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.

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

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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What you measure is what you get. This mantra has a home at Kenya Literature Bureau. KLB is not only keen to improve its financial performance, but to also improve operational measures like cycle time and defect rates.

The Bureau has, therefore, taken next steps towards full implementation of the balance scorecard in performance management.

In this issue of The Publisher, we share with you our plans to enhance our publishing and printing capacity for improved efficiency and greater customer satisfaction.

We have these and more stories that we believe will give you, the reader, more insight into our operations.

Welcome.

Joseph Ndegwa
Kenya Literature Bureau is growing. We have increased our volumes in printing and publishing. Although this was a difficult season for book sales, going by economic projections, we continue to partner with government and private institutions in the provision of institutional printing.

Going forward, this is an arm of business we are going to focus on to supplement text book sales. Growth in this segment has seen tremendous improvement, bringing on board various state agencies. Management is committed to supporting the marketing function to drive up business.

In anticipation of the new curriculum, KLB has set pace ready to embrace changes anticipated in the proposed curriculum review and book distribution model to benefit school going school children.

As part of our Imarisha Kimasomo drive, the Bureau continues to support schools in Kenya. Just recently, we were in Baringo County where we donated books at Bartolimo Primary School, a marginalized area, during the World Literacy Day.

I urge all staff to work hard to make the Bureau shine. If everybody plays his part, we have no reason not to grow and enhance our dominance in the industry.

To our stakeholders, KLB continues to publish for YOU.

Thank you and God Bless you.

Mr. Victor Lomaria
Managing Director
HOME FOR ALL DESPITE TRIBE OR GENDER

By Joseph Ndegwa

The Kenya Literature Bureau is a home for all where principles of governance and national values are upheld. Neither tribe, ethnicity, colour, language nor gender is a barrier, as the Bureau has reiterated to its staff during a sensitization seminar by the Directorate of National Cohesion and Values. The Bureau is “committed to promoting human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized,” said the Legal Services Manager, Bernard Milewa, during a workshop on National Cohesion and National Values held on May 12, 2017 at the Bureau’s head office in South C, Nairobi.

He said KLB’s Human Resources and Anti-Corruption Policies pay adequate attention to issues of “good governance, integrity, transparency and accountability” which work to ensure the sustainable development of the Bureau. He noted that KLB had aligned its Strategic Plan to the Constitution of Kenya 2010 and Vision 2030, all of which identify patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of people as key pillars of operations.

“Every quarter, we hold a general staff meeting where issues affecting workers are discussed in an open and transparent manner,” he said noting that the forums have helped align employees focus on the achievement of the vision and strategic objectives of the organization.

Speaking at the seminar, Richard Ronoh of the Directorate of National Cohesion and Values (DNCV) said observance of the principles of national values, social justice are “critical for optimal performance of staff at the workplace.” In the annual Performance Contract guidelines, all state institutions are required to observe the principles outlined above.

Mrs Emelda Mogoi, the facilitator from the Directorate outlined the role of the national values committee in an organization in the monitoring, evaluation and reporting on national values and principles of governance.

The Directorate of National Cohesion and Values was established in 2008 through Presidential Circular No. 1 of May 2008 to spearhead the promotion of National Cohesion and Values.
KLB inching closer to BALANCE SCORECARD in performance management

By Loice Muteti

The balanced scorecard has revolutionized conventional thinking about performance metrics. Chief executives of private and public institutions increasingly understand that their organization’s measurement system strongly affects the behaviors of managers and employees. They also understand that traditional financial accounting measures like return-on-investment and earnings-per-share can give misleading signals for continuous improvement and innovation activities present day competitive environment demands.

This is why Kenya Literature Bureau (KLB) has revised its performance appraisal instrument, transiting from its current appraisal tool to a balanced scorecard approach. According to management experts, traditional financial performance measures worked well in the industrial era, but are out of step with the skills and competencies companies are working to master today.

The new tool, therefore, aligns KLB’s approach to performance management to the existing Public Service Commission (PSC) tool for performance appraisal. As part of efforts to roll out the program, KLB hosted a three day training, from July 31 to August 2, 2017 to familiarize management staff with the new appraisal tool.

