

CORRUPTION

The incurable cancer of all the
decades



• AFRICA • ASIA • AMERICA • EUROPE

A fight for the third and final
liberation

PETER K. KEITANY, MBA.

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Email: destinyinkpublishers@gmail.com

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DEDICATION.

This book is dedicated to the members of my beloved family, the wider church (body of Christ), public officers, leaders and patriotic Kenyans who love integrity and mean well for our country.

To those people in Kenya and worldwide who have suffered or died while fighting against corruption, I dedicate this book also for your good fight.

I further dedicate it to my late mother, Kobilu Chepkaitany, who passed on in the year 2008, and raised me well as a single mother after I lost my father, Chepkaitany Kiboiwo, in 1976 when I was only 11 years old.

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To my heavenly Father for the abundance of grace, and deep spiritual revelations through the Holy Spirit.

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I also appreciate Radio Imani Baringo presenter, Carol Sigei, for giving me a

forum and media to share the ideas on spiritual wisdom with thousands of listeners in Baringo, Elgeyo Marakwet, Uasin Gishu and Nakuru counties.

I also acknowledge my elder brother, Mr. Philemon Keitany, who funded my secondary education in Kenya and university education in India. He was also my father figure since my father passed on in 1976.

Finally, to Destiny Ink Publishers Ltd led by Amb. Eric Kyalo (Destiny pusher) I forever remain grateful for your timely, transparent, honest and reliable work that has given this book the quality it brags of. Your work has touched lives and is inspiring. Keep moving.

FOREWORD

It takes two to tango is a saying that vividly captures the essence of collaboration, shared responsibility, and mutual accountability. This principle resonates deeply in the pages of this book, which offers profound insights into leadership, integrity, and the values we must restore to build a better society.

Having worked in the civic space for the last ten (10) years, I have seen firsthand how the interplay between individuals and systems - much like a hub and its spokes determines the success or failure of our collective efforts. Just as a wheel cannot turn without both, progress hinges on strong leadership at the center and active participation from every stakeholder at the periphery.

I have had the privilege of working with the author in recruitment processes, where his integrity, strong moral compass, and

unwavering commitment to doing what is right shone through. This book is a reflection of that same integrity, offering both a critical analysis and practical guidance on how we can confront the pressing issues of our time, especially the pervasive challenge of corruption.

As the saying goes in Kalenjin, *teno muren tukwaaach* (men are equal to their problems). This captures the resilience and resourcefulness we must summon to address the challenges we face as a nation and as individuals. The solutions lie not only in policy changes but in our ability to work together, to tango as equals in solving the problems that confront us.

This book serves as both a mirror and a guide - a reflection on where we have gone wrong and a blueprint for how we can get it right. It calls for a renewed commitment to our national ethos, reminding us that the fight against corruption, the quest for effective leadership, and the respect for human rights are not battles fought by one, but by all of us.

Let this work inspire you, as it has inspired me, to take up your role in this crucial dance for a better tomorrow.

Isaac Chelal

Deputy Chairperson

**Baringo Civic Society Organizations
Forum**

INTRODUCTION

Integrity is about honesty or moral values which are scarce in the modern world. Man, from the beginning, at the time of Adam (thousands of years) has wanted to blatantly disobey God, and enjoy being wrong. This situation is the same even up to today. Corruption is mainly dishonest or illegal actions or an inducement to do wrong things. This mess and vice are very rampant in Kenya and it is the big monster and elephant in the room.

It has become the norm, lifestyle and part of life and is in the blood stream of both private and public sectors as a two-way venture. In fact, corruption is an outright theft and the **‘emerging profession’** in the world today.

It is now generally accepted, and the unwritten law in the public sector that 10% of contract money must be given by contractors as kickbacks to senior government officials. It is sad and a curse of the age; it is even officially budgeted for currently. The public sector is notoriously

corrupt and works in partnership (unholy alliance) with the private sector.

The prominent notices declaring public offices as free corruption zones are just but white, blatant, daring and damned lies. Unfortunately, more amplified corruption was devolved from national government from the year 2013 after transfer of power through devolution. Indeed, corruption seriously follows resources.

Lack of integrity by those tasked with the responsibility to fight corruption has given a very fertile ground for corruption to thrive which is the incurable cancer of the modern world and has totally destroyed many people, careers, families and economies of the world. Everyone today is suffering, hurting and crying about corruption looking for a savior in you.

There is a big gap in fighting corruption and has become a big challenge to all the generations since independence who have already given up. The Generation Z in Kenya and worldwide has recently jumped

into the fray to confront it head on with full force.

The church has become another avenue for corruption for many years through fake gospel preachers who exist only to trade the gospel of Jesus Christ for money, narrow interests and material gain. They fake everything including miracles, giving, worship, calling, status, prophecies etc. This is the new corruption. The self-styled, self-called or misguided preachers brainwash and steal the minds of people for their selfish desires. They force believers to give money using intimidation, manipulation, exploitation, oppression and threats to achieve their goals. They are in the business of selling prayers, handkerchiefs, anointing oil, holy waters, fortune telling among others.

The rallying call is, let us all fight corruption to save ourselves, our children, our nation and our future. If we win the war against corruption, we will achieve vibrant economy, easy access to more donor aid for development, good moral values in the

society, better service delivery, confidence in institutions and access of numerous social rights. **This will be the third and final liberation in the third world.**

The book is using a mix approach of professionalism and religion to fight corruption. It is an important advisory to the Gen Zs, leaders and every citizen.

Motivation to write the book

The author was motivated by the following reasons to write this book;

- To create awareness on the negative and dangerous impact of corruption on our country which promotes moral decay in society.
- To contribute to fighting corruption which is currently the incurable cancer of our country and many nations of the world.
- The vice is already in public domain and has been fought for decades in vain, and hence all citizens must participate in this war to kick it out and make the nation great.

- To warn anyone that corruption is illegal, unconstitutional, sinful and leads to much suffering; and is a curse to the nations and anyone who practices it. In fact, God hates corruption and those who practice it will end up in hell fire.
- Corruption takes away many human rights from citizens and promotes impunity and oppression.
- Fighting corruption and becoming a whistle blower is an act of public interest.
- Devolution which is a great idea to bring transformation to the country has faced extremely many challenges since the year 2013 and need fixing so as to achieve the original objective of devolution.
- God has given everyone a unique information, knowledge and wisdom and we must share to inspire others in the world because if we don't share no one will know them. Don't die and get buried with such wealth.

CHAPTER 1: CORRUPTION.

This chapter deals with integrity issues, importance of integrity, corruption issues in offices, main causes of corruption, signals of corruption, consequences of corruption, how dishonest is punished, measures by government against corruption, disciplinary control and corruption in departments, counties and countries.

Integrity issues.

- Integrity is about honesty, the right or wrong according to Ethics and Anti-Corruption Commission (EACC). It is about moral values.
- Integrity is about what is right and wrong, good and bad, harmful and beneficial regarding decisions and actions in organizational transactions, Joseph W. Weiss (2009).
- Personal integrity is applying basic values to the decision-making process and living in a way that the

personality is expressed in what one does, Mel Thomson (2008).

- Thomson says the price of integrity includes loss of comfort or life, risking lives by following the law to save others. He adds that exposing corruption and campaigning for human rights compliance is a very risky affair.
- Morality is one of the ethics that admonish people to aid the suffering wherever they are, Cheryl Mendelson (2012).
- Ethics is a systematic way of thinking that provides a coherent set of values and principles to guide people's moral lives, Dr. Moira McQueen (2009).
- Corruption is mainly dishonest or illegal actions by powerful people in government.
- Corruption is the inducement to do wrong things by unlawful or improper means e.g. bribery.
- Corruption is very rampant in Kenya and it is the monster in the room.

- There is a big gap in fighting corruption and has defeated all the generations since independence who have already given up; that is why Generation Z in Kenya and worldwide has recently jumped into the fray to confront it head on with full force.
- Many corruptions cases center on the flouting of the standard procurement rules.
- Corruption has become the norm, lifestyle and part of life in Kenya and all over the world.
- Jobs are sold in public sector from Ksh.100,000-500,000 and even running up to millions.
- It is sad and a curse of the age that employing bodies demand huge money from young, poor and struggling college graduates as bribes as a condition to get jobs.
- In Kenya, there has been a frequent and common talk on budgeted corruption where budgets are exaggerated to give room for corruption games.

- While corruption has been going on in counties for years under the former local government system (1974-2012) more corruption was devolved from national government from the year 2013 by of the devolution of equipment, functions, human and financial resources. This means bad manners were also transferred to counties. They normally say resources follow functions but we have learnt also in this funny scenario that corruption seriously follows resources.
- Lack of integrity by top leaders, managers, law enforcers, court officials, auditors and church leaders has given a very fertile ground for corruption in Kenya and beyond.
- Courts have not been spared either on the issue of taking too long to finalize cases, dropping cases, bribery among others.
- Corruption is a crime against humanity because it denies people access to their rights.

- Corruption is the incurable cancer of the modern world since many countries have struggled against it since independence in vain.
- It is a very heavy burden which no people or country wants to bear and survive.
- We need to be liberated urgently from this curse and burden.
- Kenya Anti-Corruption Commission (2003) in its book, Public Officer Ethics, advises that for success in the fight for ethics and integrity we must involve all public officers and members of the society.
- Integrity is the foundation of good public service, good citizenship, good professional conduct and successful private life.
- Integrity is being honest, having strong moral values and consistently doing the right thing, whether or not one is being watched.
- Integrity is demonstrated by people who do the right thing, no matter what the circumstances may be. People of integrity do the right thing even when

it is not easy for them. A person of integrity knows the difference between right and wrong and chooses to do the right thing i.e. truthful, honest, fair, responsive, responsible and sincere.

- Prof. P.L.O. Lumumba, the former Director and CEO of Kenya Anti-Corruption Commission said it was important for public officers and the general public to familiarize themselves with the Public Officer Ethics Act and ethics guidelines, and to make a commitment to abide by them, uphold and promote the tenets of integrity, ethics, transparency and accountability in the management of public affairs.
- The book which simplifies the Ethics Act defines a public officer as any officer, employee or member of a government department or entity, parliament, county, corporation, council, board, commission, committee or body which incurs public funds.

- The Public Officer Ethics Act is a guide to public officers and public to understand and resolve ethical dilemmas in their daily work and interactions.
- The offences and penalties for violations under the Act include a fine of Ksh.one (1) million or imprisonment of five (5) years or both.

Importance of integrity.

The following is the importance of integrity;

- Vibrant economy which will sort out many economic hardships.
- Access to donor aid for development.
- Good moral values in the society are ensured.
- Good service delivery is ensured.
- Low cost of services is attained.
- Confidence in institutions is built.
- People get and enjoy their legal and social rights.
- It builds trust, character and solid credible reputation.

- It facilitates high standards in behavior at work place, school and all spheres of life.
- People with integrity effectively participate in nation building.
- People with integrity contribute to the success of their society.

Levels of integrity

- Personal integrity - personal commitment to qualities or virtues such as honesty, loyalty, firmness, steadfast, truthful, morally upright, ethical, impartiality, principled behavior among others. It is the foundation of all forms of integrity.
- Professional integrity – adhering to the fundamental codes, goals and mission of one's profession. It guides the conduct of its members and the organization's external world in relation to honesty, professionalism, rule of law, human rights, political neutrality, paying taxes, reporting improper orders by superior among others.

- Institutional integrity – completeness and soundness of objectives, programs, structures, systems, processes, procedures and codes. It is making an institution accountable, transparent, respectable, ethical and consistent.

Characteristics of an institution of integrity

- Doing right even when there are no rewards, recognition or penalties.
- Have clearly defined goals, objectives, policies and work procedures.
- Have institutional values that guide the behavior of staff like respect, integrity, honest, team work, dedication, fairness, responsibility, accountability, transparency, truthfulness, consistency and fairness.
- Work according to the rule of law.
- Have and enforce the code of conduct, rules and regulations for the staff.

