



KENYA SCHOOL OF GOVERNMENT

WEEKLY

# KSG Bulletin

9th–15th November, 2024

## The Inaugural National Pastoralist Conference 2024



Mr. Kello Harsama, Principal Secretary of the State Department for ASALS and Regional Development, with KSG Director General, Prof. Nura Mohamed at the inaugural National Pastoralist Conference that took place on November 6-8, 2024 in Isiolo County

BY SHARON NGINA

**V**iolent extremism, cattle rustling, inter-communal conflicts, drought, and the impacts of climate change represent significant challenges identified as core issues hindering the full potential of pastoralism. These challenges adversely affect not only the development of the national economy but also the livelihoods of many individuals.

Mr. Kello Harsama, Principal Secretary of the State Department

for ASALS and Regional Development, has emphasized that the government is actively exploring effective strategies to address these pressing issues. This initiative includes enhancing coordination between national and county governments to create harmonized policies and strategies to facilitate resource sharing and programs tailored to local needs.

“It is well documented that 80% of the country’s land area is classified as arid or semi-arid. This region is home to over 36% of the population and hosts more

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# The Inaugural National Pastoralist Conference 2024



Hon. Nathif Jama, Governor of Garissa County and Chair of the Council of Governors for ASALs delivering his remarks.

than 70% of the livestock and 90% of the wildlife. The communities in this area rely almost entirely on livestock for their livelihoods. Given this abundance, why does the region still fall behind?" Mr. Harsama remarked on Thursday, November 7, 2024, while closing the inaugural three day National Pastoralists Conference at the El Boran Hotel in Isiolo.

Mr. Harsama confirmed that the government was eager to reverse the trend of chronic underinvestment and insufficient policy support in the pastoralism sector.

"For a long time, the mandate of the State Department for ASALs has been to distribute relief food during drought and famine. While the government would continue to mitigate the effects of drought and famine by providing relief food during severe drought, there is now a focus on reducing dependency on relief by encouraging production

in ASAL counties. This would help ensure they become frontiers of production rather than consumption," Mr. Harsama stated.

He commended the Kenya School of Government for organizing the conference, which provided a platform for

discussions on strategies that stakeholders can adopt to pursue tangible actions for a resilient pastoralism sector.

The conference concluded with recommendations and action plans outlined in a communiqué urging stakeholders to collaborate and actively work to translate these aspirations into tangible outcomes that would benefit future generations.

Speaking at the conference earlier, Hon. Nathif Jama, Governor of Garissa County and Chair of the Council of Governors for ASALs, praised KSG for organizing this unprecedented event. He highlighted KSG's strategic role in supporting both levels of government in addressing challenges faced by pastoralists and assured that the governors are committed to embracing the findings and



Dr. Tom Wanyama, Ag. Director Finance and Administration at the opening ceremony, where he delivered a speech on behalf of KSG Director General.

# The Inaugural National Pastoralist Conference 2024

recommendations that arise from the conference.

Hon. Jama called for innovative solutions and sustainable pathways for building resilient pastoral systems in Kenya. He advocated for a participatory, bottom-up approach to drought management, the need for goodwill and support for counties and devolution, adequate resources for ASAL counties, and the establishment of a livestock marketing board.

Prof. Nura Mohamed, Kenya School of Government Director General, expressed deep gratitude to all attendees for their contributions. Hailing from Isiolo, Prof. Mohamed is familiar with the struggles and challenges pastoralist communities continue to face, exacerbated by factors such as climate change. As a



Borana women proudly showcase their vibrant cultural heritage through traditional dance, a powerful expression of identity, community, and resilience.

staunch believer in collaborative change, Prof. Mohamed seeks to implement impactful initiatives in ASAL regions.

“The realization of the

recommended actions and plans from our discussions relies on the active partnership of all stakeholders in the pastoralism sector: the government, private sector, non-governmental organizations, and international agencies. Moving forward, I encourage all stakeholders to build on established partnerships, leveraging resources and expertise to drive change,” Prof. Mohamed asserted.

The Director General underlined the necessity of empowering pastoralist communities by investing in capacity building and skills development. This investment would equip them with the knowledge and tools needed to unleash their potential and drive sustainable change and impact.

