.

Competence

The officer should have the ability to effectively participate in the budget making process in their departments.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) describe the Government budget cycle and calendar in Kenya;
- ii) explain the role of Treasury, Executive and Legislature in budget making process;
- iii) discuss the role of Commission on Revenue Allocation and controller of budget in relation to budgetary process;
- iv) explain the importance of stakeholder participation in Budgetary process.

Content

- 4.2.1 Concept of budget and budgetary cycle
- 4.2.2 Role of Treasury, Executive and legislature in budget process
- 4.2.3 Role of Commission on Revenue allocation and controller of budget
- 4.2.4 Public and Stakeholders Participation in budget making process

Practice Objective

By the end of this topic, the officer should be able to role play public and stakeholders' involvement in budget making process.

Content

Role play on public and Stakeholders involvement in budget making process

4.3 PUBLIC EXPENDITURE MANAGEMENT

Introduction

This topic aims at equipping the officer with knowledge, skills, values and attitudes for effective public expenditure management.

Competence

The officer should have the ability to utilize public money in a prudent manner in provision of public services.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of public expenditure management;
- ii) discuss various Public Funds;
- iii) explain different types of Government expenditure;
- iv) justify the role of Accounting officer in public expenditure management;
- v) categorize various types of imprest and their surrendering procedures.

Content

4.3.1 Concept of public expenditure management

4.3.2 Public Funds

- Consolidated Fund
- Consolidated Fund services
- Equalization Fund
- Revenue Fund
- Contingency and Emergency Fund
- National Government Constituency Development Fund

4.3.3 Types of Government expenditure

4.3.4 Role of Accounting Officers in Public expenditure

4.3.5 Types of imprest; acquisition and surrendering process

Practice Objective

By the end of this topic, the officer should be able to discuss the acquisition and surrender of imprest.

Content

Class discussion on acquisition and surrender of imprest

4.4 GOVERNMENT FINANCIAL CONTROL SYSTEM

Introduction

The topic aims at equipping the officer with knowledge, skills, values and attitudes on Government Financial Control System.

PSC

Competence

The officer should comply with Government financial control systems and ensure that the public gets value for money

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of control in public finance;
- ii) discuss various public finance control systems;
- iii) explain the role of National Treasury in control of public funds;
- iv) explain the role of Parliament in control of public funds;
- v) explain the role of Office of the Auditor General in control of public funds;
- vi) explain the role of Controller of Budget in control of public;
- vii) explain role of Internal Audit in control of public funds;
- viii) discuss Role of Commission on Revenue Allocation in control of public funds.

Content

4.4.1 Concept of control of public finance

4.4.2 Public Financial control system

4.4.3 Role of National Treasury

4.4.4 Role of Parliament

4.4.5 Role of the Office of the Auditor General in control of public funds

4.4.6 Role of Controller of Budget in control of public funds

4.4.7 Role of Internal Audit in control of public funds

4.4.8 Role of Commission on Revenue Allocation in control of public funds

Practice Objective

By the end of this topic, the officer should be able to discuss ways of controlling public funds under his/her docket as an A.I.E holder.

Content

A class discussion on public finance control

4.5 PUBLIC PROCUREMENT AND DISPOSAL

Introduction

This topic is intended to equip the officer with knowledge, skills, values and attitudes in public procurement and disposal Law and its regulations for effective delivery of public service.

Competence

The officer should comply with the public procurement and Asset Disposal Act and its regulations in public service delivery.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of public procurement and disposal;
- ii) explain the principles of public procurement;

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- iii) explain various methods of procurement;
- iv) explain role of committees involved in public procurement and disposal;
- v) discuss the roles and responsibilities of Institutions involved in the regulation of public procurement and asset disposal;
- vi) discuss methods of asset disposal;
- vii) discuss ethical issues in public procurement and asset disposal.

Content

- 4.5.1 Concept of public procurement
- 4.5.2 Public procurement principles
- 4.5.3 Methods of procurement
- 4.5.4 Procurement and disposal Committees
- 4.5.5 Roles and responsibilities of institutions involved in public procurement and asset disposal
- 4.5.6 Asset disposal methods
- 4.7.7 Ethical issues in public procurement and asset disposal

Practice Objective

By the end of this topic, the officer should be able to analyse a case study on ethical issues in public procurement and asset disposal.

