THE
PROFESSIONAL

2ND EDITION, MAY 2021 THEME: PROFESSIONALISM IN THE NEW NORMAL

ENSURING PROFESSIONALISM IN TIMES OF COVID-19
CPA Nancy Gathungu, CBS Auditor General

ADDRESSING BLOOD SHORTAGES IN KENYA IN THE NEW NORMAL

ETHOS OF INTEGRITY
In defining professionalism now & post Covid-19

LEADERSHIP IN CORPORATE GOVERNANCE

COVID-19 VACCINE
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Location & Contact info:

Parliament Road,
The Professional Centre,
P.O. BOX 72643-00200, GPO,
Nairobi

T: +254 726 610 498
    +254 733 610 948
E: apsea@apsea.or.ke
W: www.apsea.or.ke

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Greetings from The Association of Professional Societies in East Africa(APSEA)

Welcome to the APSEA 2nd edition magazine and our theme is "Professionalism in the New Normal". By all accounts, 2020 was a difficult year due to COVID-19 pandemic. The virus continues to ravage many communities around the world, disrupting livelihoods through the current economic, social and political landscape.

To those who have lost their loved ones to the pandemic, we extend our heartfelt condolences and to those who are battling the disease, we wish you strength and a speedy recovery.

The new normal call for compassionate professional leadership, driven by empathy. We believe we can rebuild and grow our economy through collaboration with the government, the business sector and civil society as we continue to position our country as an investment destination of choice.

In closing, we want to thank the APSEA corporate members, APSEA council members, the Executive members, and employees for their resilience and steadfastness to help us through this difficult time.

Now, more than ever before, we must find ways to strengthen our solidarity across all professional societies in East Africa. Let us remember to have compassion for one another. We will rise, and we will survive this crisis. However, we cannot do it alone.

We need to engage on electronic platforms and achieve our goals in spite of this unprecedented situation. Once again, we wish you enjoyable reading of this magazine.

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CPA Nancy Gathungu, CBS
Auditor-General of The Republic of Kenya

Ensuring Professionalism
In Times of COVID-19

The onset of COVID-19 in March, 2020 heralded a paradigm shift in the way organisations conduct business. It has affected our lives on the social and economic fronts, posing huge challenges on how Institutions can pick up from their initial status and chart the way forward.

Even as organisations devise ways of moving forward, they have to deal with the most critical resource - the human capital. The staff who have been part of the organisations for years, are at the centre of the ravages of the pandemic. Some have been victims of the Coronavirus; others have their relatives battling the virus while others have lost their kin to COVID-19. These and other challenges, including uncertainty about their jobs and livelihoods, come into play as organisations devise ways of enhancing or maintaining professionalism at the work place.

Just like other professions, the audit environment has been severely affected.

Our normal way of doing business has been disrupted and our world view has changed. Owing to the new environment, we have been asking ourselves how we can move forward while balancing the challenges facing our human resource, maintaining professionalism and remaining relevant.

Taking a look at our mandate as enshrined in the Constitution, we are convinced that now more than ever, we need to demonstrate relevance to the citizens by creating the necessary impact through focused reporting, to retain their attention even as the world grapples with the pandemic.

The Office of the Auditor-General (OAG) draws its mandate from Article 229 of the Constitution of Kenya which requires the Auditor-General to conduct audits of all institutions funded by public resources and report to Parliament and relevant County Assemblies on the use and management of public resources.

This mandate is quite extensive, both in terms of the number of the entities that we audit and the scope of the audits. The Constitution requires that we further ascertain whether public money has been used, managed lawfully and effectively. This means we have to dig deeper than merely looking at the adherence of financial statements to accounting standards. We have to confirm whether operations comply with the Constitution and the various pieces of legislation governing the public sector. We also have to confirm whether the outputs, outcomes and results achieved positively affect the lives of the citizens.

It is evident that our job involves a lot of interaction with our clients. We audit more than 1,300 entities, and executing our mandate efficiently during the pandemic has posed a challenge. Adding to this challenge, is the fact that the Office was in transition and the gap that existed up to my appointment occasioned an audit backlog of one year.

So, how have we been able to continue working and ensuring professionalism at the Office of the Auditor-General?

Before the onset of COVID-19, the Office had acquired an Audit Management System (AMS) which is an automated platform that enables auditors to document their work remotely. This system has enabled us to continue providing our audit services even as we observe the health protocols, to ensure the safety of our staff and our clients. Our contact with clients has been limited and in cases where physical meetings and verifications are necessary, we ensure that both our staff and the clients have adhered to the Ministry of Health protocols, to stay safe.

More importantly is the need to meet our stakeholders' expectations especially in times of uncertainty like this. This pandemic has had an effect on the government coffers due to the limited revenue collection. The government had to pool resources together to respond to the needs of the population and cushion citizens as much as possible, from the effects of the virus both on their lives and livelihoods. This brought in a new dimension of growing interest by Citizens and Parliament, on the accountability aspects concerning the use of public resources to prepare, respond and mitigate against the effects of the pandemic.

As an Office, we acted proactively, drawing a plan for auditing the use of public funds for COVID-19 related expenditure and providing guidance on areas that required extra attention during the audit process. No sooner had we kicked off the audit than Parliament sent several requests for special audits on the same

> **The constitution requires that we further ascertain whether public money has been used, managed lawfully and effectively.**

subject. This presented a unique situation because on one hand, we have auditors who are affected in one way or the other by COVID-19, while on the other hand, they are expected to address the growing public expectations on the usage of the COVID-19 related funds.

But I must commend my staff for rising to the occasion, conducting these special audits and reporting to Parliament within very tight time-lines, while at the same time adhering to the Ministry of Health safety protocols on COVID-19. This is a show of the highest level of professionalism, duty and care at the height of the pandemic. This spirit continues to be exhibited by my staff in all the other audits that we are currently conducting.

Our work requires that we also conduct verification of projects to assess the usage of public funds. In such instances, the safety of our staff is of utmost priority and we ensure that they are well protected.

Our Corporate Services Department is key to the audit function and we implemented an efficient shift system, cutting down on the number of staff in any office by half or more, at any one time. Above all, our staff are provided with Personal Protective Equipment for their safety and by extension, the safety of their families and our clients.

These measures have ensured that our operations run smoothly and professionally. Whenever staff have been exposed, immediate communication and contact tracing have ensured that we take quick and necessary actionctions or steps, including testing and fumigation of offices to minimise transmission.

The auditing profession, like many others, requires continuous professional development to keep auditors abreast with the latest developments in the profession. These capacity-building interventions are at local, regional and global

levels, conducted internally by our staff or professional bodies, by the International Organisation of Supreme Audit Institutions (INTOSAI) and the African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E).

We have ensured that our staff continue benefiting from these sessions including webinars, to improve their knowledge and execute their roles effectively and efficiently. These interventions have previously been largely face-to-face but with the pandemic here with us, we have integrated a blended learning approach, with more emphasis on online trainings.

During such times of crises, organisations also have a duty to demonstrate empathy to the community. This is the time that Corporate Social Responsibility is more worthy and impactful than before.

As much as the stakeholders would be interested to know much about how we execute our mandate, they would also be interested on our immediate and direct contribution to the crisis. At OAG, our staff voluntarily contributed to the COVID-19 Fund which was set up by the Government of Kenya to mitigate the effects of COVID-19, by cushioning the most vulnerable members of the society economically, and providing Personal Protective Equipment to health workers and the economically disadvantaged.

In conclusion, we are striking a balance in keeping our staff safe and performing our professional duty in accordance with the expectations of our stakeholders. We constantly update the staff on the Ministry of Health protocols and provide as much as possible the necessary items that they need for their safety against the virus.

The Office also requires of our clients to ensure their premises have in place safety measures to curb the spread of the virus. We get various experts to speak to staff not just on physical health but on mental health, which includes counselling as we are all affected in one way or another. Together, we shall get through this.

By Shafiq Taibjee
www.taibjeeconsultants.com

COVID-19 VACCINE
WHY KENYANS SHOULD NOT FEAR IT

There has been a lot of news and information about the COVID 19 virus and later the vaccine that has now taken the world to look for a quick solution to the crisis. From the onset I would like to clarify that I am not a doctor and this article is from the prospective of an ordinary Kenyan and my observations from various reactions from the countries worldwide with focus on Kenya.

Initially COVID 19 started as a panic situation where the whole world was trying to figure out what exactly is this disease and how is it affecting such a large population of people worldwide. There were all kinds of conspiracy theories and origins of the disease and everyone was in a panic of this unseen enemy that was in our midst. There was FEAR. When there is fear people tend to do irrational things.

In Europe and the Far East the older people were an easy target and were dying rapidly due to the fact that their immune systems were weaker and therefore unable to cope with this new virus. If one studies the population pyramid in these countries, there are more elderly people than the younger ones. In Africa we have the opposite statistics. Thus the theory that it took longer than the Western countries and Asia in general for the virus to start showing signs and deaths in African countries.

WHAT IS COVID 19?

Coronaviruses are an extremely common cause of colds and other upper respiratory infections. SARS-CoV-2, short for severe acute respiratory syndrome coronavirus 2, is the official name for the coronavirus responsible for COVID-19.

There are many factors that have helped us, as African in my view and that is we eat healthier and are used to exercises that involve a lot of walking and running. That is why the villages were able to ward off the disease for longer than the city dwellers who were faster affected according to the statistics received from the Ministry of Health. In the cities there is a lot of junk food, obesity levels are higher, and more time is spent in offices and cars than on the field and thus leading to a lot of lifestyle diseases apart from the COVID 19.

A 3d Model of the Novel Coronavirus

An Artists Impression of what the Covid 19 virus looks like

Coronavirus vaccines compared

	AstraZeneca	Pfizer	moderna	Johnson&Johnson
Common side effects	**Injection Site:** • Pain **Rest of body:** • Headache • Tiredness • Muscle ache • Fever • Chills • Joint ache • Nausea	**Injection Site:** • Pain • Swelling • Redness **Rest of body:** • Headache • Tiredness • Chills	**Injection Site:** • Pain • Swelling • Redness **Rest of body:** • Headache • Tiredness • Chills	**Injection Site:** • Pain • Swelling • Redness **Rest of body:** • Headache • Muscle ache • Fever • Fatigue • Nausea

All Covid-19 Vaccines available seem to exhibit similar symptoms in patients who have been vaccinated.

WHAT ARE THE SYMPTOMS OF COVID-19?

Some people infected with the virus have no symptoms. When the virus does cause symptoms, common ones include fever, body ache, dry cough, fatigue, chills, headache, sore throat, loss of appetite, and loss of smell. In some people, COVID-19 causes more severe symptoms like high fever, severe cough, and shortness of breath, which often indicates pneumonia.

People with COVID-19 can also experience neurological symptoms, gastrointestinal (GI) symptoms, or both. These may occur with or without respiratory symptoms.

For example, COVID-19 affects brain function in some people. Specific neurological symptoms seen in people with COVID-19 include loss of smell, inability to taste, muscle weakness, tingling or numbness in the hands and feet, dizziness, confusion, delirium, seizures, and stroke.

In addition, some people have gastrointestinal (GI) symptoms, such as loss of appetite, nausea, vomiting, diarrhoea, and abdominal pain or discomfort associated with COVID-19. The virus that causes COVID-19 has also been detected in stool, which reinforces the importance of hand washing after every visit to the bathroom and regularly disinfecting bathroom fixtures. (Source: Harvard Medical School Guide)

The virus has now turned to a new variant stain where the symptoms have changed to body chills, joint aches minus the earlier indications of coughing, running noses, sore throat etc.

IS THERE A VACCINE FOR COVID-19?

There are as of today several vaccines that are available in the market AstraZeneca, Pfizer, Moderna, and the JohnsonJohnson. In Kenya we have the first one mentioned above. Below is a quick comparison of its effectiveness and the possible, side effects, costs and the time of protection period.

IS THE VACCINE THE CURE TO COVID-19?

According Dr. Mercy Mwangangi, getting the vaccine does not mean that you will not get COVID-19. Getting the jab does not mean that you cannot transmit the virus. The jab makes your immunity system to be alert. It's prudent to continue with the safety measures even after the injection.

What can I do to protect myself?

This is the most frequently asked question and the least followed advice which has been the main reason of the quick spread of the virus. I am not sure looking at the world wide attitude of the people across the globe on what exactly is it that stops people from following the basic things needed to save oneself.

People across Europe, Asia and the Americas including Africa have been advised to wear a mask, wash hands frequently, maintain social distance, and sanitize. Yet something so simple has found resistance and to the extent of causing over 6 million deaths in the last one year to date. I am not sure if culture and religion play a role to safeguard the lives but here in Kenya as of 20th March 2021 we have a seventeen percent (17%) positivity rate! Its business as usual for transport sector, religious institutions, bars are full to capacity and people are partying like there is no tomorrow and it may be true there might not be a tomorrow for these fellows.

The Governments can only do so much as it boils down to personal responsibility to take care of oneself, your loved one and have the ethical and moral responsibility to the community at large. We need to think about what our ignorance might cost us individually and our families.
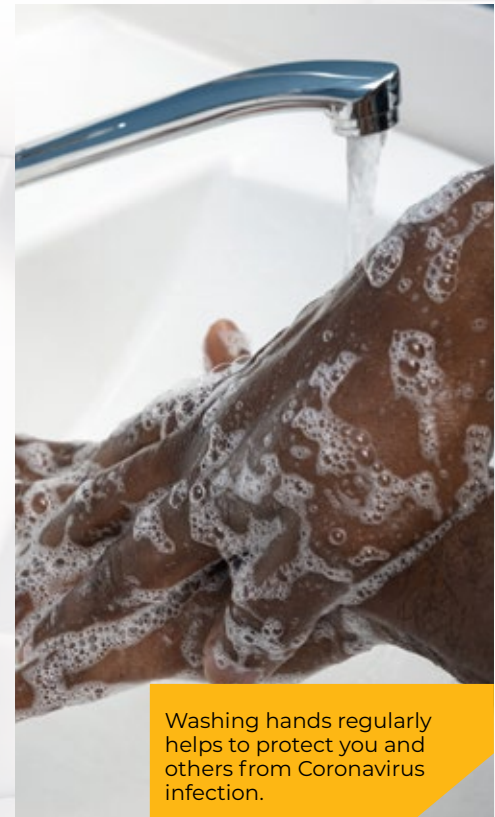
Washing hands regularly helps to protect you and others from Coronavirus infection.

COVID SURVIVORS IN COMPARISON TO OTHER PANDEMICS

Those who have survived the virus can tell you this is no ordinary virus. One goes through excruciating physical pain and the financial burden especially in countries where medical and social welfare is non-existent can be devastating. Isolation for over 14 days or more from every form of social interaction including your own family can be very daunting and mentally challenging.

This virus does not consider the age or the financial standing of any individual we are all vulnerable to contracting it. In many societies even after the recovery many people have to suffer the consequences of stigma making the whole experience very difficult to deal with and probably requiring psychosocial care.

Smallpox	12.1% 56M	0.46B	1500
Antonine Plague	2.6% 5M	0.20B	200
Spanish Flu	2.5% 45M	1.82B	1919
The Third Plague	1.0% 12M	1.26B	1850
HIV/AIDS	0.7% 30M	4.46B	1981
COVID-19	0.03% 2.7M	7.90B	15/03/2021

Many of the death toll numbers are best estimates based on available research. Some, such as the Plague of Justinian are subject to debate based on new evidence.

Source: CDC, WHO, BBC, Wikipedia, Historical records, Encyclopedia Britannica, Our World in Data

CONCLUSION:

Do we as Kenyans need to fear the COVID 19?

The answer is not a straight forward one but NO, if you are ready to take the appropriate measures and precautions that are recommended by the Government and World Health Organizations. Some of the measures have been mentioned above. YES if you ignore the safety measures.

Be especially more careful if you suffer from any underlying conditions like blood pressure, diabetes, HIV and many others and its best to consult your personal physician for an in-depth advise. Remember always prevention is better than a cure.

