

12th– 18th July, 2025

## Africa's Climate Hub Finds a Home: GCA Hq Breaks Ground at KSG



H.E. President William Ruto at the ground breaking ceremony for the Global Center on Adaption (GCA) that will be built at KSG, Lower Kabete. He was joined by Cabinet Secretaries Hon. Geoffrey Ruku and Dr. Deborah Barasa, alongside other distinguished leaders.

BY DOUGLAS MOCHAMA AND  
IBRAHIM KIPKEMBOI

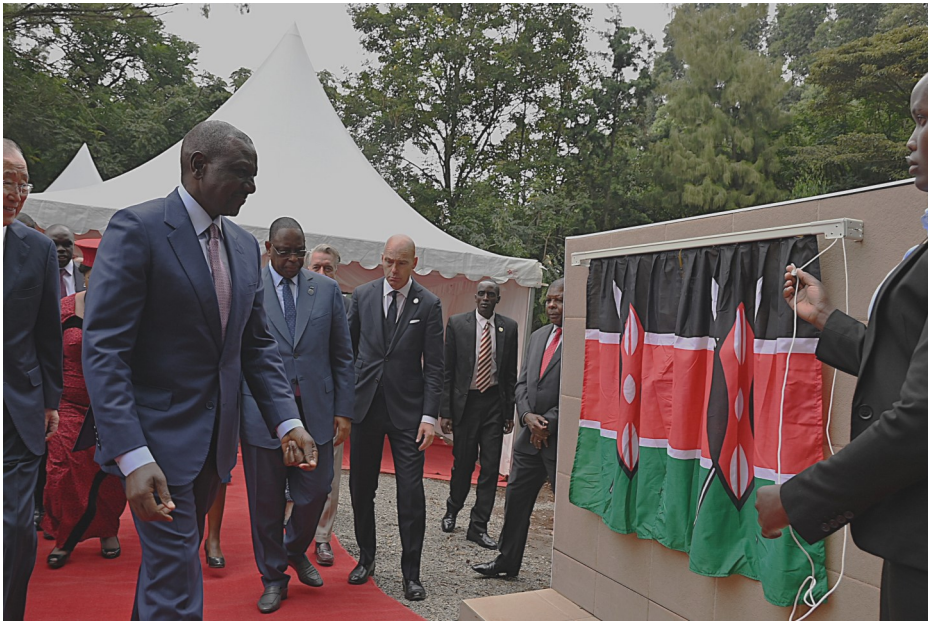
**A** historic day as Kenya's President, His Excellency William Ruto, and His Excellency Macky Sall, the 4th President of the Republic of Senegal, led the groundbreaking ceremony for the Global Center on Adaptation (GCA) at KSG, Lower Kabete. They were joined by Cabinet Secretary for Public Service Hon. Geoffrey Ruku and Dr. Deborah Mulongo of the Ministry of Environment, Climate Change and Forestry.

Also present were former UN Secretary-General Ban Ki-moon, Prof. Patrick V. Verkooijen, CEO of the Global Center on Adaptation, KSG Council Chairperson Justice (Rtd) Charles Nyachae, and Prof. Nura Mohamed, Director General of the Kenya School of Government, alongside other distinguished leaders, marking a significant step in Africa's climate resilience journey. In a compelling address at the inauguration of the GCA Africa headquarters, President Ruto reaffirmed Kenya's steadfast dedication to leading Africa

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## Africa's Climate Hub Finds a Home: GCA Hq Breaks Ground at KSG



President William Ruto leads officials for the unveiling of the plaque for the Global Center on Adaptation.

and the world in the fight against climate change.

"This is not just the beginning of a building. It is the rise of a nerve center a hub for policy innovation, knowledge sharing, and scalable climate solutions that the world desperately needs." He described the headquarters' architecture as "lecture-inspired," symbolizing a space dedicated to learning, progress, and shared purpose.

"The future is resilient and it begins here," he said, referring to Nairobi's pivotal role in advancing climate resilience across the continent, as he praised strong partnerships, particularly between the Government of Kenya, the Global Center on Adaptation, and visionary global allies.

