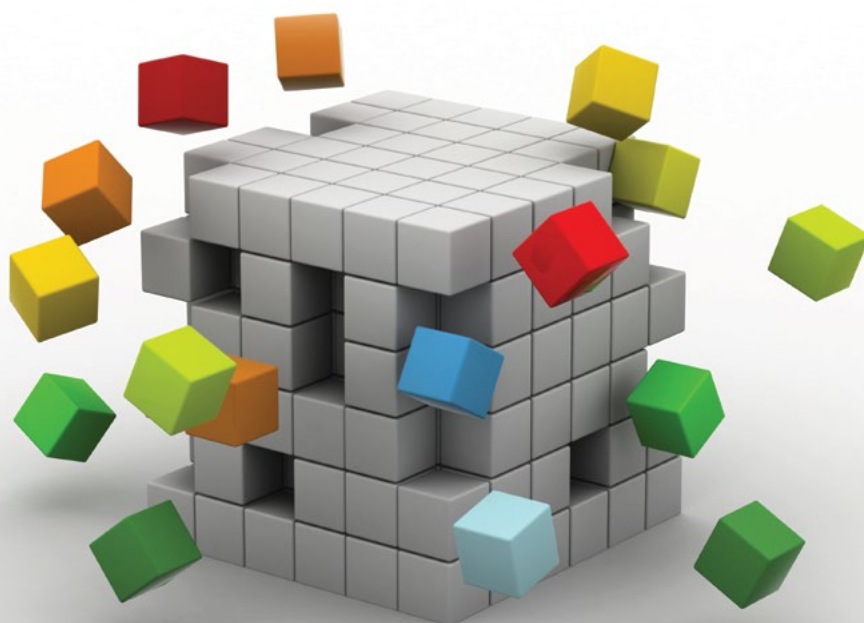


DOUBLE ISSUE

THE Publisher

July 2020

keeping you
POSTED



Organisational Structure Redesigned



Publishing and Printing for YOU

Online Edition

www.klb.co.ke



OUR VISION

To be the leading publisher and printer of quality knowledge materials.

MISSION STATEMENT

To publish and print quality educational and knowledge materials at affordable prices, whilst promoting excellent authorship and creating customer and shareholder value.

OUR CORE VALUES

- Superior Customer Service
- Transparency and Accountability
- Competency
- Integrity
- Innovation

OUR QUALITY POLICY

Kenya Literature Bureau is committed to and shall always endeavour to reach the highest level of quality in publishing and printing educational and knowledge materials as stipulated by the ISO 9001 : 2015.

WE WILL

- Comply with regulatory and statutory requirements.
- Continually improve the effectiveness of our Management Systems.
- Achieve and ensure that our customers receive the highest quality service.
- As a team, be guided by strict adherence to laid down procedures and strive to be competitive and independent; and will protect and uphold our customers' interest without compromising the quality standards set.

Our quality objectives shall be established and reviewed at the regular management review meetings.



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The COVID-19 pandemic has disrupted businesses causing governments and businesses to plan for a re-imagined workplace and economy. At Kenya Literature Bureau, measures have been taken to protect and support employees through these uncertain times, including fumigation of offices, provision of masks and sanitizers and social distancing. This is a positive step that will ensure business continuity in the midst of the pandemic.

In this issue of the Publisher, we inform you of the ongoing organisational re-design process that led to creation of new offices and appointment of competent leaders to those positions. In the structure, Finance and Administration Division headed by a general manager were created to oversee the Finance, Administration and ICT functions of the organisation. The Sales and Marketing, Business Development and Sales and Customer Service Branch functions have been placed under the newly created Commercial Division also headed by a general manager.

We have more on county business, partnerships and environmental conservations campaigns.

Welcome.

By Joseph Ndegwa



We are continuously striving to enhance the quality of our Newsletter by providing information in a simplified manner for all our readers to enjoy. We welcome you to send your articles that can be considered for publication in the next edition. We also request that you send us your feedback on klbpro@klb.co.ke on what you would like to read as well as comments on how we can improve our Newsletter.



Forward Together

The world is facing difficult and uncertain times due to the COVID-19 pandemic, which has taken a toll on the physical and mental health as well as economic well-being of individuals and families. At Kenya Literature Bureau, we have taken precautions to prevent transmission of the virus and protect our staff and customers.

Following advice from the government, our physical offices closed a few days after the first case of COVID-19 in Kenya. Subsequently, nearly all our employees are practicing "social distancing" by working from home and in shifts. I am inspired by their resilience and commitment that has enabled us to operate during this period of great uncertainty. Although our officers remain

partially closed, we are very much open through our online platforms. All client needs, including printing services and the delivery of books and other educational materials will be addressed by our staff. We shall continue to be available for you throughout this public health crisis, offering quality service and books for learners.

