

19th– 25th July, 2025

New Dawn at KSG as President Ruto Reconstitutes Council



H.E. President William Ruto received by Justice (Rtd.) Charles Nyachae at a past event at the Kenya School of Government. Justice Nyachae has been re-appointed at Chairman of KSG Council. *File photo*

BY THE BULLETIN TEAM

Kenya School of Government (KSG) is ushering in a new era of strategic oversight and renewed vision following the official appointments and reappointments to its Governing Council, as published in the Kenya Gazette. This milestone not only reflects national commitment to institutional excellence but also signals a revitalized drive toward building a competent, ethical, and high-performing public service.

In Gazette Notice No. 9279, His Excellency President William Samoei Ruto reappointed Justice (Rtd.) Charles Nyachae as the Non-Executive Chairperson of the KSG Council for another three-year term, effective 13th July 2025. A respected legal mind and governance expert, Justice Nyachae's continued leadership is seen as a strategic asset for KSG's policy and governance direction, especially at a time when public service transformation is central to Kenya's national development priorities.

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New Dawn at KSG as President Ruto Reconstitutes Council

The reappointment is guided by the Kenya School of Government Act (No. 9 of 2012) and affirms the government's confidence in Justice Nyachae's capability to steer the Council with integrity, institutional memory, and foresight.

Further reinforcing this leadership team, Cabinet Secretary Geoffrey Kiringa Ruku, responsible for Public Service, Human Capital Development and Special Programmes, has made additional Council appointments through Gazette Notice No. 9286:

Ms. Linnet Mirehane, reappointed as a Member of the Council for a further term of three years, effective 13th July 2025. Her return is welcomed as a mark of continuity and seasoned insight.

Ms. Leonida Chelagat Mitei, appointed under Section 6(1)(f), for a three-year term commencing 11th July 2025. Her appointment introduces fresh perspectives, particularly in areas of policy development and inclusive governance.

Dr. Francis Owino, appointed under Section 6(1)(h), also for a three-year term starting 11th July 2025. As a senior technocrat, Dr. Owino brings extensive experience in public



Dr. Francis Owino, newly appointed KSG Council Member effective 11th July 2025.

administration, strategy, and institutional reform.

These appointments come at a time when KSG is executing its Strategic Plan 2023- 2027 aimed at strengthening leadership and management capacity across Kenya's public sector. The Council's role is pivotal in ensuring that the School remains responsive to emerging governance needs and aligned to

the national agenda, especially under the framework of the Bottom-Up Economic Transformation Agenda (BETA).

Speaking during the PC Signing in Mombasa, KSG Director General, Prof. Nura welcomed the appointments as a positive step toward institutional renewal. "We are excited to welcome back and onboard distinguished leaders who are not only accomplished professionals but also firm believers in public service excellence. Their diverse expertise is invaluable as we advance KSG's mission to transform governance through training, research, and policy advisory," he said.

The new Council is expected to provide visionary leadership and strategic direction to enhance the School's relevance, impact, as the leading centre of excellence nationally and across the continent.



Ms. Linnet Mirehane, reappointed as Member of the KSG Council

Beyond the Contract: Building a Results-Driven Public Institution

BY KEFFAS MUTETHIA &
GLENN LUMITI

A performance-oriented culture refers to an institutional environment where everyone is aligned to deliver results, and where excellence becomes the norm rather than the exception. It is about embedding performance in the DNA of an organization influencing decision-making, resource utilization, service delivery, and relationships- a culture that is nurtured through consistent leadership, deliberate systems strengthening, and the pledge of every member.

This week, the Kenya School of Government's Coastal campuses—Matuga and Mombasa—convened with the Strategic Planning and Performance Management Department, alongside senior Management, for the negotiation and signing of Performance Contracts and Annual Work Plans for the Financial Year 2025/2026.

In his remarks, KSG Director General, Prof. Nura Mohamed, underscored that the Performance



Prof. Nura Mohamed and Dr. Rukia Atikiya put pen to paper on the Mombasa Campus PC and Work Plan for the Financial Year 2025/2026.

Contract is more than a compliance formality—it is a strategic instrument that should drive the School's progress.

"Performance contracting is not a one-off event," he noted. "It is a continuous journey—anchored in accountability, driven by discipline, and fueled by purpose."

"Let us never reduce performance contracting to a box-ticking exercise. Let it be our culture. Let it reflect who we are, how we serve, and the future we are building." He said.