ADDRESSING
BLOOD SHORTAGES IN KENYA
IN THE NEW NORMAL

Scarcity of blood and blood products is a challenge many health facilities face. Health professionals across the country encounter patients with severe anaemia requiring blood for treatment. Many a times it is unavailable. Lack of blood has led to delays and cancellations of surgical interventions. Patients often require having good blood levels prior to surgery.

Anaesthesia is more challenging in the context of anaemia. In obstetrics and gynaecology expectant mothers could haemorrhage during and after pregnancy and childbirth and often require blood urgently.

Oncology patients are often the victims of lack of blood. Their condition though critically in need of blood may not present as dramatically as the obstetric conditions and may not be prioritized. There has been an increasing use of intravenous iron to cover up for the shortage of blood.

It's increasingly common to allow hospitalized patients to go home with anaemia to await a call 'when and if blood becomes available'. This was previously anathema medically speaking. Lack of blood has increased referral to the larger hospitals that have independent Blood Transfusion Centres.

Dr. Kigondu Simon
Secretary General, Kenya Medical Association
simonkigondu@gmail.com

Anaemia

Anaemia is the most common indication for blood transfusion. Anaemia is a decrease in total amount of red blood cells or haemoglobin (Hb) in blood or a lowered ability of blood to carry oxygen.

Its onset can be slow or fast. It affects about one third of the world population to varying degrees with women having a higher prevalence.

Untreated anaemia can result in death. Anaemia is often undetected but can present with weakness, fatigue, poor concentration and shortness of breath on exertion.

If severe it can result in Increased cardiac output with palpitations, tachycardia, angina, intermittent claudication of legs and heart failure. The causes of anaemia are wide but can be simplified into three i.e.

1. Blood loss e.g. from trauma and bleeding
2. Decreased red blood cell production e.g. Iron deficiency, Vitamin B12 deficiency and some neoplasms of the bone marrow
3. Increased red blood cell breakdown e.g. from genetic conditions like sickle cell anaemia or from Infections like malaria or from some autoimmune diseases. A simple way of diagnosing is measuring Hb with anaemia being a Hb < 13g/dL for men and Hb <12g/dL for women. Dietary supplementation of iron has been used as a prevention of anaemia. Blood transfusions are dependent on signs and symptom and severity which range from mild to severe.

Blood Collection

Blood is a perishable commodity. It's collection, storage and use require a mechanism of efficient continued collection and replacement.

Blood drives in schools have traditionally been the major source of our blood stocks. The COVID19 pandemic has made the situation a little tricky.

Schools had been closed for close to 8 months, so no blood was available from school blood drives.

For hospitalized patients requiring blood transfusion relatives are asked to donate blood as replacement for available stocks.

There have been blood donation drives during disaster situations with good responses and also by medical body corporates and clubs.

BLOOD TRANSFUSION POLICY

Kenya has policy guidelines on blood transfusion developed in November 2001. The recommendation of WHO was for members states to develop comprehensive and well-coordinated blood transfusion services based on voluntary, non-remunerated blood donation (resolution WHA 28.72 of 1972 and resolution of 1989 respectively).

SCREENING OF BLOOD FOR HEALTH FACILITIES
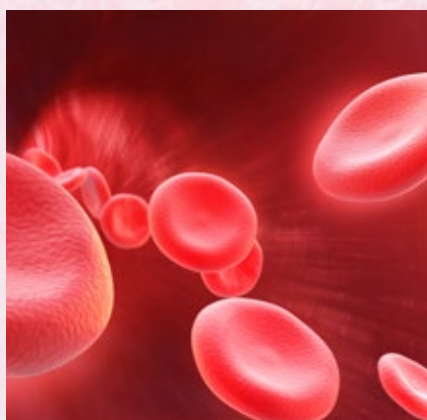
Health facilities around the counties send specimens of collected blood to the Regional Blood Transfusion Centre (RBTC) nearest to them.

The RBTS screen the specimens and return the screening results to the health facilities for the blood to be utilizable.

Occasionally the whole blood is sent in the blood collection bag. The regional centre then screens and returns some of the blood and keeps some. Some counties have satellite blood collection centres accredited by the RBTC.

Blood screening was centralized to maintain the quality of screening. Some large private hospitals and The Kenyatta National Hospital have haematology departments do their own screening.

ADVICE OF KENYA MEDICAL ASSOCIATION (KMA) ON BLOOD SUPPLY

KMA opines that to increase safety index of blood, screening of blood should be done centrally.

Collection sites for blood on the other hand, can be approved and monitored by the central body for purposes of safety and adequacy but the central body should be empowered to serve all facilities and be accountable whenever nonconformities are identified.

KMA gave this input into the national assembly legislative proposal to have the Kenya National Blood Transfusion Service entrenched into law.

KENYA NATIONAL BLOOD TRANSFUSION SERVICE (KNBTS)

KNBTS is the body under and financed through the Ministry of Health and charged with supply of blood to the country. Donor funding that was previously the backbone of KNBTS financing is waning. The direction to strengthen KNBTS and thus improve blood transfusion services is thus via legislation. The KNBTS Bill 2021 is currently in parliament awaiting debate. Should it be passed into law, a Kenya National Blood Transfusion Service would provide regulation of the activities relating to blood donation, testing, processing, safeguarding transfusion quality control. The service would be a body corporate whose function would be to coordinate and supervise all blood transfusion related activities in the Republic of Kenya. This is envisaged to improve the coordination of blood supply in the country and reduce the shortage of blood and blood products.

LIVEABLE URBAN CENTRES

OR FACE DOOM!

Urban growth is one of the most visible developments of the 20th and 21st centuries. On the African Continent, small trading centres, transport outposts and old dhow-ports have grown into large buzzing towns and cities.

These cities now face a myriad of challenges including traffic congestion, environmental pollution and a growing and unplanned informal sector. At the same time, they are still sites of opportunity, providing many with income that they would not have had if farming in small holder rural areas.

The growth of many inland African urban centres has also evolved from colonial 'segregated urban centres' that divided residents along racial lines to the current existing cosmopolitan but economically divided urban areas.

The post-independence period saw a continued push for rural development and rural-urban migration was perceived to be a 'negative factor of development.' This was not to be as the urge for better lifestyles, higher incomes and better services led to a drastic increase in the sizes of many

African Urban Centres. Most African cities hold more than double the population they had thirty years ago. Nairobi is one such example, whose population is now five times what is was in 1988. At the same time, cities like Lagos and Kinshasa are now past the 10 million residents mark.

Despite the spatial and demographic growth, the levels of inequality in most urban areas in the continent remain quite alarming.

A large percentage of the population also do not have easy access to basic services like water, garbage collection,

By Constant Cap
constant.cap@gmail.com
African City Planner Blogger
www.africancityplanner.com

sanitation, health and education. As these increases, the continent is also experiencing an 'infrastructure rush' with a huge drive towards implementing several infrastructural and development mega-projects. Highways, housing projects, railways and even ports have been under heavy construction over the past decade.

Donor agencies and bilateral partners have been the main drivers of these developments as they willingly provide professional expertise as well as financing. These are very attractive for the political elite who look for quick wins that citizens can 'feel' or 'believe' to be development. However, when one looks at these socio-economic disparities, the question of what ails African Urban Centres and how these ailments can be cured remains a pertinent concern in the continent.

From first principles, the necessity to review and re-think to 'whom' cities belong has to be done. The perception that cities belong to authorities has remained engrained in people's minds for decades. This gives local authority staffers almost godly like powers over ordinary citizens as they take advantage of this to exploit citizens over trivial and outdated concepts. Common examples are the battles between informal traders and county authorities or clashes that middle class residents find themselves having with county employees when they attempt to beautify the surrounding area of their property.

LIVEABLE URBAN CENTRES;
MYTH OR REALITY?

Having a home grown, bottom up vision for the city would be the first stage at establishing a more professionally run, participatory and inclusive city. A vision that is appreciated by both the residents, politicians and technocrats. The vision should first have direct benefit to the residents to enable them to believe and live up to it.

It is very common to find a city prioritizing 'tourism' or 'foreign investors' over its own citizens with the assumption that the benefits will 'trickle down.' This form of prioritization de-links citizens from the city and they shield themselves in their own silo as the city gets shielded in its own. A collective vision should also be inclusive and not prioritize higher classes or detach middle income groups.

Visions that prioritize improvement of the quality of lives of people create win-win situations. A good vision can be used to develop goals, objectives and ideas at local levels. People can live it at neighbourhood and household level in the quest to live better lives. For instance, Kigali has transformed in various ways but one notable element of its cleanliness is managed and carried out by its residents.

Non-motorized transport and sustainable mobility has grown in Bogota and the city proudly hosts weekly 'car free days; where citizens come out to jog, cycle and walk. It is said that the average health of residents has also improved over the last few decades since the start of Ciclovia' (car free days). A good city vision can also attract new residents and investments. The beneficiaries of these are the residents themselves who are not only able to see more opportunities but also reap benefits from them.

Another aspect that African Cities need to adapt is transparency in their processes. One process in dire need for transparency is the Physical Planning process. A recent study by a leading African University derived that among the most corrupt departments in African Cities are the planning departments.

Several planning departments in leading African cities are known to demand for 'facilitation' to give approvals as well as accept 'gifts' for approvals that go against the zoning or built up regulations of an area. This has led to strain on infrastructure that has not been transformed to adapt to the changing developments.

Transparency in this process will enable proper participation by residents in how their city evolves as well as provide sustainable solutions to the fast-growing cities. It will also provide an opportunity for planners to educate residents on various best practices in urban developments like the necessity of a good public transport system to reduce congestion over the desire to expand roads.

HAVE CLEAR VISIONS THAT KEEP THE PEOPLE AT HEART

Visions that prioritize improvement of the quality of lives of people create win-win situations.

A good vision can be used to develop goals, objectives and ideas at local levels. People can live it at neighbourhood and household level in the quest to live better lives.

Transparency enables accountability for decisions that are made including Planning approvals and the reasons behind these.

Another necessity in African Cities is the urgent need to ensure that basic services of a high level reach the urban poor. Research has indicated that in Nairobi on average the urban poor pay more for water supply than middle and upper classes. This is because the service to the poor is provided by cartels who are free to charge whatever they deem fit to the urban poor.

Access to safe drinking water is a basic right and lack of it is one of the saddest form's of injustice in many cities. Access to safe and clean sanitation facilities, healthcare and education will create sustainable and economically empowered communities, uplift the dignity of the community and build more sustainable lives. They do much more than some of the failed 'slum upgrading' programmes that have emerged from the assumption that housing is the main challenge of economically impoverished groups and not an effect of their challenges.

Participation is another key area when dealing with projects that touch on the urban poor. Kenya's informal settlement upgrading programmes have continued to fail because of poor participation that leads to a lack of understanding of the challenges people in the informal settlements face.

Citizens should always be the focus of city planning. Focussing on people entails thinking about how they will live, how they will move around the city, how and where they will work and how they will rest or play within the same city. It also means talking and listening to them over time.

Nairobi has seen more vocal residents' associations over the last few years and this ought to be taken as a positive sign of their sense of belonging and ownership of the city. From the transformation of public spaces in Dandora and Korogocho to those in Kileleshwa and Karen demanding proper follow-up of zoning policies, all these indicate care and concern of the environment they live in. Through some of these organized associations, service delivery to residents in the absence of the County have been successful. These provide several opportunities for participatory development and makes good use of devolved functions.

However, to achieve any of these a city needs strong leadership. Political interference and macro-economic factors have a large influence on cities. Corruption is a big challenge in enabling creation and development of sustainable cities. With the highest urbanization rate globally, it is evident that sub Saharan Africa may have urban centres as large as those in most of the West. The question to ask is whether these will be sustainable neighbourhoods where people live in dignity or glorified informal settlements where residents live lives of struggle in squalor.

NORMALISING CONSTRUCTION
SITE SUPERVISION
in the new normal

By Leonid Ashindu
Honorary Assistant Treasurer, APSEA
lashindu@gmail.com

The construction industry, and its broader ecosystem, erects buildings, infrastructure, and industrial structures that are the foundation of our economies and are essential to our daily lives.

It has successfully delivered even more challenging projects, from undersea tunnels to skyscrapers. However, the industry also has performed unsatisfactorily in many regards for an extended period of time.

The COVID-19 pandemic may be yet another crisis that wreaks havoc on an industry that tends to be particularly vulnerable to economic cycles.

When COVID-19 pandemic first hit, two approaches to construction work emerged. In one approach, construction work was suspended indefinitely.

Other approaches included construction work in the category of essentials and even accelerated road construction time-lines with fewer cars on the roads.

For the first three months of the public health crisis, the construction industry lacked a clear direction on the requirements of a safe and healthy construction site.

Construction companies are now working with strict regulations enforced by the state and the requirements of safe construction in the time of COVID-19 emerging. In the near future Occupational Safety and Health Administration (OSHA) could require employers to develop written infections disease preparedness and response plan.

These new regulatory standards could end up sticking around as the new normal for the industry for the foreseeable future.

The construction site supervisor plays a central role in managing a building project, overseeing administrative tasks such as managing staff, monitoring progress, and issuing purchase orders and invoices, producing a daily action item report, and ensuring that costs remain within budget. Just like the skilled construction workers, this cadre of professionals is involved from the early stages of the project, during the preparatory phase and as

plans are drafted.

They identify the constraints and specificities that apply to the project and are responsible for applying the proper health and safety measures. The supervisor is also in charge of dividing up the work between the various construction site workers in line with the works schedule.

They attend site meetings with the main contractor, the contracting authority and the construction site manager. During the meetings, they inform the various parties of any problems identified during the progress of the project. The site supervisor will monitor and adjust the work schedule, ensure compliance with health and safety requirements for the duration of the works on site, and assist at handover.

By now, we all speak "COVID-19" fluently. As with any recently learnt language, it makes at times sense to reflect what we are saying. Everyone agrees that the post-Covid-19 world will not be the same as the world before. We speak of it as a central, neutral-sounding concept that we call "the new normal".

Speaking about the new normal within the construction industry is meant to help the stakeholders to adjust to a new reality. Because this is a global crisis, all countries are affected in one way or another.

There is a readiness to accept many profound changes to our lives, though in some countries this is much more painful than in others.

Job sites will be cleaner and safer

We expect to see changes such as cleaner and safer job sites since workers' health and safety will be considered as the site supervisor and safety officers will employ administrative controls to aid in subcontractor separation such as: staggering and/or rotating shifts, night shifts and other schedule alternatives, daily planning worksheet, short term scheduling activities organised by area, work zone, subcontractor and subcontractor crew, de-densification of the workplace which will help occupiers to maintain social distancing, enhance the office space wellness criteria, and reduce infrastructure woes.

Job sites will be cleaner and safer
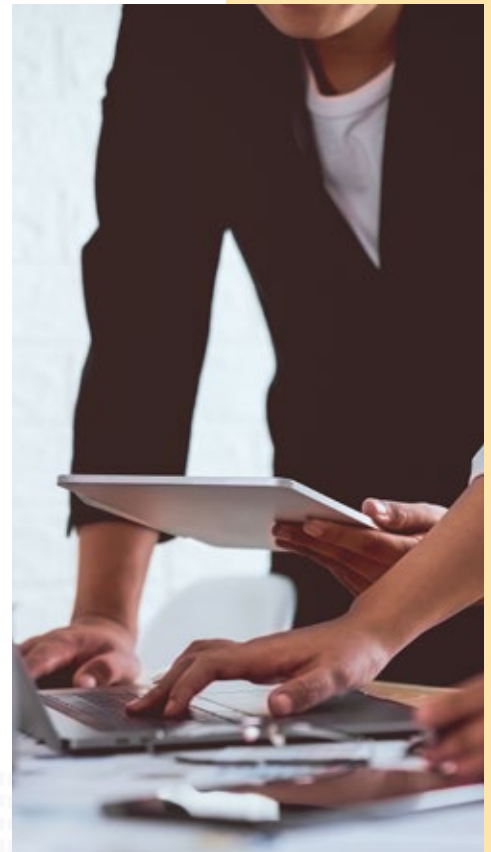
The site supervisors and safety officers can no longer conduct business as usual; especially now they need to be flexible and in many instances, creative as they think of new ways to perform certain tasks that they have performed in the same way for many years in the past.

