

14th – 20th March, 2026

DPA : Preparing Kenya's Frontline Administrators



Director General, Prof. Nura Mohamed (center), Baringo County Commissioner, Mr. Stephen Sangolo Kutwa (left) and Campus Director, Dr. Wesley Kiproop at KSG Baringo for the DPA address before their research break.

Across Kenya, the success of government programmes often depends on the officers who work closest to the people.

From coordinating development initiatives to responding to emerging security, environmental, and social challenges, National Government Administrative Officers (NGAOs) operate at the critical intersection between policy and community life. It is this responsibility that the Diploma in Public Administration (DPA) program at the Kenya School of Government (KSG) seeks to strengthen.

Over the past three months, officers drawn from different regions of the country have gathered at KSG campuses for intensive training designed to sharpen their leadership, analytical, and administrative capabilities.

Blending academic instruction with experiential learning, the programme recently reached a significant milestone where participants transit to a phase that will see them step into the field of research to investigate real governance challenges affecting communities across Kenya.

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DPA : Preparing Kenya's Frontline Administrators

For Director General Prof. Nura Mohamed, the programme represents a broader shift in how public servants are prepared for leadership. While in Baringo, he explained that the research component of DPA is designed to cultivate modern governance- the kind of leadership that demands officers who can analyze problems, generate solutions, and respond swiftly to rapidly changing social and economic environments.

The research topics intentionally selected by the officers illustrate the breadth of challenges currently shaping Kenya's public sector.

Mr. Humphrey Mokaya, Director, Security Management Institute at KSG, and coordinator of the Programme is confident that from this research will come recommendations that will inform government intervention, policy formulation, and evidence-based decision-making across sectors.

Participants will in their research explore the relationship between mental health and organizational performance, while others will delve into the case of Huduma enhancing service delivery.

Environmental and disaster-related issues, the influence of digitization and AI skilling, security and urban governance, and Gender Based Violence also feature prominently among the research themes.

One study will examine the implications of motorcycle transport, commonly known as boda boda, on public security in urban areas.

These are just examples among the projects that form a balanced approach demonstrating commitment to grounding learning in the operational environments of



DPA cohort from Lower Kabete during Valentine's Day celebrations.

public administrators across the country.

Dr. Wesley Kiprop, Director, Baringo Campus, regards the field research phase as one of the most valuable elements of the course- a process that allows them to refine their analytical capacity while engaging with governance dynamics in their areas of service.

The DPA experience has also been enriched by activities that extend beyond academic work. Communities have benefited from initiatives designed to reinforce leadership, and citizen involvement nurturing a mindset that remains connected to the needs and aspirations of communities.

Environmental consciousness forms a part of the experience in this program. The cohort at Matuga supported national efforts to expand Kenya's greenery through tree-planting within the campus while in other campuses, participants stepped into some of Kenya's most treasured landscapes – Ngong Hills, and Karura Forest

– where nature, reflection, and wellness came together beyond the classroom setting.

When that moment arrives, the significance of the programme will extend far beyond the awarding of certificates. Participants will return with knowledge and insights drawn from each other and from real governance environments – insights that should influence policy, and improve administrative practices where it matters- at the grassroots.

“After completing the 18 modules of the programme and returning from field research, these administrators will be honed to stand out as anchors of governance. This cohort – a fusion of fresh energy and seasoned experience – promises a new chapter in the practice and implementation of public administration.” Director Mokaya concludes.

*Compiled by the
Bulletin Team*

DPA Moments across our Campuses



Programme Coordinator: Mr. Humphrey Mokaya



Tree planting at Matuga Campus



KSG receives a token of appreciation from DPA Baringo



Mombasa Cohort just before a friendly match

Reforming Kenya's SACCO Financial Lifeline



Cabinet Secretary for Co-operatives and Micro, Small and Medium Enterprises Development Hon. Wycliffe Oparanya (seated centre) with members of the Validation Meeting of the Committee of Experts, held at KSG Mombasa Campus.

BY GLENN LUMITI

Kenya's cooperative movement stands at a decisive crossroads. For decades, Savings and Credit Cooperative Organizations better known as SACCOs have quietly powered the country's economic mobility, enabling millions of citizens to save, borrow, educate their children, build homes, and start enterprises. Yet the very scale and influence that have made SACCOs indispensable now demands something more deliberate: a modern system of governance capable of protecting trust, safeguarding member funds, and preparing the sector for the next generation of economic transformation.