“Our focus must be on



Chief Executive Officer of the Frontier Counties Development Council , Dr. Idle Omar Farah during the Conference

# The Inaugural National Pastoralist Conference 2024



Mr. Humphrey Mokaya, Director at KSG's Security Management Institute addresses participants at the Conference.

strengthening the knowledge and skills of local leaders, policymakers, and the pastoralists themselves, empowering communities in decision-making and resource management,” Prof. Mohamed added.

He hinted at a program titled the “Under the Tree Series,” which KSG is jointly developing with the Ministry of Interior. This initiative will create a platform for discussions on key issues affecting Kenya’s communities. Once launched, Prof. Mohamed said the program would also support further dialogue and solutions.

The conference aimed to support counties in arid and semi-arid regions, including Baringo, Garissa, Isiolo, Mandera,

Marsabit, Samburu, Tana River, Turkana, and Wajir. Additionally, the counties of Embu, Kajiado, Kilifi, Kitui, Kwale, Laikipia, Lamu, Makueni, Meru, Narok,

Nyeri, Taita Taveta, Tharaka Nithi, and West Pokot were also factored in the initiative that seeks to ensure a resilient pastoralism sector.

The National Pastoralists Conference 2024 was supported by the State Department of ASALS, Equalization Fund, Commission on Revenue Allocation, Council of Governors, NDMA, Mercy Corps, IUCN, FCDC, Northern Rangelands Trust (NRT) and KCB Group.

It is anticipated that stakeholders will rally for more support for more initiatives for better and sustainable livelihoods for this unique community.



Mandera County CEC Health Ms. Mumtaza Bishar receives a recognition award for the tremendous work she put in in the planning and execution of the NPC.

# The National Pastoralist Conference 2024



# A week that captures your thoughts and actions



Course participants of SLDP cohorts 439/ 2024 and 444/ 2024 during the week-long outdoor learning adventure at KSG Baringo Campus.

**T**he Bomet County Executive Committee Member responsible for Education, Youth, Sports, and Vocational Training, Ms. Agnes Chepkorir Ngeno, has emphasized the significance of leaders attending the one-week experiential learning at the Kenya School of Government.

Reflecting on the insights she



Ms. Chepkorir

gained during her Strategic Leadership Development Program, Ms. Chepkorir emphasized the implication of the

values and character development outdoor learning experience held at Baringo Campus.

"This program guides us on how to handle problems as leaders. It should be made mandatory for all those entering senior positions in government. Over the last six weeks, we have gotten a sense of what we need to do.

This program has raised team spirit that we should harness to achieve success in our work. Particularly during the last week of outdoor learning that constitutes intriguing activities.

We discovered that sometimes we seek complicated solutions to simple issues. Often, solutions are already available within the organization, yet we tend to overthink them, only to realize that the resources at our disposal are sufficient to help us make

decisions." Said Ms. Chepkorir.

The CEC Member acknowledged that through the training, she now says that she understands that not all situations require extensive analysis. She also pointed out that communication breakdowns can lead to disastrous outcomes, urging leaders to provide clear instructions so that recipients can understand and act as expected.

Mr. Calvin Kitur, an Assistant Director at the Bomet County Assembly, described the outdoor



Mr. Kitur

# A week that captures your thoughts and actions

program as a wholesome approach to understanding an organization. He recounted his experience preparing meals during the experiential learning sessions.

"I enjoyed the activity where we went to the kitchen to prepare our dinners. It illustrated that leaders should experience what others face. Those at the top often see what others are doing but may not engage in those activities themselves. Our experience in the kitchen taught us that even colleagues in the lowest positions are important, and you cannot fully understand their challenges unless you walk in their shoes."

Mr. Kitur echoed Ms. Chepkorir's call to make the training compulsory, especially for new entrants to senior positions, stating that it would significantly influence their character and values.

"This practical exposure allows participants to engage with challenges similar to those they might encounter in their professional roles, providing a deeper understanding of key principles through active involvement. I emerged with a greater awareness of the need to assess my surroundings, as resources are always available." Observed Mr. Kitur.

On his part, Mr. Julius Too, Director of Vocational Training at Nandi County Government, remarked, "The program has helped me connect theoretical learning with practical application. This combination enabled us to develop a broader understanding of leadership,

reinforcing theoretical concepts through real-world experience."



