

13th – 19th June, 2026

## Regional Conference Agenda

### Connected Governments, Connected Citizens, Connected Region



Deputy Head of Public Service, Mr. Amos Gathecha (2nd right) with KSG Director General, Prof. Nura Mohamed (3rd right) and Vice President East Africa-AAPAM, Mr. Ayoub Kilabuka (extreme right) arrive at the Conference.

#### BY ELIZABETH NGAVA

Public administration leaders, policymakers, scholars and practitioners from across the East African Community (EAC) have called for stronger ethical governance, digital transformation and results-oriented public administration as critical enablers of regional integration and public value creation.

The call was made during the KAPAM East Africa Regional Conference on “Advancing Regional Integration and Public Value in East Africa: Ethical,

Digital and Results-Driven Public Administration”, held from June 8 -11, 2026 at Diamonds Bijoux Hotel, Zanzibar

The conference was jointly organized by the African Association for Public Administration and Management (AAPAM), the Kenya Association for Public Administration and Management (KAPAM), the Kenya School of Government (KSG), and the Institute of Public Administration (IPA) Zanzibar.

The opening ceremony was presided over by Deputy Head of Public Service and Chairperson of KAPAM, Mr. Amos Gathecha,

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## Regional Conference Agenda

### Connected Governments, Connected Citizens, Connected Region

CBS, 'ndc' (K) and attended by Principal Secretary, State Department for Cabinet Affairs, Dr. Idris Dokota; Director General Kenya School of Government and Executive Secretary of KAPAM, Prof. Nura Mohamed; Vice President East Africa-AAPAM, Mr. Ayoub Kilabuka; and Secretary General of AAPAM, Prof. George Scott, among other distinguished guests.

In his keynote, Mr. Gathecha stated that the East African Community remains a flagship model of regional integration anchored on shared prosperity, cooperation and capable institutions under the EAC Vision 2050.

He said that ethical governance is the foundation of public trust and sustainable development, and therefore requires accountability mechanisms across institutions. Governments ought to embrace emerging technologies, responsibly and within robust ethical and regulatory frameworks for digital standards that facilitate seamless cross-border services.



Mr. Amos Gathecha, at the opening ceremony of the event on June 8, 2026.

Principal Secretary for Cabinet Affairs, Dr. Idris Dokota, emphasized that regional integration is not merely a political aspiration but an operational necessity that must deliver tangible public value. Highlighting digital technologies in modernizing government systems and reducing inefficiencies, he noted that solutions such as digital case management and automated

resource management can enhance predictability, improve revenue mobilization, address human capital constraints, and create a more investor-friendly environment that supports economic growth and formalization.

Speaking at the conference, Prof. Nura Mohamed noted that the meeting was taking place at a pivotal moment in the implementation of EAC Vision



Delegates at the East African Regional Conference held at the Diamond Bijoux, Zanzibar.

# Regional Conference Agenda

## Connected Governments, Connected Citizens, Connected Region



From Left: AAPAM Secretary General, Prof. George Scott, AAPAM Vice President East Africa, Mr. Ayoub Kilabuka; and KSG Director General and KAPAM Executive Secretary, Prof. Nura Mohamed.

2050. Attainment of regional integration depends on adaptable public institutions capable of addressing emerging challenges including security concerns and declining public trust.

He, also called for responsible adoption of technology, cybersecurity and data governance measures, and greater use of evidence and data in decision-making processes.

AAPAM Vice President for



Ms. Halima Aden, KAPAM Program Officer.

East Africa, Mr. Ayoub Kilabuka, outlined the Association's ongoing initiatives including the Strong Nations for Africa Programme, Strategic Leadership Seminar, Innovative Management Awards Programme, Young Professionals Network and the Annual Roundtable Conference.

He articulated revitalizing and strengthening national AAPAM chapters and closer collaboration among member associations to leverage shared expertise, resources and collective influence in advancing governance reforms across the continent.

Prof. George Scott described the event as a demonstration of the enduring collaboration between AAPAM, its national chapters and public sector institutions across the region. He reaffirmed AAPAM's commitment to public sector capacity and encouraged delegates to participate in the 45th AAPAM Roundtable Conference scheduled to take

place Lesotho in December 2026.