Content

Case study on ethical practices in public procurement and disposal

Training Methodology

- Activities and exercises
- Interactive lectures
- Group discussion and presentations
- Class presentations
- Case studies
- Role play
- Class presentations
- Use of resource persons

Resource Materials

- Constitution of Kenya
- Acts of Parliament and other legislations
- Public service policies, procedures and regulations
- Lecture notes
- Power point presentations
- Flip charts

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SOCIO-ECONOMIC AND ENTREPRENEURSHIP DEVELOPMENT – PAPER

5.0.1 Introduction

This course unit is designed to equip the officer with knowledge, skills, values and attitudes that will enable them facilitate, oversee and promote participatory development activities in an administrative area.

5.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. understand the national socio-economic agenda of Kenya;
- b. understand the economic challenges confronting the Kenyan nation;
- c. understand policies and interventions for socio-economic development;
- d. illustrate the impact of globalization on national development;
- e. promote entrepreneurial culture in their administrative areas;
- f. plan, monitor and evaluate the impact of development projects and initiatives in their administrative areas.

5.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
5.1	National Economic Development	<ul style="list-style-type: none"> - Concept of National economic development - Factors which contribute and limit economic development - SDGs Initiatives in Kenya - Role of development partners 	2 hours
5.2	Socio-Cultural Issues in Development	<ul style="list-style-type: none"> - Socio-cultural issues affecting development - Socio-cultural strengths and weaknesses - Strategies to harness strengths and opportunities - Strategies to address weaknesses and threats 	2 hours
5.3	Entrepreneurship	<ul style="list-style-type: none"> - Meaning and importance of entrepreneurship - Entrepreneurial opportunities and resources - Acquisition of entrepreneurial skills - Strategies for sustaining competitive advantage - National Government initiatives for supporting entrepreneurship 	3 hours
5.4	Agriculture and Blue Economy and	<ul style="list-style-type: none"> - The importance of agriculture in economic development in Kenya 	3 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
	Development	<ul style="list-style-type: none"> - The role of State and Non-State Actors in agricultural sector - Importance of irrigation in agriculture - Agribusiness, value addition and zero waste - Concept of Blue Economy - Potential of the Blue economy 	
5.5	Manufacturing Industry and Development	<ul style="list-style-type: none"> - The importance of Manufacturing industry to National Development - Factors that facilitate development of manufacturing industry - The role of State and Non-State Actors industrial development - The role of micro, small and medium enterprises (MSME) in Kenya's industrial development 	2 hours
5.6	Service Industry and Development	<ul style="list-style-type: none"> - Concept of service industry - Importance of service industry in development - Factors that contribute to development of service industry - Role of State and Non-State Actors in the development of service industry 	2 hours
5.7	Development Planning and Implementation	<ul style="list-style-type: none"> - Concept of development planning - Importance of Development Planning - Process of preparing National and County Strategic plans - Development programmes and projects management cycle - Role of the AO in implementation, monitoring and evaluation of programmes and projects 	3 hours
5.8	Environment and Development	<ul style="list-style-type: none"> - Relationship between environment and development - Importance of environmental management - Legal framework for environmental management in Kenya - Principles of environmental protection - Challenges in Environmental 	2 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		management - Strategies for addressing challenges in environmental management	
Total			20 hours

5.1 NATIONAL ECONOMIC DEVELOPMENT

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes on participatory economic development activities in the administrative area.

Competence

By the end of this topic, the officer should be able to demonstrate an understanding and application of the knowledge and skills acquired on sustainable development activities in the administrative area.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of national economic development;
- ii) discuss the factors which contribute and limit national economic development;
- iii) discuss the initiatives under the Sustainable Development Goals (SDGs) in our Country's context;
- iv) explain the role of development partners in national economic development.

Content

5.1.1 Concept of National economic development

5.1.2 Factors which contribute and limit economic development

5.1.3 Sustainable Development Goals (SDGs) Initiatives in Kenya

5.1.4 Role of development partners

Practice Objective

By the end of this topic, the officer should be able to discuss the implementation status of Sustainable Development Goals (SDGs) in the administrative area.

Content

Group discussion on the implementation status of Sustainable Development Goals (SDGs)

5.2 SOCIO-CULTURAL DEVELOPMENT ISSUES

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes on the impact of socio-cultural issues on development in the administrative area.

Competence

By the end of this topic, the officer should be able to design intervention strategies for Socio-cultural issues affecting development in the administrative area.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) discuss the socio-cultural issues that affect development in Kenya;
- ii) assess the socio-cultural strengths and weaknesses of the community and their impact on development;
- iii) discuss strategies to harness the strengths and opportunities arising from the socio-cultural dynamics of the community;
- iv) discuss strategies to address the weaknesses in the socio-cultural dynamics.

Content

5.2.1 Socio-Cultural issues affecting development

5.2.2 Socio-Cultural strengths and weaknesses

5.2.3 Strategies to harness strengths and opportunities

5.2.4 Strategies to address weaknesses and threats

Practice Objective

By the end of this topic, the officer should be able to analyse a case study involving a socio-cultural issue.