Cabinet Secretary Ruku passionately outlined Africa's critical role in global climate adaptation. He emphasized that the Kenya School of Government will play a key role in advancing climate resilience and adaptive leadership across Africa.

"The School will be a key institutional partner of GCA, supporting capacity building, research, and policy development. Through joint programs, we will train current and future public-service leaders to respond to climate challenges with innovative and inclusive solutions," stated the CS.

"Today, we lay more than just a brick-and-mortar foundation; we lay the foundation for action, commitment, and partnership in sustainable climate response across our continent," he added. Drawing on his extensive experience as MP and climate advocate since 2009, Hon. Ruku reflected on supporting climate mitigation and adaptation initiatives across South Africa, Mozambique, Namibia, and the Democratic Republic of Congo, solidifying his dedication to sustainable solutions.

He welcomed the operationalization of the partnership between GCA and KSG, emphasizing the importance of enriching Africa's

education curricula with sustainability and practical environmental management solutions for public-service training.

His counterpart for Environment, Cabinet Secretary Dr. Deborah Barasa, termed the groundbreaking ceremony a truly historic moment, marking a bold step forward for Kenya's leadership on climate action.

"Adaptation is no longer functional, it is an urgent necessity. Kenya has emerged as a champion for adaptation and climate-resilient solutions that address the urgent challenges posed by climate change," stated CS Dr. Barasa.

The Global Center on Adaptation has a dual-headquarters model, with headquarters in both the Global North and Global South. The Global North headquarters is in Rotterdam, Netherlands, in the world's largest floating office. The groundbreaking ceremony now paves the way for the Global South headquarters at KSG, Lower Kabete, Nairobi.

"This groundbreaking today is so important perhaps even historic. This is the first ever dual headquarters of any international organization. This is justice. This is a movement. This is much more than just the building," stated Prof. Verkooijen.

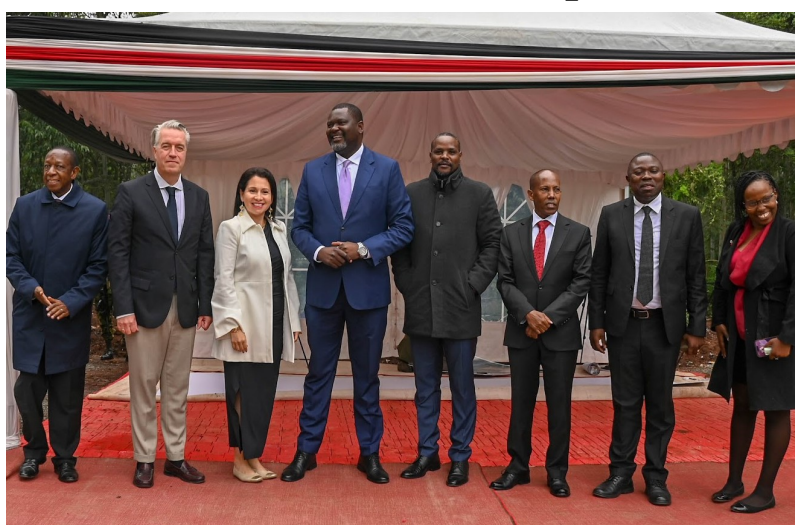
As construction is set to begin, Kenya's leadership underscores the country's solid commitment to sustainable development, human capacity building, and climate resilience for future generations.



## Ground Breaking Ceremony for the Global Centre for Adaptation



H.E. Macky Sall, President of the Republic of Senegal



CS. Hon. Ruku (4th left) with senior officials at the ceremony



CS. Dr. Debora Barasa.



GCA CEO Prof. Patrick V. Verkooijen



**Left:** KSG's DG Prof. Nura Mohamed and Assistant Director for Administration Services- Ms. Nkoro Laikera and, **Right:** Administration Services staff in preparation for the ground breaking ceremony.