Over the four days, delegates deliberated on issues shaping regional cooperation, digital evolution, trade and revenue facilitation, institutional modernization, and inclusive public administration.

The conference adopted a comprehensive communiqué recognizing EAC Vision 2050 as a framework for building a prosperous, integrated and citizen-centred region. Resolutions included harmonizing governance frameworks across Partner States, advancing anti-corruption efforts, and digital enablement. Delegates also called for greater collaboration among institutions, Schools of Government and MDIs for exchange of expertise.

At the close of the conference Dr. Idris Dokota, told delegates that the successful realization of the EAC Vision 2050 and deeper regional cohesion will depend on sustained commitment, collaboration and practical action by all stakeholders.

## At the East African Regional Conference



From Left: Ms. Mary Rukenya, registration of participants, Ms. Elizabeth Ngava, reading the Conference Communique and Mr. John Musau KAPAM Member and Master of Ceremonies of the forum.

## Under the Tree Series moves North to the vast Marsabit County

BY FAITH MUSOGA

Saturday June 13, 2026;

For the past week, the people of Turbi have gathered together with the Kenya School of Government to turn simple community spaces into a hub of learning, dialogue and shared experiences.

As this particular Under the Tree activity comes to a close, it surely leaves behind valuable and stronger connections between government, agencies and the people it serves.

This Series is envisioned as a nationwide initiative that will be conducted across all counties with KSG campuses spearheading the activities in different regions, leveraging their local presence and partnerships to reach diverse communities across the country.

In Turbi, the engagement was led by Dr. Ann Kangethe, Director Embu Campus, who



Chief Guest, Prof. Nura Mohamed enjoys some entertainment at the Under the Tree Series in Turbi Ward, Marsabit

headed the KSG Embu team in facilitating the week-long programme.

KSG Director General, Prof. Nura Mohamed, articulated his vision, rooted in the conviction that “huduma bora ni haki yenu” spanning the full spectrum of citizens’ needs, from basic life services to access to educational certificates.

In his remarks, he

underscored his personal contribution to this edition – through the School, select youth were offered online scholarships for certificate and diploma courses, endeavoring that no one is left behind due to lack of opportunity or access.

Giving an overview of the programme, Dr. Kangethe noted that the initiative is anchored on harnessing existing community

## Under the Tree Series moves North to the vast Marsabit County



Excited graduates with KSG DG, Director Embu Campus and other leaders of the community

strengths and resources to identify practical solutions to local challenges.

The local administration led by Deputy County Commissioner, Mr. Daniel Ouma is indeed appreciative of the initiative and has requested regular visits by the School as the area has gained more than they imagined from the well accepted program that is building the residents.

One of the intentions of the Under the Tree Series is to connect citizens to government agencies and services. Kenya Power representative Ms. Telaso was at hand to give the locals an awareness on their operations and how they can get assistance in their areas, with every request moving from manual to digital processes.

Partners presented; PACIDA, Golf Hotel, CARITAS and Equalization Fund seemed to all read from the same script; assistance for the marginalized and the youth, who formed majority of the forum, to get

assistance in continued education and basic needs allocations as planned, with the help of KSG and other partners.

Turbi is fortunate in terms of safety and security; therefore, it is time for residents to focus on development and growth priorities within the community.

Dr. Kangethe, widely regarded as an expert in entrepreneurship, trained the youth and women on the practical aspects of running a business. He also highlighted the realities faced by women entrepreneurs in business and investment, emphasizing both the opportunities and challenges involved.

Alongside Dr. Kangethe, facilitators CPA John Njiru, Mohamed Kalmey, and Laban Musundi imparted knowledge in their areas of expertise just as the pre-visit to Turbi had informed-areas of procurement, financial literacy, civic education and national values amongst a wide range of content.

The youth in Turbi are

knowledgeable and possess a lot of potential to drive positive change within their households, communities, and ultimately the country. Their practical business plans demonstrate understanding of their investment aspirations, growth objectives, and long-term vision for transformation.

Marsabit is vast, stretching under vast skies, and the journey to Turbi is long and tells the story of people in this region—their resilience and endurance—underscoring the importance of sustained support. In this regard, the CSR initiatives that have come into the area are a welcome complement to local efforts, to support the aspirations of the community.