KLB recently partnered with Text Book Centre (TBC) to sale our books through their online platform, to supplement existing partnerships with renowned online bookstores such as the World Reader, Amazon.com and eKitabu. The deal is aimed at supporting remote access for the many unable to have physical access of a bookstore. The Kenya Institute of Curriculum Development (KICD) has released tender evaluation

results for supply of Grade Five (5) textbooks. I am happy to report that KLB won in nearly all subjects, affirming the quality of content in our books. I thank all our editors and authors for the effort they put in to avail those books for vetting by the regulator. They've made us proud.

Finally, as effort is made to 'flatten the curve" on this pandemic that has pushed businesses into a challenging new reality, we shall continually produce high quality products for the market and forge partnerships with national and county governments as well as the private sector.

Together, we shall get through this difficult period.

Victor Lomaria, OGW
MANAGING DIRECTOR

KLB Managing Director, Victor Lomaria (left) presents the letter of appointment to the new Commercial Services Division Ag. General Manager Mr. Evans Nyachieng'a at his office in Nairobi.



KLB Organisational Structure redesigned to enhance productivity

By Ronald Kibaron

Kenya Literature Bureau has redesigned its organisational structure in a move aimed at focusing its resources on its strategic priorities and other growth areas, reduce costs and improve decision making and accountability.

In the new structure, Finance, Administration, and ICT departments have been placed under the newly created Finance and Administration Division. Similarly, Customer Service Branch, Sales and Marketing, and Business

Development departments have also been re-organised and placed under the new Commercial Services Division. The new divisions are headed by General Managers.

The strategic change is influenced by the disruption experienced in the publishing industry that is largely attributable to the raging COVID-19 pandemic, the recently introduced direct textbook distribution model and the increased competition from other publishers.

As a result, new appointments have been made relating to existing vacancies, as well as recently created positions following the implementation of the new Strategic Plan 2020-2024.

KLB Finance Manager Mr. Francis Mutunga is among beneficiaries of the new appointments made as a result of the re-organization exercise. He has been appointed as the Acting General Manager of the Finance and Administration Division of the Bureau. His appointment came



Mr. Francis Mutunga, the new Ag. General Manager, Finance and Administration Division receives his letter of appointment from KLB Managing Director, Victor Lomaria (left).

alongside that of Business Development Manager Mr. Evans Nyachieng'a who was appointed as the Commercial Services Division Acting General Manager.

As part of the restructuring, the Legal Services and Corporate Communications sections have been upgraded to full departments. Subsequently, Ms Diana Olenja has been appointed acting Corporate Communications Manager and Ms Audrey Cheruto as the acting Legal Services Manager. David Kimita also takes up a new role of acting Sales and Marketing Manager to replace Mr Bernard Obura who was deployed to the head the Sales and Customer Service Branch along Kijabe Street.

The Board of Management has endorsed the move saying it will improve the organisation's competitive edge and responsiveness to customer needs in the publishing industry.

"As we endeavor to improve our competitive edge and responsiveness to our customer needs, we will continue reviewing our business model and internal structures in order to keep pace with the changing dynamics in the publishing industry," said the board chairman Amb Francis Bayah.

Amb Bayah further said that KLB will continually review its business model and internal structures to keep pace with the changing

dynamics of the industry and to effectively confront the myriad challenges facing the publishing sector.

Earlier, the Managing Director had appointed Mr. David Kimita as Assistant Sales and Marketing Manager, Douglas Nyakundi (Senior Business Development Officer), Daniel Chelang'a (Senior Internal Auditor) and Robert Manny (Production Officer) following a competitive recruitment process.

All staff are encouraged to support the new structure and initiatives which are aimed at anchoring the organization on a growth trajectory.



KLB Managing Director, Victor Lomaria, (in white shirt) presents a diary to Kakamega County Governor, Hon. Wycliffe Oparanya (r) as KLB Board Chair, Amb. Francis Bayah (2nd r) and Sammy Chepkwony look on.

Bureau Keen to strengthen Business Ties with Counties

By Ronald Kibaron

Kenya Literature Bureau (KLB) has moved to strengthen and increase business linkages in four counties Western and North Rift. The drive was led by KLB Board Chairman, Amb. Francis Bayah, Sammy Chepkwony (Board Director) and Managing Director, Victor Lomaria, and is projected to bring in more business and increase profit margins for the Bureau.

