



WEEKLY

Bulletin

3rd -10th April, 2026

Leadership at a Turning Point: Participation & Purpose



KSG leadership: SDAA- Dr. Josephine Mwanzia (4th left) and SDFA- Dr. Tom Wanyama (2nd right) with the Capital FM team, panel discussants and participants of the Townhall live that was held at KSG, Lower Kabete.

BY THE BULLETIN TEAM

On 31st March 2026, the Kenya School of Government (KSG) held a Leadership and Governance live Townhall organized by Capital FM, for a timely conversation on the state and future of leadership in Kenya.

Radio presenters Chiko Lawi and Fellaris Wambui of the urban media house moderated the dialogue that accentuated the need to align leadership practice with the Constitutional values of accountability, transparency, and service to the people.

Increasingly, institutions and governments must recognize that citizens today are more informed, more aware, and more vocal about their rights and expectations. There

is a growing consciousness around what good governance should look like – fairness, responsiveness, integrity, and results.

With this evolving awareness, KSG Director General, Prof. Nura Mohamed, had a riveting advocacy for a shift toward people-centered leadership and service, urging public officers to embrace responsibility not as a privilege but as duty. According to him, leadership is anchored in competence, dignity, and stewardship.

Mr. Symon Bargurei, Managing Director of Capital FM, explored the centrality of citizen participation in governance, with a strong appeal directed at the youth, calling upon them to move

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Leadership at a Turning Point: Participation & Purpose



Dr. Josephine Mwanzia, KSG Director Academic Affairs and a panelist at the Townhall.

beyond passive engagement and protests toward active involvement in policymaking and leadership processes.

Drawing from the Constitution of Kenya 2010, Mr. Bargurei reminded delegates of the sovereign power that resides with the people and must be exercised through informed, consistent participation. Citizens bear responsibility for oversight and engagement.

The panel discussion that followed brought together leading voices in governance and leadership; KSG's Senior Director Academic Affairs Dr. Josephine Mwanzia, Leadership Coach and Consultant Wale Akinyemi, and Mr. Titus Gitonga, Programme Coordinator at Transparency International Kenya.

Dr. Mwanzia stated that there must be intentionality in governance as a prosperous and globally competitive Kenya can only be realized through robust systems, sound policies, and a strong ethical foundation. She framed leadership as inherently relational and transformative, voicing its role in moving societies from unsatisfactory conditions toward improved and aspirational outcomes.

Dr. Akinyemi expanded on this

perspective by defining leadership as fundamentally about influence and impact - the ability to create meaningful change that benefits others while shaping the leader's own growth instead of personal gain. His remarks showcased the importance of citizen participation while beckoning individuals to engage actively in governance processes to hold leaders accountable in pursuit of shared national goals.

In the same vein, Mr. Gitonga acknowledged the persistent challenges in leadership selection in Kenya, warning that weak vetting processes, particularly those that overlook competence, and values, risk entrenching poor governance at the institutional level. His intervention underlined the imperative for rigorous scrutiny in leadership appointments, describing effective governance as dependent both on systems and the quality of individuals entrusted with authority.

The Townhall that convened student leaders and policy makers

had opportunity to interrogate issues affecting the youth, placing focus on Gen Z's outlook on leadership and questioning where government is failing to respond effectively.

Participants further examined whether social media is effectively serving as a channel for youth expression, or if their voices are being lost despite the noise. Are hashtags influencing action, or merely trending without impact?

While much attention is often placed on the shortcomings of government, the media also has a responsibility to highlight progress, impact, and the positive strides being made.

In addressing the gap between knowing and doing, KSG's role is fundamental—ensuring training shapes mindset, reinforces accountability, and translates into practice.

Meanwhile, such forums are essential in bridging the gap between institutions, the media, and the public—encouraging collaboration and meaningful dialogue.

