



WEEKLY

Bulletin

16th-22nd December, 2023

Crafting Change: Case Teaching for KSG



The Case Method is not just a pedagogical approach; rather it is a dynamic and has proved to be a powerful tool that empowers both trainers and learners to dissect real-world challenges and cultivate innovative solutions. This technique is valued for its ability to simulate real-world decision-making, promote active engagement, and encourage participants to think critically and apply theoretical knowledge in practical

contexts. It is particularly popular in disciplines where experiential learning and the development of problem-solving skills are crucial.

It is against this backdrop that the Kenya School of Government in collaboration with the Leadership Academy for Development (LAD), from Stanford University's Freeman Spogli Institute, organized a Training of Trainers' Workshop on Case Writing and Case Teaching for Public Policy that was held on

HIGHLIGHTS

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Crafting Change: Case Teaching for KSG

December 4-8, 2023 in Naivasha. The training was designed to prepare KSG faculty with skills to develop interactive and participant-centered teaching styles. Additionally, this will help them develop a case library that could be used in training programs.

The program was conducted by LAD, an organization dedicated to enhancing the skills of government officials and business leaders in developing countries, with the goal of improving government performance. LAD not only imparts essential knowledge to participants but also equips them to become effective reform leaders. The organization fosters the development of sound public policies, particularly in challenging and contentious environments. The organization also plays a role in strengthening the instructional capacity of government training institutions through the promotion of case teaching and case writing.

During the training, participants were taken through case method technique and how it typically works. In case selection, cases can be real situations that have occurred in the business world, or they can be fictional scenarios created to illustrate

specific concepts or dilemmas. The cases should be relevant to the subject matter being taught.

In the preparation stage, before the class begins, participants are given the case and are expected to thoroughly analyze it. They may be required to research relevant information, apply theoretical concepts, and prepare a written analysis.

For class discussion, the instructor facilitates conversation about the case where participants share their insights, analysis, and proposed solutions. The discussion is often dynamic, with the instructor challenging participants to defend their viewpoints and encourage debate among the

participants.

The case method aims to develop critical thinking and decision-making abilities. Participants are asked to make decisions or recommendations based on the information presented in the case, and they must support their decisions with logical reasoning.

The case method is also designed to achieve specific learning objectives, such as improving problem-solving skills, enhancing analytical thinking, and applying theoretical knowledge to real-world situations. It also encourages participants to consider multiple perspectives and appreciate the complexity of decision-making in professional contexts.

KSG Director General, Prof.



Mr. Kent Weaver (standing) a professor from George Town University facilitates a group discussion during the Training of Trainers Workshop that was held in Naivasha from December 4-8, 2023.

Crafting Change: Case Teaching for KSG

Ludeki Chweya has indicated that the School has witnessed a collective commitment to excellence, a dedication to the craft of training, and a passion for shaping the future of training over the five days of the Program. "As we reflect on the journey we've embarked on, it is clear that each one of you has embraced the challenge of becoming not just trainers but true architects of knowledge," he said while speaking during the training. "The art of case writing and teaching is not merely a skill; it is a profound responsibility; a responsibility to inspire, to challenge, and to guide the next generation of leaders in navigating the complexities of

their respective fields."

Director Finance and Administration, Prof. Nura Mohamed, on his part urged faculty to be the catalysts of change within the School and use the art of case writing to illuminate the minds of the participants, instill in them the ability to think critically, and to empower them with the skills necessary for success in an ever-evolving world. "May your endeavors in case writing and teaching be marked by innovation, passion, and a relentless pursuit of excellence. I look forward to witnessing the positive transformation that will undoubtedly emanate from your classrooms," he

charged.

The week long program that was funded by Bill & Melinda Foundation through the Linkages & Collaborations Directorate, enabled the members of faculty to maintain a collaborative spirit that permeated in every session, as they engaged in lively discussions, shared insights, and honed their skills in case teaching and writing.

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Prof. Nura Mohamed, KSG Director Finance and Administration with KSG faculty and other staff in training together with the facilitators at the Training of Trainers Workshop that was held in Naivasha from December 4-8, 2023.

