

16th–22nd May, 2026

## Human Capital as Statecraft: Why Africa's Public Service Must Reinvent Itself



*Left:* Prof. Nura Mohamed, Director General, Kenya School of Government, officially closed the 2nd Annual HR Conference. *Right:* Ms. Florence Wanguku, President of the Africa Public Sector Human Resource Practitioners Network - Kenya Chapter, and Deputy Director, Human Resource at KSG.

### BY GLENN LUMITI

We are at a moment when nations are being tested by economic pressure, geopolitical uncertainty, and also by the quality and resilience of their institutions. As such, a consequential debate is unfolding across Africa: can the public service still govern successfully in an age defined by disruption, Artificial Intelligence, demographic transition, and declining public trust?

This question was at the center of the 2nd Annual Conference of the Africa Public

Sector Human Resource Practitioners Network - Kenya Chapter, convened at the Kenya School of Government (KSG) in Mombasa under the theme "Human Capital as Statecraft: Reimagining Public Sector HR for National Transformation." What emerged over four days was not simply a conversation about human resources. It was a broader reckoning with state capability itself.

For decades, public sector HR functions across much of the continent have remained largely administrative: custodians of payrolls, compliance, and

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## Human Capital as Statecraft: Why Africa's Public Service Must Reinvent Itself

procedure. Yet the conference's central thesis was unmistakable that modern states can no longer afford to treat human capital as peripheral to governance strategy.

Opening discussions challenged delegates to rethink HR as strategy. Delegates examined how capable states are built through institutional culture, leadership pipelines, workforce resilience, and ethical governance systems. The conference repeatedly returned to the strategic reality that institutions rise or decline on the strength of their people.

KSG Director General, Prof. Nura Mohamed cautioned that institutions which exclude HR leadership from strategic decision-making risk weakening their own transformation capacity. "Human Resource practitioners must position themselves strategically to drive institutional culture, workforce transformation, leadership development, organizational resilience, and national development outcomes," he stated.



Ms. Judith Otsyula  
CEO, Kenya Roads Board



Delegates register their attendance at the Conference that took place at the Mombasa Campus.

These remarks reflected the broader conclusion emerging from the conference: the future developmental state will not be built solely through infrastructure, fiscal policy, or technology investments. It will be built through ethical leadership, adaptive institutions, and public servants equipped to govern amid disruption and complexity.

In her reflections, Chairperson of the Africa Public Service Sector Human Resource Practitioners Network-Kenyan chapter (APSHRPNET), Ms. Florence Wanguku emphasized that the future of governance would increasingly depend on whether public institutions can deliberately nurture adaptive, values-driven, and future-ready workforces. She added that HR practitioners must now position themselves as architects of institutional transformation rather than custodians of administrative systems.

Echoing Ms. Wanguku's sentiments, Dr. Julius Kipng'etich CEO Jubilee

Holdings Plc. argued that world-class public service is built on meritocracy, pragmatism, integrity, and continuous learning. Public institutions, he said, must recruit and retain the best talent, institutionalize productivity, and prepare aggressively for the future through innovation and AI readiness.

One of the most compelling moments was when delegates reflected on how ideas from the inaugural conference had already translated into institutional reforms. A presentation by KenGen demonstrated how discussions on employee mental wellness informed deliberate interventions that are now producing measurable improvements in staff wellbeing and organizational performance.

Similarly, Mr. Gabriel Nyamu, a renowned executive coach challenged delegates to reconsider performance management in an era of digital advancement. "Technology alone does not create institutional effectiveness" he said.

## Human Capital as Statecraft: Why Africa's Public Service Must Reinvent Itself



Performance depends on alignment between purpose, people, culture, and leadership.

Day Three deepened discussions on governance and accountability as Mr. Wesley Kipng'etich, Director at the Public Service Commission, unpacked the Report on Values and Principles of Public Service drawing attention to persistent gaps in compliance, institutional culture, and accountability across public institutions, while reinforcing the role of HR systems in embedding constitutional

values and principles of governance.