Distance will be a norm, via technology

We can expect to see less group activities and more clearly defined procedures and protocols for even some of the most routine work tasks. For instance, the site supervisors are required to ensure employees keep a distance of six feet away from each other.

This has changed how site supervisors and safety officers interact with project teams. It has thus created the need for unique ways of staying in touch, such as virtual meetings.

Projects will take longer

Projects might take longer as the major safety changes on construction sites will add to the time it takes to complete projects. While crucial to
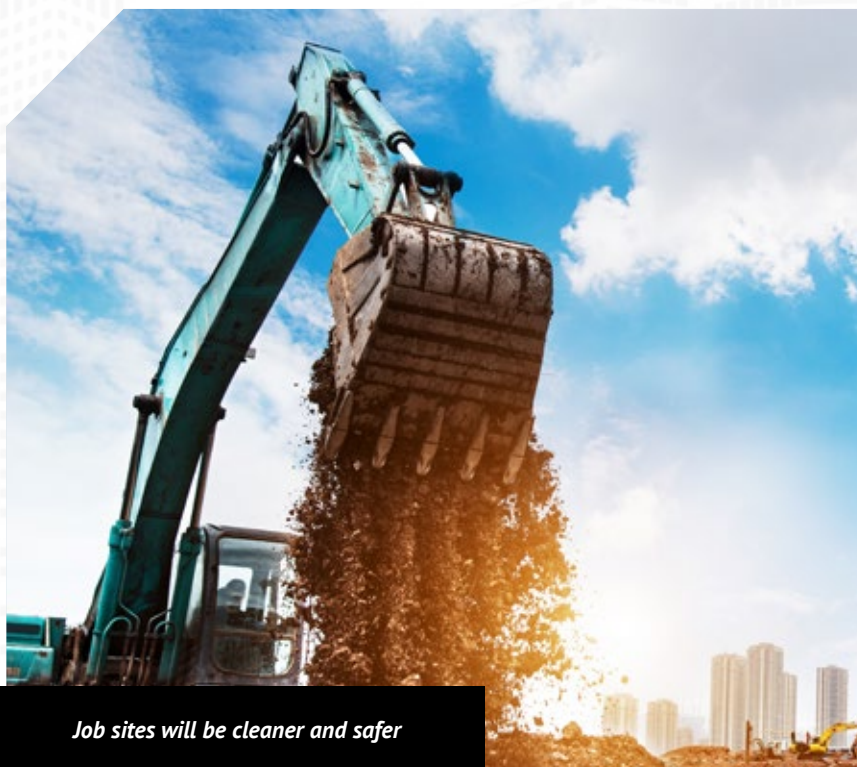
keeping workers healthy, techniques such as suiting up with PPE's, only allowing one trade on a site at a time and staggering work shifts will slow down progress and the days of fast-tracking a project may be over.

Site supervisors may be required to request contractors to consider time constraints when bidding out new jobs to make sure the contract reflects a reasonable construction schedule.

Tele-work will become more common

New technology trends and innovations are revolutionising construction in countless ways,

DRONE; DJI Mavic Mini

- Fly Cam Quad-cop-ter UAV with
- 2.7K Camera 3-Axis Gimbal GPS
- 30min Flight Time, less than 0.55lbs

from the use of drones on building sites, robotic automation, to augmented reality. Companies across the industry will shift to remote ways of working.

For instance, designers and engineers are relying even more heavily on digital collaboration tools such as Building Information Modelling (BIM). Leading engineers and contractors are using 4D and 5D simulation to re-plan projects and optimise schedule. Integrated twin-solutions are being developed to be used end-to-end, from project concept to commissioning.

Contractors are looking to online channels for monitoring their employees' well-being through apps, ordering construction materials, managing scarce resources more accurately, and maintaining cash flow. These technologies come with many benefits to the builder, including the reduction of construction costs and time-lines, lessening wastage of building materials, checking defects, among others.

There has been a major change to construction back offices as many employees have kept business operations running via remote work, relying on technology like video conferencing,

emailing and texting to stay in touch. On-site and remote team members are able to consult with each other and work with the information needed, greatly lowering the time and costs needed to make a decision among teams.

Construction projects require a great deal of collaboration between multiple teams, including carpenters, electricians, plumbers, welders, designers, and managers. A successful collaboration ensures that a project is completed on time and according to the proposed budget.

Union influence will grow

Unions play vital role when it comes to setting standards of skill levels, wages, working conditions, and quality of life for workers. In the new normal, their influence will grow as they advocate for members' best interests in keeping sites operational and safe. The appeal of unions will be stronger than ever going forward.

They will likely come into conflict with cost-cutting measures that construction employers will inevitably be considering once they reckon with the financial losses from the crisis. The contractors should be prepared to

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collaborate with unions and ensure they create work environments that meet their high standards for job-site health and safety.

Demands for project types will change

The pandemic has shaped the type of projects that will be built this year and for many years to come. Hospitality, retail and entertainment projects are likely to be in less demand while healthcare construction and related manufacturing projects could see more activities. Beyond the short-term impact of an economic downturn on construction demand, the crisis is expected to hit long-term supply and demand, resulting in a shift in investment pattern.

It is certainly possible that we will see a change in the demand structure within the building sector – with the importance of commercial construction falling and the relevance of residential and public sector construction

rising.

Specifically, there could be a reduction in travel activity resulting in lower demand for hotels, for example. This will affect business travel in particular, as things like virtual meetings have become established as the norm during the corona virus crisis. The trend towards remote working could have a similar effect, additionally meaning that less office space would be required.

Companies could permanently decide to spend less on investments that are not absolutely necessary (e.g. prestigious office buildings) and place a stronger focus on social or sustainable values.

People getting used to online shopping will lead to a shift away from retail towards more warehouse and logistics buildings.

Demand in residential construction is still strong at the moment, and financial support from the public sector could ease the burden on low-income households but this may also include a rent cap, which would depress profit margins on residential real estate and thus dampen (commercial) investment willingness.

Reduced economic activity results in less demand for new commercial or industrial facilities and ambiguity further dampens investment. Loss of income and lack of consumer confidence negatively affects demand for housing construction or refurbishment.

In commercial construction, companies' demand for building work may decline due to the massive slump in

sales and profits some firms are experiencing, a typical reaction to the corona virus crisis being to completely cut all non-essential spending.

Furthermore, the structure of demand may also change as a result of (permanent) changes in behaviour:

· Fewer hotels (as there will be fewer business/leisure trips)

· Fewer offices (as there will be more remote working)

· Less retail space coupled with increased demand for more warehouse/logistics space (as there will be more online shopping).

Public sector construction spending can be expected to suffer, mainly under the weight of the mounting debts faced by national and county governments

who are responsible for the majority of such spending. Levels of debt were already high here and the situation is now being exacerbated by the loss of business tax revenues in the wake of the COVID-19 crisis.

Economic stimulus programmes – which tend to be linked to sustainability criteria – or any debt relief granted by national government to the county governments would likely help stabilise construction spending on modern infrastructure (e.g. high-speed internet, intelligent building control in the context of the Internet of Things) and "green" public buildings. In order to meet this demand, a large proportion of construction companies will need to invest in expertise and equipment, in some cases substantially, as relatively
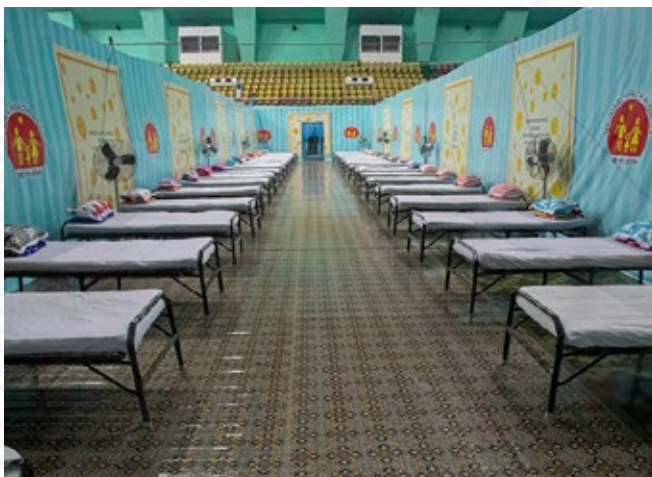
Hotels and schools turned into hospitals and quarantine centres

TEAMWORK MATTERS

Construction projects require a great deal of collaboration between multiple teams, including carpenters, electricians, plumbers, welders, designers, and managers.

few companies so far specialise in these segments.

Supply chains will recalibrate

Emerging trends in supply chains of the future include:

i. Developing more agile mind-sets and behaviours, with increased acceptance for previously disputed centralization opportunities;

ii. Establishing dedicated risk-management functions to prepare long-term risk mitigation strategies with a greater emphasis on supply chain management;

iii. Increasing regionalisation and inventory storage closer to end consumer, with re-examination of the supplier footprint;

iv. Focusing on capability building, not only for online channels but also for embedding digital tools and skills, e.g., in automation, end-to-end planning, and shared service centres for supply chain management; and

v. With high-pollution activities increasingly perceived as expendable.

vi. Supply chains will recalibrate due to the inevitable lag in shipping delays that will be the knock-on
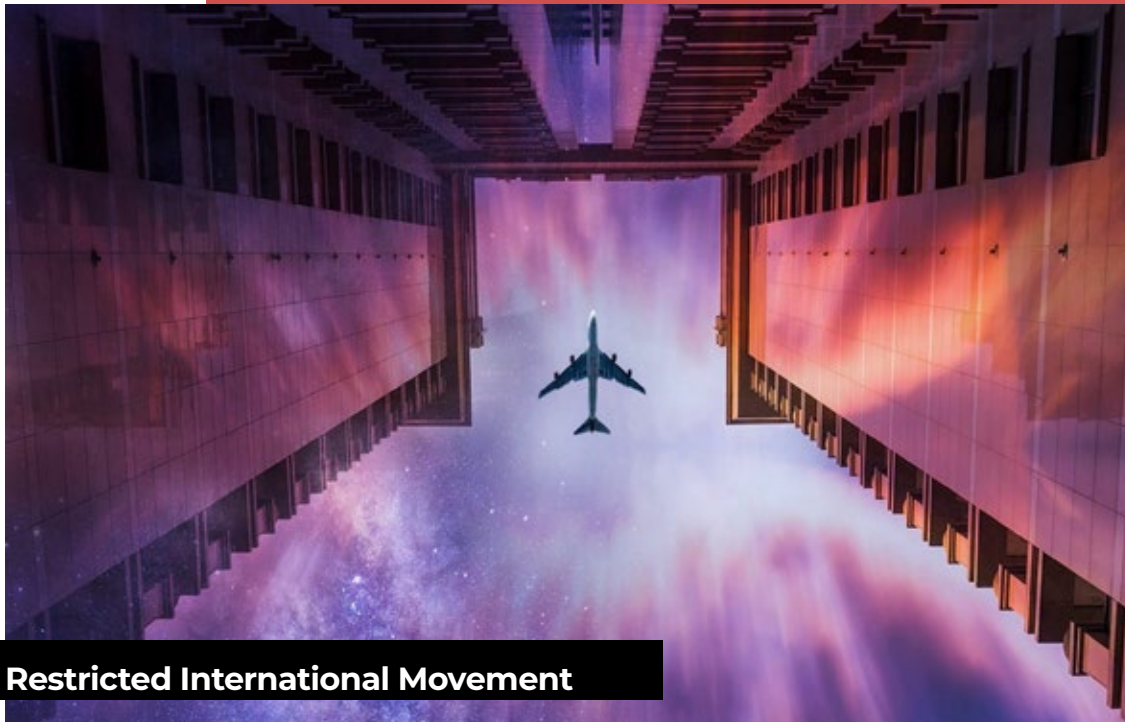
Restricted International Movement

effects of pressure on the domestic supply market which will exacerbate the problem.

For projects under construction where imported products were intended to be used, this will lead to delay and increased cost. Where the responsibility for supply chain issues and liability for any additional cost or delay lies will depend on the term of the construction contract, both contractors and principals should be aware of the requirements of the contract and any steps that need to be taken.

It is likely to lead to an increase in the cost of construction projects as contractors seek to mitigate this risk either by increasing their prices or by sourcing alternative more expensive materials.

Modular adoption will increase

An entranced focus on worker's safety will help accelerate the industry's move to off-site construction methods. The COVID-19 pandemic will motivate more firms to investigate the benefits of off-site building.

The assembly-line efficiency and climate controlled environment of factory production can save on labour costs and other advantages such as increased site safety and reduced congestion in order to survive the new normal.

Modular construction practices were being used by many building projects, even before the COVID-19 pandemic.

The technique of prefabricating the building modules in an isolated and controlled environment offers several benefits including emergency situations like the corona virus outbreak. Some of the benefits are: Reducing material waste by prefabricating the building modules as per the design, better quality control, reducing environmental footprint via pollution, personnel safety and time savings.

Modular construction can also create collaboration opportunities for material suppliers, especially if they can work at the building sites. Implementing automation of common construction practices and robots can greatly reduce the number of labours needed on site.

Environment health and safety

While health and safety has always been intrinsic to the construction industry and rigorous safety measures are the norm, the COVID-19 pandemic has presented the industry with a completely new set of challenges.

However, as that construction industry gets back to business, the key challenges for construction companies lies in normalizing new safety procedures, ramping up operation as construction returns to normal levels and minimizing the risk of COVID-19 to be contracted and spread on-site resulting in paused projects.

To stay ahead in today's environment, managing health and safety can no longer simply be a box-ticking exercise to meet compliance requirements stipulated in the (OSH Act 2007, WIBA 2007 and NEMA Act). Safety was initially the responsibility of the Site supervisors and Safety officers, however, it should now be top of the agenda for all company

leaders and involve all employees.

They say two heads are better than one, and this statement couldn't be truer than when it comes to safety; equipping each member of staff with the knowledge and tools to manage safety themselves makes a safer environment for everyone. This new way of working requires both careful planning and stringent management.

Construction companies have recognised the benefits of empowering their employees when it comes to safety, coupled with tightening regulations as a result of the pandemic and increasing scrutiny from the public and stakeholders, this has been driving companies to invest in automated systems to help identify and mitigate risks to their companies. Companies that were relying on traditional methods have swiftly seen the benefits of digitising their processes. The right technology can not only revolutionise the way companies meet and maintain safety standards but also contribute to business continuity.

Empowering staff to take a role in workplace safety through investing in the right tools that enable employees to be the eyes and ears of the company will help in resolving the issues that arise when it comes to compliance as it give the employees confidence, authority and means to take an active role in safety as opposed to the days when compliance was the responsibility of the site supervisors and safety officers.

Irrespective of whether the construction industry moves into the new normal described above or returns to the old normal, companies in the sector must take action now to be able to shape their future successfully. They need to tackle this in three stages:

1. To remain able to act during and immediately after the crisis, companies must secure sufficient liquidity and be capable of reacting fast to any changes that may occur. By now, companies should already have ensured that this is the case for their businesses.

2. Construction industry players should be thinking about consistent digitisation along the value chain and ways to make their business flexible and adjust the scale of operations, as well as examining the possibility of strategic acquisitions, in order to meet the challenges of the corona virus crisis and be able to take advantage of the resulting opportunities. Their aim must be to build an agile and powerful organisation.

3. Finally, if they want to adapt to the new normal, players must focus on the green transformation, together with regionalisation and adopting flexibility along the value chain, and increased investment in research and development as core elements of the transformation.
This is the only way that construction companies can hope to position themselves successfully for the long-term future.

