

9-15 December, 2023

KSG PC Signing for a Bright Future



BY BETH MUIGAI

The Kenya School of Government anticipates a dynamic and engaging year in 2024, building upon the just concluded Performance Contract (PC) signing between the School's Management and various departments organized by the Strategic Planning and Performance Unit that was held on Friday December 8, 2023.

The milestone comes on the heels of the successful negotiation and thorough vetting of contracts that transpired earlier this Financial Year. The institution looks forward to a year marked by heightened activity and

collaboration, driven by the commitment and alignment articulated in the Performance Contracts.

Speaking during the signing ceremony, KSG's Director Finance and Administration (DFA) Prof. Nura Mohamed committed that the School will be driven by a high performance culture. He emphasized individual accountability; each member of the institution should fulfill their designated responsibilities without relying on the achievements of their peers. Prof. Mohamed's remarks underscore the School's dedication to fostering a work environment characterized by diligence,

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KSG PC Signing for a Bright Future

responsibility, and individual contributions considering the engaging years ahead. "The School relies on every individual's contribution to achieving the goals set out for us in the next years," he said.

The DFA revealed the events and activities lined up beginning with the establishment of a proposed Global Climate Agency that will have its headquarters at the School. This follows Government's commitment in the fight against climate change and the adoption of green finance at COP 28 taking place from 30 November 30 to December 12, 2023.

Further, it is expected that KSG will host a first of its kind conference, between March and May 2024, converging leaders in Africa to discuss matters concerning the Continent. "This conference is being organized by KSG in collaboration with among others the Kennedy School of Government and Colombia School of International and Public Affairs; a great opportunity for the KSG to represent the African Continent," he said.

Earlier this year, during his maiden visit to KSG, Hon. Moses Kuria, Cabinet Secretary for Ministry of Public Service, Performance and Delivery Management pledged his support for the School for continental expansion; to re-establish KSG as the

Africa School of Government, a center of training for public servants across Africa. This means that the School has the role of sole agency to be relied upon in creating a fit-for-purpose public service by addressing aspects like productivity and the doctrine of public service.

All these plans show that KSG is preparing for a busier and more demanding era as demands for services continues to increase.

With the signing of the 2023/2024 PC, departments committed to supporting actualization of the School's vision and delivery of services.

Strategy Planning and Performance officer, Daniel Muli presented the School's commitment. The PC adopts a structure with the following key performance indicators: Financial Stewardship and Discipline, Service Delivery, Core Mandate, Access to Government Procurement Opportunities, Promotion of Local Content in Procurement as well as Cross Cutting issues:

Speaking to the Implementation of Presidential Directives the PC seeks to ensure increased green cover across the country, where all agencies are to actively participate and do follow up through accurate reporting.

On matters of financial discipline, the School is dedicated to achieve effective utilization and prudent financial management for the successful realization of its strategic objectives.

In its role of quality service delivery, KSG continues to implement the Citizen's Service Delivery Charter, digitization of government services, and prompt resolution of public complaints as well as access to information.

By the end of this Financial Year, KSG anticipates to; develop and roll out new training programs that respond continuously to capacity development needs across the Public Service with manifest bearing on the delivery of services by Ministries, Departments, Agencies and Counties (MDACs) and a wide range of stakeholders.

With this bulk of responsibility, the School prepares to continuously improve on the execution of duties, incentives to motivate staff, and ensuring the allocation of the necessary resources for planned activities. The Performance Contract would help to prioritize departments' annual undertaking and measure performance against agreed-upon targets, giving great significance to the event held today the Kenya School of Government, Lower Kabete.



Prof. Nura Mohamed (seated centre) with Heads of Departments and Sections, and staff members after the signing of the Performance Contracts and Annual Work-plans for each Department.

Departments Showcase their Products and Services



Business Development and Marketing together with Corporate Communications display their tools of trade as well as some of the products and services that they offer to the internal and external clients.



Left: Jeremy Mwangi of the Administration Department explains the operation of some of the equipment used by the Department. **Right:** The ICT Department showcases parts of their equipment that forms the infrastructure at the School.



The Hospitality Department displays the cleaning implements and a dining set-up, as part of their services



Mary Rukenya with some of the staff from the Admissions Office explain their processes to Prof. Nura Mohamed, who officiated the exhibition for Departments and the PC Signing.

Departmental Performance Contract Signing



The Strategic Planning and Performance Unit acknowledged the outstanding achievements of various departments in the FY 2020/2021:

Left: 1st position was awarded to the Human Resource Department, led by Manager Ms. Florence Wanguku.

