

18th- 25th November ,2023

## National Tree Planting: Road to 15B Trees



KSG Director General Prof. Ludeki Chweya participates in the tree planting exercise at Kiu in Makueni during the National Tree Planting Day on Monday November 13, 2023.

A new national tree planting holiday was introduced in Kenya as part of Government's goal to increase plant cover in the next 10 years. By the year 2032, the Government of Kenya expects to have planted 15 billion trees in a bid to tackle the global climate crisis.

His Excellency, President William Samoei Ruto presided over the inaugural National Tree Planting Day that took place on November 13, 2023 at Makindu in Makueni County.

It was an incredible day as

multitudes turned up in Kiu, Makindu to participate in the tree planting exercise. Kiu was selected as one of the wetlands as it is prospective for ecosystem restoration; it is expected to have water all year round and therefore brings hope for livelihoods to be supported in Makueni, with regards to agriculture.

While addressing residents of Makueni, local and international partners, and participating organizations, President Ruto appealed to all Kenyan citizens to support

### HIGHLIGHTS

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# National Tree Planting: Road to 15B Trees

Government in its endeavor to increase the country's tree cover. It was anticipated that 150,000 seedlings would be planted at Kiu and 100 million across the country.

"Conservation of the environment is the urgent and collective responsibility of our time," stated the President.

He further urged Kenyans to cease encroachment on the nation's wetlands and forests, underscoring safeguarding water catchment areas so that the country would have better climatic conditions, better environment, regular and adequate rains to support agriculture.

"Environmental protection is one program that will bring meaningful impact in the attainment of our food security goals and address the cost of living," he said adding that the Government will gazette and protect from encroachment all wetlands in Makueni and step up efforts geared towards protecting and rehabilitating over 10,000 wetlands in the country.

"We will continue to protect our environment and ensure we leave behind a nation that the future generation will be proud of," he said. "Climate change is a reality we can no longer wish away".

The Kenya School of Government was also at this momentous event led by the Director General, Prof. Ludeki Chweya. The team was part of those who braved the unpredictable weather by contributing to the hundreds of thousands of saplings planted to make history through the environmental transformation that is anticipated across the country. Responsiveness and commitment are part of the core values of the



His Excellency President William Ruto leads the nation in the initiative to increase plant cover at Makindu, Makueni County during the National Tree Planting Day.

School, which the team exemplified in this movement towards environmental preservation.

On the same day, at the Bomas Beat Forest in Langata Constituency, Nairobi, Chief of Staff and Head of Public Service, Mr. Felix Koskey led staff from different organizations in the exercise that was replicated in all 47 counties. Staff of the Kenya School of Government was also at this venue to plant trees to support the government's initiative.

More than this inaugural event, the School has the obligation to respond to dynamic and complex challenges, and has continuously adapted and sought solutions through establishment of dedicated delivery units for specialized programs, such as the Centre for Environmental Governance and Climate Change.

The Centre offers training, conduct research, provides consultancy and advisory services

to build capacity of public service in matters environment. It is expected that the Centre will contribute to resolve environmental complexities through research initiatives to support evidence-based policy formulation and decision-making by government institutions and agencies on environmental governance and climate change.

The School has its work set out in creating partnerships and promoting outreach programs to enhance community awareness and public participation in environmental management. This includes encouraging communities to make tree planting a continuous and deliberate activity especially targeting the youth whose involvement is central in achieving a healthier and sustainable environment.

*Compiled by  
Tabitha Kemunto, Beth Muigai  
and Faith Musoga*



## Tree Planting at Kiu Wetlands, Makueni



## KSG at the Bomas Beat Forest, Nairobi



KSG Staff join other organizations in the tree planting exercise at Bomas Beat Forest in Langata Constituency. The exercise took place in all 47 counties in Kenya.



## Women in Security: Redefining Leadership, Shaping Global Safety



US Department of Justice ICITAP Assistant Director, Ms. Heather Rauch (Left) during the launch of the Women in Security Program. The US State Department has partnered with KSG's SMI for a year-long modular program for Women in Security.