Content

A case study on a socio-cultural issue

5.3 ENTREPRENEURSHIP

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes necessary for promoting entrepreneurial culture in their administrative areas.

Competence

By the end of this topic, the officer should be able to promote acquisition of entrepreneurial skills in the administrative area.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the meaning and importance of entrepreneurship
- ii) assess the entrepreneurial opportunities and resources available in their administrative areas
- iii) promote the acquisition of entrepreneurial skills for the community

PSC

- iv) design strategies for sustaining the competitive edge including marketing strategies
- v) disseminate information on National Government initiatives for supporting entrepreneurship

Content

- 5.3.1 Meaning and importance of entrepreneurship
- 5.3.2 Entrepreneurial opportunities and resources
- 5.3.3 Acquisition of entrepreneurial skills
- 5.3.4 Strategies for sustaining competitive advantage
- 5.3.5 National Government initiatives for supporting entrepreneurship

Practice Objective

By the end of this topic, the officer should be able to analyse a case study on entrepreneurial opportunities and resources.

Content

A case study on entrepreneurial opportunities and resources

5.4 AGRICULTURE AND BLUE ECONOMY IN DEVELOPMENT

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes necessary for promoting agriculture and blue economy in the administrative area.

Competence

By the end of this topic, the officer should be able to interpret, analyse and demonstrate the role of stakeholders in agriculture and blue economy in economic development in the administrative area.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the importance of agriculture in the socio/economic development of Kenya;
- ii) discuss the role of State and Non-State actors in agricultural sector;
- iii) explain the importance of irrigation in agriculture;
- iv) explain the importance of agribusiness, value addition and zero waste;
- v) explain the concept of Blue Economy;
- vi) discuss potentials of the Blue economy in development.

Content

- 5.4.1 The role and importance of agriculture in economic development in Kenya
- 5.4.2 The role of State and Non-State Actors in agricultural sector
- 5.4.3 Importance of irrigation in agriculture
- 5.4.4 Agribusiness, value addition and zero waste
- 5.4.5 Concept of Blue Economy
- 5.4.6 Potential of the Blue economy

PSC

Practice Objectives

By the end of this topic, the officer should be able to analyse a case study on a blue economy enterprise.

Content

A case study on a blue economy enterprise

5.5 MANUFACTURING INDUSTRY AND DEVELOPMENT

Introduction

This topic aims at equipping the officer knowledge, skills and attitudes necessary for analysing the role of government and private sector in industrial development in the administrative area.

Competence

By the end of this topic, the officer should be able to promote the role of government and other stakeholders in industrial development in the administrative area.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the importance of manufacturing industry to national development
- ii) discuss factors that facilitate development of manufacturing industry
- iii) discuss the role of State and Non-State actors in industrial development
- iv) discuss the role of micro, small and medium enterprises (MSME) in Kenya's industrial development

Content

- 5.5.1 The importance of manufacturing industry to national development
- 5.5.2 Factors that facilitate development of manufacturing industry
- 5.5.3 The role of State and Non-State Actors in industrial development
- 5.5.4 The role of micro, small and medium enterprises (MSME) in Kenya's industrial development.

Practice Objectives

By the end of this topic, the officer should be able to brainstorm on the challenges affecting industrial development in his/her area of jurisdiction.

Content

Brainstorming session on challenges affecting industrial development

5.6 SERVICE INDUSTRY AND SOCIO-ECONOMIC DEVELOPMENT

Introduction

This topic aims at equipping the officer knowledge, skills and attitudes necessary for analysing and appreciating the service industry in the administrative area.

Competence

PSC

By the end of this topic, the officer should be able to promote role of government and private sector in service industry development.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of service industry
- ii) discuss the importance of service industry in development
- iii) explain the factors that contribute to the development of the service industry
- iv) discuss the role of State and Non-State actors in the development of service industry

Content

5.6.1 Concept of service industry

5.6.2 Importance of service industry in development

5.6.3 Factors that contribute to development of service industry

5.6.4 Role of State and Non-State actors in the development of service industry

Practice Objective

By the end of this topic, the officer should visit a coordinated public service delivery centre.

Content

Field visit to a coordinated public service delivery centre

5.7 DEVELOPMENT PLANNING AND IMPLEMENTATION

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes necessary for initiating, implementing, monitoring and evaluating development programmes and projects in the administrative area.

Competence

By the end of this topic, the officer should be able to demonstrate and offer leadership in planning, monitoring and evaluation of programmes and projects in the administrative area.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of development planning;
- ii) discuss the importance of development planning;
- iii) describe the process of preparing National and County Strategic Plans;
- iv) describe the programmes and projects management cycle;
- v) explain the role of the Administrative Officer in implementation, monitoring and evaluation of programmes and projects.