Contributions by Ms. Judith Otsyula affirmed the need for adaptive, strategic, and values-driven institutions capable of responding to rapidly evolving governance realities.

As the Conference came to a successful end with a panel moderated by Campus Director Dr. Fred Mukabi examining emerging AI-related challenges in HR management a discussion that reflected growing recognition that public

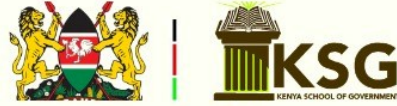
administration itself is entering a period of profound technological transition.

The future developmental state will not be built solely through infrastructure, fiscal policy, or technology investments. It will be built through ethical leadership, adaptive institutions, and public servants equipped to govern amid complexity. Human capital is no longer a support function of the state. It is increasingly the state's defining strategic asset.



Left: Dr. Julius Kipng'etich, CEO Jubilee Holdings Plc. Right: Conference Rapporteurs: Annastacia Mwova, Paul Kamau and Ephline Okoth.

# Note the Changes and Save the Date!



**Kenya School of Government**  
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## NATIONAL CONFERENCE ON WORKPLACE PROTECTION IN THE PUBLIC SECTOR



### Theme

*Evidence to Action: Fostering Safe and Decent Workplace in Kenya  
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## Strategic Dialogue on Development Policy & Changing Govts



Speakers at the Public Debate: Dr. (CPA) Lazarus Adhu, Dr. Jeremiah Mwendwa, Dr. Sila Kisingu, Ms. Margaret Karanja and Mr. Ezekiel Oriedo. They are also participants in the Strategic Leadership Development Programme at the Lower Kabete Campus.

### BY TABITHA KEMUNTO

At a Public Debate titled “Interrogating the Dilemmas Between Kenya’s Development Policies and Continuity in the National Development Agenda in Changing Governments,” staff and course participants of the Kenya School of Government took part in a rich discourse examining the persistent challenges that undermine policy continuity and the realization of Kenya’s long-term national transformation agenda, despite the existence of extensive policy frameworks and institutional structures.

Through the Department of Research, Consultancy and Advisory Services, Strategic Leadership Development Programme Cohorts 540 and 541 convened the debate, bringing together a distinguished panel of speakers including Dr. (CPA) Lazarus Adhu, Dr. Jeremiah Mwendwa, Dr. Sila Kisingu, Ms. Margaret Karanja and Mr. Ezekiel Oriedo.

Deliberations were anchored on the observation that Kenya possesses a robust policy and strategic planning architecture that includes Kenya Vision 2030, medium-term plans, County Integrated Development Plans, sectoral master plans, Constitutional provisions on planning and public finance, and global commitments such as the SDGs. Despite this elaborate structure the country continues to face difficulties in sustaining national priorities across successive political administrations.

Speakers observed that Kenya’s challenge lies in inconsistent implementation and fragmented execution. Frequent shifts in political leadership often introduce new priorities or rebrand existing programmes, disrupting continuity, weakening institutional memory, and diminishing the long-term impact of public investment.

The debate also examined the relationship between political

manifestos and long-term national planning frameworks. Speakers noted that while manifestos are central to democratic governance, they sometimes override established national priorities, leading to shifting policy directions, duplication of initiatives, inconsistent implementation, and inefficient use of public resources.

There is organizational fragmentation in management and oversight of national initiatives. Although multiple agencies at national and county levels are involved in planning, budgeting, tracking, and assessment processes there is lack of integration among these institutions resulting in weak collaboration, and limited real-time visibility of programme execution.

The discourse also examined the economic implications of stalled or abandoned initiatives, with speakers noting that inconsistency in national programmes leads to financial

## Strategic Dialogue on Development Policy & Changing Govts

losses through sunk costs, rising debt burdens, contractual liabilities, and increased completion expenses, ultimately affecting service delivery and reducing the value of public expenditure.

