

Catalyzing Change: The Journey of Kenya's Executive Women Leaders



Ms. Betty Gachire (Centre) Director Institute for Gender and Social Development with senior officials who attended the executive program on women's leadership that happened at KSG, Lower Kabete.

BY LILIAN KIRIMI

The Constitution of Kenya 2010 marked a watershed moment for women, opening doors to leadership spaces long dominated by men. Yet, while legal frameworks have expanded opportunities, many women enter these arenas without the tools to navigate entrenched patriarchal systems.

Society often applauds assertiveness and ambition in men, labeling them bold or go-getters, while women exhibiting

the same traits are judged harshly, often dismissed as shrews. Such double standards stem from deeply ingrained stereotypes dictating how men and women should behave, shaping perceptions at both conscious and unconscious levels.

In response to these persistent barriers, the Kenya School of Government (KSG), through the Institute for Gender and Social Development, launched the Executive Women Leadership Program (EWLP), an initiative

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Catalyzing Change:

The Journey of Kenya's Executive Women Leaders

aimed at building women with the strategies, and confidence to thrive in leadership roles.

Far beyond a conventional training, the EWLP serves as a space for reflection, a spiritual boot camp, and a strategic hub for shaping Kenya's future.

Officially launched on October 6, 2025, the program begins with a radical premise: the leadership landscape for women is fraught with invisible obstacles such as glass ceilings and glass cliffs, compounded by cultural expectations that often constrain women's choices.

It unfolds in three comprehensive modules held at different venues, combining personal development, practical exposure, and strategic insight. From October to December 2025, a distinguished cohort of women including CEOs, board chairpersons, county executive committee members, and senior decision-makers from state corporations embarked on this unprecedented journey. The program commenced at KSG's Lower Kabete Campus with a



Participants in the program: Board Director IRA, Ms. Immaculate Shamala (left) and Ms. Fridah Naliaka of KSG.

focus on self-awareness and emotional intelligence. Psychometric assessments explored participants' personality styles through the innovative 'Clarity 4-D' tool, uncovering strengths, blind spots, and areas for growth. These sessions offered a moment of introspection addressing how gender shapes power, unpacking institutional bias illuminating the multifaceted realities female leaders face while balancing family, community obligations, and professional responsibilities.

In November, the journey moved to Kwale County with participants engaging with leaders who had defied the odds. H.E Fatuma Mohamed Achan's story of resilience told of her Campaign journey while expectant confronted societal bias. Centering her work on youth and women empowerment her message was about service, partnership, and attentiveness to community priorities.

The final module, held in December at the School, in Lower Kabete, focused on disruptive and adaptive leadership, empowering participants with the strategic edge required in a complex world.

Seasoned leaders including Commissioner Winfred Lichuma, Commissioner Immaculate Kassit, former Cabinet Secretaries Hon. Sicily Kariuki and Prof. Margaret Kobia, and civil society leaders Irungu Houghton and Daisy Amdany's experiences provided invaluable guidance on navigating leadership terrain



Ms. Vivianne Ngugi gives highlights on adaptive leadership, digital branding, and strategic communication.

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unique to women.

Sessions explored digital branding, and leveraging social media, while also confronting the challenges of online harassment, hard decision-making, alliance-building, and organizational politics.

Beyond individual growth, the EWLP fosters a Community of Practice, enabling executive women leaders share strategies, mentor one another, and amplify collective impact. By combining skill development with networking, the program ensures women not only occupy seats at decision-making tables but are empowered to change leadership across Kenya.



Blue fascinators for the ladies in solidarity of the 16 days activism against Gender Based Violence.

Leadership, Life, Fire & Community

BY KEFFAS MUTETHIA



This week, the participant leaders stepped into a journey of challenge, reflection, service, and discovery:

The Cookout Experience

There were plans, knives, and fire for an outdoors cookout where goats were slaughtered, ugali was stirred over open flames, choma sizzled, and pilau pots simmered as groups worked shoulder-to-shoulder. There was a story behind the smoke — rolling up sleeves, negotiating roles, and discovering the humility and unity that real leadership demands. One participant remarked, “You learn a lot about a leader when they are holding a cooking stick, not a microphone.”