At Vihiga County, the team held a business meeting with the County Governor, Dr. Wilber Ottichilo. The Governor emphasized that his county will continue to treasure and protect the Memoranda of Understanding (MoU) signed between the two institutions.

“We are happy to welcome you back to Vihiga. As a County, we are very committed and focused on fulfilling what we have not in the last financial year. KLB books are well read in Vihiga and we will walk with you till we achieve the best for our children,” said Dr. Ottichilo

KLB Board Chairman, Amb. Francis Bayah, thanked the Governor and county education stakeholders for choosing KLB products and services. He added that the Bureau is working with counties to enhance education through availing of quality KLB books.

“Vihiga is among the first counties to sign an MoU with KLB and we are sure

that both learners and teachers are appreciating our products. Please encourage your colleagues to do business with us for the betterment of our children,” said Amb. Bayah

KLB Managing Director, Victor Lomaria, expressed his gratitude to the Governor for being a good and loyal friend highlighting the values of the company which houses household brands in the text book market. He hinted that KLB has released many new products into the market and encouraged the county to sample them.

“We are in business because our customers have remained loyal and committed to our brand and books, which have been in

the market for almost four decades. KLB is open for all counties," said Lomaria.

Mr. Evans Nyachieng'a, the Business Development Manager said that the Bureau remains committed to help counties realize its agenda of better education through production of quality books. He added that counties are welcome to do business with the Bureau saying it will help enhance literacy in the counties.

In Kakamega County, the Governor, who also doubles up as the Chairman of Council of Governors (COG), Hon. Wycliffe Oparanya was delighted to receive the KLB team. He recalled fond memories of his interaction with Amb. Bayah, when he was the Provincial Commissioner in the region. Hon. Oparanya hailed the partnership between the County Government of Kakamega and KLB adding that it has improved the standards of education in the County.

"My administration had made a decision to consolidate its printing requirements and selected a competent government printing agency; Kenya Literature Bureau," said Oparanya

Mr. Lomaria thanked the Governor for being a valued partner. He added that KLB will work closely with the county to ensure a 1:1 learner to book ratio and thus



Board Chairman, Amb. Francis Bayah presents a gift hamper to Vihiga County Governor, Dr. Wilber Ottichilo



KLB team engage Uasin Gishu Deputy Governor, Hon. Daniel Tomno

enhance literacy levels in the county.

"Our coming here today means you are our valued partner. Kakamega County has set high the standards of education and we request you to be our ambassador as you interact with your colleague governors," said Lomaria

The team also visited Uasin Gishu County where they met the Deputy Governor, Daniel Tomno and engaged him on KLB products and services. Hon. Tomno lauded the work KLB is doing towards ensuring every Kenyan child gets equal opportunity to learn.

They also visited Nandi and Elgeyo Marakwet counties.

Pomp and glamour at the KLB end-year party

By Joseph Ndegwa

After 300-plus days of office and field work, Kenya Literature Bureau (KLB) held an end-year luncheon for its staff on December 19 at the firm's headquarters in South C, Nairobi.

An annual event, this year's fete was a great way for the publishing house to enhance bonding and team work between employees, emphasise and showcase organisational culture and to celebrate the accomplishments of various individuals and teams. In the pudding were a number of activities such as games, awards and stage performances including choral music by the KLB choir, entertainment by a DJ.

The highlight of the event of the celebration of six years of distinguished service and leadership of the former member of the KLB Board of Management, Mrs Elizabeth Mwongera, who retired on 30th March, 2019.

Other retirees feted during the event were John Oyando for 35 years of service, six years for Judith Odhiambo, Teresa Mayabi (36), Andrew Odewa (36), Christine Makaa (27),



Kenya Literature Bureau Board Chairman, Amb. Francis Bayah addressing staff during the end-year luncheon at he publisher's headquarters on December 19, 2019.

Peninah Gachigi (32), Sarah Chira (36), Susan Waigera (36) and Stephen Bosek (35).

Speaking at the luncheon, KLB Managing Director, Victor Lomaria thanked the Board of Management and staff for their hard work and commitment that has enabled the firm to grow its revenues and dominance in the publishing sector.

"I am proud of our achievements," he said highlighting the recent win of tender to supply the new Competency-Based Curriculum (CBC) Grade Four (4) textbooks in six assessment areas - Music,

Art and Craft, Mathematics, Physical Education and Health, Islamic Religious Education and, Science and Technology.

He said: "We posted a Kshs5.34 billion turnover in the 2018/2019 financial year up from Kshs4.96 billion recorded in the 2017/2018 financial year, despite the many challenges that affected cost of production."