Lastly, as the youth graduate from their one-week training, it is hoped that this will yield in practical investment actions that grow steadily over time and begin to reflect in stronger household incomes and community development.

From North Horr on to the next County - Narok!

# Under the Tree Series moves North to the vast Marsabit County



Left: Lekaitau, Gacheri and Kalmey of Embu Campus at the close of the activity. Right: Dr. Ann Kangethe, Campus Director and Ms. Abudo of PACIDA, a partner supporting the publicity component of the Under the Tree Series.



Left: A youth class on-going Right: Partners from Golf Hotel, Equalization Fund and CARITAS are introduced to the attendees.



From Left: Dr. Kangthe, Musundi, CPA Njiru, CHPR Lekaitau, Gacheri, CPA Wangui, Musoga, Willie and Tulu- the organizing committee for this edition. Not in the photo: Ngurukie and Halima Noor.

## The Under the Tree Series: Preparations Underway for Next Engagement in Narok County



Chief of Staff Narok county, Mr. Weldon Rop (center) with the KSG delegation led by Dr. Charles Ndeto (4th right).

### BY JERRY OKUMU

The Under the Tree Series continues to build momentum with preparations in top gear towards Narok County, where the series is set to take centre stage on 26th and 27th June 2026.

In Narok County, the initiative is being spearheaded by FCPA Andrew Rori, Director Learning and Development. To ensure a seamless and impactful event, a delegation led by Dr. Charles Ndeto undertook a comprehensive pre-visit to the county.

The delegation identified the Emanyatta Cultural Centre as an ideal venue nestled within an authentic Maasai homestead. Its thickets and open spaces, reminiscent of the sacred groves where Morans and elders have long gathered for counsel, perfectly mirror the spirit of the Under the Tree Series. This choice promises an immersive

experience that honours local traditions while facilitating candid, solution-oriented conversations.

During the pre-visit, the team engaged a section of stakeholders, including the Office of the Governor, represented by Chief of Staff Mr. Weldon Rop, and the Office of the County Commissioner, led by Mr. Reuben Kipkech Lotiatia, to align KSG engagement with local

administration structures and community needs under the Under the Tree Series.

The engagements yielded promising outcomes, with Mr. Weldon Rop, affirming the county government's commitment to a robust partnership, and pledging full support to actualise the initiative. Similarly, the County Commissioner expressed strong endorsement of the programme and committed to providing the available facilitation to ensure its success.

As Narok County prepares to host this significant gathering, the Under the Tree Series stands poised to weave together the wisdom of the community, the authenticity of Maasai heritage, and the resolve of government in a powerful demonstration of participatory development.

The forthcoming event promises not only to amplify local voices but also to chart practical pathways towards lasting solutions for the county's most pressing developmental needs.



KSG delegation with Lari Ole Letoluo Hsc (pioneer of the Emanyatta Cultural Center)

## SHA Turns to Officer Induction to Drive Health Reforms



Dr. Mathew Kimeli Chirchir, Deputy Director, Human Resource Management and Development, SHA

**BY RASHID MWINYI**

As the country works towards achieving Universal Health Coverage, institutions charged with delivering healthcare services and managing health financing are expected to operate efficiently, transparently, and responsively. At the center of these reforms is the Social Health Authority (SHA), a key institution established to advance equitable access to healthcare and improve the delivery of health financing services to Kenyans.

The transition from the National Health Insurance Fund (NHIF) to SHA represents one of the most significant public sector reforms undertaken in recent years. More than a change in name or structure, the transition reflects a deliberate effort to build a health financing system that is inclusive, accountable, and sustainable. Achieving this vision requires not only sound policy direction but also a workforce that understands the demands of public service and is equipped to translate policy into meaningful outcomes for citizens.

This week, the Social Health

Authority (SHA) entrusted the Kenya School of Government (KSG), Baringo Campus, with the induction of its senior officers.

Campus Director, Dr. Wesley Kiprop, challenged participants to view themselves as key drivers of institutional transformation noting that the success of SHA would largely depend on their demonstrated work ethic and culture in the discharge of their duties.

In an era where public institutions are increasingly expected to be swift and modern, the need for capable and values-driven officers has never been greater.

