KSG
KENYA SCHOOL OF GOVERNMENT

PROSPECTUS
2025/2026

TRANSFORMING
THE PUBLIC SERVICE
THROUGH COMPETENCY
DEVELOPMENT

Kenya School of Government
Vision, Mission and Core Values

Vision
Excellence in Public Service Capacity Development

Mission
To contribute to the transformation of the Public Service by inculcating national values and developing core skills and competencies for quality service delivery

Core Values
Responsiveness
Creativity and Innovation
Integrity
Commitment
Excellence
Inclusivity

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Preface

The Kenya School of Government (KSG) is a State Corporation established under the KSG Act, 2012 through the integration of six former training institutions, including the Kenya Institute of Administration (KIA), the Kenya Development Learning Centre, and Government Training Institutes in Baringo, Embu, Matuga, and Mombasa. As the premier capacity-building institution for the Public Service, KSG is mandated to enhance the knowledge, skills, and competencies of public officials to transform the Public Service into an efficient, innovative, and citizen-responsive institution.

Its core functions include:
1. Training to promote professional excellence and public service values.
2. Research to strengthen institutional problem-solving.
3. Consultancy to support organizational transformation.
4. Policy advisory services.

KSG's origins trace back to 1924 with the establishment of the Jeanes School, which trained rural leaders and later served as a military facility during World War II. It evolved into the Kenya Institute of Administration (KIA) in 1961, contributing significantly to Public Service reforms and the Africanization of the civil service. In 2012, KIA and four GTIs were consolidated to form KSG.

Today, KSG plays a central role in supporting national development and Vision 2030 through training, research, consultancy, and outreach programs designed to strengthen governance, leadership, and service delivery across the Public Service.

CHAPTER ONE

ESTABLISHMENT OF THE SCHOOL

Origin of the School

The Kenya School of Government is a state corporation established under the Kenya School of Government Act an Act, no. 9 of 2012. The School is successor to the former Kenya Institute of Administration (KIA) and the Kenya Development Learning Centre (KDLC) and the former Government Training Institutes at Baringo, Embu, Matuga and Mombasa became Campuses of the School

eLearning and Information Technology Institute (eLITI)

The eLearning and Information Technology Institute (eLITI) is located in the serene environs of Lower Kabete from where it offers a blend of e-Learning as well as face-to-face programs. The Institute is equipped with state- of-the art information communication technologies that include an air conditioned and sound proofed video conference facility, multimedia laboratories with high-speed internet connectivity and a modern boardroom for group meetings. The Institute has a satellite hub in the Mombasa Campus.

The Institute is renowned for quality programs in eLearning, ICT and knowledge management that are delivered using the latest technological platforms. We are an affiliate of the Global Development Learning Network (GDLN), a partnership of over 120 learning institutions that leverage advanced communication technologies to facilitate learning and development. As a global knowledge-sharing institution, we provide opportunities to enhance the capacity of officers and key decision makers world-wide.

The Institute has assembled well thought out programs, indicated below, geared to address knowledge gaps among public and private officers seeking to resolve twenty-first century challenges that hinder excellent service delivery.

Kenya School of Government Baringo

Baringo Campus is located in Kabarnet town in the Rift Valley from where it serves the Rift Valley, Western and Nyanza regions. The Campus can be accessed through Nakuru (about 140kms) or Eldoret (about 90kms) using public or private transport. From Nakuru to Baringo Campus, vehicles take B4 north– bound road towards Marigat which is about 95 kilometres away. Shortly before Marigat town, Kabarnet town is accessed using the left turn off to drive on through the scenic Tugen Hills for about 38 kilometres. From Eldoret, vehicles take the Eldoret– Iten road through Tambach and across Kerio Valley to Kabarnet town.

Baringo Campus is situated in a scenic environment suitable for tourism including Lake Bogoria where visitors can experience boiling geothermal pools, hot springs, steam jets and a section of Kenya's wild animals including flamingos. Then, there is Lake Baringo which offers fascinating boat rides to view the aquatic life mainly hippos, crocodiles and fish eagles. Baringo Campus offers a holistic banquet scheduled and tailor made courses delivered by the experienced faculty.

Kenya School of Government Mombasa

The Government Training Institute (GTI) Mombasa began in 1963 as the Coast Secretarial Training Centre, offering one-year secretarial courses to Form IV graduates proficient in English. Training included shorthand, typewriting, secretarial duties, English, and current affairs, with graduates bonded to serve the government for three years. In 1967, it was renamed the Government Secretarial College, Mombasa, and in 1978 it was upgraded to a Government Training Institute with a broader mandate to train various cadres of civil servants in areas such as procurement, accounts, records management, office administration, and leadership. In 2012, it became a campus of the Kenya School of Government under the KSG Act.

Kenya School of Government Embu

KSG Embu Campus is located in Embu town which is approximately 130km from Nairobi. The Campus is along the busy Nairobi-Meru highway and lies on the Eastern slopes of Mt. Kenya. From the administration block, rooftop one enjoys a beautiful view of the mountain slope with the serene and captivating peaks standing out as an awesome scene

The Campus has modernized facilities for training; executive conferencing facilities; computer-aided learning workshops which include two ultra-modern auditoriums with a cumulative capacity of up to 300 participants. At Embu Campus, participants are at home away from home with befitting accommodation and quality meals in attractively set up restaurants. The Campus also has sporting grounds and facilities and an equipped gym. Besides, Embu Campus offers a unique bouquet of refreshing activities such as mountain-climbing, nature walks, student picnics, and jogging terrain where participants get an opportunity to share tracks with renowned Kenya's world-class athletic champions. Equally, on a need basis, the Campus organizes visits to the nearby Mwea National Reserve, and the undulating valleys and hills of the Mt. Kenya slopes to the West with the Mbeere Hills and plains of Ukambani to the East as well as seven forks hydro-electric project.

Kenya School of Government Matuga

Matuga Campus stands out as a center of excellence in the coastal region. Located in Kwale County, approximately 22 kilometers from Mombasa, the campus offers a serene and inspiring environment conducive to learning, collaboration, and professional development. Surrounded by lush greenery, the campus is widely recognized for its commitment to environmental conservation, making it an ideal setting for academic reflection and leadership training.

Matuga Campus is easily accessible through various transport options. By air, it is served by Moi International Airport in Mombasa and Diani Airstrip in Diani. Rail access is facilitated by the Standard Gauge Railway (SGR), which terminates at Miritini Station in Mombasa, followed by a scenic journey via the Likoni Ferry. The recently completed Dongo Kundu Bypass further enhances road connectivity by linking Mombasa Mainland West to Mainland South, ensuring seamless travel to the campus.

The campus provides a premier learning experience with modern, well-equipped conference facilities, making it a preferred destination for training programs, executive retreats, and corporate team-building activities. Overlooking the Indian Ocean and offering stunning views of the renowned Diani Beaches, the campus creates an exceptional atmosphere for both professional growth and personal enrichment. Participants also have the opportunity to engage with the rich cultural heritage of the region, including traditional Giriama dance performances, excursions to Wasini Island, and visits to the historic Shimoni Caves. The nearby Kisite Mpunguti Marine Park, home to dolphins and vibrant coral reefs, adds to the unique experiences available.

Mandate, Functions, Vision, Mission and Core Values of Kenya School of Government

Mandate

The Kenya School of Government derives its mandate from the Constitution and the Parliamentary Act of 2012. From the Constitution, the School is charged with: public service transformation through inculcation of public service values and ethics; enhancing transformative leadership; development of core skills and competencies for officers; and cultivating a culture of results-oriented service delivery in the public service. In addition, the Act establishes mandate of providing learning and development programs to build capacity for the Public Service.

Functions of the Kenya School of Government

The functions of the Kenya School of Government as stipulated in the Act are to:

i.   Provide training, consultancy and research services designed to inform public policy, promote national development and standards of competence, and integrity in the Public Service;

i.   Promote continuous learning for public service excellence;

ii.   Provide programmes that promote a culture of decency, honesty, Kenya School of Government work, transparency and accountability among public servants;

iii.   Facilitate the establishment of professional networks and think tanks to develop and grow public sector leaders;

iv.   Develop linkages and collaborations with institutions of learning, professional organizations, private sector, schools of government and other similar institutions across the world;

v.   Monitor, evaluate and communicate the impact of strengthened education and training programmes for national leadership and management;

vi.   Develop and deliver programmes tailored to promote the School's mandate and clients' needs;

vii.   Conduct examinations and award diplomas and other forms of suitable awards to successful candidates;

viii.   Encourage pride and excellence in the public service and foster in managers and other public service employees a sense of the purposes, values and professional work ethic of the public service as stipulated in the Constitution and the relevant policies, laws and regulations;

ix.   Ensure acquisition by officers in the public service, of the analytical, creative, advisory, administrative and other managerial skills and knowledge necessary to develop and implement policy, respond to changes, including change in the expectations of efficient and effective service delivery, and manage Government programs, services and personnel efficiently, effectively and equitably;

x.   Train managers and other public service employees to develop successful working relationships at all levels through leadership, motivation, effective internal communications and the encouragement of innovation, high-quality service to the public and skills development;

xi.   Develop within the public service and endeavor to attract to the public service through the School's programs and studies, persons who are of high caliber and who reflect the diversity of Kenyan society, and support their growth and development as public sector managers and employees committed to service to the Republic; and

xii.   Encourage greater public awareness of issues related to public sector management, public administration and the role and functions of Government and involve a broad range of individuals and institutions in the school's pursuit of excellence in public administration.

CHAPTER TWO
TRAINING PROGRAMS

Academic Programs

i.   The School has expanded academic programs to include the five streams of the mandate namely:
a.   Training
b.   Research
c.   Consultancy
d.   Policy Advisory

ii.   New academic programs have been developed while the ones existing prior to installation of the new status were revised to reflect the transformational and expanded mandate of the School. All the programs responded to competency requirements of professional and technical cadres in the different fields in public service.

iii.   The scope of the mandate required extension of services across the public sector to include the entire   civil service, state corporations, counties and other devolved units, constitutional commissions, independent offices, Judiciary, Parliament and the military and other disciplined services.

iv.   The School has developed and implemented programs with a regional and international reach across the five streams of her mandate.

v.   The KSG training programs are designed to respond to needs of the Public Service and are implemented and reviewed using an all-inclusive and participatory stakeholder consultative process.

vi.   Training may be conducted at the clients work station or any other preferred venue.

vii.   Public servants attending KSG programs are usually either newly appointed or serving officers with considerable experience in their fields of professional practice.

viii   The caliber of faculty and trainers at the School are therefore distinguished professionals with appropriate knowledge, training, and above all, rich practical experience in Public sector leadership and management.

ix.   The training services that the School offers are geared to meet expectations of citizens in institutional performance by enabling public officials to efficiently and promptly respond to citizen needs, make services readily available and accessible, discharge duties professionally and demonstrate patriotism by prioritizing public interest above personal interest.

EXECUTIVE LEADERSHIP PROGRAMS

PROGRAM TITLE: Accounting Officers Program for County Governments

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Accounting Officers in the County Governments, County Assemblies, Executive and its entities

PROGRAM DESCRIPTION: The program seeks to enhance knowledge, skills, and competencies of Chief Officers for effective discharge of duties and accountability for application of resources.

PROGRAM OUTCOME: The program seeks to transform County governments into highly compliant, accountable, and productive Government entities befitting the expectations of Kenya Vision 2030. Specifically, the course should lead to:
a)   Clarity of roles and responsibilities of the Chief Officers;
b)   Enhanced accountability in management of public resources; and
c)   Harmonious relationship with other government agencies

PROGRAM TITLE: Accounting Officers Program for State Corporations

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Accounting Officers for State Corporations

PROGRAM DESCRIPTION: The program seeks to enhance knowledge, skills, and competencies of CEOs for effective discharge of duties and accountability for application of resources.

PROGRAM OUTCOME: The program seeks to transform State Corporations into highly compliant, accountable, and productive Government entities befitting the expectations of Kenya Vision 2030.
Specifically, participants in the program will in the end be able to:
a.   Appreciate public sector leadership and managerial approaches with emphasis on the layout of rules-based standards and the imperative of compliance
b.   Apply proven leadership principles and methods of working in a complex environment to successfully promote innovation for process reengineering in service delivery and satisfaction of client expectations
c.   Successfully promote a culture of professionalism consistent with public service principles, ethics and values
d.   Apply knowledge of the unique leadership and management of semi-autonomous state-owned agencies to overcome common setbacks and fulfill budgetary and service expectations

PROGRAM TITLE: Leadership Program for National Transformation

DURATION: 5 Weeks

RECOMMENDED CATEGORY OF STAFF: This Program is specially designed for senior public or private sector officials preparing to rise to higher leadership positions in society. Each cohort will appropriately comprise participants from across all arms, agencies and levels of government for development of common understanding in the public sector under the auspices of the Whole-of-Government approach to national transformation. Admission is also open to participants from other developing countries.

PROGRAM DESCRIPTION: This five-week program (with short breaks) covers essential themes in the field with emphasis on the imperative of commitment to social and economic transformation as core national interest, selection of policy and strategy options for national wealth creation with equity, and enhancement of global competitiveness. Lessons from comparative global experiences will be gained from a one-week module at a KSG-sister institution in a country that has demonstrably realized greater achievements in national transformation.

PROGRAM OUTCOME: This Program is designed to realize the following outcomes:
a.   Enhanced patriotism, nationalism and commitment to national interest
b.   Application of appropriate strategies to enhance realization of national development transformation
c.   Implementation of national and international frameworks on environmental governance and climate change
d.   Generation of national wealth through industrialization, agriculture and trade
e.   Adaptation of lessons from success stories of other countries

PROGRAM TITLE: Transformative Leadership Course

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Public officials and other individuals responsible for institutional and business re-engineering in their organizations.

PROGRAM DESCRIPTION: The program seeks to enhance strategic thinking, performance improvement, leadership competencies and capabilities in leading change initiatives."

PROGRAM OUTCOME: The expected learning outcomes include:

a)   Create an environment for organizational change
b)   Lead in the transformational agenda of their organization
c)   Model transformational leadership
d)   Utilize personality assessment tools in a range of leadership contexts
e)   Institutionalize self-leadership development
f)   Champion programs for empowering self and others

PROGRAM TITLE: Strategic Leadership Development Program

DURATION: 6 Weeks
10 Weeks Blended (Online/Physical)

RECOMMENDED CATEGORY OF STAFF: Officers in leadership and policy making roles, typically in Job Grades N and above, and their equivalent.

PROGRAM DESCRIPTION: The program seeks to enhance strategic thinking, performance improvement, leadership competencies and capabilities in leading change initiatives.

PROGRAM OUTCOME: The expected learning outcomes include:
a. Effective value-based strategic leaders
b. Develop strategic actions to realize organizational competitiveness
c. Steer performance management and improvement reforms
d. Lead change initiatives in organizations
b. Develop strategic actions to realize organizational competitiveness

Work Place Assignment

The workplace assignment for SLDP will form part of the six (6) weeks Program. Participants will go to their workstations to undertake the assignment which is extremely important as it creates linkage between knowledge and practice. The assignment will first glean the lessons, knowledge, and skills acquired in the first two modules. Secondly, it will culminate in the writing, presentation, and submission of topical position papers that will focus attention on pressing policy issues that the Government should address to improve effectiveness and efficiency in public service delivery. Application of lessons learned and critical analysis of the issues raised during plenary discussions add value to the learning experience.

Experiential Learning

The outdoor or experiential learning is delivered in natural, stunning, adventurous, rugged, difficult and unpredictable environment that reflects the real world, compared to the ordinary physical and social learning environment in class. It helps participants develop active and agile thinking and deep technical expertise alongside hands-on skills that create a lasting impact. It also provides a unique opportunity for high quality and value-oriented personal and leadership development that supports exploration of diversity and embodies greatness of collectivism, participation in group processes, and creation of teams. These teams reflect learners' backgrounds and help them in self-discovery, and achievement of full potential. The training also creates a life-changing experience for organizational efficacy enhancement, community development and care for others and our world.

PROGRAM TITLE: Business Process Reengineering

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Senior officers in organizations responsible for processes and systems.

PROGRAM DESCRIPTION:
The Program aims to provide requisite knowledge skills and attitude of public officers for improved organizational performance through BPR
Reduce operational bureaucracies and provide fast and convenient services to customers; create an enabling environment to re-design efficient service delivery processes and systems; and ensure efficiency and transparency in financial management and procurement.

PROGRAM OUTCOME:
This Program is designed to enhance capacity of participants to:
a)   Implement BPR projects for improved organizational performance
b)   Build cross-functional teams to manage BPR activities
c)   Undertake mapping and analysis of AS-IS processes
d)   Redesign TO-BE processes
e)   Manage effective change during implementation of BPR initiatives
f)   Utilise appropriate strategies in BPR initiatives

MANAGEMENT DEVELOPMENT PROGRAMS

PROGRAM TITLE: Senior Management Course

DURATION: 20 Days, 8 Weeks
Blended (Online/Physical)"

RECOMMENDED CATEGORY OF STAFF: Middle level managers in the public service typically in Job Grades K and their equivalent in the private sector.

PROGRAM DESCRIPTION: This Course seeks to enhance the management skills of senior officers in the provision of efficient and effective services in a dynamic environment."

PROGRAM OUTCOME: The program is designed to enhance the capacity of participants to:
a.   Apply relevant management principles and practices in public service delivery
b.   Plan for successful government activities
c.   Communicate Government policies to the public effectively
d.   Build teams for effective performance
e.   Manage public resources for optimal outcomes
f.   Promote best practices in the public sector
g.   Respond to challenges associated with rapidly changing public expectations
h.   Undertake field work
i.   Develop a project paper for presentation and submission

PROGRAM TITLE: Access to Information in the Public Service

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: The Program is designed for Chief Executive Officers/Information Access Officers (IAO), Directors to whom CEOs can delegate the responsibility on ATI, Heads of the Human Resource function, Access to Information Committee Chairman, Access to Information Committee Members, Complaints Handling Committee Chairman, Complaints Handling Committee Members and County Assembly Information Access Officers.