Mr. Lomaria also said that KLB had printed 34 million textbooks and conducted sales and marketing campaigns in more than 12,000 public and private schools in the country. Among others, the positive



KLB Board Chairman Amb Francis Bayah introducing Board Members during the end-year luncheon at the company's headquarters in South C, Nairobi on December 19, 2019.



KLB Board Chairman Amb Francis Bayah introducing Board Members during the end-year luncheon at the company's headquarters in South C, Nairobi on December 19, 2019.

steps have seen the Bureau expand its reach to faith-based schools. So far, four catholic dioceses have purchased KLB textbooks for their schools.

"We printed 34 million textbooks and 6,000 public schools and 6,035 private schools were visited by our sales and marketing teams," he said.

He recognised the efforts of various individuals in ensuring the Grade Four CBC textbooks were delivered to schools ahead of time.

"7.2 million textbooks were delivered by 5th December, 2019 ahead of the targeted 17th December, 2019 deadline set by the Ministry of Education," Mr. Lomaria said.

The MD also announced approval of new salary structure for employees of all cadres to be implemented next year, asking staff to re-dedicate efforts to grow the revenues. KLB staff pledged to work together and do more to achieve and exceed company goals in the coming years.

KLB honours ex-board member

By Joseph Ndegwa



Mrs. Elizabeth Mwangera

On December 19, the Kenya Literature Bureau family hosted Mrs Elizabeth Mwangera, their former board member, to a luncheon at the headquarters. Mrs Mwangera served the publisher for six years, helping the firm to attain a culture of sustainable growth and prosperity.

The board, management and staff feted her with a plaque recognising her distinguished service and leadership as a member of the KLB Board of Management from 24 January, 2013 to 30 March, 2019 and also as the chair of the Finance, Human Resource and General Purpose Committee from 28

April, 2014 to 30 March, 2019. As stated in the inscription, Mrs Mwangera gently guided the Bureau through transition of the office of the chief executive into stability and a strong presence in the region.

"I am very pleased," an elated Mrs Mwangera said soon after KLB gifted her, choking back tears of joy.

During her tenure, she told her audience, the board made tough decisions to weather difficult times in publishing history, helping her team to keep KLB on a growth trajectory.

"I was in the Board that renewed the Managing Director's term. You

have the best Board any organisation can dream of; they have the best interest of the organisation at heart," she said.

She lauded the Bureau for its success during her tenure saying, "KLB is a winning team. The employees work so energetically. They are so committed. You are a team to be proud of. They are behind the Board 100 percent. I am proud to be associated with you."

"Wherever you are as a leader, you are a dealer in hope," she added, challenging the staff to keep positive mind-sets and work together to uplift the publishing house.

Speaking at the ceremony, KLB Managing Director, Victor Lomaria said the publisher chose to celebrate the former board member for her great contribution. Mrs Mwangera, he said, had "a distinctive commitment to hard work, which was inspirational to all."

"Your leadership abilities are demonstrated in many areas of responsibilities throughout your personal and professional career," he said. KLB Board Chairman, Amb Francis Bayah, hailed Mrs Mwangera as a team member and leader "he found to be outstanding in all areas of service."

USHAIRI

HONGERA BWANA VICTOR

By Gladys Anita

*Pamoja tufanye heri, KLB yende mbele
Sote tujihadhari, kwa kuangalia mbele
Mabaya yote tuyatupe, tushirikiane pamoja
Hongera bwana Victor, kwa kuendeleza
kazi njema.*

*Ukiwa wetu mlezi, mabilioni tumeuza
Mashine, kisima na magari mapya, nazo
tumepata
Na wetu Mungu mwenyezi, afya akuzidishie
Hongera bwana Victor, kwa kuendeleza
kazi njema.*

*Wafanyi kazi wenzangu, pongezi
mzipokee*

*Kwa vyombo vya habari, twazona kazi
zenu*

Tushikamane daima, jamani tuwajibike

*Hongera bwana Victor, kwa kuendeleza
kazi njema.*

Siwezi kuwasahau, wana bodi shirikani

*Kwa kazi njema wanaofanya,
wakiongozwa na bwana Bayah*

Jalali hawatunze, Baraka mbwembwe

*Hongera bwana Victor, kwa kuendeleza
kazi njema*

Looking Back: A Retirement Interview with Isaac Korir

By Ronald Kibaron

Kenya Literature Bureau

Sales and Customer Service Branch, located along the busy Kijabe Street in downtown Nairobi has for long, served to address KLB's customers' needs convincingly. This has been made possible through the leadership of Isaac Korir, the long serving Sales and Customer Service Branch Manager. He led his team to grow business volumes at the shop and enhanced the Bureau's realize relationship with customers and other stakeholders.