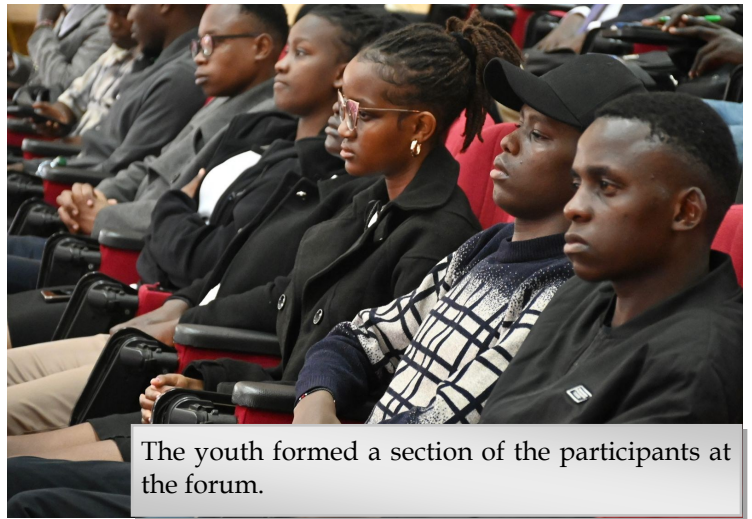


KSG Director General, Prof. Nura Mohamed (right) with Mr. Symon Bargurei, Managing Director of Capital FM

Leadership at a Turning Point: Participation & Purpose



Capital FM radio presenters Chiko Lawi and Fellaris Wambui, moderators of the Townhall.



The youth formed a section of the participants at the forum.



Panelists from left: Dr. Josephine Mwanzia of KSG, Leadership Coach Wale Akinyemi, and Mr. Titus Gitonga of Transparency International Kenya



Mr. Januaries Mbatha of KSG takes part in the dialogue



Corporates- policy makers and implementers were also in attendance

Not Business as Usual: 100 days for the Dream Campus

BY GLENN LUMITI

Institutions that train public leaders often shape nations more profoundly than the policies those leaders enact—by cultivating the norms, ethics, and discipline that determine success or failure.

For this reason, the launch of a Rapid Results Initiative at KSG Mombasa Campus merits attention beyond the institution—it reflects a deliberate effort to renew public institutions quickly, visibly, and with measurable results.

Earlier this year, leadership at KSG Mombasa articulated an ambitious aspiration to transform into the “Dream Campus.” Rather than allowing the vision to remain aspirational rhetoric, the campus has launched a 100-day Rapid Results Initiative (RRI) from April 2 to July 11, 2026, with a midpoint performance review scheduled for May 22.

The initiative is built around



Prof. Mohamed’s call to action: “You must wake up to realize this dream, as long as you keep sleeping you will keep dreaming. We are not interested in the dream itself but in its results. If we are to build this dream campus then each one of us must choose to act, to move, to start, to take responsibility, and to turn vision into measurable progress within these 100 days.”



Prof. Mohamed with the leadership of KSG Mombasa at the launch of the RRI

three strategic pillars, each addressing a core dimension of performance.

The first focuses on values and institutional culture whether systems function with integrity or decay through complacency. Activities under this pillar include a comprehensive organizational culture audit, introduction of value-based recognition systems, reporting mechanisms, and customer service training.

The second pillar turns

outward, emphasizing strategic marketing and institutional visibility. In the competitive environment of public sector capacity building, institutions must actively engage their stakeholders. The plan is to reach out to counties across the coastal region, through innovative engagement platforms including the locally grounded “Chini ya Mnazi” public dialogue series.

The third pillar addresses a perennial challenge across public institutions: operational efficiency. Through workflow reforms, energy monitoring systems, talent audits, digital feedback platforms, and the rationalization of underutilized assets, the campus aims to reduce waste while improving delivery.

Perhaps the most consequential theme of the initiative lies not in infrastructure or systems but in institutional culture.

Throughout the launch discussions, leadership repeatedly returned to a set of principles: professionalism, excellence, justice,

Not Business as Usual: 100 days for the Dream Campus

fairness, and discipline. These values must guide every level of the institution from supervisors and administrators to faculty and senior leadership.

In many ways, this emphasis reflects a deeper truth about public institutions: systems and structures matter, but ultimately it is human behaviour that determines whether institutions live up to their ideals.

The RRI is by design, modest in scale and tightly bound in time. By July 11, the campus leadership intends to evaluate what has worked, what has not, and what reforms should be institutionalized going forward.

Yet its broader significance lies in the model it represents.

Across Africa, governments are

increasingly grappling with how to reform large public institutions that often evolve slowly and resist change. Initiatives like this one; focused, time-bound, and anchored in measurable outcomes offer a practical pathway for translating vision into action.

If the experiment succeeds, the lessons may travel far beyond the

coastal campus where it began.

For in the end, building a “dream campus” is not about creating an attractive institutional environment. It is about cultivating a culture of leadership and accountability that shapes the public service.

And in governance, the future is always trained somewhere.