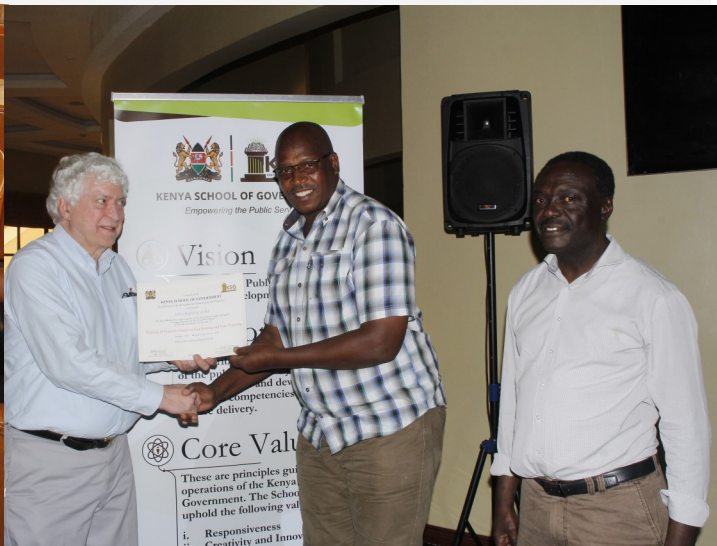
Crafting Change: Case Teaching for KSG



Left: Ken Opalo, a professor at Georgetown University and **Right:** Gordon Laforge, Senior Researcher at Stanford University both facilitators at the workshop.



Left: Team from Matuga Campus led by Dr. Florence Kithinji during group work. **Right:** A team of faculty at the sidelines of the Workshop.



Hope Rises in Mombasa for Artisanal Miners

BY GLENN LUMITI

A wave of optimism swept through the coastal city of Mombasa today as the doors opened on a new chapter for artisanal miners. The launch of the Artisanal Mining Cooperatives Training at KSG Mombasa, graced by the presence of Cabinet Secretary for Mining, Blue Economy and Maritime Affairs, Hon. Salim Mvurya, marked a significant shift in Government's approach to this long-marginalized sector.

In his keynote address, Hon. Mvurya announced a major policy change: Government's intention to issue licenses to registered Artisanal Mining Cooperatives. This move, long-awaited by thousands of miners struggling in the informal sector, promises to bring them into the fold of formalization, opening doors to better income, safety, and social security.

"Due to the changes," declared Hon. Mvurya, his voice resonating with conviction, "we would like each one of you to get a chance of doing this business. We want to see you formalize your operations, obtain licenses, and work together as cooperatives." His words painted a picture of a future where mining transcends its current image of hardship and exploitation, transforming into a springboard for improved livelihoods and community development.

Echoing these sentiments, Dr. Rukia Atikiya, Acting Campus Director of KSG Mombasa, expressed her excitement and optimism about this particular training, a unique kind one of its kind. "This is not just about acquiring skills," she emphasized, "it's about getting empowered with the



CS for Mining, Blue Economy and Maritime Affairs, Hon. Salim Mvurya (2nd left) at the launch of the Artisanal Mining Co-operatives Training.

invaluable information and capabilities to navigate the new landscape of formalization. This training will let you to run your cooperatives effectively, manage resources sustainably, and advocate for your rights."

Dr. Atikiya's words resonated with the diverse gathering of participants. From seasoned miners etched with the sun and toil of the trade to young graduates with hope, and at the same time yearning for a brighter future in the industry. The training, designed to cover a comprehensive range of topics from cooperative management to environmental regulations and safety procedures, promised to be the key that unlocks this potential.

But the road ahead is not without its challenges. Navigating the complexities of formalization, securing financing, and ensuring adherence to regulations will require unwavering commitment from both miners and the government. Concerns about transparency in license allocation and fair pricing mechanisms were also voiced during the launch, highlighting the need for robust oversight and inclusivity in the implementation process.