Content

- 5.7.1 Concept of development planning
- 5.7.2 Importance of Development Planning
- 5.7.3 Process of preparing National and County Strategic plans
- 5.7.4 Development programmes and projects management cycle
- 5.7.5 Role of the Administrative Officer in implementation, monitoring and evaluation of programmes and projects.

Practice Objective

By the end of this topic, the officer should be able to simulate the monitoring of a project.

Content

Simulation on monitoring of a project

5.8 ENVIRONMENT AND DEVELOPMENT

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes necessary for promoting environmental management.

Competence

By the end of this topic, the officer should be able to apply strategies for environmental management in his/her area of jurisdiction.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the relationship between environment and development;
- ii) discuss the importance of environmental management in development;
- iii) explain the legal framework for environmental management in Kenya;
- iv) explain the principles of environmental protection;
- v) discuss challenges in environmental management;
- vi) discuss strategies for addressing challenges in environmental management.

Content

- 5.8.1 Relationship between environment and development
- 5.8.2 Importance of environmental management
- 5.8.3 Legal framework for environmental management in Kenya
- 5.8.4 Principles of environmental protection
- 5.8.5 Challenges in Environmental management
- 5.8.6 Strategies for addressing challenges in environmental management

Practice Objective

By the end of this topic, the officer should propose interventions on challenges in environmental management.

Content

Presentation on interventions on challenges in environmental management

Training Methodology

- Activities and exercises
- Interactive lectures
- Group discussion and presentations
- Class presentations
- Case studies
- Simulation
- Field Visit

Resource Materials

- Constitution of Kenya
- Acts of Parliament and other legislations
- Public service policies, procedures and regulations
- Lecture notes
- Power point presentations
- Flip charts

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6.0 REGIONAL AND INTERNATIONAL COOPERATION – PAPER 106**6.0.1 Introduction**

This course unit is intended to equip the officer with the necessary knowledge, skills and attitudes that will enable him or her foster the spirit of cooperation with other countries in the performance of their duties.

6.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. understand the general principles of Kenya's foreign policy and be able to apply them in the discharge of their duties;
- b. comprehend the principles of good diplomatic practice in the performance of their duties;
- c. understand the role of regional and multilateral organisations and their contribution to the socio-economic development of Kenya;
- d. understand emerging trends in trans-border management.

6.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
6.1	Kenya's Foreign Policy	<ul style="list-style-type: none"> - Introduction to foreign policy - Importance of establishing an appropriate foreign policy - Factors that influence foreign policy - Elements of Kenya's foreign policy and its influence on regional and international cooperation - The impact of Kenya's foreign policy on socio-economic and political development. 	3 hours
6.2	Diplomacy	<ul style="list-style-type: none"> - Concept of diplomacy - Importance of diplomacy in regional and international cooperation - Qualities of a diplomat - Functions of diplomatic missions in a country - Classification of diplomatic missions - Privileges and immunities of diplomatic staff - Conventional ways of dealing with diplomatic staff 	6 hours
6.3	Regional Integration	<ul style="list-style-type: none"> - Concepts of regional integration - Major regional blocs in Africa - The role of regional integration in respect to Kenya's socio-economic and political development 	2 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
6.4	Multi-lateral and International Organisations	<ul style="list-style-type: none"> - Concept and rationale of Multi-lateral/International organizations. - Objectives and functions of the Multi-lateral/International Organisations - Benefits emanating from Multi-lateral/International Organisations to Kenya - Emerging trends within multi-lateral and International organizations 	3 hours
6.5	Trans-border management	<ul style="list-style-type: none"> - Trans-border co-operation - Trans-border conflict resolution - Refugee management and repatriation - Trans-border development and resource sharing - Border relations management - Border trade management 	6 hours
Total			20 hours

6.1 KENYA'S FOREIGN POLICY

Introduction

This topic aims at equipping the officer with knowledge, skills, values and attitudes to be able to appreciate the importance of Kenya's foreign policy in nurturing regional and international cooperation.

Competence

By the end of this topic, the officer should articulate the internal and external factors that influence Kenya's foreign policy.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of foreign policy;
- ii) explain the importance of establishing an appropriate foreign policy;
- iii) explain the factors that influence the foreign policy of a country;
- iv) describe the elements of Kenya's foreign policy and its influence on regional and international co-operation;
- v) discuss the impact of Kenya's foreign policy on the country's socio-economic and political development.