Speaking at the workshop, Gachuru Kamangu, the facilitator from Kenya School of Government defined a balanced scorecard as “strategic planning and management system” that business and industry, government and non-profit entities use to track and monitor progress towards strategic targets.

“The system connects the dots between big picture strategy elements such as mission (our purpose), vision (what we aspire for), core values (what we believe in), strategic focus areas (themes, results and goals) and the more operational elements such as objectives (continuous improvement activities), measures (key performance indicators), targets (our desired performance level) and initiatives (projects that help you reach targets),” says KLB Managing Director, Victor Lomaria.

Mr Lomaria says that the “success of the Bureau is subject to the level of performance and productivity of its employees," thus the need to align and groom this “strategic asset” to meet its strategic plan and objectives.

The workshop was aimed at enabling managers understand performance management, link their departmental work plans to the strategic and national plans, prepare individual work plans, set performance standards, targets and indicators, and to acquire negotiation and interviewing skills.

Performance appraisal is a critical component of the overall HR management function of KLB, integrating employee participation through work planning, target setting and execution, performance evaluation, feedback and reporting.
Modern technology and quality service shore up revenues in printing

By Joseph Ndegwa

“We are keen on upgrading our printing capacity to strategically position KLB to meet the growing demand for quality and speed in service delivery,”
KLB Managing Director, Victor Lomaria

Kenya Literature Bureau is one of the leading publishing and printing firms in the region. It provides customers with unmatched printing solutions and is known for quality books and other educational materials used in schools across the country and beyond.

The industry is changing fast and KLB is changing with it. Victor Lomaria, the KLB Managing Director, has indicated that the publishing firm will deploy considerable resources to commercial printing service segment of the business by modernizing the printing press in a phased approach that will see it compete effectively with the best in the industry.

“We are keen on upgrading our printing capacity to strategically position KLB to meet the growing demand for quality and speed in service delivery,” he said.

He added, “We shall continue to position the Bureau for the new publishing and printing environment, with a continued tight focus on costs, efficiency and discipline in capital spending.”

The Bureau has delivered a strong operational performance in the first half of
2017, creating a considerable strategic momentum coming into 2017/2018 financial year, with increased revenue from institutional printing.

The company’s annual revenues from institutional printing has grown from Sh20 million in 2014/2015 to Sh197 million in 2016/2017, surpassing earlier projections of Sh101 million for the said period in the Strategic Plan 2016–2020.

“We took advantage of opportunities in the market to drive up revenues,” says KLB Business Development Manager, Evans Nyachieng’a. Industry projections had predicted a slump in book sales this year due to the general elections held on August 8. However, KLB seized the opportunity cost of the election to offer printing solutions to various government institutions and individuals.

Mr Nyachieng’a says they “turned a threat into an opportunity,” offering quality printing services to leverage on low income from book sales.

The success in institutional printing sales was also made possible by the support of estimators, designers, editors and printing experts at the Bureau.

KLB’s Production Department has three distinct sections complementing each other – Prepress, Printing and Bindery units.

It therefore, remains a publisher and printer of choice in the region.
Kenya Literature Bureau has announced plans to enhance its printing capacity to tap onto the vast opportunities available in commercial and institutional printing business in the region, an add-on to its main role as book publisher. The State publisher will now invest more in printing business, and has established a department, complete with staff, to source for and manage printing sales. Already, adjustments have been made in print business projections from Sh112.05 million in fiscal year 2017-2018 to Sh500 million. In the last financial year, the net earnings from print business had climbed to Sh197 million from Sh20 million. KLB is, therefore, keen to maintain this positive momentum, as it seeks to take a bigger slice of the pie in the competitive business environment. This is why the firm held its first Sales Strategy Retreat in mid-June at the Lake Naivasha Simba Lodge, in Nakuru County, where representatives of the Board of Management, senior management staff, chief editors and members of the sales and marketing team, gathered to deliberate on issues affecting product development and sales, whilst taking stock of KLB’s performance in fiscal year 2016–2017 and to map out strategies for fiscal year 2017–2018. Among others, the team resolved to redouble efforts towards securing business and growing the KLB brand in the region. It was announced that the Strategic Plan 2016–2020 will be reviewed to capture the emerging strategy, government policy pronouncements affecting the industry, the Constitution of Kenya 2010 and the emerging dynamics in local and international markets to grow and affirm KLB’s dominance in...
book publishing and printing. “Our Strategic Plan has to be customer centric in product and service delivery,” says Victor Lomaria, KLB Managing Director.

