PUBLIC SERVICE COMMISSION

ADMINISTRATIVE OFFICERS' EXAMINATION REGULATIONS AND SYLLABUS

Reform, Perform, Transform Kenya

REVISED 2019

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REVISED 2019

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COURSE REGULATIONS

0.1   INTRODUCTION

The Administrative Officers (AOs) examination is one of the requirements for progression in the administrators Scheme of Service. The 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: Law; Government Organisation, Management and Practice; Values and Principles in Public Service; Public Finance Management; Socio-Economic and Entrepreneurship Development; Regional and International Cooperation; Effective Communication; Peace, Safety and Security Management have been integrated.

0.2   GENERAL OBJECTIVES

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

(i)   demonstrate an understanding of the legal environment in discharging various responsibilities and tasks;

(ii)   demonstrate an understanding of the overall government organization, practice and functions in order to deliver the required services;

(iii)   provide effective and efficient government services;

(iv)   demonstrate ethical conduct in the delivery of public services;

(v)   articulate and disseminate Government policies effectively;

(vi)   promote prudent management of public resources;

(vii)   coordinate various development programmes in ministries, departments and agencies, and in the field;

(viii)   promote regional and international cooperation;

(ix)   create an enabling environment for faster socio-economic and entrepreneurial development in their area of jurisdiction; and

(x)   enhance maintenance of peace, security and safety in their area of jurisdiction.

0.3   MODE OF STUDY

This is a self-taught course which the AO will be evaluated on six months after employment. However, there will be an initial one (1) month induction course. In addition, the officers would be expected to rely on their interactive working experiences and reading relevant materials.

0.4 EXAMINATION ADMINISTRATION

0.4.1 CONDUCT OF EXAMINATION

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 examination 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 a holder 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; and

  (iii) 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, Management and Practice .

  (iii) Paper 103: Values and Principles in Public Service.

  (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.

SUBJECT 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 derived from unit 1.3 Section **B (60 Marks)** will consists of four (4) 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, Management and Practice	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 cutting across the entire syllabus. 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.
103	Values and Principles in Public Service	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

SUBJECT CODE	SUBJECT	DURATION	PAPER STRUCTURE
			scenario cutting across the entire syllabus. Section **B (60 Marks)** consists of three (3) compulsory questions requiring extended response answers. Each question carries twenty (20) marks.
104	Public Finance Management	3 hours – 100 marks	This paper will consist of six (6) 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 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 cutting across the entire syllabus. 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.
106	Regional and International Co-operation	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 cutting across the entire syllabus. Section **B (60 Marks)** consists of four (4)

SUBJECT CODE	SUBJECT	DURATION	PAPER STRUCTURE
			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.
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 topics 7.2, and 7.4. Each question carries 20 marks. 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.
108	Peace, Safety and Security Management	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 on topic 8.2 and 8.3. 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.

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; and

(v)   two passport size photographs.

0.4.8   REGISTRATION FEES

The registration fees for 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

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

0.4.11 REFERRALS

(i)   A candidate must attempt all the eight (8) papers in the first sitting.

(ii)   A candidate who is referred will be expected to pass all the papers within a period of five (5) years from the date of the first sitting.

(iii)   A candidate who does not pass all the papers within the five (5) years will be expected to re-sit all the papers.

0.4.12 TRANSITION CLAUSE

This new syllabus is expected to take effect in the year 2020.

A candidate 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 subjects.

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 five (5) years.

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1.0   LAW – PAPER 101

1.0.1   Introduction

This course unit is designed to equip the officer with knowledge, skills and attitudes that will enable him/her apply the provisions of law in the delivery of public services.

1.0.2   General Objectives

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

(a) demonstrate an understanding of the general principles of law in the delivery of public services;

(b) undertake fair administrative actions in the performance of their duties;

(c) appreciate the importance of the institutions of family and marriage in the society;

(d) demonstrate an understanding of the elements of commercial law and their relevance at the work-place; and

(e) appreciate the importance of the law of persons and other business organisations in promotion of government policies.

1.0.3   Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
1.1	Introduction to Law	– The nature of law – Classifications of law – Sources of Kenya Law – The legal basis for application of law	2 hours
1.2	General Principles of Law	– Principles of Law of Contract, – Principles of Law of Torts, – Principles of Land Law – Principles of Criminal Law – Principles of Constitutionalism	3 hours
1.3	Administrative Law	– Legal principles of Administrative Law – Adjudication agencies other than Courts – Arbitration and other Alternative Dispute Resolution Mechanisms	4 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		– Remedies available to persons aggrieved by Administrative decisions – Provisions of applicable statutes	
1.4	Family Law	– The concept of Family – Recognised types of marriage in Kenya – Requirements of a valid marriage in Kenya – Grounds for Divorce and Nullity of marriage – Rights of Children – The Law of Succession	4 hours
1.5	The Law of Persons and Other Business Organizations	– Concept of legal persons/Personality – Types of Corporations and Companies – Distinction between Companies and Partnerships – Contents of Memorandum of Association and Articles of Association – Requirements and procedure for the registration and liquidation of a Society and Cooperative Society in Kenya	3 hours
1.6	Elements of Commercial Law	– 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**

PSC

1.1 INTRODUCTION TO LAW

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her appreciate the importance of law in provision of public services.

Competence

The officer should be able to apply the relevant types of law in public service delivery.

Theory

Specific Objectives

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

(i)   describe the nature of law;

(ii)   describe the classifications of law;

(iii)   analyse the sources of Kenya law; and

(iv)   analyse the legal basis for the application of law.

Content

1.1.1   Nature of law.

1.1.2   Classification of law.

1.1.3   Sources of Kenya Law.

1.1.4   The legal basis for application of law.

Practice

Specific Objective

By the end of the topic, the officer should be able to make a presentation on application of types of laws in service delivery.

Content

Presentation on application of types of laws in service delivery.

1.2 GENERAL PRINCIPLES OF LAW

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her appreciate the importance of the general principles of law in provision of public services.

Competence

The officer should be able to apply the relevant general principles of law in public service delivery.

PSC

Theory

Specific Objectives

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

(i)   examine the principles relating to law of contract;

(ii)   assess the principles relating to law of torts;

(iii) analyse the principles relating to criminal law;

(iv) examine the principles relating to land law; and

(v) analyse the principles of constitutionalism.

Content

2.1.1   Law of contract.

2.1.2   Law of torts.

2.1.3   Criminal law.

2.1.4   Land law.

2.1.5   Principles of constitutionalism.

Practice

Specific Objective

By the end of the topic, the officer should be able to make a presentation on aspects of general law.