BY PHYLLIES MUSYOKI

Women have emerged as formidable and indispensable assets, breaking barriers and reshaping the landscape of safety and defense. Over time, their participation has evolved from being a rarity to a vital force within intelligence agencies, government security sectors, and strategic defense planning. With their invaluable perspectives, leadership acumen, and unwavering dedication, women in high-level security have not only proven their capabilities but also pioneered innovative approaches to complex security challenges.

This growing presence and influence highlights a dynamic shift toward inclusivity and excellence within traditionally

male-dominated domains, showcasing the indispensable role women play in shaping and safeguarding our world's security infrastructure.

The Kenya School of Government, in collaboration with the US State Department, has initiated a year-long modular program for Women in Security at the Security Management Institute (SMI). The program is meticulously designed to elevate and grow women's involvement in critical areas, aiming to amplify the leadership proficiency of women entrenched within Kenya's security echelons.

Furthermore, the program endeavors to empower women with enhanced capacities in countering terrorism through nuanced, gender-sensitive approaches.

Notably, it seeks to spur community involvement, recognizing the pivotal role communities play in thwarting violent extremism.

On November 14, 2023, SMI hosted women representatives from various security sectors, including the Kenya Police Service, Administration Police Service, Criminal Investigations, Office of the Director of Public Prosecutions, Prisons Department, National Counter Terrorism Centre, and International Peace Support Training Centre.

US Department of Justice ICITAP Assistant Director, Ms. Heather Rauch recognized the program's effort to make sure that women are adequately prepared to perform at any security level as part of the US and Kenya agenda as outlined in both countries' Action plans to advance women in security.



## Women in Security: Redefining Leadership, Shaping Global Safety

KSG Director Finance and Administration, Prof. Nura Mohamed in his remarks highlighted the School's mandate to build the capacity of the public service, provide consultancy and research services, and conduct outreach programs. KSG's Security Management Institute (SMI) is instrumental in partnering with agencies and development partners that contribute to national development in matters security.

Prof. Mohammed commended women for achieving leadership positions in a predominantly male-dominated career.

Mr. Humphrey Mokaya, Director SMI, acknowledged the presence of alumni and expressed gratitude for the support from the U.S. State Department, Investigative Training Assistance Program

(ICITAP), and Antiterrorism Assistance (ATA). According to him, the program is

*Because man and woman are the complement of one another we need woman's thought in national affairs to make a safe and stable government*

*~Elizabeth Cady Stanton*

significant for building the competency of women officials in the security sector, particularly focusing on

countering violent extremism and terrorism with a commitment to a government-wide approach.

The program strives to provide a comprehensive portrayal of women's current engagements in countering terrorism, capturing their impactful roles. Furthermore, it sets out to meticulously document invaluable lessons derived from these experiences, culminating in astute policy recommendations that bolster security measures. Concurrently, the initiative endeavors to foster enduring networks for women in security, while also pinpointing specific areas where donor nations can extend crucial support, be it in training, equipment, or policy development.



KSG Director Finance and Administration Prof. Nura Mohamed (Center) joins US Department of Justice ICITAP Assistant Director, Ms. Heather Rauch and SMI Director Mr. Humphrey Mokaya (Extreme Left) and other stakeholders in the Women in Security Program at the Kenya School of Government, Lower Kabete.



## 3000 Mangrove Trees by Mombasa Campus



Staff and course participants of KSG Mombasa Campus at the Mkupe Conservation in Miritini in honor of the National Tree Planting Day on November 13, 2023.

BY GLENN LUMITI

Just like all the other Campuses of the Kenya School of Government, Mombasa Campus staff, course participants, and the local community came together to commemorate the inaugural National Tree Growing Day on November 13, 2023. The collective effort saw the planting of 3000 mangrove trees along the ocean coastline on a parcel adopted by the School for rehabilitation, conservation, and protection.

This environmentally conscious initiative not only aligns with the Government's push for increased forest cover but also underscores the School's unwavering commitment to climate change adaptation and mitigation.