Mr. Too

Ms. Lily Jepkoech Kimetto, Chief Officer at Elgeyo Marakwet County Government, emphasized how the training had influenced her leadership approach.

"I learnt a lot —how to collaborate, relate with juniors, and make effective decisions," she noted, highlighting the real-life applications of experiential learning in her workplace.

"In one of the games we were blindfolded and tasked with forming a square using only a rope. It was very challenging, yet it taught me that as a leader, you need to think outward to solve problems," Lily reflected.



Ms. Jepkoech



Mr. Erot

Mr. Lokuruka Erot Moses, a Livelihood Officer with a Non-Governmental Organization (NGO) in Turkana, stressed the importance of having a positive mindset for future SLDP participants.

"I encourage those joining the program to approach it with an open and positive attitude. There is a great opportunity to learn essential skills such as creativity and innovation. It teaches you to be unique rather than simply copying from others, thereby enhancing innovation and creativity." He also recommended that participants listen carefully to instructors and facilitators, adding, "This curriculum is very enriching. If they approach it positively, they will leave the program with much more."

By bridging theory and practice, KSG prepares its SLDP participants to address the complexities of public service with a grounded, practical approach. This program demonstrates the impact of experiential learning on Kenya's future leaders.

*Compiled by Douglas Mochama and Cheryl Chemutai*

## Establishing the Regional Centre of Competence for Digital and AI Skilling



Eng. John Kipchumba Tanui, Principal Secretary for ICT and Digital Economy, and the UNDP delegation led by Anthony Ngororano, UNDP Resident Representative in Kenya met with Kenya School of Government Director General, Prof. Nura Mohamed who was joined by e-Learning and Development Institute team. The Discussions focused on establishing the Regional Centre of Competence for Digital and AI Skilling at KSG, set to be launch in December, 2024.



# Q &A with George Saitoti, Head of Environment, Matuga

BY KEFFAS MUTETHIA NYAMU

**K**SG Matuga is not just a Campus—it is a haven that embodies dedication to sustainability and environmental stewardship. As we walk through its serene, tree-lined pathways, we are reminded of the rich natural landscape that we are fortunate to protect and cultivate. At the heart of this commitment is Mr. George Saitoti, Head of the Environment Section. Mr. Saitoti is driving KSG's current tree planting initiative. In this exclusive Q&A, he opens up about his journey, the exciting projects underway, and his vision for KSG's green legacy.

*Q: Mr. Saitoti, thank you for joining us. Can you start by telling us a bit about yourself and what brought you to KSG Matuga?*

**A:** I am delighted to be here! My passion for nature took root early on as I grew up surrounded by green landscapes, where I saw firsthand the impact of trees on communities. This eventually led me to study Environmental Horticulture and Landscaping Technology at Jomo Kenyatta University of Agriculture and Technology and after years of working in conservation, KSG Matuga felt like a natural fit. I was drawn to the chance to build a culture that values and protects the environment. It is fulfilling to be part of a place where I can both work in nature and contribute to its preservation.

*Q: Could you describe your role and the projects you are*

*currently focused on?*

**A:** My role involves overseeing our environmental initiatives, particularly our flagship tree planting project. Right now, we are establishing a series of tree nursery beds to support the growth of various species, such as Neem and Blue Gum.

These nurseries form the foundation of our reforestation efforts and help us maintain a constant supply of saplings ready for planting both on our Campus and in surrounding communities. Besides that, I work closely with our community to raise awareness, to inspire everyone to take an active role in preserving our green spaces.

*Q: Tree planting is a big focus this year. Can you share more about why it is so important to KSG Matuga?*

**A:** Absolutely! At KSG Matuga, where the natural landscape is

part of our identity, planting trees is about sustaining a healthy, balanced ecosystem. By increasing the tree cover on campus and in nearby areas, we are contributing to a long-term vision of sustainability that goes beyond our walls. We want to be known as leaders in green initiatives—an institution that invests in the future, one tree at a time.