Content

Presentation on aspects of general law.

1.3   ADMINISTRATIVE LAW

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her apply provisions of administrative law in service delivery.

Competence

The officer should be able to apply provisions of administrative law in service delivery.

Theory

Specific Objectives

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

(i)   interpret the basic legal principles of public administrative law;

(ii)   describe the composition, powers and functions of adjudication agencies other than Courts;

(iii)   analyse the principles of law governing arbitration proceedings and other alternative dispute resolution mechanisms;

(iv)   assess the remedies available to persons aggrieved by administrative decisions; and

(v)   analyse the provisions of applicable statutes.

Content

1.3.1   Legal Principles of Public Administrative Law.

1.3.2   Composition, powers and functions of adjudication agencies other than courts.

1.3.3   Arbitration and other Alternative Dispute Resolution Mechanisms.

1.3.4   Remedies available to persons aggrieved by administrative decisions.

1.3.5   Provisions of applicable statutes.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of administrative law.

Content

A case study on aspects of administrative law.

1.4   FAMILY LAW

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her apply provisions of family law in public service delivery.

Competence

The officer should be able to apply provisions of family law in public service delivery.

Theory

Specific Objectives

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

(i)   describe the concept of family;

(ii)   assess the recognised types of marriage in Kenya;

(iii)   analyse the requirements of a valid marriage;

(iv)   examine the grounds for divorce and nullity of marriage;

(v)   analyse the rights of children; and

(vi)   interpret the basic principles of the law of succession of Kenya.

Content

1.4.1   The concept of family.

1.4.2   The recognised types of marriage in Kenya.

1.4.3   Requisites for a valid marriage.

1.4.4   Grounds for divorce and nullity of marriage.

1.4.5   Rights of children.

1.4.6   Basic principles of the Law of Succession.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of family law.

Content

A case study on aspects of family law.

1.5   LAW OF PERSONS AND OTHER BUSINESS ORGANIZATIONS

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her apply provisions of the law of persons and other business organizations in provision of public services.

Competence

The officer should be able to apply provisions of the law of persons and other business organizations in provision of public services.

Theory

Specific Objectives

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

(i)   describe the concept of legal persons/personality;

(ii)   analyse the different types of Corporations and Companies;

(iii)   differentiate between companies and partnerships;

(iv)   analyse the contents of Memorandum of Association and the Articles of Association; and

(v)   assess the requirements and procedure for registration and liquidation of a Society and a Cooperative Society in Kenya.

Content

1.5.1   Concept of legal persons/personality.

1.5.2   Types of Corporations and Companies.

1.5.3   Distinction between Companies and Partnerships.

1.5.4   Contents of Memorandum of Association and Articles of Association.

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

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of the law of persons and other business organizations.

Content

A case study on aspects of the law of persons and other business organizations.

1.6   ELEMENTS OF COMMERCIAL LAW

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her apply the provisions of Commercial Law in delivery of public services.

Competence

The officer should have the ability to apply the provisions of Commercial Law in delivery of public services.

Theory

Specific objectives

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

(i)   interpret the principles of sale of goods contract;

(ii)   analyse the nature and principles of Law of Agency;

(iii)   assess the Law relating to Hire-Purchase agreements in Kenya;

(iv)   describe the role and fundamental principles of Insurance Law;

(v)   examine the basis for the registration and protection of intellectual property in Kenya; and

(vi)   analyse the principles of bankruptcy/insolvency law in Kenya.

Content

    1.6.1   Principles of law of contract of Sale of goods.

    1.6.2   Nature and principles of Agency law.

    1.6.3   Law relating to Hire-Purchase agreements.

    1.6.4   Role and fundamental principles of Insurance contracts.

    1.6.5   Basis for the registration and protection of Intellectual Property in Kenya.

    1.6.6   Principles of Bankruptcy/Insolvency Law in Kenya.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyze a case study on aspects of Commercial Law.

Content

A case study on aspects of Commercial Law.

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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2.0 GOVERNMENT ORGANIZATION, MANAGEMENT AND PRACTICE – PAPER 102

2.0.1 Introduction

This course unit is intended to equip the officer with knowledge, skills and attitudes on the organization and management of Government that will enable him/her to effectively deliver public services.

2.0.2 General Objectives

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

(a) demonstrate an understanding of the characteristics of the devolved system of government;

(b) comprehend the difference between the structures and functions of national government and County Governments;

(c) appreciate the roles of Commissions, Independent Offices and State Corporations in national development;

(d) demonstrate ability to coordinate the implementation of government policies and programmes;

(e) comprehend the essentials of management in performing managerial functions;

(f) demonstrate ability to make logical decisions and solve problems;

(g) appreciate the role of human resource function in government; and

(h) appreciate the need for proper management of government offices.

2.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
2.1	Government Organization	– Concept of Government. – Role of government in society. – The devolved system of government in Kenya. – Intergovernmental relations.	2 hours
2.2	National Government	– Structure and Functions of the National Government. – Interrelationship between the various arms of Government. – Roles of Constitutional Commissions, Independent Offices and State Corporations. – Role of the Administrative Officer in the National Government.	3 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
2.3	County Governments	– Structure of the County Government. – Functions of County Governments. – Functions of County Government institutions . – Classification and management of urban areas and cities.	3 hours
2.4	Public policy	– 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
2.5	Essentials of management	– Concept of management. – Principles of management. – Functions of management. – Leadership approaches in government. – Role of ICT in management.	2 hours
2.6	Decision making and problem solving	– Concept of decision making and problem solving. – process of effective decision making and problem solving. – approaches to decision making and problem solving.	2 hours
2.7	Role of Administrative Officer in Human Resource Management	– Concept of Human Resource Management. – Legal and policy provisions on Human Resource Management. – Terms and conditions of service.	4 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		– Change management techniques.	
		– Discipline management in the Public Service.	
		– Employee wellness and assistance.	
		– Staff Performance Appraisal System.	
2.8	Government Office Management	– Principles of office organization.	2 hours
		– Records management in Government.	
		– Management of Government property and assets.	
Total			**20 hours**

2.1   GOVERNMENT ORGANIZATION

Introduction

This topic aims at equipping the officer with knowledge, skills and attitudes that will enable him/her operate within the government effectively.

Competence

The officer should be able to articulate the role of government in society.

Theory

Specific Objectives

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

(i)   interpret the concept of Government;

(ii)   describe the role of Government in society;

(iii)   illustrate the devolved system of Government in Kenya; and

(iv)   Describe the relationship between the national and county governments.