Notably, the School is anchoring its research agenda on themes of public service culture, ethics, and reinvention. Teams are expected to develop innovations that could soon be patented, setting a new benchmark for public sector creativity and solution design. Institutions must invest in systems that generate reliable data for planning, monitoring, and evaluation.

Dr. Josephine Mwanzia, Senior Director of Academic Affairs introduced ambitious and forward-thinking initiatives.



Prof. Mohamed, Dr. Wanyama, Dr. Mwanzia, Dr. Atikiya, Dr. Kiprop, Mr. Mbehelo and Mr. Omondi, (all seated) with KSG staff members after the signing of the PC and Work Plan.

Beyond the Contract: Building a Results-Driven Public Institution



Prof. Mohamed, Dr. Atikiya together with Mr. Marube and Mr. Ngeti display the Matuga Campus Performance Contract.

Under the 2025/2026 plan, the School will strengthen training through new methodologies, assess public sector competency gaps, and focus on innovations rooted in rigorous research.

“We are shaping the future of governance in Kenya through policy-relevant research, and evidence-informed advisory,” said the Senior Director of Academic Affairs. “Our work equips public officers not only with skills, but with insights that influence decision-making and drive institutional progress.”

On his part, Senior Director of Finance and Administration, Dr. Tom Wanyama, emphasized that performance must translate to tangible improvements

and prudent utilization of resources.

He noted that teams must understand how their work contributes to value for money for the School and the client. This shared understanding creates cohesion, sharpens focus, and inspires collective accountability—ensuring that every effort, and every resource, is aligned with meaningful impact.

In her remarks, Dr. Rukia Atikiya commended the dedication and depth of effort behind the Performance Contract, stating: “This document is the product of intense deliberation, strategic thinking, and focus. If you witnessed the level of engagement that went into setting

these targets, you'd understand the weight it carries, setting the bar for what is expected of us.”

Dr. Atikiya is the Director of Mombasa Campus serving both Matuga and Mombasa.

In many public institutions, performance management has been reduced to a regulatory exercise. However, a performance-oriented culture transcends compliance. While compliance meets the baseline, ownership drives excellence and forward-thinking solutions.

“This Contract isn’t just between the Director and the Director General,” said Ms. Catherine Katee, the Mombasa Campus PC Champion. “It belongs to all of us. Whether you’re in finance, training, hospitality, or security—this is your contract too. We all have a role in delivering results.”

Performance thrives in environments where systems function efficiently and communication is purposeful. A performance-oriented culture enhances institutional sustainability. As the School seeks to remain the premier center for public service capacity development, this culture will become its strongest competitive advantage.



The team with staff members from Matuga Campus after the signing of the PC and Work Plan.

KSG & Uasin Gishu Unite for Results-Driven Public Service



H.E. Dr. Jonathan Bii Chelilim,
Governor of Uasin Gishu County

BY RASHID MWINYI

In a move towards results-oriented governance, the Kenya School of Government (KSG) Baringo Campus convened 150 senior officials from the County Government of Uasin Gishu for a capacity-building program dubbed Performance Management and Policy Training. Designed to reinforce key principles of public service, the training reaffirmed the County's obligation to citizen-centered and accountable service delivery.

Held on July 7th to 13th, 2025, the program convened County Executive Committee Members, Chief Officers, Directors, and Performance Management Champions-demonstrating a unified commitment to institutional effectiveness across leadership levels.

This training marked a purposeful collaboration between KSG and Uasin Gishu County, anchored in the goal of delivering measurable impact to citizens. As counties navigate increasing expectations for improved service delivery and accountability, the

sessions fostered a shift in mindset—from routine task execution to outcome-driven planning.

H.E. Dr. Jonathan Bii Chelilim, Governor of Uasin Gishu County is in support of the County's performance and institutional growth. "Our people deserve more than promises, they deserve results," he said. "This partnership with KSG is an investment in institutional integrity, responsiveness, and sustainable service delivery."

KSG Baringo Campus Director, Dr. John Bii stated, "The competence and resolve shown by the County team signals a new chapter in strategic collaboration. This is how we build enduring public service capability—through shared purpose and strong partnerships."

Delivered in three phased groups, the training allowed for deeper engagement, targeted discussions, and practical problem-solving. The sessions tackled core themes among them demystifying performance contracts, aligning departmental

targets with national goals, and embedding quality standards in county operations. The participants also received practical guidance on policy formulation, strategic planning, and legal frameworks critical to implementation.