- Follow the laid down procedures.
- Embrace best practices in policies and procedures.
- Demonstrate internal consistency between the values, policies, procedures and actions.
- Allocate resources according to priorities that are consistent with the values.
- Recognize and provide for a balance between the rights and responsibilities for all members.
- Treat staff fairly and equitably.
- Are open and accountable in decision making and allocation of resources.
- Are aware of their responsibility to the public.
- Are continually self-monitoring to ensure integrity.

The KACC book provides the following as the general principles of ethical conduct;

- Performance of duty with time management.
- Maintaining public confidence in the integrity of offices.

- Professionalism in discharging duties in a legal manner.
- Maintaining an appropriate dress code and personal hygiene.
- Respect for constitutional rights and freedoms of other people.
- Not practicing nepotism or favoritism.
- Conflict of interest.
- Abuse of office.
- Not using office to improperly enrich oneself.
- Not using office to solicit money for harambees.
- Giving honest and impartial advice.
- Making appointments on the basis of integrity, competence and suitability without nepotism or favoritism.
- Paying of government taxes.
- Reporting any improper orders or instructions as whistle blower.

Corruption issues in offices.

- Conflict of interest; personal versus official.
- Fraud and forgery in transactions.

- Outright theft.
- Favoritism and taking sides.
- Playing politics in offices.
- Abuse of office; using office for personal gain.
- Bribery to offer services to the clients.
- Under banking of revenue.
- Kickbacks in contracts or tenders.
- Outright extortion.
- Nepotism in employment.
- Collusion in illegal activities between officers and clients.
- Irregular employment; flouting legal procedures.
- Unlawful acquisition of property; personal gain.
- Violation of laws with impunity.
- Violation of human rights e.g. discrimination on race, tribe, gender or sickness.
- Unprofessionalism; flouting procedures.
- Misuse of official information.
- Using office to operate harambees (funds drive).

- Bullying people.
- Sexual harassment; seeking sexual favors.
- Implementing unplanned projects; not approved.
- Petty corruption i.e. small scale.
- White collar corruption by graduates e.g. hacking accounts.
- Getting employment using fake certificates.
- Selling or buying jobs or sex for jobs, internship or attachment.
- Leaking job interview questions by interview panels.
- Employing persons who did not apply for the jobs.
- Employing persons who are not qualified.
- Circumventing procurement procedures and working backwards to achieve evil plans.
- Falsifying staff office locking-in and locking-out registers.
- Faking office claims i.e. allowances.

- Top management irregularly influencing the giving contracts to their secret companies.
- Falsifying wealth declaration forms by officers and their bosses.
- Failing to carry out due diligence before approving transactions.
- Overpricing of goods and services by engineers to create room for corrupt practices.
- Using public vehicles for personal work.
- Double registration of vehicles e.g. having both government and private registration for one vehicle.
- Approving incomplete or ghost projects for payments.

Main causes of corruption.

- Decay in moral values.
- Weak accounting systems.
- Tedious bureaucratic process.
- Push for personal gain.
- Greed by officers.
- High poverty levels.
- Lack of professionalism.

- Bad governance.
- Push for political favors.
- Impunity with powerful people.
- Low staff salary.
- Weak civil society.
- Corrupt law enforcers e.g. Police, EACC Inspectors, Judicial officers (magistrates) etc.
- Weak media due to economic hardships; biased or lack of independence.
- Inefficient public sector.
- Weak enforcement system.
- Lack of transparency.
- Lack of good will by top leadership.

Signals of corruption.

- Staying in office until very late hours.
- Not taking leaves by staff.
- Extravagant lifestyle by office holders. Corrupt money cannot be hidden.
- Resisting transfers and rotation by staff.
- Buying goods from the same suppliers.

- Speaking in low tones while on phone. However, others may be speaking to family members.
- Overfriendliness with suppliers e.g. spending much time with them, taking lunch etc.
- Not taking job promotions.
- Senior officers doing minor jobs like writing payment vouchers.
- Creating emergencies to buy things.
- Offering contracts to the same people.
- Buying large quantities of goods to last long.
- Request for approvals late in the day e.g. Friday at 4 pm.

Consequences of corruption.

- Poor and struggling economy.
- Poor service delivery.
- Poor development.
- Denial of donor aid.
- Looting spree.
- High cost of services.
- Increased crime or insecurity.
- Moral decay in society.
- Loss of confidence in organizations.

- Stress, depression and mental health to the culprits.
- Engaging incompetent staff.
- Destruction of careers.
- Suffering in families due to prosecution, dismissals etc.

How is dishonest are punished.

- Administrative action for petty offences e.g. lateness.
- Recovery of cost which was lost.
- Attachment of property e.g. land, cars, money etc.
- Dismissal from service.
- Prosecution in courts.

Measures by government against corruption.

- Law enforcement.
- Job rotation and transfers.
- Litigation e.g. court cases.
- Auditing, monitoring and evaluation.
- Integrity testing of staff.
- Investigations.
- Asset recovery.
- Oversight by committees.

- Systems review by experts to check on weaknesses.
- Staff training and capacity building.
- Awareness creation to employees and the public.
- Providing sound policies, laws and guidelines.
- Encourage and protect whistle blowers from threats or harm.
- Establishing a feedback mechanism for the clients and the public.
- Establishing an integrity committee.
- Training integrity officers and integrity champions.
- Declaration of zero tolerance to corruption by top leadership and enforcement.

NB: Whistle blowers should report corrupt cases confidentially since corruption fights back fiercely.

Ginseng (2011) says that a good reputation is more valuable than all the riches on earth and advises people to avoid bad company because it corrupts good morals.

Why ethics matter?

Joseph W. Weiss (2009) emphasizes the importance of ethics in business as follows;

- Saving billions of monies in lawsuits settlement and debts.
- To protect organizational relationships, reputation, staff morale, loyalty, productivity and retention.
- Strengthening integrity, organization culture and common good.

The writer also provides the following as the global ethical values and principles;

- Support of human rights.
- Promotion of equal opportunities for employees at all levels of organization e.g. skills development and capacity building.
- Respecting employees' freedom of association.
- Compensating properly the employees so as to meet their basic needs.

- Providing a safe and healthy work environment.

Disciplinary control.

- It is the due process of justice and any lawful punishment which is fair to both the staff and employers.
- The purpose is to correct the behavior of an employee so as to improve performance. It is not just about mere punishment or dismissal.
- Discipline is an approach by management to modify undesirable behavior or work using supervisors as per the legal procedures.

Importance of disciplinary control.

- Enforcing standards of behavior.
- Ensure efficient services.
- Discourage lawlessness.

Common disciplinary actions against violations.

- Verbal warning.
- Warning in writing.
- Interdiction from duty.

- Suspension from work.
- Reprimand (normal).
- Reprimand (severe).
- Recovery of cost.
- Surcharge.
- Deferring annual staff salary increment.
- Deferring staff promotion.
- Demotion.
- Dismissal.
- Prosecution.

Common disciplinary violations by officers.

Absenteeism.

- Corruption.
- Conflict of interest.
- Poor work performance.
- Abuse of office.
- Sexual harassment.
- Theft.
- Disobeying lawful orders.
- Alcoholism and drug addiction.
- Political favors.
- Defamation of the employer.
- Fighting in office e.g. assault.

- Breaching office confidentiality.
- Use of insulting language.
- Gross misconduct.
- Nepotism or tribalism.

Guiding principles in disciplinary action

The PSC HRM Manual (2016) provides the disciplinary procedure as indicated below;

- Principle of natural justice.
- Fairness.
- Written accusations.
- Adequate notices to the accused.
- Decisions must be made on proofs.
- Neutral authority to hear the case to avoid biasness.
- Accused person to attend the case in person.

The power to exercise disciplinary control and removal of officers are vested on the respective boards who can take the following actions: -

Disciplinary procedure

- If criminal proceedings are instituted against an officer or where an officer has been acquitted of a criminal charge in a court of law, the accounting officer shall not be prevented from dismissing or otherwise punishing him.
- Where an officer has been charged on desertion of duty, the letter shall be addressed to his last known address by registered mail.
- Disciplinary cases should be dealt with and finalized within a period of six (6) months. Delaying cases for long periods is a violation of human rights.

The procedures to be followed: -

- Carry out a preliminary investigation as to the circumstances surrounding the act of misconduct to get the facts.
- Issue the officer with statement of the alleged offence ('show cause' letter) and the charges framed against him/her and invite him to state in

writing the grounds to exonerate himself or herself.

- The officer shall respond to the charges within seven (7) to twenty one (21) days from the date of the ‘show cause’ letter depending on where they are located from the office.
- The case shall be presented to the Human Resource Management Committee for deliberation and recommendation.
- If the officer fails to respond within the specified period or if in the opinion of the Management, the explanation given, is not satisfactory the case shall be forwarded with comments to the respective board for decision.

Conduct of investigations.

This the procedure of conduct of investigations;

- (i) Constitute a team of not less than three (3) officers to investigate the matter.

- (ii) The officers conducting the investigation shall be senior to the accused officer, neutral and should not have dealt with the case before.

The report of the investigation shall be submitted to the board and shall contain:

- (i) Evidence collected by the team;
- (ii) Analysis of the evidence and statements;
- (iii) A statement on whether the charges have been proved or not.

Interdiction.

- Interdiction is to allow investigations to be conducted in a case which may lead to dismissal.
- The officer shall be eligible for half ($\frac{1}{2}$) of his/her basic salary with full house allowance and medical benefits.

Suspension.

An officer may be suspended from duty under the following circumstances:

- When disciplinary proceedings have been instituted against the officer and dismissal is being considered.
- When he has been convicted of a serious criminal offence or gross misconduct.
- The officer shall be entitled to full house allowance, medical benefits and no basic salary.
- The officer will be required to report to his supervisor at agreed intervals, if necessary.

Absence from duty without leave or reasonable.

- Where an officer is absent from duty without leave or reasonable or lawful cause for a period exceeding twenty four (24) hours, and is not traced within a period of ten (10) days from the commencement of such absence, the officer's salary shall be stopped.
- The officer shall be addressed a

‘show cause’ letter through his last known address by registered post. This is to ensure that he will not claim he did not receive the letter.

Absence on duty on grounds of Illness.

An officer shall produce proof of sickness/sick leave certified by a medical practitioner on resumption of duty.

Appeals

An officer dissatisfied by a decision made against him may appeal to the respective commission or board within a period of thirty (30) days from the date of the letter conveying such decision.

Reviews.

An officer may apply for a review of his case by court within six (6) months after the decision of the commission or board has been made.

Alternative ways of dealing with indiscipline.

It is not always necessary to destroy careers of people; sometimes there is a need to rehabilitate or restore people, depending on the factors surrounding their cases as shown below;

- Counseling to support staff with mental health issues.
- Guidance and training in relation to poor performance.
- Dispute resolution to reduce staff conflicts.
- Supportive supervision or redeployment.
- Staff motivation, bonding and team building.
- Treatment and rehabilitation.
- Retirement on 50-year rule with benefits.
- Retirement on medical grounds with benefits.
- Retirement on public interest with benefits.
- Rewarding good behavior.
- Resolving issues early enough.

How is discipline rewarded.

This is how good workers are rewarded;

- Promotion to the next grade.
- Recognition of staff with letters of appreciation.
- Recognition of staff publicly.
- Giving additional staff allowances.
- Enhancing welfare benefits.
- Sponsoring staff trainings.
- Giving the 13th salary which is equivalent to a monthly basic.
- Sponsoring holiday leaves locally and abroad.

Least corrupt Countries

The following are perceived as the least corrupt countries in the world;

- Denmark
- Finland
- New Zealand
- Norway
- Singapore
- Sweden

Most corrupt Countries

The following are perceived as the most corrupt countries in the world;

- Syria
- South Sudan
- Venezuela
- Somalia

NB: According to Transparency International (TI), the 2023 Corruption Perception Index, Kenya is No.126 among 180 countries in the index.