Content

2.1.1   Concept of Government.

2.1.2   Role of Government in society.

2.1.3   The devolved system of Government in Kenya.

2.1.4   Intergovernmental relations.

Practice

Specific 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 is intended to equip the officer with knowledge, skills and attitudes that will enable him/her interpret the structure, organization and functions of the National Government.

Competence

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

Theory

Specific Objectives

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

(i)   illustrate the structure of the National Government;

(ii)   describe the functions of the National Government;

(iii)   assess the interrelationships between the arms of Government;

(iv)   interpret roles of Constitutional Commissions, Independent Offices and State Corporations; and

(v)   examine the role of an Administrative Officer in the National Government.

Content

2.2.1   Structure and Functions of the National Government.

2.2.2   Interrelationship between the various arms of Government.

2.2.3   Roles of Constitutional Commissions, Independent Offices and State Corporations.

2.2.4   Role of the Administrative Officer in the National Government.

Practice

Specific Objective

By the end of the topic, the officer should be able to analyse a case study/role play/simulation on various aspects of the National Government.

Content

A case study/role play/ simulation on various aspects of the National Government

2.3 COUNTY GOVERNMENTS

Introduction

This unit is intended to equip the officer with knowledge, skills and attitudes that will enable him/her interpret the structure, organization and functions of the County Governments.

Competence

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

Theory

Specific Objectives

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

(i)   illustrate the structure of County Governments;

(ii)   describe the functions of County Governments;

(iii)   assess the functions of County Government institutions; and

(iv)   examine the classification and management of urban areas and cities.

Content

2.3.1   Structure 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

Specific Objective

By the end of the topic, the trainee should be able to role play/simulate on aspects of county governments.

Content

Role play/simulation on aspects of county governments.

2.4 PUBLIC POLICY

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her implement government policy.

Competence

The officer should be able to coordinate the implementation of National Government policies.

Theory

Specific Objectives

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

(i) analyse sources of Government policies;

(ii) describe the process of policy making in Government;

(iii) interpret and disseminate Government policies;

(iv) coordinate the implementation of Government policies and programmes; and

(v) assess the challenges in implementing Government policies and programmes.

Content

2.4.1 Sources of Government policy.

2.4.2 Policy making process in Government.

2.4.3 Dissemination of Government policies.

2.4.4 Implementation of Government policies and programmes.

2.4.5 Challenges in implementing Government policies and programmes.

Practice

Specific Objective

By the end of this topic, the officer should be able to role play/simulate issues pertaining to public policy.

Content

Role play/simulation on issues pertaining to public policy.

2.5   ESSENTIALS OF MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills, and attitudes that will enable him /her execute managerial functions in public service.

Competence

The officer should have the ability to provide leadership in delivery of public services.

Theory

Specific Objectives

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

(i)   describe the concept of management;

(ii)   apply the principles of management in the work place;

(iii)   interpret the functions of management;

(iv)   assess leadership approaches in delivery of Government services; and

(v)   apply ICT in enhancing provision of Government services.

Content

2.5.1   Concept of management.

2.5.2   Principles of management.

2.5.3   Functions of management.

2.5.4   Leadership approaches in Government.

2.5.5   Role of ICT in management.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study relating to essentials of management.

Content

Case study on essentials of management.

2.6   DECISION MAKING AND PROBLEM SOLVING

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her make decisions and solve problems effectively in the delivery of public services.

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) describe the concept of decision making and problem solving;

(ii) describe the process of effective decision making and problem solving in service delivery; and

(iii) assess the approaches to decision making and problem solving.

Content

2.6.1   Concept of decision making and problem solving.

2.6.2   process of effective decision making and problem solving.

2.6.4   approaches to decision making and problem solving.

Practice

Specific Objective

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

Content

A case study on decision making and problem solving.

2.7   ROLE OF THE ADMINISTRATIVE OFFICER IN HUMAN RESOURCE MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her coordinate human resources in the public service effectively.

Competence

The officer should be able to apply the Human Resource legal and policy provisions in service delivery.

Theory

Specific Objectives

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

(i)   describe the concept of Human Resource Management;

(ii)   interpret the legal and policy provisions of Human Resource Management;

(iii)   analyse the terms and conditions of service;

(iv)   apply the techniques of managing change in government;

(v)   conduct disciplinary proceedings in the public service;

(vi)   design strategies for addressing employee wellness and assistance; and

(vii)   conduct Staff Performance Appraisal.

Content

2.7.1 Concept of Human Resource Management.

2.7.2 Legal and policy provisions on Human Resource Management.

2.7.3 Terms and conditions of service.

2.7.4 Change management techniques.

2.7.5 Discipline management in the public service.

2.7.6 Employee wellness and assistance.

2.7.7 Staff Performance Appraisal System.

Practice

Specific Objective

By the end of the topic, the officer should be able to role play/analyse a case study on aspects of human resource management in the work place.

Content

Role play/a case study on aspects of human resource management in the work place.

2.8   GOVERNMENT OFFICE MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her effectively manage a Government office.

Competence

The officer should be able to effectively manage a Government office.

Theory

Specific Objectives

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

(i)   apply the principles of office management at the workplace;

(ii)   implement records management processes at the workplace; and

(iii) coordinate the management of Government property and assets.

Content

2.8.1   Principles of office organization.

2.8.2   Records management in Government.

2.8.3   Management of Government property and assets.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of managing government offices.

Content

A case study on aspects of managing government offices.

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.

PSC

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PSC

3.0 VALUES AND PRINCIPLES IN PUBLIC SERVICE – PAPER 103

3.0.1 Introduction

This course unit is intended to equip the officer with knowledge, skills and attitudes that will enable him/her uphold values and principles in public service delivery.

3.0.2 General Objectives

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

(a) demonstrate an understanding of the legal, policy and institutional framework that govern values and principles in the public service;

(b) apply the national and public service values and principles in service delivery;

(c) comply with the provisions of the Public Service Code of Conduct and Ethics; and

(d) facilitate mainstreaming of values and principles in the public service.