To address these concerns, speakers put forward several recommendations to enhance consistency in planning and execution. Establishment of a centralized, technology-driven national project management platform that integrates procurement, budgeting, oversight, and assessment processes across both national and county governments .

Speakers also called for stronger legal and administrative safeguards to protect ongoing programmes during government transitions, including multi-year budgeting systems, ring-fenced funding, improved national planning coordination, and legal provisions prioritizing completion of existing initiatives before introduction of new flagship programmes.



Dr. Alex Mirara, Head of Department, Research and Consultancy, Lower Kabete with faculty member, Mr. David Kagenyi.

Additionally, participants reiterated improvement of collaboration among agencies responsible for oversight and assessment. The creation of a national project continuity register or centralized database was also suggested to preserve institutional memory and support evidence-based decision-making.

They also recommended economic planning should be considered a technical and professional discipline that requires expertise, data-driven analysis, and strategic prioritization of investments.

Comparative experiences from other countries were cited to demonstrate the value of disciplined planning systems, institutional stability, and consistency in execution as critical drivers of sustainable economic advancement.

The debate concluded with a shared consensus that the national transformation challenge lies not in policy formulation, but in consistent implementation, collaboration, and continuity. Stronger legal safeguards, digital monitoring systems and long-term planning mechanisms would ensure national initiatives are treated as long term public and protected from political disruptions.



Ms. Margaret Karanja, a speaker at the forum.

## Seeking Collaborations with Mombasa County Assembly



Mombasa Campus Director, Dr. Fred Mukabi together with a delegation from Kenya School of Government held consultative engagements with Hon. Salim Mwalimu Juma, Clerk of the Mombasa County Assembly, during a visit to his office.

The discussions centered on practical approaches for sustained collaboration, including specialized training programmes, leadership development initiatives, and knowledge-sharing platforms aimed at strengthening the capacity of staff within the County Assembly to effectively serve the people of Mombasa.

On behalf of his team, Hon. Salim Mwalimu Juma expressed appreciation for the continued role of the School in strengthening the competencies and professional growth of public officers across the country.

# You are Invited!



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*Ethical, Digital and  
Results-Driven Public  
Administration*



The Kenya School of Government, in collaboration with KAPAM, invites public sector leaders to the East Africa Regional Conference on “Advancing Regional Integration and Public Value in East Africa: Ethical, Digital and Results-Driven Public Administration”, to be held from June 8–11, 2026 in Zanzibar.

The conference will offer a platform for peer learning, dialogue, and practical insights on strengthening governance, digital transformation, and service delivery across the region in line with the EAC Vision 2050.

Book now – scan the QR code provided on the poster.

For more information, email: [kapam.nairobi@ksg.ac.ke](mailto:kapam.nairobi@ksg.ac.ke)

## HR Practitioners form Subsequent Cohorts of SPAT Programme



Cohort 2 of the State Parties Assessment Tool training program participants with the Program Coordinator, Dr. Florence Kithinji upon successful completion of the program at KSG Mombasa. They are from various State Departments and State Corporations.

For the next two weeks training continues for all HR officers and 3 technical officers from all State Departments, County Governments, Statutory Commissions, Constitutional Commissions, the Judiciary, the Senate and National Assembly.

The SPAT program is a capacity building initiative to enable all State Parties implement the African Charter on Values and Principles of Public Service and Administration. Once all have been trained, every institution is expected to fill out the SPAT tool. The aggregate of all the ratings will be used to provide a status for Kenya.

Additionally, the program seeks to improve efficiency, effectiveness and service delivery, standardizing the public service in Kenya, and consequently, across the African Continent.