In his remarks, the Deputy Director, Human Resource Management and Development, Dr. Mathew Kimeli Chirchir, emphasized that induction will help officers understand the public service environment and align themselves with institutional expectations.

A lot is expected from the Authority, investing in the development of its workforce is an investment in the success of the reform agenda itself, given the mixed reactions and



Dr. Wesley Kiprop, Baringo Campus Director,

experiences by citizens regarding health services in various hospitals across the country. The knowledge, and articulation and execution by their officers today will influence the quality of healthcare services and public trust for years to come – Currently, a serious and urgent change is necessary.

Also present during the opening ceremony were Mr. John Napoo, Campus Deputy Director, Learning and Development, Ms. Valentine Jepkorir Morogo, Deputy Director, County Coordination and Ms. Floridah Igoki Mbogori, Deputy Director, Registration and Compliance.



## KSG@100 Celebrations– Coming to you this July!



*The Kenya School of Government celebrates 100 years of shaping, inspiring, and redefining public service excellence. 100!*

*On this historic milestone, we take a moment not only to reflect on an enduring legacy and the attainments that have distinguished our journey, but also to cast our gaze boldly toward the future.*

*For KSG, there lie a horizon of possibilities for all! New frontiers, and limitless imagination because we have the vision of a School whose ideas travel farther than geography.*

*Stay tuned as we spotlight the people, moments, partnerships, and defining footprints that have sculpted the identity of our School over the past 100 years.*

*Stay tuned also as we celebrate and honour our valued partners through a special series of centenary recognitions, reflections, and appreciation features.*

*Thank you for believing in the vision!*

*To the next 100!*

## Building Communities through Gender Mainstreaming



Deputy Director Mr. Dennis Marube with a participant at the completion of 2 weeks Gender Mainstreaming in Development Outreach Program.

### BY JESSIE KIGURU

Faculty at the KSG Matuga Campus, have over the past two weeks, delivered a Gender Mainstreaming in Development Outreach Program in partnership with the Department of Social Services and Talent Management, Kwale County. Participants from across the county were equipped with practical knowledge on contemporary gender issues, social inclusion, equality, sustainable development, and essential life skills through interactive learning, discussions, and experiential engagements for positive social transformation.

Bringing the program to a successful close, Campus Deputy Director Mr. Dennis Marube presided over the certificate award ceremony with a reflection of the true value of the program being in application of the knowledge and skills acquired to

promote inclusive development, strengthen community engagement, and address social challenges within their communities and workplaces.

Participants explored a broad range of content from gender equality, social inclusion, empowerment, community participation, human rights, and the role of various stakeholders in advancing equitable development.

In addition to technical knowledge, the program integrated life skills development to enhance personal and professional growth. Sessions on effective communication, self-awareness, interpersonal relations, teamwork, emotional intelligence, and personal development were part of the tools necessary for navigating both workplace and community environments.

The importance of gender

mainstreaming continues to gain prominence in development discourse globally and nationally. Ensuring that the needs, concerns, and perspectives of all members of society are considered in development initiatives contributes significantly to improved social outcomes, enhanced service delivery, and sustainable development. By equipping participants with the necessary knowledge and skills, the program contributes to creating more informed and empowered citizens capable of championing inclusive practices within their communities.

The benefits of the program extend beyond individual participants. As beneficiaries apply their learning within their respective communities and organizations, the impact is expected to create a ripple effect that promotes social cohesion, strengthens local development initiatives, and contributes to improved quality of life for community members. The program therefore serves as an investment not only in individuals but also in the broader development of Kwale County.

The successful implementation of the Gender Mainstreaming in Development Outreach Program highlights the value of strategic partnerships in addressing societal needs. The collaboration between the Kenya School of Government and the Department of Social Services and Talent Management, Kwale County, demonstrates how institutions can combine expertise and resources to build capacities, empower communities, and drive sustainable development outcomes.

## Cohort 2 Concludes Refugee Management Training



Dr. Emmanuel Kisingiani, KSG-SMI



Dr. Atsushi Hanatani, Advisor, JICA



Class President



The Second Cohort of the Refugee Management Programme concluded at KSG, Lower Kabete, with Dr. Emmanuel Kisingiani, Director, Strategic Management Institute (SMI), Kenya School of Government, officially closing the programme.