Top left: 2nd position is the Internal Audit Department, under the leadership of Chief Auditor Eliud Kemboi

Top right: 3rd position was awarded to the Administration Department, under the leadership of Ms. Agnes Leikera.



The Finance and Accounts Department display their signed PC and Workplan, led by Chief Finance Manager, Ms. Everline Wahome. While the Strategic Planning & Performance Unit led by Ms. Angela Mukiri, sign their documents (right). Hospitality Department led by Deputy Director Ms. Sitonik receive the Department's PC as Mr. John Kimiri, Head of ICT Department display their signed documents.



KSG Hosts ICPAK 4th Research Conference



CPA. Aurelia Rono, (seated centre), Chief Guest at the opening ceremony of the 4th Annual Institute of Certified Public Accountants of Kenya (ICPAK) Research Conference at the Kenya School of Government, Lower Kabete. The Conference took place from December 5– 7, 2023.

December 5-7, 2023, was a beehive of activity at the Kenya School of Government for delegates from across the country and the region during the 4th Annual Institute of Certified Public Accountants of

Kenya (ICPAK) Research Conference.

The Conference, themed “Positioning accountancy as a frontier of knowledge and technological transformation in the global space,” was a collaborative effort between the Institute of Certified Public Accountants of Kenya (ICPAK), Kenya Accountants and Secretaries National Examinations Board (KASNEB) and Kenya School of Government (KSG) to advance knowledge and research amongst accountants, scholars, researchers, reviewers and members of the public.

The Chief Guest of this vibrant event was CPA Aurelia Rono, Principal Secretary State Department for Parliamentary Affairs.

Presiding over the opening ceremony, CPA Rono, who is also a practitioner in the accountancy field, highlighted the significance of the Conference as a platform

that brings together distinguished practitioners, academicians and researchers from the field to share knowledge and push the boundaries of human understanding.

She spoke passionately about the need to invest in research and innovation to address modern and emerging issues in the profession.

The PS quoted Francis Bacon, who once remarked, “Reading makes a full man, conferences a ready man and writing an exact man.”

According to CPA Rono, the quote implies that reading exposes a person to diverse perspectives, ideas and information, for a comprehensive understanding of various subjects.

“Participating in this Conference should sharpen our abilities to think and respond



CPA Aurelia Rono, Principal Secretary State Department for Parliamentary Affairs.

KSG Hosts ICPAK 4th Research Conference

appropriately to different viewpoints.”

The Conference was significant and timely especially when countries are struggling with economic turbulence.

The PS took the time to confirm that the Kenyan government remains committed to its fiscal policy of reducing the effects of economic shocks affirming the need to support research initiatives to offer pragmatic solutions to the various challenges in society.

“Scholars and researchers will be presenting great ideas here. They are stewards and fountains of knowledge. With this stewardship comes the duty of wiring the discoveries for the betterment of humanity. Let us be mindful of the potential implications of our work and strive for an ethical and equitable application of findings in our great accountancy space.”

KSG Director Academic Affairs, Dr. Josephine Mwanzia, in her address at the conference, explained how the Kenya School of Government cements its influence in public sector capacity development by coming up with new programs in the field of accountancy.

“Kenya School of Government has developed several programs around public finance management, expenditure, contract management, and more in ensuring financial governance and prudent application of resources. We all know that if financial resources are applied prudently, the human resources will be able to showcase and demonstrate

tangible results in the investment made towards economic growth and sustainable development.” Stated Dr. Mwanzia.

The DAA explored possible ways that KSG and ICPAK can work collaboratively, buttressed by a Memorandum of Understanding to enrich the programs, undertake joint research, produce policy briefs and offer expert advice

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CPA Aurelia Rono, Principal Secretary State Department for Parliamentary Affairs.

on financial resource mobilization and application.

The ICPAK 4th Annual Research Conference had various discussions around different research topics comprising Carbon Accounting Standards and Harmonization, Climate Finance- An Incentive for a climate Resilient Society, Artificial Intelligence and its Application in Accounting, Corporate Diversification, Firm Size and Performance of Commercial Banks in Kenya, Financial Innovation and Financial Performance of Deposit taking Micro-Finance Institutions in Kenya among others.

During the event, CPA Dr. Grace Kamau, ICPAK Chief Executive Officer, said, “This is a great opportunity where we can better deploy the accounting research findings to address great economic challenges around sustainability and climate change.”