" TO STAY AHEAD IN TODAY'S ENVIRONMENT, MANAGING HEALTH AND SAFETY CAN NO LONGER SIMPLY BE A BOX-TICKING EXERCISE TO MEET COMPLIANCE REQUIREMENTS

Leadership in Corporate **Governance**

By Felix Owaga Okatch
Chairman of APSEA

An organization is as great as its members and how they interpret their leader. A leader is a product of his/her organization. A good leader makes a good organization and a good organization produces a good leader.

There are many great leaders in this world. Other leaders are current and many are past and we live to read about them and also remember their contribution to our lives for better or worse. As in the very distant past, we had leaders like Jesus Christ of Nazareth, Mohammed the prophet, Confucius and many more. In the last century, the American Time magazine also produced a survey of persons whom they considered as men of the 20th Century. In this survey, names

of great men like Mahatma Gandhi, Adolf Hitler, Winston Churchill, Nelson Mandela, Albert Einstein, Wright brothers etc.. featured. The leaders are products of their societies and are influenced by their organizations and also the societies that influence them.

Now, this leads us to seek definition as to who is a leader? The definition of a leader is wide. It refers to a person who holds dominant or superior position and is able to exercise a high degree of control or influence over others in an organization or society.

It means, in other words, someone who can be remembered for the good of a society long after he/she has gone. A leader is a person who, within the context of the

organization that he heads, has the confidence to be good in many ways. This means that a leader must be courageous and principled. He must have values that resonate with an organization or society that he leads. He must be also be generous, empathetic, and able to protect the weak ones in his organization or society. A leader must also be able to give credit where it is due and equally punish an offender in accordance with norms of an organization and society which he leads.

All these go on to illustrate that a leader must be visionary. A person who can foresee the future and use current resources to overcome future challenges. She/he must make people follow him/her towards a shared vision and target.

> **"**
>
> **LEADER:**
>
> **It refers to a person who holds dominant or superior position and is able to exercise a high degree of control or influence over others in an organization or society.**

This means that a leader needs to believe in his/her followers and they must also be willing to follow him/her without coercion towards a common set goal.

Therefore a good leader is one who has vision, integrity and is dependable. People need to embrace and admire leaders who navigate them jointly to a common goal despite existing problems and challenges of time. A leader should have a symbiotic relationship with those who are led and followers. In such a relationship, both the leader and the led/subjects do benefit simultaneously. It is not a parasitic relationship where one party benefits more from the other in a relationship. A good relationship is that where members of an organization or society benefits just as the leader also does in proportional and equal measure.

Subjects and people being led in an organization need to feel safe and satisfied with their leader. They need not to have cosmetic and aesthetic relations with their leader. They need to be genuine to their leader and the leader must also reciprocate this trend of respect. A leader needs to provide an environment for sound foundation to achieve the organizations vision and goals.

As the saying goes a leader is one who steps up in times of crisis and is able to think creatively under difficult situations. This confirms that a leader must be visionary, bold in thought and decision making.

As a matter of fact, studies have shown that there are two broad theories on how leaders are made or spring up. These are referred to as the ''Great Man Theory'' and another 'Zeitgeist'.

In the case of ''Great Man Theory'', the view is that human progress takes place because of the efforts of some outstanding individuals. Some examples of outstanding individuals over their moments and times have been mentioned above. This means in other words that history is all about great men and women of the past. It is about leaders who change lives of many for the better in the past. It is a biography of leaders and great men. This depends on organizations and societies that are led. Africa has had a lot of leaders who did much before the coming and invasion of the white man and life after independence. Some have been good leaders but many have been despotic leaders to the detriment of people they led.

In the case of 'Zeitgeist,' theory, emphasis is on the spirit of time. This means that certain events occur and eventually a leader springs up due to an event which could be bad or good. Usually it is out of a bad event or oppression of the silent majority that one springs up to save the situation, hence a leader is identified to lead a people or a group of persons from a problem. The word Zeitgeist is a German word meaning a 'spirit of the time'. This means that a leader is a product of his time, not himself.

Unlike management leadership is not taught. It is mainly learnt by individuals and it improves with experience. This condition enhances good leadership over time. In most cases good leadership skills are improved through mentoring and other learning initiatives. There are many leaders both in management and social fields who have come up through coaching and mentoring.

On the whole leadership is a collective function. This means that it involves those who are led and their leader. The two must have a shared vision, mission and goal.

In conclusion, leadership can then be seen as an activity of leading a group of people or organization towards set objectives. Leadership is an individual effort that assists an organization or society to go past certain barriers to achieve a shared vision and goal.

Leadership therefore involves;

1. Establishing a clear vision.

2. Sharing that vision with others so that they will follow willingly.

3. Providing the information, knowledge and methods to realize that vision.

4. Coordinating and balancing the conflicting interests of members and stakeholders.

NOTE:

Views expressed herein are personal and have no direct or indirect bearing of otherwise with any institution that I have worked for, consulted for or served as a board member. This write up is for educational purpose only. Any similarity with a real situation in any company or organization is just a coincidence.

By David Njagi Ngonge
(ADR Expert) - Council Member, University of Kabianga

Involvement vs Participation:
Which is which in Alternative Dispute Resolution Mechanism?

Abstract

Alternative Dispute Resolution (ADR) is a complimentary justice system away from the law courts in which stakeholders play a key role.

The quest to have a fully inclusive stakeholder forum has led to the question of who on the one hand is a person involved in the stakeholder forum and who on the other hand is a mere participant?

The aim of this article is to have a clear distinction between stakeholders' involvement and stakeholders' participation.

This arises from the fact that whereas, every person has the right to be heard for decision making purposes, not everyone ever gets to air their views in any particular or specific forum.

This is more so in alternative dispute resolution (ADR) forums where there is great need to involve as many people as possible to enhance the chances of positive outcomes.

There is need to make a clear differentiation between the two critical people for inclusiveness: those involved and those participating.

The two sets of people in stakeholder talk have been wrongly mixed up leading to cases of exclusion. In other words, whereas the word inclusivity points towards having all people contributing towards decision making for a common agreed outcome, one has to have a clear understanding of the practicality of involvement and participation.

It also calls for professional involvement in clearly identifying the two sets of people especially in ADR mechanism. To try to make the difference clearer, a

desktop approach has been used with examples from journals with a focus on ADR mechanism where various forms of inclusion can be defined. The key question remains, "is participation the same as involvement by stakeholder in ADR forum?"

It is recommended that the ADR mechanism should run across all professions since disputes arising in the society definitely encompasses literally all professions in the land. Ideally, every professional body need to have an ADR mechanism in which the stakeholder forum can professionally define the parties involved and those participating.

Key Words: *Involvement, Participation, Professionalism, Mediation, Inclusivity, Stakeholders, ADR mechanism, Kenya*

1.0 Introduction

Stakeholder theory holds that every person with an interest in a given entity or forum has a chance of making a contribution for decision making with a beneficial outcome (Reed, 2008).

One such forum requires application of stakeholder theory is the alternative dispute resolution (ADR). Designed to take away the pressures of legal court battles, ADR has a special focus on the community approach to resolving disputes in which a wide variety of stakeholders calls for a careful distinction between those who are involved and those who are participation in the ADR.

As pointed out by Wagner et al., (2016) participation and involvement is not just semantics but different in application more so in the era of information technology where remote participation could happen without necessarily having to be involved. Specifically, Wagner et al cite the case of technical staff that plan and set up such meetings to happen as being involved but not necessarily becoming participants.

Muigua (2020) points to the mistake of wrongly evaluating stakeholders thus leading to a mix up of those who participate and those who are involved especially in the difficult ADR environment where not all stakeholders get mapped out. This observation is similar to that observed two decades back by Glicken (2000) noting that there was need to get the stakeholder participation right especially in the environmental related forums.

However, all professional bodies comprising specialized and skilled persons have had need for dispute resolution forums for example land disputes involving surveyors, construction disputes involving architects, health disputes involving medical professionals and general disputes that call for law professionals.

As Muigua (2020) notes, only through professional organizations will the drive for ADR mechanism be fully acceptable to the stakeholders in the society. There is a perception that ADR mechanism was for community elders and other society members who do not use the legal court or justice system hence the need for total professional involvement in the mechanism to help its acceptance.

2.0 Empirical Evidence of Participation and Involvement

The now formalized alternative dispute resolution as sanctioned by many legal systems globally has led to a demonstration of the stakeholder emphasis of participation and involvement. This means the ADR is no longer just a voluntary process but a full professional line that is recognizable in the society.

Sun and Zoubir (2018) have specifically cited the Chinese

government as being a strong participant in the Middle East and North Africa conflict resolutions. In this case, the participating China is interested more in protecting its commercial interests as opposed to the on-ground conflicts that necessitate stakeholder involvement. In other words, the interest of China is for the solution that would leave its commercial interests intact. To reach a good consensus in such a case would require the engagement of full professional bodies giving guidance and leading in the identification of the parties involved and those participating.

As ADR mechanism continues to grow in professionalism, there is hope that participation will be enhanced. Magiri (2019) has observed that in Kenya, the Judiciary has increased the means of accessing citizens in the ADR mechanisms through more sittings for stakeholder forums in dispute resolutions.

Specifically, Magiri notes that the level of professionalism in ADR mechanism has been growing steadily giving hope to the unheard voice to be heard in the future. The question of cost also makes participation hard since in the regions where there are many conflicts, the general economic standards are low requiring a budget for stakeholder forums to be funded either fully by the government of Kenya or the soliciting for funds by non-state actors including NGOs, well-wishers, professional

sympathizers, activists and to some extent foreign countries.

One recent case of participation versus involvement has been witnessed in North Western Kenya where disputes regularly occur over resource ownership as observed by Wanjama (2020). Specifically, these conflicts result from failure to professionally address the issue of participation.

In the Kapsokwony villages of the North Western Kenya, the stakeholder mapping has taken the general global trend in which women are seen to be involved but only on paper since in the participation, only the males are allowed to have decision making choices.

Based on cultural considerations, the people of Kapsokwony will always nominate their representatives to indicate both sexes are equally represented however, their definition of equal representation by gender is clearly skewed with literally all representative sections not having any females.

However, if professional associations like Law Society of Kenya (LSK), Chartered Institute of Arbitrators (CIArb) among others get mapped into the stakeholder involvement, such inequalities in representation could be avoided.

The key to successful mediation process lies in proper communication among the stakeholders with well-articulated proposals for the outcomes using

professional channels. This observation by Magiri (2019) rules out the chances of failure when using mediation approach if that communication is professional using consensus of the disputants in the stakeholder forum.

The focus on professional communication means that there is greater need for proper language definition, the setting of mediation process and location as well as the assured management of people's emotions during the actual mediation.

Participation theory guiding stakeholder forum plays a key role in the success of mediation as an alternative dispute resolution mechanism. This according to Reed et al., (2018) is because of the force that public engagement generates and the ability to bring together stakeholders especially in conflicts of environmental nature. The stakeholder forum has to define the creator of engagement and those who exactly have to lead the process of mediation. Specifically, the need for understanding the culture, socio-economic and contextual environment of the participants plays an important role.

According to Reed et al, other factors including engagement effectiveness by the key mediation team and power dynamics of the participants have proved to be significant in the success of mediation as ADR mechanism. In conclusion, Reed et al, observe the need to increase professionalism while raising opportunities for financial support as well as incentives for mediation process.

In what Ervin and Lechoe (2018) calls warriors to peace guardians, the process of transforming conflicting parties into

peace loving stakeholders is dependent on the way mediation is set up. Instead of acting as interventionist, the new approach in modern times has become professionalized through having professional staff involved in the alternative dispute resolution.

A focus on professional mediation points towards a forum that can study the local environment where the dispute arises, the participants as well as the underlying issues which can be aligned to outcomes of the mediation process.

Ervin and Lechoe cites the Baringo region of Kenya whose residents are mainly pastoralists prone to environmental-related conflicts as a key example of transforming warriors into community peace keepers through use of professional staff in the mediation process. The funders of such mediation process should be involved remotely while the participants are made to feel they traditionally belong to the environment where the conflict arises.

This mediation process in Baringo received grassroots support which according to Ervin and Lechoe, carries weight in producing positive outcomes as NGOs are now viewed as facilitators of goodwill process transforming the indigenous warriors into

Independent Variable

Dependent Variable

Participants
- Actual people on the ground
- Socio-cultural guardians
- Underlying factors

Mediation Outcome
- Peaceful disputants
- Environmental stability
- Neighbourhood tranquil
- Government saving on security expenses

Involved Parties
- The government and courts
- Activists
- Well-wishers

Non-Partisan Influencer
- Non-Governmental Funders
- State-supporting organs
- Foreign governments

Moderating Variable

Figure 1: Conceptual Framework (Author)

peacekeepers for all tribes in Baringo, Kenya.

Indeed, it calls for professionalism to carefully achieve such transformation as well as maintain the productive status quo of peace.

3.0 Conceptual Framework

There is need to have a mapping of the key ingredients of a conceptualized professional mediation process in the modern times.

In Figure 1, a concept of the way forward on making professional mediation the best alternative dispute resolution approach is presented with participants and those involved given their space in the stakeholder mapping.

This is only possible with total inculcation of professionals from recognized professional associations related to the dispute area.

4.0 Research Methodology

This study was based on a desktop review of various articles that have explored the mediation approach as the key alternative dispute resolution mechanism as a professional approach. The desktop design methodology in research gives an in-depth understanding of other studies undertaken in establishing the key underlying reasons behind the failure or success of an issue under study.

The cases so far explored are not just environment but other fields where disputes have occurred leading to court cases and later on alternative dispute resolution mechanism. Key journals for desk research included Conflict Resolution Quarterly, Cultural Encounters and Emergent Practices in Conflict Resolution Capacity-Building, Environmental Science & Policy,

Journal of environmental management, International Journal of Law in Context, Biological Conservation, Restoration Ecology, Government and Policy, Journal of Contemporary China.

5.0 Discussion

The stakeholder theory envisages a whole spectrum of people in an environment where their interests are fully covered. The people from an environment where a dispute has occurred are not necessarily participants in the issue at hand as pointed out by Wanjama (2020) emphasizing that if an issue does not affect a person directly or indirectly, the person should not be considered a participant.

However, the view by Reed et al., (2018) is that the socio-cultural set up of an environment pulls in people as participants for example the women in a dispute region whose views are never sought in some stakeholder analysis.

This means that participation is not fully mapped in the stakeholder analysis with Ervin and Lechoe (2018) emphasizing that only when the underlying factors are established is it possible to fully have the participants in the stakeholder forum. The question of underlying factors has not been fully exposed as Magiri (2019) noted giving the impression that unless this is professionally explored, the stakeholder analysis will fall short of the expected composition of participants.

 In the example of Baringo, Kenya disputes, the issue of women participants has remained a thorny issue but with increased professional sensitization, there is hope that the culturally suppressed participants will be fully given a public participation.

The most appropriate way for mediation as an approach of ADR to continue being accepted by citizens as one of the best forms of dispute resolution is through positive and long lasting outcomes. According to Ervin and Lechoe (2018), peace is perhaps the most important outcome of the mediation process in which no side is left feeling the winner nor looser.

Instead, that sense of realization that energy can be positively channeled to live in harmony with all differences in the neighborhood smoothened. This calls for full professional indulgence. From the Kenyan experience where pastoralists fight over pasture and water resources, this is very true and mediation not only brings peace but a stable environment.

This experience of positive mediation outcome directly translates into government saving on security expenses which if well-redirected, can help make developments

such as building water pans, nomadic schools and sanitation. All the mentioned benefits can be realized if there is full inculcation of professionalism in all fields leading to disputes and the forecast sustenance of the benefits can happen if professionals are involved.

6.0 Conclusions and Recommendations

From the studied cases, it becomes obvious that the distinction between participating and involvement has a role to play in the success of mediation process as an approach of ADR, but requires modern professional approach.