More than theory, the training was firmly grounded in real-world application. Participants examined service delivery challenges ranging from delayed timelines to unclear performance indicators and explored practical tools for planning, accountability, and continuous improvement. The outcome was a deeper understanding on designing performance frameworks that are not only measurable, but also responsive to citizen needs.

The School provided structured guidance that connected national development goals with county realities. Deputy Director Learning and Development Mr. John Napoo was instrumental in helping participants improve their departmental performance frameworks and align them with legal and policy requirements.

The training also aligned



A section of the participants who attended the Performance Management and Policy Training at KSG Baringo Campus.

KSG & Uasin Gishu Unite for Results-Driven Public Service



Baringo Campus Director, Dr. John Bii (right) with Deputy Director Mr. John Napoo.

directly with Kenya's Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA), both of which underscore the importance of effective public sector management. By focusing on structured, evidence-based planning, KSG ensured that Uasin Gishu County is better equipped to translate strategy into impact.

Partnerships remain central to the Kenya School of Government's mandate in

driving public sector transformation and this collaboration exemplifies how joint investment in people and systems can accelerate meaningful change especially within the devolved landscape.

As the final group of officers concluded their sessions, the message was clear: performance is no longer a back-office function, rather, it is a frontline responsibility, the future of accountable governance is not just possible – it is already underway.

World Bank Visits KSG Ahead of Regional Ethics and Integrity Training



The Kenya School of Government hosted a delegation from the World Bank on a familiarization tour of its facilities in preparation for an upcoming regional training program on Ethics and Integrity, supported by the Bank. The program will convene public officers from across the Eastern and Southern African Region, reinforcing regional collaboration in promoting ethical governance and institutional accountability.

The team was received at the School by Dr. Josephine Monyi, Head of the National Integrity Academy (NIAA), and Dr. Prisca Oluoch, Director of Linkages, Partnerships & Collaborations at KSG. The tour provided an opportunity to also explore areas for enhanced partnership in advancing integrity-focused capacity development across the region.

Where Quality Meets Craft: Inside Embu Campus Bakery



Pastry Chef: Erick Onchera



Products from the baking unit

At our Embu Campus, excellence is not just a philosophy—it's freshly baked every morning. As dawn breaks over the serene grounds, the air fills with the warm, buttery aroma of croissants rising in the oven, the soft sweetness of muffins resting on trays, and the quiet rhythm of bakers crafting perfection.

This is more than breakfast—it is a daily reminder that care, quality, and attention to detail are part of everything we do.

Since opening its doors in 2022, the Embu Bakery has quietly reimaged culinary service on Campus. What began as an initiative to enhance participant and staff experiences has blossomed into a thriving hub of creativity and quality. The bakery caters to every palate with commitment to freshness and health.

The bakery has done well for the Campus, streamlining catering operations, reducing dependency on external suppliers while ensuring control over quality and freshness and additionally contributing to operational efficiency positioning the Campus as a model of innovation within the School.

But it is not just about food. Behind every tea scone lies a team of passionate bakers and pastry chefs; some seasoned masters, others trainees honing their craft. It has also evolved into a space for mentorship and skill development. Under the watchful eyes of seasoned bakers, junior pastry chefs and culinary attachées refine their craft, gaining practical experience that prepares them for professional success. This hands-on training

resonates with the School's broader mandate of capacity building, proving that learning at KSG extends far beyond the classroom.

But the story does not end there. The baking unit has ambitions that extend well into the future. Plans are underway to expand production capabilities to meet growing demand, not only within the campus but beyond its gates. A proposed signature line of "KSG Embu Pastries" could soon allow visitors and participants to carry a piece of the Campus experience home with them.

Currently, there are plans focused on the potential integration of the unit into KSG training programs, with a specific emphasis on the Hospitality Skills Development Course. This course spans two weeks and is tailored for professionals working in various sectors of the hospitality industry, including restaurants, hotels, and catering services.

The concept involves offering specialized short courses in baking and pastry arts, using the state-of-the-art bakery facility as an interactive live learning lab. This approach would allow participants to engage directly with the baking process, gaining hands-on experience while developing their culinary skills in a real-world setting.

Symbolically, the bakery mirrors the life of the Campus itself: a place where raw potential, like dough, rises under the right conditions of care, expertise, and patience. It represents the School's ability to nurture talent, nurture innovation, and deliver excellence in ways both expected and surprising. — *By Christine Rwamba*

Book your slot!