Content

6.1.1 Concept of foreign policy

6.1.2 Importance of establishing an appropriate foreign policy

6.1.3 Factors that influence foreign policy of a country

PSC

- 6.1.4 Elements of Kenya's foreign policy and their influence on regional and international co-operation
- 6.1.5 The impact of Kenya's foreign policy on the country's socio-economic and political development.

Practice Objective

By the end of this topic, the officer should analyse a case study on the impact of Kenya's foreign policy on economic and political development.

Content

A case study on the impact of Kenya's foreign policy on economic and political development

6.2 DIPLOMACY

Introduction

This topic aims at equipping the officer with knowledge, skills, values and attitudes to be able to apply good diplomatic practices in their work.

Competence

By the end of this topic, the officer should have the ability to resolve diplomatic disputes and pacify communities.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) discuss the concept of diplomacy;
- ii) explain the importance of diplomacy in regional and international co-operation;
- iii) describe the qualities of a diplomat;
- iv) explain the functions of diplomatic missions in a country;
- v) classify diplomatic missions in the country;
- vi) describe the privileges and immunities provided for the diplomatic corps;
- vii) explain the conventional ways of dealing with various categories of diplomatic staff.

Content

- 6.2.1 Concept of diplomacy
- 6.2.2 Importance of diplomacy in regional and international co-operation
- 6.2.3 Qualities of a diplomat
- 6.2.4 Functions of diplomatic missions in a country
- 6.2.5 Classification of diplomatic missions
- 6.2.6 Privileges and Immunities of diplomatic staff
- 6.2.7 Conventional ways of dealing with diplomatic staff

Practice objective

By the end of this topic, the officer should role play issues affecting ideal diplomatic relations with a view to resolving associated matters.

Content

PSC

Role play on diplomatic relations

6.3 REGIONAL INTEGRATION

Introduction

This topic aims at equipping the officer with knowledge, skills, values and attitudes to be able to assess the role of regional integration in socio-economic development.

Competence

By the end of this topic, the officer should mobilize resources through engagement of regional organizations for Kenya's socio-economic and political development

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of regional integration;
- ii) identify the regional blocs in Africa;
- iii) explain the role of regional integration to Kenya's socio-economic and political development.

Content

6.3.1 Concepts of Regional integration

6.3.2 Major Regional blocs in Africa

6.3.3 The role of regional integration to Kenya's socio-economic and political development

Practice Objective

By the end of this topic, the officer should be able to analyse a case study of the East Africa Community in respect to Kenya's socio-economic and political development.

Content

A case study on the East Africa Community

6.4 MULTI-LATERAL AND INTERNATIONAL ORGANIZATIONS

Introduction

This topic aims at equipping the officer with knowledge, skills, values and attitudes to analyze the benefits accrued from Multi-lateral and International organizations for Kenya's socio-economic development.

Competence

By the end of this topic, the officer should be able to design community development programmes for support by the multi-lateral organizations.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

PSC

- i) explain the concept and rationale of multi-lateral and international organisations;
- ii) explain the objectives and functions of the multilateral and international organisations;
- iii) explain the benefits accruing to Kenya from cooperating with various multi-lateral and international organisations;
- iv) discuss the emerging trends within the multi-lateral and international organizations.

Content

- 6.4.1 Concept and rationale of Multi-lateral/International Organizations.
- 6.4.2 Objectives and functions of the Multi-lateral/International Organisations
- 6.4.3 Benefits Kenya derives from the Multi-lateral/International Organisations
- 6.4.4 Emerging trends within the Multi-lateral/International Organisations

Practice Objective

By the end of this topic, the officer should analyse a case study on the benefits Kenya derives from multilateral organizations.

Content

A case study on the benefits derived from multilateral organizations

6.5 TRANS-BORDER MANAGEMENT

Introduction

This topic seeks to equip the officer with knowledge, skills, values and attitudes to be able to implement trans-border development policies and programmes.

Competence

By the end of this topic, the officer should be able to manage trans-border activities in relation to socio-economic development.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) identify areas of trans-border co-operation;
- ii) explain methods of conflicts resolution across the border;
- iii) discuss the refugees' management and repatriation issues;
- iv) discuss the trans-border development and resource sharing;
- v) discuss the management of border relations;
- vi) explain benefits of border trade management.

Content

- 6.5.1 Trans-border co-operation
- 6.5.2 Trans-border conflict resolution
- 6.5.3 Refugee management and repatriation
- 6.5.4 Trans-border development and resource sharing
- 6.5.5 Border relations management
- 6.5.6 Border trade management

Practice Objective

By the end of this topic, the officer should simulate trans-border conflict resolution.