Leadership, Life, Fire & Community



Service on the Shores: A CSR Mission with Heart

Midweek, the leadership cohort guided by Mr. Evans Ayao, Ms. Rahab Njoroge, Ms. Eveline Mathuki and Mr. Gideon Wandabwa, Experiential Learning facilitators, crossed the waters to Wasini Island for a mission that touched more than skill and strategy. Arriving with donations the team embraced their role as servants of the community. Children smiled, elders offered blessings, and the quiet gratitude expressed by the residents reminded every participant that leadership is not measured only in performance dashboards, but also in moments of compassion.



A Closing Ceremony Lit by Wisdom: The DG's Five Gs

The week found its crescendo during the closing dinner ceremony of the SLDP participants from all campuses gathered at the Matuga Campus. The Director General, Prof. Nura Mohamed, delivered a message that was grounding and energizing. He spoke of the Five Gs – God, Goal, Gratitude, Grow, Glow – a leadership philosophy that calls leaders to remain anchored, focused, thankful, ever-learning, and radiant in their work. Together with him at the closing were Mr. Dennis Marube, Deputy Director, Matuga, the able facilitators- Ms. Rahab Njoroge, Mr. Evans Ayao, Mr. Yophen Barongo and Mr. Gideon Wandabwa.

Reframing Development: Kajiado Levels Up Gender Mainstreaming

BY FA PURITY KAGENDO AND
EMILY BOSIBORI

During the first week of December, the Kenya School of Government, through its Institute for Gender and Social Development, convened an intensive Gender Mainstreaming in Development Programme for officials from the County Government of Kajiado.

The programme brought together gender leaders and county focal persons with a shared objective aimed at strengthening their capacity to champion gender equality across their departments and embed responsive practices into planning, budgeting, policy formulation, communication, and public service delivery.

The five-day engagement was painstakingly crafted to bridge knowledge gaps and translate gender principles into actionable strategies. Participants explored foundational gender concepts, contemplating on distinctions between sex and gender, the social construction of roles, and the pervasive influence of culture and patriarchy in shaping opportunities and societal expectations.

These discussions offered a safe space for participants to critically examine every day norms and practices that reinforce inequality, prompting reflections on how gendered experiences mold development outcomes in Kajiado County.

Interactive case studies anchored theory in practice. Participants analyzed real-world gender inequalities, identified



Institute for Gender and Social Development Director Ms. Betty Gachire and Research Fellow FA Purity Kagendo with participants from Kajiado County

systemic gaps, interrogated root causes, and proposed practical interventions. These exercises encouraged officers to connect training content with realities observed within workplaces, communities, and county programmes, thus fostering an

applied understanding of gender mainstreaming that goes beyond abstract concepts.

A standout component of the programme was the session on legal and policy frameworks for gender inclusion. Officers engaged with national instruments, including the Constitution of Kenya 2010, sectoral gender policies, and ratified international commitments, situating their work within an established legal and institutional context. This grounding established that gender mainstreaming is a development imperative besides being a statutory and moral responsibility.

The training additionally shed light on the critical importance of tracking gender outcomes. Participants utilized tools for integrating gender-responsive indicators into county monitoring systems, reporting sex-disaggregated data, and measuring the impact of gender initiatives. Practical sessions on

***Institutional
Planning and
Gender Responsive
Budgeting (GRB)
reveal that equality
cannot be achieved
without aligning
resources to
priorities.***

Reframing Development: Kajiado Levels Up Gender Mainstreaming

Institutional Planning and Gender-Responsive Budgeting (GRB) reinforced that equality is inextricably linked to resource allocation. By fusing gender considerations into planning and budgets, counties can ensure that development priorities are equitable and inclusive.

Public participation and community engagement were punctuated as essential for meaningful development, while a dedicated session on Gender-Based Violence (GBV) examined prevention, response mechanisms, and

interdepartmental collaboration to safeguard vulnerable groups and uphold human rights.

Beyond technical skills, the training created space for cultural reflection, particularly in the pastoralist context of Kajiado County. Participants engaged in candid discussions on how Maasai cultural practices, while rich and vibrant, can unintentionally propagate gender inequality. These forward-looking conversations affirmed that culture is not static and can evolve to support equality without losing its

essence.