3.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
3.1	Overview of values and principles	– Concepts of values and principles. – Categories of values. – Rationale for values and principles in Kenya.	2 hours
3.2	Legal, Policy and Institutional Framework	– Legal framework. – Policy framework. – Key institutions in promotion of national and public service values and principles.	2 hours
3.3	National Values and Principles of Governance	– Creation of a National Identity and Exercise of Sovereign Power. – Sharing and devolution of power. – Protection of the Bill of Rights. – Good governance. – Sustainable development.	5 hours
3.4	Values and Principles of Public Service	– Rationale for values and principles of public service. – Public service values and principles under Article 232(1) of the Constitution.	5 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
3.5	The Public Service Code of Conduct and Ethics	– Concepts of code of conduct and ethics. – Provisions of the Code of Conduct and Ethics for Public Officers. – Challenges on compliance with the code of conduct and ethics. – Strategies to enhance adherence to the code of conduct and ethics.	4 hours
3.6	Mainstreaming values and principles in the public service	– Concept of mainstreaming. – Strategies for mainstreaming values and principles. – Role of the Administrative Officer in mainstreaming values and principles. – Challenges in mainstreaming values and principles. – Measures to address challenges in mainstreaming values and principles.	2 hours
	TOTAL		**20 hours**

3.1 OVERVIEW OF VALUES AND PRINCIPLES

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes necessary for him/her to apply values and principles in the delivery of public services.

Competence

The officer should be able to justify the role of values and principles in Kenya.

Theory

Specific Objectives

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

(i)   describe the concepts of values and principles;

(ii)   classify values into various categories; and

(iii) justify the need for values and principles in Kenya.

Content

3.2.1   Concepts of values and principles.

3.2.2   Categories of values.

3.2.3   Rationale for values and principles in Kenya.

Practice

Specific objective

By the end of the topic, the officer should participate in a group discussion on upholding values and principles in Kenya.

Content

Group discussion on upholding national and public service values and principles in Kenya.

3.2   LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her appreciate the frameworks for implementation of values and principles.

Competence

The officer should be able to comply with legal and policy provisions in relation to national and public service values and principles.

Theory

Specific Objectives

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

(i)   describe the legal framework that provides for the implementation of national and public service values and principles;

(ii)   assess policies that facilitate the promotion of national and public service values and principles; and

(iii) explain the role of the key institutions in the promotion of national and public service values and principles.

Content

3.2.1   Legal framework.

3.2.2   Policy framework.

3.2.3   Key institutions in promotion of national and public service values and principles.

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Practice

Specific Objective

By the end of the topic, the officer should make a presentation on the legal, policy and institutional frameworks on national and public service values and principles.

Content

Presentation on legal, policy and institutional frameworks on national and public service values and principles.

3.3 NATIONAL VALUES AND PRINCIPLES OF GOVERNANCE

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes necessary to enable him/her apply national values and principles of governance in service delivery.

Competence

The officer should be able to uphold the national values and principles of governance in service delivery.

Theory

Specific Objectives

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

(i)   describe the values in the creation of a national identity and exercise of sovereign power;

(ii)   interpret the principle of sharing and devolution of power;

(iii)   interpret the values in the protection of the Bill of Rights;

(iv)   apply the principles of good governance; and

(v)   promote the application of the principle of sustainable development.

Content

3.3.1   Creation of a National Identity and Exercise of Sovereign Power.

3.3.2   Sharing and devolution of power.

3.3.3   Protection of the Bill of Rights.

3.3.4   Good governance.

3.3.5   Sustainable development.

Practice

Specific Objective

By the end of this topic, the officer should analyse a case study based on national values and principle of governance.

Content

Case study on national values and principle of governance.

3.4 VALUES AND PRINCIPLES OF PUBLIC SERVICE

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes necessary for him/her apply public service values and principles in service delivery.

Competence

The officer should be able to apply values and principles of public service in service delivery.

Theory

Specific Objectives

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

(i)   justify the need for values and principles of public service; and

(ii)   interpret the public service values and principles under Article 232(1) of the Constitution.

Content

3.3.1   Rationale for values and principles of Public Service.

3.3.2   Public service values and principles under Article 232(1) of the Constitution.

Practice

Specific Objective

By the end of the topic, the officer should be able to role play in a scenario/ analyse a case study on public service value and principles under Article 232(1) of the Constitution.

Content

Scenario/case study on public service values and principles under Article 232(1) of the Constitution.

3.5 THE PUBLIC SERVICE CODE OF CONDUCT AND ETHICS

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes necessary to enable him/her comply with the provisions of the Public Service Code of conduct and ethics.

Competence

The officer should be able to apply the provisions of the code of conduct and ethics at the workplace.

Theory

Specific Objectives

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

(i)   describe the concepts of code of conduct and ethics;

(ii)   interpret the provisions of the code of conduct and ethics for public officers;

(iii)   analyse challenges in adhering to the code of conduct and ethics for public officers; and

(iv)   assess strategies to enhance adherence to the code of conduct and ethics for public officers.

Content

3.5.1   Concepts of code of conduct and ethics.

3.5.2   Provisions of the Code of Conduct and Ethics for Public Officers.

3.5.3   Challenges in adhering to the code of conduct and ethics.

3.5.4   Strategies to enhance adherence to the code of conduct and ethics.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on ethical issues based on the provisions of the public service code of conduct and ethics.

Content

Case study on ethical issues based on the provisions of the public service code of conduct and ethics.

3.6   MAINSTREAMING VALUES AND PRINCIPLES IN THE PUBLIC SERVICE

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes necessary to enable him/her facilitate the mainstreaming of values and principles in the public service.

Competence

The officer should be able to facilitate the mainstreaming of values and principles in the public service.

Theory

Specific Objectives

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

(i)   describe the concept of mainstreaming;

(ii)   assess the strategies for mainstreaming values and principles;

(iii)   examine the role of the Administrative Officer in mainstreaming values and principles;

(iv)   analyse challenges in mainstreaming values and principles; and

(v)   formulate measures to address challenges in mainstreaming values and principles.

Content

3.6.1   Concept of mainstreaming.

3.6.2   Strategies for mainstreaming values and principles.

3.6.3   Role of the Administrative Officer in mainstreaming values and Principles.

3.6.4   Challenges in mainstreaming values and principles.

3.6.5   Measures to address challenges in mainstreaming values and principles.

Practice

Specific Objective

By the end of the topic, the officer should be able to make a presentation/role play on the role of administrative officer in mainstreaming values and principles.

Content

Presentation/role play on the role of administrative officer in mainstreaming values and principles.

Training Methodology
- Lectures.
- Role plays.
- Skit.
- Presentations.
- Simulations.
- Group and plenary discussion.
- Case studies.

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

PSC

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PSC

4.0   PUBLIC FINANCE MANAGEMENT – PAPER 104

4.0.1   Introduction

This course unit is intended to equip the officer with knowledge, skills and attitudes that will enable him/her exercise prudent management of public finances.

