

19th -23rd January 2026

## When Institutions Think Ahead, Nations Govern Better



Dr. Jane Kere Imbunya, Principal Secretary, State Department for Public Service and Human Capital Development with a section of the leaders and faculty at the Kenya School of Government at the 2nd Annual Faculty Convention at the Mombasa Campus

### BY GLENN LUMITI

From January 12-14, 2026, KSG faculty from all campuses, alongside senior leadership led by Director General Prof. Nura Mohamed, Dr. Tom Wanyama, Dr. Josephine Mwanzia, and Campus Director Dr. Rukia Atikiya, gathered at KSG Mombasa for the 2nd Annual Faculty Conference 2026.

Dr. Jane Kere Imbunya, Principal Secretary, State Department for Public Service and Human Capital Development officiating this strategic faculty convention captured that the School is not merely in the business of instruction; it is in the business of shaping mindsets, professional judgment, and

leadership culture across the state. In an era defined by the Bottom-Up Economic Transformation Agenda, digital governance, climate risk, demographic pressure, and artificial intelligence, that role is no longer optional, but existential.

Themed “Reinforcing Excellence, Collaboration, and Innovation in Public Service Capacity Development, the gathering was framed by the reality that “Kenya’s future will not be decided by slogans, budgets, or even laws alone. It will be shaped quietly but decisively by the quality of judgment exercised inside its public institutions. It also comes at a moment when governance is

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# When Institutions Think Ahead, Nations Govern Better

under pressure from complexity, speed, and rising citizen expectations, making the conference a timely and serious intervention in how the Kenyan state prepares to lead, coordinate, and deliver.

Across the deliberations, a consistent argument emerged: capacity is not about manuals, but judgment. Public servants today operate in environments where precedence lags behind reality and where decisions must often be made before certainty arrives. In such conditions, the failure of governance is rarely ideological; it is cognitive and institutional.

Prof. Mohamed articulated this with uncommon clarity. "Institutions do not usually fail at the height of crisis. They lose their footing at moments of renewal when activity is mistaken for progress, and movement for direction. For KSG, the task is therefore to teach not from the present tense, but from the future conditional: what will soon be required, what will soon fail, and what will soon be questioned," he stated.

This reframing elevates faculty from transmitters of content to architects of state judgment. Knowledge alone is insufficient; relevance expires quickly. What endures is the ability to think systemically, anticipate second-order effects, and act with ethical restraint under pressure.

Several speakers emphasized a truth often left unstated in public administration: faculty shape institutional culture. Just as medics define hospitals and officers define the military, faculty define the standards, ethics, and habits of public service leadership.

Dr. Josephine Mwanzia underscored this responsibility, noting that today's public servants arrive as experienced professionals. They expect value, challenge, and relevance. This demand requires faculty to continually renew their own competencies, attitudes, and methods remaining intellectually ahead, ethically grounded, and practically engaged.

This insistence on self-

renewal was echoed in calls for deeper research, global exposure, and the establishment of a Strategic Foresight and Public Service of the Future Unit at KSG, an acknowledgment that a school of government that does not generate insight eventually loses the authority to teach.

Crucially, the convention reaffirmed the institutional symbiosis between KSG and the State Department for Public Service. Dr. Imbunya described the relationship as inseparable: "policy ambition without capacity is illusion, and capacity without policy direction is drift."

Her assurance of sustained support positioned KSG as a trusted partner in execution, one expected to translate national vision into operational competence.

In this sense, the Faculty Convention was about the next generation of governance. And in the quiet seriousness of its conversations lies a reminder worth heeding: when institutions think ahead, nations govern better.



Dr. Jane Kere Imbunya (seated centre), Director General, Prof. Nura Mohamed (4th left) together with other leaders and faculty of the School.