Chris Kathoka, a course participant from the Cooperative University of Kenya, emphasized the impact of such initiatives. "Our actions today will determine the quality of life for generations to come. Planting trees is not just a symbolic gesture; it is a concrete step towards preserving our environment and mitigating the impacts of climate change," he said.

Also at the event was Mr. John Nyamwaya, who spoke on behalf of the Mombasa Kilindini Forest Association. "The challenges posed by climate change require concerted efforts from all sectors of society. Tree planting is one of the most effective ways to combat its adverse effects, and today exemplifies a community coming together for a common cause," he stated.

KSG delegation was led by faculty member Ms. Evelyn Mathuki and Mr. Adan Mohamed from the Administration Department. "The future of our nation depends on how well we lay the foundation of our green environment today. As an educational institution, we understand our role in shaping not only the minds of our participants but also in fostering a sense of responsibility towards our planet," affirmed Ms. Mathuki.

The location for the tree-planting initiative; Mkupe, Port Reiz at Miritini, holds special significance. The parcel that was adopted by the Kenya School of Government for rehabilitation is situated along the Indian Ocean coastline, providing a natural habitat for mangrove trees. Mangroves are crucial for coastal

ecosystems, acting as a buffer against storm surges, protecting shorelines, and serving as breeding ground for various marine species. Additionally, their ability to sequester carbon makes them essential in the fight against climate change.

At the event participants showed their enthusiasm as they were well equipped to plant their saplings in the typically sticky soil that consists of sand, silt and clay; where mangroves thrive.

The adoption of the parcel for rehabilitation reflects a long-term vision for the region's ecological well-being, setting a positive illustration for institutions and encouraging a sense of responsibility towards the environment.

As the last sapling found its new home in the soil, on this day, the planting of the mangroves was as a testament to the success of the day and better still, a legacy that will contribute to the region's biodiversity, carbon sequestration, and overall environmental health bringing about the positive change that is possible when individuals and organizations unite for the greater good of our planet.



# Mombasa Campus Tree Planting at Mkupe



In a collaborative effort at Mkupe, Port Reiz, Miritini, the Kenya School of Government Mombasa Campus staff, course participants, and the local community marked National Tree Growing Day by planting 3000 mangrove trees along the ocean coastline. This initiative, on a parcel adopted by the School for rehabilitation, aligns with the government's forest cover goals and underscores the School's commitment to climate change adaptation.



# Ms. Mageto: Your Presence must be Felt



KSG Mombasa Campus Ag. Deputy Director Ms. Cecilia Mageto is presented with a Thank You token by a participant during the joint closing ceremony of the Senior Management and Retirement Planning programs.

**BY FRIDAH PETER**

**T**he end of a matter is better than its beginning. A popular Bible reading from the Book of Ecclesiastes that expresses that the completion of an activity usually signifies accomplishment.

Last week, on November 10, 2023, Senior Management and Retirement Planning Course participants held their closing ceremony at KSG's Mombasa's Auditorium upon completion of their training. The Senior Management and Retirement Planning courses form part of the programs offered at the Kenya School of Government in an effort to respond to the capacity needs of Public

Servants as pertains service delivery and also addressing the challenges that society faces from time to time.

The Senior Management Course (SMC), a four weeks program has over the years proven to be very useful to those who have attended the program. Indeed, participation in the program is one of the requirements for promotion of officers who wish to move from one cadre to the next. Also conducted online for those who wish to study remotely, SMC participants are exposed to Management Principles and Practices; Development Planning and Public Policy; Management Communication; Effective Leadership and Public Sector Reforms and Emerging Issues such as Universal Health

Coverage and E-Government, a key agenda in the current administration.

There is a notion that the Retirement Planning Course targets officers that are nearing their exit from active service, it is however, recommended for anyone in the workforce, so as to start effectively planning for a productive after-service life. KSG's Retirement Planning Course runs for 5 days aims to empower participants with a wealth of content on health and wellness, financial and stress management as well as family and relationships. Participants also benefit from experience sharing of retirees who are given a session for motivation and addressing concerns raised.