As Kajiado County progresses in its development journey, this intensive programme has set the stage for a more inclusive, equitable, and sustainable approach to governance, empowering officials to act as agents of transformative change within their communities. Through incorporation of gender-responsive practices across systems, policies, and cultural narratives, the county is poised to ensure development benefits all residents, leaving no one behind.

Celebrating Kenya's Republic Day

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Jamhuri
Day

December 12, 2025

May our freedom remind us that when we
rise together, we rise stronger

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Procurement With a Human Touch: Ms. Hellen Mweruti



Ms. Hellen Mweruti,
Head of Procurement,
Matuga Campus

Procurement is often called the invisible engine of institutions – the department that ensures programs, staff, and operations have the resources they need, exactly when they need them. It is a careful balance of planning, compliance, coordination, and service delivery.

At the Kenya School of Government Matuga, this critical function is led with remarkable clarity, integrity, and warmth by Ms. Hellen Mweruti, the Head of Procurement.

Bulletin writer, **Keffas Mutethia**, had the opportunity to meet Ms. Mweruti to explore her human-centered, collaborative strategy in the Procurement function

In most organizations, procurement can seem distant,

bureaucratic, and rigid. Ms. Mweruti, however, describes her role differently. For her, procurement is about enabling people to do their work effectively while observing compliance with regulations.

“Behind every request is an officer trying to deliver a service,” she explains. “My role is to bridge those two worlds: to ensure processes are followed while making the system understandable and supportive.” This philosophy has helped redefine procurement at Matuga – not as a gatekeeper of resources, but as a trusted partner to departments, staff, interns, and suppliers alike.

A defining feature of Ms. Mweruti’s leadership is her approachability. Colleagues often describe her as calm, patient, and easy to talk to – qualities essential for building trust.

“People work better when they feel heard,” she says. “If I’m not approachable, the whole system becomes tense.”

The day-to-day operations of

procurement are dynamic and sometimes unpredictable. While there is no “typical” day, her schedule usually involves meetings with departments to clarify requirements, review documents, coordinate suppliers, and managing urgent requests. She describes this variety as energizing rather than overwhelming. “Every person has a different need, a different style, a different urgency,” she notes. “It keeps the work interesting and meaningful.”

Communication, Ms. Mweruti says, is central to balancing urgency with compliance. Departments often face pressing deadlines, while procurement regulations require careful documentation and fairness. Instead of simply rejecting requests that do not meet immediate standards, she takes time to explain alternatives, timelines, and legal requirements. This approach has reduced friction and created a culture where departments engage procurement early in their planning, building trust in the process.

Ms. Mweruti’s leadership style is rooted in trust, integrity, and commitment to service—a philosophy that extends both within the institution and beyond. Her office mentors interns, attachment students, and emerging procurement

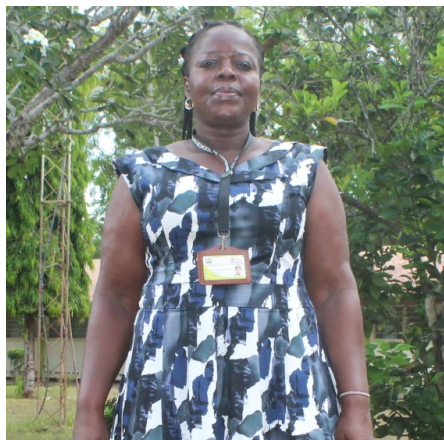
***“Procurement
functions best when
we walk together and
People work better
when they feel heard”***

~Hellen Mweruti

Procurement With a Human Touch: Ms. Hellen Mweruti

professionals, helping them see that it is not merely about purchasing but about safeguarding public resources with responsibility and ethical discipline.