Despite these challenges, the palpable sense of hope that permeated the launch ceremony was undeniable. For the first time, artisanal miners in Mombasa, and by extension across the nation, saw a glimmer of a future where their hard work is recognized, their rights protected, and their potential for prosperity nurtured. The journey towards formalization will be long and arduous, but the seeds of a brighter tomorrow were sown today in KSG Mombasa.

As the training commences, a thousand eyes will watch its progress with bated breath. For the artisanal miners of Mombasa, it represents more than just the acquisition of skills; it signifies a chance to break free from the shackles of informality, build a future for themselves and their families, and contribute to the nation's economic growth.

The success of this initiative, therefore, hinges not only on the commitment of the participants but also on Government's unwavering support in ensuring transparency, inclusivity, and sustainable development throughout the process. Only then can the hope ignited today blossom into a brighter reality for the artisanal mining sector in Kenya.

Artisanal Mining Cooperatives Training Launch



The launch of the Artisanal Mining Cooperatives Training took place at KSG Mombasa Campus. The Launch was presided by CS Salim Mvuria. He was received at the Campus by Ag. Director, Dr. Rukia Atikiya. This long-awaited initiative by thousands of miners struggling in the informal sector, promises to bring them into the fold of formalization, opening doors to better income, safety, and social security.

Former Baringo Campus Boss Befitting Fete



KSG Director General, Prof. Ludeki Chweya together with Dr. Leiro Letangule (in white) and Baringo Campus Director, Dr. John Bii (Right) at the farewell party held in hour of Dr. Letangule at KSG Baringo.

Dr. Leiro Letangule, former Director Kenya School of Government Baringo Campus took over the mantle of leadership of the Campus in 2015, a critical point when it was transforming into being a Campus of KSG. The then Government Training Institute required radical changes in infrastructure and remodeling of the staff culture to match the statute of a state agency and the only School of Government in Kenya.

Being at the helm of the

Campus, at that point, he institutionalized significant reforms to chart the way and move the Campus in tandem with the speed necessary to accelerate growth and vision of the Director General.

To achieve the targets and owing to the unique needs of the Campus including its physical location, Dr. Letangule and his team had to double their efforts as much relative to other campuses. It meant he had to consolidate and synergize every resource available to improve, refurbish and build additional critical infrastructure to support

the delivery of services that matches the stature of KSG.

During the seven and a half years of his tenure, the Campus witnessed major milestones that made it a preferred training destination, key among them being the upgrade of infrastructure, robust landscaping, consistent maintenance, carpeting of most roads and walkways, construction of the Prof. F. Kibera cottages, establishment and operationalization of the water bottling plant, alongside the general renovations that have continued that give the

Former Baringo Campus Boss Befitting Fete



Dr. Leiro Letangule, KEWI Managing Director, addresses his former team from KSG Baringo Campus during his farewell party

backdrop that the management of KSG Baringo Campus deemed it necessary to organize a farewell party and thanksgiving ceremony on Friday, December 15, 2023, in honour of Dr. Letangule for the transformation of the Campus during his tenure.

KSG Baringo Campus Director Dr. John Bii during the ceremony took cognizance of the many years that Dr. Leiro was the Campus noting that during the term he was able to midwife key projects that are now signature projects of the Campus.

“From where you left, we have

continued with various projects and programs to strengthen our capacity to deliver high-quality service to our clients. During your tenure at this great Campus, you projected humility, grace and kindness to others. I appreciate how you always shared your success with your team, and your love for the country is one of the reasons you rise to the top!”

Director General of the School Prof. Ludeki Chweya summarized the personality of Dr. Leiro as a humble man and a go getter. He thanked him for the monumental

achievements during his tenure. Prof. Chweya also challenged the current Director, Dr. Bii, to keep up the good work done by his predecessor and raise the bar even higher.

“Today, we have Dr. Bii as your leader. But most importantly, he needs your help because, no matter how capable he is, he cannot manage the Campus alone. I pledge to support you in modernizing this Campus, introduction of more diverse menu and construction of additional 100 room hostel facility in the near future,” said Prof. Chweya.

The current Campus Director was praised by Prof. Chweya for being a fine individual with extensive experience in public service, a strong performer, and a committed professional competent in their field of specialization. He went ahead to congratulate Dr. Letangule for the opportunity to serve the nation at a higher capacity.

