

20th December, 2025–January 2026

DG's End -Year Address to KSG: A Call to Trust, Leadership and Stewardship



Right: Prof. Nura Mohamed, KSG Director General, addresses all staff of the School from Matuga Campus. Left: Lower Kabete follows the address that was conducted virtually on December 18, 2025.

BY GLENN LUMITI

The Kenya School of Government (KSG) concluded the year with a resonant and far-reaching end-of-year address that drew together staff from across all campuses in a unified moment of reflection, affirmation, and renewed resolve. Delivered virtually by the Director General, Prof. Nura Mohamed, from the Matuga Campus, the address marked the formal close of the institution's annual celebrations and stamped KSG's central role in shaping the conscience, competence, and character of

Kenya's public service.

In remarks preceding the Director General's address, campus directors spoke with a common voice of gratitude, candour, and pride. Dr. Tom Wanyama, Senior Director for Finance and Administration, reflected on a year marked by resilience, and steady institutional progress. Across the campuses from Embu and Baringo to Mombasa, Matuga, Nairobi's Lower Kabete, the narrative was consistent: KSG had confronted both predictable and unforeseen challenges and emerged stronger through

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shared values, integrity, and commitment.

When Prof. Mohamed took the floor, his address elevated the occasion from celebration to conviction. He framed the year's close not as a routine calendar event, but as a moral and intellectual checkpoint for an institution entrusted with shaping the future of governance.

"We measure our seasons by the caliber of minds sharpened, the ethics reinforced, and the courage cultivated in the service of the Republic," he said, reminding staff that KSG occupies a rare and demanding space within the architecture of the state: "It is one of the few places where power is examined before it is exercised, where authority is interrogated before it is entrusted."

Framing the School's mandate as both intellectual and moral, Prof. Mohamed emphasized that the institution exists to "shape the conscience, competence, and character of public leadership. This responsibility is neither light nor routine. Technical competency matters. Innovation matters.

Efficiency matters. Yet without conscience, they are hollow," he stated.

He outlined concrete progress made during the year, citing refreshed curricula aligned to contemporary governance challenges, deeper collaboration with ministries, counties, and development partners, and growing regional influence.

Across his address, Prof. Mohamed repeatedly returned to the centrality of staff paying tribute to both teaching and non-teaching staff, observing that influence is often felt in quiet moments: "When a policy drafter

pauses to consider unintended consequences, when a public officer listens rather than dictates, when fairness is chosen over favour, Kenya School of Government is at work."

Looking ahead, the DG issued a firm challenge. In an era of rising public expectations, fiscal pressure, digital disruption, and social polarization, KSG cannot afford to be ordinary, cautious, or inward-looking. Leadership must be taught as responsibility, governance as trust, and power as stewardship. "The future will not ask whether our syllabi were neat. It will ask whether our graduates were brave," he said.

The address concluded with a personal appeal. He urged all to enter 2026 renewed in purpose and self-belief. "Where you are going is bigger than where you have been," he said, likening the future to a wide windscreen and the past to a small rear-view mirror useful for reference, but dangerous if stared at too long.

KSG step into the new year aware that the country is watching, the future is arriving fast, and the work ahead has never mattered more.



Mombasa Campus staff and participants follow the online address.

Matuga in Focus: Timeless Bonds, Bright Future

BY KEFFAS MUTETHIA

End year at Matuga Campus was unique not just because it was the host campus for the virtual address by the Director General, but because they have emerged institutionally confident.

Held under the theme "Timeless Bonds, Bright Future," the celebrations showed how far the campus has come and a statement of readiness for the future.

The celebrations were led by the Director General, Prof. Nura Mohamed, who addressed staff live from the Campus, accompanied by the Senior Deputy Director of Administration (SDAA), Dr. Josephine Mwanzia. The event was also graced by the presence of the Ag. Deputy Director, Learning and Development (DDL), Mr. Dennis Marube, as staff across all KSG campuses joined virtually.