Korir, a Bachelor of Education (Mathematics and Physics) graduate from the University of Nairobi and alumni of the Maseno School, joined KLB in 1989 after a short teaching stint at Kenya Science Teachers College. He began as an Educational Representative (now Field Sales and Marketing Officer) rising through the ranks to head the Sales and Customer Service Branch. He retired in April, 2020.

He spoke to Corporate Communication Officer, Ronald Kibaron, about his journey. Below is the excerpts of the interview:



KLB Managing Director Victor Lomaria.(right) introduces Mr. Isaac Korir at a function in Eldoret in December 2016

Question: What best describes you?

Answer: I consider myself a humble and down to earth leader with a listening ear.

Question: You are one of the longest serving employees at KLB. How has the journey been?

Yes, I am in my sun set days at this great institution. I joined Kenya Literature Bureau on August 16, 1989 as an educational representative in charge of Eastern Kenya (now the Eastern Hub). I have risen through ranks to the position of Assistant Sales and

Marketing Manager in 2009 and thereafter, Sales and Customer Service Branch Manager in 2014.

The journey has been enjoyable and full of lessons. I have set foot in all corners of this country interacting and engaging with people from diverse background and cultures. Many things have since changed from customer preferences to increased competition following the liberalization of the publishing industry in 1994. Despite the challenges, KLB has remained a household name.

Question: What have you enjoyed most about your work?

Answer: My greatest passion is to see that our customers are served to their satisfaction. I love going to their level and making them feel comfortable before transacting. My phone, for example, is ever busy engaging with customers. My mobile number is available to all and sundry.

Question: What challenges have you faced in your career and how did you overcome them?

Answer: There was a time our competitors coined the phrase "KLB books are shallow", to undercut us in the market. We had a difficult time demystifying the phrase. Eventually, our customers realized it was a strategy by our competitors to neutralize the famous KLB brand.

Again, while in the field, one is not assured of a decent meal. The key focus remains meeting and engaging customers. It also becomes a challenge when the people you meet don't understand the official languages. Putting a message across becomes challenging.

Question: What don't we know about you?

Answer: I am a small scale farmer and a church elder of the Africa Gospel Church - Kenya.



The then Education Cabinet Secretary Dr. Fred Matiang'i(left) is received by Mr. Isaac Korir (center) and Administration Manager Mr. Job Idaki during the launch of Elizabeth Mumbi Madoka's autobiography at KLB headquarters on 30th May 2016

Question: Any aspirations?

Answer: If you want to succeed, you must respect those in authority. Climb the ladder one step at a time. Start small and grow gradually.

Question: Customer service is the act of taking care of a client's needs before, during and after a transaction. What makes the KLB Sales and Customer Service Branch (SCSB) stand out in this area?

Answer: Every customer at Customer Service Branch is important. We treat, receive and give them the attention and support they need. That way, they give us a repeat business.

KLB has also invested in staff training to improve their customer service skills. I have continually encouraged my team to be customer focused and solution oriented in all engagements.



Mr. Isaac Korir speaking to a client at the KLB exhibition booth during the 2016 Kenya Primary Schools Heads Association Conference at Sheikh Zayed primary school in Mombasa

Question: How do you rate your contribution to the growth of KLB?

Answer: I have seen this company grow its annual turnover from a Ksh100M to more than Ksh5billion recorded in the 2018/2019 financial year from sale of books and other services. Sales and marketing is about team work and every staff has a role to play. Generally, we are yet to see the best of the publishing industry. It is not fully exploited; there are a lot of prospects.

Question: How can it be taken to the next level?

Answer: It is a mix of many things, including recruiting qualified staff, investing in technology such a modern printing press, cutting down on costs to maximize revenue, and so on.

Question: You have diligently served under three managing directors during your time at KLB. What can you say about the current leadership?

Answer: The current leadership is focused on exploring business diversification and improvement of staff welfare. It also treats staff uniformly.

Question: The Government recently introduced a new model of book distribution, where books bought are directly delivered to schools by publishers. How has it affected your job/operations?

Answer: Initially, there was a lot of resistance from bookshops and book sellers. They felt that business was being taken away from them. This has now stabilized and business has stabilized.

Question: It is said, a happy client is a repeat client. How happy are our clients?

Answer: Our clients are very happy. According to Customer Satisfaction Survey, the rating of our services is at 78% against the business benchmark of 75%

Question: What do you see as the future of book trade?

Answer: The future is bright especially with the rollout of Competency Based Curriculum which requires that every child must have a text book. The 100% transition from Standard 8 to Form One ensures continuity of the book demand from one level to another.