Dr. Kisingiani emphasized solid capacities and evidence-based research to support the Shirika Plan, urging participants to promote refugee-host community integration.

Dr. Atsushi Hanatani, Advisor attached to the Department of Refugee Services at JICA, highlighted the complementary role of development partners in advancing the Triple Nexus approach in assuring that refugee inclusion and sustainable integration.

The programme brought together officers from national and county governments, development partners, and humanitarian actors, reaffirming a shared commitment to strengthening refugee management and advancing refugee-host integration in Kenya.

## The Future of Development, Decided Long before Projects Break Ground



Mombasa Campus Director, Dr. Fred Mukabi (seated right), Dr. David Sergon, Mr. Godfrey Matama of KSG with a delegation from the Uganda National Oil Company.

### BY VICTOR MACHACHE

Nations are transformed by policies and by the quality of the institutions that convert political ambition into practical results. Every highway that connects markets, every refinery that strengthens energy security, every hospital that improves lives, and every digital platform that expands public access to services depends on one often-overlooked factor: the ability of governments to procure, negotiate, manage, and oversee public investments effectively.

This reality was evident this week at the Kenya School of Government (KSG) Mombasa Campus, where senior professionals from Kenya and Uganda convened for a high-level engagement on procurement, contract management, information technology, and human resource management. While such gatherings rarely command headlines, they represent a critical investment in

the systems and capacities that ultimately determine whether national development goals are realized or delayed.

The engagement, led by the Deputy Director, CS, Dr. David Sergon, alongside Mr. Godfrey Matama, Head of Procurement, brought together a distinguished delegation from the Uganda National Oil Company (UNOC). The delegation included experts in refinery development, information technology, human resource management, contracts, procurement, and negotiation, fields that increasingly intersect in the delivery of large-scale public investments.

The meeting was an exercise in institutional learning. Participants examined procurement regulations, contract management practices, emerging challenges, and evolving professional standards.

The significance of procurement extends far beyond compliance with regulations. It determines how effectively

governments translate public resources into tangible outcomes. Sound procurement systems safeguard public trust, reduce waste, mitigate risk, and ensure that strategic projects are delivered on time and to the required standard.

In his remarks, Dr. Sergon emphasized the importance of continuous personal and professional development and collaboration. He noted that institutions such as KSG bear a responsibility to train public officers but also to create platforms where knowledge can be exchanged and innovative solutions developed.

His observation reflects a broader truth. Across the world, the most effective governments are those that invest consistently in institutional capability, recognizing that sustainable development depends as much on administrative excellence as it does on political vision.

## Unleashing the Potential of Generation Z in the Public Service: Addressing Barriers to Growth, Innovation, & Meaningful Participation

Last week, in Part 1 of this series, we opened a two-part conversation on the evolving dynamics of public service in a changing generational landscape, with a focus on Gen Z and workplace culture.

Part 2 of this series challenges institutions to rethink how they engage the younger generation. How, you may ask? The writer offers practical, grounded suggestions that move beyond conventional approaches and open up more actionable pathways than previously considered.

BY JERRY OKUMU

### Generational Stereotypes and Workplace Bias:

Another significant challenge arises from generational stereotypes. Generation Z employees are frequently labelled as impatient, entitled, overly ambitious, or unwilling to “pay their dues.” Such characterizations often overlook the legitimate aspirations of those seeking growth, learning, and impact.

International workplace studies indicate that many of the criticisms directed at Generation Z mirror criticisms previously levelled against Millennials and earlier generations. Experts argue that these stereotypes often obscure the strengths that younger employees bring, including a willingness to challenge outdated practices.

When supervisors view youthful confidence as disrespect or interpret new ideas as threats to established authority, opportunities for intergenerational collaboration diminish. Instead of benefiting from diverse perspectives, organizations become trapped in cycles of resistance to change.

Effective public institutions require both institutional memory and fresh thinking. *‘Neither should come at the expense of the other.’*



Happy staff. Stock image.

### The Cost of Silencing Young Voices

Suppression of creativity and participation extends beyond workplace dissatisfaction. It has implications for constitutional rights, organizational effectiveness, and democratic governance.