*Q: What impact do you hope these nurseries and the broader tree planting project will have?*

**A:** I hope that our nurseries become the heart of our environmental legacy here at KSG Matuga. With Neem, Blue Gum, and other native species growing in our nursery beds, we are creating a sustainable cycle of planting, nurturing, and replanting. The goal is to see these trees mature and become a part of the landscape for generations to enjoy. I envision a campus where



Mr. Saitoti waters the seedlings he loves to nurture at Kenya School of Government Matuga.

## Q&A with Mr. George Saitoti, Head of Environment, Matuga

every person feels a connection to these trees, knowing that they are part of a shared effort to protect and enrich our environment.

**Q: What are some of the challenges you face in promoting sustainability and environmental projects on campus?**

**A:** One of the biggest challenges is maintaining momentum. People are often enthusiastic about green initiatives, but sustaining that energy requires regular engagement and visible progress. We address this by organizing tree planting days and inviting everyone to visit the nurseries and see the saplings they have helped nurture. It is important to make these projects accessible and inclusive, so everyone feels they are contributing to something meaningful.

**Q: Do you have any practical advice for employees and course participants who want to support these efforts?**

**A:** My advice is simple: start small but think long-term. Bringing a reusable water bottle, reducing plastic use, and conserving energy are all meaningful steps. But also, take time to get involved in the larger initiatives. Participate in our community planting events—it is a great way to connect with colleagues, students, and nature. And if you are able, adopt a tree from our nursery to care for on campus. It is a small gesture that builds a lifelong connection to our shared mission.

**Q: You are clearly passionate about this work. What inspires**



The greenery at the Matuga Campus as you approach the Conference Centre.

**you to keep going?**

**A:** Nature itself is my inspiration. Seeing the diversity of trees, birds, and plants flourish around us brings me a deep sense of purpose. There is a quiet strength in trees that inspires patience, resilience, and hope. Working at KSG Matuga, where I am surrounded by such beauty, is a constant reminder of why this work matters. Every sapling we plant is a step toward a greener future, and that knowledge keeps me going.

**Q: What is your long-term vision for the environmental efforts at KSG Matuga?**

**A:** My vision is for KSG Matuga to be recognized as an institution that not only values but lives by sustainable principles. I want our green spaces to be a legacy that students, employees, and the community can take pride in. My

hope is that years from now, people will visit this campus and see the trees we have planted today thriving. We are creating a landscape that future generations will benefit from, a place where nature and learning coexist harmoniously.

**Q: Do you have a final thought for our readers?**

**A:** I'll leave you with a favorite quote from Wangari Maathai: "When we plant trees, we plant the seeds of peace and seeds of hope." I encourage everyone at KSG Matuga to plant their own seeds—whether that is through direct participation in our initiatives or by making small, sustainable choices in their lives. Together, we can create a legacy of environmental stewardship and set an example for our community and beyond.

# Performance Management Course Boosts Strategic Goals at UFAA

BY GLENN LUMITI

**D**avid Kandia Masai, Head of Strategy and Planning at the Unclaimed

Financial Assets Authority (UFAA), is currently enrolled in the Performance Management System Course at the Kenya School of Government (KSG) Mombasa Campus. With extensive experience in the public sector, Masai has pursued various courses at KSG, aimed at bolstering public service delivery. His latest endeavor in performance management, he shares, is closely aligned with current administrative priorities to embed performance-driven frameworks across public institutions.

Masai highlighted his motivation for the Course: "The present administration is keen on mainstreaming performance management in line with the Public Service Commission's Regulations of 2021, and promoting productivity in public service." As a leader overseeing strategic planning and performance contracting at UFAA, Masai saw the course as essential to building his capacity for implementing structured, effective performance management practices across his organization. "The tools and perceptions shared will significantly enhance our work at UFAA, enabling us to steer strategy and planning with a more informed and structured approach," Masai remarked.

For Masai, the Course has provided a unique perspective on the importance of character and values in leadership. Reflecting on his previous studies at KSG, he noted that this course brought to



Mr. David K. Masai,  
Head of Strategy and Planning at  
UFAA

light the "centrality of values" in managing performance and productivity. "Performance management goes beyond setting goals; it requires implanting values that motivate teams to perform at their best. This aspect is vital as we coordinate productivity within UFAA," he said.

Masai added that strategic planning is only the starting point for robust performance management. For an organization to achieve its goals effectively, the strategy must be operationalized at all levels—from the corporate work plan to individual performance targets.