PROGRAM DESCRIPTION:
The Program is designed to equip participants with knowledge, skills and competencies on access to information

PROGRAM OUTCOME:
This Program is designed to enhance the capacity of participants to:
a)   Adopt information disclosure and exception procedure
b)   Practice access to information implementation process
c)   Apply procedure for access to information and appeals
d)   Compile access to information reports
e)   Conduct monitoring and evaluation of access to information processes.

PROGRAM TITLE: Management of Student Affairs

DURATION: This Program will run for ten (10) training days with sixty (60) contact hours.

RECOMMENDED CATEGORY OF STAFF:
This Program targets the following university officers;
a.   Dean of Students;
b.   Assistant/Associate Dean of Students;
c.   Student Counselors;
d.   University Chaplains;
e.   Games Tutors/Sports Coordinators;
f.   Administrative Assistants;
g.   Catering Officers;
h.   Accommodation/Housing Officers;
i.   Security Officers,
j.   Student Finance, and
k.   Health Officers

PROGRAM DESCRIPTION:
The aim of this Program is to equip university student affairs staff with leadership skills to meet the needs of students and the university administration.

PROGRAM OUTCOME:
This Program is designed to enhance the capacity of participants to:
a)   Demonstrate an understanding of the education system in Kenya.
b)   Promote the relationship between university management and students
c)   Apply leadership skills and competencies in managing student affairs
d)   Review the best practices in Human Resource management
e)   Manage the external environment using appropriate strategies
f)   Utilize prudent management of resources.
g)   Develop partnerships, collaborations and linkages for development of students' career.

PROGRAM TITLE: Management of Micro, Small and Medium Enterprises

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Organizations, Technical and other qualified persons (0 level leavers) Ex-Servicemen, potential entrepreneurs (Women and youth), and the retirees from public service.

PROGRAM DESCRIPTION: The overall aim of this programme is to empower individual learners with skills and knowledge to embrace entrepreneurship and innovation.

PROGRAM OUTCOME: Upon successful completion of this programme, participants will have gained the following skills, knowledge, and abilities that will benefit them by:
a)   Creation of new businesses: New and improved offerings, products or technologies from entrepreneurs enable new markets to be developed and new wealth created.
b)   ii) Creation of social change: New goods and services offered by entrepreneurs result in new employment, which can produce a cascading effect or virtuous circle in the economy. The stimulation of related businesses or sectors that support the new venture add to further economic development.
c)   iii) Contributes to national income: Entrepreneurial ventures literally generate new wealth and therefore, improve standards of living.
d)   iv) Community development: Entrepreneurs regularly nurture entrepreneurial ventures by other like-minded individuals. They also invest in community projects and provide financial support to local charities.
e)   v) Promotes research and development: Entrepreneurship is innovation and hence the innovated ideas have to be tested by experimentation. Therefore, entrepreneurship provides funds for research and development and this promotes research, and development in the economy."

PROGRAM TITLE: Young Leaders Development Program

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Student leaders from universities & middle level colleges

PROGRAM DESCRIPTION: This program is designed to equip participants with the relevant knowledge, skills and attitudes necessary to create a standard culture for young leaders across institutions.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Lead young people effectively;
b)   Organize patriotic community-oriented activities.
c)   Practice appropriate leadership skills and competences, and
d)   Implement personal leadership development plans.

PROGRAM TITLE: Essentials of Counselling in the Public Service

DURATION: The program will run for two (2) weeks or ten (10) training days with sixty (60) contact hours. Blended"

RECOMMENDED CATEGORY OF STAFF:
The recommended participants in this Program include:
a)   Officers responsible for Human Resource Management and development function
b)   Line Managers/Supervisors
c)   .Health Care Providers
d)   Heads of Functional Areas

PROGRAM DESCRIPTION:
The Program aims to empower participants with competencies to use psychological interventions for enhanced psychological health of public servants to increase productivity.

PROGRAM OUTCOME:
This Program is designed to enhance the capacity of participants to:
a)   Demonstrate awareness of the need for counseling for public servants.
b)   Apply counseling skills in the management and development of employees for improved productivity.
c)   Utilize life skills in the management of employees facing psycho-social challenges.
d)   Adopt the interventions necessary in responding to fixation of employees at any of the human developmental stages that impact staff and job performance;
e)   Perform the role of mental health champion in Public Service.

PROGRAM TITLE: Training of Trainers

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: The program targets middle and senior level managers involved in the implementation of the training process. Other officers undertaking capacity building duties may also be considered for this program.

PROGRAM DESCRIPTION: The program seeks to equip the prospective trainer with essential knowledge, skills and attitudes, on training and adult learning process for improved service delivery and hence facilitate the development of trainers. The aim is to capacitate officials with the knowledge to enhance capacity in providing training development

PROGRAM OUTCOME:
On completion of the program, the Senior Level Managers should be able to:
a.   Apply the principles of trainings in their organizations
b.   Adopt best strategies of managing training in a changing global environment
c.   Adhere to the standards set in the training policies
d.   Embrace the systematic training approach
e.   Implement the effective training budgets
f.   Manage the training and development function in their organizations

PROGRAM TITLE: Training of Trainers (Blended online)

DURATION: 20 Days

RECOMMENDED CATEGORY OF STAFF: The program targets middle and senior level managers involved in the implementation of the training process. Other officers undertaking capacity building duties may also be considered for this program.

PROGRAM DESCRIPTION: The program seeks to equip the prospective trainer with essential knowledge, skills and attitudes, on training and adult learning process for improved service delivery and hence facilitate the development of trainers. The aim is to capacitate officials with the knowledge to enhance capacity in providing training development

PROGRAM OUTCOME: On completion of the program, the Senior Level Managers should be able to:
a)   Apply the principles of trainings in their organizations
b)   Adopt best strategies of managing training in a changing global environment
c)   Adhere to the standards set in the training policies
d)   Embrace the systematic training approach
e)   Implement the effective training budgets
f)   Manage the training and development function in their organizations

PROGRAM TITLE: Youth Entrepreneurship in Agriculture

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Youth interested in agribusiness such as crop and animal husbandry, agro-processing, manufacturing of inputs and animal feeds etc

PROGRAM DESCRIPTION: The aim of this program is to equip participants with competencies to promote sustainable agriculture and food security.

PROGRAM OUTCOME: The program is designed to enhance the capacity of participants to:
a)   Demonstrate capacity to promote youth related agricultural activities;
b)   Apply appropriate approaches in financial management
c)   Embrace technology and innovation in agriculture;
d)   Utilize effective marketing skills in agricultural ventures
e)   Propose solutions to the challenges that face youth in agricultural activities

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PROGRAM TITLE: Development Control

DURATION: The Program will run for five (5) training days totaling to thirty (30) contact hours.

RECOMMENDED CATEGORY OF STAFF: This course is meant for officers involved in development control. The target participants include: Municipal Ward Managers, Finance personnel, revenue collection personnel, Municipal Engineers, Urban Planners, Urban Designers, Architects, Quantity Surveyors, Cartographers, Land Surveyors, Valuation Personnel, Government Estates Management Officers, Land Economists, public health personnel and other professionals within the built environment.

PROGRAM DESCRIPTION: This program aims at enhancing skills, knowledge and the practice of development control.

PROGRAM OUTCOME:
a)   Enhanced skills in urban planning and development implementation
b)   Embrace a culture of effective development control
c)   Demonstrate understanding of effective development agent control

PROGRAM TITLE: Entrepreneurship for Youth engaged in SMEs

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Youth from various sectors within the economy.

PROGRAM DESCRIPTION: The aim of this program is to equip participants with competencies to promote entrepreneurship in SMEs

PROGRAM OUTCOME: This Program is designed to enhance capacity of participants to:
a)   Demonstrate capacity to promote youth related entrepreneurial activities;
b)   Apply appropriate approaches in financial management
c)   Embrace technology and innovation in business;
d)   Utilize effective marketing skills in business ventures
e)   Adhere to SME regulatory framework
f)   Implement business plans

PROGRAM TITLE: Management of Social Protection Services

DURATION: 2 Weeks

RECOMMENDED CATEGORY OF STAFF: Social Protection practitioners in National and County Governments, NGOs, and civil society organizations

PROGRAM DESCRIPTION: The Program aim is to build competences of the social protection workforce to design, manage and improve service delivery."

PROGRAM OUTCOME: The Program is designed to enhance the capacity of the participants to:
a)   Understand the technical and administrative aspects of SP
b)   Apply competences learned in delivery of SP programs
c)   Mobilize and prudently Manage resources in SP programs
d)   Effectively coordinate SP programs
e)   Utilize monitoring and evaluation evidence to make decisions for in SP programs
f)   Determine lessons challenges and Exploit opportunities in an actual SP program

PUBLIC SERVICE INDUCTION PROGRAMS

PROGRAM TITLE: Induction Program for the Public Service

DURATION: This Program is designed to take ten (10) training days with a total of 60 contact hours.

RECOMMENDED CATEGORY OF STAFF: The recommended participants will include new entrants into the service and officers on transfer, re-deployment, promotion and/or re-designation.

PROGRAM DESCRIPTION: The Induction Program is intended to help the officers understand how public service works, how the government is organized in terms of systems and processes, official correspondences, human resource and financial policies among other knowledge and skills areas so as to enable them effectively, efficiently and ethically deliver services to the public.

PROGRAM OUTCOME:
This program is designed to enhance the capacity of participants to:
a)   Adhere to government organization, functions and practices
b)   Apply public guidelines, rules and procedures in service delivery and staff welfare
c)   Utilize effective techniques of government communicating
d)   Deliver high quality services to the public
e)   Adhere to public financial management guidelines

PROGRAM TITLE: Induction Program for Government Advisors

DURATION: The Program will run for five (5) training days to a total of thirty (30) contact hours.

RECOMMENDED CATEGORY OF STAFF: This training is intended for officers appointed as advisors at both National and County Governments.

PROGRAM DESCRIPTION:
This Program aims to provide foundational knowledge and skills required by government advisors in order to perform effectively.

PROGRAM OUTCOME:

The Program is designed to enhance the capacity of the participants to:

a)   Improved coordination of advisory services

b)   Enhanced execution of decisions made

c)   Enhanced stakeholder collaboration

d)   Effective governance through informed decision-making.

e)   Consistent implementation of public policies

PROGRAM TITLE: Public Service Induction Program for Interns

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Persons interested in joining the public service on internship program from training institutions.

PROGRAM DESCRIPTION: The aim of this program is to equip participants with knowledge, competencies, skills and behaviour; practical, hands-on experience in their chosen fields so as to enable them to be transformed into wholesome individuals with the right values, ethics and attitudes.

PROGRAM OUTCOME: The program is designed to enhance the capacity of participants to:

a)   Demonstrate knowledge about government structure, functions and procedures

b)   Adhere to the Public Service Code of Conduct

c)   Relate with supervisors, colleagues and other organization stakeholders

d)   Employ skills and competencies required of a public officer

e)   Comply with health and safety measures at the workplace

PUBLIC SERVICE ETHICS AND INTEGRITY PROGRAMS

PROGRAM TITLE: Public Service Values and Ethics Program for Senior Officers.

DURATION: 3 Days

RECOMMENDED CATEGORY OF STAFF: Senior officials in public and private sector organizations.

PROGRAM DESCRIPTION:

PROGRAM OUTCOME: Entrench VEI in organizations and agencies.
a)   Keep custody of the regulatory framework that govern VEI.
b)   Oversee prudent utilization of public resources.
c)   Demonstrate VEI in their conduct of public and private affairs.
d)   Lead organizations to the highest level of integrity and ethics in the performance of functions and service to citizens.

PROGRAM TITLE: Public Service Values and Ethics for Managerial Officers

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Middle Level managers in the national and county governments

PROGRAM DESCRIPTION:

PROGRAM OUTCOME: Implement VEI programs in their organizations
a)   Demonstrate compliance with VEI standards in the performance of their duties
b)   Enforce laws, rules, procedures and regulations that govern VEI in the delivery of services
c)   Supervise prudent utilization of public resources
d)   Exemplify VEI in their conduct of public affairs.

PROGRAM TITLE: Professional Standards & Values in the Public Service

DURATION: 5 Day

RECOMMENDED CATEGORY OF STAFF: Officers managing QMS in Ministries, Departments, Agencies and Counties

PROGRAM DESCRIPTION: The aim of the Program is to promote transformation of the Public Service through development of capacity to provide services in strict adherence to public service values and the highest standards of professional conduct.

PROGRAM OUTCOME: This program is designed to enhance the capacity of participants to;
a)   Apply national values and principles in the day-to-day discharge of duties.
b)   Uphold standards of professional codes of conduct in the Public Service.
c)   Promote implementation of the statutory requirements on values and professionalism in the Public Service.
d)   Participate actively in monitoring and evaluation of adherence to public service values and standards of professional conduct.

COMMUNICATION DEVELOPMENT PROGRAMS

PROGRAM TITLE: Conduct of Meetings and Minute Writing

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Officers in public and private sector organizations responsible for chairing or taking minutes in meetings

PROGRAM DESCRIPTION: The Program aims to provide competencies to enable officers to apply best practices in conduct of meetings and minute writing techniques to produce minutes that can inform decision making.

PROGRAM OUTCOME: At the end of the Program, participants should be able to:
a)	Explain the role of meetings in managing organizations;
b)	Identify types of meetings and minutes;
c)	Discuss the roles and responsibilities of the chairperson, the secretary and individuals at a meeting;
d)	Describe basic meeting protocol and procedures;
e)	Produce minutes.

PROGRAM TITLE: Report Writing Course

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Officers responsible for preparation of reports

PROGRAM DESCRIPTION: The Program aims to equip participants with competencies that will enable them apply best practices in writing reports that can inform decision making.

PROGRAM OUTCOME: This Program is designed to enhance capacity of participants to:
a)   Apply the principles of written communication in report writing
b)   Adhere to formal report writing guidelines
c)   Write effective reports
d)   Present reports to appropriate audiences

PROGRAM TITLE: Government Protocol, Etiquette and Events Management

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Senior officers, protocol officers, event managers, Front office staff, and other interested persons

PROGRAM DESCRIPTION: The programme aims to provide knowledge, skills and competencies to leaders to apply the principles of protocol and etiquette in both formal and social environments; and successfully organize events. The course introduces participants to the ceremonial aspects of protocols procedures, behaviour of etiquette, rules of courteousness in society and respect for precedence.

PROGRAM OUTCOME: This program is designed to enhance the capacity of participants to:
a)   Apply the principles of protocol and etiquette in both formal and social environments
b)   Adhere to the order of seniority
c)   Exhibit appropriate behavior and mannerisms in both formal and social environments
d)   Manage cultural diversity
e)   Successfully plan for and organize activities of an event
f)   Manage delivery of the event
g)   Write an end of event report

PROGRAM TITLE: Public Relations & Customer Care

DURATION: 10 Days
20 Days (ONLINE)

RECOMMENDED CATEGORY OF STAFF: Officers responsible for customer engagement in National and County government, as well as Non – government

PROGRAM DESCRIPTION: To equip participants with appropriate public relations and customer care skills and techniques for effective service delivery.

PROGRAM OUTCOME: This program is designed to enhance the capacity of participants to:
a) Demonstrate an understanding of the theory and practice underpinning public relations and customer care.
b) Develop competencies and skills in PR and customer care.
c) Demonstrate an understanding of the role of PR and customer care in the public service.
d) Apply PR and customer competencies and skills at the workplace.
e) Design a customer care management system.

CUSTOMER SERVICE EXCELLENCE PROGRAMS (IN COLLABORATION WITH HUDUMA KENYA SECRETARIAT)

Advancing a culture of excellence and citizen-centered service delivery.

The Customer Service Excellence (CSE) Programmes, offered in partnership with Huduma Kenya, aim to advance a culture of excellence, professionalism, and customer focus in public service delivery. The programmes equip participants with the knowledge, skills, and tools to enhance customer experience, streamline service processes, and uphold service delivery standards.

Tailored for different levels of staff—from executives and managers to technical and frontline officers—the CSE programmes combine practical learning, case studies, and peer exchange to inspire innovation and strengthen institutional capacity for quality service delivery.

PROGRAM TITLE: Customer Service Excellence Program for Executives

DURATION: 3 Days

RECOMMENDED CATEGORY OF STAFF: The Program targets executives in the public and private sectors. It is recommended for Principal Secretaries, Heads of Organizations, Industry Leaders, and Directors in Ministries, Departments, Agencies, and Counties (MDACs).

PROGRAM DESCRIPTION: This program is designed to enhance executive leadership in promoting a culture of excellence and citizen-centered service delivery. It focuses on aligning institutional strategies with customer service standards, strengthening policy frameworks that support customer-centric governance, and positioning executives as champions of service transformation within their organizations.

PROGRAM OUTCOME:
Upon completion, participants will be able to:
a)   Provide strategic direction for implementing customer service excellence frameworks.
b)   Integrate customer-focused principles into institutional policies and decision-making processes.
c)   Champion innovation and performance-driven service delivery in their organizations.
d)   Strengthen accountability and responsiveness to citizen needs.

TRAINING METHODOLOGY:
Interactive executive learning methods including high-level dialogues, case studies, simulations, peer reflection, and expert presentations designed to promote strategic thinking and leadership in customer service transformation.

PROGRAM TITLE: Customer Service Excellence Program for Senior Managers

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: This Program is intended for senior managers in the Public Service, Private, and Non-Governmental Organizations (NGOs).

PROGRAM DESCRIPTION: The program equips senior managers with the capacity to operationalize customer service excellence standards and lead organizational transformation. It emphasizes strategic management, effective supervision, and performance-based approaches to building responsive, citizen-centered institutions.