“This demonstrates the confidence the government has in the KSG team, who are equipped with knowledge and experience in the public sector. I wish Dr. Letangule luck as he offers his expertise in the crucial water sector.” said Prof. Chweya.

Commenting on faculty members, Dr. Kimeli Chirchir and Mr. Michael Ang’anyo, who also serve in administrative roles at the KEWI, the DG urged staff to utilize the provision of leave of absence at the School and seek higher

Former Baringo Campus Boss Befitting Fete

responsibility in the public service as it would expose them to experiences that would be useful in providing guidance and improving their performance once they resume duty at the School.

He described their appointment at KEWI, for example, as an opportunity to experience new perspectives that would enrich the delivery of the School's mandate once they resumes duty from the leave of absence.

Speaking during the ceremony, Hon. Elizabeth Chesang, the Chairperson of the National Council for Persons With Disabilities expressed that the leadership of Baringo region

have taken note of the exceptional way in which Baringo Campus is a ran and has gained international approval because of foresight of the leadership, diligent workforce as well as its magnificent and spacious conference facilities.

Head of Departments at the Campus spoke passionately about Dr Letangule, who they served the past seven and a half years. The Business Development Manager, Ms. Eddah Cheruiyot, described him as a patient leader, one who is ready to listen, and available to guide others.

“A real father is a listener, he is patient, and he is a teacher.

When you are close to people whom you work with you develop attachment. Please carry on those important virtues to the position you have now,” urged Ms. Cheruiyot.

Dr. Letangule had this to say, “Moving forward please continue sharing the camaraderie of remarkable resilience, zeal, and synergy. Purpose to remain a community with an uncommon capacity to weather challenges, learn, adapt and move forward. That you will continue doing so, individually and collectively, matters a great deal – not just to what happens on campus from day to day, nor the realm of ideas, but to the prospects for progress and enlightened actions for this Campus.”



Prof. Ludeki Chweya (left) gives his address during the farewell and (Right) Dr. Letangule receives a gift of appreciation from the Campus from one of the staff members.

Cash transfers for better livelihoods



KSG Embu Campus Director, Dr. Ann Kangethe presents a desktop computer to Embu County Deputy Governor, H.E Kinyua Mugo on behalf of the SMC Cohort 198/2023 Group 1 participants during the Jamuhuri Day Celebrations held at Siakago Primary School in Embu County. The computer is a donation to the Siakago Level 4 Hospital.

BY CHRISTINE RWAMBA

Kenya's journey with cash transfer programs can be traced back to the early 2000s with a focus on vulnerable groups such as orphans and vulnerable children (CT-OVC). These initiatives aimed at improving access to education, healthcare, and nutrition for those in need.

Over time, the scope of cash transfer programs has expanded to include the elderly, people with severe disabilities, and other vulnerable demographics under programs such as Inua Jamii. Cash transfer programs in Kenya have proven to be a transformative force that has

broken the cycle of poverty and nurtured inclusive development. By directly addressing the financial needs of vulnerable populations, these initiatives contribute not only to the well-being of individuals but also to the overall progress of the nation.

Cash transfer programs have been significant in addressing poverty, strengthening social protection, and promoting the economic resilience of vulnerable populations. Over the years, the Kenyan Government, in cooperation with development partners has implemented various initiatives aimed at providing direct financial assistance to those in need. These programs not only alleviated immediate financial problems but also contributed to

wider socio-economic development.

The Kenya School of Government has been steadfast in supporting government initiatives to reduce poverty levels in the country. Through the Research and Consultancy mandate, policy briefs and reports have been generated that shine a light on the necessity to bring on board vulnerable groups into the cash transfer programs.

The Senior Management Course Cohort 198/2023 Group One members carried out a field case study on the Older Persons Cash Transfer (OPCT), one of the many cash transfer programs with the objective to enhance the capacities of

Cash transfers for better livelihoods

livelihoods for the vulnerable in Kenya.