Content

Simulation on trans-border conflict resolution

Training Methodology

- Activities and exercises
- Interactive lectures
- Group discussion and presentations
- Case studies
- Role play
- Simulation
- Use of resource persons

Resource Materials

- Constitution of Kenya
- Acts of Parliament and other legislations
- Lecture notes
- Power point presentations
- Flip charts

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7.0.1 Introduction

This course unit is designed to equip the Administrative Officer with knowledge, skills and attitudes that will enable him/her to communicate effectively.

7.0.2 General Objectives

By the end of this course unit, the officer should:

- a. demonstrate an appreciation of effective communication;
- b. discuss various forms of official communication in government;
- c. understand the communication guidelines in government;
- d. demonstrate an understanding of the process of managing meetings effectively; and
- e. understand the importance of public relations in government.

7.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
7.1	Introduction to Communication	<ul style="list-style-type: none"> - Concept of communication - Elements of communication process - Essentials of effective communication - Types of communication - Barriers to effective communication in government - Strategies to overcome barriers to effective communication in Government 	4 hours
7.2	Official Communication	<ul style="list-style-type: none"> - Office correspondence - Speech preparation, writing and delivery - Oral presentations skills - Communication etiquette and protocol - The use of National, Official and Indigenous languages in Government communication 	4 hours
7.3	Communication in Government	<ul style="list-style-type: none"> - Communication protocol in Government - Procedure for communicating Government information - Roles and responsibilities of the Government communication office - Challenges of communication in Government - Strategies to overcome communication challenges in 	4 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		Government	
7.4	Management of Meetings	<ul style="list-style-type: none"> - Meaning and purpose of meetings - Types of meetings - Role of different parties to a meeting - Preparation and conduct of meetings - Minutes taking - Follow-up on meetings decisions 	4 hours
7.5	Public Relations	<ul style="list-style-type: none"> - The concept of Public Relations - Importance of Public Relations to Administrative Officers - Elements of Public Relations - The Public Relations tools - Media relations 	4 hours
	Total		20 Hours

7.1 INTRODUCTION TO COMMUNICATION

Introduction

This topic is designed to equip the Officer with knowledge, skills and attitudes to enable him/her communicate effectively.

Competence

By the end of this topic, the officer should demonstrate ability to communicate effectively.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) Explain the concept of communication;
- ii) describe elements of communication process;
- iii) discuss essentials of effective communication;
- iv) explain types of communication;
- v) discuss barriers to effective communication in Government;
- vi) use appropriate strategies to overcome barriers to effective communication in Government.

Content

7.1.1 The Concept of communication

7.1.2 Elements of communication process

7.1.3 Essentials of effective communication

7.1.4 Types of communication

7.1.5 Barriers to effective communication in Government

7.1.6 Strategies to overcome barriers to effective communication in Government

Practice objective

PSC

By the end of this topic, the officer should participate in a role play to demonstrate the communication cycle.

Content

Role play demonstrating the communication cycle

7.2 OFFICIAL COMMUNICATION

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her deliver Government information effectively.

Competence

By the end of this topic, the officer should prepare and deliver government messages effectively.

Theory

Specific Objectives

By the end this topic, the officer should be able to:

- i) write office correspondence appropriately;
- ii) prepare, write and deliver speeches effectively;
- iii) prepare and deliver oral presentations effectively;
- iv) demonstrate etiquette and protocol in communication;
- v) evaluate the use of national, official and indigenous languages in Government communication.

Content

7.2.1 Office Correspondence

7.2.2 Speech preparation, writing and delivery

7.2.3 Oral presentation skills

7.2.4 Communication etiquette and protocol

7.2.5 The use of national, official and indigenous languages in Government communication

Practice objective

By the end of this topic, the officer should make a presentation in either English or Kiswahili

Content

Presentation in either English or Kiswahili

7.3 COMMUNICATION IN GOVERNMENT

Introduction

This topic is designed to enable an officer acquire requisite knowledge, skills and attitudes for effective communication in Government.

Competence

By the end this topic, the officer should demonstrate understanding of Government communication guidelines and protocol

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain communication protocol in Government;
- ii) describe the procedure for communicating Government information;
- iii) highlight roles and responsibilities of Government communication office;
- iv) discuss challenges of communication in Government;
- v) explain strategies to overcome communication challenges in Government.

Content

7.3.1 Communication policy issues and practices in Government

7.3.2 Procedure for communicating Government information

7.3.3 Roles and responsibilities of Government communication office

7.3.4 Challenges of communication in Government

7.3.5 Strategies to overcome communication challenges in Government

Practice objective

By the end of this topic, the officer should analyse a case study on challenges of communication in Government

Content

Case study on challenges of communication in Government

7.4 MANAGEMENT OF MEETINGS

Introduction

This topic is designed to equip the officer with requisite knowledge, skills and attitudes to enable him/her manage meetings effectively.