Ms. Cecilia Mageto, Ag. Deputy Director, at the Mombasa Campus, is confident that the graduates are great beneficiaries of the programs, and it is anticipated that this will manifest as they continue to serve in the Public Service. The Public Service expects, nothing short of excellence from those who provide leadership and all those providing solutions to the concerns that the world finds itself in.

Addressing the SMC graduates in particular, Ms. Mageto could not be more categorical that the country needs well rounded senior officials who can develop and implement policies; policies that are instrumental for good governance and therefore



# Ms. Mageto: Your Presence must be Felt

anchored in every sector. Public Policy is what helps in identifying societal problems, subjecting them to critical analysis, and recommending possible solutions.

To the Retirement Planning Course participants, the Ag. Deputy Director challenged them to make retirement attractive for those

coming after them by living a holistic life engaging in things that bring balance and less stress in this stage of life.

"At one point we are all going to retire. The alternative to growing old is dying young. Retirement is not boredom nor is not idleness; it can be a good space. Be active, and be bright," she said.

"Who will cry when you die?" Ms. Mageto posed, quoting Robin Sharma, the Monk who sold his Ferrari. She went on to expound their impact at their work places and the society in general matters; their absence just like their presence should be felt.



Participants of Senior Management and the Retirement Planning Courses at their joint graduation ceremony last week at Mombasa Campus.



# Matuga Joins the Leap Towards a Greener Future



Dr. Florence Kithinji, Ag. Director Matuga Campus leads staff and partners during the tree planting exercise at Kaya Lunguma, Matuga Sub County.

BY RASHID MWINYI

**N**ovember 13, 2023 marked a pivotal moment in Kenya's environmental agenda as the nation celebrated the National Tree Planting Day. This ambitious initiative resonates deeply with President William Samoei Ruto's vision to plant 15 billion trees by 2032. More than a mere symbolic gesture, this endeavor underscores the urgency to cultivate a greener landscape for a sustainable future.

The President made a heartfelt plea to citizens, urging their active participation in the greening initiative as he stressed the halting of encroachments on Kenya's wetlands and forests, highlighting their function in preserving water catchment areas.

In his remarks at the National Tree Planting Day that was celebrated at Kiu Wetland in Makindu, Makueni County, H.E. President Ruto stated that protecting these areas would guarantee improved climatic conditions for a healthier environment and consistent and ample rainfall to bolster agricultural activities.

The event saw the planting of 150,000 seedlings, marking a significant milestone in the national campaign's objective to capitalize on the short rains by planting 100 million seedlings across Kenya.

Amidst this national call to action, Kenya School of Government, Matuga Campus took part in the environmental stewardship by planting trees at Kaya Lunguma, Matuga Sub County. At the event were Hon. Aisha Jumwa Katana, Cabinet

Secretary for Ministry of Gender, Culture, Arts, and Heritage, H.E. Fatuma Achani, Governor of Kwale County, and Matuga Member of Parliament Hon. Kassim Sawa Tandaza amongst other notable figures, reinforcing the message of shared responsibility for environmental sustainability.

Dr. Florence Kithinji, Ag. Director Matuga Campus led the KSG team accompanied by staff and course participants from the Strategic Leadership and Development Program. Their collective presence not only symbolized institutional support but also emphasized the important role of capacity building in nurturing environmentally conscious leaders.

It is encouraging that Matuga's commitment extends beyond this singular event by consistently engaging in tree planting activities through collaboration with National Youth Service and participants from other partner organizations as they undertake their training programs.

Statistics reveal a compelling narrative for environmental preservation; over the past decade, concerted efforts in Kenya have resulted in the planting of millions of trees, fostering a tangible shift towards ecological sustainability. However, more trees are needed to bolster this transformation. Each sapling



## Matuga Joins the Leap Towards a Greener Future

planted not only enhances the natural landscape but also boosts agricultural productivity, crucial for a country heavily reliant on agriculture.