Next dates for the training are as follows:

- ◆ Cohort 3: 18th– 22nd May, 2026
- ◆ Cohort 4: 25th – 29th May, 2026

For more information:

Email: [ipslei@ksg.ac.ke](mailto:ipslei@ksg.ac.ke)

Or call: 0722-474551

All admissions are being done through the KSG Mombasa Desk: [admissions.mombasa@ksg.ac.ke](mailto:admissions.mombasa@ksg.ac.ke)

## Have your Say: Lorren Kwamboka



Ms. Lorren Kwamboka,  
Participant in the Supervisory Skills  
Development Course

BY JESSE KIGURU

If you have been to Kwale, then you know Kenya School of Government Matuga Campus is not exactly around the corner. As such, the journey there often comes with mixed expectations – from thoughts of quiet and being less engaged and some disconnection from major towns, to curiosity, uncertainty, and for some it is a sense of calm ready to enjoy the distance.

Lorren Kwamboka had heard all manner of opinions about Matuga before attending the Supervisory Skills Development Course Cohort 56 – yet she came anyway. Her verdict? Refreshingly positive.

The experience reminded her that perceptions are easy to reshape when approached with openness, curiosity, and a positive mindset. Sometimes, the best experiences begin where assumptions end. And she did!

Like many public servants, Lorren arrived talking policy and left talking people. The training reconnected technical work with real citizens, helping to rediscover why she joined public service in the first place.

Of the Campus culture, she says, there is an ease with you settle into the environment, creating a sense of belonging, creating room for genuine conversations and building professional connections that could support future collaborations.

She speaks highly of the learning approach at the Campus – it is relatable, engaging and therefore impactful as they will continue to explore innovative solutions to challenges affecting the public service.

Her most valuable aspect of the training has been interpersonal competencies – which deserve greater attention

in the workspace - they build relationships and unlock doors we doubted were possible.

In her view, the institution goes over and above to create an environment where participants feel valued, and to want to stay to learn and also unwind.

You cannot talk about Matuga without mentioning its distinct southern coastal aura – the unhurried rhythm, the warmth of the people, the calm evenings, and the simplicity that somehow makes relaxation and reflection come naturally.

So, Why come to Matuga? Because this environment slows you down enough to absorb ideas, reflect deeply, and see things from a different perspective.

It offers far more than academic instruction; it is a place that nurtures leadership growth, meaningful connections, and lifelong learning.



Lorren in class in Matuga Campus

## Strengthening Financial Governance in Development Projects



Participants of the Financial Management for Project Accountants Implementing World Bank/Government Funded Projects course are at KSG's e-Learning and Information Technology Institute.

The two week training that began on May 11, 2026 is designed to equip participants with the competencies and practical skills required for effective financial management of projects financed through World Bank and Government funding mechanisms.

Recommended for project accountants and finance managers, the course covers key areas including an overview of World Bank Financial Management, funds flow and disbursement procedures, project financial reporting, fraud and corruption prevention, and social accountability.

The 45 participants are from nine African countries: Kenya, Uganda, Tanzania, Rwanda, South Sudan, Eswatini, Zambia, Somalia, and Mozambique.

## A Room Full of Futures: The First Day of Becoming at KSG



Ms. Judith Bosire,  
Attaché at the Corporate  
Communications, Embu Campus

BY JUDITH BOSIRE

This week, forty-nine industrial trainees arrived at Kenya School of Government Embu Campus, to begin a new chapter of learning, exposure, and professional growth.

In his welcome address, Dr. Tawfik Bashir, Campus Deputy Director remarked, "Every assignment is a learning experience; learning is intentional, professionalism matters and growth comes with experience," he advised, adding, "build your networks."

On his part, Assistant Director, Hospitality Services, Mr. Benard Rajwais guided the trainees through KSG culture emphasizing understanding the institution beyond its physical features. "Imagine coming for an interview and you don't know our mission and vision?" he challenged.

Professionalism begins with awareness, understanding an organization, its values, and mandate.

Conversations on office etiquette and workplace behavior carried lessons many of the trainees are likely to remember long after the attachment period ends- respect confidentiality, responsibility and accountability.

The sensitization also highlighted the human side of professional life. Every interaction in the workplace matters, whether with colleagues or members of the public. Respect, courtesy, and empathy are not optional qualities, but essential components of service.

"The customer is key," trainees were reminded.