A major highlight of the program for Masai was the structured approach to aligning strategic goals with performance appraisals and employee engagement. By focusing on the role of the Staff Performance Appraisal System, he intends to use this tool to overcome existing challenges in cascading UFAA's strategic and work plans. "This course has clarified how to bridge the gap between corporate targets and individual contributions,

ensuring staff are aligned and motivated toward our organizational goals," he explained.

On the broader challenges of implementing performance management across public service, Masai pointed to the importance of clarity, alignment, and ownership. He noted that one of the primary obstacles in performance management is understanding and buy-in into performance goals. "A critical lesson is the value of a value chain approach—from strategic planning to work planning, to performance appraisal, and finally to rewards and recognition," Masai said. He emphasized that clear goals from the boardroom to staff level create a cohesive environment where every member is aware of their role.

Furthermore, Masai highlighted the importance of rewarding and recognizing staff achievements, a concept that has been a focal point in his current studies. Integrating the performance management framework with a rewards and sanctions policy, he argues, is essential for a balanced, motivated workforce.

The Performance Management System Course, according to Masai, has been extremely useful as he plans to enhance the Authority's operational efficiency, for quality service across its levels. As public service organizations like UFAA increasingly adopt performance-oriented strategies, the insights from leaders like Masai exemplify a growing commitment within Kenya's public sector to align strategic goals with measurable outcomes.

# Weekly activities in Summary



The Kenya School of Government, Lower Kabete, had the pleasure of hosting Principal Secretaries for the Third National Development Implementation Committee (NDIC) meeting. The meeting was chaired by the Prime Cabinet Secretary, H.E. Dr. Musalia Mudavadi.

They were received at the School by the Director General, Prof. Nura Mohamed.



# Weekly activities across our campuses



- DR. MUITA NDUNGU, DEPUTY DIRECTOR, RESEARCH CONSULTANCY AND ADVISORY SERVICES, KSG

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Dr. Rachel Ngesa, Director Learning and Development, and Dr. Joseph Ndung'u, Ag. Deputy Director Research and Consultancy, both of Lower Kabete represented the Kenya School of Government at the Association of African Public Service Commissions (AAPSCOMS) 6th General Assembly. The theme of the three-day conference that ran from November 6 to 8, 2024 was "Driving Public Service Delivery through Innovation and Technology"

Dr. Ngesa was a panelist on Building a Citizen Centric Public Service of the 21<sup>st</sup> Century delving into mainstreaming performance management for accelerated economic growth; embedding ethics and integrity in public service management; and growing the right skills and culture.

Dr. Ndung'u spoke to Evidence Based Policy and Decision Making in Public Service; where he expounded on the Role of research; Building a culture of evidence based decision making; and Building research collaboration between Public Service and academia.



The 9<sup>th</sup> Africa Public Sector Human Resource Managers' Network (APS HRMnet) Annual Conference was held in Arusha Tanzania on 4th to 7th November 2024.

The theme of the conference was *Resilient Governance and Innovation: Fostering a future-oriented Public Sector through HR Leadership*. The APS-HRMnet conference brought together the human resource fraternity of Africa and other key actors and stakeholders including Public Sector Management specialists, academicians, development partners, training and research Institutions to engage with their peers, effectively addressing current challenges, exploring solutions, and fostering innovative networking to strengthen our work environment but also forging new relationships. The Kenya School of Government (KSG) was represented by Dr. Prisca Oluoch, Director Linkages and Collaborations and Ms. Florence Wanguku, Human Resource Manager, who is also the Network's Vice President of the East African Block.

## Leadership Lesson

Effective leadership is about empowering and supporting your team. It's not about exerting power, but about fostering trust, encouraging growth, and ensuring your team has what they need to succeed. A true leader prioritizes the well-being and development of those they lead, creating a culture of collaboration and respect.

Simon Sinek.

## Have your say



Japheth Katelo

KSG Embu is the place to be, always a proud aluminae....

3w Like Reply



## Humour



## Word of the Week

*Ephesians 6:10-11*

Finally, be strong in the Lord and in his mighty power. Put on the full armor of God, so that you can take your stand against the devil's schemes.