First, the stakeholder mapping has always placed participants in the same basket with involved parties yet scholars are distinguishing the two as being different. Without professional involvement, the sources of conflicts remain not well identified thus clouding who the real participants should be as opposed to those provided in the stakeholder mapping.

A good example is the barring of women and children or youth from getting involved in the mediation process yet they are key participants in disputes such as resource-related conflicts. With professionals in place, the mapping process would increase ADR positive outcomes.

It is therefore imperative to have full time professionals that can not only understand the mediation process as a successful ADR approach, but also have the skills of mining the underlying issues in most disputes.

The cross border disputes involving countries are of course easy to fund as state functions. However, efforts to fund local or internal disputes resolution forums have to be upgraded with the scarcity of professional mediators as a hindrance.

Mediation is not just an alternative dispute resolution approach, but a skill which requires professional dedication given the delicate cases that arise requiring total long-lasting solutions.

The participants and parties involved require a joint meeting of some kind to set the ground for mediation as opposed to invitations by the mediation conveners very close to the mediation date or venue.

True, some form of force at times has to be used to bring people to the table but once the initial meeting is done, however, if the modern professional is fully involved, mediation is a positive ADR mechanism that can help distinguish between parties in participation and those simply involved.

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ETHOS
of INTEGRITY
Must Define Professionalism
Now and Post covid-19

By Titus Ogalo & Winnie Njoroge
Transparency International Kenya.

Abstract.

The motivation behind this paper is to evaluate the total lack of integrity in our professional set-ups in both the Public and Private sectors. In doing so, the authors detail a personal experience; a brazen and elaborate attempt at corrupting our justice system by persons who ideally, should be at the forefront of enhancing professionalism and integrity.

The authors will further analyze the impact and effects of the Covid-19 pandemic on our professionals; and the adjustments, measures and interventions needed, going forward.

I recently encountered an embarrassing but not surprising level of normalization of Corruption in Kenya. I was traveling from Nairobi by public means, and while I was lost in my thoughts, I was forced to pay attention to a conversation by a fellow passenger, who was not only loud but also proud with the kind of "sophisticated" conversation he was having.

Shamelessly, the fellow was seemingly instructing his advocate, on how to use the KS 10,000/= that he had sent him to bribe a Magistrate, Prosecutor and a Court Clerk, on a case that was supposed to be handled that morning.

From the conversation, the gentleman concluded that, their case would be given a lower cash bail and the Magistrate would ensure that it remains a cash bail without any other surety like a land title deed.

From the conversation, that was a done deal and he sounded very confident that his relative (the accused) would be given preferential treatment by the justice system.

A few issues bothered me from the call; but two main ones, namely; the sheer amount of money that the Country loses through such corrupt practices and the disturbing reality that my encounter was an unsettling demonstration, to just how low various professions and professionals have stooped, and become purveyors of Corruption.

It then occurred to me that certainly, discussions around strengthening integrity ethos among various professions (in both the private and public sectors) is certainly an area that has not been given adequate attention as a key anti-corruption strategy. This is an area that requires a robust discussion for us to turn the tide on Corruption. The lowered bar, provides a good fertile ground for Corruption to thrive - especially in the current Pandemic situation, that exposes accountability systems especially like in the Kenyan context that is struggling with Corruption.

A review of Kenya's Auditor General's Reports from Financial years 2016/17 to the most recent, further seem to also point a direction in which questionable legal fee payments to Advocates, have been on an increasing trend across various County Governments; as a potential conduit for misuse and theft of public resources.

Additionally, other statistics and studies have also indicated that Public Procurement within various Government entities, are hotbeds for corrupt practices and usually put Accountants and Procurement Officers in the spotlight.

Additionally, according to Transparency International's Corruption Perception Index (CPI), Kenya has been generally performing poorly in the fight against Corruption with a score range of between

25-28% for the past five years.

All these statistics point to the mounting concern on the challenge of degenerating and lack of integrity ethos among various Professions and Professionals. It is a shame that Professionals are at the forefront of bad Governance and Corruption in our country.

Ironically, Kenya enjoys a robust Policy, Legal and Institutional framework right from the current progressive Constitution, promulgated in 2010, that should arguably deal with Corruption and bad Governance.

The Constitution has also provided a framework for constitutionalizing Ethics and Integrity especially in Public Service. However, sophistication of Corruption and widespread lack of norms and ethos, remain a critical weak link that unfortunately continues to undermine anti-corruption efforts.

The current Covid-19 pandemic, further provides a very fertile ground for poor Governance and Corruption to thrive. It is widely acknowledged that Transparency and Accountability in such emergencies, remains a challenge with the adverse consequences lingering on after the crises and the most vulnerable bearing the biggest brunt once life-saving resources are mismanaged.

The ongoing investigations into the KEMSCA Scandal comes into mind. This challenge is particularly greater for countries that have been dealing with underlying Corruption related challenges for so long, such as Kenya.

The Pandemic has forced most employers (public and private) to adopt remote working, placing a great level of discretion and trust on the employees to still deliver while away from otherwise close supervision environments.

This has further demonstrated the need for inculcating integrity ethos in both Public and Private Service, as a strategic approach to effective service delivery and fighting Corruption. The COVID-19 Pandemic has therefore exposed the significance of this discussion moving forward for both public and private establishments. Let us briefly look at the relevant interventions that can help address some of the emerging shortcomings, going forward.

Ethical leadership:

At what point therefore do we chart a new front and how best can Professionalism be at play in the New Normal? Do the goal posts for ethical leadership and good governance shift during this New Normal?

We must not blame this Pandemic for the failure of most businesses; we must maintain the bare minimum on ethical leadership and good governance.

The basic principles of good governance include Commitment; Transparency; Mutual Respect; Integrity; Accountability; Responsibility; Openness; Equity, Inclusivity and Social Justice.

Both the Pandemic and Post-Pandemic periods will require every manager to be rigorous in solution-finding and to be innovative as the powerhouse of being strategic in thinking and decision making. At the heart of it all; is carrying the institutional high in terms of ethical leadership and good governance.

Business Governance and Institutional Management:

The guiding principles in any business are set up by Professionals, based on guiding rules and laws within that sector in a specific jurisdiction. The space within which the players are operating has been shaken. The basics in operations of an institution might be lenient on this but there could be little grounds for the law to operate in a vacuum even in the most of such a Pandemic.

A Pandemic brings along uncertainties more compounded by the need to survive and get instant solutions with little luxury of time. More often than not, the leadership of any Institution has found themselves having to deal with the question of survival at the very first instance at the risk of ignoring the crucial principles of Ethical Leadership and Good Governance.

Worse, are the questions and ethical issues that are at play and remain questionable even on the bare minimum;

the need for action during the Pandemic notwithstanding. Would it therefore mean a leeway to operate on bare minimum just because it is a Pandemic period and risk on Ethical Leadership and Good Governance? There is always some underpinning provision likely to catch up with such misdemeanor sooner or later.

Stakeholder Support and Integration:

In their activities, leaders should devise strategies that enhance the shareholders' investments, as these people have an interest or stake in the business. A consultative approach will be critical, given the fact that all players are new to the unfolding scenario

and none can claim monopoly on how things are done during the Pandemic period.

Unless ideas are shared based on experiences and the practicability of every situation, then a solution not well dialogued could give rise to more puzzle which eventually will not be healthy for each player.

Ultimately, the organizations might stand to lose even as they gamble on the economic frontier that has faced a lot of uncertainties during this period. The Institutions might not enjoy the luxury of chatting new paths with their Personnel each time.

The Personnel too do not have the freedom to do and say it

all, due to lack of a consultative approach. It could be a risky ground for the Personnel than it is for the Institution. Shareholders will invest in a company if they believe that the social mission of the organization is morally upright.

Employee Relations in the Disruptive Era 2020:

Ethical Leadership will require deep understanding of employee needs; reduced bureaucracy; effective and open communication; risk-taking; employee ownership of business processes; Well-being and safety; aligning best practices in the industry; harnessing new knowledge and practices to be used at work and providing autonomy to work.

The heat will still be more on the Personnel despite the need for consultative approach mentioned above. Equality, Non-discrimination and Fair Treatment to all employees is key; to promote good

business ethics as employees will feel valued. While there is an expressive declaration and manifestation of good ethics in Professionalism by virtue of being part of it, there are other new dynamics coming to play during this period that puts the Personnel at a crossroad with the ideals of Professionalism.

While still at it, the burden cannot be seen from a lower threshold. First, because the very basic ethics must be upheld and new solutions brought to play. These new solutions must equally be pegged on the already existing ideals of an Institution. Ultimately, the working environment must be conducive at a personal level first and equally the need to deliver.

Lastly, the Personnel will often find themselves with the question of what and where next at this period of uncertainty for most of the Institutions which are grappling on bare minimum in terms of

Personnel to operate.

Defining the Disrupted Normal:

The leaders will need to define what has been destroyed and disrupted; as this varies depending on the context of business operations. Each situation will require different solutions and defining what applies to your situation will enable forward-moving approaches.

Disruptions could take the shape of technological changes; geopolitical factors, paradigm shifts (like business completion, change in donor support, legal changes like the Pandemic bills), challenges from staff (loss of employees, salary deficits), economic changes, new business opportunities, leadership changes, etc.

Defining Innovation:

Professionals will need to be innovative in creating solutions that are valuable to the Institutions. This means a shift in their strategic approach to the environment; they will need to adopt to new research; robust virtual working arrangements; clear sense of direction and vision; restructured thoughts and activities; refined new service and product models; adequate capacity building (Training

and development) to staff to cope with the new normal to nurture a friendly culture of staff innovations; re-strategize the goals; partnerships; devotion of more resources to innovation; recruiting of creative talent; automated work processes; new policies that consider the new shift.

Staff/Professional support to the Principles of Good Governance:

While there may exist a difference in interests of those who have more control over the internal frameworks and those who are expected to follow these guiding principles, employees will be expected to support the leaders in this paradigm shift.

They will need to have unconstrained freedom of thought; adopt to improved work processes; deep personal values, virtues, and personal drive to change their mind sets to a new normal. They will be expected to operate as Professionals, who adhere to a set of Ethical norms.

New Policies:

Ethics in business encompasses dimensions of inclusion, diversity, Access to information and Equity that will be key factors to consider in the new era in the governance structures including HR policies and Procedure manuals. These will determine how the business

approaches will be up scaled and consequently how the future flourishes. Compliance levels by staff to these new policies will also need to be checked as staff are supervised remotely and still be expected to perform effectively amidst the shaky environment. The policies will need to be tweaked to incorporate staff welfare needs, fair rewards, protection of staff social needs including gender roles, remote supervisions, team synergy, staff motivation, rewards scheme, workload analysis, etc.

Employees will want to feel how the new policies consider the financial implications based on changes in economic times; whether there are considerations to having flexible work hours that allow them to take care of their sick dependents; return-to-physical work operations that consider their health and safety based on MoH guidelines; Ubuntu-Compassion and empathy for humanity; open-door policy; shortened meetings and employee engagement.

Sustainable and effective good governance dictates that for healthy organizations, any ideas that Professionals contribute should be ethical, trustworthy, and should have the interest of the key stakeholders, the employees at heart. They are the heart of the Organizations and Organizations should strive to

instill good moral conduct. We have an opportunity to rewrite a better path; to chart a new front based on experiences. We can only take the new challenges brought about by the Pandemic as another chapter to enhance and not write off the many steps made over the years.

Working democracies must respect the rule of law and where necessary, have appointed Professionals to guard this in every organization. Some organizations have left this role to the Executive Directors while for others, this is a role for the Human Resources Office.

At Transparency International Kenya, we say, this is a role for every individual Professional employed to serve; it is a sole

responsibility of each citizen to be accountable for his/her actions and ensure Transparency and Accountability in all spheres of work.

In a nutshell, Individuals must not condone mediocrity of leader's actions, but must demand ethical leadership and effective systems of governing our workplaces and the Country at large.

Covid-19 And Corporate Governance

By Dr. Kenneth Mutuma

The Critical Role of Boards

Introduction

The COVID-19 (C-19) pandemic took the world by surprise. This should not have been the case since the past couple of decades have seen other pandemics emerge in different parts of the world.

Despite this, much of the globe appears to have been caught unaware, from the onset of its emergence and its rapid spread across the world. Governance systems at the macro and micro level have been brought under scrutiny as they attempt to cope with the impact of this pandemic.

At the macro level, countries have implemented emergency directives to mitigate this impact. These have included various directives to curb the spread of the pandemic and have primarily aimed at diminishing its impact on the health care system. Amongst these include restrictions on movement and gathering, curfews, and social distancing norms and the mandatory requirements for PPE related equipment. The direct impact of COVID-19(C-19) and responses to it, have been devastating, leaving no sector untouched.

Although the directives have been well intended, questions remain around how they have been implemented and the general preparedness of governance systems across the world. In addition, much discussion has focussed on governance at the macro and micro level.

At the macro level, focus has turned to certain sectors particularly affected such as the air transport and tourism, which have literary been

ground to a halt, and the general impact of economic slowdowns with its myriad of challenges such as massive job losses, insolvency of business enterprises and so forth. Of equal importance are questions being asked at the micro level and the opportunity that responses to these present for introspection on the corporate governance systems of private and public enterprises.

This article builds upon discussions at this level and discusses the impact of COVID-19 on corporate governance of individual entities. In particular it examines the role of the board in providing strategic leadership in moments of crisis such as the present one.

What have boards been doing and what kind of leadership should they be providing? Key to this discussion is the assertion that at the centre of governance is the highest standard of professionalism which forms one of the most important elements for effective leadership of the board.

The Critical Role of the Board

The board is charged with providing strategic leadership and developing a corporation's strategy. Devising a good strategy entails the ability to scan both the internal and external dynamics in which a corporation operates. For example, the board should be versed with the socio-political and economic terrain that the corporation is working within, and the opportunities and threats that this presents.

It should also be cognizant of the internal strengths the corporation possesses, and its inherent weakness within the context of its mission, and external environment. Prior to Covid-19, many boards had developed strategic plans based upon a thorough assessment of this external and internal terrain.

Covid-19 has significantly interrupted these plans because of the impact it has had on several factors upon which companies based their plans. The trajectory of many economies has significantly altered with many countries revising their forecasts anticipating recessions instead of the growth previously expected.

Government directives in response to the pandemic

such as restrictions on movement and gatherings have affected many business operations; certain sectors being more vulnerable than others. In this environment, it would be reckless for boards to continue to hold onto a strategy that is out of step with the present context.

A crisis has emerged which demands a relook at the corporation's strategy. Boards will want to re-evaluate their strategies based on the impact of this crisis upon their existing plans and operations. The earlier this exercise is undertaken the more probable that the board can mitigate against potential damage, and possibly re-positioning the corporation to take advantage of opportunities presented by the crisis. Success stories are emerging of companies that have redesigned their core business in significant ways to not only cope, but thrive, within the present exigencies. Moving into the future, crises of this nature underlie the importance for corporations to build within their strategic planning cycles regular reviews so that the strategic plan is not an ossified document but a living one that responds to evolving realities.

The enormous responsibility that the board has for providing strategic leadership highlights the importance of getting the right composition of board members with relevant skills and competencies. A fundamental principle of good governance in this regard is the importance of board appointments that take into consideration merit and a diversity in skills.

Further, and perhaps even weightier is the overriding need for professionalism in the conduct of the appointed board's duties. A crisis is likely to expose deficiency in this area in a brutal manner. Across various sectors the environment unleashed by the pandemic has accentuated the need for boards that understand various governance parameters such as ethical leadership, corporate citizenship and professionalism in risk management, communication and respective obligations to shareholders and stakeholders. The required level of professionalism may be achieved through encouraging a smaller board with greater expertise and increased time commitment which will enhance the board's ability to monitor external and internal developments surrounding the C-19 pandemic in their organizations.