Departments which suffer from corruption

The following are the departments which are perceived to suffer from corruption in Kenya;

- Kenya Police Service (KPS).
- Department of Public Procurement.
- National Youth Service (NYS).
- Kenya Pipeline Company (KPC).
- National Cereals and Produce Board (NCPB).
- National Health Insurance Fund (NHIF).

- Ministry of Lands.

Departments most susceptible to bribery

The following are the departments perceived as most susceptible to bribery in Kenya; where bribes are paid for services;

- Kenya Traffic Police.
- County Health Departments.
- Kenya Police Service (KPS).
- National Transport and Safety Authority (NTSA), (Ksh.81, 800).
- Judiciary (Ksh.49, 600).
- Kenya Bureau of Standards (KBS), (Ksh.40, 000).
- County Government offices (Ksh.26, 223).

NB:

- According to Ethics and Anti-Corruption Commission (EACC) the national average of the bribe amount doubled from Ksh. 6, 865 in the year 2022 to Ksh. 11, 625 in 2023.
- It was noted that seeking for employment incurs the highest average bribe of Ksh. 163, 260,

followed by applying for passports Ksh.74, 428, Kenya Police abstract Ksh.20, 300, Security tender Ksh. 17, 000 and resolving land conflicts Ksh.12, 673.

- 68% of service seekers expressed dissatisfaction with public services received after paying a bribe in the institution.

Most corrupt Counties

According to the Nairobi Law monthly and EACC the following are the 20 most corrupt counties in Kenya in relation to bribery;

1. Nyamira
2. Baringo
3. Siaya
4. Bungoma
5. Turkana
6. West Pokot
7. Samburu
8. Nandi
9. Kakamega
10. Kisumu
11. Tharaka Nithi
12. Nairobi

13. Machakos
14. Laikipia
15. Isiolo
16. Nyandarua
17. Nakuru
18. Homabay
19. Busia
20. Elkeyo Marakwet

Bribery reported in Counties

S/No.	County	Bribery Amount Ksh.
1	West Pokot	56,695
2	Nairobi	37,718
3	Muranga	18,378
4	Kisii	16,810
5	Uasin Gishu	11,136
6	Kitui	9,849
7	Busia	7,468
8	Tharaka Nithi	7,041

Agencies which fight corruption

The following are the agencies which have been tasked to fight corruption;

- Ethics and Anti-Corruption Commission (EACC).
- Kenya National Human Rights Commission (KNHRC).
- Commission on Administrative Justice (CAJ).
- Transparency International (TI).
- National Cohesion and Integration Commission (NCIC).
- National Anti-Corruption Campaign Steering Committee Regional offices (NACCSC).

NB: All should be on the forefront, joining hands in fighting corruption for meaningful progress i.e. government, judiciary, the Police, media, professionals, school children, students, teachers and the general public. One institution or an individual cannot fight corruption and succeed.

How people respond to corruption

People respond to corruption in various ways as indicated below;

- Reporting to the authorities for action.

- Reporting to the media.
- Speaking up to expose it.
- Risking life to fight corruption.
- Participating in corrupt practices i.e. collaborating.
- Assessing corruption risk in the work place and taking precautions.
- Developing an anti-corruption policy and enforcing it.
- Communicating about it.
- Conducting due diligence on third party transactions.
- Establishing procedures to protect whistle blowers.

How corruption fights back

Corruption fights back fiercely in any of the following forms;

- Issuing of threats and intimidations.
- Bribery actions to hide it.
- Arbitrary arrests and prosecution by authorities.
- Violent assaults or even murders.
- Destroying of businesses or livelihoods for those fighting the vice.

Common Corrupt or integrity practices in counties

The reports of the Senate Public Accounts Committee and Controller and Auditor General on the 47 County Governments for the Financial year 2019-2020 outlines several areas of risk, suspected unprofessional, mismanagement, incompetence, lapses and malpractices which border on illegalities and corruption as indicated below. These are raising the red flag on the need to take urgent action to bring sanity and save the tax payers money from further loss. The following areas have been sampled from all the 47 counties in Kenya questions integrity of transactions of approx. over Ksh.16 billion in just one financial year when they received Ksh.286.8 billion from the equitable share of revenue. From this estimate it can be concluded shockingly that over 6% of county revenue either goes to waste or is stolen.

- Unconfirmed County Own Revenue means unreliable records.

- Inaccuracies in the transfer of funds means unreliable records.
- Unsupported acquisition of assets means lack of prudence.
- Unsupported payments or expenditure risk loss of funds.
- Pending bills Ksh.2, 670,863,155.00 creates doubtful expenditure.
- Un-transferred revenue to County Revenue Fund, Ksh.568,767,708.00 risk loss of funds
- Outstanding imprests, Ksh. 52, 223, 680.00 means lack of accountability.
- Long standing imprest, Ksh.2,498,775.00 means lack of accountability.
- Inaccuracies in cash and bank balances Ksh.2,532,888,232.00 means unreliable records.
- Undisclosed proceeds from domestic and foreign grants, Ksh.22,921,419.00 means lack of accountability.
- Payment of allowances outside the imprest system, Ksh.121,743,353.00 means lack of prudence.

- Stalled of projects, Ksh.20,678,574.00 points to incompetence and lack of proper planning.
- Loss of cash, Ksh.43,240,740.00 points to theft.
- Unauthorized expenditure i.e. exceeded the amount approved by the Controller of Budget, 389.4 million, means lack of prudence.
- Unbudgeted pending bills, Ksh.133, 572,547.00.
- Irregular supply and delivery of goods, Ksh.25,853,752.00 points to corruption.
- Unapproved or irregular withdrawal of funds from the County Revenue Fund, means lack of prudence.
- Irregular engagement of casuals, Ksh.197,024,618.00, means lack of prudence.
- Over-expenditure, Ksh.15,963,138.00 means lacking in accountability.
- Irregular procurement of projects, Ksh.9,503,553.00 is illegal.

- Operating of irregular commercial bank accounts means lack of transparency.
- Use of manual payroll to pay salaries instead of the automated system (IPPD), means lacking prudence.
- Undisclosed revenue management system fees mean lack of transparency.
- Undelivered equipment and supplies mean lack of transparency.
- Engagement of a non-responsive bidder means lack of accountability.
- Irregular award of contract means lack of transparency.
- Irregular payment of salary means lack of prudence.
- Non-compliance on E-procurement is illegal.
- Processing of payments outside IFMIS system means lack of accountability.
- Non-compliance to public procurement and asset disposal regulations,

- Misclassification of expenditure means lack of prudence.
- Irregular purchase of vehicles is wrong.
- Doubtful expenditure is risk of funds.
- Misappropriation of funds, Ksh.4,920,000.00 is theft.
- Irregular variation of contracts is illegal.
- Delay in banking of revenue is teaming and lading means lack of prudence.
- Irregular recruitment of staff is illegal.
- Unresolved prior years audit issues, hence pending for years. Border on disobedience, unwillingness or impunity.
- Violating of the approved budget is means lack of prudence.
- Recruitment of unqualified staff means lack of prudence.
- Unconfirmed purchase and distribution of goods risks funds.
- Irregular acquisition of land is illegal.

- Undisclosed pending bills is lacking transparency.
- Unauthorized variation of works is illegal.
- Inconsistencies in county ownership documents.
- Misallocation of expenses means lack of prudence.
- Incurring confidential expenditure is lacking transparency.
- Expenditure of COVID-19 funds in way indicating there was no value for money.
- Unbanked revenue, Ksh.6,729,614.00 risk loss.
- Lack of ownership documents for property e.g. land, vehicles etc. risk loss.
- Undisclosed banked accounts are lacking transparency.
- Unsupplied equipment risk loss.
- Non-compliance on wage bill, at 44% instead of 35% can hamper development.
- Under-absorption of the approved budget shows inefficiency.

- Unsatisfactory implementation of projects questions value for money and poor planning.
- Delay in implementation of projects shows lack of proper planning.
- Non-remittance of payroll deductions, Ksh.27,061,998.00 means suffering and demotivation of staff.
- Irregular payroll deductions, Ksh.2,561,123.00 means suffering and demotivation of staff.
- Lack of a risk management policy or framework exposes the counties to many costly risks.
- Unimplemented projects, Ksh.33,305,640.00 is a loss to the tax payer and poor planning.
- Failure to appoint County Audit Committees expose counties to integrity issues.
- Unutilized projects, Ksh.20,565,975.00 is a loss to the tax payer.

- Unaccounted for payment of taxes, Ksh.153,284,413.00 may punish the staff or counties.
- Over-age employees in payroll may promote inefficiency.
- Non-compliance to the law on ethnic composition requiring 30% employees outside the dominant community means we are entrenching tribal counties where discrimination is practiced. This adversely affects our national unity and integration.
- Ineffective financial control systems open way for corruption channels.
- Inadequate safeguards on ICT data security exposes systems to hacking or abuse.
- Non-compliance to Withholding Tax and VAT Act 2013 is illegal.
- Poor management of county assets leads to faster depreciation, loss or damage.
- Unapproved collection of revenue promotes mismanagement.
- Lack of human resource plans and staff establishment weakens staff

recruitment and management controls.

- Overpayment of tax to Kenya Revenue Authority, Ksh.1,111,125.00 shows lack of prudence in managing funds.
- Unremitted statutory deductions, Ksh.1,532,263,571.00 punishes the staff and creditors, and also kills investment.
- Unused projects are a loss and waste to the tax payer and lack of proper planning.
- Insecure duplicate receipt documents give loopholes for pilferage.

Important questions to ask?

- If we lose all the huge millions, is it true that Kenya is poor or we cannot just manage our financial resources prudently?
- What will we remain with if we decide as a society to throw away the values of integrity through the window?

- Do we fear God as believers or we are just mere church goers and hypocrites?
- Is Kenya a practical Christian nation with 80% believers or is just in theory?
- Are we patriotic to our country or selfish?
- Do the leaders we elect every five years care about the welfare of the citizens or are buried deeply, chasing their selfish interests?

Recommendations

- Strengthen internal audit units and committees to improve on inspections, monitoring and oversight.
- Stop further accumulation of pending bills in counties and national government by prudent management of resources.
- Mobilize existing revenue by empowering Kenya Revenue Authority's (KRA) systems,

structures and capacity instead of overtaxing interventions.

- No more overtaxing of the burdened citizens but instead seal the pilferage of resources.
- No matter the hardships and corruption don't cut further revenue to the counties for it will kill devolution; but instead deal corrupt individuals in counties instead of weakening counties by reducing their revenue.
- Implement Public Private Partnerships (PPPs) projects (both small and big ones) to reduce the huge pressure on the exchequer.
- An efficient and effective government system should never have delayed, incomplete, stalled or unutilized projects whatsoever.
- Engage Kenyans in a referendum on the huge expenditure incurred on national and devolution governance structure with the intention to review and cut it down.
- Audit, account and make public the national public debt.

- Major efforts be made to build trust in public institutions which is at the moment at the lowest level due to bad governance.
- Government ministries and counties should improve on public communication through diverse channels (both traditional and latest technologies) to remove the many doubts and build on a good public image.
- More funds be allocated to the Controller and Auditor General (CAG) so that they can carry out more thorough audits like special and forensic so as to go deeper and reveal more complex malpractices. The normal annual general audits may not be enough to detect the many malpractices.
- Reduction of wasteful and luxurious public expenditure by reducing the size of vehicles used by ministries and counties to 2000cc like during former President Mwai Kibaki.
- Adjust audit reports by Senate and Controller and Auditor General to be

current because previously there have been delays of 2-3 years. Such long delays end up delaying corrective measures, actions to be taken and lowers funds due to counties.