PROGRAM OUTCOME:
This Program is designed to enhance the capacity of participants to:
a)   Build customer-focused teams within organizations
b)   Promote adherence to the customer service delivery framework.
c)   Facilitate implementation of customer excellence standards.
d)   Apply best practices in promoting customer excellence standards in times of crisis.
e)   Institutionalize frameworks for customer appreciation.

TRAINING METHODOLOGY:
Facilitated discussions, experiential learning, simulations, case analysis, and peer exchange to promote practical application of customer service excellence principles.

PROGRAM TITLE: Customer Service Excellence Program for Frontline Officers

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: The Program targets all officers working at frontline desks or counters in Huduma Centres and other customer-facing departments, sections, and organizations. They include customer care officers from Government Ministries, Departments, Agencies, and Counties (MDACs), Non-Governmental Organizations (NGOs), and the private sector.

PROGRAM DESCRIPTION: This program aims to enhance the competencies of frontline officers to deliver efficient, courteous, and customer-focused services. It builds practical skills in communication, problem-solving, empathy, and handling diverse customer needs while promoting adherence to service standards and institutional values.

PROGRAM OUTCOME:
 By the end of the program, participants will be able to:
a)   Demonstrate professionalism and empathy in customer interactions
b)   Apply effective communication and problem-solving techniques in service delivery.
c)   Manage challenging customer situations with confidence and decorum.
d)   Promote a positive organizational image through customer-focused behavior.
e)   Uphold customer service standards and institutional values in all engagements.

TRAINING METHODOLOGY:
Highly interactive sessions using role plays, group exercises, simulations, case studies, and guided reflection to strengthen interpersonal and service delivery skills.

PROGRAM TITLE: Customer Service Excellence Program for Quality Standard Assessors

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: This training is intended for officers who wish to be trained as CSE Quality Standard Assessors/Auditors in the Public Service, the Private Sector, and Non-Governmental Organizations (NGOs).

PROGRAM DESCRIPTION: The program prepares participants to assess and audit the implementation of Customer Service Excellence Standards within organizations. It provides comprehensive training in quality management systems, evaluation tools, performance measurement, and reporting for continuous improvement in service delivery.

PROGRAM OUTCOME:

Upon completion, participants will be able to:

a)   Conduct assessments and audits on compliance with customer service excellence standards.

b)   Develop and apply assessment tools for quality monitoring and reporting.

c)   Identify gaps and recommend improvement measures for service delivery.

d)   Support organizations in institutionalizing customer service excellence frameworks.

TRAINING METHODOLOGY:

A blended approach combining expert-led sessions, group discussions, field exercises, practical assessments, and simulations to reinforce quality assessment and auditing skills.

PROGRAM TITLE: Customer Service Excellence Program for Technical Officers

DURATION: 4 Weeks

RECOMMENDED CATEGORY OF STAFF: The training is intended for officers in technical cadres in the Public, Private, and Non-Governmental Organization (NGO) sectors who are responsible for delivery of services to customers. This presupposes some variation in objectives, learning outcomes, content, and methodology depending on the level of participants.

PROGRAM DESCRIPTION: The program equips technical officers with the knowledge, skills, and attitudes required to ensure compliance with customer service excellence standards in technical and service functions. It emphasizes service quality, innovation, and continuous improvement in technical service delivery.

PROGRAM OUTCOME:

The Program is designed to enhance the capacity of participants to:

a)   Demonstrate ability to promote customer excellence standards.

b)   Apply Business Process Re-engineering (BPR) tools in customer service excellence.

c)   Implement the Customer Excellence Standards at the workplace.

d)   Comply with CSE quality standards set by the organization.

TRAINING METHODOLOGY:

An applied learning approach combining lectures, case studies, demonstrations, simulations, group projects, and on-the-job assignments to reinforce skills in service delivery and quality improvement.

SUPERVISORY SKILLS DEVELOPMENT PROGRAM

These programmes are designed to equip officers and supervisors across public and private sectors with practical management, supervisory, and operational skills. Participants gain competencies to enhance service delivery, improve team performance, and apply professional standards in administrative and technical functions.

PROGRAM TITLE: Management Course for Office Administrators

DURATION: 20 Days

RECOMMENDED CATEGORY OF STAFF: Senior office administrators in ministries, county governments, and state corporations.

PROGRAM DESCRIPTION: The course helps officers understand the workings of the civil service, government organization, and administrative structures. Participants learn key skills including drafting and responding to official correspondence, office administration, communication, and organizational procedures.

PROGRAM OUTCOME:
Participants will be able to:
a)   Apply knowledge of civil service operations in administrative duties.
b)   Draft, review, and respond to official correspondences accurately.
c)   Organize office workflows to support efficient service delivery.

TRAINING METHODOLOGY:
 Lectures, group discussions, case studies, practical exercises, and workplace simulations.

PROGRAM TITLE: Management Skills Course (Supervisory Management Skills Course)

DURATION: 4 Weeks

RECOMMENDED CATEGORY OF STAFF: Supervisors in JG "G" and above or equivalent.

PROGRAM DESCRIPTION: This program equips supervisors with practical knowledge and skills to ensure effective supervision, team performance, and service delivery. It focuses on planning, monitoring, motivating staff, and managing operational challenges within organizations.

PROGRAM OUTCOME:
Participants will be able to:
a)   Apply principles of effective supervision and leadership.
b)   Plan, monitor, and evaluate team performance.
c)   Enhance staff motivation and accountability.
d)   Resolve workplace conflicts professionally.

TRAINING METHODOLOGY:
 Interactive workshops, case studies, role plays, group exercises, and reflective learning.

PROGRAM TITLE: Hospitality Skills Development Course

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Officers working in housekeeping, front office, food and beverage production and service, event management, tour and travel operations, and other areas in the hospitality industry.

PROGRAM DESCRIPTION: This course equips participants with practical skills and knowledge for effective service delivery in hospitality settings. It covers customer service, operational management, hygiene, food safety, and professional etiquette.

PROGRAM OUTCOME:

Participants will be able to:

a)   Deliver high-quality customer service in hospitality operations.

b)   Apply best practices in food and beverage production and service.

c)   Manage hospitality operations efficiently.

d)   Promote professionalism and ethical behavior in service delivery.

TRAINING METHODOLOGY:

Hands-on practical sessions, simulations, case studies, group work, and supervised field exercises.

PROGRAM TITLE: Supervisory Skills Development Course

DURATION: 10 Days (classroom) / 20 Days (online)

RECOMMENDED CATEGORY OF STAFF: Officers from national and county governments responsible for sections and service delivery units, including front office, administrative services, public communication, HR, records management, accounts, finance, supply chain, and other first-line supervisors and team leaders.

PROGRAM DESCRIPTION: This course equips participants with supervisory skills and techniques to manage, supervise, and control staff effectively. It emphasizes performance management, team motivation, conflict resolution, and fostering a productive work environment.

PROGRAM OUTCOME:
Participants will be able to:
a)   Set performance objectives, standards, and targets.
b)   Manage and supervise staff effectively.
c)   Achieve organizational goals while managing outcomes.
d)   Create a conducive atmosphere for teamwork and performance.
e)   Apply interpersonal skills to communicate, listen, and handle conflicts effectively.

TRAINING METHODOLOGY:
 Interactive workshops, role plays, case studies, group exercises, reflective learning, and practical assignments.

PROGRAM TITLE: Records Management Course

DURATION: 20 Days

RECOMMENDED CATEGORY OF STAFF: Officers responsible for maintenance of records.

PROGRAM DESCRIPTION: The program provides participants with knowledge, skills, and competencies to manage government records efficiently. It emphasizes ethical standards, legal compliance, and modern record-keeping practices including electronic records management.

PROGRAM OUTCOME:
Participants will be able to:
a)   Apply principles of records management.
b)   Manage files and documentation appropriately.
c)   Demonstrate ethical practices in records management.
d)   Comply with legal and regulatory requirements.
e)   Manage electronic and digital records effectively.

TRAINING METHODOLOGY:
Lectures, practical exercises, case studies, file management simulations, and group discussions.

PROGRAM TITLE: Proficiency Course for Clerical Officers

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Officers preparing to sit proficiency examinations.

PROGRAM DESCRIPTION: This course prepares clerical officers for professional proficiency examinations by enhancing their understanding of office procedures, administrative skills, correspondence, and record management.

PROGRAM OUTCOME:
Participants will be able to:
a)   Demonstrate competence in administrative procedures.
b)   Apply office management skills in daily operations.
c)   Prepare effectively for proficiency examinations.

TRAINING METHODOLOGY:
Classroom lectures, practice exercises, mock examinations, case studies, and group discussions.

HUMAN RESOURCE AND PERFORMANCE MANAGEMENT PROGRAMS

PROGRAM TITLE: Management of Discipline and Disciplinary Processes in the Public Sector

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Human Resource Directors, HR Managers, HR officers, Public Administrators, Chief Officers, CPSB Members and Board Secretaries.

PROGRAM DESCRIPTION: This program has been designed to provide knowledge, skills and competencies to enhance effective and efficient management of public sector employee indiscipline, grievances, minor and gross misconduct.

PROGRAM OUTCOME: This program is designed to achieve the following outcomes:
a)   Demonstrate ability to manage and report employee indiscipline in a public sector institution;
b)   Utilize legal, regulatory and institutional frameworks to manage discipline and maintain integrity
of   employee disciplinary process;
c)   Adopt best practice in managing employee indiscipline, appeals and review; and
d)   Monitor, Evaluate and Report on Employee Indiscipline

PROGRAM TITLE: Collective Bargaining in the Public Service

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Employers and workers' representatives, industrial relations practitioners, including trade union officials, HR and line managers, senior managers, mediators, conflict management specialists, labor inspection teams, and public service boards.

PROGRAM DESCRIPTION: This program equips participants with knowledge and practical skills to effectively engage in collective bargaining processes in the public service. It covers labor laws, negotiation techniques, dispute resolution, stakeholder engagement, and the management of industrial relations. The course emphasizes strategies for achieving mutually beneficial agreements while maintaining organizational efficiency and service delivery standards.

PROGRAM OUTCOME:
Upon completion, participants will be able to:
a)   Apply labor laws and regulations in collective bargaining processes.
b)   Conduct effective negotiations and reach sustainable agreements.
c)   Manage and resolve workplace conflicts constructively.
d)   Facilitate constructive engagement between employers and employees.
e)   Strengthen organizational capacity to implement collective agreements and promote harmonious industrial relations.

TRAINING METHODOLOGY:
 Interactive workshops, case studies, role plays, group exercises, simulations of bargaining sessions, and guided discussions on real-world scenarios.

PROGRAM TITLE: Productivity Improvement and Measurement

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Human resource directors and managers, development officers and quality assurance officers.

PROGRAM DESCRIPTION: The Program is designed to provide participants with knowledge, skills and competencies necessary to improve human resource productivity in the public sector.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Manage resources for optimal outcomes.

b)   Utilize the knowledge, tools and skills to improve productivity in organizations.
c)   Measure productivity at the workplace.
d)   Conduct Monitoring, Evaluation, Review and Reporting on productivity.
e)   Lead change champions in productivity improvement programs/Lead individuals and teams for effective performance.

PROGRAM TITLE: Job Evaluation in the Public Service

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Heads of HR function/ HR managers, members of public service boards, line managers, supervisors/ heads of departments, job analysts, members of job description analysis committees.

PROGRAM DESCRIPTION: The Program is designed to equip participants with knowledge, skills and competencies on Job Evaluation and practice.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Conduct job evaluation

PROGRAM TITLE: Dispute Mediation in the Public Service

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Middle and senior level managers.

PROGRAM DESCRIPTION: This program aims to equip participants with relevant knowledge, and skills in the field of mediation to enable them reduce disputes at the workplace; ensure harmonious working relationships and a tremendous reduction in the number of labour-related court cases.

PROGRAM OUTCOME: The program is designed to enhance the capacity of participants to:
a)   Evaluate appropriateness of cases presented as disputes and conflicts for mediation
b)   Practice a repertoire of skills in different mediation contexts
c)   Apply the principles of mediation in different mediation contexts
d)   Develop an action plan indicating specific milestones to be achieved
e)   Conduct a workplace mediation session - Practicum
f)   Build networks with other trained mediators for future collaboration and advancement of mediation practices

PROGRAM TITLE: Disaster Risk Management

DURATION: The Program will run for ten (10) training days to a total of sixty (60) hours.

RECOMMENDED CATEGORY OF STAFF: The Course targets both middle-level public and private sector officers involved in disaster management activities. (Sentence seems detached from the relevance of the paragraph.

PROGRAM DESCRIPTION: The overall aim of this Program is to equip participants with the necessary skills, expertise, and techniques in Disaster Risk Management.

PROGRAM OUTCOME: After undergoing training in this Course, participant should be in a position to:
a)   Apply the relevant DRM skills to effectively manage disasters.
b)   Effectively lead teams in disaster situations.
c)   Communicate effectively with stakeholders for synergy in managing disasters.
d)   Mobilize resources for disaster interventions.
e)   Uphold good governance principles, ethics and integrity in disaster management.

FINANCE AND PROCUREMENT MANAGEMENT PROGRAMS

PROGRAM TITLE: Finance for Non-Finance Managers

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Officers handling financial responsibilities but have no formal training in finance

PROGRAM DESCRIPTION: The aim of this Program is to provide non finance managers with requisite financial knowledge and competencies to enable them execute their financial responsibilities prudently.

PROGRAM OUTCOME: This Program is designed to enhance capacity of participants to:
a)   Comply with the policy, legal and institutional standards set in the management of public financial resources in Kenya
b)   Make prudent decisions and administrate public resources in an efficient, effective, economical and transparent manner
c)   Oversight and correctly interpret financial reports
d)   Apply key financial information in planning and decision making
e)   Monitor, evaluate and account for public resources effectively.

PROGRAM TITLE: Financial Reporting Under IPSAS Accrual

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: The Program targets Officers and Managers involved in Public Finance Management. These include; Finance Officers, Accountants and Auditors.

PROGRAM DESCRIPTION: The program seeks to provide participants with requisite financial knowledge and competences to enable them execute their financial reporting responsibilities prudently.

PROGRAM OUTCOME: This program is designed to enhance capacity of participants to:
a)   Comply with the accrual principles and concepts in financial reporting
b)   Apply accrual basis IPSAS in the preparation of public sector financial statements
c)   Apply key financial information in planning and decision making
d)   Interpret financial reports
e)   Report on public resources effectively.

PROGRAM TITLE: International Public Sector Accounting Standards

DURATION: 15 Days

RECOMMENDED CATEGORY OF STAFF: Accountants, finance officers, asset managers and auditors.

PROGRAM DESCRIPTION: This Program aims to provide essential knowledge and skills required by Accountants,Auditors and Finance Officers to effectively prepare and/or audit financial statements in conformity to International Public Sector Accounting Standards (IPSAS).

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Effectively prepare and/or audit financial statements in conformity to
b)   International Public Sector Accounting Standards (IPSAS).
c)   Improve the quality of general-purpose financial reporting by public sector entities, leading to better informed assessments of the resource allocation decisions made by governments, thereby increasing transparency and accountability.
d)   Effectively develop and maintain IPSAS and other financial reporting guidance and raise awareness and adoption of accrual-based accounting in public sector.

PROGRAM TITLE: Public Procurement & Contract Management

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Senior managers and Accounting officers responsible for providing general oversight of the procurement process.

PROGRAM DESCRIPTION: The Program seeks to enhance knowledge, attitudes, skills and values of participants in the procurement process for transparency, accountability and achievement of value for money.

PROGRAM OUTCOME: On completion of the program, the senior managers should be able to:
a)   Provide effective oversight of the procurement process;
b)   Correctly apply procurement methods and thresholds;
c)   Effectively implement the preference and reservations scheme in public procurement
d)   Provide effective oversight in the management and administration of contracts
e)   Efficiently manage asset disposal process
f)   Ensure appropriate procurement records are secured and maintained

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PROGRAM TITLE: Financial Accounting, Reporting and Analysis

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Accountants, finance officers, auditors, budget officers, finance managers, internal control officers, and other public and private sector staff involved in financial management and reporting.

PROGRAM DESCRIPTION: This program provides participants with practical knowledge and skills in financial accounting, reporting, and analysis. It covers key topics such as financial statement preparation, budget monitoring, compliance with accounting standards, interpretation of financial reports, and use of financial data to support decision-making and organizational performance. The course emphasizes accuracy, transparency, and accountability in financial management.

PROGRAM OUTCOME:
 Upon completion, participants will be able to:
a)   Prepare accurate financial statements in compliance with applicable standards.
b)   Analyze and interpret financial reports to support decision-making.
c)   Apply internal controls and audit requirements to ensure financial integrity.
d)   Monitor and evaluate budgets and expenditure for effective resource utilization.
e)   Strengthen accountability and transparency in financial management processes.
TRAINING METHODOLOGY:
Interactive lectures, practical exercises, case studies, group discussions, hands-on financial reporting simulations, and real-world problem-solving activities.

PROGRAM TITLE: Program Based Budgeting

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Heads of Departments, County Chief officers, Finance officers, Economists, and Budget officers of National and County Governments.

PROGRAM DESCRIPTION:

PROGRAM OUTCOME:
a)   Prioritize critical areas within the public sector
b)   Cost public sector programmes
c)   Execute programme based public sector budgets
d)   Apply the monitoring, evaluation and reporting framework
e)   Advocate for sector budgets

PROJECT MANAGEMENT AND ENVIRONMENTAL PROGRAMS

PROGRAM TITLE: Environmental and Social Safeguards in Development

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Political and community leaders, heads of MDAs, and project planners & managers in both public and private sector

PROGRAM DESCRIPTION: The aim is to inculcate competencies to integrate environmental and social safeguards in Development Policy making, Planning, Budgeting and Implementation (DPPBI).