Having the critical set of skills within the board to ensure each of these parameters are not compromised is key. The board will be unable to provide the requisite leadership and oversight of management activities if within itself it lacks important competencies currently required.

If for some reason a board finds that it does not have the significant skills sets to guide its responses presently, it may well consider mechanisms such as co-opting the required skill set within its sub-committees, or utilising mechanisms such as advisory boards to assist them.

In particular, the rapidly shifting health dynamics associated with the pandemic may demand boards to seek competencies in this area if they are to guide their corporations appropriately. Furthermore, the fact that many corporations have been caught off guard has

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highlighted the need for future practitioners within boards and management who can generate strategic conversations to enable the company to be ready to survive unexpected scenarios not discernible at the present.

Finally, given the non-discriminatory impact of the pandemic on the mortality and health, it will be wise for boards to put in place sound succession plans in order to guarantee access and continuity of the appropriate competencies needed for the present time.

Covid-19 has prompted appalling economic conditions. The GDP of many countries has not only slowed down but moved its pointers towards a recession. Many economies are staring at massive unemployment and a widening of the number of individuals falling into poverty bracket.

These gloomy outlook cuts across different sector with certain sectors experiencing much more dire economic effects than others. It is likely that many corporations may have to lay off their employees, in an environment where they have little or nothing in terms of economic security, upon which to fall back.

This is not the time for directors to remunerate themselves. Amidst the economic shock inflicted by Covid-19, committees responsible for executive remuneration should demonstrate greater sensitivity to the plight of their employees and society in general.

Executive remuneration could form a part of the conversation towards alleviating that kind of suffering. Although that may not amount to much, executive pay cuts could form a powerful symbol of solidarity.

In addition, if well distributed and managed they could make a useful contribution in alleviating dire needs set off by the pandemic such as costs related to health and safety, employee retrenchment packages etc.

The aftermath of C-19 is likely to result in an unequal society. Actions taken by Executives, will be critical if they are to position themselves in a favourable light with a society experiencing inordinate pressure. Thus, there is a need to agitate for desperately needed reforms at the macro level.

Conclusion

The board alone is not the only factor at play when it comes to navigating the currents of the present times. Other key pillars of corporate governance such as transparency, accountability, risk management, managing shareholder/stakeholder relations and so forth, are of equal importance. That said, what is common across each of these pillars is the critical role that is to be played by the Board.

Whether it is putting in place sound measures that guarantee transparency and accountability, or the management of risk through effective internal controls to navigate the present uncertainties, the board is central.

Covid-19 and its associated impacts continues to illuminate this centrality and importance. How this impact translates to the performance of individual entities will highlight the quality of boards at the helm of these corporations.

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The Future of Work-Alchemizing HR in Times of the Pandemic

By Winnie Njoroge
MBA(HR.) CPS(K). CHRP(K)
Human Resource Professional

It is without a doubt, that resilient organisations have successfully conquered the pandemic period, with a realization that, as Covid-19 challenges continue to evolve further; we must embrace the fact that we are now in the future of work. Such organisations did not allow the immobilization by the uncertainties of the COVID-19 situation, but instead opted for a mind-shift, to a more resilient working culture.

We need to engage on what the future looks after the temporary work-from-home protocols are lifted and a more sustainable, futuristic approach is passed by the organizations. Will we still be relevant in the workspace? What will the "new normal" mean to our businesses and to our labor force?

Amidst the challenges occasioned by the pandemic crisis, it is evident that the demand for digital services is at a massive surge. The human digital transformation has therefore increased massively.

What this means to the workplace and what the HR professionals should learn as they alchemize the workplace and enhance their ability to plan for the future of work is the below;

- Embrace technological advancement: The traditional old ways of operations are

References: WEF Future of Jobs report 2018

slowly becoming obsolete. For a competitive edge therefore, it is important to stay abreast with all technological advancements including automation of business services and artificial intelligence. This includes shrinking the physical office space to more virtual areas of engagement like video conferencing, and the like; adopting digital modes of communication is the future of our work- skype; MS teams; office 365; Slack; Signal; Emails; etc are examples of such, and installation of non-touch surfaces to reduce physical touch on common areas of use.

• Culture shift: Mind sets need to shift to creation and retention of more agile teams, adoption of autonomous ways of life; embracing digital leadership style; flexible polices ; focusing on new work models like shift working, whilst ensuring productivity by effective digital supervision through available online tools. This new culture needs to pass down to new employees.

• Structural changes to employment contracts: With the digital shift, most organizations have had a disruption of their labor market. The way work is done will change. For instance, organisations may want to downsize or have new roles that are relevant to the dynamism of the work environment. Some roles will be considered redundant; some new relevant roles will be introduced. It is necessary to amend employment contracts accordingly,

while adhering to existing labor laws to avoid litigation. For instance, work hours may need to be amended to reflect shift working models, where necessary; relevant clauses in the employment contract relating to allowances like communication, transport need to be reviewed accordingly.

- Consider the socio-economic and demographic effects of the pandemic: The reality is that with the pandemic, comes higher inflation rates and the employees may no longer have comfortable living standards. Organisations may want to budget for COLA(Cost of Living Adjustments) and consider enhancing their reward strategies to cater for the increasing financial needs of employees.

- Long-term strategic plans: This encompasses questions of what the pandemic looks for the economic growth of the organisation; is your organisation ready for these changes; who is relevant in the drive to these changes is; does your organisation have a contingency plan in place to handle future pandemics? Answering such related questions, ensures an organisation is not caught off-guard in future pandemics.

- Promotion of digital learning and development. There is a risk of widening the staff skills gaps and competencies if learning opportunities are not digitized. Education is now online-so should our staff be. Existing employees need to be retained; planning regular sensitization sessions is key for the effective upskilling and reskilling.

- Staying alert: The Covid-19 measures are only relaxed, but the virus is still with us. Therefore, it is important to constantly conduct environmental scans to ascertain how to mitigate the risks of the virus affecting the workplace. Constant sensitization to employees on preventive measures will ensure all stakeholders are protected . As an organisation, it is necessary to prepare for any eventualities like the COVID-19 pandemic and be ready to handle effectively and efficiently. It is important to establish a rapid response team/ committee that is tasked with scanning the environment , doing proper research, and advising the management accordingly.

- Support for the mental health of employees: Human beings are wired to interact with one another. While we embrace digitization, let us now forget the human touch, that could be lost in the process, by adopting innovative ways to keep employees engaged informally to reduce the risk of stress, depression, and mental breakdown. Conducting employee happy barometer/satisfaction surveys would help ascertain employee needs at a particular time. Some perks like counseling services, supporting virtual social events, informal wellness chats, virtual team building, are a few measures to support intervention.

- Creation of an appealing workplace environment for employees: Employees have been used to a comfortable work area at home; it is only fair that their comfort is not

abruptly adversely affected. With a return to office kind of environment, employee engagement in the kind of environment they would wish to return to, in the office, would motivate them. This also includes recognition for jobs well done, thought leadership, incentives like time off when necessary, measures for work-life synergy, autonomy at work, open -door policy, and the like.

However, all the above proposed recommendations will largely depend on the planning skills of the management. I would propose a phased implementation (short-term and long term) of the strategic interventions, for maximum effectiveness. Proper planning, monitoring and evaluation of the implementation plans to check for any deviations is a key focus to an agile and thriving organisation, beyond the pandemic.

The Impact of
Digital Transformation
In The Social Security Sector
During The Covid-19 Crisis

By George Okioma
Director Operations & Marketing
CPF Financial Services

The COVID-19 crisis has had unprecedented effects on different sectors of the economy across the globe. Like many other sectors, the social security sector has greatly suffered the devastating effects of the pandemic. To keep up with the times, organizations have had to embrace digital transformation in order to curb the spread of the virus and at the same time continue with their operations.

The need for digital transformation couldn't be any clearer. The pandemic has exposed deep-rooted vulnerabilities to the workforce and has underscored the need for policies that will promote a fair and even recovery. This is arising from the massive jobs losses that have been witnessed. Additionally, the Covid19 crisis has exposed glaring organizational inefficiencies in different sectors prompting organizations to adopt remote operating systems. Remote operating systems allow employees to be flexible and work in diverse ways and also offer services to multiple organizations at the same time. Under the circumstances, work place pressures are also reduced and this promotes the overall health and wellbeing of an organization's human resource.

In addition to enforcing the government-directed social distancing measures to curb the spread of the virus, remote operating systems allow employees to work from the comfort of their homes. Non-optimal use of resources has been a thorn in the flesh of most organizations and digital transformation offers a solution. It eliminates redundancy and increases efficiency and by doing so, allows for

optimal use of an organization's resources.

Digital transformation in the social security sector is needed now more than ever. It confers a sense of economic stability in the face of the pandemic, ensuring that the pension coverage and the servicing of those already retired remains uninterrupted. As it stands, the national pension coverage is approximately 20%. Kenya's Vision 2030 aims to increase the coverage to 60 percent of the country's labor force, a feat that will hardly be achieved without embracing digital technologies.

The International Social Security Association (ISSA) advocates for the investment in the health of an organization's human resource. Digital transformations are crucial in not only combating the spread of the virus, but also in promoting the health and wellbeing of an organization's employees.

To stay relevant, social security must keep up with social, economic and cultural changes especially those related to the emerging digital economy. Cultural changes raise the risk to the sustainability and adequacy of social security systems that must be mitigated. In this regard, there are certain priority areas that require action. For instance, the hybrid nature of platform-mediated labour exposes digital workers to the risk of misclassification. Consequently, there is a need to clarify their legal status to harmonize relevant legislations and to reduce opportunities to circumvent workers' protection. Legal frameworks should be adapted so that all workers are entitled to full social protection regardless of their employment status and the financial models should be adapted to new forms of work. To this end, a higher degree of cooperation between national and local administrations – including social security institutions, tax authorities and private stakeholders – is a key success factor.

In this regard, social security institutions need to ensure that their contribution assessment and collection model remain relevant. Clarity around the employment status is needed and should be regulated and implemented taking into account the new forms of work and the erosion of the traditional payroll. Actuarial valuations of social security systems should carefully monitor the changing pattern of contribution to inform the development of new measures. This must be carried out in parallel with a strategic coverage extension plan to bridge emerging gaps and reach out to difficult-to-cover population groups.

Furthermore, personal data and data analytics have become one of the most valued commodities. As repository of vast quantities of data, social security institutions have the duty to protect this information against cyber threats and breach of privacy. As a consequence, a balance has to be sought between protection of privacy and the provision of tailored services. With this in mind, it is therefore important that the sharing of personal information be governed by transparent rules, subject to explicit consent and generate tangible service quality benefits to the users. This should also be aligned to the Data Protection Act 2019.

Finally, in order to facilitate adaptability and mobility of the workforce between jobs/sectors and to avoid long-term unemployment, re-skilling and up-skilling programmes must be made available throughout the entire career. As for future generations of workers, investment in the education system is pivotal to equip youth with critical and analytical thinking, ethical judgment, empathy, curiosity, creativity and social skills that are essential to make the best of digital tools, including Artificial Intelligence (AI). These attributes are for the most part developed early in life and built in primary and secondary school – when children develop cognitive and social skills, and adaptability. Human capital development should be considered a priority in any long-term strategy.
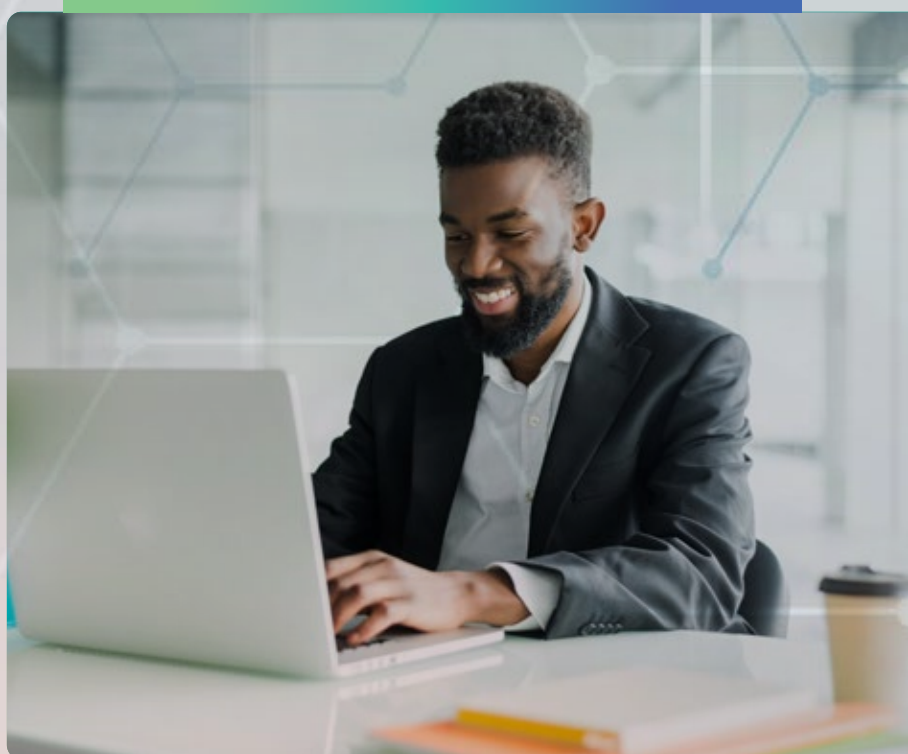
ADJUSTING TO THE NEW NORMAL IN CONSTRUCTION

& What it means for Construction Industry Practices

By Eng. Maurice Akech

Exec. Director & Registrar of Contractors
National Construction Authority (NCA)

The Covid-19 pandemic has reshaped the global economy and no industry has been immune its impact. Grounded in the built, physical world, the construction industry and its broader ecosystem erects buildings, infrastructure, and industrial structures that are the foundation of our economies and are essential to our daily lives. Construction has always been a very "physically present" industry and not particularly well suited to the new normal of working from home.

To ensure that the Covid-19 pandemic does not become another crisis that wreaks havoc to an industry that tends to be particularly vulnerable to economic cycles, it is critical that the industry stakeholders quickly adjust to the new normal.

As a measure to control the spread of the virus, the National Construction Authority (NCA) as the industry regulator, through a multi-agency team comprising of industry stakeholders developed health and safety guidelines to be used on construction sites to prevent transmission of Covid-19 long side other guidelines and protocols by the ministry of health.

Given the work conditions within the construction sites, construction workers rank highly among the vulnerable groups. Despite the elevated risk level, the inflexibility of construction jobs requires these workers to remain on site to ensure continuity of work, to earn a livelihood, and more importantly to support their families. Based on these factors, it is therefore critical for the NCA to lift its view as to what the future will hold in terms of industry dynamics and adaptation to the new normal.

Safety concerns and supply chain disruptions will inevitably lead to the shutting down of some construction projects but for those that will continue, it is incumbent on the contractors on site to ensure prioritization and adherence to the laid out ministerial recommendations on safety and prevention measures.

The primary purpose of the multi-agency team was to work out a practical response plan by considering ways through which to prioritize or sequence people on sites to support continuity and productivity in spite of the restrictions.

Minimizing the transmission of Covid-19 infection between workers on their sites and to third parties off the site is central to keeping the construction industry running. Simply put, the health guidelines are aimed to minimize transmission, enhance workers' safety, sustain business operations, and ensure compliance with contractual and regulatory obligations.

Site Safety Guidelines

To help adjust to the new normal, the multi-agency team set up by the NCA developed the following health and safety management measures. To begin with, each construction site is required to have an occupational health and safety officer or a person in charge of the site who is sensitized on Covid-19 and whose name shall be submitted to the respective NCA regional

offices. Contractors are also required to create awareness amongst their site workers on Covid-19 and minimize chances of stigmatization. In addition, all construction works are to be registered with the NCA through the provided online platform https://nca.go.ke/developers/project-registration/.