“We want to also explore how KLB can play in other spaces, expand possibilities of e-publishing to avail books in various digital platforms such as smart phones,” he added, emphasizing the need to interrogate KLB Act, 1980 to open it up for diversification of business. He re-stated his commitment to steer KLB to a brighter future.

“We must use what we have to do more for KLB, to lift it to the next level,” he said, making reference to the biblical story of Moses and the rod in parting the sea.

Speaking at the forum, KLB Board Chairman, Amb Francis Bayah, who opened the forum, challenged staff to develop proper strategies and enhance their commitment to duty so as to help maximise KLB’s customer and shareholder value.

“Risks are the down payment of growth,” he said asking those present to “always try, always make effort, be creative, be innovative” to tackle and challenge the threat of Michael Potters’ ‘substitutes’ to our business.

In his key note presentation, the Chief Executive Officer of Higher Education Loans Board (HELB), Charles Ringera, challenged KLB to re-draw its strategic map and build a model house whose foundation is the customer.

“Define your key performance indicators to enable KLB measure targets and achieve a customer centric organization,” he said, asking managers to look at global thinking, such as Sustainable Development Goals (SDGs) and how they link to the Bureau’s mandate.

Mr Ringera asked KLB to use analytics to establish customer behaviour and endeavour to develop a “wallet strategy” targeting smart phone users.

“Develop an app to transform KLBs business strategy towards the new generation of our customers. Take education to a smart phone level,” he said. Kenya has 29 per cent penetration of smart phones, the highest in Africa.

The Bureau will continually review its strategy and undertake performance transformations to get, and stay, on top. The Sales Strategy Conference will be an annual event in its calendar of events.
Dr Muleka: An educationist with a dancing pen

Joseph Muleka is a writer, critic, scholar, musician and educationist. He holds a PhD in Literature from the University of Nairobi, Master of Arts in Literature from Kenyatta University, Bachelor of Education degree from the Catholic University of Eastern Africa, Diploma in Education from Kagumo College and a P1 Certificate in Teacher Education from Mosoriot Teachers College. He is a senior lecturer at the University of Nairobi’s Literature Department and is widely published.

His books, *Images of Women in African Oral Literature* and *Girl Characters in Children’s Books: A Patriarchal Portrait*, are gems in literature. Like the Uganda’s Barbara Kimenye of the famous Moses Series, Muleka has written children literature that include short stories and guides. They are *Naomi and the Cannibals; Naomi in her New School; Naomi the Detective* (nominated for the Wahome Mutahi Prize for Literature, 2014); *Naomi’s Stories; Naomi and Cindy and Lion the King*. Currently, Muleka is working on a poetry book, *Three Sides of a Coin* and an anthology of short stories titled, *The Brick Fence*.

KLB Senior Communications Officer, Joseph Ndegwa, had an exclusive interview with him. Here, are excerpts of the interview.

Question: You wear many hats, where do you get this energy?
Answer: I have a passion for what I am doing. As long as there is the passion, our bodies are able to generate that reserve energy that we always have but which we are not always conscious that it exists in us. I also guess that my energy sometimes comes from my long time practice as a composer of music. Indeed many music practitioners in Kenya will always remember me for the numerous compositions and arrangements I would present at the Kenya Music Festival, first with Kibabii Boys High School and Nangina Girls High School in Western Region and later with Alliance Boys High School and Alliance Girls High School in Central Kenya.

Question: You are a great author and scholar, do you have a mentor?
Answer: I may not necessarily say that I have a mentor, but I definitely have writers whom I admire. I, however, admit the fact that I got my motivation to write for children from the late Ezekiel Alembi, my undergraduate lecturer at The Catholic University of Eastern Africa and later, from Nyambura Mpesha, my MA supervisor at Kenyatta University. Alembi was particularly a prolific writer for children stories. The other writings I do, say, of papers and research books are the result of my training during my MA and PhD researches, in particular when I was pursuing the latter at University of Nairobi, where I currently lecture.