Question: What would you wish to be remembered for when you leave KLB?

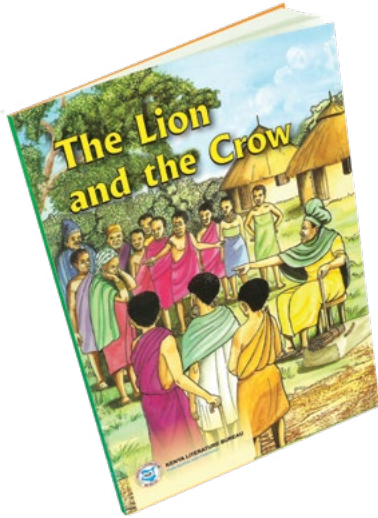
Answer: I am leaving a team of strong and dedicated staff at Sales and Customer Service Branch who will continue with our mandate of achieving nothing but the best.

Question: Your last word?

Answer: I am happy to have worked for KLB for the last 30 years. I have seen it grow and I have confidence in the Board of Management and staff in taking the Bureau to greater heights.

BOOK REVIEW

By *Joseph Ndegwa*



The Lion and the Crow is a children story book published by Kenya Literature Bureau. The book is basically a collection of folk lore stories, including Why the Snake has no Legs and Ears, The Thief and Why the Cats Stay with People. These stories are woven to convey different themes and moral teachings in our society. They are artistically crafted in a simple style and language that is comprehensive and easy to read.

The characters in these stories are familiar to children and drawn from their environment, a feature that draws their interest to read the book. It helps that some of the characters are animals - the elephant, lion, zebra, snake, jackal, elephants, cats and a spider - and children have an easy love and connection with animals.

Also, the stories in the book have explored themes of honesty, hostility, hospitality and deception, which are important in child upbringing and creation of a society

of values. The themes are illustrated vividly in the stories. For instance, honesty is brought out in the first story, the Lion and the Crow, where the two animals are depicted as honest to each other, helping in times of trouble. Every time the crow got into trouble he would call lion for help.

In the second story, the elephant and spider were not honest because they had promised to take back the legs and ears to the snake but they didn't. It says they chose to keep them for themselves. Honesty is also portrayed in the story of Why Cats Stay with People; the mother cat was honest to the father cat when she said she felt very comfortable with the warmth and forgot to ask for fire.

Hospitality is another theme evident in this book. The story; Why the Cats Stay with People brings out the element of hospitality; this happens when the woman gladly opened her door to welcome the cats in her house to shelter from the rain and keep warm.

Deception is cheating and as a theme it is seen in the story of The Thief where the woman who stole the farmer's maize tried to cheat in the test of sticks by cutting her stick

thinking it will become longer the next day.

Generally, the book has moral lessons which when read by children, can be practiced in their daily life. In the story, The Thief, the moral lesson conveyed is that stealing is not right and that everyone should work hard for results. Another moral theme is on helping friends in times of need and this is seen in all the stories.

In the Lion and the Crow, the lion was there to help the crow every time he got himself in a bad situation with other animals and vice versa. In the second story, the snake was willing to help her friends with her ears and legs to go dancing. In The Thief, the chief helped the farmer get the thief by summoning all the villagers and finally the last story the woman helped the cat when it was raining and gave them a shelter.

The author of the book, Prof. George Godia, is a renowned educationist. He served as the Permanent Secretary, Ministry of Education under President Mwai Kibaki. In his writings, he provides educational and cultural relevant materials in English for urban and rural primary school children. He brings out more of our cultures and how to respect each other's culture. This book is enjoyable, interesting and educative to children.

Uproot thirsty eucalyptus trees

By Joseph Ndegwa



Environment Cabinet Secretary Dr. Keriako Tobiko was the Chief guest during the 2020 World Wetlands Day celebrations at Enapuiyapui Swamp in Kiptunga Forest, Nakuru County

South Development Authority (ESDA) and the County Governments of Nakuru and Narok to jointly replace them with bamboo and indigenous trees.

Dr Tobiko said the eucalyptus, which are used as windbreakers and telephone poles draw several litres of water each day and grow fast, often drying streams. He observed that they were not conducive for the swamp ecosystem due to their high water consumption.

Environment and Forestry Cabinet Secretary Keriako Tobiko has ordered the removal of all eucalyptus trees within water catchment areas in the country.

The declaration was made during the World Wetlands Day celebrations at the Enapuiyapui Swamp in Kiptunga Forest, Eastern Mau in Nakuru County. The

swamp is the source of Mara River, which has been drying up at an alarming rate.

"The exotic trees such as eucalyptus are responsible for drying of water systems," the Cabinet Secretary said.