The significance of growing trees in Kenya transcends mere

numbers. It is a beacon of hope, a collective stride towards securing a greener, more sustainable future. With committed institutions like the Kenya School of Government, the trajectory towards a greener

Kenya is well on its way and through persistent and collective efforts, Kenya can achieve not only the targeted tree planting numbers but also herald a monumental environmental revolution.



**Top:** Cabinet Secretary Ministry of Gender, Culture, Arts and Heritage Hon. Aisha Jumwa, Kwale County Governor H.E. Fatuma Achani, and Matuga Member of Parliament Hon. Kassim Sawa were among the participants at the tree planting initiative at Kaya Lunguma, Matuga Sub County. **Right:** Dr. Florence Kithinji does her part in putting her sapling into the ground. **Left:** Residents of Kwale County gather for the exercise.



# Women Leadership Development Programme



Participants of the Women in Leadership program from the Academic Model Providing Access to Healthcare (AMPATH), Moi Teaching and Referral Hospital and Moi University held in Eldoret. The week long programme is designed for women leaders to develop their knowledge, skills and competencies for effective and efficient leadership.

**BY LYNETTE OTWORI,  
AG. DIRECTOR, MKI**

**T**he Margaret Kenyatta Institute for Gender and Social Development conducted the Women Leadership Development Programme from November 6 – 10, 2023 in Eldoret, for participants from the Academic Model Providing Access to Healthcare (AMPATH), Moi Teaching and Referral Hospital and Moi University.

Leadership positions have traditionally been male dominated. This could be attributed to a number of reasons including cultural aspects, the relatively high male public service

population prevailing, among others. Consequently, the context of masculinised norms and expectations of leadership introduces a bias against women leaders. These include cultural perceptions on gender roles, male chauvinism and inhibitions to their career development. Although more women are assuming leadership roles than ever before, they continue to face unique challenges; discrimination and the “glass ceiling” phenomenon, limiting women’s perceived ability to lead and succeed in leadership positions across organizations.

This necessitates training interventions that will expose middle level women leaders to leadership tenets with the view to build their

capacity to effectively deliver even in higher leadership roles. The promotion of women leadership skills is essential for behavioural and organizational change necessary for gender parity and for overall national development. The Women Leadership Development Programme is designed for middle level women leaders in order to develop their knowledge, skills and competencies for effective and efficient leadership.

Dr. Florence Jaguga shared her experience having attended the Women Leadership Development Programme.



# Women Leadership Development Programme

## When Clinical Skills Are Not Enough:

In medical school you learn how to be a doctor; you are taught how the body works, and the signs and symptoms of disease. Your skill set is making a clinical diagnosis and prescribing treatment to a patient. At graduation, it is expected that doctors are well equipped for clinical practice.

Once out of medical school and internship, female doctors, just like their male counterparts, sometimes get thrust into management positions such as medical superintendents or heads of department; positions that come with several challenges such as hospital supplies, staff shortage, departmental budgets among others.

Dealing with these problems needs a specialized skill set including hospital management. It is important to know and understand procurement processes as well as budgeting. In my view, however, people management requires a whole special set of abilities and as such doctors who are managers have to deal with competition from peers, managing staff interests and motivation, handling passive aggressive behavior, change management and conflict resolution.

## Here are ten lessons from my own journey:

1. Expect that it will be challenging to manage people and be open and willing to learn from various sources. More importantly, be ready to learn from your own mistakes.
2. Involve your team early in the

change process. Get as much buy-in as possible. Everyone likes to be consulted and involved in decision making. This route is often slower, but the outcomes will be more solid and long-lasting.

3. We all have egos. Keep in mind that people like to be praised in public and criticized in private and intelligently use this skill.
4. Deal with conflict as soon as it surfaces. Avoidance keeps conflict simmering and things often get out of control. In addition, it is tough to get to the root of a conflict when it is left unresolved for long.
5. For productivity and efficiency, a manager should have proper communication of roles, responsibilities, and expectations providing clear channels of communication.
6. Point out areas that need improvement among staff as promptly and as clearly as possible. Negative feedback can be tough to give but give it nonetheless to ensure the team is effective. The sandwich approach is one useful approach that entails giving negative feedback "sandwiched" between two positive ones to reduce the blow of the criticism.
7. Learn how to manage personalities. For challenging personalities, clear communication of expectations and consistency is important as well as making them project or task leads from time to time can also be helpful.
8. Understand that you will often have to support staff with their

personal social, and mental health problems. Be ready to give a listening ear and to guide them towards a solution.