Her leadership also shines in high-pressure situations such as last-minute requests, tight budgets, or urgent operational needs, which she approaches as opportunities for calm, solution-oriented thinking without compromising compliance. Colleagues note that her steadiness during such moments reassures staff and suppliers alike, enabling smoother workflows, reducing unnecessary tension, and strengthening the



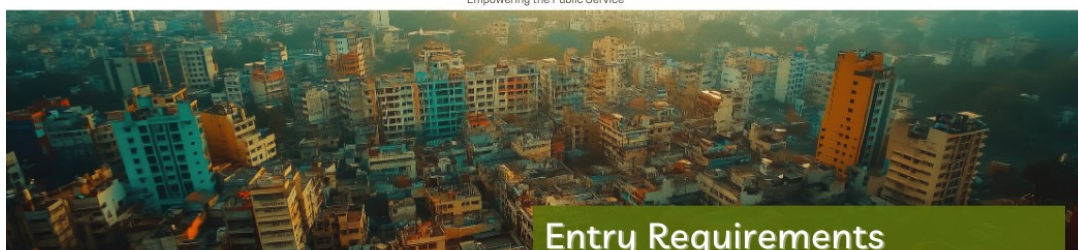
trust that defines her procurement management approach.

At the heart of Ms. Mweruti's philosophy is the "human touch" as she believes that procurement works best when people are respected and understood. Departments are not faceless requestors; suppliers are not mere vendors. Each interaction is a

human exchange, and treating it as such fosters communication, efficiency, and collaboration. By emphasizing relationships alongside rules, she has created a department that is as amiable as it is reliable.

Reflecting on her work, Ms. Hellen Mweruti shares that she hopes to be remembered as fair, kind, and someone who made procurement feel less like a barrier and more like an open, accessible process—reminding everyone that compliance can coexist with empathy and human understanding. "Procurement functions best when we walk together. My door is always open." She finishes.

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Amb. Muchiri's Farewell Luncheon



On 8th December, the Public Service Commission together with other senior officials amongst them Auditor General Nancy Gathungu, KSG Director General Prof. Nura Mohamed, PSC Vice Chairperson Mary Kimonye, CEO Paul Famba bid farewell to Amb. Anthony Muchiri who takes up a new diplomatic role. Many praised the outgoing Chairperson as a dynamic leader and a champion of reforms. Amb. Muchiri urged the Commission to continue upholding constitutionalism in the execution of its mandate and to remain firm in its course. He reflected on key achievements and expressed confidence in the Commission's leadership and the team he is leaving behind.

A Healthy Public Service in the Age of Lifestyle Diseases

BY RASHID MWINYI

Chronic lifestyle diseases are silently reshaping Kenya's health landscape. Unlike infectious diseases that present with urgency, these conditions develop slowly and quietly, often going unnoticed until serious complications occur. During a sensitization session at the Kenya School of Government (KSG) Baringo Campus, Dr. Perberei Yonah of Kerio Valley Hospital explained it vividly: "They don't announce themselves loudly; they creep in like a visitor who never leaves." This captures the hidden danger of lifestyle diseases—they feed on daily habits.

Why Sensitization Matters:

Health sensitization sessions, such as those held at KSG, play a crucial role in strengthening the public service. Public servants often work long hours in stressful and sedentary environments, placing them at high risk of hypertension, diabetes, and heart disease. By equipping staff with knowledge on healthy living, these sessions help reduce absenteeism, improve productivity, and prevent premature retirement caused by preventable illnesses.

Early detection is especially important. Routine screenings for conditions such as high blood pressure, high blood sugar, and certain cancers significantly

improve treatment outcomes. For government, prevention also means reduced healthcare costs and a healthier, more effective workforce.

A Growing National Burden:

Kenya's burden of chronic diseases continues to rise. In 2014, lifestyle diseases accounted for 27% of the national disease load; today the figure is 33% and could reach 55% by 2030. Globally, chronic diseases account for 70% of all deaths, with many victims in their most productive years. In Kenya, cancer cases are increasing sharply, with 42,000 new cases and 27,000 deaths reported annually. Heart disease, diabetes, obesity, and chronic respiratory illnesses also continue to rise.

What Drives These Conditions?

Unhealthy diets, processed foods, excess sugar and salt,

lack of physical activity, alcohol abuse, stress, and poor sleep are major contributors. Early warning signs—including chest pain, facial drooping, dizziness, unexplained weight loss, or a large waistline—often go unnoticed.

Prevention Starts with Daily Choices:

The good news is that most lifestyle diseases are preventable. A balanced diet, regular exercise, proper sleep, stress management, and annual medical check-ups greatly reduce risk. As Dr. Yonah noted, Kenya is dealing with both infectious and lifestyle diseases simultaneously—making prevention more urgent than ever.