A Campus That Has Found Its Stride

Ag. DDL Mr. Marube noted that Matuga recorded surpassing



Prof. Nura Mohamed (centre) with Dr. Josephine Mwanzia and Mr. Dennis Marube.

expectations and marking a significant turning point in the Campus's performance, an achievement that is more than a numerical success nurturing growing trust from stakeholders.

Further underscoring the Campus growing capacity, Matuga successfully hosted the SLDP Experiential Learning - Module 5 on Values and Character Development, accommodating over 700 participants from across the School. Participants drawn from

Baringo Embu, Lower Kabete, and Mombasa concluded their programs at Matuga, demonstrating its ability to deliver at scale.

The challenges experienced by this Campus, in particular became learning moments rather than setbacks. Operations improved, as reflected in participant evaluations, and staff responded with innovation, flexibility, and cooperation.

A defining highlight has been the support the Campus has benefited from, from Council and Management, and in particular, from the Director General ensuring leadership stability and institutional autonomy.

Looking to 2026, Matuga Campus has set part of its priorities in enhancing client experience through quality training, stakeholder engagement, seamless digital systems, and investing in its staff, confident in its role as a center of excellence for public service development and retreat in the South Coast region and beyond.



Matuga Campus: End -Year Party



A Year of Service: Baringo Bids Farewell to 2025

BY ELIAS MAKOKHA

The Kenya School of Government (KSG) Baringo Campus marked the close of business for 2025 in pomp and glory with an End-Year Party held on the evening of Thursday, 18 December 2025. At an event that convened members of staff and course participants from the Leadership Programme for National Transformation and the Diploma in Public Administration to commemorate a year defined by service and institutional impact.

Staff joined colleagues across

the School for a virtual address by Director General, Prof. Nura Mohamed. In his remarks, the Director General commended staff for their contribution through the year, acknowledging that their commitment to quality training, policy engagement, and institutional collaboration strengthened the capacity of the Public Service. He encouraged staff to carry this momentum into the New Year, anchored on professionalism, integrity, and service to the nation.

A highlight of the celebrations was the recognition of staff for exceptional dedication and

professional growth. Long-serving employees Mr. Reuben Chepyator and Mr. John Kipkorir Chebon having honored for 35 and 36 years of service, respectively. Also celebrated were academic achievements of Dr. Eddah Chepkurui Cheruiyot Ph. D, who earned a PhD in Management and Leadership from Management University of Africa, and Mr. Gary Kyalo Muthami, who completed a Master of Science in Information Systems Management from KCA University.

In his address, Baringo Campus Director, Dr. Wesley

A Year of Service: Baringo Bids Farewell to 2025

Kiprop, appreciated staff for their industry thoughtfully: "Your commitment has influenced advancement of our mandate in strengthening the public service," extending gratitude to course participants and stakeholders for their support, pointing out the collective effort that made 2025 a year of meaningful achievement.

The End-Year gala marked the culmination of the Reflection Week. On Monday, there was a CSR initiative led by Dr. Kiprop, supported by staff alongside participants of DPA with a visit to Kabarnet GK Prison.

On Tuesday, there was a shift of focus to internal cohesion through team-building; an effort to strengthen interdepartmental relationships and present the value of collaboration.

Later on Wednesday - a public lecture themed;



Deputy Director, Mr. Napoo (centre) cuts cake with Gary Muthami and Dr. Eddah Chepkurui Cheruiyot.

Strengthening County-National Policy Integration convened government officers, civil society representatives, development partners, and members of the public to explore practical approaches for enhancing coordination and coherence between national and county

governments (see separate story).

As staff reflected on the year gone by, the celebrations reestablished KSG's commitment to service, learning, and setting an optimistic and purposeful tone as the institution looks ahead to the opportunities and challenges of 2026.