A section of the staff at the launch

Have you booked your training with us?



ANNOUNCING APRIL ONLINE PROGRAMS

FOR MATUGA

APR 13 - 19
JUN 2026

STRATEGIC LEADERSHIP DEVELOPMENT PROGRAM

Officers in leadership and policymaking roles, in Job Group 'P' ('CSG 7') and above in the public service. The Officers should have undertaken the Senior Management Course.



Kshs. 125,280 (Online)

APR 13 - 8
MAY 2026

PUBLIC RELATIONS & CUSTOMER CARE

For Officers responsible for customer engagement in National and County government, as well as Non-government



Kshs. 46,400 (Online)

APR 13 - 8
MAY 2026

SUPERVISORY SKILLS DEVELOPMENT COURSE

For Officers from National and County Government responsible for sections and service delivery units.



Kshs. 46,400 (Online)

APR 6 - 29
MAY 2026

SENIOR MANAGEMENT COURSE

Middle level managers in the public service typically in Job Group "N" ('CSG 8') and above in the public service. Examinations & other activities will be done physically at the school (5 days).



Kshs. 92,800 (Online)

KRA Officers at Specialized Customer Service Training



The Center for Customer Service Excellence is currently conducting a training programme for technical officers of the Kenya Revenue Authority (KRA). The programme, which commenced on 30 March 2026 and is scheduled to run until 10 April, 2026 aims to significantly enhance service standards at the KRA through a renewed focus on customer excellence.

Drawing inspiration from the seminal work of Jim Collins, *Good to Great*, the training underscores the critical importance for public service institutions to transition from good performance to greater standards. It emphasizes that continuous improvement in service is not merely desirable but essential for remarkable public administration.

A few of the key components of the programme include modules on emotional intelligence, which empowers officers to better understand customers' cultural contexts and specific needs, thereby fostering higher levels of customer satisfaction. Participants are also trained on stakeholder elasticity, i.e. the ability to remain flexible and responsive to the dynamic and evolving needs of taxpayers and other stakeholders.

Throughout the training sessions, KRA technical staff have demonstrated a renewed commitment and heightened awareness of the need to re-engineer customer service experiences. This involves the full automation of processes and the systematic easing of procedural requirements to achieve greater operational efficiency and improved service standards for the public.

The initiative reflects the KRA's ongoing dedication to building a more responsive, customer-centric and efficient revenue administration in line with national development priorities.

One Standard, Five Campuses: KSG Hospitality Reset



Assistant Director, Mr. Bernard Rajwais addresses the staff. Mr. Wycliffe Ouma and Ms. Agnes Mugambi, both Principal Hospitality Officers and Chef Bernard Mayoli at the SOPs sensitization.

BY DAVID MUTURI

The Kenya School of Government (KSG) continues to strengthen its position as a leader in public sector training through the ongoing rollout of its Standard Operating Procedures (SOP) sensitization program within its Hospitality Services Department.

At the heart of this initiative is a deliberate effort to harmonize the services across the School's five campuses in Matuga, Mombasa, Baringo, Embu, and Lower Kabete while supporting staff with practical, industry-relevant skills.

In a recent interview, Assistant

Director Benard Rajwais and Principal Officer Hospitality Services Agnes Mugambi detailed how the program is anchored on a clear objective of standardizing hospitality practices and ensuring uniformity in service excellence across the School.

As they concluded the forums, their perspectives indicate a process that has been both reflective and meaningful – offering a clearer, School-wide perspective on service delivery while reinforcing improvement,

and continuous learning in line with evolving industry standards.

The department is aligning its teams to a shared vision of exquisite performance- an approach that intends to beef up internal systems and streamline the clientele experiences of equivalent high standards, regardless of location. The emphasis on consistency reflects a broader institutional commitment to professionalism and operational efficiency.

Sustainability remains a central pillar of this initiative. The Department is investing in continuous staff training through fashioning a model where knowledge is transferred and sustained within the institutions. This 'train-the-trainer' technique treats expertise as an entity to be acquired, retained and disseminated across teams.

Focus on establishing a strong service identity by setting clear standards and embedding them into daily operations, is serving towards crafting a distinct reputation synonymous with



One Standard, Five Campuses: KSG Hospitality Reset

pro prowess in hospitality. This long-term vision is expected to translate into increased client satisfaction, positive feedback, and stronger institutional credibility.