One key area where cash transfer programs has shown a noteworthy impact is in education. By providing financial assistance to families, these programs enable children to attend school regularly, reduce dropout rates, and improve overall educational outcomes. The ripple effect is the empowerment of generations through better access to knowledge and skills.

Speaking during this year's Jamhuri Day celebrations at Siakago, Embu County, Mbeere North Member of Parliament, Hon. Geoffrey Kiringa emphasized the need for education to the children of Mbeere North sub-County, "I am on a mission to ensure that parents with children in day schools will pay fees not exceeding one thousand five hundred shillings per term per student." He stated. The move was to encourage more children, especially those with disability, to attend school.

Cash transfers have also played a role in improving healthcare outcomes. Families receiving financial assistance are better equipped to access medical services that ensure proper health care for vulnerable individuals. In addition, the programs contribute to better nutrition as families can afford a more balanced diet, leading to improved overall health.

In line with the positive impact of cash transfers on

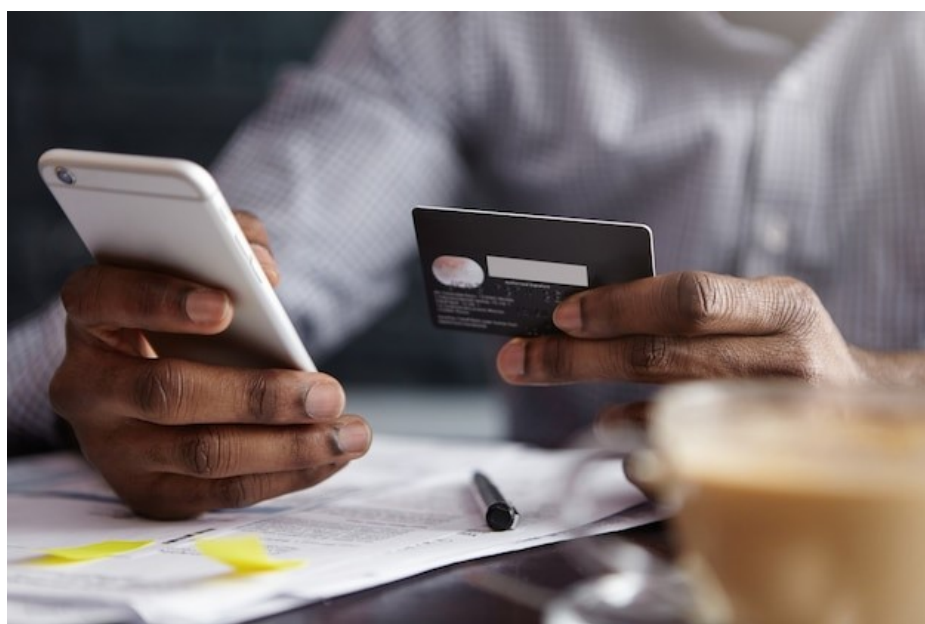
healthcare, the members of SMC Group One demonstrated their commitment to community well-being by donating a desktop computer to Siakago Level 4 Hospital.

The computer is suitable for patient registration, connecting to all relevant portals including the Social Health Insurance Fund (SHIF) portal, fast retrieval of records, and can also be used as a server in a Health Center.

KSG Embu Campus Director, Dr. Ann Kangethe pointed out that the donation would greatly support primary health care. "During a field study that we carried out as part of the course requirement, we identified an area that would support the Primary Care network as a driver of Primary Health Care. Having that in mind, we brought a Desktop Computer which serves many purposes that will be of great benefit to the Siakago level 4

hospital." She said. Dr. Kangethe also emphasized the importance of applied research, as it is the key to actively providing solutions to specific problems or issues that affect society.

Looking ahead, the future of cash transfer programs in Kenya lies in innovation, technological integration, and a comprehensive approach to social protection. As Kenya strives for sustainable development, these programs will continue to evolve and ensure that the most vulnerable members of society are not left behind. As Kenya continues its journey towards a more resilient and just society, cash transfer programs are a beacon of hope that illustrates the positive impact that targeted financial assistance can have on the lives of those in need.