- Timely exchequer disbursement to the counties and agencies so that their activities are not delayed or hampered in anyway currently happening.
- The future is today not tomorrow; hence we must plan a better tomorrow today.
- The church should go to her original basics and play her role correctly.
- The nation now needs statesmen and women who will protect the key interests and life of the state at all costs.

Words of wisdom on integrity

The following are words of wisdom in relation to integrity which all need to adhere to;

- The man of integrity walks securely, but he who takes crooked paths will be found out, Proverbs 10:9.

- Laws control the lesser man while integrity controls the greater one, Anonymous.
- Stand up for what is right even if you are standing alone, Anonymous.
- Integrity is doing the right thing even when no one is watching - C.S. Lewis.
- Embrace integrity to prosper.
- Be impressed by kindness, integrity and humility but not money, degrees, followers and titles.
- The man of integrity walks secure but the crooked will be found.
- Corruption of the best becomes the worst - Latin.
- Corruption fights back fiercely.
- Do not fill your house with plunder.
Application: Things accumulated by theft or plunder will bring a curse to your home.
- Without the wisdom from God, we are completely cooked and we will always be in the devil's menu.

- The devil came to devour people, steal their minds, destroy and kill them.
- Don't give access to the devil by playing into his hands through foolishness.
- Every man is the captain of his soul, hence guard your heart from evil things.
- Even the devil can quote the scripture, hence beware of false teachers and preachers.
- Woe unto them that call evil good, and good evil for you are cursed.
- Resist the devil and he will flee away from you.
- The love of money is the root cause of all evil.
- Part time Christians cannot defeat full time devils.
- Don't fear people but fear God; fearing man is a compromise and an evil trap.

- The devil fears the holy church and not magnificent buildings or lukewarm believers.
- Satan only hires people for his evil purposes.
- An idle mind is the devil's workshop so be busy.
- The devil is a liar and if you love lying you are actually serving the devil.
- Sometimes blame your decision and not the devil.
- We first overlook evil, then we permit, promote and then we persecute those who oppose it.

CHAPTER 2: SPIRITUAL OR CHURCH CORRUPTION

This chapter deals with spiritual or church corruption and its signs, signs of churches where corruption is practiced, observations recommendations.

The church has become another avenue for corruption for many years through religious traders and spiritual brokers (fake gospel preachers) who exhibit the following signs;

- They exist only to trade the gospel of Jesus Christ for money, narrow interests and material gain. Corruption in the church is just spiritual witchcraft.
- Their main aim is to buy and sell the gospel for their selfish benefits.
- They brainwash and steal the minds of people for their selfish interests.
- They create fear among members and promote prayers' dependency syndrome.
- They create raised places i.e. the altars used only by one man.

- Forcing believers to give money using intimidation, manipulation, exploitation, condemnation, oppression and threats to get what they want.
- They are in the business of selling prayers, handkerchiefs, anointing oil, holy waters, crosses, holy soil, fortune telling among others.
- They push people to pay for deliverance from demons and witchcraft, open heavens, prophetic declarations, return of stolen stars and to see the man of God.
- They are a heavy burden to people in every way and lack passion for righteousness.
- They are not genuine leaders and have no leadership skills to drive things in a proper way because they fight and put themselves into leadership positions without the calling and grace of God leading to church stagnation. Since they operate outside their calling, they make many mistakes and hurt people in a big way.

- They drive with zeal their fake worship which is full of meaningless traditions and rules of men, worldly, secular, full of drama, and they do things just for optics and self-pride.
- They preach false gospel which is full of heresy and foolishness.
- They are not doers of the Word but just casual hearers.
- They are just empty vessels used by the Satan but faking God.
- They also share motivational sermons with more focus on contemporary material and prosperity so as to please congregations instead of sharing true revelations from God to transform lives of people.
- Their faith is full of hypocrisy and they are the modern-day teachers of the law and Pharisees who display fake faith.
- They love long flashy garments, collars, places of honor in parties, titles of honor in public places and praises from the public.

- They don't practice what they say but they do things for men to see.
- They love material things but hate the spiritual wealth.
- They clean outside the cup but ignore the inside. They appear righteous outside but are full of wickedness inside.
- They are in the flesh pleasing the sinful desires of the body.
- Some may operate under evil spirits or they are just immature, full of pride, ignorance and are beyond correction.
- They produce bad fruits and deeds and we can know them by their fruits.
- False prophets, teachers, apostles, evangelists, gospel singers, intercessors, brothers, and preachers are known by their fruits.
- They are not the light of the world and they consider the church as a mere constructed building and not the believers.

- They shamefully usurp God's power and mismanage the church for their benefit.
- The current church operates like a commercial bank where money is preached or sought with zeal from January to January, year in and out, instead of winning souls and making them disciples of Jesus Christ.
- The core business of the church is people and not money. The church is not a bank where the key mandate is money, profits, dividends, material or prosperity.
- They begin their life in the Spirit and end up in the body like the bewitched Galatians. They are in bondage and prisoners in captivity of the sinful world.
- Some even use demons to oppress and make people perpetually their slaves.
- They have backslidden and fallen from glory, and they now operate outside the will of God and they focus more time, human and financial

resources on worthless physical church buildings and programs.

- They do not promote generous and cheerful giving by believers in church but instead they put much pressure, and threaten people to give e.g. as seen in television programs, social media and some churches.
- They do not honor or value marriage as something precious; they involve themselves in adultery, fornication, conflicts, sexual immorality or divorce.
- The said preachers share shallow biblical teachings which look similar to true teachings.

NB: This is the new **spiritual corruption** where there is faking of miracles, preaching, gospel, calling, giving, status, prophecies among others. It is where the church becomes a photoshop.

“Watch out for false prophets. They come to you in sheep’s clothing, but inwardly they are ferocious wolves, Mathew 7: 15, NIV. God has warned us

about fake preachers from the beginning and we just need to develop sensitive spiritual or inner eyes to detect and reject them for we cannot afford to cooperate with them.

Observations and recommendations

- Selfishness has spiritually killed many ministers or ministries.
- Majority of the servants of God are genuine but the few have spoiled the great name and testimony of the church. Therefore, there is a need to expose them to salvage the true church of Christ. We cannot keep quiet anymore because it really hurts the communities and nation.
- We like the Berean church must be mature enough to test the spirits, discern the fake preachers (religious traders) and reject them. There is an urgent need for the divine spirit of discernment. Beware and don't fall into the trap of the fake ministers.
- Run away from them and their denominations which are like their personal property.

- Today's church is full of cheap entertainment, fake worship and something radical needs to be done urgently to salvage and correct the anomaly.
- The current church is on decline spiritually; there is more focus and shift towards external ways of worship instead of the spiritual. It is for this reason many people today don't see the difference between the true church and the world because they are like the Siamese conjoined twins.
- There is a need to expose the fake preachers so as to save the church from further slander, corruption, damage or being a laughing stock.
- Some preachers are self-appointed, self-declared, self-ordained and self-anointed.
- A holy discontent is moving across the church worldwide whereby Christians are looking for 'better ways of doing church' since the current status is no longer relevant or useful at all.

- The current church loves fun and entertainment more than the word of God.
- Pastors and other preachers should be identified properly by the church to ensure they have a genuine calling and not just individuals looking for employment and money.

NB: You will know them by their fruit; we must discern them with the spiritual or inner eyes. While some ministers are evil and immoral, others are just suffering from immaturity having been raised in wrong or weak biblical foundations. They hide behind the collar while either serving the devil, their carnality, lost their spiritual conscience or buried deeply in their selfishness. They may possess all the above characteristics in very extreme circumstances or just some of them.

Signs of Churches where corruption is practiced

- Preaching about politics, worldly wealth and current affairs to please people.

- It is a platform for insults by politicians instead of a place of encouragement through the Word.
- Everyone is blinded by the fake preachers, devil and their selfishness.
- Worship of the pastor, preachers and the denominations as idols.
- There is a fierce fight for material and church positions.
- Members serve the preacher instead of God.
- It is fully packaged *entertainment* zone with great fun and exaggeration.
- There is major talk and focus about demons, fear, darkness and how they control people.
- There is much display of materialism, carnality, un-biblical and ungodly behavior.
- Open involvement in evil, immorality and one man shows leadership model.
- One gift is in operation and is given great prominence while other gifts are either silenced or buried.

- Intense sale of items like handkerchiefs, anointing oil, holy water among others.
- Members are compelled to give offerings, tithes and project funds. The amounts to be given are printed on the envelopes. There is no room for generous or voluntary giving.
- There are shallow biblical teachings or application with more focus on fake miracles.
- Spiritual content (sermons) is given with wrong biblical interpretation.
- Many conflicts, violence or even physical fights over land, leadership and cash is common.
- Exaltation of other things rather than Jesus Christ e.g. miracles, personalities, fortune telling, powers of darkness, divination, prophecies, revelations, conflicting and confusing activities.
- Spiritual immaturity, hypocrisy and immorality is a common feature.

- Members don't use their conscience or brains but they follow their spiritual leaders very blindly.
- The leader has a final say and anyone asking questions about church matters will face threats and intimidation.
- Focus more on external blessings and meaningless religious rituals which don't touch the heart of God or add any spiritual value.
- Existence of too much confusion, condemnation, oppression, cursing, insults, threats and exploitation of people.
- Isolation of members in the church and discouraging them from partnering with other believers in the body of Christ.
- The church members are raised like their leaders without values due to poor spiritual parenting, mentoring and coaching.
- More focus on deliverance ministry and the preachers insist that members are not yet free but they are still in

bondage and that demons dwell in them full time.

- The church may be fast growing in numbers but not in quality or spiritual maturity.
- While many church buildings are in half full capacity no one cares about winning souls but many church leaders, instead have been chasing political leaders to get harambee money which sometimes is misappropriated by the elders, project committees or pastors.

NB: God didn't want the church to depend on the world whatsoever, but the world should depend on the church as an ideal situation. The signs of religious trading (fake gospel) may be seen partly or in full depending on the situation.

“There are six things the Lord hates, seven that are detestable to him: haughty eyes, a lying tongue, hands that shed innocent blood, a heart that devises wicked schemes, feet that are quick to rush into evil, a false witness who pours out lies and a man who stirs up dissension

among brothers,” Proverbs 6:16-19, NIV. Most of our political and religious leaders have become experts in lying something which God hates with passion.

“The Lord detests lying lips, but he delights in men who are truthful”- Proverbs 12:22, NIV. Any form of lying by anyone is sinful and makes one a potential candidate for hell.

“If what a prophet proclaims in the name of the Lord does not take place or come true, that is a message the Lord has not spoken. That prophet has spoken presumptuously. Do not be afraid of him, Deuteronomy 18:22, NIV. Do not fear, listen or obey the false prophets, pastors, teachers or preachers in the church. They waste your time and will take you nowhere. Just reject their prophetic lies of ‘you will get this and that, you will drive, you will fly’ but be able to discern and believe in the true prophets of the Lord.

NB: Fake preachers should not hide in church and practice corruption, oppress people or destroy lives like in the Shakaola

case. They should be prosecuted like any other criminals.

For more information on this matter read my book, Religious Traders on Rampage, 2024.

CHAPTER 3: GENERATION ‘Z’ DYNAMICS AND FIGHT FOR INTEGRITY

This chapter deals with who generation z are? characteristics of generation z, factors defining generation z worldwide, bad governance in the third world, African nationalism pitfalls, gen z concerns, events in Kenya, observations, lessons learnt and recommendations.

- The recent fierce protests by the Generation Z over governance issues in Kenya and among 60 other countries of the world is an eye opener that no one can ignore the contribution of this generation to society.
- The fact that they organize successfully and in a short time their massive protests using technology (social media); without visible leadership or being ethnic or tribal-based, requires keen attention since this is a new and unique energy in the nation.