A keen interest is the conscientious use of available resources to meet and exceed customer expectations. The satellite campus structure of KSG enables resource sharing and equitable service delivery, observing that all locations maintain consistency.

One standout initiative that continues to gain momentum is the introduction of themed cultural lunches every Wednesday. The curated experiences endeavour to celebrate Kenya's rich cultural diversity, offering guests an immersive encounter through

cuisine, decor, music, and even language.

Environmental sustainability is another focal point, with efforts geared towards reducing waste, minimizing single-use plastics, and sourcing local products. These eco-friendly practices aside from reducing operational costs resonate with environmentally conscious clients. This is complemented with flawless hygiene and safety being fully integrated into the SOP framework. Cleanliness, visible sanitation practices, and strict staff hygiene protocols are now regarded as essential components of service delivery, amplifying evolving guest expectations and global best practices.

The influence of technology in hospitality is a noteworthy dimension shaping the SOP rollout. Digital innovation is facilitating responsive operations across campuses. The use of QR codes, for instance, allows for real-time client feedback that informs continuous improvement. Digital menus are an upgrade in convenience, offering customers easy access to meal options while streamlining service delivery.

With these initiatives in the pipeline, Mr. Rajwais and Ms. Mugambi look forward to the full implementation of the SOPs, positioning the School as a benchmark for institutional hospitality within the public sector.



Cultural themed lunch reception at the Embu Campus

Making a Difference that Lasts



Senior Management Course Cohort 455/2026 at the Lower Kabete Campus, demonstrated true leadership through their Corporate Social Responsibility initiative that will leave a lasting mark on the institution.

At the closing ceremony led by Paul Chayuga and attended by Kiambu Deputy Governor Hon. Rosemary Kirika—herself a participant, the cohort came together to support talent development and inclusion within the School.

They made their contribution of brand-new football kits and training bibs to KSG FC and KSG Queens - a gesture set to enhance team identity, boost morale, and strengthen performance on the field.

And in a powerful show of inclusivity, the class also presented wheelchairs to the School's Disability Mainstreaming Committee, significantly improving mobility and participation for persons with disabilities.

The wheelchairs were officially received by FCPA Rori, Director, Nairobi Campus, and handed over to Ms. Jane Gichuki, Deputy Director, Administrative Services.

A tangible and lasting impact on the KSG community, setting an example for awareness and kindness in our communities.



TSC Frontliners to Raise their Bar in Customer Excellence



KSG Centre for Customer Service Excellence (CSE), successfully conducted a five-day training program for frontline officers from the Teachers Service Commission (TSC). The training, held at KSG Lower Kabete, brought together 92 participants intended to enhance customer satisfaction across TSC service points.

TSC leadership reiterated the Commission's commitment to raising satisfaction levels that have previously recorded at 64 percent.

The training is interactive and practical placing emphasis on understanding customer needs, improving communication, and nurturing a customer-centric culture within public institutions. Officials must professionally manage complaints and difficult clients, an essential competency for frontline workers.

Indeed, organizational culture and work environment are critical drivers of service excellence. Participants explored how internal dynamics, including staff welfare and team spirit, directly influence the quality of service delivered to internal and external customers.

To complement the classroom sessions, participants undertook a practicum visit to Huduma Centre at GPO - an experiential learning component providing firsthand exposure to a high-performing public service model, where participants observed processes, queue management systems, and customer handling approaches, best practices that can be adapted within TSC operations.

Small but intentional changes in attitude, communication, and service processes can significantly impact customer satisfaction.

As public institutions continue to prioritize citizen-centered service delivery, initiatives such as the Customer Service Excellence program remain relevant.

By investing in its staff, TSC is raising the bar for service delivery and restoring confidence where it matters most.

Compiled by: Jerry Okumu, Researcher, CSE

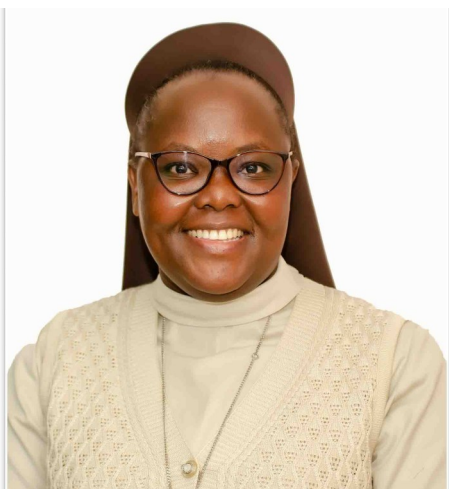
Impacting University Leadership through KSG Training

BY ELIAS MAKOKHA

The landscape of higher education is increasingly demanding in leadership far more than administrative oversight.