Baringo CSR: KSG visits GK Prison

Community engagement initiative by the Campus: A team led by Dr. Wesley Kiprop, alongside participants of the Diploma in Public Administration, visited the GK Prison in Baringo underscoring KSG values by promoting compassion, inclusion, and responsible citizenship.

It also provided an opportunity to support rehabilitation efforts while strengthening collaboration with institutions that play a role in community stability and development.

As a gesture of goodwill and solidarity, the team donated items uplifting vulnerable and institutionalized communities. The visit further featured a friendly volleyball match between our members of our staff and the prison team.



Teambuilding and Vintage Dinner ends 2025 for Lower Kabete

BY SONIA KALE

KSG Lower Kabete Campus community also came together for an enjoyable and refreshing week that marked the end-year celebrations.

Tuesday, December 16th: Staff were enlightened on mental health and work-life balance facilitated by psychologists from MP Shah Hospital. They also benefited from talks on living with purpose and financial wellness led by experts from Britam Insurance, alongside a transformative discussion on quantum mind shift. These conversations reminded staff of the importance of holistic well-

being as the foundation for professional excellence and meaningful service.

Wednesday, December 17th: Everyone stepped out of the office trading their screens, paper, and phones for a time of movement, and upbeat activities to recharge and connect. Carefully selected facilitators understood their assignment that allowed the participants to informally but also meaningfully appreciate one another's strengths and deepen mutual understanding.

Thursday, December 18th: Corporate Social Responsibility visit to the Association for the Physically Disabled of Kenya (APDK). Led by Deputy Director

of Audit CPA Eliud Kemboi, the KSG delegation toured sections of the facility, including the Occupational Therapy Centre, where children with delayed developmental milestones receive specialized support. Therapist Elizabeth Situbani highlighted the value of the items that would help in improving balance, coordination, and mobility of the children who visit the Centre. Quoting Mother Teresa, "You cannot feed a thousand people, but you can feed one," Mr. Kemboi emphasized the significance of small acts of kindness. APDK CEO Mr. Anthony Nziuki expressed heartfelt gratitude for KSG's

Teambuilding and Vintage Dinner ends 2025 for Lower Kabete



Dr. Tom Wanyama, Senior Director Finance and Administration gives his remarks from the Lower Kabete Campus at the End-Year celebrations.

support in enhancing the organization's operations.

The celebrations culminated in a themed gala dinner broadcast live to all KSG campuses. Director General Prof. Nura Mohamed led

the event virtually from the Matuga Campus. Senior Director Finance and Administration, Dr. Tom Wanyama and Campus Director Learning and Development, Dr. Rachel Ngesa

together with other directors led the Campus in the vintage dress code dinner that added a lively and creative touch.

On to 2026!



Lower Kabete CSR: Deputy Director Internal Audit, CPA Eliud Kemboi, led a team from the Campus on a visit to the Association for the Physically Disabled of Kenya. Occupational Therapist Elizabeth Situbani took the team through the therapy centre that helps children improve balance, coordination, and mobility.

Vintage Vibes at the Lower Kabete Gala



The gala dinner was nothing short of positive energy with staff turning up in their vintage style. From classic silhouettes to bold retro accents, the atmosphere was alive with colour, character, and creativity. The evening was graciously hosted by Deputy Directors—Ms. Florence Wanguku of Human Resource Management and Mr. Anthony Mbheho of Hospitality Services.

Embu Campus End Year Gala in Pictures

At the Embu Campus Dinner: staff celebrated a cultural dinner, an occasion that marked more than the close of a calendar year. It reflected a season defined by steady progress, shared purpose, and collective effort in advancing the School's mandate. It was also characterized by honoring long serving colleagues who have been at the Campus for 3 decades! They were joined at the dinner by their families. Also acknowledged were staff who have undergone personal development by way of professional training attaining Bachelors, Masters and Ph.D.