Regarding research in accounting and finance, CPA Prof. Elizabeth Kalunda, Vice Chairman of ICPAK, asserted that research in accounting and finance is very closely tied to economic growth as it contributes to efficient resource allocation, financial stability, innovation and well-informed policy decisions, which are essential for driving an economy.

As a well-known professional body that regulates the activities of all certified Public Accountants in the country, ICPAK ensures credibility, professionalism and accountability in practitioners in Kenya.

Compiled by Tabitha Kemunto and Sarah Muturi

Inspiring new ways for the Hospitality Sector

BY CHRISTINE RWAMBA

The hospitality sector is one of the most dynamic in the service industry incorporating a wide range of facilities. Everyday different kinds of clients will demand different experiences and tastes in terms of services and facilities necessitating that professionals go beyond limits to satisfy their clients.

Possessing excellent hospitality abilities in this competitive field is central for success. Today, management plays an increasingly critical function to augment competencies, boost job improvement, and challenge their staff to solve problems innovatively.

In a bid to contribute to a reformed sector that takes into consideration the current trends, the Kenya School of Government has developed and rolled out a curriculum for hospitality skills training that benefits professionals in the field.

The Hospitality Skills Development Course is designed for professionals in the sector who desire to be outstanding and want to move the industry to the next level especially in the public service.

The objective of the hospitality department is to provide excellent and exceed client expectations. Those in the industry must also be responsive to guest feedback and address any complaints promptly, making significant the training.

Other than building capacity, consultancy services, conducting research and outreach programs, the School offers conference facilities across all its campuses;



Embu Campus Deputy Director, Dr. Fredrick Mukabi (center) with participants of the Hospitality Skills Development Course outreach program at the Kenya School of Agriculture, Thika.

accommodation and dining, giving it significance in developing and conducting the Hospitality Skills Development Course.

The program focuses on areas of customer service excellence, communication skills attention to detail, being proactive and responsive and even tailoring products to meet individual demands for a personalized experience. The program further encourages one to be a well-rounded professional able to understand the emotional, psychological, and social elements as necessary, not forgetting cultural competence providing insights into different customs initiating the ability to understand and appreciate diverse cultures.

Dr. Fredrick Mukabi, Deputy Director Embu Campus affirmed the commitment of the School in contributing to transformative training; that extends beyond the training sessions. The School has invested in a thoughtful and holistic approach considering the

individual, the content, and the learning environment in all areas, even in Hospitality.

Mr. Bernard Rajwais, Head of Hospitality and Senior Lecturer at the Campus has been instrumental in the development and implementation of the program. "The curriculum is set in such a way that aligns with the current issues and at the same time drives officers to have the right attitude for delivering government business," he said.

"Customer loyalty and having repeat business will be among the great benefits that you will reap from the program," he said.

One of the participants Mr. Ng'eno Kibii, in his vote of thanks said, "The School has demonstrated such personalized service by offering this program at our convenience; meeting the clients where they are. We will cherish these training sessions; by transferring this knowledge to our stations, making moves in the right direction in the hospitality industry."

"Courteous treatment will make a customer a walking advertisement"
~James Cash Penney~

MKI & KNATCOM for Persuasive Policy Briefs



Margaret Kenyatta Institute and KNATCOM facilitators and participants of the Policy Briefs Writing Course at the School in Lower Kabete.

BY DIANA FIFI

A well-crafted policy brief can change lives. In policy-making, clarity and precision are of the essence. Thus, conveying complex ideas concisely through policy briefs is a skill of immeasurable value amongst pundits.

Adhering to the hallmarks of persuasion, authors of policy briefs can communicate their ideas with precision and facilitate sound decision-making amongst policymakers.

The Margaret Kenyatta Institute for Gender and Social Development (MKI),

domiciled at the Kenya School of Government (KSG) Lower Kabete, runs a customized program on writing policy briefs from a Gender Equity Perspective. This program seeks to facilitate the writing of clear and complete policy briefs and proposals to aid policy-making in a fast-paced society that has competing policy options.

This week, MKI, in partnership with the Kenya National Commission for UNESCO (KNATCOM), conducted the course at Lower Kabete, attracting attendees from government and non-governmental organizations.

