

6th — 13th December, 2025

FORGING ACCOUNTABILITY: LAUNCH OF OAG ACADEMY



Chief of Staff and Head of Public Service, Mr. Felix Koskei, PS for National Treasury, Dr. Chris Kiptoo, Auditor General, CPA Nancy Gathungu and KSG Director General, Prof. Nura Mohamed together with other senior officials at the launch of the OAG Academy at KSG, Lower Kabete.

**BY DAVID MUTURI &
TABITHA KEMUNTO**

The Kenya School of Government (KSG) has set yet another milestone in its national mandate to strengthen Kenya's public service capacity with the official launch of the Office of the Auditor-General (OAG) Academy at the School's Lower Kabete Campus.

The event, held this past Monday, signaled the beginning of a trailblazing chapter in public financial oversight, positioning the Academy as a premier center for boosting accountability and technical excellence across government institutions.

Establishment of the Academy stems from growing recognition of the evolving complexities of public finance management. As government systems adopt digital platforms, development programs, and interface with sophisticated financial technologies, the demand for highly skilled and ethically grounded auditors has risen sharply.

The Academy was conceived as a long-term response to these emerging challenges anticipating to build officers with specialized competencies, and nurture a preventive audit culture. It will also function as a research and innovation hub lending support

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FORGING ACCOUNTABILITY: LAUNCH OF OAG ACADEMY



Chief of Staff, Mr. Koskei officially opens the OAG Academy at the Convention Centre, at KSG.

to continuous learning, thought leadership, and development of new audit methodologies.

Presiding over the launch ceremony, the Chief of Staff and Head of Public Service, Mr. Felix Koskei, brought to the fore the Academy's role in advancing Government's broader reform agenda—that building audit capacity is essential for a results-oriented public service anchored on fiscal discipline and responsible stewardship of public funds.

"Every officer who goes through this Academy must emerge more capable, more ethical, and more committed to serving citizens," he declared, as he lauded Auditor-General FCPA Nancy Gathungu and KSG's Prof. Nura Mohamed for their leadership in forging a forward-looking and impactful partnership.

Principal Secretary for the National Treasury, Dr. Chris Kiptoo, orated the strategic significance of the Academy in the context of Kenya's rapidly

digitizing public finance architecture. He observed that systems such as the electronic Government Procurement (e-GP) are reshaping how government financial activities are conducted by reducing revenue leakage, driving efficiency, and transparency. Fortifying audit capabilities is indispensable for sustaining ongoing reforms and ensuring that digitization translates into measurable governance gains.

Taking on the dais, Auditor-General FCPA Nancy Gathungu expressed profound appreciation for the collaborative effort that led to the Academy's establishment, describing it as a visionary step toward a more accountable, ethical, and technologically responsive audit function. The Academy is also a platform for cultivating a culture of continuous improvement among public audit officers.

KSG's involvement is central to the Academy's long-term vision. Director General Prof. Nura Mohamed affirmed that

this marks a new journey in Kenya's pursuit of world-class accountability, noting that hosting the Academy at KSG displays intention for integrity, capability, and sustainability in the public audit function.

Prof. Mohamed termed the Academy as a center of brilliance for capacity development, and peer learning which will nurture leaders while aligning with the School's mandate to enhance governance and institutional performance. "The strengths of KSG and OAG will ensure delivery of specialized programs, and hold up structured entry into the audit profession. National accountability conversations will elevate our contribution to global audit innovation," he said.

The ceremony drew participation from officials of KSG and Office of the Auditor-General, national leaders with honorable mention of National Police Service Chairperson, Dr. Amani Komora, collectively affirming significance of this noble cause.

FORGING ACCOUNTABILITY: LAUNCH OF OAG ACADEMY



Director General Mohamed's Challenge to DPA Participants



Prof. Nura Mohamed with the faculty and participants of the Diploma of Public Administration at the Mombasa Campus.

BY GLENN LUMITI

In a compelling and personal address to participants of the Diploma in Public Administration (DPA) program, Kenya School of Government (KSG) Director General, Prof. Nura Mohamed, issued an emphatic call for public administrators to rediscover their purpose, embrace self-leadership, and strive for distinction with renewed conviction.

Speaking to more than 180 National Administration Officers, he delivered a thought-provoking message interwoven with personal experience, leadership insight, and spiritual grounding spurring officers to rediscover the spark that fuels their service.