Body temperature screening is an important measure as part of a much wider strategy. High body temperature is a possible symptom of Covid-19. It is for this reason that the NCA health and safety measures require the occupational health and safety officer on site to screen the body temperatures of construction workers and any other personnel visiting the site on arrival at the construction site and when they leave for home using non-contact infrared thermometer on daily basis. Using infrared thermometers or thermal cameras helps to identify if a person has a fever and therefore might be infected with Coronavirus (Covid-19), those affected shall be referred to medical care. A colored sticker is placed on the helmet of a worker whose temperature has been screened.

Although projects increasingly require more experience and skill to execute, construction work still relies on a largely on manual work being completed

by blue-collar workforce, reducing close contact is the primary means to preventing the spread of Covid-19.

Maintaining social distance in the construction sites is a challenge but also a critical factor in keeping the sector running amid the pandemic. Smart scheduling is one of the administrative tools necessary on the site worker separation and reducing people density through rotational working shifts, separating trades/crews by piecework and other schedule alternatives in line with the stipulated working hours by the government of Kenya. Astute project teams are staging projects to protect trade teams from other trades by carefully managing the location of work each day. Given the climate of today's safety concerns, it can be better to send a team home for the day when they complete their work in one zone — rather than have them move on and potentially come into contact with other teams on site.

Among the symptoms of Covid-19 are fever and flu, general body weakness, headache among other notable symptoms, Construction workers experiencing any of these symptoms, or living with someone in self-isolation should not be allowed access to site. It is worth noting that that some employees are symptoms while others are a symptom. It is possible that these symptoms may also arise while a worker is on site; by virtue of the awareness created, such a worker should be advised accordingly.

A worker is required to return home immediately and follow the Ministry of Health's guidelines on self-isolation. The worker should not return to work until their period of self-isolation has been completed and upon clearance by a medical doctor from a government Institution and issued with a clean and verifiable Covid-19 Certificate.

Incident reporting procedures for the site should be redesigned and customized for COVID 19 cases, and should inform the relevant authorities through the hotline provided by Ministry of Health. In addition to contingency and business continuity plan in the event of an outbreak in the communities where the construction project is located, an onsite isolation room is a necessity.

In addition to the normal construction site personal protective equipment (PPE) meant to protect the workers from hazards and dangers on the site, construction workers should be provided with face-masks and long-sleeved aprons for protection against COVID-19

> **Among the symptoms of Covid-19 are fever and flu, general body weakness, headache among other notable symptoms.**

infection from contaminated surfaces.

Re-usable PPE should not be shared between workers and should be thoroughly cleaned after use. Disposable PPE should be disposed properly so that it cannot be reused. All equipment, plants and tools must be sanitized at the start of works twice daily, in the morning and at closure of site. Sites entry systems that require skin contact, such as fingerprint scanners should be removed. Work requiring skin to skin between workers contact should not be carried out. Sites should not be accessed by non-essential visitors/persons.

Good hygiene practices are also central to curbing the spread of Covid-19. Hygiene at sites extends beyond hand washing and sanitizing to the overall site cleanliness. All workers are required to

wash or sanitize their hands severally and before entering or leaving the site.

All facilities are to be thoroughly cleaned at least daily with some areas requiring more frequent cleaning and disinfecting. Various high use equipment such as aerial lifts, forklifts, skid loaders, and buggies should be wiped down frequently. Additionally, site managers should sanitize the work areas themselves when they arrive, throughout the workday, and immediately before they leave. Work areas should be kept clean and be ventilated at least 3 times a day.

It can't be stressed enough how critical communication is. With so many unknowns— including guidance changes, Covid-19 communications through posters and signs should be displayed in areas (break areas, restrooms, entry

and exit points) reminding people to stay home if not feeling well, signs and symptoms of COVID-19 and proper hand washing techniques.

Project teams/offices will continue to receive and communicate the latest procedures, requirements and educational information learned to prevent the spread of COVID-19.

Project teams/officers should be continually provided with latest procedures, requirements and educational information learned to prevent the spread of Covid-19.The government has also provided a toll free number which should always be displayed on site.

Given that most workers in the industry work on casual basis, daily payment has previously been the norm.

Covid-19 can be easily spread through cash exchanges and it is for this reason that players in the industry are advised to adopt mobile money/outline

bank transfers for payment of wages and salaries.

Construction Minimum Project Standards to Eliminate/Minimize Covid-19 Exposure and Transmission

The Contractor shall:

1. Provide support to ensure that core functions, people and skills are identified and that strategies are in place to ensure continuity of operations.

2. Prepare the project site or office to safely function potentially with increased absenteeism and a reduced workforce.

3. Post and communicate to employees policies and protocols that are in place to minimize the risk of COVID-19 exposure and transmission through training, signage, site orientation as appropriate. These policies should cover how the site will operate, including, but not limited to;
    - The sanitization of sites
    - Reporting channel of employees and contractors on illnesses
    - Ways of ensuring physical/social distancing
    - How to protect oneself and co-workers

4. Comply with Regulatory Obligations of the Government of the Republic of Kenya through;

- Monitoring and complying with the recommendations, requirements and guidelines from the Ministry of Health, WHO and other agencies with authority and expertise in the area of Covid-19
- Observing all local governmental guidance including the Occupational Safety and Health ACT No. 15 of 2007

Conclusion

There will be delays, loss of efficiencies, and cost impacts because of COVID-19 and related regulatory responses, and there is little to or precedent to help companies/contractors understand what the potential future impacts of COVID-19 on the capital project and construction programs may be, or when restrictions may end.

To effectively manage industry disruption, companies throughout the construction ecosystem must change their strategies, business models, and operating models.

They Construction company will need to put the enablers in place to survive in the new world and choose their own transformation approach including exploration of Artificial Intelligence (AI) in Construction.

Some segments will be more affected than others, but each will have its own winning moves. COVID-19 makes bold strategic action yet more important. Players adjacent to in the construction ecosystem should react to the changes in various ways, to both facilitate and benefit from change.

Introduction

"Planning shapes places where people live and work and country we live in. it plays a key role in supporting the Government's wider social, environmental and economic objectives and for sustainable communities"

Climate change is considered to be one of the most important long-term issues of our time. There is a compelling scientific consensus that since the dawn of the industrial era, human activity has become increasingly responsible for the changing climate (Davoudi et al. 2009). Human activities associated with climate change may be grouped into two broad categories: 1) fossil fuel burning (transport, agriculture, industry and heating) and, 2) land use change through urbanization and deforestation (IPCC, 2008).

Some of the consequences of climate change include: population migration and weather changes associated with sustained global warming disruption of economic systems, dislocation of coastal communities and port facilities, shortage of food and water supplies; increase in diseases, additional health and safety risks from natural hazards, large scale (Condon et al. 2009).

Although Africa contributes small quantities of GHGs that cause climate change, the continent is suffers the most from the consequences of climate change because of poor adaptation mechanisms. This is particularly true due to high poverty levels, low technology and high levels of illiteracy among other. Kenya is one of the Sub-Saharan African countries that is worst hit by climate change. According to IPCC's 4th Assessment, Kenya is affected by climate change due to warming of surface and deep water temperatures of large East African lakes.

Lake Victoria warmed by 0.2 to 0.7 oc since 1900. A 30 % loss of corals reduced tourism in Mombasa (and Zanzibar) and resulted in financial losses of about $12-18 million (WWF). Studies place Kenya's annual loss from environmental degradation at about Ksh 37b (The Standard, 2009). Kenya needed about $500 per year to address climate change effects by 2012, a figure expected to rise to $1-2million by 2030 (GoK,2010).

By Pln. Isaac M. Nyamweno & Pln. Eng. Evans O. Mairura

Town and County Planners Association of Kenya (TCPAK)

USING SPATIAL PLANNING & DESIGN INSTRUMENTS

TO ENHANCE CLIMATE CHANGE MITIGATION AND ADAPTATION DURING THE ERA OF UNPRECEDENTED URBANIZATION

What is the problem?

While there is compelling evidence that urban areas and cities are mainly responsible for climate change due to their heavy consumption of fossil energy largely attributed to uncontrolled urban sprawl and other human activities, efforts to mitigate climate change (including research and funding) have always been directed elsewhere.

Landed professions such as spatial planning, urban design, architecture and engineering have always paid least attention to the climate change debate. Planners and urban designers have always planned and designed urban areas and cities without appropriate philosophical underpinnings thereby leading to motor-vehicle dependent transport systems with resultant effect on climate change.

Failure to integrate climate change mitigation and adaptation into spatial plans and designs may be attributed to irresponsive training curricula used in Universities and Colleges ("People tend to see what they know")-hence the need for revision

For instance, there is dearth of home-grown (Kenyan) empirical evidence linking climate change mitigation and adaptation to urban form

or non-motorized transport. Motorized transport

On the other hand, environmentalists have always considered climate change mitigation and adaptation as their domain and rarely do they involve a critical mass of landed professionals.

Most urban areas and cities in Kenya have no clearly delineated boundaries due to poor implementation of land use policies. Where such boundaries exist, they are never respected and therefore urban sprawl is evident everywhere.

Objectives

The specific objectives of this paper are to:

1. Provide new insights about the role of spatial planning in climate change mitigation and adaptation

2. Elaborate on the strategic roles of County Governments, City/Municipal Boards and other devolved units in enhancing climate change mitigation and adaptation
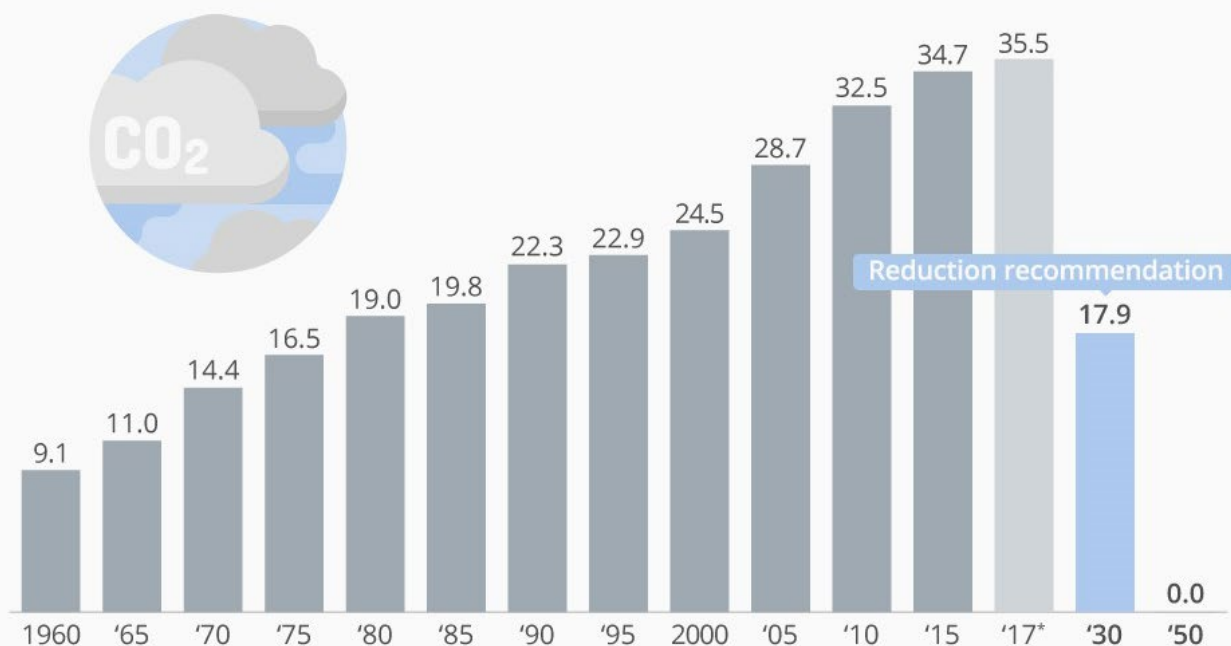
Brief Review of Literature

Climate Change

Climate change is described as a complex biophysical process which encompasses long term weather patterns such as increased average temperatures, precipitation changes, sea-level rise, and other associated changes. Climate change is caused by Greenhouse Gases such as Carbon dioxide, Nitrogen oxide, methane, Hydrogen sulphide, etc. Climate change is caused by natural and anthropogenic activities. However, anthropogenic activities are the main cause of climate change.

IPCC: Pull the Emergency Brake on Global CO_2 Emissions

Global CO_2 emissions to 2017 and reduction recommendations of IPCC (in billion tonnes)

Year	Value
1960	9.1
'65	11.0
'70	14.4
'75	16.5
'80	19.0
'85	19.8
'90	22.3
'95	22.9
2000	24.5
'05	28.7
'10	32.5
'15	34.7
'17*	35.5
'30	17.9 (Reduction recommendation)
'50	0.0

* Forecast
IPCC=Intergovernmental Panel on Climate Change
Sources: Global Carbon Project, IPCC

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Figure 1 shows trend in global carbon dioxide emissions since 1960

Despite the 2015 agreement, global carbon emissions increased 1.7 percent in 2017 and a further 2.7 percent in 2018; the rate of increase in 2019 was estimated to be among the highest on record. The last four years have been the hottest on record, with 2019 on track to make it five.

Historical perspective of climate change as a long term global problem

The anthropogenic climate change debate may be traced back to 1938 when British Engineer Guy Callendar claimed in his speech at the Royal Metrological Association that the world was warming but he was dismissed as eccentric (Davoudi 2009).

However, stronger evidence of human influence on global climate only emerged in the late 1950s when scientist Keeling and others at the Scripps Institution of Oceanography began to measure the concentration of carbon dioxide in ice-cores (GoK, 2010).

The results of these studies showed that global carbon dioxide concentrations were rising and linked this rise in concentrations to an increase in global temperature. Carbon dioxide had been known to have a greenhouse or warming effect which is the inherent ability to trap and retain infrared radiation.

Urbanization and climate change

Cities create wealth, generate employment and drive human progress by harnessing the forces of agglomeration and industrialization (UN-Habitat, 2016). While urban areas and cities account for a mere 0.5% of the world's total land mass (Schneider, Friedl, and Potere, 2009) but they are responsible for most of the environmental issues of our time, including climate change.

While urbanization is an inevitable phenomenon, urban areas and cities have the greatest ecological foot prints (EFPs) due to their unsustainable production and consumption patterns. The International Energy Agency (IEA) estimates that urban areas currently account for over 67 percent of energy-related global greenhouse gases, which is expected to rise to 74 percent by 2030. Cities account for 70% of global carbon dioxide emissions (UN-Habitat, 2016)

This implies, therefore, that the battle on climate change mitigation and adaptation will either be won or lost in urban areas and cities. The GHGs originate from urban-based anthropogenic activities such as motorized transport, manufacturing, district/space heating, household energy use, urban agriculture and livestock production, dumping sites, among others.

In 2009 Africa's total population for the first time exceeded one billion, of which 395 million (or almost 40 per cent) lived in urban areas. Whereas it took 27 years for the continent to double from 500 million to one billion people, the next 500 million will only take 17 years (UN-Habitat, 2010). Around 2027, Africa's demographic growth will start to slow down and it will take 24 years to add the next 500 million, reaching the two billion mark around 2050, of which about 60 per cent will be living in urban areas and cities ((UN-Habitat, 2010). Africa's total population is expected to increase by about 60 per cent between 2010 and 2050, with the urban population tripling to 1.23 billion during this period (UN-Habitat, 2010). About 54% of global population reside in urban areas (UN-Habitat, 2016). This implies, therefore, that Africa's urban areas and cities will continue to generate more and more GHGs that cause climate change under Business-As-Usual (B-A-U) scenario-hence the need to stretch the horizons of climate change mitigation and adaptation strategies to include planning and design related instruments.

Climate change mitigation

The Intergovernmental Panel on Climate Change (IPCC, 2007) defines climate mitigation as "anthropogenic human intervention to reduce the sources or enhance the sinks of greenhouse gases".