## *Resolutions from the KSG Faculty Convention*

The 2nd Annual Faculty Convention 2026, convened from 12th to 14th January 2026 at KSG Mombasa Campus, provides a structured platform for institutional reflection, professional dialogue, and internal alignment around KSG's strategic direction and performance standards.

Themed "Reinforcing Excellence, Collaboration, and Innovation in Public Service Capacity Development," the Convention seeks to foster best faculty practice, rethink curricula, and sharpen KSG's contribution to national transformation - including long-term aspirations articulated as Kenya's pathway to a "Singapore moment" by mid-century - through a public service that is competent, ethical, agile, and citizen-focused.

### **KSG Faculty resolved to:**

1. Accelerate curriculum review to embed future-oriented content (including AI and digital governance, climate governance, and complex policy environments) and to support Kenya's long-term national transformation aspirations;
2. Enhance judgment-based leadership development within KSG programs through increased use of case studies, simulations, applied learning projects, and ethical decision-making frameworks that reflect real-world governance challenges;
3. Improve the quality, relevance, and governance of research, consultancy, and policy outputs, including a review of program-linked research components to generate actionable policy recommendations and bolster KSG's credibility as a knowledge hub;
4. Advance KSG's think-tank and advisory role by strengthening research-to-policy pathways, developing targeted policy briefs and case study compendiums, and elevating KSG's intellectual leadership in national public service discourse;
5. Invest in digital readiness by prioritizing reliable campus connectivity, equipping faculty with appropriate ICT tools, and expanding blended learning approaches that broaden KSG's reach while maintaining high training quality.
6. Strengthen internal collaboration across campuses through structured Communities of Practice, inter-campus faculty teams, and shared program delivery, research, and innovation platforms that foster unity of purpose and collective expertise.
7. Address operational enablers for enhanced faculty performance, including predictable administrative support, equitable access to consultancy and innovation opportunities, and transparent staff deployment and succession planning mechanisms.
8. Develop and integrate an actionable 2026 Faculty Work Plan stemming from the Convention deliberations, with clear responsibilities, timelines, and monitoring mechanisms, to be finalized and adopted by KSG leadership at the conclusion of the Convention.

The Convention concluded with a unified resolve to implement these agreed upon actions in 2026, positioning KSG to more effectively support a public service that is responsive, future-ready, and transformative for Kenya's development goals.



## Sights at the 2nd Faculty Retreat



Faculty members drawn from all KSG Campuses at the Convention



Gearing up for the Kikuyu themed lunch



There was also a Swahili themed dinner



Team building was part of the activities that characterized the Convention



# Giving Credit Where It Is Due: Recognizing Excellence

BY GLENN LUMITI

The 2nd Annual Faculty Convention 2026 concluded with a recognition ceremony celebrating excellence and measurable progress across the institution. Awards were presented to institutes, departments, and campuses that demonstrated outstanding performance in service delivery, reinforcing KSG's commitment to discipline, effectiveness, and integrity in public service.

In a year defined by rigorous performance benchmarks and internal review, recognition was grounded in evidence, delivery, and institutional contribution. Excellence, as affirmed at the Convention, was not aspirational but demonstrable.

The e-Learning and Information Technology Institute (eLITI) was named Best Institute, reflecting School's growing emphasis on digitization and technological fluency as critical enablers of capacity building and innovation in the public service. The Security Management Institute and the Institute for Devolution Studies placed second and third, respectively.

The Best Department award went to the Human Resource Management and Development, underscoring the central role of effective human capital management in driving



Ranked Best Institute at KSG, e-Learning & Information Technology Institute led by their Director Dr. Eng. Joseph Ndung'u receives their award from Prof. Nura Mohamed.

institutional transformation. Administration Services and the Library and Documentation Services Department emerged second and third, respectively.

At the campus level, Embu Campus was recognized as Best Campus, a reflection of consistent operational discipline, timely execution, and effective documentation. Mombasa Campus and Baringo Campus followed in second and third place, illustrating the importance of maintaining uniform standards across the School.