Question: What do you read? Which books are you reading now?
Answer: Like the majority of Kenyans, I have read Chinuah Achebe and Ngugi Wa Thiong’o. Of late, I have keenly studied the plays by Francis Imbuga, John Ruganda, David Mulwa and Ebrahim Hussein. I do regret that my nature of
work leaves me with little time to read what else I would choose, as I will always find my students’ MA and PhD dissertations on my desk. Adding to the fact that I also serve as the external examiner for Literature at Kenyatta University, dissertations become some sort of daily mail for me.

**Question:** What don’t we know about you?

**Answer:** Many people ask me how at my level I manage to talk to my child reader at such an elementary level. I guess that what many do not know is where I started, first as a child and later as a teacher of class three, just after I finished my P1 training at Mosoriot TTC. I only moved from primary school teaching after my Diploma in Education at Kagumo College. I have had a long experience teaching in high school, incidentally, not in Literature but as a teacher in Music and Kiswahili.

**Question:** What challenges have you encountered in your career? How did you overcome them? Which one floored you?

**Answer:** My biggest challenge was always the hustle of reading and working at the same time. At times, one faces so much pressure at the work place and at college. Sometimes your boss does not want to understand that your studies are a self-lifting venture that is meant to make you a better worker, thus, benefitting those you are serving.

**Question:** What has your success as a career educator and mentor taught you about life?

**Answer:** That one’s growth is only possible if the other people next to you grow. Basically, our success can only be seen through other people.

**Question:** What’s next for you?

**Answer:** I will write more.

**Question:** How do you unwind?

**Answer:** I read during my free time. I also watch television or spend time composing music, for which most people know me.

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**APPOINTMENTS**

KENNETH JUMBA  
Publishing Manager

JOHN N. GATI  
Assistant Production Manager

EDNA J. SAWE  
Senior Supply Chain Officer

RENCY KEMEI  
Records Management Officer

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The best employees and customers are increasingly attracted to responsible businesses. Kenya Literature Bureau is one such institution. It has continually made meaningful contributions towards environmental conservation initiatives in the country. This year, KLB has partnered with the National Environment Management Authority (NEMA) to sponsor two events in the global conservation calendar, the World Environment Day and the World Wetlands Day. The Bureau has also held several tree planting campaigns in schools, most recently being at Administration Police Training College (APTC) primary school in Embakassi.

At the World Environment Day national celebrations held on June 5, 2017 at Egerton University in Njoro, Environment Cabinet Secretary, Prof Judi Wakhungu rallied Kenyans to “appreciate the Nations’ beauty and its importance,” calling on individuals, groups and institutions to protect the earth. She announced the ban on plastic bags use, which was implemented on August 28, 2017, a bold step towards reducing plastic bags pollution in Kenya.

“Producing, selling or even using plastic bags is outlawed. Anyone found flouting the law risks imprisonment of up to four years or fines of Sh4 million,” said Prof Wakhungu.

Kenya joins more than 40 other countries that have banned, partially banned or taxed single use plastic bags, including China, Italy and Rwanda.

Many bags drift into the ocean, strangling turtles, suffocating seabirds, stifling development of mangroves trees, and filling the stomachs of dolphins and whales with waste until they die of starvation. “If we continue like this, by 2050, we will have no marine life to celebrate about,” said UN Environment Regional Director for Africa, Juliette Biao.

“The ban on single use plastic bags is good. This positive action resonates well with us. Let us keep humanity on the right side of environmental change. Let us be climate sensitive and sustainably use it. Let us ensure sustainable consumption,” Ms Biao said, congratulating Kenya for the ratification of several UN environmental conventions.

“Young engagement connects people to nature. Ensure, therefore, that our legacy to future generations will not suffer degradation,” she said.

The theme of the fete was “Connecting People to Nature.” It was attended by among others Environment and Regional Development Authorities Principal Secretary, Dr. Charles Sunkuli, Environment Secretary, Dr. Alice Kaudia, NEMA Board Chairman, John Konchella, NEMA Director General, Prof Geoffrey Wahungu, Kenya Permanent Representative to the UNEP and UNON, Amb Anne Wanjohi, President of Africa Wildlife Foundation, Kaddu Sebunya, Egerton University Council Chairman, Dr. Ben Chumo, Vice Chancellor, Prof Rose Mwonya and Water Resources Management Authority (WARMA) CEO, Mohamed Shurie, among others.