9. Learning how to manage people can be a long and tortuous journey. Often in the early stages you will fail at it. Forgive yourself for those mistakes, and learn from them.
10. Finally, make sure to prioritize your own wellbeing. Managers often work longer hours. In order to remain productive and effective, it is important that they take care of their own wellness by taking time off, eat healthy, have adequate sleep, and take up a hobby.

Overall, despite its challenges, management presents an opportunity for immense learning and personal growth and should be embraced by female officers in all sectors, just like their male counterparts do.



*Dr. Florence Jaguga  
MBChB(Moi), MMed Psych(Moi),  
Fogarty Global Health Research  
Fellow (2021-2022)  
Head of Department Alcohol &  
Drug Abuse Rehabilitation Services  
MTRH*



# Weekly Activities in Summary



KSG Lower Kabete hosted the graduation of the Third Secretary Cadets of the State Department of Foreign Affairs following a three months Induction Program at the School which ended in November 2, 2023. At the occasion were Director General Foreign Service Administration Amb. Yabesh Monari, KSG Director General Prof. Ludeki Chweya and Director Linkages and Collaborations Dr. Prisca Oluoch.



Strategic Leadership Development Program Cohort 383/2023 visit the PCEA Thogoto Home for the Elderly on November 16, 2023. Corporate Social Responsibility is a component that is entrenched in all programs taught at the School; giving back to the community as well contributing to providing solutions to societal challenges.



A section of KSG Baringo staff and course participants take part in environmental conservation within the School compound during the National Tree Growing Day on November 13, 2023



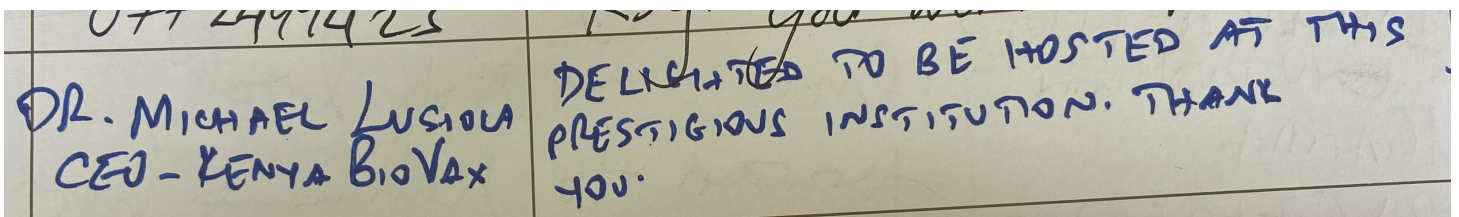
## Leadership Lesson

"Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand."

~General Colin Powell

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## Have your say



## Quote of the Week

"Thousands of candles can be lighted from a single candle, and the life of the candle will not be shortened.

Happiness never decreases by being shared." -Buddha



**Baringo Campus**

Strategic Leadership Development Program	6th November - 15th December, 2023
Strategic Leadership Development Program (Online)	6th November - 12th January, 2024
Senior Management Course	20th November - 15th December, 2023
Senior Management Course (Online)	4th December - 26th January, 2024
Supervisory Skills Development Course	4th - 15th December, 2023
Public Relations and Customer Care Course	4th - 15th December, 2023
Human Resources Planning for County Governments Course	20th - 24th November, 2023
Mid-Rift Workshop	20th November, 2023