Mombasa Appreciates Culture & Peace

The Mombasa Campus fete was a vibrant with identity and culture, as staff came together to honour the rich Swahili heritage of the Coastal region. Dressed in traditional attire, the campus came alive with colour, rhythm, and warmth, reflecting the roots that define the coast. The celebration was enriched by authentic Swahili cuisine, music, and shared traditions, creating an atmosphere of unity and pride. Beyond the festivity, the event underscored KSG's appreciation of culture within the institution as the year drew to a close.



Team Building at Baringo & Lower Kabete



Staff at Baringo and Lower Kabete Campuses stepped out of the office trading their screens, paper, and phones for a time of movement, and upbeat activities to recharge and connect.

Beyond excitement, the team-development activities highlighted the importance of creating space for staff to interact outside formal work settings— easing work-related stress, and enhancing camaraderie amongst each other.

Reflections on leadership and collaboration that is expected to translate into better coordination and more effective service delivery in the year ahead.



KSG & VNG Validate Refugee Curriculum

BY DIANA NDUNG'U

As Kenya advances the implementation of the Refugee Act, 2021 and the Shirika Plan, the country is steadily redefining how refugees are governed, supported, and integrated into society. Counties – now recognized as frontline actors in refugee response—are carrying growing responsibility for service delivery, social cohesion, and local development in refugee-hosting areas.

Against this backdrop, the Kenya School of Government, in partnership with VNG International, and The Hague Academy for Local Governance, developed a Refugee Management Curriculum with a view to professionalizing Kenya's response to the country's protracted refugee situation. This Curriculum was validated at KSG on 16 December 2025. The Validation Workshop, brought together key stakeholders from across the refugee management ecosystem.

The curriculum development process began with a scoping mission and stakeholder engagements that revealed persistent gaps including limited county-level knowledge on

refugee governance, fragmented coordination, unclear institutional roles, and weak capacity for integrated service delivery. Rather than treating these as obstacles, the partners saw an opportunity: to co-create a curriculum that speaks directly to Kenya's evolving refugee reality.

Through a participatory and evidence-driven process, national and county stakeholders helped shape a learning programme that is grounded in devolution, responsive to integrated settlement models, and aligned with the Shirika Plan's vision of inclusion and self-reliance. Continuous feedback from practitioners, technical working groups, and pilot trainings ensured the curriculum remained practical, relevant, and adaptable.

Structured around migration management, inclusive governance and service delivery, and the prevention and management of resource-related conflicts, the curriculum equips public officers with tools to manage complexity, strengthen coordination, and foster social cohesion between refugees and host communities.

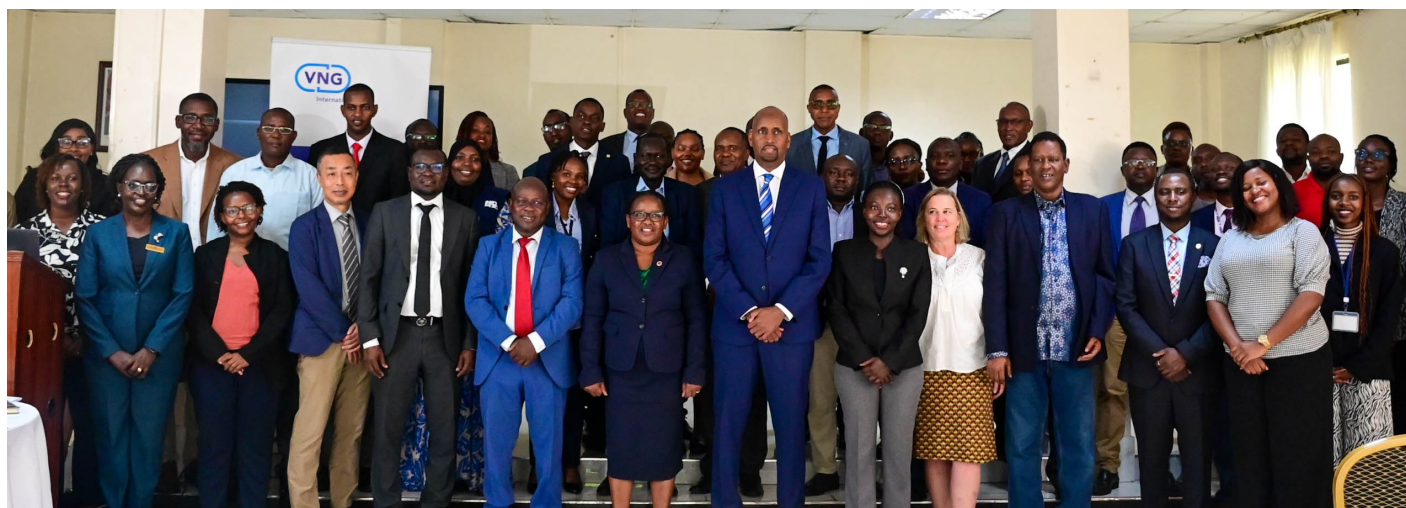
The validation workshop was more than a technical review—it was a moment of collective