KNATCOM is well known for its work in peacebuilding, poverty eradication, sustainable development, and intellectual

dialogue through education, culture, human sciences, communication and information. Its synergy with MKI, a specialized Institute of the School set up to maintain and protect the gains made on gender equality and provide leadership in identifying and addressing emerging challenges as they arise, through this course, saw participants drawn from Ministries in the sector including Gender, and Youth Affairs, National Gender and Equality Commission alongside Non-governmental organizations like Thriving Communities Africa (TCA) among others empowered on preparation of compelling

MKI & KNATCOM for Persuasive Policy Briefs

policy briefs.

Representing the Acting Secretary General at KNATCOM, Dr. Orpha Nyakundi underscored the power of meticulously written Policy briefs as instruments of conveying factual research findings and recommendations, saying that these are the instruments that are supposed to inform decision-making and elevate the quality of decisions made.

She stated, "A strong policy brief distils research findings in succinctly and draws clear links to policy initiatives. These tools must not only meet formal requirements, they must be in sync with the principles of justice, equity, and the common good."

Dr. Nyakundi accentuated that in a world faced with an array of policy interventions, persuasive and concise communication on the proposed policy recommendations is crucial to aid in decision-making.

During the program, the participants went through the National Development Agenda focusing on the Kenya Vision 2030, the Government's Bottom Up Economic

Transformation Agenda and their place on empowerment with insights on the process of policy-making, conducting policy-oriented research and structuring the policy briefs with the concerns of citizens in mind.

Ms. Lynette Otwor, Acting Director at MKI, acknowledged that gender equality, equity and mainstreaming are crucial in

development as they ensure that no one is left behind. She focused on the necessity of strategic communication in policy briefs to influence the policy on gender equality.

"Policy briefs are not just documents. They are instruments of persuasion and influence. Each sentence should be well crafted, correctly structured to paint the situation on the ground and recommend workable solutions with utmost clarity," she averred.

As the participants of the one-week course return to their respective organizations after the one-week course, they will be relied upon as the architects and influencers of government policy-making in addressing their needs.

"Policy briefs are not just documents. They are instruments of persuasion and influence. Each sentence should be well crafted, correctly structured to paint the situation on the ground and recommend workable solutions with utmost clarity."

*-Ms. Lynette Otwor,
Acting Director MKI*



Corporate Positioning Through CSR

An institution in the public or private sector cannot claim to be treating its customers well if it operates in oblivion, while ignoring its surroundings. To redress this failure, it is incumbent upon institutions to create a positive connection beyond their physical borders with the neighborhood by venturing into charitable causes beyond their bottom line.

The golden question, therefore, is, does being socially responsible payoff?

Giving back to society is not a thankless job because a lot of Return on Investments (ROI) accrue to institutions that embrace Corporate Social Responsibility (CSR), key among them being the positive image and overall appeal to investors and new customers and entrenchment of customer loyalty and recruitment and retention of high-performing teams.

Kenya School of Government has always jumped onto this charitable cause of being socially responsible by relating with the surroundings as the leadership seeks to deepen engagements with local communities by assessing their needs and seeking plausible ways of meeting them collaboratively with other government institutions and development partners.

Taking this cue, Matuga Campus lives up to the School's values of responsiveness,



The ceremonial inauguration of the Matuga Primary School borehole was a momentous occasion, graced by the presence of the Director General of Kenya School of Government, Professor Ludeki Chweya and Ag Director Dr. Florence Kithinji. The Director General's official commissioning underscored the significance of the partnership between the two educational institutions and its impact on social accountability.

integrity and inclusivity through its socially responsible practices, steering the path for more societal impact in its locality.

Under the stewardship of Acting Director Dr. Florence Kithinji, the Campus has made remarkable strides in embodying Corporate Social Responsibility. In this regard, Dr. Kithinji has piloted the institution towards impactful community engagement, exemplifying a commitment to societal betterment beyond traditional academic pursuits.

Various efforts between KSG Matuga Campus and the neighbouring Matuga Primary School illustrate the partnership that exists between the two institutions to better the livelihoods in the area.

Environmental conservation is an endeavour that commenced

with a clean-up at the Primary School and the vicinity. Dedicated workers from Matuga Campus, alongside enthusiastic pupils, joined hands to rejuvenate their compound for a cleaner and healthier space for learning. Other strides already made by the Campus include the contribution of the tree-growing agenda in the country intended to mitigate the effects of climate change and reduce the country's carbon footprint.

Dr. Florence Kithinji's community welfare involvement and philanthropy extends further as she recently oversaw the drilling of a borehole for internal use to and also facilitate free access to the previously scarce resource at the Primary School. The ceremonial

Corporate Positioning Through CSR

inauguration of the borehole was a momentous occasion, graced by the presence of the Director General of the Kenya School of Government, Professor Ludeki Chweya.