- It has been confirmed by a good number of spiritual leaders that the Gen Z movement is divine; God is using them to bring real transformation in Kenya and all over the world. No one can afford to ignore them in the affairs of the country.
- This generation should be supported and mentored to ensure their push for radical transformation becomes useful and not harmful to the companies or countries of the world.
- The generation is stepping into a large vacuum of oversight left by the church, parliament, county assemblies and civil society.
- It shows that not all is well in the nation and the church should wake up from spiritual slumber with true repentance; arise to provide direction and leadership during this delicate and redefining moment for the country.
- Kenya is currently at crossroads, with many things going wrong and hence requires urgent spiritual intervention. It is, therefore, important to find out

who the Gen Zs are and their key divine role.

Who are Generation Z?

- Generation Z (or Gen Zers) is colloquially known as Zoomers, born between 1997 and 2012, and it is the demographic cohort succeeding Millennials and preceding Generation Alpha.
- Researchers use mid-late 1990s as the starting birth years and the early 2010s as the ending birth years; which is an age bracket of 12-27 years of age.
- Anyone born between 1981 and 1996 is considered a Millennial with the range of 28-43 years of age.
- They are primarily the children of Generation X (of mid 1960-late 1970s or 47 to 59 years), demographic cohort following the Baby Boomers and preceding the Millennials.
- This generation is presumed to be the freedom fighters of the 1960s; which means Kenya has gone a full social

cycle and the freedom fighters are now back. This is, therefore, the courageous and patriotic generation of the late President Jomo Kenyatta.

- In Kenya Generation Z constitutes a population of over 18.3 million people (33.4%) while Millennials are over 12.1 million people (22%).
- Since this is the largest group worldwide countries must listen and involve them in development and governance of the nation and church.
- In USA Gen Z is a record-breaking generation as the most racially and ethnically diverse, and globally they are the largest generation. They value education, fashion and choose their own unique part i.e. they want shorter, affordable and career-connected path ways.
- Eric Kyalo (2024) says that Gen Z recently fronted coups in some Africa countries including Gabon, Niger, Burkina Faso, Sudan, Guinea, Mali, Bolivia and Bangladesh (outside Africa).

Characteristics of Generation Z.

The following are the important characteristics of Generation Z;

- The most racially and ethnically diverse group in the world.
- Globally they are the largest generation.
- More pragmatic i.e. focuses more on practical affairs.
- They mature faster, earlier than the previous generations.
- They are more cautious in their career choices and in making decisions.
- They grew up with rapid digital changes and experienced the boom of smart phones and other disruptive technological devices as teens. This makes them well informed.
- They embrace new technology and Artificial Intelligence (AI) as part of life.
- They are growing up and climbing the corporate ladder with interest on governance issues.
- Some are acquiring property e.g. buying homes and starting families.

- They prioritize saving money.
- They use their voices and platforms (social media and online communities) to push for change.
- They love to travel and have fun.
- They are prone to anxiety.
- They love gaming and hobbies.
- They shape culture through the social media.
- It is an emerging HR issue worldwide.
- 96% of the Gen Z employees believe it is critical to feel recognized, included and engaged at work place.
- 80% of the Gen Z employees prefer a career that allows them to explore and acquire new diverse skills rather focusing on a single ability.

Factors defining Generation Z worldwide.

- Social media networking.
- Embracing shared family responsibilities.
- Presence of fast digital environment i.e. technology.

- A truly global generation.
- Facing economic recession.
- Climate change and sustainability matters.
- Some are involved in negative events i.e. involvement conflicts, terrorism and war.

Gen Z awakens the world from slumber.

In his book, *Black Tuesday, God's Sledge Hammer for Nations*, Eric Kyalo (2024) says that Gen Z is awakening the world from slumber in the following ways;

- There is a surging of hope throughout the world due to the efforts of young people. They have organized protests; crowd funded and ran national and global campaigns through social media.
- They are giving a model of what community should be all about, fact checking and educating us through their ingenious use of TikTok, X-Space and other social media.
- They have disrupted the usual way of proceeding and the world owe them

their collective thanks for awakening her from slumber and stupor.

- Gen Z across the world are calling out the hypocrisy and the dysfunctionality of leaders, policies and structures that exist to shore up the status quo.
- They inherently understand that everyone is deserving of the basic human rights of food, shelter, clothing, health care, safety and security and thus inequality can only be addressed through the lens of intersectionalism. They insist that no one should be left behind.

Cheryl Mendelson (2012) says that the moral mind of a human being resists tyranny and oppression. This angers any people and as a country we must avoid at all costs.

Park Chung Hee (1970) says the revolution was necessary in Korea and was supported by the people because of the devastating economic situation with internal poverty and bankruptcy. The world over

revolutions is fueled by very hard economic situations, hence the only solution against this is to manage a good economy.

J. Lavie, M. Horiuchi & K. Sugeno (2004) in their book, *Work in the Global Economy*, indicates that the French and American revolutions were about issues of equality, injustice and liberation. It was a moral anger against contradictions in the economy and political structures.

Peter F. Drucker (Peter F. Drucker, *Managing in Turbulent Times*, 2006) in his book, *Managing in Turbulent Times*, says “power follows prosperity since the year 1700”.

Bad governance in the third world

The World Bank in its book, *Voices of the Poor* (2002), indicates that economic hardships, bad governance and poverty are real unresolved explosive issues in the following third world countries;

- Ghana; empty pockets, joblessness and missing basic services.

- Malawi; empty stomachs, and precarious jobs.
- Nigeria; downward slide, poor governance, crime, conflicts and domestic violence.
- Bangladesh; poverty, hunger, poor health, crime, violence and police harassment.
- Bosnia and Herzegovina; loss upon loss due to war, physical and emotional suffering, destruction of middle class, unemployment, collapse of industries, violence and displacement.
- Ecuador; perils of poverty, hunger and violence.
- Brazil; unemployment, job losses, work place abuses, violence. Fear at home and streets, poverty and substance abuse.
- Jamaica; an island in the turbulent world, scarce livelihoods, extreme weather conditions and environmental change, poverty and drug trade.

Bruce Berman et al in their book, *Ethnicity and Democracy in Africa*, 2004 say that ethnic chauvinism is the product of political factions in Africa defining it as “a process of ourselves and is predated political tribalism”.

African nationalism pitfalls.

Felix Kiruthu in his book, *African Nationalism Pitfalls* (2001), lists the following as the hidden traps of African nationalism, which seems unresolved until today;

- Neocolonialism i.e. oppressive economic and political policies.
- Exploitation of Africa by Africans and foreigners.
- Lack of structures for good governance which promote corruption.
- Lack of national political parties e.g. tribal and regional parties or political parties formed every five years in Kenya without ideology only to ascend to power.

- Narrow ethnic, regional and sectarian interests overshadowed the great national interests.
- Divide and rule policy, planting seeds of mistrust which was practiced by Europeans and later African leaders drove a sharp wedge between communities e.g. in Congo, Rwanda, Nigeria, Kenya among others.
- Policies of capitalism and socialism sharply divided prominent political leaders (President Kenyatta and Oginga Odinga) at independence; leading to political assassinations of Tom Mboya, Minister for Finance and Josiah Mwangi Kariuki (JM), Member of parliament for Aberdare, and political turmoil.

NB: Any push for radical transformation must be managed very well to ensure it becomes useful and not harmful to any nation. No one should throw their country to the dogs no matter the situations or anger. We cannot throw away the baby along with the dirty bath water.

Gen Z concerns and demands in Kenya.

The Gen Zs raised the following concerns which are a result of corruption, bad governance; a burden which has accumulated since independence in 1963;

- Well educated youths but jobless.
- Inflation and high cost of living; unaffordability of basic needs.
- Massive corruption and scandals in the country.
- The burdening Finance bill 2024.
- Parliament losing its independence and claims of bribery where some MPs were to vote for the unpopular 2024 Finance Bill.
- It was claimed most of the Cabinet Secretaries were millionaires, corrupt, incompetent and prominent political class, and not hustlers as promised during the 2022 campaigns.
- Political appointments based on tribe, bribery and political connection without competence or relevance.
- Too much government wastage on salaries and allowances,

extravagance, travel, advisors, first and second Ladies offices.

- Some mega fund raisings (harambees) breeding corruption.
- Cutting the size of government (Cabinet Secretaries) to save on the huge national costs.
- Stinking rot of corruption in high places, church and public offices; claiming the government system was completely rotten to the core.
- Uasin Gishu-Finland scholarship scandal where many students were duped and lost millions of monies.
- Display of lavish wealth by the political class; displaying opulence and arrogance to suffering and hungry Kenyans.
- Many broken promises by the government.
- Huge and burdensome public debt.
- Billions of monies stolen and hidden in the offshore accounts.
- Demand for reduction of salaries for the political class and scrapping of

some positions terming it as waste of funds.

- Firing of corrupt cabinet secretaries.
- Life style audit of flashy state officers.
- Misuse of county government motor vehicles while critical service delivery was greatly hampered e.g. lack of fuel for hospital ambulances, project implementation etc.
- Incomplete projects due to corruption.
 - Fake tax refunds and returns.
 - Sale of jobs expensively only to the rich who have the money to buy them.
 - Tax evasion by rich people while the poor pay faithfully e.g. *mama mboga* (vegetable vendors) and *boda boda* (motor cycle operators).
- Payment of fictitious pending bills has become avenue and conduit for corruption. Pending bill verification by committees has previously become a toll station where contractors pay money for approval.

- Counties borrow money from commercial banks with high burdensome interest rates due to delay in disbursement of funds from National Treasury.
- Trust deficit, very low in public institutions.
- Inability to fight corruption by institutions tasked to do so.
- Weak and bad systems and structures fail to respond to good service delivery.
- Lying in society by both leaders and common people has become the new norm.
- Some churches have become campaign platforms for politicians who are favored because of the huge money they bring in form of donations (harambees).
- Some churches are no longer p true places of worship but where to practice corruption, immorality and oppression of the poor.
- Some churches are where you only give money but you don't receive

anything in return but just false hopes.

- Some churches are where the pastors get extremely rich while the members get poorer and poorer each day.
- There is no clear separation between church and state as required by the Kenya constitution which is secular.

Events in Kenya.

The following were the events which marked the Gen Z movement in Kenya;

- Invasion of parliament and occupying it, chasing out MPs and putting it under siege.
- It was a protest of a magnitude never seen in Kenya's history or in East and Central Africa or in many parts of the world.
- The massive protests were staged in almost all the 47 counties and were joined by other political and civil society interested groups.
- However, the action unfortunately led to loss of many lives and property,

both private and government installations worth many millions. Some MP's offices and homes who voted for the unpopular Finance Bill were targeted. The government reported that 42 persons died from the protests while media and Kenya Human Rights Commission (KNHRC) reported 60.

- Over 1000 persons were arrested.
- More than half of cabinet was dismissed which was historic since independence
- Goons and criminals infiltrated and hijacked the Gen Z demos causing reigning terror on Kenyans, causing chaos, looting, mayhem, burning of cars, offices and business premises.
- Kenyans raised Ksh 25 million in a few days to cover hospital bills of Kenyans injured during the Anti-Finance Bill demos in June, 2024.
- The President of Kenya addressed the nation thereafter and declared that he had conceded and won't sign the Finance Bill and instead sent it back to parliament for withdrawal.

- The President also referred back the Division of Revenue Bill to parliament for reduction, meaning the equitable share to the 47 counties may be adjusted downwards.
- He also proposed a team of government, civil society and the youth to begin dialogue.
- The church was also accused for not doing enough in her oversight role in matters of integrity, good governance, righteousness, hearing God and giving divine direction in national issues.
- Public apologies were delivered by some Members of Parliament (MPs) for voting to support the bill or attacking Gen Zs unfairly.
- Deployment of the military, Kenya Defense Forces (KDF) to the streets to maintain law and order after the chaos and protect critical installations and infrastructure.
- Religious leaders were touched and met the president and appealed for national dialogue.