The forum also celebrated progress through the Most Improved awards. The Security Management Institute was named Most Improved Institute, the ICT and e-Services

Department was recognized as Most Improved Department, and Baringo Campus received the Most Improved Campus award. These recognitions highlighted commitment to a performance culture that values learning, adaptability, and continuous improvement.

Through such acknowledgement, KSG sustains that recognition is not merely celebratory but directional signalling the standards and values that define a future-ready public service. The Faculty Convention demonstrated that sustainable reform is shaped not only by policy and vision, but by the everyday institutional choices that define what truly counts.



Prof. Mohamed presents the award of Best Campus to staff from KSG Embu.



## KSG Faculty Convention 2026 – Awards and Recognitions

### Best Institute

**1st Place:** e-Learning & Information Technology Institute

**2nd Place:** Security Management Institute

**3rd Place:** Institute for Devolution Studies

### Best Department

**1st Place:** Human Resource Management & Development

**2nd Place:** Administration Services

**3rd Place:** Library & Documentation Services

### Best Campus

**1st Place:** Embu Campus

**2nd Place:** Mombasa Campus

**3rd Place:** Baringo Campus

### Most Improved Institute

Security Management Institute

### Most Improved Department

ICT & e-Services Department

### Most Improved Campus

Baringo Campus



Director General Prof. Nura Mohamed (in blue) with Mombasa Campus team (right) 2nd Place holders of Most Improved Campus and Baringo Campus team the third place holders of most improved Campus.



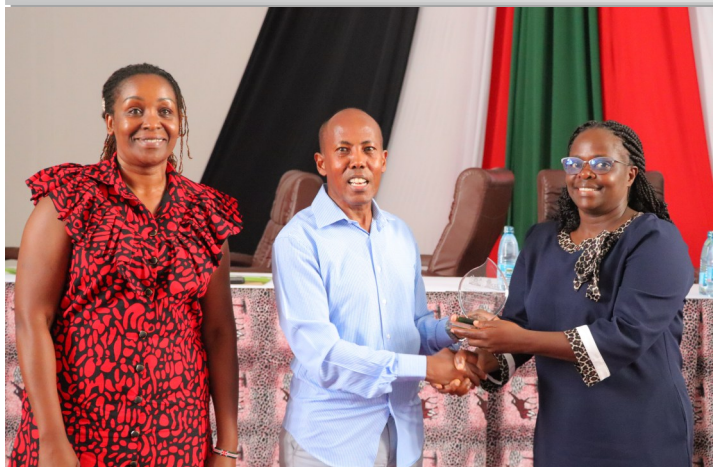
## Winners at the Awards Ceremony



Director General Prof. Nura Mohamed awards 2nd best Institute Security Management Institute (Right) and 3rd best Institute for Devolution Studies. The awards are received by Directors FCPA Andrew Rori and Mr. Humphrey Mokaya accompanied by a section of their teams.



*Left:* 1st Place Department :Human Resource Management & Development received by Deputy Director, Ms. Florence Wanguku and Ms. Annastacia Mwova and *(right)* 2nd best Department: Administration Services receive their awards through Deputy Director, Ms. Nkoroi Laikera.



3rd Place best Department: Library & Documentation Services (right) received by Dr. Julia Ameru and Ms. Caroline Nyaga while the Most Improved Department: ICT & e-Services Department Assistant Director, John Kirimi, awarded by the Director General .



## A Year Rooted in Gratitude: Matuga Begins 2026 with Prayer and Purpose

BY KEFFAS MUTETHIA

As the Kenya School of Government (KSG) Matuga Campus began the year 2026, staff gathered in prayer during the New Year Prayer and Thanksgiving Service a moment to reflect, give thanks, and commit the year's work and responsibilities to God. The service underscored that effective public service is grounded not only in skills and systems, but also in values, faith, and purpose.