PROGRAM OUTCOME: By the end of the Sessions, participants should be able to:
a)   Comply with policy, legal and institutional frameworks for environmental and social safeguards.
b)   Integrate environmental and social safeguards in policy planning, budgeting and implementation.
c)   Conduct Monitoring, Evaluation, Reporting and Review (MER&R) in development projects.

PROGRAM TITLE: Social Risk Management in Development

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Engineers, social specialists, environmental specialists, legal officers and decision makers responsible for project implementation.

PROGRAM DESCRIPTION: This Program aims at enhancing capacities of participants to identify and manage social risks in development projects.

PROGRAM OUTCOME: The Program is designed to enhance the capacity of the participants to:
a)   Map out the social risks in projects
b)   Undertake stakeholder mapping and engagement
c)   Develop social impact assessment tools for projects
d)   Develop mechanisms to strengthen social risk management
e)   Monitor, evaluate and report social risks

PROGRAM TITLE: Green Growth and Circular Economy

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Policy and senior managers at the national and county government, public sector agencies, NGOs and private sector actors.
Policy and senior managers at the national and county government, public sector agencies, NGOs and private sector actors, technical officers both at the national and county governments, public sector agencies, NGOs and private sector actors"

PROGRAM DESCRIPTION: The programme aims to provide appropriate knowledge, competency and skills to mainstream climate change and gender responsive actions in policy, planning and budgeting at county and national levels.
The programme aims to provide appropriate knowledge, competency and skills to mainstream climate change and gender"

PROGRAM OUTCOME: The programme seeks to:
a)   Enhance the capacity of Climate Change Unit (CCU) officers to coordinate climate change activities
         in counties;
b)   Mainstream climate change and gender responsive actions in policy, planning and budgeting; and
c)   Utilize climate change and gender disaggregated data, information and knowledge in county
         planning, monitoring, evaluation and reporting

PROGRAM TITLE: Climate Change Policy, Planning and Budgeting

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Officers in environment, agriculture, and planning sectors, as well as public agencies responsible for project management. Trainers, practitioners, managers, non-governmental organizations, and other interest groups involved in development projects.

PROGRAM DESCRIPTION: This program equips participants with knowledge and skills to integrate climate change considerations into policy formulation, strategic planning, and budgeting processes. It covers climate risk assessment, adaptation and mitigation strategies, project prioritization, and aligning interventions with national and international climate frameworks.

PROGRAM OUTCOME:
Participants will be able to:
a)   Develop and implement climate change policies and plans.
b)   Integrate climate considerations into budgets and development projects.
c)   Assess climate risks and design adaptive strategies.
d)   Promote sustainable and climate-resilient interventions.
e)   Monitor and report on climate change initiatives in compliance with regulatory frameworks.

TRAINING METHODOLOGY:
 Interactive workshops, group discussions, case studies, field exercises, and participatory simulations.

PROGRAM TITLE: Integrated Environmental Impact Assessment and Audit in Development

DURATION: 15 Days

RECOMMENDED CATEGORY OF STAFF: Environmental officers, project managers, planners, consultants, auditors, and other stakeholders involved in project planning and implementation.

PROGRAM DESCRIPTION: This program builds participants' capacity to conduct comprehensive environmental impact assessments (EIA) and audits. It emphasizes legal and regulatory compliance, environmental management systems, risk assessment, and sustainable project design to ensure environmentally responsible development.

PROGRAM OUTCOME:
 Participants will be able to:
a)   Conduct environmental impact assessments and audits for development projects.
b)   Apply environmental management principles in project planning and implementation
c)   Identify and mitigate environmental risks effectively.
d)   Prepare reports compliant with legal and regulatory standards.
e)   Promote sustainable development practices in project management.

TRAINING METHODOLOGY:
 Lectures, case studies, practical field assessments, group exercises, and reporting simulations.

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3. PROGRAM TITLE: Project Monitoring, Evaluation & Reporting

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Public officers responsible for project management, including program managers, project coordinators, and monitoring & evaluation (M&E) officers.

PROGRAM DESCRIPTION: This program equips participants with skills to monitor, evaluate, and report on projects efficiently. It covers project performance measurement, M&E frameworks, data collection and analysis, impact assessment, and reporting to enhance accountability and evidence-based decision-making.

PROGRAM OUTCOME:
Participants will be able to:
a)   Design and implement monitoring and evaluation frameworks.
b)   Collect, analyze, and interpret project data to inform decisions.

c)   Prepare comprehensive reports for stakeholders.
d)   Identify gaps, lessons learned, and best practices for project improvement.
e)   Strengthen transparency and accountability in project management.

TRAINING METHODOLOGY:
 Interactive lectures, practical exercises, group discussions, case studies, and hands-on data analysis exercises.

PROGRAM TITLE: Project Development & Management

DURATION: 20 Days

RECOMMENDED CATEGORY OF STAFF: Project managers, engineers, architects, surveyors, and other professionals responsible for developing and managing projects

PROGRAM DESCRIPTION: The aim of this Program is to provide participants with sufficient knowledge and skills to able them to manage projects efficiently, effectively within the constraints of time, budget and specifications.

PROGRAM OUTCOME: The expected learning outcomes of the program include:
a)   Enhance ability for development and implementation of projects
b)   Viable development projects selected and implemented
c)   Utilization of project Monitoring, Evaluation and & Review data in decision making
d)   Enhanced stakeholder engagement for project sustainability

PROGRAM TITLE: Project Planning and Management

DURATION: 20 Days

RECOMMENDED CATEGORY OF STAFF: Project managers, planners, agricultural officers, economists, human resource managers and other professionals responsible for project planning and management

PROGRAM DESCRIPTION: The aim of this programme is to equip participants with knowledge and skills to develop, manage and complete projects with a high degree of success.

PROGRAM OUTCOME: The expected learning outcomes include:
a)   Re-engineering of project planning and management processes;
b)   Professional application of tools and techniques of project planning and management
c)   Enhanced resources mobilization, implementation and management skills
d)   Utilize data on impact of project for effective decision making

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PROGRAM TITLE: Results-Based Monitoring & Evaluation

DURATION: 20 Days

RECOMMENDED CATEGORY OF STAFF: Officers responsible for project development and management from all sectors.

PROGRAM DESCRIPTION: The aim of this Program is to equip participants with the requisite knowledge and skills to develop robust results-based monitoring and evaluation systems.

PROGRAM OUTCOME: This Program is designed to enhance capacity of participants to:
a)   Integrate the use of M&E information in decision making
b)   Adopt appropriate M&E practices
c)   Demonstrate project progress through M&E reports.

PROGRAM TITLE: Green Growth & Circular Economy for Policy Maker

DURATION: 3 Days

RECOMMENDED CATEGORY OF STAFF: Technical officers both at the national and county governments, public sector agencies, NGOs and private sector actors
Trainers, practitioners, managers, non-governmental organizations and other interest groups responsible for development projects.

PROGRAM DESCRIPTION: The program aims to enhance the competency of senior managers and policy actors to incorporate principles and ideas on green growth and circular economy in policy making, planning and budgeting at both national and county levels of government.

PROGRAM OUTCOME: The program is designed to enhance the capacity of participants to:
a)   Apply the principles and practice of green growth and circular economy in policy making, planning and budgeting;
b)   Design and implement green growth and circular economy programs at both national and county levels of government;
c)   Mobilize resources to implement green growth and circular economy initiatives; and
d)   Use evidence to inform policy decisions on green growth and circular economy.

PROGRAM TITLE: County Climate Change Funding Mechanism

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Policy and Senior Managers at the National and County Governments, State Corporations and Agencies, NGOs and Private Sector Actors.

PROGRAM DESCRIPTION: This Program is designed to enhance competencies in climate change financing mechanisms.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of the participant to:
a)   Demonstrate understanding of the challenge of climate change in county development agenda
b)   Identify climate change financing needs within the counties
c)   Mobilize funding to support climate change actions
d)   Develop and operationalize CCCF mechanism.

TRAINING METHODOLOGY: Participants will be engaged through face-to face interactive lectures, case studies, demonstrations, Peer to peer learning, experience sharing, self and group assessment exercises and group discussions. Participative and interactive participant-centered adult training approaches will be used. Participants will also be expected to develop policy papers on the areas they will have covered.

e-LEARNING AND INFORMATION TECHNOLOGY INSTITUTE AND ICT PROGRAMS

TRAINING METHODOLOGY: Participative and interactive participant-centered adult training approaches will be used including lectures, case studies, practical sessions in the computer lab, demonstrations, simulations, practicum, self and group assessment exercises and group discussions.

PROGRAM TITLE: Cyber Security

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Information Technology (IT) professionals in National and County Governments and the private sector handling information Security

PROGRAM DESCRIPTION: This Program is designed to provide participants with appropriate knowledge, skills and competencies to manage cyber security in public and private sector organizations.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Design and implement secure information system architectures
b)   Conduct advanced threat and risk assessments to mitigate vulnerabilities
c)   Integrate compliance frameworks into security operations

d)   Develop and manage incident response and disaster recovery plans
e)   Enforce cyber hygiene and organizational security policies
f)   Evaluate emerging technologies and lead security awareness initiatives

PROGRAM TITLE: Information System Security

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Supervisors, mid-level managers, staff supporting roll-out of digital services in departments, including procurement, finance, human resource, administration, records management and citizen-facing units

PROGRAM DESCRIPTION: This Program is designed to provide participants with appropriate knowledge, skills and competencies to manage cyber security in public and private sector organizations.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Articulate core principles of Information Systems Security
b)   Assess common threats, risks, and vulnerabilities in information systems
c)   Implement cyber hygiene and mitigation strategies to reduce risks
d)   Apply legal, regulatory, and institutional frameworks in securing information systems
e)   Support and evaluate incident response measures to maintain business continuity

PROGRAM TITLE: Data Protection
(Online)

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Officers involved in personal data management including officers working in data protection, records management, human resource, ICT, finance, customer relations, legal and security. Officers involved in personal data management include officers working in data protection, records management, human resource, ICT, finance, customer relations, legal and security.

PROGRAM DESCRIPTION: The aim of this program is to improve the competencies of participants in data protection for awareness and compliance with the law.

PROGRAM OUTCOME: This program is designed to enhance capacity of participants to:
a)   Adhere to the data protection regulatory framework
b)   Facilitate the exercise of rights of data subjects
c)   Comply with obligations of data controllers and data processors
d)   Utilize the prescribed data protection procedures for enforcement and penalties
e)   Adapt life skills required for data protection related activities

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PROGRAM TITLE: Data Analytics

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Officers who require data analytics to inform decision-making including Statisticians, Analysts, Auditors & Economists

PROGRAM DESCRIPTION: To empower professionals and aspiring data analysts with the essential knowledge, tools, and practical skills needed to proficiently navigate the dynamic field of data analysis.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Transform and prepare data using analytics tools
b)   Interpret and translate data insights into strategic business actions that drive organizational performance.
c)   Leverage advanced visualization and storytelling techniques to communicate insights effectively to diverse stakeholders.
d)   Develop interactive dashboards and reports that enable real-time decision-making and cross-functional collaboration.
e)   Foster a data-driven culture by championing analytics adoption and aligning insights with organizational objectives.

PROGRAM TITLE: Advanced Excel for Data Modelling

DURATION: **5 Days**

RECOMMENDED CATEGORY OF STAFF: Managers/ officers who need to improve their office productivity in MS Excel for enhanced reporting, data analysis and use of formulas and functions.

PROGRAM DESCRIPTION: This course aims to equip participants with advanced Excel skills and data modelling techniques to manage large datasets effectively. It empowers professionals to generate insightful reports based on organizational needs and make data-driven business decisions.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of the participant to:
a)   Build and manage complex data models to support effective business and financial analysis.
b)   Automate repetitive tasks through use of macros to improve efficiency and reduce manual effort
c)   Utilise advanced functions and tools to organize, analyze, and summarize large datasets accurately.
d)   Develop dynamic reports and dashboards using PivotTables, PivotCharts, and relevant visualization tools.

PROGRAM TITLE: Integrated Financial Management Information System (IFMIS)

Programs for:
a.   Accountants
b.   AIE Holders
c.   Auditors
d.   Hyperion Planning & Budgeting
e.   Procurement
f.   ICT Officers

DURATION: 5 days

RECOMMENDED CATEGORY OF STAFF: Relevant officers using IFMIS in National and County Governments

PROGRAM DESCRIPTION: The program aim to equip officers in National and County Governments with the knowledge and skills to effectively utilize the IFMIS system in their functional areas

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Navigate the IFMIS platform, including core financial modules and functions used in day-to-day accounting tasks.
b)   Support transparent and efficient financial planning and budgeting using the Hyperion Planning and Budgeting module.
c)   Implement e-Procurement processes in compliance with public procurement regulations and best practices.
d)   Apply audit and compliance functionalities within IFMIS to enhance financial accountability and internal controls in the public sector.

PROGRAM TITLE: Human Resource Information System (HRIS)

DURATION: 10 days

RECOMMENDED CATEGORY OF STAFF: Line managers, supervisors, human resource officers and payroll management officers in National and County Governments

PROGRAM DESCRIPTION: The aim of this program is to enhance implementation and utilization of Human Resource Information System in the public service.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Manage staff records from a centralised repository

b)   Administer the payroll in HRIS
c)   Utilize HRIS for staff performance
d)   Develop comprehensive staff reports in HRIS

## PROGRAM TITLE: Designing and Developing eLearning Programs

DURATION: 10 days

RECOMMENDED CATEGORY OF STAFF: Officers working in ICT or Training departments who intend to become proficient in eLearning course production.

PROGRAM DESCRIPTION: The aim of this program is to build the capacity of professionals to design, develop, and implement effective eLearning courses by combining sound instructional design principles with practical skills in the use of digital authoring tools and Learning Management Systems (LMS).

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Apply eLearning principles and models, including current trends in digital learning.
b)   Design structured eLearning courses aligned to learning goals.
c)   Utilize rapid eLearning authoring tools to create interactive, multimedia-rich learning content.
d)   Deploy and manage eLearning courses on learning management systems, ensuring functionality, learner engagement, and accessibility.
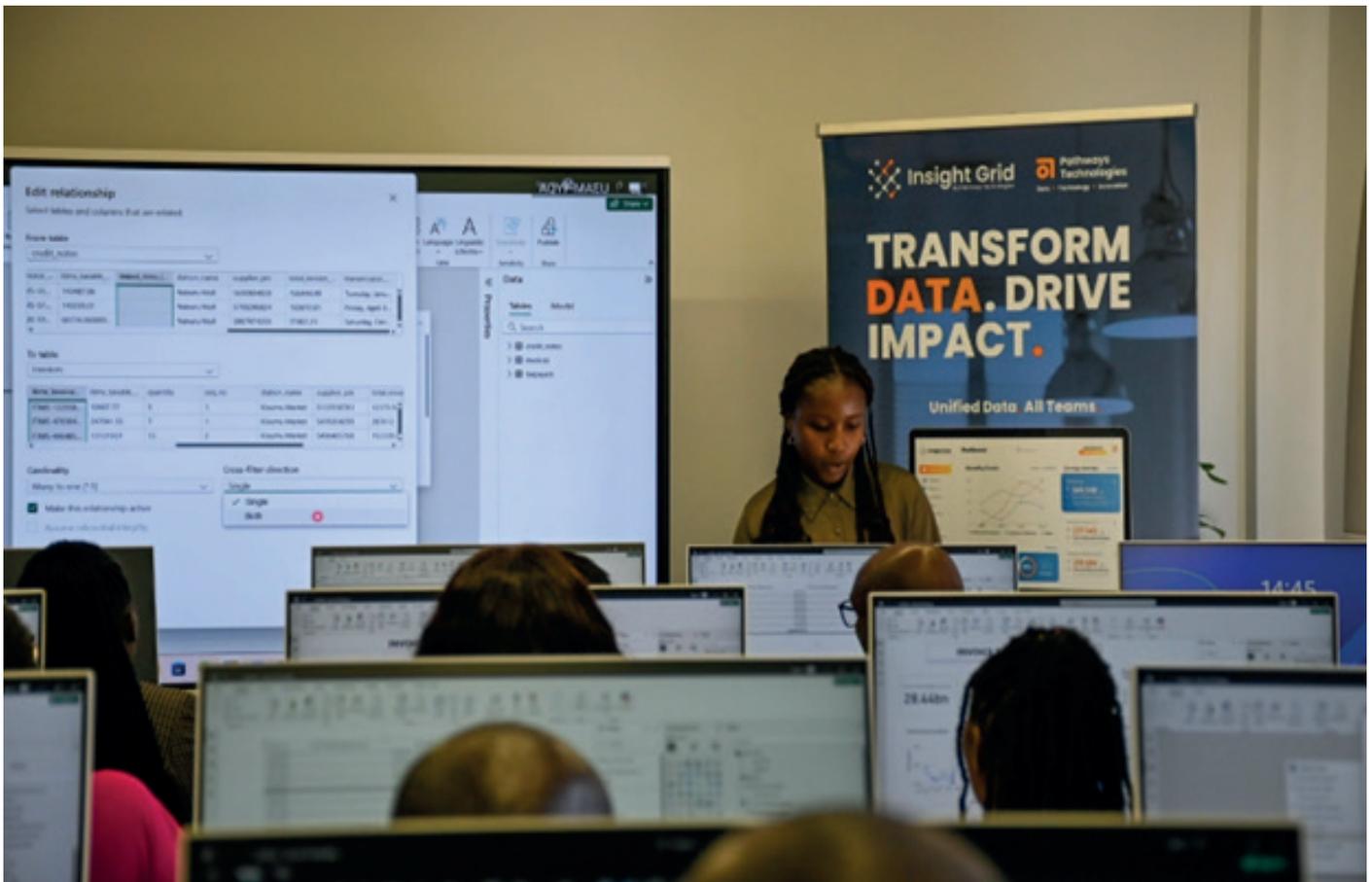
PROGRAM TITLE: Electronic Records Management

DURATION: 15 days

RECOMMENDED CATEGORY OF STAFF: Records and information management officers who include officers working in accounts, stores, registry, personnel and library

PROGRAM DESCRIPTION: The purpose of the course is to equip public sector officers with requisite skills in handling and managing records using the latest computerized techniques that will go a long way in improving service delivery in their organizations.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Apply legal and regulatory guidelines governing records management in their day-to-day work.
b)   Implement effective records management practices, ensuring secure handling, accurate retrieval, and timely disposal of records.
c)   Utilize digital tools to create, store, retrieve, and manage records digitally.
d)   Improve efficiency and accountability in their organizations through proper documentation and records tracking.