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)   comprehend the Government budget cycle;

(c)   demonstrate an understanding of sources and application of Government revenue;

(d)   demonstrate an understanding of the Government finance oversight and control systems; and

(e)   understand the importance of applying 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	– Concept 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	– 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. – Role of stakeholders in budgetary process.	3 hours
4.3	Public Expenditure Management	– Concept of public expenditure management. – Public Funds. – Types of Government expenditure.	4 hours

	TOPIC	SUB-TOPIC	CONTACT HOURS
		– Role of Accounting Officers in Public expenditure management.	
		– Types of imprest; acquisition and surrendering process.	
4.4	Government Financial Control System	– Concept of control of public finance.	4 hours
		– Public finance control systems.	
		– Role of institutions involved in control of public funds.	
		– Risk management in public finance.	
4.5	Public Procurement and Asset Disposal	– Concept of public procurement and asset disposal.	5 hours
		– Principles of public procurement.	
		– Methods of Procurement.	
		– Asset Disposal Methods.	
		– Procurement and asset disposal Committees.	
		– Roles and responsibilities of Institutions involved in Public Procurement and asset disposal.	
		– Ethical issues in public procurement and asset disposal.	
Total			**20 hours**

4.1 INTRODUCTION TO PUBLIC FINANCE MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her appreciate the importance of prudent management of public finances.

Competence

The officer should be able to appreciate the importance of prudent management of public finances.

Theory

Specific Objectives

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

(i)   describe the concept of public finance management;

(ii)   interpret the legal and policy framework of public finance in Kenya;

(iii)   analyse the principles of public finance management;

(iv)   classify various sources of Government revenue;

(v)   assess the role of collectors and receivers of revenue in management of public finance; and

(vi)   examine the role of Central Bank, Treasury and the Legislature in management of public finance.

Content

4.1.1   Concept of public finance management.

4.1.2   Legal and policy framework of public finance in Kenya.

4.1.3   Principles of public finance management.

4.1.4   Sources of Government Revenue.

4.1.5   Role of revenue collectors and receivers in managing public finance.

4.1.6   Role of Central Bank, Treasury and Legislature in management of public finance.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse scenarios relating to aspects of public finance management.

Content

Scenarios relating to aspects of public finance management.

4.2   GOVERNMENT BUDGETARY PROCESS

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her appreciate the importance of Government budgetary process for effective service delivery.

Competence

The officer should be able to participate in the budget making process effectively.

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)   analyse the role of Treasury, Executive and Legislature in budget making process;

(iii) interpret the role of Commission on Revenue Allocation and Controller of Budget in relation in budgetary process; and

(iv) describe the role of stakeholders 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   Role of stakeholders in budgetary process.

Practice

Specific 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 is intended to equip the officer with knowledge, skills and attitudes to enable him/her oversee the utilization of public finances.

Competence

The officer should have the ability to utilize public funds 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)   describe the concept of public expenditure management;

(ii)   analyse various Public Funds;

(iii)   differentiate types of Government expenditure;

(iv)   analyse the role of Accounting officer in public expenditure management; and

(v)   classify 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 management.

4.3.5   Types of imprest; acquisition and surrendering process.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of public expenditure.

Content

A case study on aspects of public expenditure.

4.4   GOVERNMENT FINANCIAL CONTROL SYSTEM

Introduction

The topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her appreciate Government financial control system.

Competence

The officer should comply with the Government financial control system.

Theory

Specific Objectives

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

(i)   describe the concept of control in public finance;

(ii)   assess aspects of the public finance control system;

(iii) interpret the role of institutions involved in the control of public finance; and

(iv) examine risk management in public finance.

Content

4.4.1   Concept of control of public finance.

4.4.2   Public Financial control system.

4.4.3   Role of institutions involved in the control of public finance.

- National Treasury.
- Parliament.
- Office of the Auditor General.
- Controller of Budget.
- Internal Audit.
- Commission on Revenue Allocation.

4.4.4 Risk management in public finance.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of control of public funds.

Content

A case study on aspects of control of public funds.

4.5   PUBLIC PROCUREMENT AND ASSET DISPOSAL

Introduction

This topic is intended to equip the officer with knowledge, skills, and attitudes to enable him/her apply public procurement and disposal law and regulations for effective delivery of public services.

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)   describe the concept of public procurement and disposal;

(ii)   analyse the principles of public procurement;

(iii)   assess various methods of procurement;

(iv)   assess methods of asset disposal;

(v)   analyse the role of committees involved in public procurement and asset disposal;

(vi) analyse the roles and responsibilities of Institutions involved in the regulation of public procurement and asset disposal; and

(vii) evaluate 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   Asset disposal methods.

4.5.5   Procurement and asset disposal Committees.

4.5.6   Roles and responsibilities of institutions involved in public procurement and asset disposal.

4.7.7   Ethical issues in public procurement and asset disposal.

Practice

Specific Objective

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

Content

A Case study on aspects of public procurement and asset disposal.

Training Methodology

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

Resource Materials

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

PSC

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5.0 SOCIO-ECONOMIC AND ENTREPRENEURSHIP DEVELOPMENT – PAPER 105

5.0.1 Introduction

This course unit is designed to equip the officer with knowledge, skills and attitudes to enable him/her promote development activities in line with national development agenda.

5.0.2 General Objectives

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

(a) demonstrate an understanding of the national socio-economic agenda of the government;

(b) understand the economic challenges confronting the Kenyan nation;

(c) comprehend the policies and interventions for socio-economic development;

(d) appreciate the impact of globalization on national development;

(e) appreciate the need to promote entrepreneurial culture; and

(f) understand the need for monitoring and evaluating impact of development projects.

5.0.3 Course Unit Summary and Time Allocation

	TOPIC	SUB-TOPICS	CONTACT HOURS
5.1	National Economic Development	– Concept of National economic development. – Factors which contribute and limit economic development. – Vision 2030 and the National Government Development Agenda. – SDGs Initiatives in Kenya. – Role of development partners.	2 hours
5.2	Socio-Cultural Issues in Development	– Socio-Cultural issues affecting development. – Socio-Cultural strengths, weaknesses, opportunities and threats. – Strategies for dealing with socio-cultural strengths, weaknesses, opportunities and threats affecting development.	2 hours
5.3	Entrepreneurship	– Concept of entrepreneurship.	3 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		– Entrepreneurial opportunities and resources. – Acquisition of entrepreneurial skills. – Strategies for sustaining competitive advantage. – National Government initiatives for supporting entrepreneurship.	
5.4	Agriculture and the Blue Economy in Development	– Role of agriculture in economic development in Kenya. – 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.	3 hours
5.5	Manufacturing Industry and Development	– Importance of manufacturing industry in National Development. – Factors that facilitate development of manufacturing industry. – Role of State and Non-State Actors industrial development. – Role of micro, small and medium enterprises (MSME) in Kenya's industrial development.	2 hours
5.6	Service Industry and Development	– 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	– Concept of development planning. – Importance of Development Planning. – Process of preparing National and County Strategic plans.	3 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		– Development programmes and projects management cycle. – Role of the AO in implementation, monitoring and evaluation of programmes and projects.	
5.8	Environment and Development	– Relationship between environment and development. – Importance of environmental management. – Legal framework for environmental management in Kenya. – Principles of environmental protection. – Challenges in Environmental management. – Strategies for addressing challenges in environmental management.	3 hours
Total			**20 hours**

5.1 NATIONAL ECONOMIC DEVELOPMENT

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes that will enable him/her promote participatory economic development activities.