Articles 33, 41, and 232 of the Constitution of Kenya guarantee freedom of expression, fair labour practices, and the core values of public service, including public participation, accountability, transparency, merit, fair competition, and representation of Kenya’s diversity.

At regional and international levels, the African Youth Charter (2006) safeguards youth participation, non-discrimination and access to opportunity, while Article 19 of the Universal Declaration of Human Rights

(UDHR) and the International Covenant on Civil and Political Rights (ICCPR) uphold freedom of expression and information exchange. The ILO also advances decent work environments grounded in dignity, participation and equal opportunity.

While *‘managerial oversight is necessary’*, workplace cultures that discourage employees from sharing ideas, or contributing innovations may undermine the spirit of these rights and freedoms.

The issue is not whether supervisors should exercise authority; rather, it is whether authority is exercised in a manner that enables participation, learning, and growth.

**Why this Matters for Public Service Transformation**

## Unleashing the Potential of Generation Z in the Public Service: Addressing Barriers to Growth, Innovation, & Meaningful Participation

Governments globally are increasingly embracing digital transformation, AI, data-driven policymaking, and citizen-centred service delivery. Younger employees are uniquely positioned to contribute to these transformations because many possess an adaptive mindset and technological literacy required for modern governance.

However, innovation cannot thrive where employees fear criticism, lack mentorship, or have limited access to leadership opportunities. A public service that does not empower its youngest employees risks becoming less adaptive, less innovative, and less capable of responding to evolving citizen expectations.

### Recommendations and the Way Forward



*Frustrated worker. Stock image.*

To fully harness the potential of Generation Z in public service, institutions should consider the following measures:

#### 1. Strengthen Structured Mentorship Programmes

Mentorship should be recognized as a leadership responsibility rather than a voluntary activity.

#### 2. Create Safe Spaces for Innovation

Establish innovation forums, idea labs, and staff engagement platforms where employees at all levels can propose solutions without fear of ridicule or retaliation.

#### 3. Expand Exposure Opportunities

Young officers should be deliberately included in policy discussions, stakeholder engagements, task forces, project teams, and strategic planning processes. Exposure accelerates competence and leadership development.

#### 4. Promote Reverse Mentorship

Just as senior officers mentor younger staff, younger employees can share expertise in digital technologies, social media, data analytics, and emerging workplace trends. Such exchanges strengthen intergenerational collaboration.

#### 5. Shift from Control-Based to Empowerment-Based Leadership

Managers should move beyond micromanagement and adopt leadership approaches that encourage autonomy,

accountability, and trust. Employees who are trusted to lead often become more innovative and productive.

#### 6. Strengthen Youth Representation in Institutional Decision-Making

Young officers should have meaningful representation in committees, staff councils, and organizational development initiatives. Policies affecting young employees should be developed with their participation.

Generation Z is not merely the future of public service; it is already part of its present. The challenge facing public institutions is not whether young people have the capacity to contribute, but whether organizational cultures allow them to do so.

By creating environments that value creativity, encourage participation, and provide meaningful exposure, public institutions can unlock the immense potential of their youngest workforce. The result will not only be more motivated employees but also more innovative, responsive, and citizen-centred public services.

The future of public service depends on how effectively today's institutions nurture tomorrow's leaders. Rather than keeping youthful talent on the shelf, public institutions must create pathways for it to flourish.

## KSG – A Trusted Public Sector Advisory Partner



Left: Acting Clerk of the County Assembly, Mr. Chris Mwangangi Right: CPA John Njiru, Senior Principal Lecturer and Head of Training at Embu Campus with Dr. James Mutinda, Principal Lecturer and Head of the Research, Consultancy and Advisory Services Department.

### BY VICTOR ONYANGO

Kenya School of Government, Embu Campus reports a successful validation of the first draft report for the review and development of the organizational structure of the County Assembly of Kitui.

The consultancy assignment, through the Campus Department of Research, Consultancy and Advisory Services (RECAS), is one of the consultancy engagements that have been successfully secured and implemented for national and county government institutions. The growing portfolio reflects the confidence that public institutions continue to place in the School's technical expertise to delivering practical and sustainable solutions to governance and organizational dynamics.