It was against this backdrop that policymakers, regulators, and leaders of the cooperative movement gathered in Mombasa this week for the Validation Meeting of the Committee of Experts Report on the Transformation of the SACCO System in Kenya.

Hosted at the Kenya School of Government, the high-level forum signaled the beginning of what may become the most consequential reform effort in Kenya's cooperative sector in decades.

Few financial systems anywhere in the world are as socially embedded as Kenya's SACCO movement. From teachers and farmers to youth groups and small traders, cooperative savings institutions have become the primary financial vehicle for citizens who often remain beyond the comfortable reach of commercial banking.

Speaking at the forum, Cabinet Secretary for Co-operatives and Micro, Small and Medium Enterprises Development Hon. Wycliffe Oparanya said, "Cooperative institutions remain one of the most powerful instruments for advancing financial inclusion particularly for those at the lowest levels of the

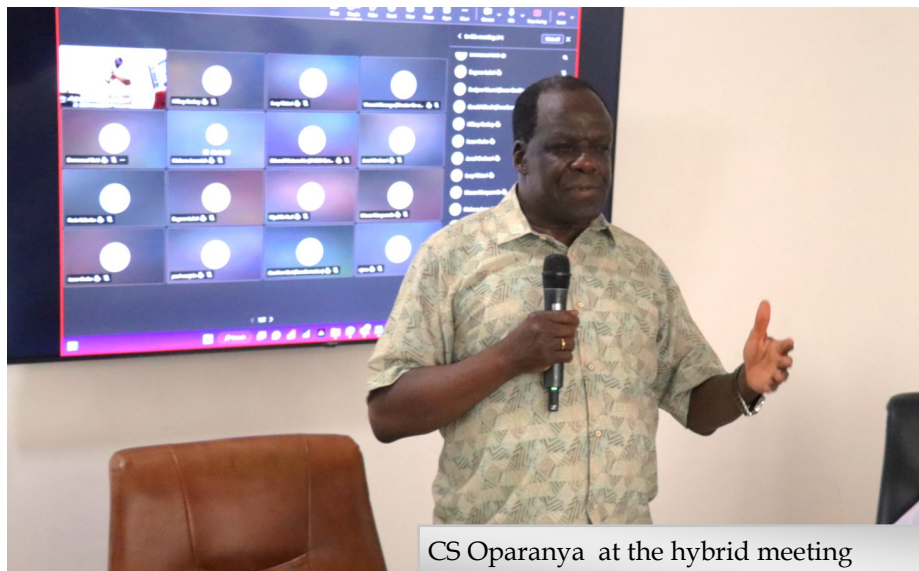
economic pyramid.

Across the country, SACCOs operate as the financial backbone of local enterprise, pooling resources from millions of ordinary Kenyans. They extend credit where traditional lenders hesitate and mobilize savings in communities that would otherwise remain financially marginalized.

The cooperative model itself is hardly new. Globally, credit unions and cooperative financial systems have long supported economic participation across social classes. In many advanced economies, they coexist alongside large commercial banks, providing financial services tailored to community needs while maintaining a strong member-driven ethos. Kenya's ambition, policymakers argue, should be no different.

For more than fifteen years, policymakers have grappled with legislative proposals intended to modernize the cooperative sector. Successive attempts to pass

Reforming Kenya's SACCO Financial Lifeline



CS Oparanya at the hybrid meeting

comprehensive reforms stalled as parliamentary terms ended and legislative priorities shifted.

At the same time, emerging governance challenges within some institutions exposed weaknesses that could no longer be ignored.

"When I assumed office, it was clear that the sector required urgent attention. Rather than pursue piecemeal adjustments, the Ministry opted for a more ambitious route: the establishment of an independent Committee of Experts to examine the system in its entirety," the Cabinet Secretary observed.

The committee's mandate was both technical and strategic to benchmark Kenya's SACCO framework against international best practices and propose reforms capable of securing the sector's long-term resilience.

The resulting report, now under validation by stakeholders, represents months of collaboration between local experts and international partners within the global cooperative movement.

At the heart of the reform agenda lies a fundamental question: how can Kenya preserve

the cooperative spirit that built the SACCO movement while ensuring the institutional rigor required of a modern financial system?

The solution, according to the report and discussions surrounding it, lies in strengthening governance, transparency, and regulatory coordination.