- The group demanded that churches should not invite politicians to functions which led to cancelation of some of the planned functions.
- They accused politicians for corruption and using the church pulpit to insult their political enemies. They strongly rebuked the corruption going on in church and pledged to also face it head on later.
- The protests even got the attention of the international media like BBC, CNN, Aljazeera among others who featured the events worldwide.
- Businesses also stopped in Nairobi and other cities due to the chaos.
- Heavy and sharp rebuke of the political class for ignoring the wishes, opinion, stand and plight of the people.
- Kenyans abroad protested in 60 counties including United Kingdom, Netherlands, Canada etc.
- Over 22 persons were charged in court for criminal activities while about 1,000 were arrested for various crimes.

- The Directorate of Criminal Investigation (DCI) released photos of 40 wanted criminal suspects in relation to the violations of the law of the land.
- The government, through the former Interior Cabinet Secretary (CS), Kithure Kindiki, pledged to carry out thorough investigations to ensure justice was done for everyone whose rights were violated during the national protests. He said that each lost life must be accounted for and any police officer who used excessive force leading to loss of lives will face the law.
- They condemned the church for abandoning her important spiritual role of winning souls, condemning evil in society and instead shifting to material prosperity and fake promises.
- The Gen Z complained of sexual harassment and sale of jobs in the country, putting them in a great despair.

- They said they were tired and were stepping into the shoes of the previous freedom fighters whose struggle has not brought much fruitful returns, making this the third and final liberation.
- Formation of a National Multi-sectoral forum to initiate dialogue and resolve the Gen Z conflict.
- The president dissolved the entire cabinet due to the immense pressure.
- The Gen Zs began devolving their protest activities to county governments to address similar issues of bad governance causing a paralysis.
- The government spokesperson, Hon. Isaac Mwaura told the media that Ksh. Six (6) billion was lost by Kenya Revenue Authority as revenue during the three weeks Gen Z demos while the Speaker of the National Assembly, Hon. Wetangula said the damage cost during invasion of parliament was Ksh. 94 million.

- The youth constantly engaged on social media during the protests was over two (2) million.

Observations.

The following were the observations made by various leaders on the Gen Z movement;

- It is a birth of a new revolution and the youth were ready to pay the heavy price to attain total political and economic freedom.
- The Gen Z movement had no clear leaders but staged very serious and historic protest effectively using online platforms like X-Space, Facebook, Tiktok, Twitter among others. It was party-less, leader-less, tribe-less and faceless movement because most of the youth fear to be targeted for perceived oppression or bribery.
- Religious leaders agreed the youth were disappointed with the church having failed to live right as the light of the world and pledged to correct the obvious anomalies.

- Many leaders strongly condemned the chaos and violence but supported the youthful led demonstrations as a just cause and democratic saying it was something good for the country.
- The international community raised concerns over the violence in Kenya and called for calm.
- Kenya was an island of peace in the region, hosting refugees for many years from Somalia, Uganda, Burundi, Congo, Sudan among others and there was a need for concerted efforts to ensure we don't lose the coveted status.
- There was need to protect and preserve the nation because there was nowhere to run to if we destroy Kenya which is in the midst of a troubled region.
- Our political and religious leaders are not in touch with the real voice of the people and must repent and turn to the right way.
- Kenya is pregnant and must give birth to a new nation with a new

transformed life, and immersed in integrity.

- Corruption in the country has spread like fire to all sectors and needs urgent attention.
- Many religious leaders were guilty for allowing politicians to use their pulpits to preach politics and hurl, throw insults on others instead of making churches the salt of the world by fighting the many vices in society. The church which should have been above reproach was terribly exposed by the Gen Z movement and rebuked strongly for wrong doing.
- Change must come to Kenya and other countries in Africa. The Gen Z movement's influence will definitely spread to many other nations of the world.
- The Gen Zs are God's battle axe, hating the fake church with passion and the movement is divine.
- Anglican Church Archbishop in Kenya, Jackson ole Sapit, challenged the Gen Zs to take up critical roles in the church to realize meaningful

changes in the church so as to effectively transform the country.

- Kenya must think out of the box in the long term to revive the economy and industrialize so as to come out of the current quagmire.
- We must work hard as a nation to achieve the intentions, aspirations, objectives and visions of the former fathers of the nation who paid huge prices for our liberation. We should not shed more blood as a nation in the name of liberation.
- Kenyans must learn from the previous and current blunders and transform once and for all.
- The church must be separate from the state as society's watchdog. Though it should honor and pray for the government of the day so as to influence divinely, it should not collaborate with her inappropriately.
- Corruption is also getting out of hand in counties.
- The Gen Zs term corruption as genocide because it kills the dreams of many millions of young people

making it a capital offence equal to poor service delivery and incompetence.

- The freedom fighters in the second liberation which focused on democracy were proud of the Gen Z movement saying they succeeded where they themselves failed.
- The youth have very good and bright ideas but with little experience, hence they need the support of other experienced people so as to achieve their objectives and aspirations. They must partner with other generations like Millennials to succeed in their fight for positive transformation.
- God has allowed us go through the transformation in Kenya, so let's obey and follow the right steps so that we do not stumble.
- The Gen Z movement has put a great mark in our history and will change Kenya forever although the older people seem not to connect well with the new generation dynamics.

Lessons Learnt.

The following are the lessons learnt during the Gen Z nationwide protests;

- To political class, if you don't listen to the people they will come for you.
- Nobody in a country is above the people.
- The youth were able to go beyond the traditional religious, tribal, ethnic and regional barriers in Kenya and operate nationally which was a great shift never seen before since independence in 1963.
- Kenya has a good constitution but it's not being followed to the latter.
- Leaders should not display publicly opulence or largesse; liberal or extravagant dishing out of money.
- The church should not overlook evils in society but fight them instead.
- Do not throw the bath water (evil) with the baby (nation).
- The Kenyan youth who are about 28 million cannot be avoided or ignored

in important national decision making.

- A nation should work hard to do right so as to avoid the sins of agitation.
- Corruption is a very expensive venture for any country and if it is not controlled it may cost us absolutely everything

Recommendations.

The following are the recommendations regarding the Gen Z movement and actions;

- Save the country by putting it on the right track and don't let it go to the dogs.
- Call for national dialogue, reconciliation and healing.
- Anarchy is bad because leaders can go down with the country if not managed well like the case of Sudan, Somalia among others.
- Introduction of lifestyle audit for civil servants, public officers and state officers to check on corrupt practices.

- We must listen to the voice of the people including the youth and address their concerns in good time.
- The energy, passion, intelligence, sharpness and pragmatism of the Generation Z should be tapped fully to bring technological, economical, religious, political, social transformation and stability in their nations.
- The church should concentrate on her mandate of rebuking evil, preaching the true gospel and showing the way in integrity and good governance matters in the church and country.
- The church should, in collaboration with the governments, call for national prayers to bring national healing, reconciliation and stability in the countries affected around the world.
- Parents should start dialogue about national peace and reconciliation with their children at home as advised by Government spokesman, Hon. Isaac Mwaura.

- Wisdom demands that as you fight for your rights and welfare make sure you save the country because we do not have another country to run to.

“Righteousness exalts a nation, but sin is a disgrace to any people,” Proverbs 14:34, NIV. Only righteousness, truth and holiness can exalt or prosper a nation but sin, corruption and oppression will destroy it. A nation in which the poor are oppressed and thieves are rewarded and worshipped cannot prosper.

“If my people, who are called by my name, will humble themselves and pray and seek my face and turn from their wicked ways; then will I hear from heaven and will forgive their sin and will heal their land,” 2 Chronicles 7:14, NIV. Forgiveness of sins and healing of a nation only comes from humility and genuine repentance i.e. completely turning away from evil and the sin of corruption, exploitation, oppression and unfairness.

The late Daniel T. Arap Moi, the second president of Kenya in his book, Kenya

African Nationalism (1986) outlines the following as practical lessons which he learnt from his 31 years of real political life (from 1955 to 1986), which Kenyans can revisit during this time of political turmoil;

- The love for freedom, justice, equity and service to all is paramount.
- Steadfastness and respect for the Kenya constitution is vital.
- Need for honesty, integrity and rights of people.
- A leader should be open-minded, embracing change and flexible without rigidity.
- The will of the people is paramount.
- Being mindful of others' welfare is key.
- It is good to nurture love, peace and unity under the Nyayo philosophy.
- Leadership must be managed and conserved for sustainability.
- Knowing and embracing the values of patience, devotion, loyalty, dedication and selfless service under the first president, Mzee Jomo

Kenyatta, is what takes a nation to greatness and satisfaction.

NB: It is wise to consult prominent elders and fathers of the nation like President Moi when things seem not to be working.

CHAPTER 4: CODE OF CONDUCT.

This chapter deals with employee code of conduct, national values and principles, integrity or corruption issues, disciplinary control and action, and alternative ways against indiscipline.

Code of conduct.

- An employee is required to comply with the provisions of Chapter Six of the Constitution on Leadership and Integrity and Articles 10 and 232 of the Constitution, Leadership and Integrity Act 2012, Public Officer Ethics Act 2003, Anti-corruption and Economic Crimes Act 2003, Labor Relations Act 2007 and the Employment Act 2007.
- It is made up of rules to follow on personal behavior, and moral principles meant to promote good image, conduct and improve service delivery.
- This code is a clear outline of expected behavior of staff and instructions on good practice. It is a

tool against corrupt practices in organizations.

- The code brings order and good manners in an organization.
- It is an organizational manual with rules, values, ethics and vision of a business.
- Corrupt staff always violate the code of conduct.

Signs of indiscipline in work place.

- Lack of enforcement rules.
- Bad habits are displayed.
- Favoritism.
- Unethical conduct.
- Lack of motivation.
- Lack of communication.
- Lack of good leadership.
- Lack of proper supervision.
- Violation of human rights.
- Lack of a grievance procedure.

- Lack of rules and regulations.

Employees are required to comply with the following codes of conduct;

- Officers are required to work **40 hours** spread over 5 days in a week.
- Officers are required to observe these **public holidays** in Kenya; New year's - 1st January; Good friday, Easter monday, Labor Day - 1st May, Madaraka day- 1st June, Idd-ul-Fitr, Mashujaa day-20th October, Jamhuri day - 12th December, Christmas day - 25th December and Boxing Day - 26th December.
- An employee shall carry out his/her duties in accordance with the **rule of law**.
- An office is a position of **trust** and the authority and responsibility vested on an officer shall be exercised in the best interest of the organization.
- An employee shall to the best of his/her ability carry out their duties efficiently and honestly, in a

transparent and accountable manner, keeping accurate records and documents and reporting truthfully on all matters of the organization.

- An employee shall carry out his duties **professionally** as per the legal procedures and treat fellow officers with respect. He shall also act in a manner that maintains public confidence. There shall be no shifting of blame games in work place.
- An employee shall not use the office to **unlawfully or wrongfully enrich** himself or any other person.
- An employee shall not engage in activities that amount to **abuse of office** or discrimination.
- An employee is prohibited from accepting or requesting for **gifts** whether in the form of money, goods, free passages or other personal benefits unless the gift is non-monetary and does not exceed the value prescribed by regulation or the gift is from a relative or friend

given on a special occasion recognized by custom.

- An employee shall not use his office to wrongfully or unlawfully influence the acquisition of **property**.
- A **conflict of interest** involves a conflict between the office and the private interests of an officer leading to improper influence on the performance of official duties.
- An employee shall not award a contract or influence the award of a contract to himself/herself, spouse or relative, business associate or corporation, partnership or other body in which the officer has an interest.
- An employee shall not participate in other **gainful employment**.
- An employee shall ensure that **property** that is entrusted to his care is adequately protected and not misused or misappropriated.
- An employee shall ensure that **confidential or secret** information or documents entrusted to his care

are adequately protected from improper disclosure.