**Embu Campus**

Diploma in Social Work No. DSW 44/2023	6th March - 7th March, 2025
Strategic Leadership Development Program No. SLDP 386/2023	9th October - 8th December, 2023
Strategic Leadership Development Program No. SLDP 389/2023	23rd - 1st December, 2023
Strategic Leadership Development Program No. SLDP 390/2023	30th Oct - 8th December, 2023
Senior Management Course No. SMC201/2023	23rd October - 15th December, 2023
Management Course for Office No. MOA10/2023	6th November - 1st December, 2023
Training of Trainers Course	13th - 24th November, 2023
Management Skills Course	13th November - 8th December, 2023
Senior Management Course No. SMC202/2023	20th November - 15th December, 2023
Public relations & customer care	20th November - 1st December, 2023
Evaluation of Various ICT Tenders - Huduma Kenya Secretariat	14th - 20th November, 2023
Training on electronic document mgt. system (EDMS) - Teachers Service Commissions	22nd - 24th November, 2023
Development of a workplace road safety policy - State Dept. for Public Service	20th to 24th November, 2023
Meru county public service board retreat	21st & 22nd November, 2023

**Mombasa Campus**

Strategic Leadership Development Program Online No. 391/2023	30th October, 2023 - 5th January, 2024
Strategic Leadership Development Program No. 388/2023	16th October - 24th November, 2023
Senior Management Course No. 174/2023	23rd October - 15th December, 2023
Management Skills Course	30th October - 24th November, 2023
Project Planning & Management Course	30th October - 24th November, 2023
Management Course for Office Administrators No. 1/2023	6th November - 1st December, 2023
Management of Child Protection Services	13th - 24th November, 2023
Supervisory Skills Development Course	13th - 24th November, 2023
Public Relations & Customer Care Course	13th - 24th November, 2023
Communication Skills for Public Service	13th - 24th November, 2023
Public Procurement & Contract Management	13th - 24th November, 2023
Senior Management Course No. 175/2023	20th November - 15th December, 2023
Retirement Planning Course	20th - 24th November, 2023
Skills Enhancement for Office Administrators	20th - 24th November, 2023
Seminar/Workshop KENHA	21st - 24th November, 2023



## Lower Kabete

Strategic Leadership Development Programme No. 387/2023	16th October – 24th November ,2023
Senior Management Course No.409/2023	6th November-1st December, 2023
Strategic Leadership Development Programme No.392/2023	6th November-15th December, 2023
Supervisory Skills Development Course No.132/2023	6th November-1st December , 2023
Records Management Course No. 34/2023 (Judiciary)	13th November - 1st December,2023
Retirement Planning Program (National Youth Service)	20th -24th November,2023
Strategic Leadership Development Program	13th November - 19th January, 2024
IFMIS Training on Hyperion Planning & Budgeting	20th -24th November, 2023
Financial Management Course for Project Accountants	20th November- 1st December, 2023
Induction Programs for Public Sector Board	20th -23rd November , 2023
Induction Programs for Public Sector Board	22nd -24th November , 2023

## Matuga Campus

Senior Management Course No.122/2023	30th October -22nd December, 2023
Strategic Leadership Development Program NO. 385/2023.	2nd October -8th December, 2023
Strategic Leadership Development Program	6th November – 15th December,2023
Records Management Course (Judiciary)	13th November - 1st December,2023
Retirement Planning Program (National Youth Service)	20th -24th November,2023
Kilifi County Government	20th November - 1st December,2023
Senior Management Course No. 123/2023	20th November- 15th December, 2023
Induction Program	22nd- 24th November,2023

## SAVE THE DATE!



AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR  
L'ADMINISTRATION PUBLIQUE  
ET LE MANAGEMENT (AAAPM)

## 42ND AAPAM ROUNDTABLE CONFERENCE Livingstone, Zambia

**Date:** December 5 – 8, 2023 **VENUE:** Avani Victoria Falls Hotel and Resort Livingstone, Zambia

### Theme

Building resilient societies in Africa through effective Governance and public administration: An imperative for the realisation of the SDGs and agenda 2063 aspirations

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## CENTRES OF EXCELLENCE/ INSTITUTES

- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance Management
- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change
- e-Learning and Development Institute
- Security Management Institute
- Margaret Kenyatta Institute for Gender and Social Development
- Institute for Devolution Studies

We welcome your feedback

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