

5th -11th April, 2025

Steering Committee Retreat for Curriculum for Kenya's Public Service



Led by Dr. Sylvester Kasuku (seated centre) the Steering Committee for Public Service Governance, Ethics, and Integrity Transformation Programme convened for at KSG, Mombasa Campus. Together with the Committee were Prof. Nura Mohamed, KSG's Director General and Dr. Josephine Mwanzia, Senior Director Academic Affairs.

BY GLENN LUMITI

A transformative agenda is taking shape within Kenya's public service, as key stakeholders convened for a high-level retreat at the Kenya School of Government (KSG) Mombasa from April 3rd to 5th, 2025. The Steering Committee for the Public Service Governance, Ethics, and Integrity Transformation Programme met to review strategies aimed at cultivating a value-driven, efficient, and corruption-free

public service.

Chaired by representatives from the Executive Office of the President, the State Department of Public Service, the Public Service Commission, the Ethics and Anti-Corruption Commission (EACC), and other pivotal institutions, the retreat focused on refining the implementation framework and developing a comprehensive action plan.

In his keynote address, Dr. Silvestor Kasuku, Governance Advisor in the Executive Office of the President, underscored the urgency for a culture shift in the

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Steering Committee Retreat for Curriculum for Kenya's Public Service



Dr. Sylvester Akuku gives his remarks at the Steering Committee Retreat

public sector.

"Over the years, we have seen behavioral patterns that have eroded public confidence in government institutions. Our goal is to restore dignity and professionalism by instilling a citizen-centric approach," he stated.

The culture change program aims to promote a stable, agile, and competent workforce. At its core is the drive to eliminate bureaucratic inefficiencies and instill a strong sense of accountability among officers.

Integrity remains a persistent challenge in Kenya's governance, draining public resources and eroding trust. A major focus of the retreat was strengthening anti-corruption measures and ensuring liability at all levels.

Dr. Kasuku reiterated the government's unwavering stance against corruption, emphasizing that all public officers implicated in financial mismanagement will face the full force of the law.

"The public is restless. Kenyans want decisive action, and this administration will not tolerate any more wastage of

resources. Reports from oversight bodies such as the Auditor General, the Controller of Budget, and the Public Service Commission must not be ignored. Offenders must face justice, and lost resources must be recovered," he declared.

A critical aspect of the retreat was enhancing the efficiency of government services, particularly those that directly impact citizens. From the issuance of national identification cards and passports to healthcare services and pensions, the government should aim to improve turnaround times and eliminate unnecessary delays.

The concept of productivity in the public sector often faces misconceptions, as it is not directly comparable to output-driven industries in the private sector. However, the retreat emphasized that public service productivity should be measured in terms of performance and overall impact on the lives of citizens.

"Public services are funded by taxpayers. We must ensure that these services meet the

highest standards for both citizens and public servants," Dr. Kasuku noted.

Kenya School of Government played a pivotal role in the retreat. The institution has developed a comprehensive curriculum designed to catalyze the envisioned transformation in public service.

Prof. Nura Mohammed, KSG Director General, reaffirmed the institution's commitment to drive this anticipated change.

"At KSG, we are equipping public servants with the skills and knowledge necessary to drive Kenya's governance transformation. This curriculum will instill a culture of integrity and efficiency in public administration," he stated.

KSG was also represented by Dr. Josephine Mwanza, Senior Director of Academic Affairs, who highlighted the role of continuous professional development in achieving sustainable reforms in the public sector.

The outcomes of this retreat will set the stage for the official launch of the Public Service Governance, Ethics, and Integrity Transformation Programme Curricula.

The success of this initiative will depend on a collaborative effort from government agencies, the private sector, and the public. With strong leadership and unwavering commitment, Kenya's public service is set to undergo a historic transformation—one that will restore trust, enhance productivity, and improve the lives of millions of citizens.

BMS Porosity Assessment on Ports of Entry & Exit



Border Management Secretariat (BMS) at a comprehensive porosity assessment of Kenya's ports of entry and exit. The team was led by Mr. Kennedy Nyaiyo, MBS, (2nd left) Secretary of the Border Control and Operations Coordination Committee (BCOCC) and Head of BMS.