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Empowering the Public Service

Announcing August 2025 Programs Matuga

- 1 Strategic Leadership Development Program**
Aug 18- 26 Sept, 2025
Ksh 240,357(Res) Ksh 152,640(non-Res)
- 2 Senior Management Course**
Aug 4- 29, 2025
Ksh 197,618(Res) Ksh 114,989(Non-Res)
- 3 Public Relations & Customer Care**
Aug 18-29, 2025
Ksh 113,666(Res) Ksh 68,586(Non-Res)
- 4 Supervisory Skills Development Course**
Aug 18-29, 2025
Ksh 113,666(Res) Ksh 68,586(Non-Res)
- 5 Young Leaders Development Program**
July 28- 1 Aug, 2025
Ksh 60,649(Res) Ksh 38,821(Non- Res)
- 6 Entrepreneurship for Youth engaged in SMEs**
Aug 4- 8, 2025
Ksh 60,649 (Res) Ksh 38,821 (Non-Res)



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Dressing the Part: A Note to the Gents

BY ELIAS MAKOKHA

They say "Clothes make the man" - an old saying that still holds weight in today's modern workplace. How a man presents himself often shapes how he is perceived even before he speaks. In professional settings, the right look does not just open doors but also sets the tone for how seriously you are taken.

In this second part of our three-part series on workplace dress code, the Bulletin writer shifts the focus to the gentlemen. While dress code conversations may seem universal, men often face a unique set of silent expectations. Dressing the part is not just about putting on a shirt and a pair of trousers, it is about showing intention, awareness, and respect for your role, your peers, and yourself.

Picture this: It is Monday morning, a gentleman walks into the departmental briefing, he is on time, his branded notebook in hand, shirt clean. But as he takes his seat, a few things quietly betray the look. His shoes are dusty, the shirt collar is wrinkled, and his beard looks like it missed its weekend appointment with the barber. No one says anything but silently, the perception shifts. In an instant, a sharp first impression quietly unravels.

Let's be honest, most of these mistakes are not dramatic. They are subtle, often repeated, and almost always avoidable. Start with the shoes. For some reason, many men assume no one notices what is happening below the ankles. But dusty, worn-out shoes send a message, in a world where

details matter, clean, polished shoes are basic just like brushing your teeth before a meeting. No one applauds you for doing it, but they will notice when you skip it.

The same goes for shirts. A crisp, well-ironed shirt signals readiness; a wrinkled, sagging one may mean that you're still catching up with your morning. You don't need a fancy wardrobe, just a bit of time and care. Iron it, tuck it in properly, and you are already ahead.

Another important yet often overlooked element is socks. When poorly chosen, they disrupt an otherwise coordinated look. Mismatched pairs, visible wear and tear, or brightly patterned socks under formal attire may seem insignificant, but they draw unnecessary attention and undermine the effort invested in overall presentation.

Personal grooming is equally vital. Hands, for instance, are constantly visible in professional settings, during meetings or simple interactions. Neglected nails whether long, chipped, or unclean create a lasting impression of carelessness. Clean, neatly trimmed nails, on the other hand, communicate discipline and personal responsibility.

Hair and facial grooming complete the picture. Regardless of your preferred style, whether kept short, natural, or bearded. It must appear intentional and well-maintained. Unkempt hair or overgrown beards suggest a lack of preparation and attentiveness, qualities that can cast doubt on professional reliability.

Individually, these elements



Mr. Daniel Muli, of the Strategic Planning and Performance Management Department, all set for business.

may seem minor. But together, they significantly influence how one is perceived. In most workplaces, feedback on personal presentation is rarely verbalized but it is always observed. Over time, these silent observations contribute to how one is evaluated, respected, and remembered.

Dressing the part is not about vanity; it is about professionalism, credibility, and self-respect. Your appearance communicates before you speak. Let it reflect the standards you uphold.

In our final part of this series, we will focus on women in the workplace exploring how professional dress codes affect them, and the distinct expectations they navigate.

Induction of Public Service Officers – OAG



This week, the Kenya School of Government (KSG) had the privilege of inducting newly appointed Public Service Officers from the Office of the Attorney General and Department of Justice into a comprehensive two-week Induction Program.

The initiative underscores KSG's ongoing commitment to strengthening public service by empowering new officers with the knowledge, competencies, and ethical values essential for effective service delivery and national development.