Competence

The officer should be able to promote participatory economic development activities.

Theory

Specific Objectives

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

(i)   describe the concept of national economic development;

(ii)   analyse the factors which contribute and limit national economic development;

(iii)   examine the provisions of Vision 2030 and the national government development agenda;

(iv)   analyse the initiatives under the Sustainable Development Goals (SDGs); and

(v)   assess the role of development partners in national economic development.

Content

5.1.1   Concept of National economic development.

1.1.2   Factors which contribute and limit economic development.

1.1.3   Provisions of Vision 2030 and the National Government Development Agenda.

5.1.4   Sustainable Development Goals (SDGs) initiatives.

5.1.5   Role of development partners.

Practice

Specific Objective

By the end of this topic, the officer should be able to role play/simulate on a certain issue relating to national economic development.

Content

Role play/simulation on a certain issue relating to national economic development.

5.2   SOCIO-CULTURAL DEVELOPMENT ISSUES

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes that will enable him/her promote socio-cultural development.

Competence

The officer should be able to promote socio-cultural development.

Theory

Specific Objectives

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

   (i)   analyse the socio-cultural issues that affect development in Kenya;

   (ii)   assess the socio-cultural strengths, weaknesses, opportunities and threats affecting development; and

   (iii) formulate strategies for dealing with socio-cultural strengths, weaknesses, opportunities and threats affecting development.

Content

5.2.1   Socio-Cultural issues affecting development;

   • Wife inheritance.

   • Early marriages.

   • Female genital mutilation.

- Gender inequalities in opportunities.

- Dependency syndrome and poverty culture.

- HIV/AIDS and drug/substance abuse.

- Youth and development.

5.2.2 Socio-Cultural strengths, weaknesses, opportunities and threats;

5.2.3 Strategies for dealing with socio-cultural strengths, weaknesses, opportunities and threats affecting development.

Practice

Specific 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 is designed to equip the officer with knowledge, skills and attitudes to enable him/her promote entrepreneurial culture.

Competence

The officer should be able to promote entrepreneurial culture.

Theory

Specific Objectives

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

(i) describe the concept of entrepreneurship;

(ii) assess the available entrepreneurial opportunities and resources;

(iii) promote the acquisition of entrepreneurial skills;

(iv) design strategies for sustaining competitive edge; and

(v) disseminate information on National Government initiatives for supporting entrepreneurship.

Content

5.3.1 Concept 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

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on aspects of entrepreneurship.

Content

A case study on aspects of entrepreneurship.

5.4   AGRICULTURE AND THE BLUE ECONOMY IN DEVELOPMENT

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her promote agriculture and the blue economy.

Competence

The officer should be able to promote agriculture and the blue economy.

Theory

Specific Objectives

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

(i)   assess the role of agriculture in the socio/economic development of Kenya;

(ii)   analyse the role of State and Non-State actors in agricultural sector;

(iii) assess the importance of irrigation in agriculture;

(iv) examine the importance of agribusiness, value addition and zero waste;

(v)   describe the concept of Blue Economy; and

(vi) assess the potential of the Blue Economy in development.

Content

5.4.1   Role of agriculture in socio/economic development of Kenya.

5.4.2   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.

Practice

Specific Objectives

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

Content

A case study on aspects of agriculture and the blue economy.

5.5   MANUFACTURING INDUSTRY AND DEVELOPMENT

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her analyse the role of government and the private sector in industrial development.

Competence

The officer should be able to analyse the role of government and the private sector in industrial development.

Theory

Specific Objectives

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

(i)   assess the importance of manufacturing industry in national development;

(ii)   analyse factors that facilitate development of manufacturing industry;

(iii)   interpret the role of State and Non-State actors in industrial development; and

(iv)   examine the role of micro, small and medium enterprises (MSMEs) in Kenya's industrial development.

Content

5.5.1   Importance of manufacturing industry in national development.

5.5.2   Factors that facilitate development of manufacturing industry.

5.5.3   Role of State and Non-State Actors in industrial development.

5.5.4   Role of micro, small and medium enterprises (MSME) in Kenya's industrial development.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of manufacturing industry and development.

Content

Case study on an aspect of manufacturing industry and development.

5.6   SERVICE INDUSTRY AND SOCIO-ECONOMIC DEVELOPMENT

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her promote development of the service industry.

Competence

The officer should be able to promote development of the service industry.

Theory

Specific Objectives

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

(i) describe the concept of service industry;

(ii) assess the importance of service industry in development;

(iii)analyse factors that contribute to the development of the service industry; and

(iv)examine 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

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of the service industry.

Content

Case study on an aspect of the service industry.

5.7   DEVELOPMENT PLANNING AND IMPLEMENTATION

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her initiate, implement, monitor and evaluate development programmes and projects.

Competence

The officer should be able to initiate, implement, monitor and evaluate development programmes and projects.

Theory

Specific Objectives

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

(i)   describe the concept of development planning;

(ii)   assess the importance of development planning;

(iii)   describe the process of preparing National and County Strategic Plans;

(iv)   describe the programmes and projects management cycle; and

(v)   examine 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

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of development planning and implementation.

Content

Case study on an aspect of development planning and implementation.

5.8   ENVIRONMENT AND DEVELOPMENT

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her promote environmental management.

Competence

The officer should be able to promote environmental management.

Theory

Specific Objectives

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

(i)   describe the relationship between environment and development;

(ii)   assess the importance of environmental management in development;

(iii)   interpret the legal framework for environmental management in Kenya;

(iv)   examine the principles of environmental protection;

(v)   assess challenges in environmental management; and

(vi)   formulate 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

Specific Objective

By the end of this topic, the officer should be able to role play/analyse a case study on an aspect of environmental management.

Content

Role play/case study on an aspect of environmental management.

Training Methodology

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

Resource Materials

- Constitution of Kenya.
- Acts of Parliament and other legislations.