Dr. Prisca Oluoch, KSG Director Linkages and Collaboration at the opening of the Validation Workshop.

ownership. Stakeholders affirmed the curriculum as a timely and strategic response to Kenya's shifting refugee landscape, and a critical investment in building capable institutions at both national and county levels.

As the curriculum moves into implementation, it signals a clear shift: refugee management in Kenya is no longer about parallel systems, but about integrated governance, shared responsibility, and people-centred solutions that leave no one behind.



Championing Inclusion and Co-Creation in Refugee Management: A Conversation with Mohammed Sahal

BY DAVID MUTURI

In devolved governance, inclusion is no longer a peripheral ideal but a central pillar of effectual public service. It is within this spirit that the Kenya School of Government (KSG), through its Refugee Management Curriculum initiative, continues to engage practitioners whose lived experiences and professional insights enrich both learning and policy development. One such voice is that of Mr. Mohammed Sahal, Director for Strategic Partnership and Inclusivity at the Office of the Speaker, Garissa County Assembly.

In a conversation marked with warmth, candor, Ms. Purity Kagendo, Research Fellow at KSG, sits down with Mr. Sahal to reflect on his role at the county, his journey in the development of the curriculum, and his experiences as a visually impaired professional navigating institutional training



Mr. Mohammed Sahal, Director, Strategic Partnership and Inclusivity, Garissa County Assembly.

spaces.

Kagendo: Tell us about your role in the county, particularly in relation to refugee management and service delivery.

Sahal: The County Assembly is the principal institution responsible for representing the people, development of county laws, oversight of the county executive, and approval of budgets.

Given that government resources are never sufficient, my role as Director for Strategic Partnership and Inclusivity is to create an enabling environment for collaboration with non-state actors including international organizations and the private sector so that we can engage in joint planning and what we call co-creation. My team also champions equal opportunities and refugee management. In this sense, I often describe the County Assembly as a house of Justice, where participation and fairness is priority.

Curriculum Development Journey

Describe your journey as part of the working group and Training of Trainers for the Refugee Management Curriculum.

Sahal: Contributing to this curriculum development has been meaningful. Through KSG's mandate to support sustainable development and local governance, counties, especially those hosting refugees, have valuable practical



FA Purity Kagendo of KSG in an interview with Mr. Sahal.

Championing Inclusion and Co-Creation in Refugee Management: A Conversation with Mohammed Sahal

experience to share.

What stood out for me was the methodology of Adult Learning approaches. Techniques such as mind mapping made it easier to engage learners as experienced professionals. Equally important was the opportunity to have our county experiences professionally documented.

Identification of key modules particularly those on inclusive governance was significant as they echo engagement and accountability at the county level.