The consultancy team is led by CPA John Njiru, Senior Principal Lecturer and Head of Training at KSG Embu Campus. Other members include Dr. James Mutinda, Principal Lecturer and

Head of the Research, Consultancy and Advisory Services (RECAS) Department; Mr. Godfrey Manyibe, Principal Lecturer; CHRP Dennis Lekaitau, Principal Humana Resource Manager at the Campus; and Mr. Victor Otieno, Research Assistant. The project is being implemented under the overall supervision of Dr. Ann Kangethe, Campus Director, who is the Project Director.

To develop a future-oriented organizational structure, the consultancy adopted a comprehensive and participatory approach involving review, analysis, benchmarking and stakeholder engagement to inform evidence-based recommendations.

On 5th June 2026 the consultancy team facilitated validation of the first draft report with the Assembly's management team. The validation meeting was chaired by the Acting Clerk of the County Assembly, Mr. Chris Mwangangi, while the Assembly's technical team was coordinated

by the Head of Human Resource, Mr. Augustus Mwalimu Mwangangi

Mr. Mwangangi commended the team's technical competence, and demonstrated commitment. He noted that the Assembly had developed a strong working relationship with the Campus over the years through various capacity-building initiatives and training programmes.

In his remarks, he observed that the proposed organizational structure reflected thorough understanding of the Assembly's operational realities and future aspirations building confidence that the final recommendations would provide a strong institutional framework capable of guiding the Assembly's growth and performance for many years to come.

"The outcome of this consultancy will not only address our current organizational needs but will also provide a framework that will serve future generations of leaders and staff within the Assembly," he noted.

## KSG – A Trusted Public Sector Advisory Partner

The successful validation of the draft report marks a significant step towards the completion of the assignment and further reinforces KSG's partnership in organizational development, governance reform, and institutional strengthening. It also demonstrates the School's ability to translate academic expertise into practical solutions that create lasting impact within public institutions.



KSG Embu Campus Consultancy team and Kitui County Assembly officials at the validation exercise.

## Together in Solidarity and Support



FCPA Andrew Rori reads the message of condolence as staff of KSG Lower Kabete joined family, friends and the wider community in standing in solidarity with Assistant Director of Finance, Patrick Murunga, during the send-off of his beloved father, the late Mzee Ayub Murunga M'Kirera. The burial was held on Friday, 12 June 2026, at Kagere Village, Kathiranga Sub-location, Katheri Location, in Meru County.

### *Deuteronomy 31:8*

*"The Lord himself goes before you and will be with you; he will never leave you nor forsake you. Do not be afraid; do not be discouraged."*

## Baringo Campus

|   |                          |
|---|--------------------------|
| Strategic Leadership Development Program No. 545/2026       | 11th May-19th June, 2026 |
| Induction Program Hospital Board                            | 15th-19th June, 2026     |
| Strategic Leadership Development Program No. 545/2026       | 11th May-19th June 2026  |
| Senior Management Course No.233/2026                        | 8th June-13th July,2026  |
| Public Relations and Customer Care Course                   | 8th-19th June, 2026      |
| Central Rift Valley Water Works Development Agency Workshop | 6th -15th June, 2026     |
| Agriculture and Food Authority Workshop                     | 17th June, 2026          |

## Embu Campus

|   |                            |
|---|----------------------------|
| Entrepreneurship for Youth Engaged in SME                               | 15th – 19th June, 2026     |
| Youth Entrepreneurship in Agriculture                                   | 15th – 19th June, 2026     |
| Public Finance for Child Nutrition                                      | 15th – 19th June, 2026     |
| Strategic Leadership Development Program No. 543/2026                   | 1st May – 19th June, 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. 264/2026                                   | 8th June – 3rd July, 2026  |
| Senior Management Course No. 265/2026- Regional Center for Ground Water | 8th June – 31st July, 2026 |
| Hospitality Skills Development Course                                   | 8th – 19th June, 2026      |
| CUK – University Anthem Review  | 15th – 19th June, 2026     |
| KSG Corporate – Digital Transformation and AI for Office Administrators | 15th – 19th June, 2026     |
| TSC – Staff training on ICT Utilization                                 | 15th – 19th June, 2026     |
| KSG Corporate – Legal Compliance and Governance Audit FY 2025/2026      | 15th – 19th June, 2026     |
| UNESCO – Evaluating International Fund for Cultural Diversity Projects  | 15th – 18th June, 2026     |
| KCAA – Automation of Performance Management Systems                     | 2nd – 15th June, 2026      |
| State Department for Trade- Induction Training                          | 15th – 19th June, 2026     |