**Baringo Campus**

Diploma in Public Administration	30th September - 20th December, 2024
Senior Management Course No 200/2024	11th November-6th December,2024
Senior Management Course No 198/2024(Online)	7th October -29th November, 2024
Induction training for newly recruited officers (Bomet County Assembly)	11th-15th November, 2024
Central Rift Valley Water Works Development Agency	6th-15th November, 2024
State Department for Mining Workshop	10th-22nd November,2024

**Embu Campus**

Strategic Leadership Development Program No. SLDP440/2024	9th September - 15th November, 2024
Diploma in Public Administration- Ministry of Interior	30th September - 30th December, 2024
Senior Management Course Online (SMC225/2024)	14th October - 6th December, 2024
Diploma in Social Work No. DSW 44/23	6th Mar - 7th March, 2025
Meru County Public Service Board	29th -30th November, 2024
Senior Management Course No.226/2024	4th - 29th November, 2024
Supervisory Skills Development Course	4th - 15th November, 2024
Management Course for Office Administrators	4th - 29th November, 2024
Hospitality Skills Development Course	4th - 15th November, 2024
Kenya Coordinated Border Management Program (Cohort II)- SMI	4th - 15th November, 2024
Kenya Coordinated Border Management Program (Cohort II)	4th - 15th November, 2024
MCPSB meeting workshop- Meru County Public Service Board	11th - 12th November, 2024

**Matuga Campus**

Strategic Leadership Development Program No. 448/2024	14th October -20th December, 2024
Senior Management Course No.131	11th October - 13th December,2024
Senior Management Course No.132/2024	4th -29th November,2024

**Mombasa Campus**

Strategic Leadership Development Program No.450/2024	4th November – 13th December, 2024
Management Skills Course	28th October - 22nd November, 2024
Project Planning & Management Course	28th October - 22nd November, 2024
Strategic Leadership Development Program No. 445/2024 (Online)	7th October – 13th December, 2024
Diploma in Public Administration	20th May - 28th November, 2024
Senior Management Course No.191/2024	4th – 29th November, 2024
Social Protection Management Course	4th – 15th November, 2024
Budgeting in the Public Service-Meru County	4th – 15th November, 2024
Public Relations and Customer Care Course	11th - 22nd November,2024
Communication Skills for Public Service Officers	11th - 22nd November,2024
Customer Service Excellence Training	11th - 15th November,2024
Sector Working Reports (Meru County)	11th - 22nd November, 2024
Induction Program in Public Service Excellence (Bomet County Assembly)	11th - 15th November,2024

## Lower Kabete

Strategic Leadership Development Program No. 446/2024	7th October- 13th December, 2024
Senior Management Course No.427/2024	14th October -6th December, 2024
Senior Management Course No.428/2024	28th October – 22nd November, 2024
Strategic Leadership Development Program No.451/2024	4th November – 6th December, 2024
Kenya Coordinated Border Management Program Cohort 11-Ministry of Interior - SMI Educate!	4th -15th November, 2024
Supervisory Skills Development Course No:151/2024	28th October–19th November, 2024
	11th-22nd November, 2024

## Cyber Security Awareness



**CYBERSECURITY**  
WORD OF THE DAY

- **Social engineering** - This is a "human hacking" tactic used by cybercriminals to exploit unsuspecting individuals into exposing sensitive data and spreading malware e.g viruses unknowingly in order to gain access to private information or access to restricted systems.

With the evolving world of Technology, cyber criminals keep devising ways of exploiting vulnerable systems and networks to gain unauthorized access and cause disruptions. This has birthed the need to establish, implement and monitor a cybersecurity strategy in organizations to protect online data and build resilience on business systems, applications and networks.

To mitigate the risk of cyber-attacks, the School is in the process of implementing cybersecurity strategies which will help build layers of defense and put in place cyber security controls to prevent, detect and correct cyber-attacks that could lead to data breaches or denial of services.

With humans being the weakest link in cybersecurity, one of the most critical cybersecurity strategies that is being implemented is periodic cybersecurity awareness trainings.

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## CENTRES OF EXCELLENCE/ INSTITUTES

- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance and Audit
- 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
- Centre for Customer Service Excellence
- e-Learning Development Institute
- Security Management Institute
- Margaret Kenyatta Institute for Gender and Social Development
- Institute for Devolution Studies

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