Speaking during the opening session on behalf of the Attorney General, Ms. Dorcas Oduor, the Principal Secretary for Justice, Human Rights, and Constitutional Affairs, Ms. Judith Pareno, delivered a compelling message for officers to uphold integrity in all duties, safeguard confidentiality, work with diligence and clarity of purpose, treat colleagues and citizens with respect, and remain accountable while continuously seeking to grow and improve.

KSG Director General, Prof. Nura Mohamed, emphasized the importance of the induction program as a foundation for understanding the workings of public service. He encouraged the officers to take initiative, define their leadership journey, and make a tangible difference in public service delivery.

Through such structured induction programs, the Kenya School of Government continues to champion public service excellence by supporting smooth transitions and instilling a strong professional and ethical culture among new officers.

Public Procurement and Contract Management Training



Participants from Nairobi County took part in a five-day training on Public Procurement and Contract Management at the Kenya School of Government, Lower Kabete, from 14th to 18th July 2025. Their presentation was a group project on “Enhancing Service Delivery in Nairobi City County through Effective Public Procurement,” under the guidance of Ms. Susan Chesang, the course facilitator and also the Head of Center for Customer Service Excellence. The program covered topics such as procurement ethics, offences, and penalties. The participants are expected to present their project findings and recommendations to their respective workplaces as a way of promoting knowledge transfer and institutional improvement. The Public Procurement and Contract Management Course is a 5 day program conducted in all the Campuses of the School in: Baringo, Embu, Lower Kabete, Matuga and Mombasa according to schedule or at the client’s convenience upon consultation.

KSG Baringo at 9th Annual Kaptagat Forest Tree Event



On Friday, 11th July 2025, staff of the Baringo Campus took part in the 9th Annual Kaptagat Forest Tree Growing Event at the Kipkabus Forest Block in Elgeyo Marakwet County. The event brought together partners from across sectors in a shared commitment to environmental conservation and restoration.

During the event, the team planted more than 500 trees, contributing to the national restoration efforts. The exercise further highlighted the impact of the Kaptagat Integrated Conservation Programme, which has successfully restored 2,765 hectares of forest and improved local livelihoods through the distribution of 300,000 avocado seedlings.

The Kenya School of Government is honoured to have been a part of this activity.

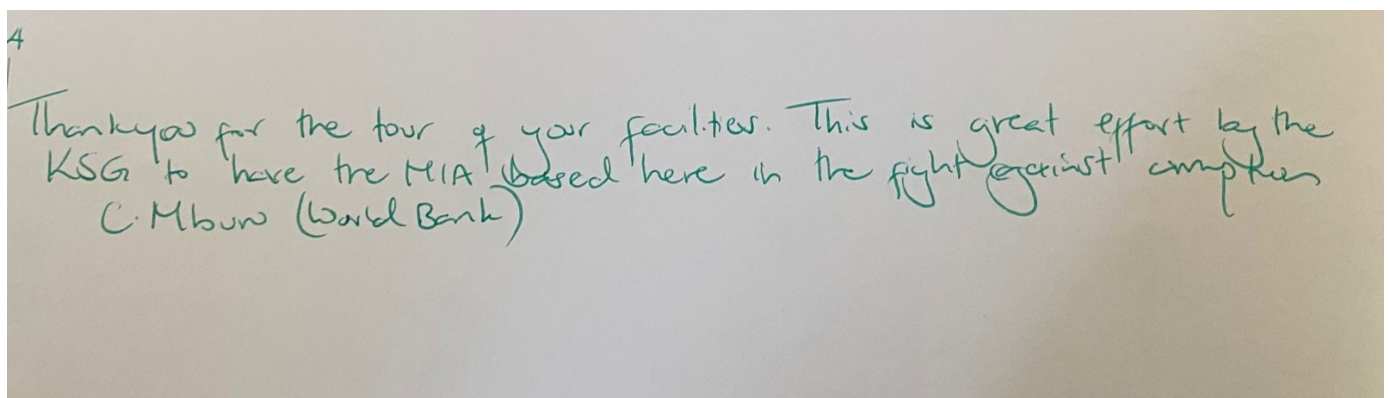
Leadership Lesson

"It's not the biggest tree in the forest that matters. It's the one that stands when the storm comes."

Leaders are tested in adversity. Strength isn't about appearance — it's about staying rooted when challenges strike.