This requires stronger safeguards and reforms designed to prevent individuals implicated in misconduct from moving unchecked between institutions.

The Cabinet Secretary confirmed that the Committee of Experts report has been presented to President William Ruto earlier this year, an important step in securing executive support for the reforms. Implementation, however, remains the real test.

Legislative change in Kenya is rarely swift, and many of the report's recommendations will require amendments to existing laws and the introduction of new regulatory frameworks. Yet the Ministry has signaled a determination to move quickly.



Action springs not from thought, but from a readiness for responsibility."



-Dietrich Bonhoeffer

Why Hospitality Standards Matter for Public Institutions

BY GLENN LUMITI

On a quiet Monday afternoon at the Kenya School of Government's Mombasa Campus, an event unfolded that while modest in appearance speaks to a far larger national question: how institutions translate the ideals of public service into lived experience.

Governance is often judged through policy, legislation, and budgets. Yet for many citizens, the true face of the state appears in everyday interactions with public institutions at reception desks, conference facilities, training centres, and guest services. It is here, in these moments of service delivery, that the credibility of government is quietly built or eroded.

The Campus convened a Hospitality Standardization Sensitization on March 9, 2026, bringing together staff within the hospitality department for a focused engagement on professionalizing service delivery. What may appear to be a technical exercise in operations is, in fact, part of a deeper institutional commitment:



Assistant Director Hospitality Services, Mr. Bernard Rajwais and Ms. Agnes Mugambi, Principal Hospitality Officer at the sensitization.

aligning service culture with the broader values of efficiency, professionalism, and excellence that modern governance demands.

Institutions thrive through visionary leadership as well as the consistency of their systems. Standard Operating Procedures (SOPs), often overlooked outside professional circles, are the invisible architecture that ensures reliability and predictability in service delivery.

During the session, staff examined the SOPs and engaged in structured discussions on customer service within a public-sector context with the objective to align day-to-day operations with established standards and internationally recognized best practice.

This focus on process discipline reflects a broader shift in public administration thinking. Modern governments increasingly recognize that excellence in service delivery is engineered through clear protocols, shared expectations, and continuous professional development. For organizations such as the Kenya School of Government the credibility of the learning environment itself becomes part of the pedagogy. The way services are delivered must embody the governance principles being taught.

Mr. Felix Kanyua, Head of Department for Hospitality, emphasized the centrality of



Hospitality staff, Mombasa Campus

Why Hospitality Standards Matter for Public Institutions



Mr. Felix Kanyua, Head of Hospitality, Mombasa.

coordination and professionalism in service. His message was straightforward and consequential that hospitality functions within public institutions must operate with the same discipline and accountability expected of any strategic government department.

Supporting this vision were contributions from Mr. J. B. Rajwais, Assistant Director of Hospitality

Services and Ms. Agnes Mugambi, Principal Hospitality Officer who highlighted the importance of harmonized procedures and commitment to service standards across the Campus.

Their interventions pointed to an enduring truth about institutional reform: standards become meaningful only when leaders champion them. In this

case, the message was unmistakable. Operational excellence is integral to brand identity.

Perhaps the most important outcome of such training initiatives lies in the culture reinforced more than the documents produced. Standardization succeeds only when it evolves from written guidelines into professional norms.

Through such structured discussion and reflection, the session pointed to a deliberate investment in institutional culture. It affirmed that quality assurance is a continuous process, requiring both technical clarity and collective responsibility.

These discussions around SOPs and customer service are therefore more than routine presentations they form part of a larger conversation about what it means to represent a national institution in daily practice.

Bringing KSG Closer to the Public through Huduma



Mary Rukenya, Admissions Officer, orients telecommunication agents from Huduma Kenya Secretariat on programs and services offered by KSG. The one day training equips the officers with the information needed to guide prospective clients and facilitate access to KSG services across 15 Huduma Centres nationwide.

The centers are at GPO, Makadara, Kiambu, Tharaka Nithi, Mombasa, Kwale, Meru, Machakos, Eldoret, Laikipia East, Kisumu, Homabay, Kakamega, Vihiga and Garissa.

Salome Wambui, Corporate Communications and Marketing Officer, facilitated a session on "Frequently Asked Questions" to help the agents respond to public inquiries about KSG programmes and services.