Lessons drawn from the educational visit to The Hague in the Netherlands were invaluable. Rather than copy-pasting models, the experience encouraged us to develop context-specific, tailor-made solutions for Kenya.

Inclusion and Accessibility:

As a visually impaired professional, how inclusive was the curriculum

development and the ToT for you?

Sahal: Professionals with visual impairments often require specific support that may not always be readily available. However, despite some infrastructure limitations, staff and participants at KSG genuinely made an effort to bridge the gap. This made it easier for me to fully engage in discussions and follow training content.

Previous Engagement with KSG

Have you attended any other training at the School, how was your experience?

Sahal: I previously attended the Senior Management Course, Cohort 144, at the Mombasa Campus in 2021. The staff showed immense consideration, especially during examinations. I recall sitting my exams in a specially arranged room with adjacent cameras with an assistant present. This setup boosted my confidence and ensured fairness

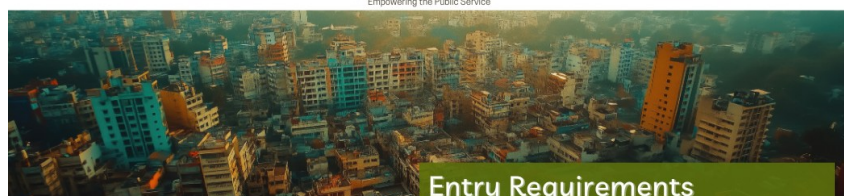
and responsiveness.

Kagendo: What improvements would you recommend?

Sahal: Investing in cutting-edge assistive technologies, such as screen readers, Talk-Back, and JAWS for visually impaired learners, alongside other tools for persons with different disabilities. Additionally, incorporating disability, and refugee management into the programs under Emerging Issues would not only strengthen curricula but also attract a wider pool of learners.

This conversation offers more than reflection on curriculum development but also a compelling reminder that inclusion thrives where intention meets action. His experience cements the importance of co-creation between institutions, practitioners, and communities, particularly in complex areas such as refugee management.

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1 Week

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A Space for Prayer, Reflection, and Renewal



KSG CHAPLAINCY

Verse of the Week

For to us a child is born, to us
a son is given; and the
government shall be upon his
shoulder, and his name shall
be called, Wonderful
Counselor, Mighty God,
Everlasting Father, Prince of
Peace,

Isaiah 9:6, ESV

Announcements

Sunday Service

KSG Chapel Service every Sunday
8:30 a.m - 10:30 a.m

Christmas Service on 25th December 2025
8:30 a.m - 10:30 a.m

End of Year Service 31st December, 2025
8:00 p.m - 12:00 p.m

New Year Service 1st January, 2026
8:30 a.m - 10:30 a.m



Wishing you a Happy Festive Season!

Kenya School of Government
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Merry Christmas

May this Christmas wrap you in peace, fill your heart with happiness, and leave you with moments you'll cherish long after the season ends.

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Public Lecture on Integrated Development

BY RASHID MWINYI

In Kenya's devolved system, the relationship between county governments and national policy frameworks has become one of the most decisive forces shaping whether development ambitions translate into real change at the local level.

When policy intent is matched with coordinated action, communities benefit through stronger services, resilient livelihoods, and sustainable environments. When it is not, progress stalls. This reality framed the thinking behind the public lecture held on 17 December at the Kenya School of Government, Baringo Campus—a timely conversation on how integration across levels of government can unlock meaningful local transformation.

Practitioners and leaders whose work sits at the intersection of national policy and county implementation; highlighted how integration plays out in practice. ACC



Right: Dr. Wesley Kiprop and Left: Mr. Januaries Mbatha of the Baringo Campus give their insights at the Public Lecture.

Sylvester Momanyi from Nyandarua County underscored the coordinating role of NGAO in mainstreaming government policy and ensuring coherence across administrative structures.