— Wangari Maathai

Have your say



Word of the Week

Micah 6:8

He has shown you, O
mortal, what is
good. And what does
the LORD require of you?
To act justly and to love
mercy
and to walk humbly
[\[a\]](#) with your God.

Baringo Campus

Strategic Leadership Development Programme Online No. 484/2025	16th June - August 22nd, 2025
Senior Management Course Online No. 210/2025	23rd June - 15th August, 2025
Senior Management Course No. 211/2025	7th July - 1st August, 2025
Electronic Government Procurement (eGP) Training Program	14th - 25th July, 2025
Strategic Leadership Development Programme No. 489/2025	21st July - 29th August, 2025
Strategic Leadership Development Programme No. 490/2025	21st July - 26th September, 2025
Kenya Livestock Commercialization Project (KeLCoP) Workshop	21st - 25th July, 2025

Embu Campus

Senior Management Course 243/2025	14th July to 8th Aug, 2025
Senior Management Course No.241/2025	7th July- 1st August, 2025
Senior Management Course No.242/2025	7th July-29th August, 2025
Electronic Government Procurement (eGP) system	14th - 25th July, 2025
Strategic Leadership Devt Program (SLDP 485/2025)	21st July- 29th Aug 2025
Strategic Leadership Devt Program (SLDP 488/2025)	21st July- 26th Sept 2025
Retirement Planning Program	21st -25th Jul 2025
Proficiency Course for Clerical Officers	21st Jul-1st Aug 2025
Workshop- State Department for Devolution	21st -25th Jul 2025
Strategic Planning & management workshop-Water Fund	21st -25th Jul 2025

Lower Kabete

Senior Management Course No.441/2025	7th July-1st August, 2025
Records Management Course No.37/2025 Kenyatta National Hospital	7th July-1st August ,2025
Leadership Program for National Transformation	21st July -12th September, 2025
Strategic Leadership Development Program No.482/2025	21st July – 12th September, 2025
Management Training for ECDE Officers	21st -23rd July, 2025
Strategic Leadership Development Program-Online No.483/2025	21st July –29th August, 2025
Senior Management Course Online No. 441/2025	21st July – 12th August, 2025
Induction of Newly recruited Officers Office of the Attorney General	14th-25th July, 2025
e-GP Training National Treasury	14th -25th July, 2025
Training of Trainer- United Nations Office on Counter Terrorism/NCTC	21st-25th July, 2025
Accommodation- Educate	20th July – 2nd August, 2025

Mombasa Campus

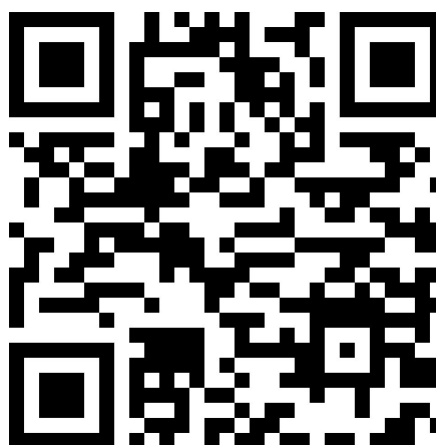
Strategic Leadership Development Program No 478/2025	16th June - 22nd August,2025
Senior Management Course (Online)	2nd June – 25th July, 2025
Senior Management Course	7th July - 1st August,2025
Proficiency Course for Clerical Officers	14th– 25th July, 2025
Strategic Leadership Development Program No/486/2025	21st July - 29thAugust, 2025
Strategic Leadership Development Program Online No/487/2025	21st July - 26th August,2025
The Treasury (EGP)	14th - 25th July,2025

Matuga Campus

Strategic Leadership Development Program No. 483/2025	9th June - 10th August, 2025
Senior Management Course No. 142/2025	7th July - 29th August, 2025
Supervisory Skills Development Course No. 30/2025	7th July - 1st August, 2025
Senior Management Course No. 140/2025	9th - 1st August, 2025
Public Relations and Customer Care No. 4/2025	July 21st - 1st August, 2025
Electronic Government Procurement Training No. 1/2025	14th - 25th July, 2025
Strategic Leadership Development Program No. 479/2025	12th May - 25th July,2025
Senior Management Course No. 138/2025	12th May - 25th July,2025
Supervisory Skills Development Course No. 28/2025	30th June - 25th July, 2025

Book your Training with us!

You may scan the QR code to explore available courses and book your training at the Kenya School of Government for the Financial Year 2025/2026.



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