PROGRAM TITLE: Knowledge Management

DURATION: 5 days

RECOMMENDED CATEGORY OF STAFF: Officers in human resource, communication, information, library, knowledge management, ICT and those who manage knowledge in National and County Government entities and non-state actors

PROGRAM DESCRIPTION: The program aims to develop knowledge, skills and competencies of officers in knowledge management to contribute towards a knowledge based economy in achievement of Vision 2030.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Undertake a situational analysis of knowledge management environment
b)   Develop a business case for knowledge management in an organization
c)   Develop a knowledge management policy
d)   Recommend knowledge management tools and systems to be used
e)   Champion knowledge management awareness in the organization

PROGRAM TITLE: Financial Management for Project Accountants Implementing Government and World Bank Funded projects

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Project accountants, finance managers and auditors with less than three years' experience in a government project financed by the World Bank

PROGRAM DESCRIPTION: To equip participants with the necessary competencies for financial management and preparation of financial reports that ensure accountability and transparency in the use of public resources.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Apply key provisions and conditionalities in World Bank financing agreements to ensure compliance and effective project implementation
b)   Develop comprehensive budgets aligned with project objectives and WB requirements
c)   Interpret and apply financial management requirements across multiple funding models to ensure accurate, timely, and efficient disbursement of project funds.
d)   Prepare accurate and comprehensive project financial reports that comply with diverse financing models and meet organizational and World Bank requirements
e)   Analyze and address contemporary governance and compliance issues that influence project operations

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PROGRAM TITLE: Advanced Financial Management for Project Accountants Implementing Government and World Bank Funded Projects

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Project accountants, finance managers and auditors with more than three years' experience in a government project financed by the World Bank Project

PROGRAM DESCRIPTION: This advanced program strengthens participants' competencies in the prudent management of World Bank–financed projects and equips them with practical skills to execute complex financial management responsibilities effectively.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Apply key provisions and conditionalities in World Bank financing agreements
b)   Analyze financing models and their implications for funds flow and disbursement.
c)   Prepare clear and comprehensive project reports, including narrative sections for progress and closure.

d)   Apply risk management principles to identify, assess, and mitigate project risks.

e)   Implement internal control and compliance frameworks to support project objectives.

f)   Implement contracts and e-procurement processes in compliance with donor and organizational standards.

g)   Handle project assets responsibly and ensure proper handover at closure.

PROGRAM TITLE: Financial Management for Government & World Bank funded Devolved Projects

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Project accountants, finance managers and auditors working in a devolved county-level project financed by the World Bank Project

PROGRAM DESCRIPTION: To empower the participants with knowledge and relevant skills in the financial management, project-based computations, policy, regulations and contemporary issues to enable them to operate competently in their functions.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to

a)   Apply financing agreement provisions and conditionalities within devolved government operations to ensure compliance and effective project execution.

b)   Appraise the project funding cycle and key project documents required for World Bank–financed initiatives.

c)   Analyze funds flow and disbursement arrangements for projects implemented at the devolved level.

d)   Prepare accurate financial and narrative reports that meet donor requirements and government accountability standards.

e)   Apply risk management and internal control frameworks to strengthen governance and safeguard resources in decentralized project environments.

f)   Detect and prevent fraud while promoting results-based management and effective monitoring and evaluation practices.

PROGRAM TITLE: Foundations of Digital Transformation and Artificial Intelligence in the Public Service

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Public Officers involved who use information technology in delivering services.

PROGRAM DESCRIPTION: To orient participants to the purpose, terminology, and strategic relevance of digital transformation in Kenya's public service.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to
a)   Recognize cybersecurity risks and follow appropriate data protection procedures in their daily duties.
b)   Use Artificial Intelligence tools to improve efficiency in public service delivery.
c)   Apply correct data handling techniques that uphold privacy and institutional accountability.
d)   Contribute to inclusive digital service improvements by collecting and relaying user feedback.
e)   Describe the phases of a digital project with attention to the specific roles of public officers during implementation.
f)   Relate institutional digital initiatives to national digital transformation priorities in public service.

PROGRAM TITLE: Application of Digital Technologies and Artificial Intelligence in the public service.

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Public Officers involved or who use information technology in delivering services.

PROGRAM DESCRIPTION: To equip participants with the knowledge and skills to implement new technologies securely and deliver effective training for operational readiness.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
Establish a cybersecurity culture through awareness and institutional policies.
Demonstrate the ability to secure digital systems and handle data responsibly in line with cybersecurity best practices.
a)   Apply appropriate emerging technologies and artificial intelligence solutions for public service delivery.
b)   Implement data management and governance practices that support data-driven decision-making.
c)   Develop user-friendly and accessible digital services based on human-centered design principles.

d)   Execute digital project tasks and responsibilities using structured methodologies and collaboration tools.

e)   Contribute to digital strategy formulation and lead change initiatives within their departments.

PROGRAM TITLE: Management of Digital Transformation and Artificial Intelligence in the Public Service

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: This course is designed for senior public officers with responsibilities in the oversight, coordination, and implementation of digital initiatives within their institutions. Participants should be actively engaged in driving or supporting institutional digital transformation, policy execution, or service improvement initiatives within the public sector.

PROGRAM DESCRIPTION: To strengthen the capacity of senior public officers to provide strategic oversight, institutional coordination, and governance of digital transformation initiatives that advance inclusive, secure, and efficient public service delivery.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:
a)   Apply national digital transformation frameworks to guide institutional strategies.
b)   Manage multiple digital initiatives, ensuring alignment with organizational objectives.
c)   Enforce compliance with legal, ethical, and institutional standards in digital and AI implementation.
d)   Monitor, evaluate, and report on digital transformation outcomes using performance metrics and analytics.
e)   Mitigate risks while fostering innovation and strategic partnerships within digital ecosystems.

PROGRAM TITLE: Transformational Leadership in Digital Artificial Intelligence for the Public Service.

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: This program is designed for senior public sector leaders responsible for shaping, implementing, and overseeing digital transformation within government institutions.

PROGRAM DESCRIPTION: To equip senior public sector leaders with the strategic insight, ethical grounding, and institutional capabilities needed to lead, govern, and sustain digital transformation initiatives that advance national development priorities, promote public value, and foster inclusive, secure, and data-driven governance.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:

a) Provide strategic leadership in aligning digital transformation initiatives with national policy goals and institutional mandates.

b) Apply ethical and inclusive governance principles to the adoption, design, and oversight of digital technologies in public service.

c) Lead the execution of digital programs using agile, scalable, and results-oriented delivery models.

d) Coordinate multi-stakeholder partnerships to advance innovation, interoperability, and cross-sector collaboration.

e) Utilize data and analytics tools to inform strategic decisions aligned with national and organizational goals.

f) Institutionalize innovation ecosystems that support experimentation, emerging technology adoption, and sustainable reform.

g) Promote a culture that fosters transparency, accountability, continuous learning, and citizen-centered service delivery.

PROGRAM TITLE: Digital Transformation and Artificial Intelligence for CEO'S

DURATION: 3 Days

RECOMMENDED CATEGORY OF STAFF: Chief Executive Officers, CEOs of Independent Commission,

PROGRAM DESCRIPTION: This program equips Chief Executive Officers (CEOs) with strategic insight to lead digital transformation, adopt AI responsibly and align institutional priorities
with the country's digital transformation agenda.

PROGRAM OUTCOME: This program is designed to enhance the capacity of the participant to:

a) Provide strategic leadership to align digital transformation and AI initiatives with national policy goals and institutional mandates.

b) Design clear institutional pathways for digital maturity, innovation, and sustainable reform.

c) Strengthen cross-government collaboration and multi-stakeholder partnerships to advance interoperability and citizen-centered services.

d) Leverage data, analytics, and AI insights to inform strategic decisions and evaluate public value outcomes.

e) Champion a digital-first leadership culture that fosters transparency, accountability, ethical governance, and continuous learning.

PROGRAM TITLE: Digital Transformation and Artificial Intelligence for Human Resource Practitioners

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: HR Directors, HR Managers, Talent managers, Heads of Departments and HR

PROGRAM DESCRIPTION: To equip HR Directors and senior practitioners in Kenya with the knowledge, tools, and strategic insight required to lead digital transformation initiatives and effectively leverage AI technologies within their HR functions.

PROGRAM OUTCOME: By the end of this course, participants will:
a)   Assess the impact of digital transformation and AI on HR strategy and operations.
b)   Apply AI-driven tools and platforms to optimize HR processes and enable data-informed decision-making.
c)   Evaluate digital solutions that enhance workforce management, efficiency, and organizational agility.
d)   Appraise ethical, legal, and compliance considerations related to AI adoption and data privacy in HR.
e)   Design and lead change strategies that build a digital-first, inclusive, and innovation-driven HR culture.

SECURITY MANAGEMENT INSTITUTE

PROGRAM TITLE: Prevention and Control of Violent Extremism Course for Senior Officers

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Senior security officers in JG P and above

PROGRAM DESCRIPTION: This course aims at conveying essential knowledge and competencies requisite for appropriate management of VE and terrorism.

PROGRAM OUTCOME: After the training, participants should demonstrate:
a)   An understanding of the historical development and concepts of the VE and terrorism;
b)   An awareness of the conditions conducive for the emergence and spread of VE and terrorism;
c)   Capacity to propose relevant CVE responses tailored to specific contexts, and
d)   Knowledge of challenges associated with CVE efforts

PROGRAM TITLE: Prevention and Control of Violent Extremism Course for Middle Level Officers

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Middle level officers in JG M-N

PROGRAM DESCRIPTION: The course aims at developing knowledge, skills and tools to appreciate and effectively respond to threat posed by VE and terrorism.

PROGRAM OUTCOME: By the end of the training, the participants should demonstrate:
a)   An intellectual capital capable of providing solutions to mutable nature of VE and terrorism
b)   An awareness of and capacity to implement appropriate CT and P/CVE interventions
c)   Ability to apply CT and P/CVE best practices from other parts of the world

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PROGRAM TITLE: Critical Infrastructure and VIP Protection

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Protocol Officers and officers involved in securing VIPs

PROGRAM DESCRIPTION: This program aims to acquaint participants with knowledge, skills, competences and techniques to effectively manage the function of VIP protection

PROGRAM OUTCOME: By the end of the training, the participants should demonstrate:
a)   Promote defense of Critical National Infrastructure
b)   foster security of VIPs
c)   Mitigate and avert risks
d)   Demonstrate aptitudes in reconnaissance
e)   Apply technology in VIP protection
f)   Deepen knowledge on disaster and evacuation protocols
g)   Detect and deter terrorist attacks

PROGRAM TITLE: Conflict Management and Peace Building

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Middle level Administrators in both National and County Governments NGOs sector, civil society, and other institutions involved in peace work.

PROGRAM DESCRIPTION: This program aims to build competencies of participants in Conflict Management and Peacebuilding.

PROGRAM OUTCOME: By the end of this program, learners should demonstrate:
a)   An understanding of origins and developments in Conflict and Peace Studies
b)   An ability to think critically about the different factors and dynamics that create conditions for conflicts at different levels (local, regional and global),
c)   Knowledge of legal, policy and institutional frameworks at different levels that govern responses to conflicts
d)   Develop a variety of practices for engaging with conflict and peace processes including models of negotiation, facilitation, and mediation.
e)   An appreciation of the spectrum of response to conflict
f)   An understanding of the range of measures aimed at reducing the risk of a relapse into conflict and laying a foundation for sustainable peace

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PROGRAM TITLE: Kenya Coordinated Border Management

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: All Border Control & Operations Coordination Committee (BCOCC) Members, National Security Agencies and officials at POEs and other stakeholders

PROGRAM DESCRIPTION: This Program aims to build competencies of participants in coordinated border management for enhanced national security, and facilitation of legitimate trade and travel.

PROGRAM OUTCOME: This Program is designed to enhance capacity of participants to:
a)   Embrace Whole-of-Government Approach in border management
b)   Demonstrate capacity to relate border management to national security
c)   Adhere to international and national obligations in border management
d)   Implement directives of the Border Control and Operations Coordination Committee
e)   Sensitize communities on border security and control
f)   Comply with values and ethical requirements of public officials

PROGRAM TITLE: Border Control and Safety Program

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Frontline officers working at various Point of Entries and Exits and other officials working in MDACs with Border Management function.

PROGRAM DESCRIPTION: The aim of this Program is to equip participants with requisite knowledge and skills in border security and control, and various cross-cutting issues.

PROGRAM OUTCOME: This Program is designed to enhance capacity of participants to:
a)   Adhere to the legal, policy and administrative frameworks on border security
b)   Create awareness on the nexus between migration and border security
c)   Utilize best practices in controlling transnational organized crime
d)   Apply diverse strategies in ensuring border control and trade facilitation
e)   Promote inter-agency collaboration and cross border cooperation
f)   Practice appropriate life skills

INSTITUTE FOR GENDER AND SOCIAL DEVELOPMENT

PROGRAM TITLE: Wellness and Self-Care Program

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: The Wellness and Self-Care Program targets the following: health officers, psychologists, social development officers, human resource development officers, uniformed officers, counsellors, teachers/lecturers/tutors, administrators, supervisors, line managers and the clergy. Women leaders and women preparing for leadership positions in the public service or private sector and men interested in this field.

PROGRAM DESCRIPTION: This program aims to enhance knowledge, skills and attitudes of participants in promoting wellness, happiness and engagement in the workplace and in private life

PROGRAM OUTCOME:
a)   Comply with the wellness regulatory frameworks
b)   Promote awareness in employee personal growth and development
c)   Utilize dimensions of wellness in workplace programs
d)   Apply appropriate life skills for personal care and productivity
e)   Manage wellness programs at the workplace
f)   Demonstrate capacity to use gender and development related terms

PROGRAM TITLE: Women Leadership Development Program

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF:

PROGRAM DESCRIPTION: grow their leadership potential and promote gender awareness.

PROGRAM OUTCOME:
a)   Utilize appropriate leadership styles, attributes and skills in public service delivery;
b)   Perform their roles in realization of global and national development agenda;
c)   Project a positive personal image;
d)   Apply women's empowerment frameworks to their work, and
e)   Use appropriate strategies to overcome the challenges that face women in organizations.
f)   Gaining a deeper understanding of the interconnectivity between individual

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PROGRAM TITLE: Executive Women Leadership Program

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Women in executive positions in public service or private sector. Women political leaders and women preparing for political leadership.

PROGRAM DESCRIPTION: Developing their knowledge and competencies to effectively spearhead leadership in their organization. This Program aims at enhancing the capacity of women to prepare and win elections that will help in increasing their participation in political leadership.

PROGRAM OUTCOME:
Effectiveness and organizational outcomes
 Recognizing and building strengths, personal brands as well as engaging adaptive Leadership thinking and behavior and nurturing big picture thinking for their organizations.

PROGRAM TITLE: Women in Political Leadership Course

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Women County Executive Committee Members (CECs), Chief Officers, and Directors.

PROGRAM DESCRIPTION: The program aims to inspire positive behavioral change and supports women in building strong identities.

PROGRAM OUTCOME:
a)   Map the electoral environment for voter targeting
b)   Create rapport with pertinent support alliances and networks
c)   Develop a campaign management strategy
d)   Apply effective communication skills in personal branding
e)   Demonstrate ability to use the best practices in resource mobilization
f)   Manage electoral conflicts and outcomes.
Demonstrate visionary leadership among county women executives, emphasizing the development of strategic thinking, confidence, and assertiveness."

PROGRAM TITLE: Gender in Development Planning Course

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: All public officers in the National, and County Governments who are responsible for gender and social development and participants from the private sector.

PROGRAM DESCRIPTION: The program aims to explore how gender perspectives are integrated into development policies, programs, and practices.

PROGRAM OUTCOME:
a)   Improved Gender Equality
b)   Inclusive Economic Growth
c)   Increased Participation and Representation
d)   Enhanced Service Delivery
e)   Data-Driven Policy Making

PROGRAM TITLE: Sustainable Approaches to Eradication of Female Genital Mutilation

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Administrators, law enforcers, educators and counselors. Professionals responsible for managing female genital mutilation programs from national and county governments, private sector, and community-based organizations and Non-Governmental Organizations.

PROGRAM DESCRIPTION: The Program is designed to equip participants with knowledge and skills on approaches to eradictation of Female Genital Mutilation.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Create awareness of the extent and consequences of FGM
b)   Adopt appropriate approaches for eradication of FGM practices
c)   Adhere to the legal and policy prescriptions on prohibition of FGM
d)   Mainstream anti-FGM policies into community and organizational practices
e)   Promote an anti-FGM cultural mindset

PROGRAM TITLE: Gender Mainstreaming in Development

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Managers, supervisors and officers responsible for planning, budgeting and implementation of development programs

PROGRAM DESCRIPTION: The aim of this Program is to equip participants with competencies in gender and planning for sustainable development.

PROGRAM OUTCOME:
a)   Demonstrate capacity to promote gender inclusiveness in development planning
b)   Adopt appropriate gender mainstreaming approaches in development planning
c)   Comply with various legal and policy frameworks on gender
d)   Apply change management skills for gender inclusivity in development planning
e)   Mainstream gender in development planning

PROGRAM TITLE: Child-Responsive Budgeting

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Directorate of Children Services (DCS) and National Council for Children Service (NCCS) staff; Planning, accountants, procurement, Human Resource and finance officers from Ministries, Departments, Agencies and Counties (MDACs); and non-state actors involved in child protection services.