# Digital Leadership in Focus: Validating AI Training for HR Officers

BY SHARON NGINA

**M**r. Francis Meja, Commissioner at the Public Service

Commission, has commended the incoming programs on AI Skilling by UNDP, Microsoft, Ministry of ICT and the Digital Economy and the Kenya School of Government and recognized their foresight in making innovation a compulsory pillar in the modernization of human resource management.

Commissioner Meja delivered these remarks as the Chief Guest at a validation workshop for the new Curriculum on Digital Transformation and Artificial Intelligence for Human Resource Practitioners, attended by HR professionals from ministries, departments, agencies, and



Commissioner Francis Meja, of the Public Service Commissioner, Chief Guest at the Validation Workshop for new the Curriculum on Digital Transformation and AI for Human Resource Practitioners.

county governments at KSG Lower Kabete on July 10, 2025.

Mr. Meja, celebrating this digital focused course, emphasized that the curriculum must resonate with the realities of the Public Service and adapt to ensure the workforce acquires essential competencies for both today and tomorrow, an era increasingly shaped by digital technologies.

He urged senior officials, including Principal Secretaries, Commissioners of Service Commissions, and Chief Executive Officers, to enroll in the program as part of the initial cohort.

“The desired outcome of this program in the Public Service will be significantly enhanced when accounting officers- the stewards - champion it across

their organizations.” Underscored Mr. Meja.

Mr. Humphrey Mokaya, Director of KSG’s Security Management Institute, representing Director General Prof. Nura Mohamed, highlighted that the curriculum aligns with the Kenyan National Digital Master Plan. He stressed the importance of stakeholder input in the course-development process:

“Stakeholder validation is a critical phase in course development process at KSG, as it guarantees that our courses address the specific needs prevalent across organizations.”

Beyond this HR-focused course, KSG through its eLearning and Information Technology Institute and its Regional Centre of Competence is preparing a



Eng. Dr. Joseph Ndungu, Director of the eLearning and Information Technology Institute.



## Digital Leadership in Focus: Validating AI Training for HR Officers

range of specialized programs designed to future-proof the entire workforce and align it with evolving technological norms.

Eng. Dr. Joseph Ndungu, Director of the eLearning and Information Technology Institute, reiterated that the program is about more than just digital tools, stating that it is about mindset shifts: “Human Resource Officers will benefit greatly from the Digital Transformation and Artificial Intelligence Program. It will help them address fears and myths around the application of artificial intelligence tools and systems, and build confidence in digital adaptation within the Public Service.”

Ms. Alice Nyathoko, Director of Human Resource Management and Development at the State

Department for Public Service representing Principal Secretary Dr. Jane Imbunya reaffirmed the Ministry’s commitment to support the uptake of the course asserting that innovation is not just an option but a means of transformation.

Through the validation process, the curriculum will be refined to meet the unique needs of various institutions, paving the way for the much-awaited launch in the coming months. Already, human resource professionals from various institutions have expressed interest in enrolling in the course as an exceptional opportunity to strengthen their digital leadership capabilities.

Through this initiative, the Kenya School of Government



Ms. Vera Obonyo, Deputy Director, eLearning and Information Technology Institute

and its partners continue to position the institution as a key enabler in Kenya’s digital advancement journey – preparing public servants not only for present challenges but for the demands of a rapidly evolving digital future.





# Global Governance in Focus: KSG-CNAG Alliance Advances

BY DOUGLAS MOCHAMA

The Kenya School of Government (KSG) and the China National Academy of Governance (CNAG) are purposefully deepening their strategic partnership to advance Public Service excellence, an endeavour that is deeply geared towards enhancing KSG's global competitiveness and align its programs with internationally verifiable quality standards, as envisaged in the KSG Act, 2012.

To further this agenda, a high-level delegation from China, led by Prof. Gong Weibin and received by Deputy Head of Public Service Mr. Amos Gathecha, KSG Director General Prof. Nura Mohamed and Council Member Gatwiri Kirimi, visited KSG on June 30, 2025.