## Matuga Campus

|   |                              |
|---|------------------------------|
| Retirement Planning Program No. 26/2026               | 15th – 19th June, 2026       |
| Strategic Planning Program No. 03/2026                | 15th – 19th June, 2026       |
| Strategic Leadership Development Program No. 542/2026 | 15th – 19th June, 2026       |
| Strategic Leadership Development Program No. 539/2026 | 13th April - 19th June, 2026 |
| Strategic Leadership Development Program No. 548/2026 | 1st June – 7th August, 2026  |
| Senior Management Course No. 155/2026                 | May 25th – 19th June, 2026   |
| Supervisory Skills Development Course No. 56/2026     | 1st – 26th June, 2026        |
| Public Relations and Customer Care No.18/2026         | 1st – 26th June, 2026        |
| Senior Management Course No. 156/2026                 | June 8th – 31st July, 2026   |
| Supervisory Skills Development Course No. 60/2026     | June 8th – 19th, 2026        |

## Mombasa Campus

|   |                           |
|---|---------------------------|
| Retirement Planning Program   | 15th -19th June, 2026     |
| Communication Skills for Public Service Officers  | 15th -19th June, 2026     |
| Induction Program for Municipal Boards – Kilifi County                                  | 15th -19th June, 2026     |
| Strategic Leadership Development Program No.547/2026 -Executive Office of the President | 25th May – 3rd July,2026  |
| Management Skills Course  | 2nd – 26th June, 2026     |
| Records Management Course   | 2nd – 26th June, 2026     |
| Senior Management Course No. 216/2026   | 8th June- 3rd July, 2026  |
| Supervisory Skills Development Course   | 8th – 19th June, 2026     |
| Environmental & Social Safeguard in Development   | 8th – 19th June, 2026     |
| Outside Catering Service: University of Nairobi   | 18th May- 19th June, 2026 |
| Workshop – National Industrial Training Authority                                       | 16th – 17th June, 2026    |
| Workshop – KSG Baringo  | 15th – 19th June, 2026    |

## Lower Kabete

|  |                             |
|--|-----------------------------|
| Strategic Leadership Development Programme No. 544/2026                      | 11th May – 19th June, 2026  |
| Strategic Leadership Development Programme No. 546/2026                      | 25th May – 24th July, 2026  |
| Senior Management Course No. 459/2026  | 7th April – 19th June, 2026 |
| Induction Program – Office of the Auditor                                    | 25th May – 4th July, 2026   |
| Senior Management Course No.461/2026   | 8th June – 3rd July, 2026   |
| Senior Management Course-Online No.462/2026                                  | 8th June – 31st July, 2026  |
| Government Protocol and Etiquette – CAK- Managerial Staff                    | 11th – 15th June, 2026      |
| Government Protocol and Etiquette – CAK- Managerial Staff                    | 16th - 18th June, 2026      |
| Government Protocol and Etiquette – CAK – Supervisory & Operational Staff    | 19th – 23rd June, 2026      |
| Training on Human Resource Audit for the HR Audit Department- PSC            | 15th June – 3rd July, 2026  |
| Induction Program for Senior Officers- SHA                                   | 15th – 19th June, 2026      |
| Board Paper Writing – CEMASTEIA  | 15th – 19th June, 2026      |
| Induction Program for Public Sector Boards- Pharmacy & Poison Boards & NWWDA | 15th – 19th June, 2026      |
| Social Risk Management in Development- Makueni County Government - IGSD      | 15th – 19th June, 2026      |
| Competence Development Program – Kenya Wildlife Service                      | 15th – 20th June, 2026      |
| Capacity Building Federal Government of Somalia                              | 15th – 19th June, 2026      |
| Induction Program – Office of the Auditor General                            | 25th May – 4th July, 2026   |
| Interviews- IGRTC  | 8th – 18th June, 2026       |
| Workshop: KEVEVAPI   | 15th – 19th June, 2026      |
| The 1st National Performance and Productivity Conference 2026- SRC           | 16th June, 2026             |
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