Led by Reverend Zakayo Musomta, the service centered on the theme of thanksgiving. Drawing from scriptures including 1 Thessalonians 5:18, Psalm 105:1, Romans 8:28, and Philippians 4:4-7 and 4:19, he emphasized gratitude as a daily discipline. Staff were encouraged to give thanks in all circumstances, trust in God's guidance, and approach both success and challenge with faith and prayer.

This message resonated strongly within the public service context, where capacity building, leadership development, and values formation often unfold

amid high expectations and limited resources. Thanksgiving was presented as a source of resilience, clarity, and peace in the face of demanding responsibilities.

The Deputy Director, Learning and Development, Mr. Dennis Marube, reinforced the connection between prayer and the campus mandate, noting that "the beginning of a new year is both a moment of reflection and a call to renewal." He reminded staff of KSG's "noble responsibility of shaping the competence, integrity, and leadership values of the public service," emphasizing that excellence extends beyond qualifications to include integrity, discipline, compassion, accountability, and ethical conduct. He urged staff to view prayer "not as a ritual, but as a compass that guides decisions, strengthens teamwork, and aligns individual effort with institutional goals," calling for unity, innovation, and resilience.

Mr. Marube also highlighted the human dimension of public service, encouraging compassion and support for colleagues and



Reverend Zakayo Musomta leads the Kenya School of Government – Matuga Campus community in New Year prayers, emphasizing thanksgiving, faith, and trust in God as the foundation for service in 2026.

clients facing challenges, and affirming that strong institutions are built through care, empathy, and mutual respect.

Further reinforcing the message, Mr. Timothy Mwakio, Head of Department Hospitality Services, encouraged staff to put God first in their work, give thanks in all situations, and support one another as one family, underscoring the importance of teamwork in sustaining excellence.

Overall, the service provided a clear lens through which staff can approach their work in 2026, calling on all cadres to carry the spirit of gratitude into daily tasks and interactions. By anchoring service in faith and shared values, the campus is better positioned to meet public service demands and contribute meaningfully to national development.



Staff of the Matuga Campus participate in New Year prayers, committing the year ahead to service, unity, and gratitude.



# Prayer Day at the Baringo Campus



The Kenya School Government Baringo Campus fraternity led by the Campus Director, Dr. Wesley Kiprop, and Deputy Director, Mr. John Napoo during a thanksgiving and Prayer session to mark the beginning of 2026, an occasion dedicated to expressing gratitude and seeking divine guidance for the year ahead on Wednesday 7th January 2026.

The ceremony featured prayers and a dedication session led by Rev. Japheth Kanguony, emphasizing the importance of starting our year with gratitude and committing all our endeavors to God's guidance. Through collective thanksgiving, we reflected on past achievements, sought blessings for our personal growth and institutional success, and reaffirmed our dedication to service excellence and holistic development.

The event also provided an opportunity for us to strengthen bonds, align visions, and set a tone of collaboration and dedication for the year ahead.



# Clear Communication: The Real Mark of Professionalism

BY ELIAS MAKOKHA

Professionalism at work is often thought of as meeting deadlines, producing quality work, or putting in long hours. But in truth, it starts much earlier, it starts with communication. How we ask questions, confirm instructions, give updates, and follow through defines not only our individual performance but also the effectiveness of the entire team. Clear communication turns effort into results while weak communication turns good intentions into confusion, delays, and frustration. Think of it as the foundation of a building; without it, the structure will wobble, no matter how strong the walls are.

Imagine this: you walk into a restaurant with colleagues or family. You place your order, thinking everything is clear. You wait, chat, and enjoy the atmosphere. When the food arrives, it's not what you expected. The main dish is wrong, the side dish is missing, maybe someone else's order ended up at your table. You smile politely, but inside you're frustrated. You thought you were clear. Yet the outcome missed your expectations. At work, this happens every day, and the stakes are higher than a meal. A small miscommunication in the office can ripple into wasted time, repeated work, or missed deadlines.