Competence

By the end of this topic, the officer should prepare and conduct meetings effectively.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the meaning and purpose of meetings;
- ii) describe different types of meetings;
- iii) discuss the role of different parties to a meeting;
- iv) prepare and conduct meetings effectively;
- v) take and record minutes accurately;
- vi) follow-up on meeting decisions and actions.

Content

7.4.1 Meaning and purpose of meetings

7.4.2 Types of meetings

7.4.3 Role of different parties to a meeting

7.4.4 Preparation and conduct of meetings

7.4.5 Minutes taking

7.4.6 Follow-up on meetings decisions

Practice Objective

By the end of this topic, the officer should simulate chairing of a meeting.

Content

Simulation on chairing a meeting

7.5 PUBLIC RELATIONS

Introduction

This topic is designed to equip an officer with knowledge, skills, values and attitudes to enable him/her to effectively interact with the public.

Competence

By the end of this topic, the officer should develop and maintain cordial relationships with all publics.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) describe the concept of public relations;
- ii) explain the importance of public relations in Government;
- iii) illustrate the elements of public relations in Government;
- iv) discuss public relations tools in Government;
- v) discuss media relations.

Content

7.5.1 The concept of Public Relations

7.5.2 The importance of Public Relations in Government

7.5.3 Elements of public relations

7.5.4 Public Relations tools

7.5.5 Media Relations

Practice objective

By the end of this topic, the officer should simulate a media briefing on a given matter.

Content

Simulation on media briefing

Training Methodology

- Activities and exercises
- Interactive lectures
- Group discussion and presentations
- Class presentations
- Role play
- Case studies
- Simulation

PSC

- Use of resource persons

Resource Materials

- Constitution of Kenya
- Acts of Parliament and other legislations
- Public service policies, procedures and regulations
- Lecture notes
- Power point presentations
- Flip charts

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8.0.1 Introduction

This course unit is designed to equip the officer with knowledge, skills, attitudes and values necessary for analyzing and responding to threats to peace, conflict, disaster, safety and security situations that the country faces from time to time.

8.0.2 General Objectives

By the end of this course unit, the officer should be able to:

- a. understand the Kenya National Security Architecture;
- b. understand threats to Kenya's peace and security;
- c. appreciate the essentials of peace building and conflict management;
- d. understand the dynamics in Regional Peace and security management
- e. examine the emerging issues and trends in security management;

8.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
8.1	Kenya National Security Architecture	<ul style="list-style-type: none"> - Concept of national security - Principles of national security - Structure and Organs managing security matters - Frameworks and legal tools in promoting peace, safety and security - Role of an administrative officer in peace and security management 	4 hours
8.2	Essentials of peace building and conflict management	<ul style="list-style-type: none"> - Concept of peace - Principles of peace building - Challenges in peace building - Techniques for peace building - Sources and symptoms of conflict - Principles of conflict management - Traditional techniques of handling conflict - Measures to manage post conflict situation 	3 hours
8.3	Threats to National Security	<ul style="list-style-type: none"> - Internal threats to national security - External threats to national security - Emerging threats to national security - Strategies to mitigate threats 	7 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		to national security	
8.4	Regional and international Peace and security management	<ul style="list-style-type: none"> - Concept of Regional and international Peace and Security management - Dynamics in trans-border security management - Challenges in regional peace and security management - Strategies to foster regional and international peace and security - Role of the Administrative Officer in regional and international peace and security management 	3 hours
8.5	Emerging issues and trends in security management	<ul style="list-style-type: none"> - Emerging issues and trends in security - Impact of emerging issues and trends in security management - Strategies of mitigating emerging issues and trends in security management 	3 hours
Total			20 hours

8.1 KENYA NATIONAL SECURITY ARCHITECTURE

Introduction

This topic targets to equip the officer with knowledge, skills, attitudes and values in the structured reporting levels as engraved in the National Security Architecture.

Competence

By the end of this topic, the officer should effectively articulate the reporting levels and discharge leadership in coordination of peace and security matters in securing lives and property.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the concept of national security;
- ii) explain the principles of national security;
- iii) describe the structure and organs managing security matters;
- iv) explain legal tools and frameworks in peace, safety and security management in the work stations;
- v) explain the roles of administrative officer in peace and security management.

PSC

Content

- 8.1.1 Concept of national security
- 8.1.2 Principles of national security
- 8.1.3 Structure and Organs of the Kenya National Security Architecture
- 8.1.4 Frameworks and legal tools in promoting peace, safety and security
- 8.1.5 Role of an administrative officer in peace and security management

Practice objective

By the end of this topic, the officer should be able to role play organization and management of security intelligence committee addressing general security matters in the work station.