From the outset, Prof. Mohamed tackled the long-delayed relaunch of the DPA program, condemning the bureaucratic hurdles that had stalled it for more than a decade despite existing institutional capacity. "We must move on, and leadership sometimes requires bold and decisive action," he

asserted. He recounted how, upon taking office, he immediately initiated high-level consultations with the Ministry of Interior and National Administration to unlock the stalemate. The result was a renewed joint commitment: KSG taking responsibility for its role, the Ministry doing the same, and officers finally receiving the long-overdue professional progression they deserved.

He lauded the administrative cadre, Deputy County Commissioners, Assistant County Commissioners, and ministry administrators commending their resilience and unwavering service in demanding environments. "You serve with dignity and without complaint," he said. "You truly embody the spirit of public service."

At the heart of his address was the philosophy of self-leadership. Prof. Mohamed stressed that every leadership

journey begins within, insisting that no one can meaningfully lead others without first grounding themselves. "Leadership is situational. Leadership is personal. Leadership is 'I, me, and you.'" Give yourself permission to release your energy," he urged.

He paused to honor the late Ms. Diana Mbugua, a DPA participant from the Lower



Prof. Mohamed delivers his address to the participants.

Director General Mohamed's Challenge to DPA Participants

Kabete Campus who recently passed away from a medical procedure, calling for a moment of silence and reminding officers to live each day with gratitude and intention.

Turning to the realities of leadership, Prof. Mohamed invoked Aristotle's enduring truth: "If you don't want to be criticized, do nothing, say nothing, be nothing." He brought out this point with a candid account of his own tenure as Acting Director General, a period shadowed by scrutiny and political speculation. Instead of shrinking from the pressure, he chose to lead boldly, even drafting a full five-year Strategic Plan despite holding an acting mandate of only six months. "We work by faith, not by sight. Acting was in the title, not in the doing," he affirmed.

Moreover, he anchored his message in what he termed the ABC of leadership being; Attract, Believe, Connect, which will guide officers to build a strong inner foundation before attempting to lead others.



KSG faculty Advocate Anna Omwega and Mr. Elias Odula, who are facilitating the DPA programme

Prof. Mohamed then unveiled his Five Gs for 2026, a framework he encouraged participants to adopt as they chart the next phase of their careers:

God - Recognize divine purpose and trust that "God has a plan to prosper you, not to harm you."

Gratitude - Begin each day with appreciation for life's brevity and fragility.

Goal - Set bold, inspiring targets and pursue them with discipline

Grow - Strengthen personal and professional capacity in terms of academically, financially, and strategically.

Glow - Radiate joy, confidence, and intentional presence.

Wrapping up his address, Prof. Mohamed urged the cohort to claim 2026 as their year—a year of movement, reinvention, and deliberate self-leadership. "People and situations hold no power unless you hand it to them," he summarized.



Participants light a candle in honour of Ms. Diana Mbugua, a DPA participant from the Lower Kabete Campus who recently passed away from a medical procedure.

44th AAPAM Roundtable at the Kingdom of Eswatini



The KAPAM delegation at the 44th AAPAM Roundtable Conference that was held in the Kingdom of Eswatini from December 1st – 5th, 2025. The delegation was led by Dr. Idris Salim Dokota, Principal Secretary, State Department for Cabinet Affairs

BY BRIAN MBUGUA

The Kingdom of Eswatini was the host country for the Africa Association of Public Administration and Management (AAPAM) 44th Roundtable Conference, convened from December 1-5, 2025. The annual conference, themed “Agile and Resilient Public Administration for Sustainable Development in Africa,” attracted over 500 delegates from across the continent, including participants from Malawi, Zambia, South Africa, Lesotho, Tanzania, Uganda, Morocco, Nigeria, Kenya, and others.

The Kenya Association of Public Administration and Management (KAPAM) was represented by 30 delegates from ministries, departments and agencies, commissions and universities namely comprising

the Office of the Prime Cabinet Secretary, Parliament of the Republic of Kenya, Ministry of Interior and National Administration, Ministry of Information Communications and the Digital Economy, State Department for Cabinet Affairs, State Department for Energy, State Department for Mining, State Department for Public Investment and Asset Management, State Department for TVET, Teachers Service Commission, The Maritime Organization for Eastern Southern and Northern Africa, Mombasa County Government, KCA University, Masinde Muliro University and the Kenya School of Government.

During a meeting of the Kenya delegation, KAPAM Program Officer Ms. Halima Aden presented an overview of the activities undertaken by

KAPAM in 2025. She highlighted several key milestones, including launch of KAPAM Strategic Plan 2025–2029; Introduction of a members’ portal and membership card system, and the successful Symposium on AI Shaping Public



At the Conference: Ms. Vera Obonyo, Deputy Director, KSG's e-LITI makes a presentation on Debt Burden and Donor Fatigue.