In our workplaces, such kind of miscommunication can manifest in various ways: an email that is vague or unclear, instructions that are assumed rather than confirmed, or updates that are delayed or omitted. Each small gap in communication introduces uncertainty, and when multiplied across teams, projects,

or departments, it can stall progress. Consider a project where team members are unsure of their responsibilities. Tasks overlap, deadlines are missed, and energy is wasted in clarifying what should have been obvious from the start. The result is stress, frustration, and sometimes, even reputational damage for both the individuals and the organization.

The good news is that effective communication is a skill, and like any other skill, it can be developed through consistent habits. One of the simplest yet most powerful habits is active listening. Listening carefully to understand rather than to respond reduces the likelihood of assumptions and errors. When you take the time to repeat or paraphrase instructions, it ensures clarity and signals to your colleagues that you are engaged and committed.

Another habit is asking precise questions. Rather than guessing or making assumptions, seeking clarification upfront saves time and effort later. Questions such as "Can you confirm the priority of these tasks?" or "Am I correct that the deadline is Friday, 5 PM?" prevent misunderstandings that could derail a project.

Providing timely updates is equally crucial. Even when progress is slower than expected, informing colleagues or supervisor of the status allows teams to adjust plans, offer support, or reprioritize tasks. Silence in this case can be interpreted as progress, leading to surprises and unnecessary tension when deadlines approach.

Equally important is written communication. Emails, chat

messages, and project notes serve as records that everyone can refer back to. Writing clearly and concisely, with action points and deadlines, reduces ambiguity. Pairing this with verbal check-ins creates a balance that ensures all parties are aligned.

Cultivating these habits benefits both individuals and the organization. For the individual, clear communication builds trust, enhances credibility, and often leads to greater career opportunities. For the organization, it ensures efficiency, reduces errors, and strengthens teamwork. Over time, a culture of open, precise, and timely communication becomes self-reinforcing: as everyone adopts these practices, projects flow more smoothly, decisions are made faster, and the team can focus on delivering value rather than untangling confusion.

Ultimately, professionalism is not only about what you do but how you make others feel through your interactions. Consistent, thoughtful communication demonstrates respect for others' time and effort, shows commitment to quality, and signals that you are someone others can rely on. Small adjustments in how we communicate can transform ordinary work into excellent outcomes.

As the year unfolds, make a conscious effort to strengthen your communication habits. Treat each interaction as an opportunity to clarify, connect, and contribute. Whether in meetings, emails, or informal conversations, aim to leave no room for assumptions. By doing so, you are not just completing tasks but you are laying the foundation for a professional environment.



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Empowering the Public Service

## Accounting Officers Program for Chief Executive Officers

Preparing for an exciting and successful tenure



**Program Dates:**  
**9 – 13 February, 2026**

**Venue:**  
**Kenya School of Government  
Mombasa Campus**

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**CONTACT:** Ephline Okoth  
Tel: 0710970118  
Email: [ephline.okoth@ksg.ac.ke](mailto:ephline.okoth@ksg.ac.ke)



## LPNT International Study



Cohort 2 of the Leadership Program for National Transformation (LPNT) has been on an international study tour at INSP in Paris, France from January 12 - 16, 2026. Lessons from comparative global experiences are gained from the one-week module at a KSG-sister institution in a country that has demonstrably realized greater achievements in national transformation.

## Bereavement



Ms. Teresia Murugi of the Security Management Institute reads the message of condolence from the Director General, Prof. Nura Mohamed. Together with her are staff from Lower Kabete Campus during the bur ceremony of the late Dr. Joseph Jimmy Kiplagat, father to Ms. Grace Jebichii of the Administration Services Department.