BY GLENN LUMITI

In a strategic move to enhance national security and streamline border operations, the Border Management Secretariat (BMS) has undertaken a comprehensive porosity assessment of Kenya's ports of entry and exit across land, sea, and air.

The initiative, spearheaded by Mr. Kennedy Nyaiyo, MBS, Secretary of the Border Control and Operations Coordination Committee (BCOCC) and Head of BMS, marks a significant step toward strengthening the country's border management framework.

The recently concluded assessment, which analyzed vulnerabilities and operational efficiency at key border points,

culminated in an executive meeting at the Kenya School of Government (KSG) Mombasa Campus. The gathering brought together key stakeholders from government agencies, security bodies, and border management experts to deliberate on findings and formulate actionable recommendations.

Mr. Nyaiyo emphasized the critical function of border security in national stability, trade facilitation, and countering transnational threats such as smuggling, human trafficking, and illegal migration.

"This assessment provides a data-driven approach to identifying and addressing security gaps at our borders. Our goal is to enhance proficient while ensuring that Kenya remains a secure and business-friendly environment," he stated.

The assessment covered major land crossings, seaports, and international airports, evaluating infrastructure, surveillance capacity, and coordination among agencies.

The exercise also explored technological advancements in border security, including biometric systems, integrated surveillance networks, and data-sharing mechanisms aimed at improving operational responsiveness.

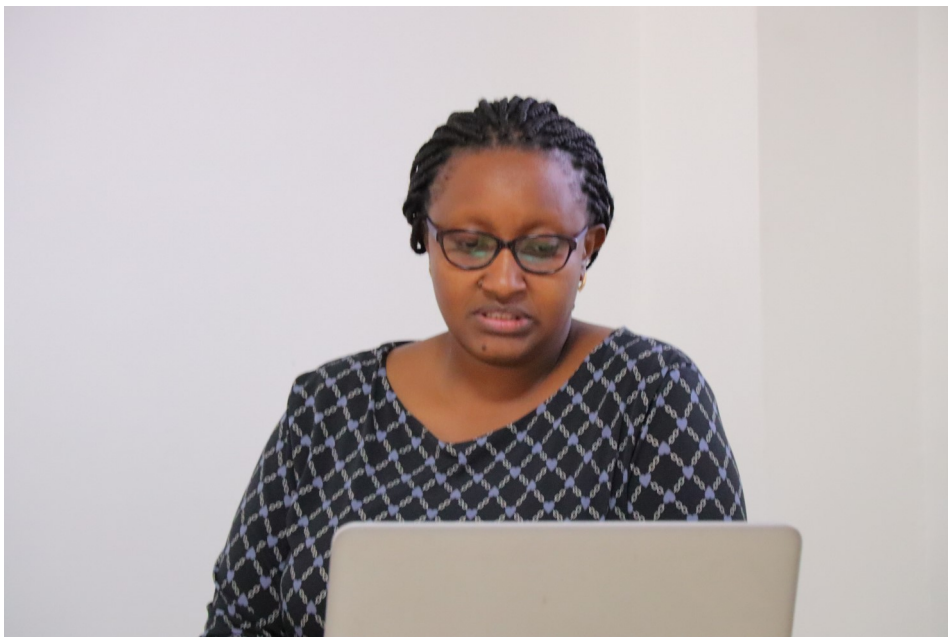
Preliminary insights from the assessment indicate the need for advanced inter-agency collaboration, investment in modern security technologies, and policy adjustments to address evolving security threats. The findings will inform a detailed report currently being formulated by the BMS, which will serve as a

BMS Porosity Assessment on Ports of Entry & Exit

blueprint for strengthening border management in Kenya.

Stakeholders lauded the initiative, highlighting the importance of a unified approach in securing national entry and exit points. As Kenya continues to position itself as a regional trade and logistics hub, the effectiveness of its border management systems remains paramount. The BMS, remains dedicated to ensuring that the country's ports of entry and exit are not only secure but also facilitate seamless movement of goods and people in alignment with international best practices.