44th AAPAM Roundtable at the Kingdom of Eswatini

Service. Other notable initiatives were the AAPAM/KSG Leadership Conference on Future-Ready Leadership; A webinar on Innovation for Effective Service Delivery, and a training programme on Strengthening Performance and Productivity in the Public Service.

This was in line with KAPAM's 2025 theme on ICT, digital transformation, and automation. Ms. Aden noted that in 2026, KAPAM would expound on the theme of ICT and digital

transformation by pursuing closer collaboration with the Regional Centre of Competence: Digital Skilling in AI, organizing AI governance conferences, and greater visibility on global platforms. Members' were assured that KAPAM would continue strengthening its own processes and procedures.

Ms. Juliana Yapan, Principal Administrative Secretary from the Office of the Prime Cabinet Secretary, acknowledged the KAPAM interim Chair, Mr.

Amos Gathecha, for leading the Association's revitalization noting that issues raised during the Kenya Delegation meeting at the 43rd AAPAM Roundtable Conference held in Kampala, Uganda had been implemented.

Dr. Idris Salim Dokota, Principal Secretary, State Department for Cabinet Affairs and Chair of the Kenya delegation was encouraged by the work done by the KAPAM Secretariat under the stewardship of the KAPAM Executive Secretary, Prof. Nura Mohamed. He encouraged members to continue supporting the Association through membership renewals and active participation in programs and events, as such engagement is essential for maintaining good standing and strengthening the Association's impact.

Members were invited to contribute their feedback on the Association through the official KAPAM WhatsApp platform or by writing to : kapam.nairobi@ksg.ac.ke



Center: Dr. Idris Salim Dokota, PS, Cabinet Affairs, seated left is Ms. Juliana Yapan, PAS, Office of the Prime Cabinet Secretary, and Ms. Halima Aden, KAPAM Program Officer



Inside KSG's Push to Build a Digitally Savvy Faculty

BY ELIAS MAKOKHA

Nations everywhere are entering a new digital rhythm—technology is redefining the relationship between governments and citizens, altering not just service delivery but the very architecture of public administration.

Kenya is keeping pace with this global demand, adopting platforms such as eCitizen, Huduma, and eProcurement to digitize end-to-end service journeys.

These advances require a workforce that is not only digitally literate but also capable of leveraging technology to improve citizen experience and engagement. In this landscape, trainers serve as the catalysts who convert digital strategies into real world competencies that officers need to excel in an increasingly



Ms. Yvonne Iguku of KSG's eLITI instructs fellow colleagues at the TOT on Mainstreaming Digital Transformation at the Baringo Campus

tech-driven sector.

It is against this backdrop that the Kenya School of Government conducted a five-day Training of Trainers on Mainstreaming Digital Transformation in Teaching and Learning at the Baringo Campus. The programme

convened faculty, the very team responsible for empowering officials with the skills needed to implement government digital initiatives.

Over the week, participants were immersed in practical, hands-on sessions comprising interactive, digitally enhanced learning environments designed to engage, energize, and inspire learners.

They explored a range of teaching tools with frameworks such as SAMR and TPACK that guided them to think beyond moving content online but encouraging the design of blended, learner-centred sessions that leverage technology purposefully and seamlessly.

Kahoot, for instance, demonstrated this through its lively, gamified quiz that digital



Dr. Wesley Kiprop, Director of the Campus with Dr. Vincent Bosire also at the Training of Trainers.

Inside KSG's Push to Build a Digitally Savvy Faculty



Ms. Jaqueline Wanjang'i , Jane Ombogi, and Gary Muthami formed part of the class.

and instructional quality.

It is anticipated that by the end of the programme, the faculty gained greater confidence and a fresh perspective on how digital learning can make public service training more inspirational, engaging, and aligned with Kenya's digital transformation goals.

As Kenya deepens its digital public service journey, this programme affirms the School's resolve to develop a future-ready workforce. By elevating its faculty's digital teaching capacity, the School continues to lead from the front—driving quality, innovation, and a national shift toward technology-enabled, citizen-focused learning.

tools can elevate engagement, increase participation, improve retention, and make learning genuinely enjoyable.

This training would not be complete without the mention on

application of Artificial Intelligence in teaching and learning as well as discussions on responsible AI use that reinforced the human role while using technology to enhance creativity,

Enroll with us for your Digital Skilling

Learn how to lead digital initiatives at your workplace.