Mombasa Campus Reviews Compliance



KSG Mombasa Campus concluded an internal audit exercise covering both ISO compliance and financial management systems. The audit process was conducted to evaluate adherence to established quality standards, strengthen accountability, and enhance institutional performance. Upon completion, the Campus management resolved to implement the proposed corrective actions within the stipulated timelines. The exercise was led by Ms. Angela Mukiri, Principal Administration Officer.

Ms. Nomagugu Ncube, Chief of Mission at IOM Kenya, held discussions with KSG Director General, Prof. Nura Mohamed, on advancing capacity building to strengthen migration management and border security in Kenya.

They also explored inter-agency collaboration, spanning public health, emerging technologies, and improved access to services aligning with the missions of IOM and KSG for professional development.

Also present were Mr. Humprey Mokaya, Director Security Management Institute; and IOM's Faisal Sharif and Ms. Tabitha Kimanzi.



New Records Officers Join KSG

The Kenya School of Government welcomes its new Registry Officers – Moses Omare, Principal Records Management Officer and Senior Records Management Officer- Humphrey Moturi who join the team to support sound records and information management across the institution.

By Tabitha Kemunto



Moses Omare
Principal Records Management
Officer

I believe that effective records management is vital for safeguarding institutional memory and supporting informed decision-making. I bring over 15 years of experience in public service records management, having started my career in 2008. I have served in both county governments and national ministries, gaining broad exposure to records systems across different levels of government.

At KSG, I oversee the Records Management Unit, contribute to the development of records management policies, and supervise their implementation across the institution. In addition, I champion digitization initiatives

that enhance information accessibility while safeguarding the School's corporate memory.

One habit that never grows old and would instantly improve records management is adopting a consistent filing system. Standardizing how files are named, organized, and stored makes access and retrieval easier, reduces clutter, and establishes compliance with procedures. A well-structured filing system is the foundation of sound records management across the institution.

To me, one of the most fascinating developments in the field is the evolution of records management into information governance. Managing data strategically to enable data-driven decisions, and manage risks throughout the information life cycle using software such as Artificial Intelligence, and cloud computing.

For me, integrity is the foundation of records work. Every file, document, or piece of data represents trust placed in the institution. My responsibility is to handle that information carefully – keeping it accurate, protecting it from misuse, and allowing access only where it is appropriate. That trust is upheld through values such as confidentiality and professional responsibility.

Ultimately, good records

management is sustained by everyday habits across the institution. Filing documents promptly, applying consistent references, labeling files clearly, returning documents properly, and reporting discrepancies all contribute to keeping the records system orderly and dependable. When these practices become part of the institutional culture, KSG is better positioned to rely on accurate information to guide its work and maintain continuity in its operations.



Humphrey Moturi
Senior Records Management Officer

New Records Officers Join KSG

In many ways, the registry can be likened to the Melancholic personality described in classical temperament theory. Melancholic individuals are known for being highly organized, detail-oriented, and committed to perfection qualities that perfectly reflect the nature of a records management unit. The registry thrives on order, accuracy, and careful attention to detail, ensuring that information is systematically organized and readily available when needed. These traits are essential in maintaining reliable records and preserving institutional memory.

Information management has evolved significantly from the days when organizations relied entirely on paper-based records. Today, the field exists within a rapidly expanding digital landscape shaped by digitization, the Internet of Things, and Artificial Intelligence. These technologies depend heavily on information and data to function, while also generating vast amounts of new information. For professionals working in

information management, this transformation presents exciting opportunities to transition into a new era of data governance, where records and information professionals play a central role in supporting research, strengthening accountability, and contributing to informed decision-making.

One important truth that is often overlooked is that an organization's survival is closely tied to its records. Accurate and well-managed records provide evidence, support accountability, and protect institutions from potential risks. Without proper records management, organizations may struggle to verify information, defend decisions, or safeguard their resources.

A powerful example of this came from earlier experience in the insurance industry, where fraud posed one of the greatest threats to company stability. In one particular case, a claim amounting to Kshs. 13 million was successfully proven to be

fraudulent through the retrieval of a legitimate policy form that clearly outlined the scope of coverage. Without that critical record, the company would likely have paid the full amount. The incident underscored the immense value of maintaining accurate and accessible records.

Meeting the information needs of internal clients can sometimes be demanding, but organization and attention to detail make it possible to manage these responsibilities effectively. Serving multiple clients while maintaining quality requires professionalism, adherence to Standard Operating Procedures (SOPs), and the ability to prioritize requests appropriately. By also relying on the service charter as a guide, it becomes possible to deliver the required services within the expected timelines, ensuring that users receive reliable and timely support while maintaining the integrity of records management processes.