- An employee shall not **falsify** any records or misrepresent information to the clients.
- An employee shall not act as an **agent** furthering the interest of a political party.
- An employee shall carry out the duties of the office with **impartiality** and objectivity.
- An employee shall not use his office as a venue for soliciting, collecting **harambees** (fund raising), either as a collector or promoter of public collection, obtain money or other property from a person using his official position.
- An employee shall conduct **private affairs** in a manner that maintains public integrity of the office; pay taxes due from him within the prescribed period and not neglect their financial or legal obligations.
- An employee shall not **bully** any

person i.e. offensive behavior, vindictive, cruel, malicious, humiliating or undermining.

- An employee shall not **sexually harass** a client or fellow officer, exerting pressure for sexual activity or favors, making careless physical contact that is sexual in nature or making gestures, noise, jokes or comments regarding another person's sexuality.
- An employee shall not practice **undue favoritism** to their relations and close relatives at the expense of the service.
- An employee shall report to the authorities an act that he considers improper or unethical.
- Every employee shall on initial appointment, on exit and bi-annually submit a truthful **declaration of income, assets and liabilities** of himself, spouse(s) and dependent children under eighteen (18) years of age to the employer.
- Employees offering common

services such as receptionists, drivers, and support staff are required to wear appropriate **uniforms** issued with at least two pairs.

- All employees are required to be well **groomed** and decently dressed to maintain an appropriate standard of dress and personal hygiene in public and private life.
- An employee should conduct himself or herself in a friendly, courteous and professional manner.
- The dressing shall be **decent and moderate**.
- An employee should give honest and impartial **advice** without fear or favor.
- An employee shall not knowingly give **false** or misleading information to members of the public or to any other employee.
- All employees shall live within their means. They should avoid unrealistic **debts** and always honor their financial commitments to avoid compromising on their integrity.

- All employees are encouraged to participate in organized **social events** e.g. parties, retreats, team building among others where they shall observe integrity.
- All staff **complaints** are to be channeled through the heads of department for order to prevail.
- The **official language** shall be English and Kiswahili while transacting office business.
- A staff shall treat his/her fellow staff and member of public with **courtesy** and respect at all times. Drunkenness, indecent acts, smoking or use of drugs in the workplace are prohibited.
- All employees should maintain healthy and clean working **environment** and shall seek medical attention when necessary. They shall observe **safety** measures.

How can employers strengthen the code of conduct.

- Staff training and awareness.
- Signing of the code of conduct as a commitment.

- Disseminating the code to community leaders and members of the public.
- Identifying champions to assist in campaigns.
- Formation of Integrity committees to assist in entrenchment.

Role of an employee in the code of conduct.

- Strictly follow the code.
- Signing of the code of conduct as a commitment.
- Reporting misconduct to the authorities.

Protocol and etiquette.

- This is about having good manners everywhere.
- People treat others depending on their manners.
- Good manners make others feel good.
- It is about official formality or appropriate behavior.
- It is based on customs and traditions which are dynamic.

- Acceptable culture and behavior commands respect.
- Dressing conveys a message (body language).
- HR etiquette is about building a person's brand which is critical in today's business.

Basic decorum

- Be courteous to people.
- Apologize for mistakes made.
- Smile as you greet people.
- Say goodbye as you leave.
- Make handshakes as you stand.
- Make introductions before you talk to people e.g. ask for name and position then say 'nice to meet you' or 'good to see you'.
- Use the correct titles of people e.g. Mr., Mrs., Dr, H.E, Madam, Sir, Director etc.
- Use the surname to call gentlemen; many ladies prefer first name.
- Respect others' space; don't be too close to people or hugging them without their permission.

- Be diplomatic by turning your demands into requests by using words such as kindly, please, thank you etc.

Grooming.

- Take a bath regularly and apply oil to your body.
- Put on clean clothes matching with the shoes, tie, belt etc.
- No cloth sharing is allowed.
- Proper attire; put on suit with tie for men and trouser suit or skirt suit for women but should not be tight.
- No mini-skirts, jeans, piped trousers or open shoes.
- No bright or shouting color suits i.e. white, blue, red, green, purple etc.
- Proper suit colors (dull colors) are grey, dark, dark blue etc.
- Men should button their coats only when standing (specifically the middle button).
- In hot weather open shoes, Kaunda suit, T-shirt with collar may be worn i.e. light clothing.

Answering phone calls (Phone manners).

- Don't answer phone calls in washrooms, church meetings, ceremonies, seminars or while driving. Also, in front of your boss unless with their permission.
- Put your phone on silent mode and use low ringtones.
- Apologize for wrong numbers called.
- Ask people if they have time to talk to you after salutation.
- Make phone calls and be patient; don't call people many times. Call twice and if they don't pick just send a text message to them.
- Don't put someone on speaker during phone call unless they are aware.
- Use good and respectable ringtones.

NB: Many workers, leaders and people in communities are despised and overlooked every day because of violating the rules of protocol and etiquette.

National values and principles.

Officers shall comply with the following constitutional national values and principles in accordance with article 232 of the Constitution 2010;

- High standards of professional ethics;
- Efficient, effective, and economic use of resources;
- Responsive, prompt, effective, impartial and equitable provision of services;
- Involvement of the people in the process of policy making;
- Accountability for administrative acts;
- Transparency and provision to the public of timely, and accurate information;
- Fair competition and merit as the basis of appointments and promotions;
- Representation of Kenya's diverse communities; and
- Adequate and equal opportunities for appointment, training and advancement, at all levels of the

public service relation to men and women; the members of all ethnic groups; and persons living with disabilities.

National values and principles of governance.

Officers shall comply with the following national values and principles of governance in accordance with Public Service Act (Values and Principles) 2015 and article 10 of the constitution.

- Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
- Human dignity, equity, social justice, inclusiveness, equality, human rights, non- discrimination and protection of the marginalized;
- Good governance, integrity, transparency and accountability; and
- Sustainable development.

What are the penalties for violating the national values.

- Interdiction of officers.
- Suspension from office.
- Reprimand (including severe reprimand).
- Recovery of the cost of any loss or breakage caused by default or negligence.
- Withholding, deferment and stoppage of salary increment.
- Dismissal from service.
- Reduction in rank/demotion.

What makes officers violate the national values and principles.

- Low salary or poverty.
- Bad or negative culture.
- Moral decadence.
- Greed.
- Personal interest.
- Impunity.
- Tribalism or ethnicity.
- Nepotism.
- Bureaucracy.

- Dictatorship.
- Lack of capacity.

**How can employers help officers
comply with national values.**

- Training staff.
- Applying sanctions to violators.
- Signing of code of conduct by staff.

CHAPTER 5: HUMAN RIGHTS AND FREEDOMS.

This chapter deals with the purpose of rights and freedoms, basics on rights and freedoms, the rights and freedoms provided by the Kenya constitution, why there are violations of the same rights and freedoms and obstacles confronting human rights defenders.

- Human rights are moral principles on human behavior in a country which are justified, acceptable and sound. Freedoms are rights to act, speak, think and access certain things.
- There is a strong linkage between rule of law and human rights hence public officers in all organizations must comply with human rights so as to deliver justice to employees in line with fair labor practices and administrative action. All government officers should be human rights defenders and it is corruption to violate human rights.
- Compliance with human rights will save public and private institutions from heavy penalties and litigation arising from violations of the rights.

- Violations of human rights may lead to lose of huge funds, jobs, income or even lives. It can also invite painful curses to the violators.
- All citizens, private and public organizations must comply with the rights and freedoms.

Purpose of rights and freedoms.

- To preserve dignity of individuals and community.
- To promote social justice.
- To realize potential of human beings.

Basics of rights and freedoms.

- They belong to each individual and are not a favor from anyone or the state.
- They must be consistent to Chapter 4 on Bill of Rights of the Constitution of Kenya 2010 from article 19 to 57.
- State organs and persons are bound to comply with the rights and freedoms.
- The enjoyment of the rights has limitations i.e it must be within the law and you cannot violate the rights of others.
- The limitations to rights must be reasonable and justifiable.

- Limitations shall not include torture, cruelty, inhuman practices, degrading punishment or slavery.
- There must be fair trial and habeas corpus (production of prisoners or arrested persons for trial in court).
- Every person has the right to institute court proceedings regarding denial, violation or threats to the rights.
- The High Court shall interpret on cases touching on compliance to human rights.
- It is the duty of every state organ and persons (agents) to observe, respect, protect, promote and fulfill the rights.
- The rights shall address the needs of vulnerable groups, women, children, Persons Living with Disabilities (PLWDs), the elderly, youth, ethnic communities, minorities, marginalized and religions.

Rights and freedoms as provided by Kenyan Constitution of 2010.

- Right to life which begins from conception. Abortion is not allowed.
- Equality and freedom in access to opportunities without discrimination on basis of gender, color, age, religion, dress,

ethnicity, birth, language, health status or PLWD.

- Human dignity is about protection from degrading actions.
- Freedom and security from cruelty.
- Freedom from slavery or forced labor.
- Right to privacy of home, family and property.
- Right to conscience, religion, belief and opinion.
- Freedom of expression, ideas but without hate speech or war propaganda.
- Freedom of media includes independent print and electronic media without state control.
- Access to information by state institutions.
- Freedom of association i.e. to join and participate in associations of choice.
- Right to participate in demos, picketing and presenting petitions to authorities.
- Right to make political choices i.e. choice of political parties and leaders, and having free and fair elections using secret ballot. Public officers/civil servants must be politically neutral.

- Freedom of movement to enter and leave Kenya.
- Right to own property anywhere in Kenya.
- Right to fair labor practices i.e. remuneration, work conditions, joining unions etc.
- Right to clean and healthy environment through various conservation measures.
- Economic and social rights i.e. health, housing, food, education, safe clean water, social security and emergency treatment.
- Right to cultural and language choices.
- Protection of family i.e. marriage of adults of opposite sex.
- Right to reasonable quality of goods and services.
- Fair administrative action i.e. lawful, efficient and procedural.
- Right of arrested persons i.e. to be told reason of arrest, to talk to family or advocate and to appear in a court within 24 hours.
- Fair hearing in any dispute of trial i.e. use of credible evidence, representation by advocate, trial in open court and rejection of incriminating evidence.

- Right of detained or imprisoned persons i.e. to be produced in a court for trial (habeas corpus).

Why there is still serious violations of human rights 14 Years after 2010 Constitution.

- Ignorance by many people.
- Expensive cost of litigation in fighting for the rights hence it is not affordable for many people.
- Impunity by powerful people who are well connected in government and private sector.
- Corruption where people prefer short cuts to beat the standard lawful procedures.
- Long tedious bureaucratic processes put off many people.
- Some people choose to forgive and forget (e.g. the famous '*kuwachia Mungu*' approach).

Obstacles confronting human rights defenders

Amnesty International (2000) gives the following as the obstacles confronting human rights defenders in the world;

- Economic hardships
- Repressive legal regimes through oppressive laws
- Unlawful arrests
- False accusations
- Media censorship
- Banning organizations
- Travel restrictions
- Negative labeling
- Logistical problems
- Lack of access to information from authorities
- Risks to personal security
- Feeling burn out i.e. overwhelmed by seeing the immense suffering of people
- Stigmatization
- Denial or withdrawal of permits for business
- Excessive taxes
- Sacking from jobs
- Unemployment
- Loss of contracts and opportunities
- Destruction of property
- Denial of funding
- Disciplinary action against students

CHAPTER 6: EFFECTIVE LEADERSHIP.

This chapter deals with the meaning of leadership, whether leaders are born or made, styles of leadership, transformational leadership and characteristics of corrupt leaders.