The message is clear: everyday choices shape our long-term health. Prevention is not an event, but a daily commitment to a healthier future



Activities at our Baringo Campus



A delegation led by UDA Secretary General Hon. Hassan Omar, accompanied by Baringo County Deputy Governor Hon. Felix Maiyo paid a courtesy call to the KSG Baringo Campus Director, Dr. Wesley Kiprop. The visit took place on the sidelines of the ongoing UDA grassroots election sensitization activities in the region.

Their engagement underscored the importance of collaborative dialogue between political leadership and public sector training institutions. The discussion highlighted opportunities for strengthening capacity building, leadership development, and ensuring informed participation within devolved governance structures.



Mr. John Napoo, KSG Baringo Campus Deputy Director Learning and Development, facilitating an insightful session on Leadership and Management with participants undertaking the Diploma in Public Administration on Monday 8th December 2025.

This session explored the delicate balance between political expectations and administrative professionalism, a core competency for effective public service delivery.

Feedback: A Practical Path to Better Performance

BY ELIAS MAKOKHA

Feedback is one of the quiet forces that shapes performance within any organization. When it is clear, timely, and consistent, teams function with confidence: expectations align, processes flow, and people know exactly where and how to improve. But when feedback becomes vague, overly polite, or delayed, the effects show almost immediately. Mistakes repeat, timelines drift, and supervisors find themselves addressing the same issues quarter after quarter.

In the public service where work is highly interconnected and time-sensitive, unclear feedback stalls collective progress and erodes the culture of accountability that institutions rely on.

Picture this, a department is preparing a consolidated report that relies on inputs from several teams. Deadlines are tight, coordination is crucial, and every submission affects the next. One officer submits their section two days late, causing a ripple effect that delays the entire report. A meeting is called. Wanting to remain cordial, the supervisor offers feedback along the lines of, "You've been doing a good job, let's just try to work on timelines." The officer nods. The meeting ends on a friendly note. Yet, despite the pleasant tone, the message is unclear. What exactly went wrong? How serious was it? What should change next time? And predictably, the same issue resurfaces in the next cycle.

This isn't a lack of commitment from either party; it's a lack of clarity. According to a

2024 Deloitte study on organizational performance, 72% of employees reported that unclear feedback directly affected their ability to meet objectives. The research outlined that employees perform best when expectations are explicit, and feedback focuses on specific behaviors rather than general statements. High-performing organizations don't leave feedback to chance, they structure it, building systems and routines that ensure staff understand not just what went well or poorly, but why it matters and what actions to take next.

One practical approach is the Observation-Impact-Future (O-I-F) model. It offers a simple, respectful way to make feedback meaningful and actionable.

The Observation element focuses on stating what actually happened. Not assumptions, not interpretations, just facts. This shifts the conversation from personal judgment to concrete behaviour. For example, instead of saying, "You're constantly missing deadlines," a supervisor might say something like, "The project report was submitted two days past the agreed deadline." This specific framing reduces defensiveness and ensures both

parties are discussing the same reality.

The Impact element, explains why the issue matters. In public service settings, an individual action often affects multiple teams. When the officer understands the consequence, for example, "The delay meant the procurement team couldn't complete their section, which pushed the final submission behind schedule" feedback becomes more than correction. It becomes insight while building awareness of the wider system and encourages responsibility.

While the Future element focuses on improvement. Instead of leaving someone wondering what to do differently, it provides clarity: "In future, please alert the team early if you foresee challenges meeting the deadline so we can adjust tasks and avoid delays." This shifts feedback from criticism to guidance and gives people a clear path forward.

Overall, this model strengthens accountability without undermining morale. It supports learning over blame, builds confidence, and reinforces a culture of professionalism, qualities at the heart of effective public service.

Ultimately, feedback is not just a conversation; it is a leadership practice. When done well, it sharpens performance, builds trust, and strengthens institutions. And when we communicate with clarity, courage, and intention, we create teams that don't just work harder but work smarter, together, and in service of the Kenyan public.