Public Speaking and Presentation Skills

Heads of Departments, Commissioners, County Administrators, advisors to senior officers, and other senior public officers responsible for presenting reports and speeches.

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UTADO?

A column on issues of ethics and values in the public service and beyond.

Dr. Florence Kithinji

Last week's scenario:

As a HR officer, you are privy to a lot of information. You learn that one of your colleagues, who has serious medical issues, is interested in a newly employed employee. What will you do to protect the integrity and trust bestowed upon you and help the employees make wise decisions?

What would you do?

Response 1:

As a HR officer, my responsibility is to maintain confidentiality, uphold professional ethics, and protect the integrity of the workplace while supporting employees in making responsible decisions. First, I would ensure that any medical information I have access to remains strictly confidential. It is unethical and a breach of trust to disclose a colleague's medical condition to others, including the new employee. Second, if the colleague approaches me I would have a private and respectful conversation about professionalism making careful decisions. I would avoid interfering in their personal choices, but encourage them to maintain healthy boundaries within the workplace referring to organizational policy.

Response 2:

HR is built on trust. HR professionals are entrusted with highly sensitive information about employees—medical conditions, family situations, and other personal matters. Medical information is among the most sensitive categories of personal data, protected by law. HR should not assume the role of gatekeeper in employees' private relationships, nor should it make personal decisions on behalf of autonomous adults. Doing so would exceed professional boundaries of the office and risk violating the dignity and privacy of the individuals involved. In this dilemma, the ethical path is clear: confidentiality must remain intact while individuals are empowered to make their own informed decisions. In doing so, HR fulfills its fundamental obligation—to protect trust.

Response 3:

Which is the lesser evil? You may not divulge the medical condition of the staff but you can generally share in a meeting on HR policies on relationships at workplace. Another way is induction of new staff. Let the new staff be guided and cautioned.

Response 4:

In this case telling the truth will be my moral duty to do because of the consequence in question According to Deontology theory by Immanuel Kant. Even besides this my conscience will force me to find a way of keeping the new employee know, even if I were to do an anonymous brief or use a proxy as soon as possible.

Your response? Keep them coming!

Send them to florence.kithinji@ksg.ac.ke or ipslei@ksg.ac.ke

Compassion in Action: Cat Rescued

For several weeks, a sick cat had been roaming around the School compound. Many noticed the animal as it wandered the grounds, appearing weak and in need of help. While some sympathized from a distance, one participant at the School decided to take action.

Ms. Lilian Matu, attending a two-week workshop organized by the Nuclear Power and Energy Agency, found herself unable to ignore the condition of the cat.

“When I saw the cat, my heart just couldn’t ignore what she was going through,” Lilian said. “I started feeding her and later realized she needed more care.”

Lilian contacted veterinary professionals to examine the cat and they confirmed that she was suffering from a severe ear infection that began as a parasitic attack. Left untreated, the infection would likely have worsened over time eventually leading to the cat’s death.

Animal welfare advocates are keen on compassion to animals in need. Strays often suffer hunger, disease, or injuries, and small acts of kindness such as offering food, water, or veterinary care can make a difference reflecting values of empathy, service and responsibility within a community, just like Lilian did.

“Since I will be around until next week, I felt I could not just leave her like that,” she explained. “The cat has really been struggling.”

“Animals are part of our lives and our environment,” Lilian added. “It’s important that we take care of them too.”

The once-neglected cat is now receiving treatment and care thanks to one person who chose not to look away.



Ms. Lilian Matu



Ms. Nomagugu Ncube, Chief of Mission at IOM Kenya, held discussions with KSG Director General, Prof. Nura Mohamed, on advancing capacity building to strengthen migration management and border security in Kenya.

They also explored inter-agency collaboration, spanning public health, emerging technologies, and improved access to services aligning with the missions of IOM and KSG for professional development.

Also present were Mr. Humprey Mokaya, Director Security Management Institute; and IOM’s Faisal Sharif and Ms. Tabitha Kimanzi.



Save the Date!