The final report from the assessment exercise is expected to outline strategic measures aimed at fortifying border security while promoting economic growth through improved trade facilitation. Upon completion, the recommendations will be instrumental in shaping policy



Ms. Stella Mbwiria, a senior official of the Border Management Secretariat makes a presentation at assessment exercise.

and operational decisions for the country's border control landscape.

With regional and global security dynamics constantly evolving, Kenya's proactive stance in evaluating and enhancing its border management systems

underscores its commitment to maintaining a robust and adaptive security infrastructure. The findings from this assessment will play a crucial role in reinforcing the nation's border integrity while supporting economic and security objectives.



Ms. Sadi: My Appreciation for the Public Service

BY ELIAS MAKOKHA

During my formative years, I did not envision myself pursuing a career as a trainer. My mother consistently expressed her belief that I would not excel in a teaching role due to a perceived lack of patience. "

These are the words of Hellen Pola Sadi, who says she is now a happy career woman; happy because she had to beat the many odds against her to emerge victorious.

From the very beginning of her career, she has been dedicated to the field of education, except for a brief tenure as an executive secretary, contrary to her mother's misconceptions regarding her aptitude and suitability for teaching.

What motivated her to become a teacher?

Sadi's professional journey commenced in the private sector following the completion of her Bachelor of Arts degree in Business and Secretarial Studies at Kenyatta University. Initially employed by an insurance firm, her career trajectory shifted when she accepted a position as a trainer in the Business Department at Mombasa Polytechnic.

A resident of Kilifi County's Chonyi Sub-county, Ms. Sadi joined the School at the then Government Training Institute (GTI) in Mombasa in 1997, serving as Lecturer III. She has since advanced through the ranks to become a Senior Principal Lecturer at the Kenya School of Government, where she is now stationed at Baringo Campus.

"The public service has shaped me into the individual I am today,



*Ms. Hellen Pola Sadi
Senior Principal Lecturer
KSG Baringo Campus*

and I take pride in my role at the School," she asserts.

She holds that regardless of existing knowledge, there remains always an opportunity for further learning. This ethos was reinforced during her Master's degree in Human Resource Management at the Institute of Applied Manpower Research in India.

"Moreover, as a lecturer, mastering areas outside one's specialization is essential. I have therefore acquired the requisite skills and experience to provide support in research and consultancy, as well as in fields such as performance management, ethics and integrity," Ms. Sadi remarks.

Preparation serves as another foundational element of Ms. Sadi's teaching philosophy. She regards lesson preparation not as a mundane task, but rather an indispensable component of her responsibilities as an educator. She believes that the greater her preparation, the more confident

she becomes, thereby enabling her to deliver an engaging and effective learning experience.

"When one possesses a comprehensive understanding of the subject matter, in both lessons and practical applications, one will invariably succeed," she asserts.

Incorporating experiential learning represents another strategy she employs to make her teaching memorable and relatable, acknowledging that genuine learning transpires not merely through lectures but through active participation and practical application. Central to her teaching are group discussions, case studies, and real-life examples.

She delivers satisfaction from witnessing participants uncover new insights into their work-related challenges, often expressing their enthusiasm upon acquiring new knowledge. Furthermore, the insights shared by her participants have markedly enhanced the way she delivers content. Reflecting on her early teaching experiences, she admits that while she initially viewed herself as an expert, deeper exploration revealed vast areas of knowledge yet to be grasped. This realization has instilled in her a sense of humility and open-mindedness, which she carries into the classroom, recognizing that each session represents an opportunity for mutual growth.

Ms. Sadi beyond her professional endeavors is an avid enthusiast of farming and aspires to venturing into farming in the next chapter of her life.

To Enjoy your life: Save! Save! Save!