He directed the Kenya Forestry Service (KFS), National Environment Management Authority (NEMA) and Ewaso Nyiro

Further, the CS directed the Kenya Water Towers Agency, KFS, NEMA and the two Counties to start mapping, surveying and marking the wetlands boundaries for purposes of gazettelement and recognition as a protected Ramsar site.

"This wetland is of international importance and should be recognized as a Ramsar



to protect water catchments

site," the CS said in reference to the Ramsar Convention, an intergovernmental environment treaty that includes all significant lakes and rivers, underground aquifers, swamps and marshes, wet grasslands, peatlands, oases, estuaries, deltas and tidal flats, mangroves and other coastal areas and coral reefs.

Kenya has seven Ramsar sites – Lake Baringo, Bogoria, Elementaita, Naivasha, Nakuru and Olbolosat, and Tana Delta.

The event saw thousands of tree seedlings planted around the Enapuiyapui Swamp.

The Mara River has its source in the southwestern Mau forests of Kenya draining into Lake Victoria at Musoma in Tanzania. It covers about 13,750 square kilometres,

65 percent in Kenya and 35 percent in Tanzania.

The river passes through the Masai Mara National Reserve in Kenya and the Serengeti National Park in Tanzania, the latter being a World Heritage Site and a Biosphere Reserve.

Meanwhile, the CS mobilized the Ministry of Environment and Forestry, its institutions and other governmental and non-governmental organizations in attendance to donate over 860 beehives to benefit the Kiptunga Community Forest Association members.

Present during the celebrations were the Environment and Forestry Chief Administrative Secretary Hon Mohammed Elmi, the Principal Secretary Dr Chris Kiptoo, NEMA Chairman John Konchella, NEMA Acting Director

General Mamo Mamo, KFS Director Dr Joshua Cheboiwo, National Environment Trust Fund (NETF) Acting CEO Samson Toniok and Dr John Chumo of the National Environmental Complaints Committee.

Others were Nakuru County Commissioner Erastus Mbui, East African Community (EAC) Executive Secretary Dr Matano, Narok Senator Ledama Ole Kina, Molo MP Francis Kimani and representatives of Egerton, Maasai Mara and Kabianga Universities.

KLB donated Ksh100,000 towards the event and was represented by Assistant Human Resources Manager Loice Muteti, Senior Supply Chain Officer, Gideon Mjambili and Senior Corporate Communications Officer Joseph Ndegwa.



Re-imagining business models during the COVID-19 pandemic

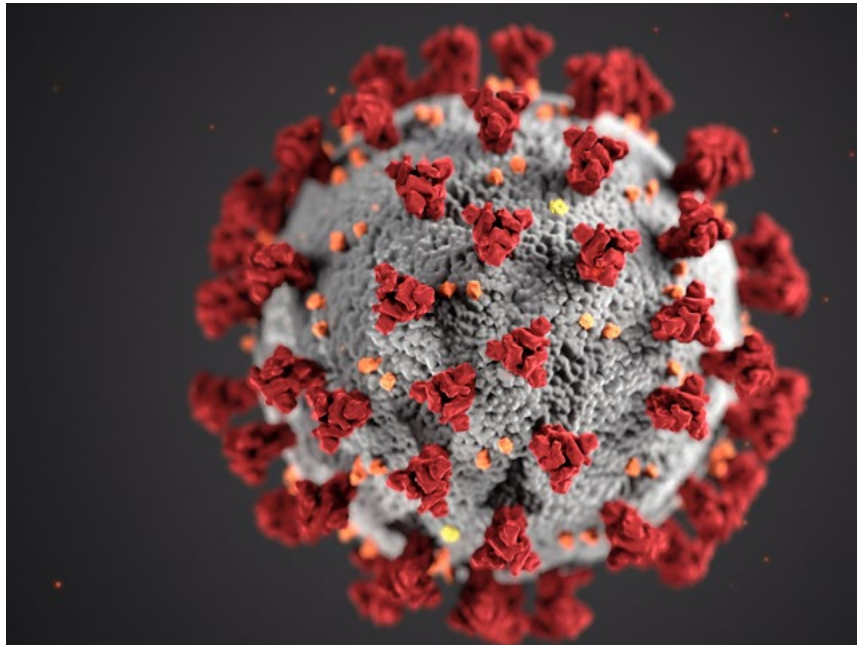
By Joseph Ndegma

The COVID-19 pandemic is an unprecedented human tragedy. It has brought fast moving and unexpected variables, some of which governments and businesses weren't prepared to handle. A majority had not developed an incident management plan specific to this crisis. It has turned societal norms and economies upside down, which calls for a re-think of civilisations and business operations.