PROGRAM DESCRIPTION: The program ensures government budgets address the rights, needs, and priorities of children. It's part of broader gender- or equity-responsive budgeting frameworks

PROGRAM OUTCOME:
a)   Improved Allocation of Resources for Children
b)   Greater Budget Transparency & Accountability
c)   Enhanced Child Wellbeing Outcomes
d)   Institutional and Policy Strengthening
e)   Increased Civic Participation, Including Children
f)   Better Data for Decision-Making

PROGRAM TITLE: Management of Child Protection Services

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Children Officers
Participants will be exposed to managerial skills and attributes that safeguard practices to improve the protection of vulnerable children.

This Program is designed for child protection practitioners from the Directorate of Children Services (DCS) and National Council for Children Service (NCCS) staff; planning, accountants, procurement, human resource, finance/budget officers and administrators from Ministries, Departments, Agencies and Counties (MDACs); and non-state actors involved in child protection services.

PROGRAM DESCRIPTION: The aim of this Program is to develop the competencies of participants to enable them to design; cost; plan, budget; and advocate for enhanced investment in child protection systems and services in Kenya.

PROGRAM OUTCOME: The Program is designed to enhance the capacity of participants to:
a)   Implement resource mobilization strategies in child protection programs.

b)   Prioritize resource allocation in child protection programs.
c)   Utilize the CPS and National Prevention and Response Plan (NPRP) Violence Against Children (VAC) Costing Models in child protection programs.
d)   Evaluate child protection programs.
e)   Advocate for increased investment in child protection programs
f)   Undertake effective evaluation of child protection services programs.

PROGRAM TITLE: Leadership Program for Spouses of Governors

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: The recommended participants for this Program are the spouses of governors

PROGRAM DESCRIPTION: This Program aims to enhance the skills and knowledge of participants in promoting the wellbeing of the communities in their counties.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Apply best leadership practices in county programs for community transformation
b)   Promote national values and interests
c)   Create communities of practice for gender and development
d)   Exploit personal potential to champion social causes
e)   Impart skills and best practices for legacy building

INSTITUTE FOR DEVOLUTION STUDIES

PROGRAM TITLE: Governance and Management of Devolved Systems

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Senior officers in the county government

PROGRAM DESCRIPTION: The Program is intended to equip participants with relevant knowledge, skills and attitudes for effective governance and management of urban areas and cities.

PROGRAM OUTCOME: The following are the anticipated outcomes of the Program:
a)   Acquired knowledge on drivers for the growth of urban areas and cities.
b)   Effectively implement policy and legal framework for sustainable urban areas and cities management.
c)   Compliance to urban areas and cities Development Plans.

d)   Prudent utilization of urban areas and cities resources.
e)   Apply effective strategies in performance and service delivery.
f)   Ensure appropriate disaster management preparedness.

PROGRAM TITLE: Human Resource Planning for County Governments

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: This program is designed for County Executive Committee Members, County Directors, County Chief Officers, County Secretaries, Members of County Public Service Boards, and County Assembly Service Board.

PROGRAM DESCRIPTION: The course is intended to equip the participant with relevant knowledge, skills and attitudes that will enable them to effectively carry out the mandate in planning for the county human resource.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Plan for Human Resource needs
b)   Effectively fill in future vacant positions
c)   Adopt best approach to human resource planning
d)   Audit the capacity of human resources
e)   Conduct human resource planning

PROGRAM TITLE: County Revenue Generation Skills Enhancement Course

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County employees responsible for revenue generation, collection and control.

PROGRAM DESCRIPTION: This programme seeks to enhance skills and competencies requisite for resource mobilization, management and wealth creation and the role of county governments in mobilization and sustainable utilization of own potential resources to improve the social economic status of the citizens.

PROGRAM OUTCOME: This programme will enable the participants to do the following:
a)   Effectively map and mobilize potential and existing resources for revenue generation and wealth creation in a participatory manner;
b)   Apply effective and efficient revenue management practices;

c)   Practice legally sound processes in resource management, wealth creation and revenue generation;
d)   Account for environmental concerns in revenue generation, wealth creation and resource management for sustainable development
e)   Consider cross-cutting issues in management of resources.

PROGRAM TITLE: County Climate Change Funding Mechanism

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Policy and Senior Managers at the National and County Governments, State Corporations and Agencies, NGOs and Private Sector Actors

PROGRAM DESCRIPTION: This Program is designed to enhance appropriate knowledge, competence and change attitudes to establish climate finance.

PROGRAM OUTCOME: The Program is designed to enhance the capacity of the participants to:
a)   Identify climate change needs within the counties
b)   Mobilize more funding to support climate change actions
c)   Equip the learners with practical skills of developing and operationalizing the CCCF mechanism.

PROGRAM TITLE: County Human Resource Management

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Human resource management and development officers, secretariat of public service boards, and county human resource advisory committee members.

PROGRAM DESCRIPTION: The course is intended to equip the participant with relevant knowledge, skills and attitudes that will enable them to effectively carry out the mandate in planning for the county human resource.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Plan for Human Resource needs
b)   Effectively fill in future vacant positions
c)   Adopt best approach to human resource planning
d)   Audit the capacity of human resources
e)   Conduct human resource planning

PROGRAM TITLE: County Social Protection Services

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Officers responsible for social protection services in Counties.

PROGRAM DESCRIPTION: This Program aims to provide essential knowledge and skills required by Social Protection officials to effectively manage County Social Protection Programs.

PROGRAM OUTCOME: This Program is designed to enhance the capacity of participants to:
a)   Document profile of vulnerability issues affecting people at Counties.
b)   Adhere to policy legislations and administrative provisions in Social Protection in Counties
c)   Manage Social Protection Programs in Counties.
d)   Monitor accountability practices in Social Protection in Counties.
e)   Evaluate Social Protection Programs in Counties.
f)   Mitigate cross cutting issues that affect Social Protection Programs in Counties

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PROGRAM TITLE: Enhancement of County Own-Source Revenue

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County officers responsible for generation, and management of revenue from local resources

PROGRAM DESCRIPTION: The aim of this Program is to enhance skills and competencies requisite for developing and implementing strategic resource management. It brings to light various approaches necessary for sustaining public projects.

PROGRAM OUTCOME:
a)   Harness identified resources in the county
b)   Comply with the legal framework in resource management
c)   Implement county resource mobilization strategy
d)   Enhance sustainability of county resources
e)   Practice good governance in resource management

PROGRAM TITLE: Management of Assembly Committee Affairs

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Members of County Assembly (MCAs), Committee Clerks, County Assembly Researchers, Legal Counsel, Legislative Liaison Officers

PROGRAM DESCRIPTION:
Designed to equip MCAs, Committee Clerks, and County Assembly Officers with practical skills for managing assembly committee affairs.

Focuses on strengthening legislative processes and improving the efficiency of committee operations. Covers committee planning, documentation, legal and procedural compliance, research support, and coordination mechanisms.

Enhances participants' ability to facilitate evidence-based decision-making and effective committee governance

PROGRAM OUTCOME:
a)   Enhanced ability to plan, organize, and coordinate committee meetings and activities
b)   Improved understanding of committee structures, mandates, and operational procedures
c)   Strengthened skills in preparing committee documents such as reports, minutes, briefs, and agendas
d)   Better capacity to support oversight functions through research and analysis
e)   Increased competence in managing stakeholder engagement and public participation
f)   Improved understanding of legal and procedural frameworks guiding committee operations

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PROGRAM TITLE: Audit and Oversight Course

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County Assembly Public Accounts and Investments Committee Members, Board Members, Internal Auditors, Audit Committee Members

PROGRAM DESCRIPTION: Designed to equip participants with practical knowledge and skills in audit, financial oversight, and accountability within public institutions
a)   The program focuses on enhancing the understanding of financial management, internal controls, risk assessment, and performance auditing.
b)   Participants will explore the roles and responsibilities of oversight bodies in ensuring transparency, accountability, and effective use of public resources.

c)   Through interactive lectures, case studies, and practical exercises, participants will develop the competence to review financial statements, evaluate audit reports, identify irregularities, and recommend corrective measures that strengthen governance and fiscal accountability

PROGRAM OUTCOME:
a)   Understand the principles of auditing, financial oversight, and risk management in public institutions.
b)   Evaluate financial statements and audit reports critically to ensure compliance and accountability
c)   Identify and assess internal control weaknesses and recommend corrective actions.
d)   Strengthen the capacity of audit and oversight committees to monitor public funds effectively
e)   Enhance transparency, ethical conduct, and governance in financial management processes
f)   Apply best practices in reporting, decision-making, and stakeholder communication.
g)   Support improved accountability and performance in public financial management

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PROGRAM TITLE: County Human Resource Advisory Committee

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Members of County Public Service Boards, Members of County Assembly Service Boards, County Executive Committee Members, County Secretaries, Chief Officers

PROGRAM DESCRIPTION:
1.   Designed to strengthen competencies in county-level human resource governance and advisory functions
2.   It focuses on HR policy interpretation, advisory processes, legal and regulatory compliance, and effective decision-making in public service management.
3.   The program equips participants with practical skills in handling recruitment, disciplinary procedures, performance management, and workforce planning.
4.   It also promotes ethical leadership, professionalism, and accountability in the administration of county human resources.

PROGRAM OUTCOME:
a)   Improved understanding of HR governance structures, policies, and legal frameworks in county governments.
b)   Enhanced ability to provide informed, fair, and compliant HR advisory decisions.
c)   Strengthened skills in managing recruitment, disciplinary processes, and performance management
d)   Increased capacity for workforce planning, organizational development, and promoting a professional public service.

PROGRAM TITLE: Human Resource Planning for County Governments

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County Secretaries, CECMs, Members of County Public Service and County Assembly Service Boards, County Chief Officers, County Human Resource Development Directors

PROGRAM DESCRIPTION:
1. Designed to equip county government leaders and HR practitioners with practical knowledge and skills to strategically plan, manage, and develop human resources in line with organizational goals.
2. Participants will learn to align workforce planning with service delivery objectives, assess staffing needs, and design effective recruitment, retention, and succession strategies.
3. The training also covers performance management, capacity development, and legal frameworks governing public service human resource management.
4. Through interactive discussions, case studies, and group exercises, participants will enhance their ability to make informed HR decisions that improve productivity, accountability, and service delivery in county governments.
5. HR decisions that improve productivity, accountability, and service delivery in county governments

PROGRAM OUTCOME:
a) Understand the principles and importance of human resource planning in county governments.
b) Conduct workforce analysis and assess staffing needs effectively.
c) Develop and implement strategic HR plans aligned with organizational goals.
d) Design recruitment, retention, and succession strategies for effective talent management.
e) Apply performance management and capacity development practices to enhance employee productivity.
f) Ensure compliance with legal and regulatory frameworks in public service HR management.
g) Support improved efficiency, accountability, and service delivery through effective human resource planning.

PROGRAM TITLE: Enhancement of County Own-Source Revenue

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County Directors of Revenue, Finance and Treasury Officers, Legal Officers (revenue enforcement), Valuation Officers, Licensing Officers, Market Managers, County Inspectorate Officers

PROGRAM DESCRIPTION:
1. Designed to build the capacity of county government officers in enhancing collection, management, and administration of own-source revenue (OSR).
2. Participants will gain practical knowledge on revenue mobilization strategies, legal and regulatory frameworks, valuation methods, licensing, and enforcement mechanisms.
3. The course emphasizes improving efficiency, transparency, and accountability in revenue administration while minimizing leakages and enhancing compliance.
4. Through interactive sessions, case studies, and practical exercises, participants will develop skills to identify revenue opportunities, implement effective collection strategies, and strengthen coordination among county departments for optimized revenue generation.

PROGRAM OUTCOME:
a) Understand the principles and importance of own-source revenue (OSR) in county governments.
a) .Identify opportunities and strategies for enhancing revenue mobilization.
b) Apply legal and regulatory frameworks to ensure compliance and effective revenue collection.
c) Utilize valuation, licensing, and enforcement techniques to maximize revenue.
d) .Improve transparency, accountability, and efficiency in revenue management processes.
e) Understand the principles and importance of own-source revenue (OSR) in county governments.
f) Identify opportunities and strategies for enhancing revenue mobilization.
g) Apply legal and regulatory frameworks to ensure compliance and effective revenue collection.
h) Utilize valuation, licensing, and enforcement techniques to maximize revenue.
i) Improve transparency, accountability, and efficiency in revenue management processes.
j) Enhance coordination among departments to optimize revenue generation.
k) Develop actionable plans to increase county own-source revenue sustainably.

PROGRAM TITLE: Municipal Finance, Investment & PPPs for Counties

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Municipal Managers, Finance Officers, County Treasury Officials, Investment Promotion Officers, Legal Officers, PPP Unit Officers, Economic Planning Officers

PROGRAM DESCRIPTION:
1. Designed to equip county and municipal officials with the knowledge and skills to effectively manage municipal finances, attract investments, and implement Public-Private Partnership (PPP) projects.
2. The course covers principles of municipal finance, revenue management, investment promotion, and PPP frameworks, emphasizing strategic planning, risk assessment, and legal compliance.
3. Participants will learn to evaluate investment opportunities, structure PPP agreements, and ensure sustainable financial and economic outcomes for municipalities.
4. Through interactive lectures, case studies, and practical exercises, participants will develop the capacity to strengthen financial management, enhance resource mobilization, and foster partnerships that drive local development.

PROGRAM OUTCOME:

a)   Understand principles of municipal finance, investment, and PPPs in the county context.

b)   Analyze and manage municipal financial resources effectively for sustainable service delivery.

c)   Identify and evaluate investment opportunities to attract public and private sector participation.

d)   Structure, negotiate, and manage PPP projects in compliance with legal and regulatory frameworks.

e)   Apply financial, economic, and risk assessment tools to support investment and PPP decisions.

f)   Promote transparency, accountability, and efficiency in municipal financial management and partnerships.

g)   Enhance local economic development through strategic investment and effective PPP implementation.

PROGRAM TITLE: Governance & Management of Urban Areas & Cities

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Officers involved in planning implementation, monitoring and evaluation of development programs in all levels of government and other development agencies.

PROGRAM DESCRIPTION: The Program is intended to equip participants with relevant knowledge, skills and attitudes for effective governance and management of urban areas and cities."

PROGRAM OUTCOME: The following are the anticipated outcomes of the Program:

a.   Acquired knowledge on drivers for the growth of urban areas and cities.

b.   Effectively implement policy and legal framework for sustainable urban areas and cities management.

c.   Compliance to urban areas and cities Development Plans.

d.   Prudent utilization of urban areas and cities resources.

e.   Apply effective strategies in performance and service delivery.

f.   Ensure appropriate disaster management preparedness.

PROGRAM TITLE: Local Economic Development Strategy and Project Formulation

DURATION: 10 Days

RECOMMENDED CATEGORY OF STAFF: Municipal Board Members, Sub-County and Ward Administrators, County Trade Officers, County Agricultural Officers, Industrial Development Officers, Tourism Officers, Investment Promotion Officers, Cooperatives Officers, SME Development Coordinators

PROGRAM DESCRIPTION:
1. The program is designed to strengthen the capacity of Municipal Board Members, Sub-County and Ward Administrators, County Trade Officers, County Agricultural Officers, Industrial Development Officers, Tourism Officers, Investment Promotion Officers, Cooperatives Officers, and SME Development Coordinators in driving local economic development.
2. Focuses on LED planning frameworks, participatory economic diagnostics, value chain analysis, and identification of strategic economic opportunities within counties.
3. Equips participants with practical skills in project formulation, business case development, stakeholder engagement, and mobilization of partnerships for local investment.
4. Enhances institutional ability to design inclusive, sustainable, and competitive economic initiatives that stimulate job creation, enterprise growth, and territorial development
5. Designed to enhance the capacity of Asset Management Committee Members, Asset and Inventory Officers, and officers responsible for asset valuation and lifecycle costing.
6. Focuses on the principles and practices of infrastructure asset management, including asset planning, acquisition, maintenance, risk management, and lifecycle costing.
7. Equips participants with practical skills in asset inventory development, condition assessment, prioritization of maintenance, and decision-making for cost-effective service delivery.
8. Strengthens county systems to ensure sustainable management of public infrastructure, improve asset performance, and support long-term financial sustainability.

PROGRAM TITLE: Infrastructure Asset Management for County Governments

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Asset Management Committee Members, County Engineers, Public Works Officers, Physical Planners, Water & Sanitation Managers, Asset & Inventory Officers, Finance Officers responsible for asset valuation and lifecycle costing

PROGRAM DESCRIPTION:
1. Designed to enhance the capacity of Asset Management Committee Members, Asset and Inventory Officers, and officers responsible for asset valuation and lifecycle costing
2. Focuses on the principles and practices of infrastructure asset management, including asset planning, acquisition, maintenance, risk management, and lifecycle costing
3. Equips participants with practical skills in asset inventory development, condition assessment, prioritization of maintenance, and decision-making for cost-effective service delivery
4. Strengthens county systems to ensure sustainable management of public infrastructure, improve asset performance, and support long-term financial sustainability

PROGRAM OUTCOME:
a)   Improved understanding of asset management frameworks, lifecycle costing, and regulatory requirements.
b)   Enhanced skills in developing asset inventories, conducting condition assessments, and planning maintenance.
c)   Strengthened capacity to analyze asset risks, prioritize investments, and make data-driven infrastructure decisions
d)   Increased ability to integrate asset management into budgeting, service delivery planning, and long-term county development strategies.