The Regional Centre of Competence (RCoC) at the Kenya School of Government, Lower Kabete, invites enrolment in the Digital and AI Skilling Program for Job Groups L-P, a transformative initiative by the Ministry of Information, Communications and the Digital Economy, in partnership with UNDP Kenya, Microsoft, and KSG.

Don't be left behind-be part of the future of governance through AI!

Learn more & register: <https://rcoc.ksg.ac.ke/>

Book your Slot! It is never too early!



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Trust in Action: Lessons from Situational Learning

This week, yet another cohort of the Strategic Leadership Development Programme had an action-packed immersive experience at KSG Matuga. Trust takes center stage this time - beyond collaboration and accountability, trust is stretched and strengthened through challenges that spark adrenaline revealing what leadership looks like when the pressure is on.

Dr. Ann Kang'ethe, Director Embu Campus, offered a refreshing and philosophical take on this quality, calling it the secret of impactful leadership—the anchor that allows leaders to influence and inspire their teams with grace and courage.

With a team of spirited facilitators— Simon Waichigo, Rahab Njoroge, Evans Ayao, David Kagenyo, Gideon Wandabwa and Eunice Mathuki among others —participants turned every session into a hands-on adventure, giving participants moments to absorb, test, and live the lessons.

The Marble Game, Circle of Trust, the Blindfolded Square, and the Ocean Water Challenge each revealed that trust is not a simple leadership virtue but a subtle discipline shaped by timing, judgment, dependability, and the willingness to lean on others. Guiding a marble through shifting pipes showed how a single moment of misalignment can disrupt an entire mission, while the Circle of Trust reminded them that vulnerability—allowing oneself to be supported—is often the true beginning of strength. Working blindfolded to form a perfect square revealed that leadership sometimes requires surrendering control and trusting collective intelligence. Together, these activities offered that leadership is tested in uncertainty and in the spaces where clarity is scarce.

This programme is never complete without venturing into the natural classroom of Shimba Hills National Reserve, where participants tour the reserve and trek down to Sheldrick Falls experiencing uneven terrain having to adapt to changing circumstances — all while fostering reliance and resilience.

Will these lessons be transferred to the participants' respective workstations, where they are charged with delivering essential services to the public and shaping their communities? Trust serves as the vital link between intention and impact, anchoring the decisions that drive sustained performance. Without trust, even the most well-crafted strategies can falter. — *By Keffas Mutethia*



SLDP participants with Dr Ann Kang'ethe, Director - Embu Campus, and Mr. Dennis Marube, DDLD - Matuga together with KSG facilitators at the commencement of the Strategic Leadership Development Programme immersive journey.

Trust in Action: Lessons from Situational Learning



At the Shimba Hills: *Left:* Mr. David Kagenyi, KSG facilitator with participants. *Right:* Mr. Evans Ayao and Ms. Eunice Mathuki, also facilitators all psyched at KSG at the Sheldrick Falls.



Left: Participants at the Blindfolded Square Challenge. *Right:* The Ocean Water Challenge at the beach.



Left: The Marble Game. *Right:* A trek through the Shimba Hills

SWAHILI NIGHT EXPERIENCE AT OUR MOMBASA CAMPUS



Swahili Night at the Mombasa Campus unfolded in true coastal elegance. Staff were dressed in vibrant Swahili attire — deras, and kanzus — instantly setting the tone for an evening steeped in culture. The ambience was invitingly coastal, with soft lighting, warm ocean-inspired décor, and the rhythmic charm that defines the Coast.

Guests were treated to an authentic spread of Swahili cuisine, honouring the rich culinary traditions of the region. The aroma of pilau and biryani filled the air, complemented by kahawa tungu, masala tea, viazi karai, mahamri, and an array of beloved coastal delicacies. Every dish carried a taste of heritage, turning the evening into a celebration of flavour, culture, and community — an experience that transported everyone straight into the heart of Swahili hospitality.

FACULTY MER PORTAL ONBOARDING AND TRAINING AT KSG



Kenya School of Government has officially begun clinic onboarding and training for the Faculty Monitoring, Evaluation & Reporting system (MER) Portal.

The rollout kicked off in Embu and Nairobi, led by John Kirimi (Assistant Director, ICT), Mercy Mwangi (Strategy & Planning – Customer Experience & Quality Assurance), Allan Thurania (ICT Officer), and Dennis Kiplagat (ICT Officer).

The MER System is designed to provide realtime data to support process re-engineering, performance tracking, and elevate overall faculty management.