Stock image of cash transfer

Mental Health: The Concern that Never Ends



Dr. Salma Bashir (Right), Chiromo Nyali, hospital psychologist with Ms. Rachel Mwangemi KSG Mombasa HR Officer and Dr. Faith Mwendu.

BY GLENN LUMITI

In a bold and timely initiative, Mombasa Campus embraced conversations about mental health, a topic that has formed many discussions and now not overlooked like before. Spearheaded by the Chiromo Lane Nyali Branch in collaboration with the Campus HR Department, the session aimed to arm employees with knowledge to navigate the complexities of mental health both within and beyond the workplace. This proactive approach marks a significant step towards nurturing a healthier and more supportive environment for the KSG community.

Opening the session was Dr. Faith Mwendu, a certified investment and financial analyst whose journey transcends the realm of finance. With vast experience scaling the world's highest peaks, Dr. Mwendu's talk, titled "No Summit Too High," resonated deeply with the audience. Her captivating

narrative weaved together personal anecdotes from her mountain climbing exploits with poignant messages about mental well-being.

Dr. Mwendu emphasized the importance of resilience, perseverance, and a positive mental attitude in conquering both physical and mental challenges. By drawing parallels between climbing mountains and navigating life's obstacles, she encouraged the audience to approach their mental health with the same determination and courage they would apply to scaling Mt. Everest.

Following Dr. Mwendu's inspiring words, Dr. Salma Bashir, the Hospital psychologist, took the stage. With a gentle yet firm demeanor, she shed light on the intricate connection between mental health and overall well-being. "The mental health of any individual," she asserted, "is a key factor that helps keep the person in shape." Dr. Bashir's talk focused on practical strategies for maintaining work-life balance, a crucial aspect of

preventing burnout and fostering mental well-being. She provided actionable tips on managing stress, setting boundaries, and prioritizing self-care, empowering employees to take control of their own mental health.

The session was more than just a lecture; it fostered a safe and open dialogue about mental health. The audience, a diverse mix of individuals from various departments, actively participated in the discussion, sharing their own experiences and seeking advice. This willingness to engage in open conversation about a topic often shrouded in stigma signaled a positive shift in KSG's culture.

The Chiromo Lane Nyali Branch and the Campus HR Department deserve mention for pioneering this initiative. By prioritizing mental health, KSG is not only demonstrating its commitment to the well-being of its employees but also setting a precedent for other organizations in the region. This proactive approach holds immense potential to create a healthier and more productive work environment, ultimately leading to a happier and more fulfilled workforce.

However, the journey towards prioritizing mental health in the workplace is just beginning. Sustaining the momentum gained will require continued efforts. KSG can further solidify its commitment by implementing initiatives such as:

Offering regular mental health workshops and webinars addressing specific topics like stress management, mindfulness

Mental Health: The Concern that Never Ends

techniques, and coping with anxiety.

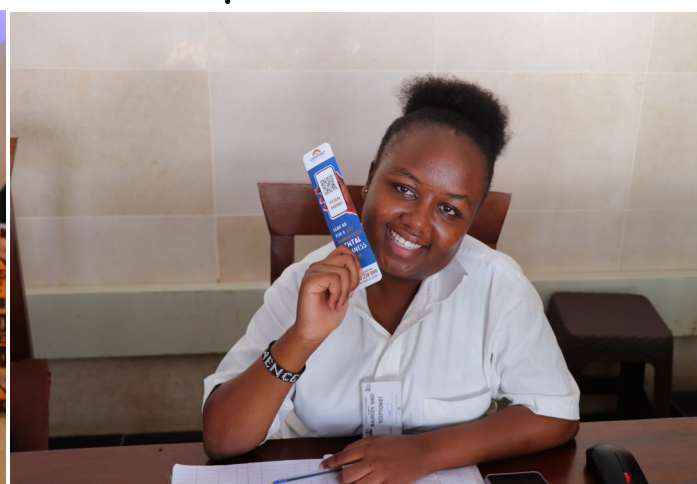
Establishing confidential counseling services providing access to qualified mental health professionals offering a safe space to seek support and guidance.

Creating a culture of open communication to discuss mental health concerns openly with their colleagues and supervisors can destigmatize the topic and foster a more supportive environment.