You are cordially invited to the conference:

The Green Transition: Global South Experiences

Kenya School of Government, Lower Kabete Campus, 24th March 2026



A global policy consensus exists on the need to place the green energy transition at the center of sustainable development. However, a range of concerns exist regarding how it is being experienced in the global south, such as: effects on countries' own development pathways, the need to import green energy technologies, land injustices, impacts of green power projects on local communities, problems surrounding critical mineral extraction, weak institutional and regulatory frameworks and the continued marginalization of vulnerable populations in decision-making and benefit-sharing processes. This workshop seeks to explore these issues further by convening a diverse group of stakeholders from academia, government, civil society, and the private sector to engage in critical reflection and co-creation of global south-centered approaches to the green transition.

Physical attendees:

Please contact Anne Minyade at irconference@usiu.ac.ke to register (physical places are limited and attendees will be registered on a first-come, first-served basis).

Virtual attendees:

Please use the following link to register.

<https://usiu-ac-ke.zoom.us/meeting/register/H6a7T3KtQmS44tNWRIL4VA>

You will receive a confirmation email instructing you on how to join.

It is never too early. Enrol today.



Kenya School of Government

Empowering the Public Service

Accounting Officers Program for Chief Executive Officers

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Enrolment: The program is open to CEOs of public institutions, although interested private sector CEOs are also welcome to enroll.

Date: 18 – 22 May, 2026 **Venue:** KSG Mombasa Campus

To enroll, contact Ephline: [0710970118](tel:0710970118)/ephline.okoth@ksg.ac.ke

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Supervisory Skills Development Course No. 49/2026	2nd – 27th March, 2026
Supervisory Skills Development Course No. 48/2026	9th February - 20th March, 2026
Strategic Leadership Development Program No. 520/2026	19th January - 27th March, 2026
Senior Management Course No. 148/2026	19th January - 20th March, 2026
Senior Management Course No. 452 E/2026	19th January - 20th March, 2026
Senior Management Course No. 150/2026	March 16th - 10th April, 2026
Senior Management Course No. 151/2026	March 16th - 8th May, 2026
Results-Based Monitoring and Evaluation No. 1/2026	9th – 20th March, 2026
Public Relations and Customer Care No.14/2026	2nd – 27th March, 2026

Mombasa Campus

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Strategic Leadership Development Program No. 514/2026	19th January - 27th March, 2026
Strategic Leadership Development Program No. 521/2026	16th February - 27th March, 2026
Senior Management Course No. 211/2026	9th March – 3rd April, 2026
Finance for Non-Finance Course	16th – 20th March, 2026
Program Based Budgeting- Kitui County Government	16th – 20th March, 2026
Workshop- State Department of Gender & Affirmative Action	18th - 19th March, 2026

Baringo Campus

Senior Management Course No. 225/2026	9th March- 3rd April, 2026
Training of Trainers (TOT)	9th -20th March, 2026
Strategic Leadership Development Program Online No.529/2026	16th March-22nd May, 2026
Strategic Leadership Development Program No.530/2026	16th March-24th April, 2026
Strategic Leadership Development Program No.518/2026	16th-20th March, 2026
Strategic Leadership Development Program No.523/2026	16th February - 27th March, 2026
Strategic Leadership Development Program Online No. 518/2026	19th January - 27th March ,2026
Senior Management Course Online No. 223/2026	26th January - 27th March ,2026
Senior Management Course Online No. 221/2026	16th-20th, March 2026
Workshop – Ministry of Energy	9th -17th March, 2026
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Workshop: IEBC	20th -21st March, 2026
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Workshop: TSC – Review of Code of Regulations for Teachers	16th -23rd March, 2026

Lower Kabete

Senior Management Course No. 455/2026	9th March – 13th April, 2026
Integrated Environmental Impact Assessment and Audit in Development Training of Trainers	9th -27th March, 2026
Strategic Leadership Development Program No. 531/2026	9th -20th March, 2026
Strategic Leadership Development Program No. 516/2026 -Group A	16th March –22nd May, 2026
Strategic Leadership Development Program No. 516/2026 -Group B	19th January –27th March, 2026
Strategic Leadership Development Program No. 516/2026 -Group C	19th January –27th March, 2026
Senior Management Course No. 453/2025	9th January –27th March, 2026
Data Analytics – Nyandarua County Government -IDS	3rd February – 17th April, 2026
Induction Program for Internal Auditors National Treasury/PSASB	16th -27th March, 2026
25th Annual Conference Kenya Model United Nations (KMUN)	16th -20th March, 2026
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