The exercise is ongoing, with subsequent sessions planned across all KSG campuses as the rollout progresses, covering faculty, coordinators, programme assistants, and admissions team. Live demonstrations with participants are also being conducted to enhance participant engagement, encourage meaningful interaction with the system, and strengthen a feedback-driven culture that supports continuous improvement.

A Space for Prayer, Reflection, and Renewal



At the Kenya School of Government, we care about your spiritual well-being. We believe that a well-rounded individual thrives when the mind, body, and spirit are nurtured.

Staff and course participants are invited to the Chapel for interdenominational prayer and worship as follows:

Wednesdays: 1:00 pm – 1:50 pm

Sundays: 8:30 am – 10:30 am

Mr. Alfer Lempaine, our KSG Chaplain, is always available to offer chaplaincy support – including counselling, prayer, spiritual guidance, and a listening ear whenever you need it.

You are welcome!

Word of the Week

Proverbs 19:21 ;

Many are the plans in a person's heart, but it is the Lord's purpose that prevails

KSG CHOIR AT MUSIC & CULTURAL FESTIVAL 2025

KSG Choir is participating in the 98th Kenya Music & Cultural Festival 2025 themed Threads of Culture, Weaves of Opportunity at Moi Girls Eldoret, Uasin Gishu County.

They kicked off the with two amazing performances: the soulful Giriama spiritual “Namumvera” and the patriotic set piece “Wazalendo.” A beautiful celebration of culture, unity, and artistic excellence!



Mombasa Campus

Senior Management	17th November -12th December ,2025
Retirement Planning	17th November - 21st December, 2025
Diploma in Public Administration	17th November - 6th March, 2025
Workshop – Executive Office of the President	10th -11th December, 2025
Workshop – National Syndemic Diseases control Council (NSDCC)	8th - 12th December, 2025
Workshop – State Department for Investment	9th December, 2025
Workshop – TOT EGP	8th -19th December, 2025
Workshop – KSG Council	8th -12th December, 2025
Workshop – Mombasa County Public Service Board	10th -11th December, 2025

Embu Campus

Senior Management Course No. 252/2025	17th November – 12th December, 2025
Diploma in Public Administration- State Department for Interior	17th November - 6th February, 2026
Senior Management Course 252/2025	24th November -19th December, 2025
Sensitization - State Department For Housing & Urban Development	1st - 8th December, 2025
MIS Audit - Meru National Polytechnic	1st - 11th December, 2025
Government Protocol, Etiquette & Event Management Course- The Judiciary	8th - 12th December, 2025
Workshop- Kenya Roads Board	24th November - 12th December, 2025
Workshop- Meru County Public Service Board	9th - 10th December, 2025
Stockist Training- Pest Control Products Board	9th - 10th December, 2025
Workshop- Public Sector Accounting Standards Board	8th - 12th December, 2025
USOAP Retreat- Kenya Civil Aviation Authority	8th - 13th December, 2025
Workshop- National Registration Bureau	8th - 14th December, 2025
MCAs Sensitization Workshop- National Drought Management Authority	8th December, 2025
CUK Policy Development- Cooperative University of Kenya	8th - 10th December, 2025
Workshop- State Department for Housing & Urban Development	8th-12th December, 2025

Baringo Campus

Senior Management Course No. 219/2025	17th November - 12th December, 2025
Diploma in Public Administration	17th November -19thDecember, 2025
Workshop - Border Management System	8th - 11th December, 2025
Team Building- Kenya National Shipping Limited	12th - 15th December, 2025

Lower Kabete

Senior Management Course No.447/2025	20th October-12th December, 2025
Senior Management course No. 450/2025	17th November - 12th December, 2025
Diploma in Public Administration- Ministry of Interior	17th November 2025- 26th March, 2026
Supervisory Skills Development Course	1st -12th December, 2025
Induction Program for Public Sector Boards- Wajir County - IDS	8th-12th December, 2025
Foundations of Digital Transformation &AI in Public Service	8th -10th December, 2025
Africa International Leaders Conference University Bible Fellowship	12th -14th December, 2025
Farewell Party For The Commission's Chairman – Public Service Commission	8th December, 2025

Matuga Campus

Strategic Leadership Development Program No.506/2025	13th October -19th December, 2025
Senior Management Course No. 145/2025	21st October - 12th December, 2025
Senior Management Course No. 147/2025	November 17th - 12th 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
Supervisory Skills Development Course No. 42/2025	1st - 12th December, 2025
SLDP No. 498/2025 and No. 504/2025- Experiential Learning	8th to 12th December, 2025
AFA-Directorate of Nuts and Oil Crops	11th December, 2025

*For more information on our programs, visit our website:
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