Adaptation to climate change

IPCC further defines adaptation as "adjustment on natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities (IPCC 2007, p869 cited in Davoudi et al.2009). While mitigation measures aim to avoid the adverse impacts of climate change in the long term, adaptation measures are designed to reduce unavoidable impacts of climate change in the short and medium term (Davoudi et al 2009).

Adaptation to climate variability is not new, but climate change is expected to present heightened risk, new combinations of risks and potentially grave consequences. This is particularly true in Africa where direct dependence on the natural environment for livelihood support with lack of infrastructure and high levels of poverty to create vulnerability in the face of all types of environmental change (UNDP 2007 cited in Ziervogel et al 2008)

Nested Scales for Climate Change Mitigation and Adaptation

Climate change mitigation and adaptation should take place at various scales (from individual scale to global scale) and shown in figure 2 and all stakeholders should be involved.
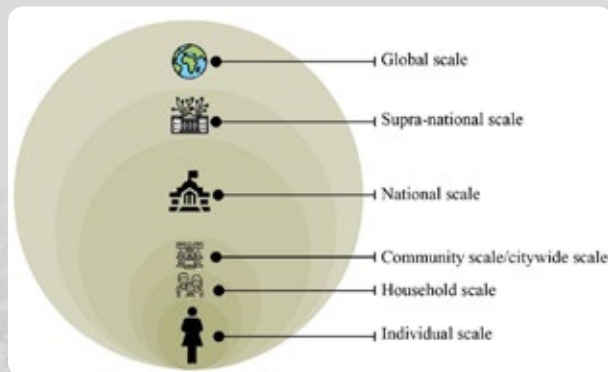

Figure 2:
Nested levels for climate change mitigation and adaptation
Source: Author

Linkage Between Planning and Design to Mitigate Climate Change Mitigation

The link between climate change and planning is demonstrated by Fleischhauer (2008). Fleischhauer observed that while climate change requires mitigation and adaptation, planning contributes to mitigation and adaptation (Figure 3).
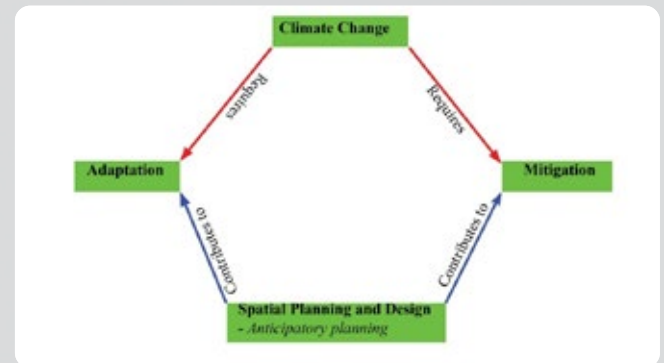

Figure 3:
How spatial planning and design enhance climate change mitigation and adaptation
Source: *Modified after Fleischhauer (2008)*

There is growing acknowledgment by scientists and policy analysts that a substantial part of the global warming challenge may be met through the design and development of cities (Condon et al 2009; Davoudi et al 2009). Effective spatial planning is one of the many elements required in successful response to climate change (Communities and Local Government, 2006). Spatial planning, regionally, and locally, provides the framework for integrating new development with other programmes that influence the nature of places and how they function (Communities and Local Government 2006/2008). Jackson (2006) argues that key to spatial planning's impact on carbon dioxide emission reduction is the delivery of energy saving measures that enable consumers to access renewable energy or low carbon technologies with minimum effort.

The relationship between city form and global warming is well established. Urban planning and design can contribute to significant reduction in global warming (Condon et al 2009). Condon et al (2009) observed that planning and urban design measures can substantially reduce the number of and distance of vehicles trips by organizing human activity in compact communities with a range of housing types providing reliable transit to and from employment, and planning services within easy walking distance of home. Ewing et al cited in Condon et al (2009) found that miles driven are reduced by between 20 to 40 % in compact urban developments compared to miles driven in the auto-dependent suburbs that have predominated North America over the last 60 years. Greenhouse gas reduction of up to 10 % may result from a change in land use approach alone, and an additional reduction will result from employing other strategies such as transit investment, fuel pricing, and parking charges (Ewing et al, 2008 cited in Condon et al 2009). Condon et al. (2009) observed that the major decisions affecting urban form are made at the local level and therefore local authorities have major influence over urban form. It is at local government level that policies, by-laws, decisions for mitigation

of and adaptation to climate change are made. Stone Jr and Rodgers 2001 found out that denser urban areas emit less radiant heat energy per parcel than more expansive developed areas. Blakely (2004) cited in Blakely (2007) puts a case for innovative and forward thinking planning and offers appropriate planning principles such as merging land use, social and governance planning into one framework for creating a new and innovative creative economy.

The relationship between climate change and urban form is basically about energy consumption and the attendant greenhouse gas emissions. Land use patterns, especially the distribution and density of urban and rural development, and propensity for people to live and work in different communities, affect the production of greenhouse gases primarily through the transportation system (Kasier, 2007). Highly divorced residential, employment and service zones promote vehicle-dependent trips which translate into high greenhouse gas emissions, the most important being carbon dioxide.

In the United States, zoning further contributed to climate change drivers by isolating residential, employment, and consumer services, resulting in motor vehicle-dependent trips and hence increased greenhouse gas emissions . Urban sprawl is characteristic of most cities due to poor land use philosophy and policy, and failed public systems.

Planning and Design-Based Climate Change Mitigation Instruments/Strategies

These are divided into two broad categories:

1. Those that prevent production of additional GHG emissions- Emission reduction/ prevention instruments

2. Those that mob /remove excess GHGs from the atmosphere- Emission sinks

i. Emission reduction instruments

- Compact urban form- the spatial pattern or configuration of human activities at a certain point in time (Compact city form/densification recommended)
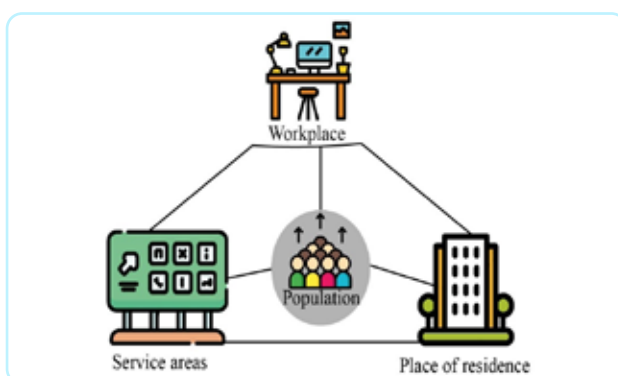- Planning for mixed land use zones/buildings-residential, workplaces and service areas in close proximity

Figure 4:
Home-workplace-Service area relationship
Source: Author

- Planning for and implementation of non-motorized transport (NMT) systems
- Planning and implementation of public mass transport systems (low carbon foot print per capita)
- Designing modern buildings with solar water heating systems

ii. Emission capture (sinks)

- Enhanced carbon sequestration strategies e.g
- Green space planning and design- urban and peri-urban forests (Plate 1)

Plate 1:
Kakamega Golf Course in Kakamega Town

Planning and Design-Based Adaptation Instruments

- Planning and design-based instruments that enhance adaptation to climate change. These include:
- Street design - wide streets recommended enhance circulation of air
- Street/building orientation- enhance natural air circulation and natural lighting
- Planning/design of fountains – regulating micro-climate in urban areas
- Urban greening- regulating micro-climate

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P.O. Box 44258 GPO, Nairobi
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aak@wananchi.com
www.aak.or.ke

2.

The Association of Consulting Engineers of Kenya (ACEK)
ACEK Secretariat Professional Centre, Parliament Road
P.O. Box 72643-00200
Tel: +254 020 2249085 Mobile : +254 717191593,+ 254 737653279
acek@mitsuminet.com

3.

The Chartered Institute of Arbitrators Kenya Branch (CIArb)
Kindaruma Lane, Nicholson Drive, Off Ngong Road
P.O. 50163-00200 Nairobi, Kenya
Tel: 0722200496, 0734652205 /0202712481, 0202722724; FAX: +254202720912
info@ciarbkenya.org
www.ciarbkenya.org

4.

Geological Society of Kenya (GSK)
Utumishi House,2nd Floor,Mamlaka Road
P.O. Box 60199-00200, Nairobi,
TEL: (20) 558034, 0722-782246/0775 098995
geologicalsk@yahoo.com | info@geologicalsk.or.ke
www.gsk.or.ke

5.

Institute of Certified Public Accountants of Kenya (ICPAK)
CPA Center, Ruaraka , Thika road
P.O. BOX 59963-00200
Tel. (+254-20) 2304226/7, 8068570/1;
Mobile: 0727531006 / 0733856262 / 0721469169 /0721469796
icpak@icpak.com

6.

The Institute of Certified Public Secretaries of Kenya (ICPSK)
Kilimanjaro Road, Off Mara Road, Upper hill
P.O. Box 46935, Nairobi.
Tel: +254-20-3597840/2; +254-734-603173, +254-770-159631; Fax: (20) 249089;
info@icpsk.com
www.icpsk.com

7.

Institute of Clerk of Works of Kenya (ICWK)
Institute of Clerk of Works of Kenya
P.O. Box 927-00600
Tel: +(254) 020 456 789 Mobile: +(254) 123 456 789
registrar@icwk.co.ke
www.icwk.co.ke

8.

Institute Of Certified Investments and Financial Analysts (ICIFA)
KASNEB Towers, Hospital Road, Upper Hill
P.O. Box 48250 – 00100 Nairobi
Tel: 254(020) 2712640/2712828
info@iipea.com

9.

Insurance Institute of Kenya (IIK)
College of Insurance, South C, Nairobi;
P.O. Box 1200 - 00200
Tel: 605606
iiksecretariat@gmail.com

10.

Institute of Quantity Surveyors of Kenya (IQSK)
Blue Violet Plaza,Kindaruma road off Ngong road
P.O. Box 13929 – 00800, Nairobi.
Fax: +254 20 3875291, 2619337'' 0721 - 676823, 0786 – 676824;
Tel: (20) 3875291 or 0721 676823
info@iqskenya.org | www.iqskenya.org

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11.
Institution of Surveyors of Kenya (ISK)
Reinsurance Plaza,10th Floor
P.O. Box 40707-00100, Nairobi Kenya
Tel: +254-20-313490 Fax: +254-20-2214770; Mobile: +254-724-929737 / +254-737-929737;
Fax: (20) 214770 | info@isk.or.ke | www.isk.or.ke

12.
Kenya Association of Radiologists (KAR)
KNH,UON X-Ray Dpt-2nd Flr.,
P.O Box 30401 – 00100 Nairobi, Kenya
Tel./Fax: +254 20 2720607; Mobile: 0718244911
kenya.assoc.rad@gmail.com
www.radiography.or.ke

13.
Kenya Institute of Bankers (KIB)
Lyric House, 6th Floor
P.O. Box 73530, Nairobi - Kenya
Tel: (20) 318301, 313070, 313081; Fax: (20) 316350
thebanker@kib.co.ke
www.kib.co.ke

14.
Kenya Institute of Food Science and Technology (KIFST)
Kenya Institute of Food Science and Technology, C/o Department of Food Science JKUAT
P.O. Box 62000 - 00200, Nairobi.
Cell 0720350903
kifst2016@gmail.com

15.
Kenya Institute of Management (KIM)
Head Office:Luther Plaza, Nyerere Road,2nd Floor
P.O. Box 43706-00100 Nairobi
Tel: (20) 3569104, 3569117, 2361160, 2361161; Fax: (20) 607268
kim@kim.ac.ke
www.kim.ac.ke

16.
Kenya Institute of Planners (KIP)
NSSF Building, 10th Floor, Block A, Eastern Wing
P.O. Box 10682 - 00100 GPO. Nairobi, Kenya;
Telefax: +254-20-2731559; +254-728-315288;
info@kip.co.ke
www.kip.co.ke

17.
Kenya Institute of Supplies Management (KISM)
Nation House, 12th Floor , Kimathi street, Nairobi
P.O. Box 30400-00100, Nairobi.
Tel: +254 (020) 2213908-10 /(020) 3505992 / (020) 2635807;
Fax: +254 (020) 2213911;+254 (0)721244828, 733 333226, 717 004842
admin@kism.or.ke | www.kism.or.ke

18.
Kenya Chemical Society (KCS)
Technical University of Kenya,Chemistry Department
P.O. Box 30197-GPO Nairobi-Kenya
kenchemsoc@gmail.com
www.kenchemsoc.org

19.
Kenya Dental Association (KDA)
Professional Centre, 1st floor Parliament Road;
P.O. Box: 20059 - 00200 Nairobi
Tel:+254-020 312 965 Cell:+254-710 856 304
secretariat@kda.or.ke
www.kda.or.ke

20.
Kenya Medical Association (KMA)
KMA Centre , Junction of Chyulu/Mara Roads, Opp. Visa Place in Upper Hill
P.O. Box 48502 - 00100 GPO Nairobi
Tel: (20) 3864509, 020 2325 633, 0722 275695; Fax: (20) 3864507
nec@kma.co.ke or | kmsmails@gmail.com | www.kma.co.ke

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info@kms.or.ke | kmsmails@gmail.com
www.kms.or.ke

22. **Kenya Society for Agricultural Professionals (KESAP)**
Maendeleo House, Monrovia Street, 8th Floor, Left wing, Rm 807
P.O. Box 8419 – 00200, Nairobi, Kenya
254 020 344 128
kesapkenya@yahoo.com
www.kesapkenya.com

23. **Kenya Society of Physiotherapists (KSP)**
Cakwood Building,GolfCourse –Kenyatta Market
P.O. Box 20768, Nairobi, Kenya
Tel: (20) 219183
kspkenya@yahoo.co.uk
www.kskenya.org

24. **Law Society of Kenya (LSK)**
Lavington, Opposite Valley Arcade, Gitanga Road
P.O. Box 72219-00200, Nairobi - Kenya
Tel: +254 20 2625391, +254 20 8155295
Mobile: +254 720 904 983, +254 704 442154, +254 704 442166
lsk@lsk.or.ke | www.lsk.or.ke

25. **Pharmaceutical Society of Kenya (PSK)**
Starwood Apartment,Rm A8 (8th Floor),Bentany Dental Clinic building
P.O. Box 44290 -00100 GPO Nairobi - Kenya.
MOBILE: 0722 817 264
info@psk.or.ke
www.psk.or.ke

26. **Society Of Radiography In Kenya (SORK)**
Golf Course Commercial Centre, 1st Floor, Rm 1.14
P.O. Box 30401 - 00100 Nairobi, Kenya
Tel./Fax: +254 20 2720607; Mobile: 0718244911
info@radiography.or.ke | kenyaradiographers@gmail.com
www.radiography.or.ke

27. **The Institution of Engineers of Kenya (IEK)**
Top Plaza,Kindaruma road
P.O. BOX 41346-00100 Nairobi, Kenya
Tel. :2729326; 2716922; 0721729363
secretariatiek@gmail.com
www.iekenya.org

28. **The Kenya Veterinary Association (KVA)**
The Kenya Veterinary Association,Kabete Vetlab
P.O. Box 290890 - 0065 Nairobi, Kenya
Tel: +254 020 630 673 Cell: +254 727 680 022
info@kva.co.ke | kvanational1@gmail.com
www.kva.co.ke

29. **Institute of Human Resource Management (IHRM)**
Prism Towers, 24th Floor Third Ngong Ave, Nairobi
P.O. Box 6132 -00300 Nairobi, Kenya
+254 (0) 20 2213745 | +254 (0) 20 2240213 | +254 (0) 727 792 001 | + 254 (0) 20 2244557
info@ihrm.or.ke

30. **Environment Institute Of Kenya (EIK)**
Highway Mall Building 4th Floor,Suite No. 10 Mombasa Road, Nairobi Kenya
Email: info@eik.co.ke | eikenya2013@gmail.com
Cell: +254 774 239 594

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