PSC

- Public service policies, procedures and regulations.
- Lecture notes.
- Power point presentations.
- Flip charts.
- Training Manual.

PSC

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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 knowledge, skills and attitudes that will enable him /her foster the spirit of cooperation with other countries in public service delivery.

6.0.2 General Objectives

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

(a) Demonstrate an understanding of the principles of Kenya's foreign policy;

(b) comprehend the principles of good diplomatic practice in public service;

(c) comprehend the role of regional and multilateral organisations to the socio-economic development of Kenya; and

(d) appreciate 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	– Concept of 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. – Impact of Kenya's foreign policy on socio-economic and political development.	3 hours
6.2	Diplomacy	– 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

	TOPIC	SUB-TOPICS	CONTACT HOURS
6.3	Regional Integration	– Concept of regional integration. – Major regional blocs in Africa. – Role of regional integration in respect to Kenya's socio-economic and political development.	2 hours
6.4	Multi-lateral and International Organisations	– Concept of multi-lateral and international organizations. – Objectives and functions of multi-lateral and international organizations. – Benefits emanating from multi-lateral and international organizations to Kenya. – Emerging trends within multi-lateral and International organizations.	3 hours
6.5	Trans-border management	– 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 is designed to equip the officer with knowledge, skills and attitudes to enable him/her appreciate the role of Kenya's foreign policy in nurturing regional and international cooperation.

Competence

The officer should be able to 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)   describe the concept of foreign policy;

(ii)   assess the importance of establishing an appropriate foreign policy;

(iii)   analyse 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; and

(v)   assess 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.

6.1.4   Elements of Kenya's foreign policy and their influence on regional and international co-operation.

6.1.5   Impact of Kenya's foreign policy on socio-economic and political development.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of Kenya's foreign policy.

Content

Case study on an aspect of Kenya's foreign policy.

6.2   DIPLOMACY

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her apply good diplomatic practices in the delivery of public services.

Competence

The officer should be able to apply good diplomatic practices in the delivery of public services.

Theory

Specific Objectives

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

(i) describe the concept of diplomacy;

(ii) assess the importance of diplomacy in regional and international co- operation;

(iii) describe the qualities of a diplomat;

(iv) analyse 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; and

(vii) examine 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

Specific objective

By the end of this topic, the officer should be able to role play on an aspect of diplomacy.

Content

Role play on an aspect of diplomacy.

6.3   REGIONAL INTEGRATION

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes that will enable him/her appreciate the role of regional integration in development.

Competence

The officer should be able to assess the role of regional integration in development.

Theory

Specific Objectives

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

(i)   describe the concept of regional integration;

(ii) describe regional blocs in Africa; and

(iii) assess the role of regional integration to Kenya's socio-economic and political development.

Content

6.3.1   Concept of regional integration.

6.3.2   Major regional blocs in Africa.

6.3.3   Role of regional integration to Kenya's socio-economic and political development.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of regional integration.

Content

A case study on an aspect of regional integration.

6.4   **MULTI-LATERAL AND INTERNATIONAL ORGANIZATIONS**

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her appreciate the role of multi-lateral and international organizations in Kenya's socio-economic development.

Competence

The officer should be able to assess the role of multi-lateral and international organizations in Kenya's socio-economic development.

Theory

Specific Objectives

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

(i)   describe the concept of multi-lateral and international organisations;

(ii)   examine the objectives and functions of multilateral and international organisations;

(iii) evaluate the benefits accruing to Kenya from cooperating with various multi-lateral and international organisations; and

(iv) assess the emerging trends within multi-lateral and international organizations.

Content

6.4.1 Concept of multi-lateral and international organizations.

6.4.2 Objectives and functions of multi-lateral and international organizations.

6.4.3 Benefits Kenya derives from multi-lateral and international organizations.

6.4.4 Emerging trends within multi-lateral and international organizations.

Practice

Specific Objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of multi-lateral and international organizations.

Content

Case study on an aspect of multilateral and international organizations.

6.5 TRANS-BORDER MANAGEMENT

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her implement trans-border management policies and programmes.

Competence

The officer should be able to implement trans-border management policies and programmes.

Theory

Specific Objectives

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

(i) describe areas of trans-border co-operation;

(ii) assess methods of conflicts resolution across the border;

(iii) analyse refugees' management and repatriation issues;

(iv) examine trans-border development and resource sharing;

(v) assess the management of border relations; and

(vi) evaluate 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

Specific Objective

By the end of this topic, the officer should be able to simulate an aspect of trans-border management.

Content

Simulation on an aspect of trans-border management.

Training Methodology

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

Resource Materials

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

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PSC

7.0 EFFECTIVE COMMUNICATION – PAPER 107

7.0.1 Introduction

This course unit is designed to equip the officer with knowledge, skills and attitudes that will enable him/her communicate effectively in delivery of public services.

7.0.2 General Objectives

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

(a) demonstrate an appreciation of the need for effective communication;

(b) comprehend various forms of official communication in government;

(c) demonstrate an understanding of communication guidelines in government;

(d) demonstrate an understanding of the process of managing meetings effectively; and

(e) appreciate 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	– Concept of communication. – Elements of communication process. – Principles 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	– 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.	3 hours
7.3	Communication in Government	– Communication protocol in Government. – Procedure for communicating Government information.	3 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
		– Roles and responsibilities of the Government communication office. – Challenges of communication in Government. – Strategies to overcome communication challenges in Government.	
7.4	Management of Meetings	– Concept of meetings. – Classification 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	Report Writing	– Nature of reports. – Principles of report writing. – Format of a formal report.	2 hours
7.6	Public Relations	– Concept of public relations. – Importance of public relations. – Elements of public relations. – 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 appreciate the need to communicate effectively in service delivery.

Competence

The officer should be able to assess the need to communicate effectively.

Theory

Specific Objectives

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

(i)   describe the concept of communication;

(ii)   analyse principles of communication process;

(iii) examine essentials of effective communication;

(iv) assess the types of communication;

(v)   analyse barriers to effective communication in Government; and

(vi) formulate strategies to overcome barriers to effective communication in Government.

Content

7.1.1   Concept of communication.

7.1.2   Elements of communication process.

7.1.3   Principles 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

Specific objective

By the end of this topic, the officer should be able to role play on an aspect of communication.

Content

Role play on an aspect of communication.

7.2   OFFICIAL COMMUNICATION

Introduction

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

Competence

The officer should be able to convey official information 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; and

(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

Specific 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 equip the officer with knowledge, skills and attitudes to enable him/her conform to the requirements of communication in Government.

Competence

The officer should be able to conform to the requirements of communication in Government.