University leaders today must navigate growing student populations, finite resources, rapid technological change, and rising societal expectations. They are tasked not only with preserving institutional traditions but also with shaping the future, mobilizing resources, guiding strategic vision, and ensuring their institutions remain relevant and impactful for decades to come. Leadership in this context requires a combination of strategic foresight, stewardship, and practical competence.

It is in this regards that Prof. Julius Maiyo, Deputy Vice Chancellor Planning, Partnerships, Research, and Innovation, and Sr. Dr. Jackline Okello, Registrar of Academic Affairs at Kibabii University, sought to enhance their leadership practice through the Strategic Leadership Development Program at the Kenya School of



Sr. Dr. Jackline Okello,
Registrar Academic Affairs
Kibabii University

Government, Baringo Campus. Their participation represented a deliberate step toward professional development in university leadership.

For Prof. Maiyo, the experience marked a turning point, in his approach to leadership. "I realized that I need to move to the other side of the table. I have been operating as a manager, but now I understand that I must be a leader within that management space. A leader shows the way, provides direction."

A memorable moment for him involved a simple yet revealing exercise with water and towels. Initially, the focus was on speed, but the debriefing revealed that the best team was the one that retained the most water with minimal loss. "The losses represented leakages in the process," he explains. It reinforced his belief that every initiative in higher education must be handled with a combination of resourcefulness, strategy, and mindfulness of potential pitfalls.

Sr. Dr. Okello's takeaways centered on the human side of leadership. "While I already have a background in leadership, it strengthened my ability to apply those skills in my role," she notes. In leadership, she explains, every decision, interaction, and policy has an implication.

Reflecting on humility and openness, the Vice Chancellor notes that removing titles during discussions created a space where learning flowed more freely: "When titles are set aside, it becomes easier to engage and absorb knowledge."

For Sr. Okello, her vocation as a Catholic sister informs her



Prof. Julius Maiyo, Deputy Vice
Chancellor for Planning, Partnerships,
Research, & Innovation-
Kibabii University

approach to leadership profoundly. She says: "The Catholic tradition emphasizes humility, which we understand as stewardship. This program reinforced a principle that aligned seamlessly with my beliefs. You lead by example, by action. And your actions should be quality, productive, and should unite and appreciate all the energies around you."

Recognizing the potential of digital tools and Artificial Intelligence in teaching, learning and institutional management, Prof. Maiyo advises that leaders must embrace innovation thoughtfully so that it serves strategic goals rather than becoming an end in itself.

The two colleagues return to Kibabii University with tools, strategies, and perspectives that go beyond theory, lessons that will influence decision and policy making, collaboration, and institutional excellence. Prof. Maiyo sums it up: "Leadership training, when taken seriously, is what drives real change in our institutions."

KSG at the State Department for Housing



Earlier this week, KSG Director Linkages and Collaborations, Dr. Prisca Oluoch, paid a courtesy visit to the State Department for Housing and Urban Development as part of the School's "Taking Services to Your Doorstep" programme. The initiative aims to raise awareness of KSG's mandate and identify capacity-building needs within government institutions.

The team was received by the HR Director, Mr. Douglas Njeru, who expressed confidence in a fruitful partnership. Also in attendance were Mr. Pius Murugu from the State Department of Housing and Urban Development, Mr. Timothy Kisinga and Ms. Salome Wambui of KSG.

Championing Well-being and Collaborative Excellence



On 31st March 2026, KSG Baringo Campus organized a staff team-building session for its Administration Department to nurture a cohesive and high-performing workforce through enhancing staff wellness, driving output, and fortify camaraderie.

Led by Campus Director, Dr. Wesley Kiprop, whose remarks entered on developing stronger interpersonal connections, the activities undertaken were meticulously curated to blend engagement with learning to achieve workplace synchronization- knowing names of colleagues, paying attention to each other through interaction and support.