PROGRAM TITLE: Cooperative Enterprise Governance & Management

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County Cooperative Officers, Cooperative Society Board Members, SACCO Managers, Supervisory Committee Members, Senior Cooperative Managers

PROGRAM DESCRIPTION:
1.   Designed to strengthen the governance and management competencies of County Cooperative Officers, Cooperative Society Board Members, SACCO Managers, Supervisory Committee Members, and Senior Cooperative Managers
2.   Focuses on cooperative governance principles, leadership roles, financial management, regulatory compliance, and strategic decision-making within cooperative enterprises.
3.   Equips participants with practical skills in board oversight, member engagement, risk management, and operational efficiency
4.   Enhances the capacity of cooperative institutions to promote accountability, sustainability, and growth in line with cooperative values and sector regulations

PROGRAM OUTCOME:
a)   Improved understanding of cooperative governance frameworks, board responsibilities, and regulatory requirements.
b)   Enhanced ability to manage cooperative finances, mitigate risks, and ensure transparency in operations.
c)   Strengthened skills in member relations, leadership, and strategic planning for cooperative growth.
d)   Increased capacity to oversee cooperative performance, support management teams, and promote sustainable enterprise development.

PROGRAM TITLE: County Climate Change Funding Mechanism

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: CECMs (Environment, Finance, Planning), County Climate Change Officers, Environmental Officers, County Treasury Officials, County Planners, Project Managers, Disaster Management Officers

PROGRAM DESCRIPTION:
1. Designed to enhance the capacity of CECMs for Environment, Finance, and Planning; County Climate Change Officers; Environmental Officers; County Treasury Officials; County Planners; Project Managers; and Disaster Management Officers to understand and utilize climate change financing mechanisms.
2. Focuses on climate finance frameworks, county-level financing instruments, proposal development, fund eligibility requirements, and integration of climate priorities into planning and budgeting processes.
3. Equips participants with practical skills in accessing national and international climate funds, managing climate-related projects, and ensuring compliance with reporting and accountability standards.
4. Strengthens institutional ability to mobilize resources, implement climate-resilient interventions, and support sustainable development across counties

PROGRAM OUTCOME:
a) Improved understanding of climate finance architectures, county climate change funds, and available funding windows.
b) Enhanced capacity to prepare fundable proposals, structure budgets, and meet fund eligibility and compliance requirements.
c) Strengthened skills in managing climate projects, monitoring results, and ensuring financial accountability.
d) Increased ability to integrate climate priorities into county plans, budgets, and resilience strategies to attract and sustain climate financing.

PROGRAM TITLE: Management Basics for Effective Health

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County Directors of Health, County Health Management Teams (CHMTs), Sub-County Health Management Teams (SCHMTs), Hospital Administrators, Public Health Officers, Health Program Coordinators

PROGRAM DESCRIPTION:
1. Designed to strengthen the management competencies of County Directors of Health, County Health Management Teams, Sub-County Health Management Teams, Hospital Administrators, Public Health Officers, and -Health Program Coordinators
2. Focuses on essential management principles including planning, budgeting, leadership, coordination of health services, and performance monitoring
3. Equips participants with skills in strategic decision-making, resource management, data-driven oversight, and effective communication within the health system
4. Enhances organizational capacity to improve service delivery outcomes, strengthen governance, and ensure efficient use of health resources across county health structures

PROGRAM OUTCOME:
a) Improved understanding of core management functions and their application within county health systems.
b) Enhanced ability to plan, budget, allocate resources, and monitor performance effectively
c) Strengthened skills in leading teams, coordinating health programs, and managing operational challenges.
d) Increased competence in using health data, reporting tools, and accountability mechanisms to drive informed decision-making.

PROGRAM TITLE: Supervisory Skills for Effective Health

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: Facility In-Charges at Health Centres and Dispensaries, Senior Nurses, Clinical Officers in charge of departments, Public Health Supervisors, Sub-County Health Supervisors

PROGRAM DESCRIPTION:
1.   Designed to strengthen the supervisory and management capabilities of Facility In-Charges at Health Centres and Dispensaries, Senior Nurses, Clinical Officers heading departments, Public Health Supervisors, and Sub-County Health Supervisors.
2.   Focuses on effective leadership, staff management, service delivery coordination, problem-solving, and adherence to health standards and guidelines.
3.   Enhances the capacity of supervisors to foster teamwork, ensure accountability, and maintain efficient, patient-centered health service delivery.
4.   Equips participants with practical skills in performance management, workload planning, communication, and quality improvement within health facilities.

PROGRAM OUTCOME:
a)   Improved understanding of supervisory roles, responsibilities, and leadership approaches in health service delivery.
b)   Enhanced skills in staff management, communication, delegation, and performance monitoring.
c)   Strengthened ability to coordinate service delivery, manage resources, solve operational challenges, and uphold quality standards.
d)   Increased capacity to foster teamwork, ensure compliance with health regulations, and promote continuous improvement in health facilities.

PROGRAM TITLE: County Enforcement and Compliance program

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: County Law Enforcement Officers, Compliance and Inspectorate Officers, County Attorneys, Directors of Enforcement, Municipal Managers

PROGRAM DESCRIPTION: This Program aims to equip participants with requisite competencies to enable them to effectively manage compliance and enforcement of county government laws and regulations.

PROGRAM OUTCOME: The program is designed to enhance the capacity of participants to:
a)   Exercise their powers within scope of authority and expected conduct of an enforcement officer

b)   Follow the prescribed code of conduct and professional standards in enforcement work.
c)   Apply Standard Operating Procedures (SOPs) in day-to-day enforcement duties to ensure consistency and lawfulness.
d)   Follow the Correct Process for Handling Complaints against officers or from the public, in line with departmental policy.
e)   Follow the correct court procedures on matters of county law enforcement.
f)   Collect, handle, and present evidence appropriately in court settings, adhering to legal and procedural standards.
g)   Apply basic public relations and customer care skills in their day to day enforcement duties and responsibilities.
h)   Adopt contemporary trends in enforcement, customer service, and community relations that affect daily operations.

PROGRAM TITLE: Development Control

DURATION: 5 Days

RECOMMENDED CATEGORY OF STAFF: This course is meant for officers involved in development control. The target participants include: Municipal Ward Managers, Finance personnel, revenue collection personnel, Municipal Engineers, Urban Planners, Urban Designers, Architects, Quantity Surveyors, Cartographers, Land Surveyors, Valuation Personnel, Government Estates Management Officers, Land Economists, public health personnel and other professionals within the built environment.

PROGRAM DESCRIPTION: This program aims at enhancing skills, knowledge and the practice of development control.

PROGRAM OUTCOME:
a)   Enhanced skills in urban planning and development implementation
b)   Embrace a culture of effective development control
c)   Demonstrate understanding of effective development control.

PROGRAM TITLE: Disaster Risk Management

DURATION: The Program will run for ten (10) training days to a total of sixty (60) hours.

RECOMMENDED CATEGORY OF STAFF: The Course targets both middle-level public and private sector officers involved in disaster management activities. (Sentence seems detached from the relevance of the paragraph.

PROGRAM DESCRIPTION: The overall aim of this Program is to equip participants with the necessary skills, expertise, and techniques in Disaster Risk Management.

PROGRAM OUTCOME:
After undergoing training in this Course, participant should be in a position to:
a)   Apply the relevant DRM skills to effectively manage disasters.
b)   Effectively lead teams in disaster situations.
c)   Communicate effectively with stakeholders for synergy in managing disasters.
d)   Mobilize resources for disaster interventions.
e)   Uphold good governance principles, ethics and integrity in disaster management.

PROGRAM TITLE: County Climate Change Funding Mechanism

DURATION: This Program will run for 5 days, for a total of 30 contact hours.

RECOMMENDED CATEGORY OF STAFF: This Program will run for 5 days, for a total of 30 contact hours.

PROGRAM DESCRIPTION: This Program is designed to enhance competencies in climate change financing mechanisms.

PROGRAM OUTCOME:
This Program is designed to enhance the capacity of the participant to:
a)   Demonstrate understanding of the challenge of climate change in county development agenda
b)   Identify climate change financing needs within the counties
c)   Mobilize funding to support climate change actions
d)   Develop and operationalize CCCF mechanism.

PROGRAM TITLE: Local Economic Development Strategy And Project Formulation

DURATION: The Program will run for 10 training days and a total of 60 contact hours.

RECOMMENDED CATEGORY OF STAFF: This Program targets Ward Administrators, Village Administrators, Sub-county Administrators, Municipal Boards, Project Managers, Revenue Officers, Finance Officers, Procurement Officers, Human Resource Management Officers, Agricultural Officers, Industrial Officers, Members of Community Based Organizations, and other relevant technical officers involved in LED projects in counties

PROGRAM DESCRIPTION: The aim of this Program is to enhance skills and competencies requisite for developing and implementing strategies for local economic development. It brings to light various approaches necessary for sustaining the projects.

PROGRAM OUTCOME: This program is designed to enhance capacity of participants to:
a)   Promote local economic development in county governments
b)   Prioritize projects supporting the national development agenda
c)   Implement strategies for local economic development
d)   Apply good governance in managing local economic development projects
e)   Practice knowledge management strategies to strengthen local economic development.

PROGRAM TITLE: Governance and Management of Urban Areas and Cities

DURATION: The program will run for 10 training days. To a total of 60 contact hours.

RECOMMENDED CATEGORY OF STAFF: The program will run for 10 training days. To a total of 60 contact hours.

PROGRAM DESCRIPTION: The Program is intended to equip the participants with relevant knowledge, skills and attitudes for effective governance and management of urban areas and cities.

PROGRAM OUTCOME:
The following are the anticipated outcomes of the program:
a)   Acquired knowledge on drivers for the growth of urban areas and cities.
b)   Effectively implement policy and legal framework for sustainable urban areas and cities management
c)   Compliance to urban areas and cities development plans
d)   Prudent utilization of urban areas and cities resources
e)   Apply effective strategies in performance and service delivery
f)   Ensure appropriate disaster management preparedness.

CHAPTER SIX:

CONSUTANCY, RESEARCH AND POLICY ADVISORY SERVICES

Public Services Through Expert Consultancy and Research

KSG has extensive experience in providing consultancy services to various institutions. Key areas include:

a) **Assessments:** Conducting assessments of the state of public services in Africa
b) **Training Needs:** Performing Training Needs Assessments for various institutions, such as the University of Nairobi, Kenya Civil Aviation Authority, and County Governments of Turkana and Kilifi.
c) **Project Implementation:** Implementing projects, such as the European Union funded Instruments for Devolution Advice and Support project.
d) **Surveys:** Carrying out customer and employee satisfaction surveys for entities like the Kenya National Highways Authority.
e) **Strategic Planning:** Developing strategic plans for various institutions.

Our Research Capabilities KSG's research services focus on providing data and insights that inform public policy.

a) **Data Collection:** KSG has expertise in collecting quantitative data, including longitudinal survey data. KSG is equipped to collect data from the same sources over time to establish trends.
b) **Impact Evaluation:** KSG conducts impact evaluations of programs, including those related to social protection and child outcomes.
c) **Data Analysis:** KSG provides data analysis and interpretation.

Why Choose KSG?

a) **Experience:** KSG has a proven track record in consultancy and research.
b) **Public Sector Focus:** As a public organization, KSG understands the unique needs of the public sector.
c) **Qualified Team:** KSG has a highly qualified team with diverse expertise.
d) **Rigorous Methods:** KSG uses rigorous data collection and analysis methods.
e) **Impact-Driven:** KSG is focused on generating evidence that can inform policy and improve outcomes.

CHAPTER SEVEN:

INTERNATIONAL PROGRAMS

Introduction

The Kenya School of Government through the KSG Act 2012, 5 (2)(e) under the functions of the School states that the School shall develop linkages and collaborations with institutions of learning, professional organizations, private sector, schools of government and other similar institutions across the world. The School has therefore in collaboration with other governments or through the support of development partners conducted several capacity building consultancies across the African continent.

Some of the notable consultancies included capacity building of the Public Service for Liberia; Capacity building of the Public Service for Sierra Leone; collaboration with the Uongozi Institute of Tanzania; and Capacity building for the Government of South Sudan. In addition, the School undertook a Training Impact Assessment of programs that had been undertaken in South Sudan with the assistance of development partners. Further, the School spearheaded an East Africa region research on the State of public service in Africa. The report was presented at the Africa Union forum in 2016.

Seeking to establish or remodel their respective Schools of Government to KSG based on best practices in the Public Service the School has attracted benchmarking visits from numerous countries across the world. Such visits have been made by Republic of Uganda, Republic of Ethiopia, Angola, Malawi, Pakistan and Republic of Somalia, Korea, Zimbabwe, requests for collaboration from Rwanda Management Institute, I'Ecole Nationale d'Administration in the Democratic Republic of Congo, National School of Government in South Africa, and the School of Government in Cairo, Egypt. The School is also supporting both the Federal Republic of Somalia and Puntland State to establish their respective National Schools.

The specific assignments successfully undertaken include, but not limited to:

S/No	Country	Description of assignment
	COLLABORATION WITH OTHER COUNTRIES	
	Government of Liberia	The School trained senior managers in Strategic leadership, Public Financial Management, Performance Management, Public protocols & etiquette, and Human resource planning & management from the Republic of Liberia
	Republic of South Sudan	KSG has conducted courses for the Republic of South Sudan - high profile courses include Procurement, Strategic Planning and Management; Project planning and Management; Financial Management; Senior Management Courses; Strategic Leadership development Programs and Human Resource Management among others
	Government of Sierra Leon	KSG has conducted a Performance Management System course for the government of Sierra Leone
	Federal Republic of Somalia	Technical assistance to strengthen the capacity of the Federal Government of Somalia School of Management and Public Administration to manage and deliver civil service training
	RESEARCH	
	United Republic of Tanzania	KSG has conducted a Performance Contracting and Performance Management evaluation for the United Republic of Tanzania. Currently, the School is consulting and piloting tools on leadership development for top leaders both in the executive and legislative arms of government
	Federal Republic of Somalia	Developed National Training Policy for civil service of FRS; Conduct Training Needs Assessment (TNA) and Skill Audit for the Civil Service. Developed 23 curricula and trained over 500 civil servants in various programs. Established e-learning centre and trained 25 trainers for School of Management and Public Administration (SMPA) in Somalia

	Puntland State of Somalia	Developed National Training Policy for civil service of Puntland; Conduct Training Needs Assessment (TNA) and Skill Audit for the Civil Service. Developed 40 programs, established e-learning centre and trained 20 trainers for Institute of Public Administration and Management (IPAM)
	CONSULTANCY	
	Puntland State of Somalia	The School: developed National Training Policy for civil service; Conduct Training Needs Assessment (TNA) and Skill Audit for the Civil Service of FGS; Develop curriculum guidelines; Develop a 5-year Strategic plan for SMPA; Develop a communication and marketing strategy for SMPA.
	Government of Liberia	KSG conducted a Training Needs Assessments in collaboration with the Liberia Institute of Public Administration (LIPA) for ministries, agencies, and commissions. Provided LIPA to develop and Institutionalize policies and tools; Assisted MTEF Secretariat to develop and institutionalize its policies, instruments, systems, and procedures
	Republic of South Sudan	The School conducted a skills gap analysis for civil service.
	United Republic of Tanzania	The School developed induction curriculum and training manuals for senior Government officials.

CHAPTER TEN:

YOUTH INNOVATION CENTRES, NEW CAMPUSES AND INSTITUTES

Introduction

In response to dynamic and complex public sector challenges, the School has continuously adapted and sought solutions through establishment of dedicated delivery units for specialized programs. The School has therefore established discipline-specific delivery units to harness expertise from the public sector, academia and research institutions. Further, in order to ensure a wider reach in the Counties, new campuses have been established in Vihiga and Kisumu Counties. These delivery units seek to develop and disseminate knowledge that addresses sector specific issues and phenomena. The following Institutes, Youth Innovation Centres and new campuses have therefore been established.

i.   Isiolo and Tana River Youth Innovation Centres
ii.   Vihiga and Kisumu Campuses
iii.   e-Learning and Technology Institute (eLITI)
iv.   Security Management Institute
v.   Margaret Kenyatta Institute for Gender and Social Development
vi.   Institute for Devolution Studies
vii.   Institute of Public Service Ethics and Values
viii.   Center for Customer Service Excellence
ix.   Centre for Public Service Values, Ethics and Integrity
x.   Centre for Public Finance and Audit
xi.   Centre for Leadership and Public Policy
xii.   Centre for Advanced Training and Consultancy Services
xiii.   Centre for Research and Advisory Services
xiv.   Centre for Environmental Governance and Climate Change

Youth Innovation Centres

10.1.1 Introduction

The Kenyan youth are vital for the realization of national development agenda, specifically Vision 2030. The School has therefore established Youth Innovation Centres in Tana River and Isiolo to empower the youth in ICT, sports, creativity, entrepreneurship, innovativeness and leadership potential amongst young men and women at the grassroots.

The objectives of the Centres are as follows:
(a)   Capacity building and setting up of computer labs to support AGPO, ICT training, entrepreneurship and leadership

(b)   Establish innovation, creative and film hubs to support talent development in film making, drama and music

(c)   Coaching, mentorship and counselling services unit to support guidance and counselling for youth

(d)   Creation of sports arena that will host indoor and outdoor games for the youth.

Isiolo Youth Innovation Center

The Isiolo Youth Innovation Centre was established in October 2020. The Centre has engaged the youth by providing space, building capacity in computer literacy, martial arts and entrepreneurship.

Tana River Youth Innovation Centre

The Tana River Youth Innovation Centre was established in March 2022 to train youth on value addition and business enterprise through hydroponic farming, ICT, sports, creative arts, entrepreneurship, and innovation. The centre will collaborate with tertiary institutions that will provide technical skills to bring about the change needed in Tana Rover County.