Content

Role play on the organization and management of security intelligence committee

8.2 ESSENTIALS OF PEACE BUILDING AND CONFLICT MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills, attitudes and values that promote peace building and conflict management in diverse settings.

Competence

By the end of this topic, the officer should have the ability to formulate measures to promote peaceful coexistence of communities.

Theory

Specific objectives

By the end of this topic, the officer should be able to;

- i) explain concept of peace;
- ii) explain the principles of peace building;
- iii) discuss the challenges in peace building;
- iv) explain techniques for peace building;
- v) assess the sources and symptoms of conflict;
- vi) explain the basic principle governing conflict management;
- vii) explain traditional techniques in handling conflicts;
- viii) discuss measures to manage post conflict situations.

Content

- 8.2.1 Concept of peace
- 8.2.2 Principles of peace building
- 8.2.3 Challenges in peace building
- 8.2.4 Techniques for peace building
- 8.2.5 Sources and symptoms of conflict
- 8.2.6 Principles of conflict management
- 8.2.7 Traditional techniques of handling conflict
- 8.2.8 Measures to manage post conflict situations

Practice objective

PSC

By the end of this topic, the officer should be able to:

- Practice the various methods of conflict resolution in a public Baraza setup involving aggrieved parties from the community
- Formulate measures to manage post conflict situations.

Content

Role play on conflict resolution methods and measures to manage post conflict situations.

8.3 THREATS TO NATIONAL SECURITY

Introduction

This topic is intended to equip the officer with knowledge, skills, attitudes and values to address challenges in the management of peace, safety and security.

Competence

By the end of this topic, the officer should have the ability to detect, deter and promptly respond to national security threats in the work station.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) articulate the internal threats to national security
- ii) discuss the external threats to national security;
- iii) discuss emerging threats to national security;
- iv) discuss strategies for mitigating threats to national security.

Content

8.3.1 Internal threats to national security

8.3.2 External threats to national security

8.3.3 Emerging threats to national security

8.3.4 Strategies to mitigate threats to national security

Practice Objective

By the end of this topic, the officer should be able to simulate response to a security incident that threatens the security of life and property of the community in his/her jurisdiction.

Content

Simulation on a security incident

8.4 REGIONAL AND INTERNATIONAL PEACE AND SECURITY MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills, values and attitudes necessary in managing trans-border security through appropriate interventions to foster regional and international peace and security.

Competence

PSC

By the end of this topic, the officer should effectively collaborate with the regional peace and security agencies in responding to threats to peace and security.

Theory

Specific Objectives

By the end of this topic, the officer should be able to:

- i) explain the Concept of regional and international peace and security management;
- ii) discuss the dynamics in trans-border security management;
- iii) discuss the challenges in regional peace and security management;
- iv) discuss the strategies to foster regional and international peace and security;
- v) explain the role of the administrative officer in regional and international peace and security management.

Content

- 8.4.1 Concept of regional and international peace and security management
- 8.4.2 Dynamics in trans-border security management
- 8.4.3 Challenges in regional peace and security management
- 8.4.4 Strategies to foster regional and international peace and security
- 8.4.5 Role of an administrative officer in regional and international peace and security management

Practice Objective

By the end of this topic, the officer should analyse a case study on regional and international security risks.

Content

A case study on regional and international security risks

8.5 EMERGING ISSUES AND TRENDS IN SECURITY MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills, attitudes and values to address emerging security issues and trends.

Competence

By the end of this topic, the officer should have the ability to apply strategies to cope with emerging security issues and trends.

Theory

Specific Objectives;

By the end of this topic, the officer should be able to;

- i) discuss emerging issues and trends in security management;
- ii) assess the impact of emerging issues and trends in security management;
- iii) discuss strategies of mitigating emerging issues and trends in security management.

Content

PSC

- 8.5.1 Emerging issues and trends in security management
- 8.5.2 Impact of emerging issues and trends in security management
- 8.5.3 Strategies of mitigating emerging issues and trends in security management

Practice objective

The officer should be able to simulate the strategies of mitigating emerging issues and trends in security management.

Content

Simulation on mitigating emerging issues and trends in security management

Training Methodology

- Activities and exercises
- Interactive lectures
- Case studies
- Role play
- Simulation
- Use of resource persons

Resource Materials

- Constitution of Kenya
- Acts of Parliament and other legislations
- Public service policies, procedures and regulations
- Lecture notes
- Power point presentations
- Flip charts

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