During the visit, CNAG presented China's sustained governance reforms from 1982 through 2019 to 2023 that have modernized national systems, bolstered economic management, and deepened citizen engagement



Prof. Gong Weibin of the China National Academy of Governance



Deputy Head of Public Service, Mr. Amos Gathecha, (seated center) with teams from KSG and CNAG.

all of which backed by professionalized timely compulsory public sector training, lessons from which KSG can strategically learn and apply for Kenya's national development impact.

Despite differing national contexts, both CNAG and KSG are committed to converging on resource optimization to enhance public sector capacity, aiming to propel Kenya's development agenda into its next impactful phase.

KSG highlighted its own transformative progress that continues to equip public servants through institutes specializing in devolution, climate change, digital governance, gender, and social development that have markedly strengthened governance and accelerated both national and county-level development.

Prof. Mohamed acknowledged China's continued support in providing invaluable training opportunities for KSG staff, stressing that joint capacity

development initiatives by KSG and CNAG would yield a more agile, skilled, and responsive public service.

This visit reciprocated a study trip to CNAG last year by a Kenyan delegation led by Deputy Head of Public Service Gathecha, then Principal Secretary for Public Service, alongside KSG Council Chair Justice (Rtd) Charles Nyachae, Council Member Gatwiri Kirimi, KSG Director General Prof. Nura Mohamed, and Director Linkages and Collaboration Dr. Prisca Oluoch. while in China they also toured the Beijing Administration Institute, a research centre specializing in technology application in governance.

While in China, both parties identified priority collaboration areas: capacity development for senior officials; joint public-policy research; faculty exchange; seminars and conferences; study tours in sectors such as agriculture, city planning, vocational training, and technology.



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Module 2	25-29, August, 2025	KSG Lower Kabete
Module 3	22-26, September 2025	KSG Mombasa Campus
Module 4	27 - 31, October, 2025	One of the Schools of Government (To be Confirmed)
Module 5	24-28, November 2025	KSG Lower Kabete

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You are invited to apply for the Leadership Program for National Transformation (LPNT) - Cohort 2, commencing on July 21st, 2025. Submit your application to receive your admission letter and proforma invoice, and secure your place in this transformative learning experience.



## DG's Message: Leadership Beyond Titles



This week, Director General Prof. Nura Mohamed held reflection sessions with participants of the Senior Management Course cohort 202/2025 at the KSG Mombasa Campus. The DG reminded them that leadership is not about a title, but is anchored in vision, self-belief, and purpose. He urged the participants to stay authentic and be bold enough to run their own race at their own pace, rather than imitate others. Prof. Mohamed shared his personal experiences with the officers, emphasizing the importance of planning, embracing challenges, and leading with humility. He encouraged them to empower their juniors and build a legacy that outlives their positions. Together with the Director General were: Dr. Wesley Kiprop, Mr. Isaiiah Omondi and Dr. Rebecca Kaguru. By Glenn Lumiti



# Rethinking Service Excellence: Every Customer Counts



A past celebration of birthdays for staff and course participants. An illustration of thoughtfulness, inclusivity and bonding that happens at the Kenya School of Government.

BY KEFFAS MUTHETHIA

**I**n the evolving landscape of public service, one truth remains constant: the quality of service is measured not by written policies, but by the everyday moments that define experiences. Whether it is a citizen waiting in line for assistance, a colleague sending a quick email query, or a junior officer seeking direction, each interaction is an opportunity to foster confidence, dignity, and hope. Public service thrives on these seemingly small exchanges—because at its heart, it is grounded in a simple truth: every customer counts. This article explores what it truly

means to make every customer interaction count and how this mindset transforms service delivery.

## **Why Customers Matter - Internally and Externally**

It is easy to think of customers as members of the public only, but customer care goes far beyond the front office. While external customers are the most visible, internal customers are just as critical. These are the colleagues we work with daily, supervisors who guide our efforts, subordinates we support, and interns who are learning the ropes.