Grooming and presentation reflect discipline. "If you can take care of yourself, you can take care of the work," Dr. Bashir said.

Beyond books and assignments, the trainees are now stepping into spaces where decisions, communication, collaboration, and professionalism shape daily outcomes.

After this Induction the young professionals should expect moments that will stretch their thinking, test their confidence, and challenge how they view work, responsibility, and themselves. They will quickly learn that growth often happens in handling pressure, navigating people, asking questions, adapting quickly, and showing up consistently even when no one is watching.

And as the session came to an end, the room no longer looked ordinary. It looked exactly like what it was: a room full of futures taking shape.



Dr. Tawfik Bashir, with members of staff and attachés recently reported

## Lower Kabete – Assessments and Celebrations



*Top:* Corporate Management Representative, Dr. Ann Kangethe with a section of the KEBS auditors who were at the School to conduct the 2nd Surveillance Audit to determine conformity and effectiveness of the management system as well as identify areas of improvement.



*Left:* Directors: FCPA Andrew Rori, Dr. Joseph Ndungu and Ms. Mary Rukenya at the opening meeting before the commencement of the exercise.



May 14, 2026 – Happy Birthday Prof! Colleagues came together to celebrate another year around the sun for Director General- Prof. Nura Mohamed.

## Probation & Aftercare Services Officials pay Courtesy Visit



A delegation from the Probation and Aftercare Service led by the Director, PACS Rift Valley Region, Dr. Florence Mueni, paid a courtesy call to Kenya School of Government Director, Dr. Wesley Kiprop, before officially presiding over the opening of a week-long Training of Trainers Programme on Monday, May 11, 2026.

Dr. Mueni was accompanied by the Deputy Director, PACS, John K. Gacheru, and the Baringo County Director, Mr. Ezekiel Thaimuta.

## MSA Customer Service Excellence Champions Feted



The journey toward building a Dream Campus continues to gain momentum through the ongoing Rapid Results Initiative (RRI).

As part of the initiative, 38 staff members successfully completed a Customer Service Excellence training programme aimed at enhancing service delivery and improving client experience across the institution. During the recognition ceremony, Campus Director, Dr. Fred Mukabi, awarded Excellence Badges to the staff to be worn while on duty as a symbol of professionalism, responsiveness, and commitment to client-centered service.

This achievement reflects the Campus's deliberate drive towards a service culture anchored on continuous institutional improvement under the 100-day Rapid Results Initiative.

## ELDOWAS in Baringo – Environmentally Conscious



Staff from ELDOWAS undertaking the Government Protocol, Etiquette and Event Management Programme participated in a tree planting exercise to mark the successful conclusion of their training at Kenya School of Government, Baringo, on Friday, May 15, 2026. The participants were accompanied by Mr. John Napoo, Deputy Director at the Campus.

## Baringo Campus

Public Relations and Customer Care Course	18th -29th May, 2026
Senior Management Course	11th May-5th June, 2026
Strategic Leadership Development Program	11th May- 19th June, 2026
Management Course for Office Administrators	4th – 29th May, 2026
Records Management Course	4th – 29th May, 2026
Senior Management Course- online No. 231/2026	13th April - 5th June, 2026
Strategic Leadership Development Program-No 541/2026	13th April -22nd May, 2026
Senior Management Course- online No. 229/ A&B/2026	6th April - 5th June, 2026
Senior Management Course - Online No.227/2026	30th March- 22nd May,2026
Strategic Leadership Development Program (Online) No.529/20216th	March - 22nd May, 2026
Workshop - UN Probation and Aftercare Service Training (ToT)	11th - 22nd May, 2026