Theory

Specific Objectives

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

(i)   describe communication policy issues and practices in Government;

(ii)   describe the procedure for communicating Government information;

(iii)   analyse roles and responsibilities of Government communication office;

(iv)   assess challenges of communication in Government; and

(v)   formulate 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

Specific objective

By the end of this topic, the officer should be able to analyse a case study on an aspect of communication in Government.

Content

Case study on an aspect of communication in Government.

7.4   MANAGEMENT OF MEETINGS

Introduction

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

Competence

The officer should be able to manage meetings effectively.

Theory

Specific Objectives

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

(i)   describe the concept of meetings;

(ii)   classify meetings;

(iii)   analyse the role of different parties to a meeting;

(iv)   prepare and conduct meetings effectively;

(v)   take and record minutes accurately; and

(vi)   follow-up on meeting decisions and actions.

Content

7.4.1   Concept of meetings.

7.4.2   Classification 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

Specific Objective

By the end of this topic, the officer should simulate an aspect of management of meetings.

Content

Simulation on an aspect of management of meetings.

7.5   REPORT WRITING

Introduction

This topic is designed to equip the officer with knowledge, skills and attitudes to enable him/her prepare reports in public service delivery.

Competence

The officer should be able to prepare appropriate reports.

Theory

Specific Objectives

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

(i)   describe the nature of reports;

(ii)   analyse the principles of report writing; and

(iii)   describe the format of a formal report.

Content

7.5.1   Nature of reports.

- Meaning

- purpose

- Types

7.5.2   Principles of report writing.

7.5.3   Format of a formal report.

Practice

Specific Objective

By the end of this topic, the officer should be able to prepare a formal report on an issue pertinent to his/her work.

Content

Report preparation.

7.6   PUBLIC RELATIONS

Introduction

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

Competence

The officer should be able to 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)   assess the importance of public relations in Government;

(iii) illustrate the elements of public relations in Government;

(iv)   analyse public relations tools in Government; and

(v)   examine media relations in Government.

Content

7.6.1   Concept of public relations.

7.6.2   Importance of public relations.

7.6.3   Elements of public relations.

7.6.4   Public relations tools.

7.6.5   Media relations.

Practice

Specific objective

By the end of this topic, the officer should simulate on an aspect of public relations.

Content

Simulation on aspect of public relations.

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

Resource Materials
- Training Manual.
- 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 PEACE, SAFETY AND SECURITY MANAGEMENT – PAPER 108

8.0.1 Introduction

This course unit is designed to equip the officer with knowledge, skills and attitudes to enable him/her assess and respond to threats to peace, safety and security.

8.0.2 General Objectives

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

(a) demonstrate an understanding of the Kenya National Security Architecture;

(b) comprehend 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; and

(e) comprehend 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	– 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	– 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	– Internal threats to national security. – External threats to national security. – Strategies to mitigate threats to national security.	7 hours

	TOPIC	SUB-TOPICS	CONTACT HOURS
8.4	Regional and international Peace and security management	– 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	– 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 is designed to equip the officer with knowledge, skills and attitudes that will enable him/her comply with the structured reporting levels contained in the National Security Architecture.

Competence

The officer should be able to comply with the structured reporting levels contained in the National Security Architecture.

Theory

Specific Objectives

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

   (i)   describe the concept of national security;

   (ii)   analyse the principles of national security;

   (iii)   describe the structure and organs managing security matters;

   (iv)   interpret legal and institutional frameworks in peace, safety and security management; and

    (v)   analyse the role of an administrative officer in peace and security management.

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   Legal and Institutional Frameworks.

8.1.5   Role of an administrative officer in peace and security management.

Practice

Specific objective

By the end of this topic, the officer should be able to role play on an aspect of Kenya National Security Architecture.

Content

Role play on an aspect of Kenya National Security Architecture.

8.2   ESSENTIALS OF PEACE BUILDING AND CONFLICT MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes that will enable him/her promote peace building and manage conflicts.

Competence

The officer should be able to promote peace building and manage conflicts.

Theory

Specific objectives

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

(i)   describe the concept of peace;

(ii)   analyse the principles of peace building;

(iii)   apply techniques for peace building;

(iv)   assess the challenges in peace building;

(v)   assess the sources and symptoms of conflict;

(vi)   analyse the principles governing conflict management;

(vii) examine traditional techniques in handling conflicts; and

(viii) formulate measures to manage post conflict situations.

Content

8.2.1   Concept of peace.

8.2.2   Principles of peace building.

8.2.3   Techniques for peace building.

8.2.4   Challenges in 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

Specific objective

By the end of this topic, the officer should be able to simulate on an aspect of peace building and conflict management.

Content

Simulation on an aspect of peace building and conflict management.

8.3   THREATS TO NATIONAL SECURITY

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her cope with the challenges in the management of peace, safety and security.

Competence

The officer should be able to cope with the challenges in the management of peace, safety and security.

Theory

Specific Objectives

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

(i)   articulate internal threats to national security;

(ii)   analyse external threats to national security; and

(iii) formulate 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   Strategies to mitigate   threats to national security.

Practice

Specific Objective

By the end of this topic, the officer should be able to simulate an aspect of threats to national security.

Content

Simulation on an aspect of threats to national security.

8.4   REGIONAL AND INTERNATIONAL PEACE AND SECURITY MANAGEMENT

Introduction

This topic is intended to equip the officer with knowledge, skills and attitudes to enable him/her manage trans-border security.

Competence

The officer should be able to manage trans-border security.

Theory

Specific Objectives

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

(i)   describe the concept of regional and international peace and security management;

(ii)   analyse the dynamics in trans-border security management;

(iii)   assess the challenges in regional peace and security management;

(iv)   formulate the strategies to foster regional and international peace and security; and

(v)   analyse 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

Specific Objective

By the end of this topic, the officer should be able to analyse a case study/role play on an aspect of trans-border security management.

Content

Case study/role play on an aspect of trans-border security management.

8.5 EMERGING ISSUES AND TRENDS IN SECURITY MANAGEMENT

Introduction

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

Competence

The officer should be able to address emerging security issues and trends.

Theory

Specific Objectives

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

(i)   assess emerging issues and trends in security management;

(ii)   assess the impact of emerging issues and trends in security management; and

(iii) formulate strategies of mitigating threats from emerging issues and trends in security management.

Content

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 threats from emerging issues and trends in security management.

Practice

Specific objective

By the end of this topic, the officer should be able to simulate on an aspect of emerging issues and trends in security management.

Content

Simulation on an aspect of 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
- Training manual.
- 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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