Achievements
This table outlines achievements attained by SMI within two years of existence:

Youth Innovation Centre Achievements

Teamwork at a workshop for the Isiolo Youth

Art exhibition by Isiolo Innovation Centres

Hydroponic farming in Tana River Innovation Centre
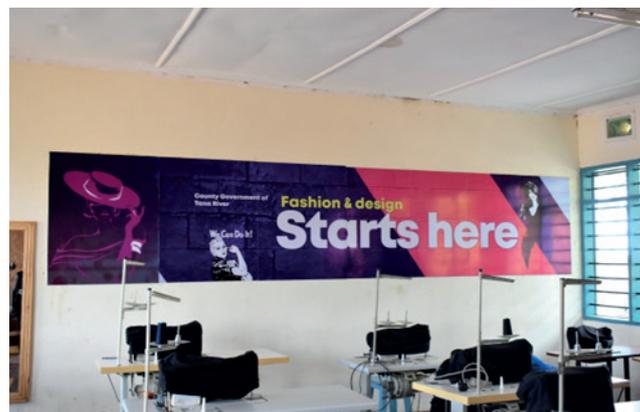
Hydroponic farming in Tana River Innovation Centre

KSG INSTITUTES AND CENTERS

Vihiga and Kisumu Institutes

Introduction
The school currently has 5 campuses at Lower Kabete, Embu, Baringo, Mombasa, Matuga and eLDi Institute. While KSG has continued to fulfill its mandate, the absence of campuses in some parts of the Country such as Western and Southwestern regions hampers the ability of the School to reach some Counties of the region such as Trans-Nzoia, Kakamega, Bungoma, Busia, Migori, Kisii and Nyamira. To address this difficulty and bring services closer to the citizens in the uncovered geographical clusters, the School has been allocated land to establish an e-learning Centre and campus by Kisumu and Vihiga Counties.

Security Management Institute

Introduction
The Security Management Institute (SMI) was established in October 2019 by KSG Council to provide training, research, consultancy and advisory services on diverse security issues. SMI therefore seeks to strengthen the capacity of national, county and regional security stakeholders to respond effectively to current and emergent insecurity challenges.

The Institute's principal objective is to contribute towards shaping Kenya's National Security Policy and Practice through capacity development, high quality evidence based research, consultancy and advisory services. This is done through think tanks: pooling of leading scholars and practitioners from academia, military, police, intelligence, prisons and other focal stakeholders.

Purpose

The mandate of SMI is provision of research and advisory services, training, capacity building, and consultancy services in the security sector. The Institute also serves as an informed voice on security policy debate; provides fora for exchange of ideas and information between security stakeholders and facilitates the development of communities of practice in the security sector.

The Institute fulfills its mandate through the following functions:

i.   Enhancement of skills, competencies and knowledge for policy makers and practitioners
ii.   Problem solving research and case study development
iii.   Policy and technical advisory services
iv.   Expert consultancy services
v.   Evidence-based policy making research
vi.   Community engagement programs.

Director, SMI Humphrey Mokaya and Hon. Ambassador Hussein Dado, CBS CAS, Interior during the launch of the KCBMP 2021

Margaret Kenyatta Institute for Gender and Social Development

Introduction

The Margaret Kenyatta Institute (MKI) for Gender and Social Development was established by KSG Council in April 2021 with a focus on social and economic transformation of society. The Institute derives its inspiration from the philosophy of Her Excellency Margaret Kenyatta and in particular the Beyond Zero Initiative. The Institute's principal objective is to develop programs that address the needs of marginalized and vulnerable in society, and application of the now widely recognized principle of "leaving no one behind.'

MKI therefore develops programs that respond to salient social problems to healthcare and education: gender equality, social justice, women and youth empowerment, non-discriminatory development, and inclusion of vulnerable groups and wellbeing of individuals and communities.

Purpose

The purpose of the Institute is to build capacity in access to quality and safe healthcare services, gender equality, women empowerment, poverty reduction, social protection programs for children, orphans, elderly and persons with disability. MKI addresses these challenges through capacity development and training programs, expert consultancy services, research and evidence-based policy advisory.

Role of MKI

MKI undertakes and coordinates activities and programmes for realization of national and international development agenda. Specifically, the Institute implements its mandate through the following functions:

i.   Training, coaching and mentorship programmes to develop knowledge, competencies, skills and attitudes to manage complex social, community and family problems.

ii.   Research activities to support evidence-based social policy, enhance better understanding of human society, development and dissemination of new knowledge.

iii.   Expert consultancy and advisory services to Government to enhance social development programmes such as gender equality and social protection.

iv.   Advocacy and outreach programmes to inspire collective action by communities and local leaders that address national development agenda.

Institute of Public Service Ethics and Values

Introduction

The Institute of Public Service Ethics and Values (IPSEV) was established in 2016 by KSG in Compliance with Government Executive Order No. 6 of March 20, 2015 on Ethics and Integrity in the Public Service, in which the Head of State observed the following:

"Corruption and its networks have acted as constraints to the desire of my administration to deliver effective public services, services are critical to the realization of our stated agenda to transform Kenya to a middle-income country by 2030"

Purpose

The mandate of the Institute is to build capacity on corruption reduction education, national values, integrity and ethical standards in Kenya to all public servants. This is towards the Governments' its fight against corruption and creation of a fit for purpose, enlightened public service.

Role of the Institute

The institute has the following roles:

i.   Capacity building on Integrity, Ethics and Public Leadership

ii.   Provision of advisory services to government in form of policy papers, occasional papers, and discussion.

iii.   Provision of consultancy services

iv.   Advocacy and outreach services.

Institute For Devolution Studies

In line with its mandate, KSG established the Institute for Devolution Studies (IDS) to strengthen the capacity of county governments to fulfil their devolved mandates effectively, sustainably, and in compliance with Part 2 of the Fourth Schedule of the Constitution of Kenya.

Training Programs at IDS

IDS offers specialized programs tailored to county functions and the needs of devolved governance. These programs target various stakeholders — including elected leaders, senior management, technical officers, and frontline service providers.

PROGRAMMES ON OFFER

PROGRAM	DURATION	RECOMMENDED PARTICIPANTS
Management of Assembly Committee Affairs	5 Days	Members of County Assembly (MCAs), Committee Clerks, County Assembly Researchers, Legal Counsel, Legislative Liaison Officers
Audit and Oversight Course	5 Days	County Assembly Public Accounts and Investments Committee Members, Board Members, Internal Auditors, Audit Committee Members
County Human Resource Advisory Committee	5 Days	Members of County Public Service Boards, Members of County Assembly Service Boards, County Executive Committee Members, County Secretaries, Chief Officers
Human Resource Planning for County Governments	5 Days	County Secretaries, CECMs, Members of County Public Service and County Assembly Service Boards, County Chief Officers, County Human Resource Development Directors

Enhancement of County Own-Source Revenue	5 Days	County Directors of Revenue, Finance and Treasury Officers, Legal Officers (revenue enforcement), Valuation Officers, Licensing Officers, Market Managers, County Inspectorate Officers
Program Based Budgeting	5 Days	County Chief Officers, Heads of Departments, Finance Officers, Economists, Budget Officers, Monitoring & Evaluation Officers, County Assembly Budget Committee Members
Productivity Measurement and Improvement Course	5 Days	County Chief Officers, Heads of Departments, Economists, Budget Officers, Performance Management Officers, Monitoring & Evaluation Officers, Strategic Planning Officers
Municipal Finance, Investment & PPPs for Counties	5 Days	Municipal Managers, Finance Officers, County Treasury Officials, Investment Promotion Officers, Legal Officers, PPP Unit Officers, Economic Planning Officers
Governance & Management of Urban Areas & Cities	10 Days	City/Municipal Board Members, City/Municipal Managers, Urban Planners, Physical Planners, Engineers, Environmental Officers, Housing & Settlement Officers
Local Economic Development Strategy and Project Formulation	10 Days	Municipal Board Members, Sub-County and Ward Administrators, County Trade Officers, County Agricultural Officers, Industrial Development Officers, Tourism Officers, Investment Promotion Officers, Cooperatives Officers, SME Development Coordinators
Infrastructure Asset Management for County Governments	5 Days	Asset Management Committee Members, County Engineers, Public Works Officers, Physical Planners, Water & Sanitation Managers, Asset & Inventory Officers, Finance Officers responsible for asset valuation and lifecycle costing
Cooperative Enterprise Governance & Management	5 Days	County Cooperative Officers, Cooperative Society Board Members, SACCO Managers, Supervisory Committee Members, Senior Cooperative Managers

Corporate Governance for Water Sector Boards	5 Days	Board Members of Water Service Providers, Managing Directors/CEOs, Senior Managers (Technical, Finance, Operations), County Executive Committee Members (Water and Sanitation), County Water Directors
County Climate Change Funding Mechanism	5 Days	CECMs (Environment, Finance, Planning), County Climate Change Officers, Environmental Officers, County Treasury Officials, County Planners, Project Managers, Disaster Management Officers
Disaster Risk Management	5 Days	County Disaster Management Officers, Fire & Rescue Teams, Public Health Officers, Environmental Officers, County Engineers, Security Liaison Officers, Community Development Officers
Management Basics for Effective Health	5 Days	County Directors of Health, County Health Management Teams (CHMTs), Sub-County Health Management Teams (SCHMTs), Hospital Administrators, Public Health Officers, Health Program Coordinators
Supervisory Skills for Effective Health	5 Days	Facility In-Charges at Health Centres and Dispensaries, Senior Nurses, Clinical Officers in charge of departments, Public Health Supervisors, Sub-County Health Supervisors
County Enforcement and Compliance program	5 Days	County Law Enforcement Officers, Compliance and Inspectorate Officers, County Attorneys, Directors of Enforcement, Municipal Managers
Development Control	5 Days	County Physical Planners, Building Inspectors, Urban Development Officers, County Engineers, Surveyors, Environmental Officers, Municipal Managers, Legal Officers (land use and planning), Enforcement Officers (building compliance)

Consultancy & Advisory Services

County governments require specialized technical expertise to strengthen governance systems, optimize service delivery, and achieve strategic development goals. IDS provides tailored, results-driven consultancy in the following areas:

a.   County Integrated Development Planning (CIDPs)
b.   Strategic Planning & Risk Management
c.   Public Finance Management & Budgeting Strategies
d.   Organizational Structures & Staffing Policies
e.   Performance Evaluation & Accountability Mechanisms
f.   Revenue Enhancement & Local Taxation Strategies
g.   Procurement & Supply Chain Management
h.   Digital Transformation & ICT Integration
i.   Public-Private Partnerships (PPP)
j.   Governance, Ethics & Anti-Corruption Strategies
k.   Devolution Policy Formulation & Implementation Support
l.   Urban Development & Affordable Housing Solutions
m.   Healthcare Systems Strengthening
n.   Environmental Sustainability & Climate Action
o.   Citizen Engagement & Public Participation

IDS's consultancy services deliver customized, context-specific solutions that help counties achieve better governance, institutional efficiency, and measurable impact.

Research & Thought Leadership

IDS champions policy-relevant research to generate evidence-based solutions for county governments. Our research agenda includes:

a.   Institutional Strengthening for Devolution
b.   County Development Strategy Execution
c.   Public Participation Models
d.   Transparency & Accountability Mechanisms

Through strategic collaboration with development partners, academia, and policymakers, IDS produces actionable research insights that directly inform decision-making and strengthen governance.

Our Commitment to Excellence

IDS is committed to empowering county governments through:
a.   World-class training tailored to the devolved governance context.
b.   Expert advisory services that solve complex governance challenges.
c.   Cutting-edge research that drives policy reform and innovation.

By partnering with IDS, county leaders, policymakers, and stakeholders access expert knowledge, practical tools, and sustainable governance solutions that improve service delivery and enhance public trust.

Center for Customer Service Excellence

Huduma Kenya and KSG Launch Transformative Customer Service Training Framework
The Kenya School of Government (KSG) and Huduma Kenya have collaborated to improve customer service in the public sector through the Customer Service Excellence (CSE) training framework.

A training framework formulated jointly by Huduma Kenya and the Kenya School of Government on Customer Service was launched by the Chief of Staff and Head of Public Service Mr. Felix Koskei on 13th June, 2024 at the Kenya School of Government, Nairobi. The training dubbed 'Customer Service Excellence' aims to instill a culture of accountability and service excellence among Government employees. Further, the Huduma Quality Standard which is a Kenya Bureau sector standard that has seen Huduma Kenya achieve

an average customer satisfaction level of 92% over the past 10 years was launched. The training is geared towards equipping all cadres of the Public Service with customer service skills in order to improve account-ability and enhance Kenyan citizens' experience as they access Government services. The Chief of Staff and Head of Public Service directed the training to be made compulsory so as to ensure standardization of Public Service Delivery

Training

The CSE training framework aims to equip public service employees with customer service skills to improve accountability and enhance the citizen experience. The training is compulsory and includes programs for executives, senior managers, frontline officers, and quality standard assessors.

Regional Centre of Competence for Digital & Artificial Intelligence Upskilling

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.

This center is designed to empower public servants across Africa with the skills and competencies needed to accelerate digital transformation in government.

The Regional Center of Competence is the first of its kind in Africa offering a cross-cultural approach to learning while building a community that will foster innovation and excellence.

It will employ a modular and cohort approach ensuring the public servants have individualized support and mentorship.

Initiative Objectives
1. To improve digital competencies within the public sector to accelerate digital transformation of the public sector in Africa.
2. To enhance access to advanced technologies and thus increase efficiency, inclusion, and service delivery within government.
3. To promote a culture of innovation and experimentation embedded within the public sector, resulting in a mindset and cultural shift among public servants to drive and lead inclusive transformation towards a digital government.

Expected Outcomes
- **Increased Stakeholder Engagement:** Strengthened commitment from senior government officials, private sector partners, development organizations, and academia to support the Center's goals and digital transformation in Africa.

- **Enhanced Public Sector Awareness:** Broadened understanding within government institutions of the importance of building digital and AI capacities among public servants, leading to potential policy support and resource allocation.

- **Media and Public Attention:** Generated media coverage and public interest, establishing the Center as a pivotal institution in Africa's journey toward digital transformation through public sector digital-and AI upskilling.

CONFERENCE AND HOSPITALITY SERVICES

Introduction

The Kenya School of Government (KSG) has expanded its facilities and services to meet the growing demand for training, conferencing, catering, and accommodation. The School provides modern indoor and outdoor venues equipped with high-speed internet and advanced audiovisual technology, suitable for audiences of up to 500 people, with options for outdoor domes accommodating up to 3,000 participants.

Its restaurants offer a variety of local and international cuisines, while accommodation ranges from standard rooms to executive suites and guest cottages, all furnished for comfort and productivity. Additional amenities include ample parking, fitness gyms, swimming pools (in select campuses), and places of worship.

KSG is well equipped to host a wide range of events, including trainings, conferences, workshops, video conferences, exhibitions, team-building activities, and corporate functions. With campuses in Baringo, Embu, Lower Kabete, Mombasa, and Matuga, the School welcomes clients from the public sector, private sector, and international organizations.

FACILITIES GALLERY

The ultra-modern conferencing and accommodation complex at the KSG Mombasa campus

Cosy accommodation at the KSG Mombasa Bahari Hostel

A session is conducted via Video Conferencing at KSG eLDi

Excellent Conference facilities at the KSG Matuga Campus

Cosy accommodation at Lower Kabete

Seminar rooms for large and small groups at KSG Msa campus

Executive accommodation facilities at the KSG Baringo campus.

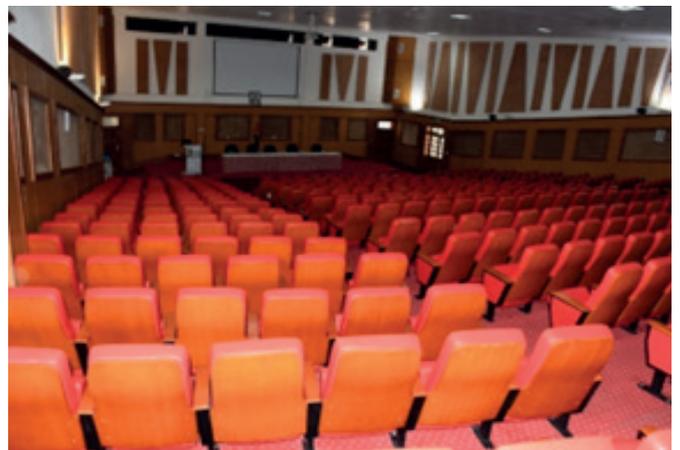Convention Centre at Lower Kabete Campus

Well-equipped GYM Facilities at KS Lower Kabete

Well-manicured grounds big enough to host a 1,000pax dome tent

Auditorium at KSG Embu campus

Auditorium at the Convention centre at KSG Lower Kabete

KSG Baringo Campus Conference Hall

Executive Boardroom at KSG Mombasa Campus

Spacious auditorium at the KSG Matuga campus

Executive meeting rooms at KSG Mombasa

VIP Lounge at KSG Mombasa campus

400-seater Auditorium at KSG Mombasa campus

VIP room at KSG Matuga campus

Executive Accommodation at KSG Matuga Campus

Relax at the Lamu-styled lounge at the KSG Mombasa campus
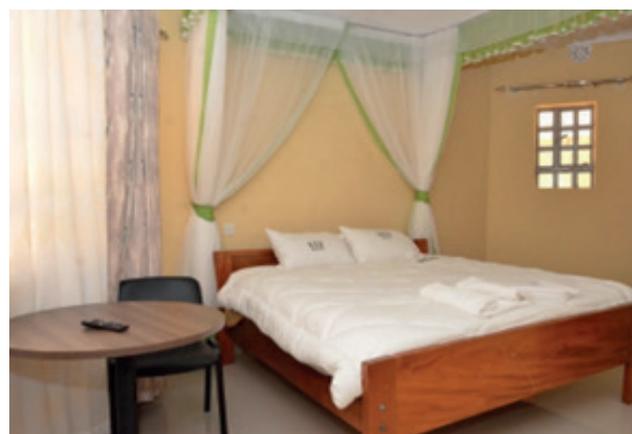
Clean, cosy accommodation at KSG Baringo

For more information contact us:

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