New concepts such as "social distancing", "sanitize" and "flattening the curve" were previously not in our vocabulary. No one had imagined that security guards will one day take the role of health professionals, using hand gun thermometers to check temperatures of people entering buildings and other public places.

The ongoing global efforts to flatten the curve are bearing fruit, even as some regions of the world have started to experience a re-emergence of new infections due to failure to observe government guidelines.

As the pandemic continues



to evolve, now is the time to shift focus and efforts towards lessening its impact and support a return-to-work plan while addressing needed changes in the months ahead.

Health experts have recommended prioritization of employee protection to address concerns of governments on for business continuity to save economies from possible recession. This is important as evidence has been adduced to increased cases of depression and other mental health challenges

among employees.

There is, therefore, an increased need for organisations to support employees physical and emotional well-being at work or at home through implementation and provisions of responsive health insurance cover, empathetic communications and policies that help them feel supported during this period of global uncertainty.

In addition, provision of more resources employees need to be more productive as they adapt to working

remotely or in shifts, and aligning workforce planning to the strategy. At Kenya Literature Bureau, ideas can be infused in the strategic plan to prepare for an evolving market and ramp up for recovery.

It has generally been difficult to model and assess the effects of the pandemic. For example, ever since schools closed, publishers in Kenya have been unable to actively put boots on the ground to market books and other educational materials. A mitigation plan to identify alternative supply chain scenarios is important, more so now that new cases of the virus are emerging in different locations and regions. This is what has happened in the US where schools are leveraging on digital learning to teach. At 84 percent internet penetration, enabling learner's access books through their digital devices is an appropriate alternative.

KLB has taken the pulse of her customers thinking. It has embraced these digital transformations, invested in its IT infrastructure and digital upskilling to protect growth and profitability. It rolled-out eBooks production and partnered with renowned online bookstores such as

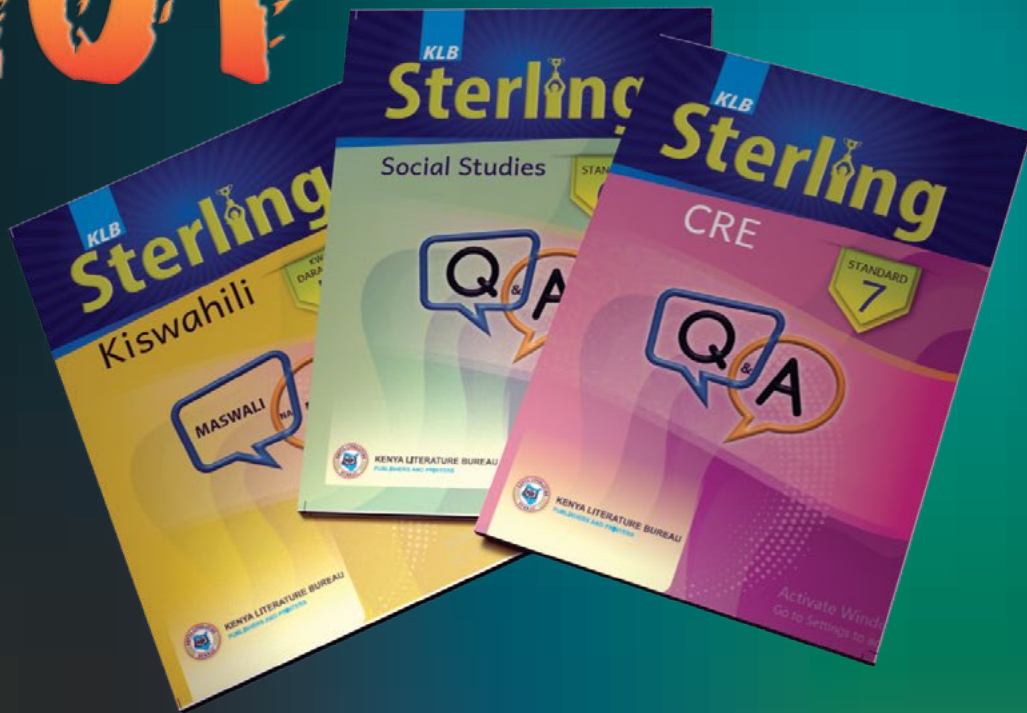


WorldReader, Amazon.com and eKitabu to avail books to customers. It has also signed an agency deal with Text Book Centre (TBC) to sell books through their digital platform.

In the long-term, businesses have to give considerations

around shifts in core markets and business models to improve resiliency.

HOT OFF THE PRESS



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