*Ms. Everline Wahome
KSG Deputy Director-
Finance and Administration*

Retirement age in Kenya for Public Servants is 60 years and 65 for those living with disability. After exit from active service, retirees cease to enjoy the medical benefits as well as monthly salaries. The retirees start celebrating living expenses such as medical costs and living their dreams at the same time.

A survey conducted in 2024 by the Retirement Benefit Authority revealed that some retirees enjoy their hard-earned rest, many others grapple with inadequate pensions, the rising cost of living, and the weight of supporting dependents.

The survey further revealed that 51.89% of the respondents saved for their retirement for between 30 - 40 years of which they stated that the savings were not sufficient to meet their needs out of which a staggering 83% of respondents were supporting dependents, often adult children

and grandchildren. This study indicates an emerging trend where retirees are currently taking care of their adult children as opposed to earlier years.

This therefore means that officers should reflect about a higher income replacement ratio while still working. Income replacement ratio estimates the percentage of current income you'll need to maintain to live your desired standard of living after retirement. The ideal income that a retiree requires is estimated to be 70% of what you earned during your working years. Unfortunately, in Kenya, this figure falls below 40% for most. This leaves many struggling to cover even the basics, let alone enjoy the retirement they dreamed of.

A research undertaken by Strathmore in collaboration with the Institute of Human Resource Management to establish the culture of saving in Kenya found out that only 12% of Kenyans have developed a culture of

saving. Further, they found out that 6%- 15% of savings from monthly income highly comprises pension contributions followed by savings in SACCOs. This implies that retirees may experience challenges of funds upon exit from active service.

In order to finance the living expenses and at the same time finance their dreams, the pensioners are encouraged to consider the following during their working years: Know your retirement needs; start saving, keep saving and stick to your goals; increase your contribution to the staff retirement pension scheme through voluntary contribution; increase contribution to the National Social Security fund; and if you change employment, do not withdraw your retirement savings from the pension scheme. Finally remember that putting money away for retirement is a habit we can all live with.

"When you make a choice, you change the future" - Deepa Chopra



*Stock image of happy retirement sector-
Finance and Administration*

The Watcher's Dilemma

BY BETHSHEBA BOSIBORI

What does it mean to see? To hold another's

truth in your hands, unfiltered and unguarded? There is a fragile symmetry between the observer and the observed, a silent contract written between glances, between knowing and unknowing. Once, a village flourished in the warmth of shared existence. Then, a device appeared offering vision beyond sight and knowledge beyond human limits. "This device," it was said, "will show the thoughts and memories of others. Let the people see the burdens carried by their neighbours. Let them understand each other better."

Yet, as the veil lifted, judgment grew where understanding should have bloomed.

The device promised connection; it delivered alienation. Instead, what was meant to heal sharpened the edges between people, turning shared burdens into spectacles, and private wounds into a public theatre.

The device is no relic of myth, it is here, now, embedded in the glass screens that frame our everyday lives. It is an insatiable hunger, urging us to watch, dissect, and consume. We scroll endlessly through our lives, convinced that the more we see, the more we understand. But is

this deluge of perception clarity, or merely the illusion of knowing?

Carl Jung spoke of the Shadow, the unseen self, flawed, raw, human. In our ceaseless gaze, we pull shadows into the light, not to integrate, but to expose, to judge. We observe personas, and facades curated for the world, and when glimpses of the Shadow emerge, we become uncomfortable. The more we see, the less we allow for grace. We no longer leave space for the unfinished, unspoken and yet-to-be-redeemed.

Social media gifts us fragments of each other's lives, but never the whole. It offers us snapshots mistaken for narratives and singular transgressions mistaken for essence. Cancel culture, hyper-visibility, and the surveillance of the self are all extensions of this dilemma.