- Leadership is the behavior to assist people align their collective direction and strategic plans to the organization's goals.
- It is an act of guiding a team to achieve organization's set goals through the power of direction and motivation.
- A leader is a person whose role is to guide, coach and inspire others towards an organization's shared goal.
- It is an ability of a person to effectively lead, influence and guide employees in an organization.
- Not all people are leaders; if we put the wrong people in leadership positions, we will suffer a lot in form of incompetence and corrupt practices. Normally many people are followers.

- Good leaders have a calling to love and assist people while bad or ineffective leaders may be leaders who lose direction and focus on the way.
- Leadership cuts across both gender in organizations i.e. church, schools, companies, associations, communities etc.
- Leaders must provide leadership because any vacuum will mess up many things in organizations.
- We need to support leaders so that they can deliver on their mandate instead of unwarranted criticism.

Are leaders born or made?

- It is generally believed that leaders are made through a long process of preparation to maturity.
- Although leaders are born, they must go through much nurturing, mentoring and coaching before they can be ready and effective to run organizations.
- Effective leaders must first gain experience and competence required to steer an organization to success.
- Children are born with talent and calling but must go through training in family as

children, in school and community to gain experience so as to provide leadership. That is why you cannot fish a fresh leader from the village to be a Managing Director of a company.

Styles of leadership.

Lewin R. (1939), Madsen S. (2020) and Murphy M. (2023) explain various types of leadership styles as indicated below;

- Autocratic style.
- Bureaucratic style.
- Democratic style.
- Laissez Faire style.
- Participative style.
- Transactional style.
- Servant style.
- Affiliative style.
- Pacesetter style.
- Paternalistic style.
- Coaching style.

NB: All the above leadership styles have their merits and demerits, hence there is a need to blend their features to get something better.

The most popular and more effective leadership style currently embraced worldwide is transformational leadership which is discussed in details below.

Transformational leadership style.

- Transformational means it brings complete positive change in an organization.
- It can be a dramatic change in the composition, structure and character of an organization.
- It can lead to a radical conversion and metamorphosis of an organization.
- A leader works with teams to achieve the desired and shared objectives and ideal vision.
- It is about depending on others to achieve the organization's results
- It is also called visionary leadership style.

Features of transformational leadership.

- Creativity, opinions and new thinking is emphasized.
- Effective communication skills.
- It has a strategic focus and a shared vision.

- Encourages feasible risk taking.
- Entrenches emotional intelligence.
- It encourages dedication, hard work, boldness and resilience.
- It is open and values strategic partnerships and collaborations.
- Empowers others through motivation, coaching and mentoring.
- Promotes talent management.
- Trusts and inspires team spirit and active participation.
- Active listening and feedback are inspired.
- Leadership by example.
- Recognizes and rewards good performance.
- Implements good governance i.e. rule of law, integrity, transparency and accountability etc.

NB: Despite the fact that transformational leadership is the most preferred style worldwide it is not a panacea since it has the disadvantage of emotional exhaustion for the leaders where employees have low competence or skills to perform tasks. The leader will be overworked where there is a

gap in the human resources leading to a failure to meet the organizational goals and objectives.

Characteristics of corrupt leaders.

- Dictatorial approaches.
- Lone rangers who ignore team work.
- Killing the talents and potential of others.
- Selfish and only trusts themselves; lack mentoring skills.
- Working with dictatorial tendencies and forcing things to happen.
- Lacking integrity in their work and are buried deep in corruption.
- Serving for selfish gains with a narrow vision e.g. just there to look for power or money.

NB:

- If we put in positions corrupt leaders to lead then there will be great incompetence and mismanagement in organizations and nations. This will be very costly and painful for everybody; we must put the right people in the right places.
- Every five (5) years Kenyans cry that they chose the wrong political leaders and they

keep on changing them without any meaningful impact.

- In some cases, the public make more serious mistakes by sending home true leaders and replacing them with those who have no leadership skills and the cycle goes on and on in organizations and communities. It is indeed very frustrating due to the inaccuracies in this complex area of leadership.
- We must all wake up and do the right thing or we will become great fools by not learning from our mistakes.

CHAPTER 7: ORGANIZATIONAL AUDIT.

This chapter deals with the meaning of audit, types of audits, areas of audit, audit report writing, qualities of a good audit report, basic contents of audit report, common sources of audit evidence, users of audit reports, types of audit opinion and reports, five (5) Cs in audit report writing format, format of audit final report and audit report data presentation.

- Audit is the official inspection of an organization's records and operations by an independent body annually e.g. by the Auditor General, Ethics and Anti-Corruption Commission (EACC) for public sector and Audit firms for private organizations.

Types of audits.

- Financial Audit- looks at all financial transactions against the existing policy guidelines.
- Operational Audit- checks all operations against the policy guidelines.

- Internal Audit- inspects all management's internal operations against the policy guidelines.
- Information Technology (IT) Audit- looks at the integrity of the technology and systems being used e.g. revenue or payroll systems etc.
- HR Audit- looks at all HR structures, systems and transactions against policy guidelines.
- Quality Audit- checks the set quality standards against the transactions.

Importance of audit.

- Provides credibility to organizations' operations.
- Gives confidence to the management and shareholders.
- Ensures value for money in HR transactions.
- Checks on unprofessional misconduct or corrupt practices e.g. ghost workers.

Areas of audit.

- Payroll systems.
- Financial transactions.
- Project implementation.

- Staff salary and allowances.
- Tax compliance and other statutory deductions.
- Performance management practices.
- Disciplinary control and staff cases.
- Lifestyle audit i.e. using the existing initial wealth declaration forms.

Audit report writing.

- Procedures of a report; the auditor's opinion on whether the entity's transactions comply with generally accepted practices.
- Standard measure of audit.
- Situation/findings.
- Risks.
- Management comments.
- Auditors' recommendations and person responsible.
- Audit opinion and conclusion.

Qualities of a good audit report.

- Brief.
- Precise.
- Simple and intelligible to a common man.
- Unambiguous.
- Free from fear and favor i.e. objective.

Basic contents of audit report.

- Letter head of the institution.
- Title of report.
- Date.
- Reference number.
- Name of auditee/audit client/addressee.
- Water mark (Confidential/draft).
- Name of auditor (s) and titles.
- Signatories.
- Copy to...

Common sources of audit evidence.

- Confirmation Letters-Auditors send letters to third parties, such as customers or vendors, asking them to verify amounts recorded in the entity's books.
- Original source documents e.g. Payrolls, LPO/LSO/contract letters/files/payment vouchers/minutes of meetings/cheque books etc.
- Physical observations.
- Comparisons to external data.
- Recalculations/re-computation and analysis.

Users of audit reports.

- The entity's management.
- Board of directors.
- Shareholders.
- Potential investors.
- Government.
- Regulatory authorities/bodies.
- Financial Institutions /banks.
- Donor community.
- Members of public.
- Judicial bodies e.g. courts.
- Law enforcers/EACC/DCI.

Types of audit opinion and reports.

- Unqualified opinion-clean report.
- Qualified opinion.
- Disclaimer of opinion.
- Adverse opinion.

Note: The above are commonly used by external auditors only.

Five (5) Cs in audit report writing format.

- Condition-the standard practice; policy, laws and other regulatory frameworks that guide.

- Cause: why/what happened/state of affairs/situation.
- Criteria: what is expected.
- Conclusion: effects of the deviation from standards/norm/requirements.
- Consequence/risk: impact of the deviations from the norm or standard practices/operations.

Format of audit final report.

- Executive summary.
- Background information.
- Audit objectives.
- Audit scope.
- Methodology.
- Findings.
- Audit query.
- Risks.
- Managements comments.
- Auditors recommendation.
- Audit opinion and conclusion- provides the current status.

Audit report data presentation.

- Prose form i.e. brief writings.
- Graphs (if necessary).
- Charts i.e. bar, flow and pie charts.

- Tabulation/tables.
- Summarized data.

Note: -

1. Large data is presented as an appendix/annexure to the main audit report to help it flow.

2. Always avoid grammatical/typographic/careless mistakes/errors/omissions etc. because it has serious effect on decision making by management and reputation on the office of the auditor. Do due diligence (proof reading and verification of real situations) before any audit report is issued.

NB: If we give people financial, human and artificial resources and fail to audit then we are giving a green light for mismanagement, outright theft, massive looting, corruption and many integrity challenges. There will be no value for money if there is no auditing and oversight in the world of today. The level of dishonesty in Kenya and many other nations in the world calls for serious

systems and financial audits to stem the new cancer.

Financial Intelligence (FI)

To avoid the many challenges, we face today we must strive to be financially intelligent and to work with integrity. The financially unintelligent people are potential candidates for corruption.

To be financially intelligent is to be able to manage your finance well and sustainably. Harrison Nguru (2008) in his book 'Debt Trapped', provides the following as spending habits that lead to debts;

- Spending more money that you make through credit cards, salary advance, loans, buying things on credit and borrowing from relatives and friends.
- Spending money you do not have.
- Ordinary purchases on credit and hence unable to pay bills per month.
- Using debt to pay utility bills.
- Failing to take action on bad spending habits.

What to consider before taking a loan

- Real need and not a want or luxury
- Reasonable amount
- Affordable interest
- Risk factors
- Alternatives to loans

How to manage a Financial Stress

- Develop a positive mental attitude of living with or without money.
- Exploit every resource or skill you have so as to make money.
- Have a strategy to handle money effectively without wastage.
- Have a saving strategy of 10% of your monthly income.
- Have an investment plan so that you don't lose your money through inflation e.g. in real estate, bonds, shares.
- Have a positive belief system i.e. if you think poor, you will be poor.

How to get out of Debt

- Have realistic expectations, don't live in utopia.
- Live within your means or income.
- Manage your credit card debt well, don't misuse.
- Rationalize spending.
- Look for cheaper alternatives.
- Exploit the exchange rates when favorable.
- Take reasonable financial risks.
- Save 10% of your money to support business or needs e.g. school fees.
- Invest with new ways, innovate beyond the ordinary methods.
- Start saving and investing early in life.
- Prioritize well your payments and investments.
- Diversify your investments.

How to Save and Invest

- Carry a shopping list to the shops
- Buy valuable goods to last long.
- Beware of offers, it may mislead.

- Avoid buying without plan i.e. impulse.
- Avoid unnecessary luxury
- Buy in large quantities to get discounted prices.
- Shop early to avoid high prices.
- Buy fruits and vegetables from the open market to get fair prices.
- Carry your food instead of buying where possible.
- Save on bills like electricity, water, airtime.
- Avoid expensive shyllocks loans like plague.
- Use your cellphone responsibly.
- Avoid gambling or depending on luck.
- Avoid loans and credits where possible.
- Do simple works at home like minor repairs instead of hiring labor.

Causes of failure in business

J.N. Mwangi & M.O. Omollo (2007) in their book, How to Start & Manage Your

Own Business, gives the following as the causes of failure in business;

- Poor cash flow.
- Poor debt management.
- Over-borrowing.
- Poor inventory management.
- Lack of financial skills.
- Poor planning.
- Absence of performance monitoring.
- Failure to carry out feasibility studies.
- Poor market research.
- Failure to innovate.
- Overreliance on few key customers.
- Poor communication.
- Failure to recognize the existing strengths and weaknesses.
- Going it alone and ignoring partnerships.
- Ignoring competition.
- Ineffective marketing.
- Poor business location.
- Incompetent employees.
- Ignoring the key customer needs.
- Procrastination i.e. postponing key actions.

- Spending much money on personal use.

R. A. Pohlman & G. S. Gardiner (2007) in their book, Value Driven Management, states that organization culture is a very important factor for success in value driven organizations.

Gary Fellers (1999) in his book, Why Things Go Wrong, says that for success people need leaders and not just managers. He says managers are just concerned with control of resources and making things happen by orders while leaders establish credibility and trust with enthusiasm and deeds. He says things go wrong if we lack true leaders.

Bernard Burness (2009) in his book, Managing Change, says culture change provides competitive advantage and sustains high performance in organizations.

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