As institutions seek to influence their surroundings, it is necessary to ponder the domino effect of investing in CSR.

Customers place a premium on spending their money in institutions that prioritize community engagement. In the modern information age, institutions are no longer faceless. Socially responsible institutions project an attractive reputation in the eyes of their customers and the wider community.

According to research, customers would pay a premium for services offered by institutions with a solid reputation for giving back to society. Research has also revealed that institutions with high societal impact demonstrated a brand value growth of 175% over 12 years, as opposed to only 70% growth for businesses with lower societal involvement.

Engaging in community support programs also boosts customer loyalty and enhances customer referrals. Many customers emotionally connect with these institutions because their societal issues are cherished and esteemed.

Furthermore, through CSR, clients feel a sense of belonging and making them feel part of improving livelihoods directly

and indirectly; a feeling of pride in contributing to the Return on Investment of the organization that channel part of their profits towards worthy societal cause.

The collective effort in social responsibility has most of the time caused a chain reaction of boosting employee morale, ultimately leading to better employee productivity and organization profitability.

According to Harvard Business research, 70% of employees prefer to work for institutions with a robust purpose, feeling inspired, and loyal, and 92% of employees who work at these benevolent institutions would likely recommend their employers to their network.

Arguably, by embracing sound CSR ethos, KSG Matuga seeks to cultivate a positive corporate reputation for customer retention and loyalty as well as attracting top talent and investment opportunities.

In the long run, the CSR efforts by the Kenya School of Government seek to exemplify and cement the School's influence in facilitating good governance and have a purpose in caring for its citizens who are a responsibility of the public service. The anticipated result is a better world for the next generation of employees seeking employers focused on the triple bottom line of people, planet and revenue and to prove that CSR is invariably a notable ROI



With a solid collaboration in place, KSG Matuga, led by Ag. Director Dr. Florence Kithinji, with the Ag. Director General NYS, Mr. James Tembur, and Deputy Director General Mr. Jamlick Chabari take pleasure in a commemorative tree planting and greening of the environment to mark the partnership in training the NYS officers for better professional development. This marks the rally behind the government's call to increase national tree coverage and green the country by 2030.

Weekly Activities in Summary



Time, money, labour, land, and raw materials exist in limited supply. To make the most out of these scarce resources, leadership is crucial. Participants in the Supervisory Skills Development Course at the Baringo Campus had a session on resource management and control with Mr. Kennedy Bobo, a Finance Expert.



Participants of the Geological Survey Program, upon completion of their program at KSG Mombasa Campus. Their journey through fieldwork, hands-on exercises, and theoretical modules instills practical skills in mapping, mineral identification, and environmental assessment.



Double blessings as Mr. Kefah Ongori a staff stationed at the Administration Department, Lower Kabete graduates with a Bachelor in Business Administration and his wife Grace Ongori attained her Diploma in Criminology. Both graduated from the Presbyterian University of East Africa.



Attendees of the Conduct of Meetings and Minutes Writing Course at KSG Mombasa Campus captured a moment at the culmination of their week-long training. The course has empowered them with essential skills in effective meeting management and precise minutes writing, fostering professional development and contributing to their roles as adept leaders and contributors in organizational settings.

Leadership Lesson

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

— Gen. Colin Powell

Have your say



Lindah Visungu

Thankyou so much KSG Baringo for cultivating my carrer,lam so humbled and soon coming for SLDP Kenya School of Government, Baringo Campus the place to be!!!!

Humor of the week

Parade

WHY WOULD
DOORS DO WELL ON
SOCIAL MEDIA?

EVERYONE LOOKS
FOR THEIR
HANDLES.

HAHA!

Quote of the Week

“Blessed is the season
which engages the
whole world in a
conspiracy of love.”