# Your Space for Prayer, Reflection, and Renewal



**Kenya School of Government**  
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## 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	<b>1st Service:</b> KSG Chaplaincy led service (Staff & participants)	8:30 a.m. - 10:30 a.m.
	<b>2nd Service:</b> 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*



## Leadership Lesson

**A leader builds strength by embracing difference, knowing that unity is forged not by sameness, but by respect.**

True leadership is rooted in inclusivity – seeking diverse perspectives and creating spaces where every voice matters to unlock collective wisdom and unity.

By valuing people for who they are and what they bring, leaders build trust, shared ownership, and teams that thrive together.

-Nelson Mandela

### HAVE YOUR SAY



**Dama Tash** · 1d  by author

KSG i celebrate you....was at Embu campus in 2024 heavily pregnant for almost 4months boarding for DPA and i got wonderful treatment....tulikula tukashibaaa

### WORD OF THE WEEK

**Job 22:28**

"What you decide on will be done, and light will shine on your ways."



**Embu Campus**

Diploma In Public Administration	17th November, 2025 - 6th March, 2026
Strategic Leadership Development Program No. 512/2025	19th January - 27th February, 2026
Management Course for Office Admin	19th January - 13th February, 2026
Senior Management Course No.254/2026	12th January- 6th February, 2026
Senior Management Course Online No. 255/2026	12th January - 6th March, 2026
Strategic Leadership Development Program No. 517/2025	19th January - 6th March, 2026
Induction Program for Public Service Excellence- Kitui County Assembly	19th - 23rd January, 2026
Retirement planning Program- Policy Holders Compensation Fund	19th - 23rd January, 2026
SSDC- State Department for Foreign Affairs	19th - 23rd January, 2026
KURA Evaluation(Upper eastern Region)- Kenya Urban Roads Authority	13th -25th January, 2026
KURA Evaluation(Central Region)- Kenya Urban Roads Authority	13th -26th January, 2026
Strategic Leadership Development Program No. 511/2025	19th - 23rd January, 2026
KEEP Action Plan conference- State Department for Energy	19th - 23rd January, 2026
Kenya Civil Aviation Authority	19th - 23rd January 2026
State Department for Housing & Urban Development	19th & 20th January, 2026
KIPI workshop- Kenya Industrial Property Institute	19th - 23rd January, 2026
Review of HR Instruments-Kenya Trade Network Agency	19th - 23rd January, 2026

**Baringo Campus**

Strategic Leadership Development Program No.518/2026	19th January - 27th February, 2026
Strategic Leadership Development Program Online No.519/2026	19th January - 27th March, 2026
Senior Management Course. No:220/2026	12th January- 6th February, 2026
Diploma in Public Administration cohort 10	12th January - 27th February, 2026
Senior Management Course Online.No:221/2026	12th January - 6th March, 2026

**Matuga Campus**

Diploma in Public Administration NO. 3/2025	17th November, 2025 - 20th February, 2026
Senior Management Course No. 148/2025	19th January - 13th March, 2026
Senior Management Course No. 145/2025	21st October - 16th January, 2026
Supervisory Skills Development Course NO. 43/2026	12th -26th January, 2026
Agriculture Food Authority, Nuts and Oil Crops Directorate	19th -20th January, 2026

**Mombasa Campus**

Strategic Leadership Development Program No/ 513/2026	19th January - 27th February,2026
Diploma in Public Administration	17th November - 6th March, 2025
Senior Management Course No.209/2026	2th January - 6th February,2026
Senior Management Course No.210/2026	12th January - 6th March,2026
Strategic Leadership Development Program No /514/2026	19th - 27th March,2026
ICT Skills Sensitization Training -Baringo County Assembly	19th -23rd January,2026
Induction Program County Assembly service Board/ Samburu County Service Board	19th -23rd January,2026
Workshop Cabinet Office (Cabinet Memorandum Training) KSG Nairobi	19th -23rd January,2026
Workshop National Commission for Technology & Innovation( NACOSTI)	20th - 21st January,2026
Workshop EGP Training	12th -23rd January,2026
Workshop NITA	12th - 20th January,2026