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Fare thee well Commissioner Diana Mbugua



Ms. Teresia Murugi of the Kenya School of Government – Security Management Institute, joined the Diploma in Public Administration participants at the burial of Ms. Diana Wamaitha Mbugua. A valued member of the DPA Cohort at Lower Kabete, Diana's dedication to public service and her commitment to learning left a lasting impression on colleagues and fellow participants. The Kenya School of Government extends its deepest condolences to her family, friends, and all who were touched by her life.

Life Quote

It doesn't matter what you do, he said, so long as you change something from the way it was before you touched it into something that's like you after you take your hands away. The difference between the man who just cuts lawns and a real gardener is in the touching, he said. The lawn-cutter might just as well not have been there at all; the gardener will be there a lifetime.

- Ray Bradbury

A Space for Prayer, Reflection, and Renewal



Kenya School of Government
Empowering the Public Service

KSG CHAPLAINCY *Service Schedule*

Period: July 2025 - June 2026

Day	Denomination/ Institution Allocated Chapel Use	Time
Monday	Catholic Church	5:30 p.m. - 7:30 p.m.
Tuesday	Anglican Church of Kenya (A.C.K)	9:00 a.m. - 2:00 p.m.
Wednesday	KSG Chaplaincy (Pastoral Counseling Services)	2:00 p.m. - 4:00 p.m.
	KSG Praise & Worship Team	5:00 p.m. - 7:30 p.m.
Thursday	Africa Inland Church - Kenya (A.I.C)	5:30p.m. - 7:30 p.m.
Friday	KSG Chaplaincy (Individual & Corporate Prayer)	5:30 p.m. - 7:30 p.m.
Saturday	Seventh Day Adventists (SDA)	6:00 a.m. - 6:00 p.m.
Sunday	1st Service: KSG Chaplaincy led service (Staff & participants)	8:30 a.m. - 10:30 a.m.
	2nd Service: Anglican Church of Kenya (A.C.K)	11:00 a.m. - 3:00 p.m.
	KSG Administration Staff (Chapel cleaning in preparation for the week)	4:00 p.m. - 6:30 p.m.

N/B:

1. The coordination role is under the School Chaplaincy
2. The KSG Chaplaincy shall facilitate staff & participants to worship in the Chapel every day from 6 A.M. to 7 A.M. & during lunch breaks
3. Adherence to the **Service Schedule:** the KSG Chaplaincy shall ensure compliance to the use of the Chapel as stipulated in the Policy.

All are welcome

Embu Campus

Diploma in Public Administration- State Department for Interior	17th November - 6th February, 2026
Senior Management Course 252/2025	24th November -19th December, 2025

Baringo Campus

Diploma in Public Administration	17th November -19thDecember, 2025
Team Building- Kenya National Shipping Limited	12th - 15th December, 2025

Matuga Campus

Strategic Leadership Development Program No.506/2025	13th October -19th December, 2025
Diploma in Public Administration No. 3/2025	November 17th, 2025 - February 20th, 2026
Supervisory Skills Development Course No. 41/2025	November 24th - 19th December, 2025
SLDP No.500/2025 and SLDP No.502/2025	15th -19th December,2025
KEMFSED-Kwale	15th - 20th December,2026

Mombasa Campus

Retirement Planning	17th November - 21st December, 2025
Diploma in Public Administration	17th November - 6th March, 2026
Workshop – TOT EGP	8th -19th December, 2025
Induction Program for New Board Members Meru Youth Service	15th - 19th December,2025
Induction Program for Board Members Taita Taveta County Public Service Board	15th - 19th December,2025
Workshop Narok North NG -CDF	14th - 19th December,2025
Workshop NG-CDF Igembe South Constituency	16th -19th December,2025
Workshop Nyando NG-CDF	15th - 17th December,2025
Workshop Taita Taveta University	15th - 17th December,2025

Lower Kabete

Diploma in Public Administration- Ministry of Interior	17th November 2025- 26th March, 2026
Africa International Leaders Conference University Bible Fellowship	12th -14th December, 2025
The Judiciary of Kenya	18th - 19th December, 2025
Workshop IRC Wash	15th-16th December, 2025
Team Building Office of the First Lady	15th-16th December, 2025
Workshop VNG International	16th December, 2025
Workshop National Environmental Management Authority	16th December, 2025
Interns Induction Seminar State Department for Housing	16th December, 2025

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