— Hamilton Wright Mabie

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
Top Hill Hospital Workshop	13th December, 2023

Embu Campus

Diploma in Social Work No. DSW 44/2023	6th March - 7th March, 2025
Senior Management Course No. SMC201/2023	23rd October - 15th December, 2023
Senior Management Course No. SMC202/2023	20th November - 15th December, 2023
Workshop- State Department for Public Service	11th - 15th December, 2023
The Judiciary	11th December, 2023
State Department for Youth Affairs and Sports	13th December, 2023

Matuga Campus

Senior Management Course No. 122/2023	30th October - 22nd December, 2023
Strategic Leadership Development Program No. 395/2023	6th November - 15th December, 2023
Senior Management Course No. 123/2023	20th November - 15th December, 2023
Retirement Planning Program (Judiciary) No. 18/2023	11th - 15th December, 2023
Strategic Leadership Development Program No. 396/2023	13th November 2023 - 19th January, 2024
Strategic Leadership Development Program No. 385/2023	2nd October - 15th December, 2023

Mombasa Campus

Strategic Leadership Development Program Online No. 391/2023	30th October, 2023 - 5th January, 2024
Senior Management Course No. 174/2023	23rd October - 15th December, 2023
Senior Management Course No. 175/2023	20th November - 15th December, 2023
Supervisory Skills Development Course	4th - 15th December, 2023
Public Relations & Customer Care Course	4th - 15th December, 2023
Results Based Monitoring & Evaluation Course	4th - 15th December, 2023
Kenya Education Management Institute	8th - 18th December, 2023
Agriculture & Food Authority	14th December, 2023
Rongo University	15th - 16th December, 2023
The Office of the Director of Public Prosecution	11th - 12th December, 2023

Lower Kabete

Strategic Leadership Development Program No.392/2023	6th November-15th December, 2023
Strategic Leadership Development Program	13th November - 19th January, 2024
Senior Management Course No.410/2023	27th November- 22nd December ,2023
Kenya Rural Roads Authority	20th November -15th December, 2023
Report Writing Course	11th - 15th December,2023
Capacity Building (Garissa County Assembly)	11th - 15th December,2023
Leadership and Management Skills (Kenyatta National Hospital)	11th - 15th December,2023
Corporate Governance (Kingdom Seekers Fellowship)	11th - 15th December,2023
IFMIS Training Hyperion Planning & Budgeting	11th - 15th December,2023
HR for Non-HR Practitioners (Anti Doping Agency of Kenya)	11th - 15th December,2023
National Police Service Commission	7th-14th December ,2023
National Housing Corporation	7th-22nd December,2023
Kenya Revenue Authority	11th - 15th December,2023
Action Aid International Kenya	11th-13th December, 2023
State Department for Youth Affairs and Sports	11th December ,2023
Light Up Hope Africa	14th December, 2023



KENYA SCHOOL OF GOVERNMENT
MOMBASA CAMPUS



WE WILL GIVE YOU THE BEST
MOMENT AT OUR CAMPUS

ULTRA
MODERN

Your home away from home,
where every detail is taken care of

Unwind &
RECHARGE
as you learn.



Editor

Faith Musoga

Sub Editor

Douglas Mochama

Writers

Ephline Okoth

Beth Muigai

Phyllies Muili

Glenn Lumiti

Tabitha Kemunto

Sarah Muturi

Pauline Ngurukie

Sharon Ngina

Rashid Mwinyi

Christine Rwamba

Christine Tindi

Photographers

Walter Mikwa

Elias Makokha

Bosco Marangu

GET IN TOUCH WITH US

Kenya School of Government

P.O Box 23030-00604, Lower Kabete, Nairobi-Kenya

Telephone: +254-20-4015000/0727-496698

Website: www.ksg.ac.keEmail: directorgeneral@ksg.ac.keAdmissions: info@ksg.ac.ke**e-Learning and Development Institute**

P.O Box 30627 – 00100 Nairobi, Kenya

Tel: +254-20-3535873/4/+254-728-606991

Email: director.eldi@ksg.ac.keAdmissions: info.eldi@ksg.ac.ke**Baringo Campus**

P.O Box 91, Kabarnet-Kenya

Mobile: 0709252900

Email: director.baringo@ksg.ac.keadmission.baringo@ksg.ac.ke**Embu Campus**

P.O Box 402-60100, Embu-Kenya

Tel: +254-(068) 231824/2231866/2231364

Cell: 0792718171

Email: director.embu@ksg.ac.keadmissions.embu@ksg.ac.ke**Matuga Campus**

P.O Box 31-80406, Matuga

Cell: 0770 770 021

Email: director.matuga@ksg.ac.keadmissions.matuga@ksg.ac.ke**Mombasa Campus**

P.O Box 84027-80100, Mombasa

Tel: +254-041-2227113/2228800/2226871

E-mail: director.mombasa@ksg.ac.keadmissions.mombasa@ksg.ac.ke

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We welcome your feedback

communications@ksg.ac.ke

@KSGKenya



Kenya School of Government