

15th– 21st August, 2026

India–Kenya: Connecting Knowledge, Governance & Opportunity



High Commissioner of India to Kenya, His Excellency Dr. Adarsh Swaika's Public Lecture on "Why India Matters to Kenya". He shared insights with course participants, KSG Management and staff at the School, on August 12, 2026.

What happens when two nations connected by history, separated by geography, and united by ambition converge to ask a fundamental question: *Why does India matter to Kenya?* The response is far bigger than diplomacy. It is found in classrooms and hospitals, in boardrooms and laboratories, in technology and trade, in public service and innovation and increasingly, in the exchange of ideas that can shape the future of both nations.

This was the spirit of a substantive public lecture hosted by the Kenya School of Government (KSG), where the High Commissioner of India to Kenya, His Excellency Dr. Adarsh

Swaika, shared insights with course participants, KSG Management and staff on the theme "Why India Matters to Kenya."

The lecture offered an opportunity to reflect on the depth, breadth and future possibilities of the Kenya-India relationship. Rather than viewing the relations solely through the lens of traditional diplomacy, the engagement brought into focus a partnership that touches almost every aspect of national development—from economic cooperation and healthcare to education, security, technology, innovation, culture and public administration.

For KSG, one of the most

HIGHLIGHTS

- 4** Empowering Officers for a New Era of Refugee Governance
- 6** A Visit Anchored in Progress, People and Purpose
- 9** KSG Embu Partners with Friends of Kandara Marathon
- 15** Why Your Moral Compass Is Kenya's Greatest Asset
- 17** Beauty by Design: Meet KSG Embu's Grounds Team
- 19** KSG Programs—Incoming and On-going
- 21** Campuses, Centres, Institutes & Editorial Team

India-Kenya: Connecting Knowledge, Governance & Opportunity



H.E Swaika, with KSG Council Chair, Justice (Rtd.) Charles Nyachae, Director General Prof. Nura Mohamed, and Dr. Julia Ameru, Deputy Director, Library Services.

significant dimensions of this relationship is the opportunity for public-sector learning and institutional collaboration. As highlighted by the High Commissioner, Kenyan public servants have over the years benefited from training opportunities in India through the Indian Technical and Economic Cooperation (ITEC) Programme, with more public servants continuing to access these capacity-building opportunities.

Indeed, Hon. Justice (Rtd.) Charles Nyachae, Chairperson of the KSG Council, underscored the importance of institutional partnerships in strengthening public-sector capacity and keeping institutions responsive to changing needs. He noted that such initiatives can build not only institutions but also people-to-people links between the two countries.

The ongoing participation of Kenyan officials in ITEC courses

demonstrates how the India-Kenya partnership is already translating into practical capacity development within the public service. Building on this foundation, there is scope for KSG and relevant Indian institutions to deepen collaboration through joint research, exchange programmes, study visits, executive training, policy dialogues and knowledge-sharing initiatives.

On his part Prof. Mohammed, KSG Director General, emphasized that Kenya can learn from India's development experience and institutional transformation, while India can equally draw lessons from Kenya's experience in economic development and public-sector transformation. He noted that such exchanges contribute to a broader understanding of effective approaches to governance and development.

A major highlight of the occasion was the inauguration of the India Corner Library at KSG. Established through the support of the Government of India, the Corner is intended to enhance learning, research and professional development within the public service while providing a platform for knowledge exchange and greater understanding of India's development experiences, innovation and public-sector transformation.

The Government and people of India have generously provided material that will serve as an important avenue for



India-Kenya: Connecting Knowledge, Governance & Opportunity



Dr. Ameru at the inauguration of the Corner

learning, research, knowledge exchange, and deeper appreciation of India's rich history, culture, governance, development experience, and innovation.

Speaking during the inauguration, Dr. Julia Ameru appreciated the Government of India for supporting the initiative, noting that the India Corner

Library will provide valuable resources for KSG participants, researchers, faculty, staff and the wider public service. She confirmed that the collection covers cultural and development experiences, and various areas of economic and public-sector development, providing users with opportunities to draw lessons from India's journey and

approaches.

Ultimately, India matters to Kenya not simply because of what India has achieved, but because of what the two nations can achieve together. And perhaps that is where the real story begins.

*Compiled by Grace Gichuru,
Jordan Ochieng and
Martha Mokera*



Bottom left: Dr. Joseph Ndung'u, session moderator
Top right: Commemorative tree planting

Empowering Public Officers for a New Era of Refugee Governance



Left: Ms. Rikke Holm, Technical Advisor, DANIDA and Right: Ag. Director, Security Management Institute, Dr. Emmanuel Kisiangani at the closing ceremony of the Refugee Management Program held at KSG.