To see too much is not to understand; it is to reduce. By doing so we flatten a person to a

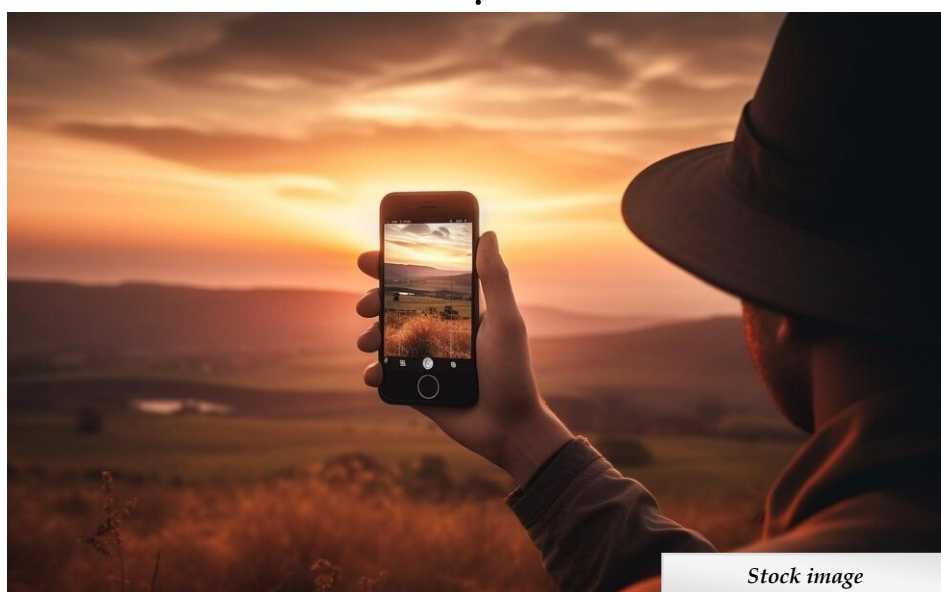
single moment, their most visible trait, their perceived flaws.

Yet, the lesson is not to unsee, but to learn how to see. To see is to let mystery be and acknowledge that real empathy does not demand total access, instead, it respects the gaps and the unspoken spaces where a person remains unknowable.

Distance is not the enemy of connection; it is its condition. The just distance is the place where humanity is preserved. Too near, and we suffocate perception. Too far, and we vanish from one another's sight.

To see, to understand, to be understood, we must abandon the false promise of omniscience. We must learn to hold space for each other, not demand exposure. The watcher must step back so that the observed may remain whole.

So, ask yourself: How much do you need to see? And how much can you bear to leave the unknown?



Stock image

KSG & GCA Meeting- Lower Kabete



The Kenya School of Government (KSG) continues to strengthen partnership with the Global Center on Adaptation (GCA) in advancing climate change adaptation efforts in Kenya, with a strong focus on capacity-building at both national and local levels.

This afternoon, Prof. Patrick Verkooijen, Chancellor of the University of Nairobi and CEO of GCA, paid a courtesy visit to KSG Director General, Prof. Nura Mohamed, to discuss key issues ahead of rolling out climate change programs to be undertaken at KSG.

Prof. Mohamed was joined by Dr. Tom Wanyama, Ag. Senior Director Finance and Administration; Dr. Josephine Mwanzia, Senior Director Academic Affairs; Dr. Prisca Oluoch, Director Linkages and Collaboration; and Dr. Rachel Ngesa, Director Learning and Development.

KSG- CorpsAfrica Breakfast Meeting



Kenya School of Government (KSG) in collaboration with CorpsAfrica held a stakeholder breakfast meeting on April 3, 2025 to prepare for the All-Country Conference scheduled for June 2025. The gathering provided a platform for stakeholders to engage in discussions on shaping the conference agenda, identifying strategic priorities, and exploring opportunities for collaboration and sponsorship.

Among the attendees were:

Dr. Tom Wanyama – Ag. Senior Director, Finance and Administration, KSG

Dr. Patricia Kingori – Director, CorpsAfrica

Ms. Nadia Abdalla – Director, Africa Communications, CorpsAfrica

Representative from Mastercard Foundation, Embassy of the Federal Republic of Germany, the Uganda High Commission, Kenya Airways, the State Department for Youth Affairs and the Creative Economy, UNEP, UNDP and WFP

Week's Activities Across Campuses



Mr. Evans Ayao and Mr. Kennedy Mukangai faculty members with participants of SLDP 464 during a week-long experiential learning at KSG Baringo Campus.