**Lower Kabete**

Management Course for Office Administrators	19th January -13th February, 2026
Strategic Leadership Development Programme No. 515/2026 -Class A	19th January -27th February, 2026
Diploma in Public Administration Ministry of Interior -SMI	17th November - 26th March,2026
Senior Management course No. 451/2025 - Class A	12th January - 6th February, 2026
Strategic Leadership Development Programme No. 515/2026- Class B	19th January -27th February, 2026
Senior Management course No. 451/2025 - Class B	12th January - 6th February, 2026
Strategic Leadership Development Programme No. 516/2026 -Group A	19th January -27th March, 2026
Senior Management Course No. 452/2025 -Group B	12th January - 6th March, 2026
Senior Management course No. 452/2025 Group A	12th January - 6th March, 2026
Strategic Leadership Development Programme No. 516/2026 -Group B	19th January -27th March, 2026
Senior Management Course No. 452/2025 -Group C	12th January - 6th March, 2026
Strategic Leadership Development Programme No. 516/2026 -Group C	9th January -27th March, 2026
Conduct of meetings and Minute Writing Course No. 46/2026	19th - 23rd January, 2026
Cabinet Memo Program Cabinet Affairs Office	19th - 23rd January, 2026
eGP Training of Trainers The National Treasury - eLITI	12th - 23rd January, 2026



**Editor**

Faith Musoga

**Writers**

Sharon Ngina  
Glenn Lumiti  
Christine Rwamba  
Tabitha Kemunto  
Douglas Mochama

Sonia Kale  
Keffas Mutethis  
Rashid Mwinyi  
David Muturi

**Photographers**

Walter Mikwa  
Elias Makokha  
Bosco Marangu  
Phyllies Muili

**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.ke](http://www.ksg.ac.ke)Email: [directorgeneral@ksg.ac.ke](mailto:directorgeneral@ksg.ac.ke)Admissions: [info@ksg.ac.ke](mailto:info@ksg.ac.ke)**e-Learning and Information Technology Institute**

P.O Box 30627 – 00100 Nairobi, Kenya

Tel: +254-20-3535873/4/+254-728-606991

Email: [director.eldi@ksg.ac.ke](mailto:director.eldi@ksg.ac.ke)Admissions: [info.eldi@ksg.ac.ke](mailto:info.eldi@ksg.ac.ke)**Baringo Campus**

P.O Box 91, Kabarnet-Kenya

Mobile: 0709252900

Email: [director.baringo@ksg.ac.ke](mailto:director.baringo@ksg.ac.ke)[admission.baringo@ksg.ac.ke](mailto:admission.baringo@ksg.ac.ke)**Matuga Campus**

P.O Box 31-80406, Matuga

Cell: 0770 770 021

Email: [director.matuga@ksg.ac.ke](mailto:director.matuga@ksg.ac.ke)[admissions.matuga@ksg.ac.ke](mailto:admissions.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.ke](mailto:director.embu@ksg.ac.ke)[admissions.embu@ksg.ac.ke](mailto:admissions.embu@ksg.ac.ke)**Mombasa Campus**

P.O Box 84027-80100, Mombasa

Tel: +254-743 178109/758 825085

E-mail: [director.mombasa@ksg.ac.ke](mailto:director.mombasa@ksg.ac.ke)[admissions.mombasa@ksg.ac.ke](mailto:admissions.mombasa@ksg.ac.ke)

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- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change
- Centre for Customer Service Excellence
- Regional Centre of Competence
- e-Learning and Information Technology Institute
- Security Management Institute
- Institute for Gender and Social Development
- Institute for Devolution Studies
- Institute for Public Service Leadership Ethics and Integrity

We welcome your feedback

[communications@ksg.ac.ke](mailto:communications@ksg.ac.ke)

@KSGKenya



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