## Embu Campus

Senior Management Course No. 263/2026	11th May - 6th June, 2026
Strategic Leadership Development Program No. 543/2026	1th May – 19th June, 2026
Management Course for Office Administrators	4th -29th May, 2026
Project Planning and Management	4th -29th May, 2026
Strategic Leadership Development Program No. 528/2026	16th March - 22nd 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
Strategic Leadership Development Program No. 536B/2026	6th April-19th June, 2026
Senior Management Course No. 261/2026	20th April- 12th June, 2026
Senior Management Course No. 262/2026	27th April - 22nd May, 2026
TWWDA- Preparation of Internal Audit Strategic Plan & Integrity Policy	18th - 22nd May, 2026
TWWDA Corporate Website Workshop	18th - 22nd May, 2026
State Dept for Housing: Electronic Pensions Management Information System (E-Pmis)	18th - 22nd May, 2026
National Treasury- Financing Locally-Led Climate Action (FLLoCA) Program	19th May, 2026
KCAA – JKIA Procedure Design Technical Report	18th - 23rd May, 2026
CUK – Preparation & Uploading of Tender Documents	18th - 2th May, 2026

## Matuga Campus

Strategic Leadership Development Program No. 527/2026	18th - 22nd May, 2026
Strategic Leadership Development Program No.532/2026	16th March - 22nd May, 2026
Strategic Leadership Development Program No. 538/2026	18th - 22nd May, 2026
Strategic Leadership Development Program No. 539/2026	13th April - 19th June, 2026
Public Relations and Customer Care No. 17/2026	18th - 29th May, 2026
Senior Management Course No. 154/2026	11th May – 3rd June, 2026
Supervisory Skills Development Course No. 55/2026	27th April – 22nd May, 2026
Supervisory Skills Development Course No. 57/2026	4th - 29th May, 2026

## Mombasa Campus

Government Protocol, Etiquette & Event Management	18th – 22nd May, 2026
Accounting Officers Program for CEOs	18th – 22nd May, 2026
Accounting Officers Program for County Chief Officers	18th – 22nd May, 2026
Records Management Skills Improvement Training	18th – 29th May, 2026
State Parties Assessment Tool Program. (SPAT)	18th – 20th May, 2026
Training of Trainers Course	18th – 29th May, 2026
Project Planning & Management Course	4th – 29th May, 2026
Result Based Monitoring & Evaluation	4th – 15th May, 2026
Senior Management Course No.214/2026	6th April – 5th June, 2026
Strategic Leadership Development Program No.538/2026	13th April – 22nd May, 2026
Strategic Leadership Development Program No.527/2026	16th March – 22nd May, 2026
Workshop -The National Treasury	18th – 21st May, 2026
Workshop -The National Treasury	21st May, 2026
Workshop - State Department for Mining	18th – 21st May, 2026
Workshop - KSG - E-Learning & Information Technology Institute	13th -16th May, 2026
Workshop - RPL Assessment Program.	18th -19th May, 2026
Workshop - Kenya Industrial Property Institute	18th -22nd May, 2026
Workshop - Kinyanjui Technical Training Institute	18th -22nd May, 2026

## Lower Kabete

Supervisory Skills Development Course - HELB	18th -29th May, 2026
Strategic Leadership Development Programme No. 544/2026	11th May – 19th June, 2026
Strategic Leadership Development Programme No.540/2026	13th April -22nd May, 2026
Strategic Leadership Development Programme No. 531/2026	16th March -22nd May, 2026
Senior Management Course No. 460/2026	11th May - 3rd June, 2026
Senior Management Course No. 459/2026	27th April-19th June, 2026
Senior Management Course No.457/2026	7th April – 12th June, 2026
Advanced Financial Management for Project Accountants	11th – 22nd May, 2026
Skills Improvement Training	11th – 22nd May, 2026
Workshop - UNODC- TOT PACS Training	11th -22nd May, 2026
Huawei Kenya – Half Board Accommodation	16th -21st May, 2026
Meeting: UNODC and SDCS TWG (CoIPs)	19th -20th May, 2026
Huawei Kenya: Breakfast Meeting – Cyber Security Bootcamp Closing Ceremony	21st May, 2026
Workshop - National Treasury	22nd May, 2026
Workshop - National Treasury	25nd May, 2026

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