Neglecting internal customers often leads to friction, delays, and frustrations that

eventually spill over to external service. For example, if a junior officer struggles to get timely approval from a supervisor, bottlenecks emerge, deadlines are missed, and ultimately, the citizen waiting for the final service is the one affected. Similarly, when departments work in silos and withhold critical information, the quality of service suffers. When employees feel valued and supported, they deliver services with renewed energy and commitment.

## **Listening Beyond Hearing**

Customer care is more than ticking boxes or following scripts; it starts with deep listening; understanding unspoken concerns, emotions, and



# Rethinking Service Excellence: Every Customer Counts

expectations behind those words. When a citizen enquires about a delayed permit, listening with empathy and responding clearly makes them feel respected and valued. They may leave without the permit that day, but your approach will shape their perception of the service. When a colleague requests IT support for a malfunctioning system, attentiveness shows respect for their role and time. Ignoring their request or responding dismissively undermines morale and creates unnecessary workplace tension. Listening reduces unnecessary conflict, and opens the door for creative solutions.

## *Handling Difficult Situations with Grace:*

Not every customer interaction is smooth. Some customers are aggressive, others overly confident, some complain endlessly, while others remain silent and withdrawn. Each type presents a different challenge and an opportunity to build trust. Aggressive customers may express their frustration through raised voices or harsh words. Responding with equal aggression only escalates tension. The better approach is to remain calm, acknowledge their emotions, and focus the conversation on solutions. This does not mean tolerating abuse but handling confrontation with professionalism and dignity.

Chronic complainers often feel unheard or neglected. For them, acknowledging their concerns sincerely and explaining what can be done reassures them that their issues matter. Silent customers, on the other hand, require gentle

prompts to share their needs. Their silence may be rooted in fear, discomfort, or uncertainty. Engaging them with kindness and patience helps them open up and builds their confidence in the service. Handling these situations requires emotional intelligence, patience, humility, and strong interpersonal skills.

## *Bringing Values to Life:*

Integrity, inclusivity, excellence, commitment, responsiveness, creativity, and innovation – these are not just words pinned on office walls or written in strategic plans. They come alive in how we treat each other – keeping promises and doing the right thing even when no one is watching; daily pursuit of better ways to deliver services; and elevating routine service into outstanding experiences. For instance, envisioning a “One-Stop Service Desk” where citizens can access multiple services without moving from office to office reduces their burden and increases efficiency. Introducing anonymous staff

feedback tools creates safe spaces for employees to share suggestions and challenges, which can lead to improved processes and morale.

## *Bringing Values to Life:*

Integrity, inclusivity, excellence, commitment, responsiveness, creativity, and innovation come alive in action even when no one is watching. For instance, envisioning a “One-Stop Service Desk” where citizens can access multiple services reduces their burden and increases efficiency.

## *The Bigger Picture:*

Customer care is not a department; it is a shared culture woven into every interaction. It is a culture that values every person and puts humanity at the center of service delivery building public trust and confidence in government institutions. At the end of the day, it is these small, consistent moments – grounded in dignity, empathy, and excellence – that bridge the gap between intention and impact. Because in public service, as in life, every customer counts.



Ms. Mary Rukenya of the Admissions Office, always ready to respond to your enquiries about KSG programs and conference facilities.

# Integrity: The Silent Driver of Public Service Excellence

BY CHRISTINE RWAMBA

What comes to mind when you hear the word integrity? For many, it conjures images of whistleblowers, anti-corruption tribunals, or lofty mission statements mounted on government office walls. While those elements have their place, the real essence of integrity is far less dramatic and far more personal. It is quiet. Often invisible. But without it, no public institution can function effectively.

Integrity, at its core, is about consistency. It is the alignment of our values, words, and actions, especially when there is no audience to impress, no applause to earn, and no immediate reward in sight. In the realm of public service, where decisions affect millions and systems rely on trust, integrity is not a luxury. It is a necessity.