Throughout the week, participants engaged in hands-on group activities that simulated a real-world work environment and thoughtfully reflected on their contributions to the assignments.



Left: Dr. Florence Kithinji, Ag. Campus Director (centre), Mr. Reuben Marube, Ag. Deputy Director and Ms. Rahab Njoroge, Faculty address participants of the Supervisory Skills Development Course that at the Campus.



Colleagues from KSG Mombasa, condole with Victor Madongero after the burial of his daughter , Ariana Muhonja. Victor is an intern at the Corporate Communications Department in Mombasa.

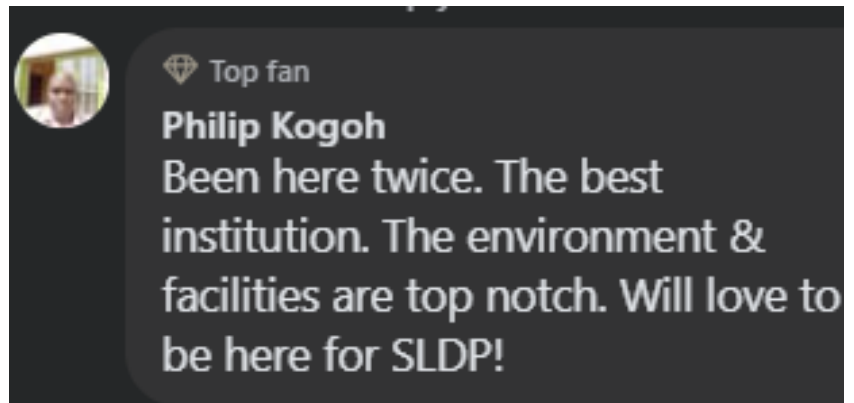
The burial took place in Bungoma County on Friday, April 4, 2025. May the Almighty rest Ariana soul in eternal peace.

Leadership Lesson

To the Victim, adversity is bad. To the leader and warrior hard times are life's richest times of growth, opportunity and possibility. Use them to fly.