KLB, Communications Authority, KenGen, Safaricom Ltd, Chandaria Industries, Forest Action Network, WARMA, Kenya Wildlife Service and Egerton University are some of the institutions that exhibited at the event. The Bureau was represented by Assistant Human Resources Manager, Loice Muteti, Southern Regional Sales Manager, Justin Koech and Senior Communications Officer, Joseph Ndegwa.
The 6th Edition of the Four Figure Mathematical Tables was officially unveiled and released for use during Kenya National Examinations Council (KNEC) exams and in other examinations. The revised edition takes into account the new dynamics in the curriculum and readjusted mathematical solutions missing in the previous editions. It bears a new cover with unique security features to keep away pirates and looks to differentiate it from previous editions. There are several other improvements made in the book to simplify and enable users to speedily handle computations.

Kenya Literature Bureau (KLB), the appointed official distributor of the revised Four Figure Mathematical Table, held the launch on June 20, 2017 at the Wild Waters Resort in Mombasa during the 42nd annual Kenya Secondary School Heads Association (KESSHA) conference. This is a forum that brings together key stakeholders in the education sector and head teachers from all secondary schools in the country.

Speaking at the launch, KLB Managing Director, Victor Lomaria said the new edition has the “right content” and appealed to school heads to insist on an Electronic Transfer Receipt.
(ETR) from a vendor for any purchase made. This will ensure government gets revenue for any transaction made.

“Ask for an ETR receipt for the purchases you will make. This is the best way to ensure you get quality and original products,” said Mr. Lomaria.

“All errors and omissions in the previous editions have been corrected,” he said, encouraging teachers to use this new book. He thanked them for the support they have given KLB over the years. Education Cabinet Secretary, Fred Matiang’i officiated the launch.

Meanwhile, Dr. Matiang’i has re-stated government commitment to improve infrastructure in schools to ensure learners get access to quality education.

“Even as we embark on curriculum review, we will direct more resources to the construction of additional classrooms, laboratories and ablution blocks and also in the upgrade of ICT infrastructure in schools,” the CS said.

Education Principal Secretary, Dr. Belio Kipsang, who also spoke at the event informed delegates of the planned implementation of the new curriculum targeting Pre-primary levels One and Two, and Primary Grades One to Three in 2018. It will later cover Grades Four to Six in 2019 and thereafter Grade Seven to Nine in 2020.
Kenya Literature Bureau held its annual Fire Drill on June 28, 2017. The exercise is conducted annually in an effort to prepare staff and sensitize them on the possibility of a fire related tragedy. The fire drill is part of national program towards disaster preparedness following a series of tragedies that have exposed a weakness in dealing with disasters and calamity.

The G4S fire team was on hand to simulate a fire drill that is believable. Immediately the security alarm sounded, all staff were evacuated from their offices to the assembly point in front of the building, as trained KLB fire marshals ran through the corridor, shouting, “Fire, Fire!” There was even an ambulance team and a fire engine on hand to attend to possible ‘casualties’ injured in the fire and to put out the ‘fire’ respectively. Overall, there was an improvement from the previous year’s drill, where a few individuals were injured.

Present to supervise the drill was the Deputy Director of National Disaster Management Unit (NDMU) at the Office of the President, Pius Masai, who thanked KLB for organizing a successful fire drill.

Mr Masai noted, however, that some staff walked out of the building in an uncoordinated manner during the evacuation exercise. He advised, “Walk in a single line when coming down the stairs, ensuring proper accountability in your steps.”

He reminded fire marshal’s that it is their “responsibility to ensure everybody is safe.”

After safe evacuation of staff from the premises and assembly at the designated fire point, a roll call was taken and, thereafter, staff taken through more safety and fire management tips. They included understanding the different types of fire and the requisite firefighting equipment to use in each case.

The drill was organized by KLB’s Occupational Health and Safety (OHS) team headed by the Quality Assurance Manager, Jackson Musau. The Bureau has trained Fire Marshalls and First Aiders who used the drill to polish on their occupational health and safety skills.
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