We often think of integrity in terms of big, defining moments. But more often, it is forged in the small, daily decisions: submitting an honest report instead of padding numbers to meet targets, owning up to a mistake rather than shifting blame, following procurement processes to the letter, even when shortcuts are available. These actions rarely make headlines, but over time, they shape a culture. One careless ethical lapse can unravel years of progress.

A single dishonest act, however minor it may seem, can ripple outward, damaging morale, undermining confidence in



Stock image

leadership, and eroding public trust. Conversely, consistent acts of integrity compound in the opposite direction, creating resilient institutions grounded in credibility.

Public service is fundamentally an act of stewardship. Whether you are an entry-level officer processing applications or a director shaping national policy, you are entrusted with power on behalf of others. And trust, once broken, is not easily reclaimed. Integrity must be embedded not only in personal conduct but in policies, procedures, and leadership expectations. Anything less weakens the entire service.

This responsibility is even greater for those in leadership. Medium to senior-level managers are culture setters. When we model transparency, fairness, and accountability, we empower others to do the same.

Choosing integrity isn't always comfortable. Sometimes it means saying "no" when others are pushing for "yes." It can

mean standing alone in a meeting, questioning a process others are content to overlook, or admitting that a decision you made was flawed. These moments are not easy, but they define character. Integrity is not perfection. No public servant is without fault. But it demands an ongoing commitment to do what is right, even when it's difficult—especially when it is difficult. It means recognizing when you have fallen short and choosing accountability over excuses.

It is tempting to assume that systems and policies are enough to ensure ethical behaviour. But systems do not act. People do. No policy manual, however detailed, can replace personal responsibility. Integrity begins with the individual. It begins in private decisions and quiet reflections. It's reinforced through habits, nurtured by mentorship, and strengthened by environments that reward ethical conduct as much as technical competence.

We live in an age where



# Integrity: The Silent Driver of Public Service Excellence

cynicism about public institutions is widespread, where perceptions of corruption and inefficiency often overshadow the many good and honest people serving their country every day. And yet, amid all of this, integrity remains the one quality that consistently earns respect, both inside and outside government. It may not bring instant gratification or public praise, but integrity offers something more enduring: credibility, peace of mind, and the

ability to look one's colleagues and the public in the eye.

We must remind ourselves that the true measure of a professional is not just what they achieve, but how they achieve it. Integrity is the difference between transactional leadership and transformational leadership. It is what turns compliance into commitment and good governance into lasting impact.

As we go about our duties, let's reflect on one simple

question: If everyone in public service worked with my level of integrity, what would the sector look like? Would it be more accountable? More responsive? More trustworthy?

The answers to these questions do not require a task force or a new policy framework. They start with you. With you as an example. With your choices. Because in public service, integrity isn't just a virtue. It is the job description.

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## KSG and Open University of Kenya Consult



Members of a consultative meeting of the Joint Technical Committee drawn from KSG and the Open University of Kenya on the implementation of the Memorandum of Understanding that signed on June 10, 2025.

The meeting was attended by KSG officials Dr. Josephine Mwanzia SDAA and Dr. Tom Wanyama, SDFA (Virtually), Humphrey Mokaya, Eng. Dr. Joseph Ndungu, and Dr. Prisca Oluoch. From OUK Dr. Jano Sang, Dean School of Business and Economics, Dr. Catherine Kagucia, Ag. Registrar Academics, Dr. Kevin Wachira, Senior Lecturer, and other officers from the two institutions.

# Beyond the Suit: Why Dress Code Still Matters

BY ELIAS MAKOKHA

In any professional environment, our appearance speaks before we do. The way we present ourselves influences not only how others perceive us but also how we perceive our own value and confidence. Dressing well is more than style—it's a reflection of purpose, professionalism, and self-respect. While competence and character are the cornerstones of career success, appearance complements them by reinforcing the credibility and presence we bring to every interaction.

Rather than a rigid set of rules, dress code can be seen as shared understanding that helps us show up with intention showing our awareness of context and our commitment to the roles we occupy and the respect for the organization we work for. In this 3-part series, the bulletin writer takes a look at workplace dress code: why it matters, what it says about us, and how we can all strike the right balance between personal style and professional presence.