County-National policy integration is really about something simple: everything works better when everything—policy objectives, agencies, funding, and accountability—moves in the same direction. Look at health, agriculture, and the environment where sectors suffer

most when policies are inconsistent. They experience effects of decisions made by various actors all at once.

In agriculture, programs are said to realize scale, and stability when they coexist with national policies. Health policy integration is equally consequential. Community health plans, system upgrades, digital health tools, and primary care reforms can only be successful when the counties possess sufficient resources, training, and connection to the national platforms.

Climate change demands urgent, integrated policy action, as its impacts are global but felt locally. Counties—especially in arid and semi-arid regions—are at the frontline of climate stress, facing droughts, floods, land degradation, and resource conflicts. National frameworks such as the Climate Change Act, the National Climate Change Action Plan, and Kenya's NDCs provide strategic direction. Effective alignment enables counties to access climate finance, apply common standards, and



Public Lecture on Integrated Development

embed resilience into development planning.

Policy Integration as a Catalyst for Local Transformation

Health, agriculture, and environmental policies are united by their need for each other. Integrated policy solutions acknowledge these relationships and promote combined planning, common data systems, and concerted implementation. By planning across counties and national institutions, there is a decrease in the process of duplication, increased efficiency in the utilization of resources, and increased accountability to citizens.

This rationale is closely related to the Bottom-Up Economic Transformation Agenda used by Kenya that puts communities and households at the core of development. But bottom-up change just will not

work when there is a piecemeal policy landscape. Counties need national indicators, foreseeable funding, and joint governance structure to turn ambition to action. Integration makes policy a partnership.

The lecture supported a more general idea (policy integration as a governance discipline) rather than concentrating on specific sector successes only. It involves sustained communication, institutional confidence and dynamic leadership. It also requires that counties are considered as partners with knowledge of the context and innovation.

Long term development goals of Kenya also make this approach even more important. The outlook to make the country take a path toward becoming a developed country demands a stern government, robust institutions as

well as professional service provision in the country. The practice of other countries demonstrates that the continuous development is hardly accidental. It is constructed using coherent policy frameworks, competent institutions as well as proper coordination between national and sub-national officials. In a devolved system, such coordination is not an automatic process but needs to be developed, exercised and enforced.

As Kenya continues to navigate complex challenges, the need for integrated governance will only grow. Forums like these serve as important reminders that policy coherence is not achieved through documents alone, but through sustained engagement, shared learning, and collective responsibility.



CONDUCT OF MEETINGS AND MINUTE WRITING

For officers in public and private sector organizations are responsible for chairing or taking minutes in meetings.



Kshs. 79,576(Exec.Residential)
Kshs. 44,774(Non-Residential))



JAN 12 – 16, 2026



Upholding Professionalism and Compliance

Leadership & Integrity Act, 2012



Stock image



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As representatives of the Kenya School of Government (KSG), we must embody the ethical values we teach. To maintain public trust, all staff are required to strictly adhere to the Leadership and Integrity Act, 2012.

Key Pillars of Conduct:

1. *Rule of Law*: All actions must be grounded in the Constitution of Kenya.
2. *Conflict of Interest*: Personal interests must never interfere with official duties. Any potential conflicts must be declared to the Integrity Assurance Office (IAO) immediately.
3. *Public Trust*: Authority must be exercised responsibly and for its intended purpose.
4. *Gifts and Benefits*: Acceptance of gifts is strictly regulated. All professional gifts must be reported and handled per KSG policy.
5. *Professionalism*: We expect high standards of competence, efficiency, and courtesy in all service delivery.

Our Commitment:

The School maintains a "Zero Tolerance" policy towards corruption. We are here to support you in navigating ethical dilemmas and ensuring KSG remains a beacon of integrity. Each Campus has an established IAO Committee ready to support you.

"Integrity is doing the right thing, even when no one is watching."

Reporting:

Staff are encouraged to report any breaches through official internal whistleblowing channels. All reports are handled with strict confidentiality.

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Mombasa Campus**

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