~Robin Sharma

Have your say



Humour

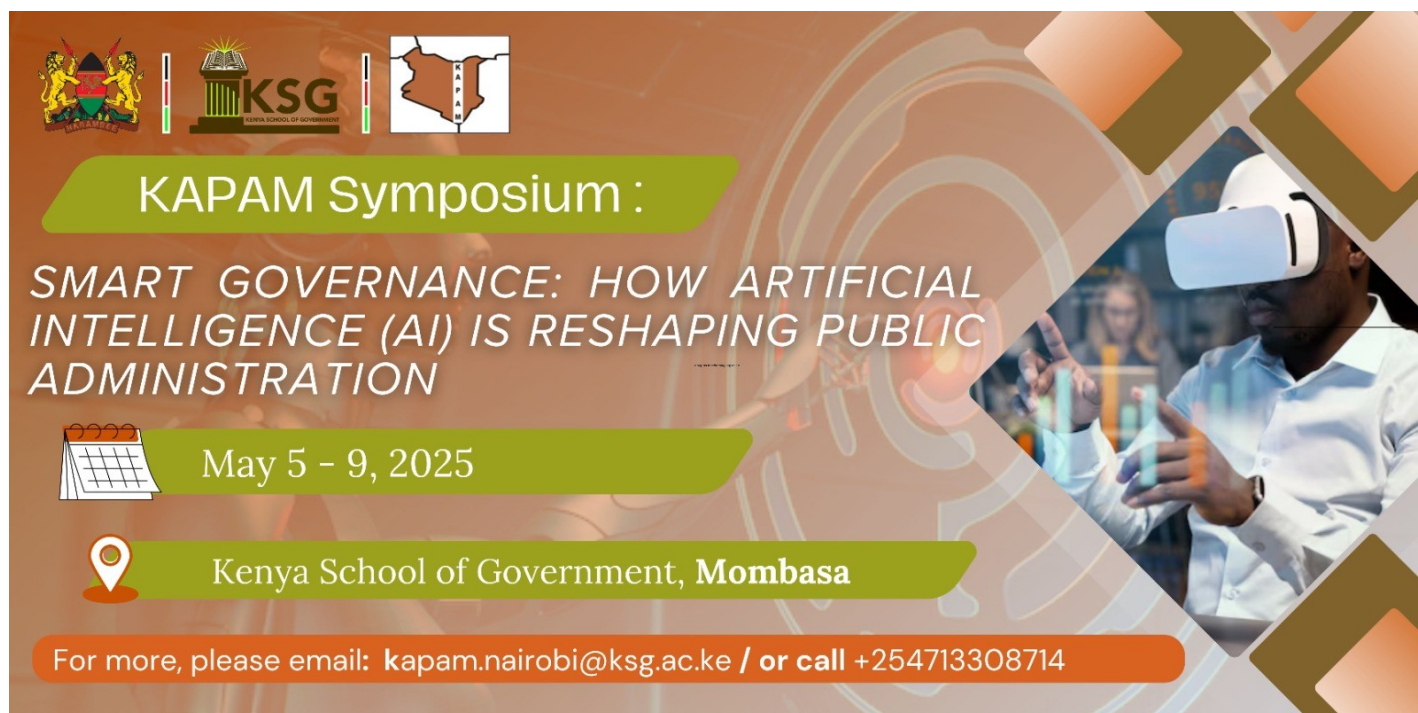


Word of the Week

May the favor of the Lord our God rest on us; establish the work of our hands for us—yes, establish the work of our hands.


Psalms 90:17


Save the Date- Book your slot!



KAPAM Symposium :

SMART GOVERNANCE: HOW ARTIFICIAL INTELLIGENCE (AI) IS RESHAPING PUBLIC ADMINISTRATION

 May 5 - 9, 2025

 Kenya School of Government, **Mombasa**

For more, please email: kapam.nairobi@ksg.ac.ke / or call +254713308714

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LOWER KABETE APRIL 2025 COURSES

SUPERVISORY SKILLS DEVELOPMENT COURSE

Officers from the National and County Governments responsible for sections and service delivery units. They include officers in charge of front office, office administrative services, public communication, human resource sections, records management, accounts, finance, supply chain management, and any other first line supervisors and team leaders.

Date: April 14-25 2025 **Cost:** Kshs. 154,675 (Exec.Residential)
Kshs. 68,586 (Std Non-Residential)

2 WEEKS

PUBLIC SECTOR FINANCE MANAGEMENT

Officers responsible for public finance management

Date: April 14-May 9 2025 **Cost:** Kshs. 154,675 (Exec.Residential)
Kshs. 68,586 (Std Non-Residential)

4 WEEKS

 www.ksg.ac.ke

Baringo Campus

Senior Management Course No. 203/2025 (Online)	3rd March-25th April,2025
Senior Management Course No. 205/2025	10th Feb-2nd May 2025
Senior Management Course No. 206/2025	7th April – 2nd May, 2025
Senior Management Course No. 207/2025	7th April – 30th May 2025
Strategic Leadership Development Program No. 469/2025 (Online)	31st March 2025 -6th June 2025
Strategic Leadership Development Program No. 458/2025 (Online)	3rd March-9th May,2025
Strategic Leadership Development Program No. 472/2025	7th April – 16th May 2025
State Department for Mining Workshop	7th – 18th April 2025

Embu Campus

Strategic Leadership Development Program No. 459/2025	24th February – 18th April, 2025
Essential Computer Skills	10th March - 2nd May, 2025
Senior Management Course No. 234/2025	17th March - 9th May, 2025
Strategic Leadership Development Program No. 468/2025	17th March- 23rd May, 2025
Strategic Leadership Development Program No. 465/2025	3rd March - 11th April, 2025
Senior Management Course No. 230/2025	24th February – 18th April, 2025
Senior Management Course No. 231/ 2025	24th February – 18th April, 2025
Management Course for Office Administrators-Lands & Physical Planning	10th March - 2nd May, 2025
Senior Management Course 235/2025	7th April -2nd May, 2025
Senior Management Course 236/2025	7th April - 30th May, 2025
KSG Corporate	7th - 11th April, 2025
Induction workshop for Board members-Katti	8th – 10th April, 2025
Office Of The Auditor General-Kenao	11th April, 2025