Promoting healthy work-life balance by implementing flexible work arrangements, encouraging breaks and vacations, and discouraging working overtime can help employees maintain a healthy equilibrium between their professional and personal lives.

By taking these steps, KSG can continue to champion mental health awareness and build a workplace where everyone feels

empowered to prioritize their well-being. This commitment to foster a healthy and supportive environment for its employees will not only benefit the KSG community but also serve as a beacon for other organizations in the region, paving the way for a future where mental health is no longer a taboo subject but a fundamental aspect of a thriving workplace.



Dr. Faith Mwende, a certified investment and financial analyst and a speaker at the Mental Health Forum together with Dr. Rukia Atikiya of Mombasa Campus. **Right:** Ms. Maureen of the Housekeeping Department displays her bookmark from Chiromo Hospital after the discussions.



Staff members during the Mental Health Forum that was organized by the HR Department KSG Mombasa and Chiromo Lane Nyali Branch.

Weekly Activities in Summary



KSG Embu delights in staff and participants. In the spirit of celebration, the Campus management organized and held a party for staff and participants born in the 1st and 2nd quarter of the year.



Under the guidance of Ag. Director Dr. Florence Kithinji, participants from the Strategic Leadership Development Program, Senior Management Course, and Retirement Planning Program join hands in a symbolic tree planting ceremony, culminating the programs at Kenya School of Government Matuga Campus with a pledge for sustainability and growth. Marking the closure of these programs with tree planting serves as a living testament, fostering a legacy of growth, continuity, and environmental stewardship for future generations to nurture and emulate.



In a somber mood at Kenya School of Government Matuga Campus, staff members paid tribute to the late Christine Naliaka Tindi, a cherished staff member whose absence leaves an indelible void. Ms. Tindi was attached to the Business Development and Marketing Department. Rest in peace, Ms. Christine, your spirit will be forever remembered.

Leadership Lesson

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.

– Rosalynn Carter

Have your say



Jasper Sifuna

KSG Baringo is a world class training institution. I enjoyed my stay and learning in their ambient environment.

Humor of the week

When I delete everything in my phone and still get that "Storage Almost Full" message



Quote of the Week

Do not go where the path may lead, go instead where there is no path and leave a trail."

-Ralph Waldo Emerson

Baringo Campus

Strategic Leadership Development Program (Online)	6th November -12th January,2024
Senior Management Course (Online)	4th December– 26th January, 2024

Embu Campus

Diploma in Social Work No. DSW 44/2023	6th March - 7th March, 2025
HR Workshop (KSG Corporate)	18th - 22nd December, 2023
Teachers Service Commission	18th - 21st December, 2023
State Department for Public Service	18th - 22nd December, 2023
Water Service Regulatory Board	21st - 22nd December, 2023

Matuga Campus

Senior Management Course No.122/2023	30th October -22nd December, 2023
Strategic Leadership Development Program No.396/2023	13th November 2023 -19th January,2024
Workshop – KYEOP	19th December ,2023
Strategic Leadership Development Program No.385/2023	2nd October -22nd December, 2023
Workshop – State Department for Education	(Kwale County) 17th - 23rd December, 2023

Mombasa Campus

Strategic Leadership Development Program Online No.391/2023	30th October, 2023 - 5th January, 2024
Kenya Education Management Institute	8th – 18th December, 2023
Rongo University	15th - 16th December,2023

Lower Kabete

Strategic Leadership Development Program	13th November - 19th January, 2024
Senior Management Course No.410/2023	27th November- 22nd December ,2023
National Housing Corporation	7th-22nd December,2023
Border Security & Control Program	18th-22nd December ,2023
Protocol Etiquette and Events Management	18th-22nd December ,2023
IFMIS Training on eProcurement	18th-22nd December ,2023
Job Evaluation (Kenya Airport Authority)	18th-22nd December ,2023
Evaluation Meeting (National Housing Corporation)	7th-20th December, 2023
Workshop – National Counter Terrorism Centre	18th December ,2023
Workshop – DSW	19th December ,2023



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