This event, also created space for revitalized energy and focus, enabling staff to approach their roles with better clarity, appreciating diverse strengths and responsiveness in a professional setting. - *Rashid Mwinji*



Kenya School of Government

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Accounting Officers Program for Chief Executive Officers

Preparing for an exciting and successful tenure



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/ephline.okoth@ksg.ac.ke

For more information visit our platforms:



Kenya School of Government

Embu Campus

Strategic Leadership Development Program No. 534/2026	30th March – 8th May, 2026
Strategic Leadership Development Program No. 528/2026	16th March – May, 2026
State Corporations e-GP Champions Training	23rd March - 17th April, 2026
Workshop- eGP – eLTTT	30th March – 10th April, 2026
Senior Management Course No.259/2026	6th April -1 May,2026
Senior Management Course No. 260A/2026	6th April- June 5th,2026
Senior Management Course No. 260B/2026	6th April- June 5th,2026
Strategic Leadership Development Program No. 536A/2026	6th April-19th June, 2026
Workshop- Nyayo Tea Zones Devt. Corporation	30th March, 2026
Strategic Leadership Development Program No.536B/2026	6th April-19th June, 2026
Finance Q.4 event-Public Sector Accounting Standards Board	6th- 10th April, 2026
Tana water works	7th -13th April, 2026
Plan -State department for Roads	6th – 10th April, 2026
HR Exercise- KSG Corporate	7th -11th April, 2026
State Department for Energy	7th -9th April,2026

Baringo Campus

Senior Management Course- No. 228/2026	6th April -1st May, 2026
Senior Management Course- Online No. 229/2026	6th April - 5th June, 2026
Senior Management Course - Online No.227/2026	30th March - 22nd May,2026
Senior Management Course No.226/2026	23rd March - 17th April,2026
Electronic Government Procurement (eGP)	23rd March - 17th April, 2026
Strategic Leadership Development Program No.530/2026	16th March -24th April, 2026
Strategic Leadership Development Program (Online) No.529/2026	16th March -22nd May, 2026

Lower Kabete

Senior Management Course No. 455/2026	9th March – 13th April, 2026
Strategic Leadership Development Program No. 532/2026	30th March- 8th May, 2026
Strategic Leadership Development Program No. 531/2026	16th March –22nd May, 2026
Senior Management Course No. 453/2025	3rd February – 17th April, 2026
Public Relations and Customer Care	30th March – 10th April, 2026
Senior Management Course –Online No. 457/2026	7th April-29th May, 2026
Senior Management Course No. 456/2026	7th April-1st May, 2026
Project Development and Management	7th April-1st May, 2026
Executive Women Leadership Program –IGSD	7th-10th April, 2026
Staff Induction Programme Ethics and Anti- Corruption Commission	7th-17th April ,2026
Public Service Commission (PSC)	6th- 18th April, 2026
Chargebyte	9th April ,2026
HR Consultancy KeRRA	7th-10th April, 2026
Skills Gap Analysis KeRRA	7th-10th April ,2026
Competency Assessment Study-KTB	7th-10th April, 2026

Matuga Campus

Supervisory Skills Development Course No. 51/2026	March 16th - 10th April, 2026
Senior Management Course No. 150/2026	March 16th - 10th April, 2026
Senior Management Course No. 151/2026	March 16th - 8th May, 2026
Electronic Government Procurement (eGP) Training No.4/2026	23rd March - 17th April, 2026
Conduct of Meetings and Minute Writing No.2/2026	30th March - 3rd April, 2026
Workshop: AFA (Nuts & Oils crops Directorate)	1st - 2nd April, 2026
Senior Management Course No. 152/2026	6th April- 1st May, 2026
Supervisory Skills Development Course No. 52/2026	6th- 17th April, 2026
Senior Management Course No. 153/2026	6th April -9th May, 2026
Retirement Planning Program No. 24/2026	6th - 10th April, 2026

Mombasa Campus

Strategic Leadership Development Program No. 533/2026	30th March – 8th May, 2026
Strategic Leadership Development Program No. 527/2026	16th March – 22nd May, 2026
Senior Management Course No. 211/2026	9th March – 3rd April, 2026
Workshop: eGP Champions from State Corporations – The National Treasury	23rd March – 17th April, 2026
Senior Management Course No. 214/2026	6th April - 1st May, 2026
Senior Management Course No.213/2026	6th April – 5th June, 2026
Management Course for Office Administrators	6th April - 1st May, 2026
Project Monitoring Evaluation & Reporting	7th – 17th April, 2026
Induction Program for Municipality Boards Kwale County Government	7th -11th April, 2026
Workshop Directorate of Criminal Investigation	7th – 11th April, 2026

Train at KSG



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- Centre for Customer Service Excellence
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