Lower Kabete

Strategic Leadership Development Programme No. 472/2025	7th April –13th June, 2025
Strategic Leadership Development Program No 471/2025	31st March – 9th May, 2025
Senior Management Course Online No. 454/2025	31st March - 25th April, 2025
Senior Management Course No. 433/2025	3rd March – 2nd May 2025
Strategic Leadership Development Program No 454/2025	3rd March – 2nd May, 2025
Senior Management Course No. 4345/2025	7th April– 2nd May, 2025
Asset Management Course	7th-11th April, 2025
Financial Analysis Reporting and Analysis	7th-11th April, 2025
Corporate Governance Course	7th-11th April, 2025
Training of Trainers Course	7th-18th April, 2025
Workshop- KENGEN April	7th-11th April, 2025
Workshop-The National Treasury	7th – 11th April, 2025
Launch of eGP system- National Treasury	7th April, 2025

Mombasa Campus

Strategic Leadership Development Program No. 457/2025	17th February – 25th April, 2025
Senior Management Course No. 194/2025	17th February – 11th April, 2025
Strategic Leadership Development Program	17th March - 25 April, 2025
Strategic Leadership Development Program No 468/2025	31st March - 9th May, 2025
Strategic Leadership Development Program Online No 470/2025	31st March - 25th April, 2025
Senior Management Course No 196/2025	31st March - 25th April, 2025
Senior Management Course No 197/2025	31st March - 25th April, 2025
Management Skills Course	7th April - 2nd May, 2025
Strategic Leadership Development Program Online No 470/2025	7th April - 13th June, 2025
Senior Management Online No/198/2025	7th April - 30th May, 2025
Workshop -Executive Office of the President	3rd April- 5th April, 2025
Workshop Independent Policy Oversight Authority(IPOA)	10th April, 2025
Workshop Adam Smith International	7th April -8th April, 2025
Workshop- first Lady Young Women Leaders fellowship Program	7th - 11th April, 2025
Workshop-Executive Committee of Youth in Public Service	7th 11th April, 2025
Workshop PC Kinyajui Technical Training Institute	9th - 11th April, 2025
Workshop - State Department for Internal Security and National Administration	7th April, 2025
Workshop Land Environmental Resources (Mombasa County)	5th April, 2025

Matuga Campus

Strategic Leadership Development Program No. 462/2025	3rd February - 11th April, 2025
Supervisory Skills Development No. 24/2025	31st March - 11 April, 2025
Public Relations and Customer Care No. 3/2025	31st March - 11 April, 2025
Senior Management Course No. 134/2025	10th March - 2nd May, 2025
Strategic Plan Development Training NO.2/2025	7th - 11th April, 2025
Senior Management Course NO. 135/2025	7th April - 2nd May, 2025
Senior Management Course NO. 136/2025(Online)	7th April - 30th May, 2025
Workshop (Repcon Associates)	10th April, 2025

Editor

Faith Musoga

Writers

Sharon Ngina

Phyllies Muili

Glenn Lumiti

Christine Rwamba

Tabitha Kemunto

Keffas Mutethia

Bethsheba Bosibori

Victor Machache

Photographers

Walter Mikwa

Elias Makokha

Bosco Marangu

Sub Editor

Douglas Mochama

GET IN TOUCH WITH US

Kenya School of Government

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

Telephone: +254-20-2043339/2043344/2375340

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**Matuga Campus**

P.O Box 31-80406, Matuga

Cell: 0770 770 021

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

P.O Box 84027-80100, Mombasa

Tel: +254-743 178109/758 825085

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

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We welcome your feedback

communications@ksg.ac.ke

@KSGKenya



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