Still, the question often arises: is dress code really that important? After all, it's people, not clothes who deliver results. And in today's evolving work spaces, the line between formal and casual is blurred. Even so, dress code remains relevant. Most organizations formally or informally set expectations on appearance. These are not meant to suppress individuality, but to ensure a respectful, confident environment.



Stock image

First impressions are often made before a single word is spoken. Appearance sends a message that can reinforce or contradict our professional capabilities. Whether we are attending to our colleagues, external clients, or visitors coming for a day conference, a neat and appropriate look quietly communicates reliability and attention to detail. It is a subtle yet powerful way of showing that we take our work and those we serve seriously.

Importantly, dressing well does not require expensive brands or trend-chasing. It is not about price tags, but about presenting oneself with care. Well-ironed clothes, a good fit, basic grooming, and consistency in appearance can go a long way. These are small, practical habits that speak volumes.

In our organizations, each individual contributes to the professional image we project both internally and to the general public. A clear, respectful dress code helps maintain an

environment that feels organized and welcoming. Naturally, different settings call for different levels of formality: a standard office day may allow for more relaxed attire, while official meetings and events require a more polished appearance. Being mindful of this shows not just professionalism, but also situational awareness.

As we continue to ensure a workplace rooted in unity, excellence, and mutual respect, let us embrace dressing the part as part of our daily rhythm. A tidy, professional look builds confidence, sets the tone for meaningful engagement, and reinforces the values we uphold.

In the next part of this series, we will explore practical dress code tips for men in the workplace, offering guidance on how to stay sharp and professional while expressing personal style. Because at the end of the day, how we dress is not just about clothing, it's about the message we send, every day.



## A Visit to the Historic Islands at the South Coast of Kenya



Course participants of the Supervisory Skills Development Course Cohort 29/2025 during their trip to Wasini Island, where they explored the vibrant coral reefs, the scenic mangrove forests, and a refreshing boat ride. They also visited the historic Shimoni Caves, discovering their rich cultural and historical significance. The excursions are a part of the training experience at the Kenya School of Government,





## Leadership Lesson

"I know of no single formula for success. But over the years I have observed that some attributes of leadership are universal and are often about finding ways of encouraging people to combine their efforts, their talents, their insights, their enthusiasm and their inspiration to work together."

**Queen Elizabeth II**

*Have your say*



“

*Attending the Senior Management Course offered valuable networking opportunities. I was thrilled to interact with a diverse group of professionals from various institutions, which created a rich environment for sharing experiences. These exchanges were not only enlightening but also instrumental in shaping workplace perspectives.”*

**Fredrick O. Warega**

**DEPUTY DIRECTOR-PHYSICAL AND LAND USE PLANNING,  
COUNTY GOVERNMENT OF HOMABAY.**



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Strategic Leadership Development Programme No. 482/2025	9th June -18th July,2025
Electronic Government Procurement (eGP) Training Program	14th - 25th July, 2025
Central Rift Valley Water Works Development Agency (Workshop)	14th - 18th July, 2025

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Senior Management Course No.241/2025	7th July- 1st August, 2025
Senior Management Course No.242/2025	7th July-29th August, 2025
HRIS (Kenya) training workshop-Meru County Government	14th - 18th July 2025
Electronic Government Procurement (eGP) system	14th - 25th July, 2025

**Mombasa Campus**

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Retirement Planning	14th- 18th July, 2025

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Strategic Leadership Development Program No. 479/2025	12th May – 18th July, 2025
Supervisory Skills Development Course No. 30/2025	7th July - 1st August, 2025
Senior Management Course No. 140/2025	9th - 1st August, 2025
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Electronic Government Procurement Training No.1/2025	14th - 18th July, 2025

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Senior Management Course No.437/2025	23rd June-18th July, 2025
Senior Management Course No.441/2025	7th July-1st august, 2025
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