BY FATUMA TAWANE AND JORDAN OCHIENG'

Kenya continues to strengthen refugee governance through the Refugees Act, 2021 and the Government led Shirika Plan, which promote refugee protection, inclusion, self-reliance and resilience. As refugee management evolves, building the capacity of public officers remains critical to effective service delivery, coordination and sustainable solutions for refugees and host communities.

On August 14, 2026, the Kenya School of Government, Security Management Institute (KSG - SMI) concluded the Refugee Management Program Cohort III at the School, following a two-week training program designed to enhance the knowledge and practical skills of officers involved in refugee management and related service delivery. The Training brought together participants from the State Department for Housing and Urban Development, Department of Refugee Services and county

governments of Nairobi, Turkana and Garissa.

The training emphasized the importance of integrated, inclusive and development-oriented approaches to refugee management, while promoting collaboration and knowledge sharing among institutions and across counties.

Ms. Rikke Holm, representing DANIDA and the Danish Embassy, highlighted the value of bringing together practitioners from different counties, institutions and professional backgrounds. She noted that the programme provided an opportunity for meaningful discussions and diverse perspectives, and reaffirmed Denmark's commitment, through the Programme for Inclusive Refugee Response (PIRR), to supporting capacity-building initiatives.

In his closing remarks, Ag. Director SMI, Dr. Emmanuel Kisiangani challenged participants to look beyond refugees' needs and consider their



VNGI partners of the programme

Empowering Public Officers for a New Era of Refugee Governance



Excited graduates of the programs: *Left: Ms. Sahara Hussein Issa and Right: Mr. David Alando Okello.*

potential contribution to Kenya's development, reinforcing the importance of inclusion, self-reliance, resilience and shared development.

Drawing on Nelson Mandela's words that after climbing a great hill there are more hills to climb, Tamrat Getahun, Representing VNG International urged participants to move from working for refugees and host communities to working with them. And GIZ Program Manager Bessy Thurania encouraged graduates to look

beyond and consider how Kenya can respond differently to the changing refugee management environment.

Senior Advocacy Officer at the IRC, Edna Wasonga, emphasized the importance of continued collaboration between national and county governments. She noted that feedback from previous cohorts had indicated improvements in refugee service delivery and called for stronger cooperation among Nairobi, Turkana and Garissa counties. She also highlighted peer-to-peer

learning as an important component of the programme.

Course Coordinator Sylvan Odidi said that KSG and development partners are planning follow-up mechanisms to support implementation of participants action plans to be applied at their work stations.

The successful completion of Cohort III reinforces KSG's commitment to strengthening public sector capacity and supporting effective and sustainable refugee governance in Kenya.



Ms. Edna Wasonga (left), IRC Senior Advocacy Officer awards a certificate of completion to a participant. Looking on is Dr. Kisiangani.

A Visit Anchored in Progress, People and Purpose



Prof. Nura Mohamed (right) and Dr. Wesley Kiprop at the staff meeting held at the Baringo Campus.

BY RASHID MWINYI

"An institution's progress is sustained by the people who give their best to its mandate." Said Kenya School of Government Director General, Prof. Nura Mohamed, during his visit to the Baringo Campus, where he had an opportunity to assess progress made since his previous visit.

At a meeting with campus staff were discussions that delved on staff motivation and career progression where Prof. Mohamed emphasized that institutional performance is closely linked to a motivated workforce which calls for recognition of staff with demonstratable commitment, excellence and experience. High-performing and seasoned staff must not be overlooked when opportunities for advancement arise, he said.

Campus Director Dr. Wesley Kiprop and Deputy Director, Mr. Napoo both agreed that the engagement provided an important moment to take stock of the Campus's progress while identifying areas that require

renewed focus. "We appreciate the opportunity to reflect on how far we have come, the gains we have made and the areas where we can do better," the Campus Director said.

The conversations also brought out the importance of creating an environment in which staff feel valued, supported and encouraged to give their best. "People perform better when they know that their contribution matters," the Deputy Director said agreeing that staff motivation and recognition are essential in this regard.

While systems, structures and strategies are essential to performance, people remain at the centre of every achievement. As such, staff were urged to bring a strong sense of purpose to their roles, take ownership of their contribution, and work collectively towards advancing the School's mandate.

This special visit also provided an opportunity to translate institutional interactions into a gesture of shared responsibility towards the surrounding community. Accompanied by the DG, staff visited Jamia Kabarnet



A Visit Anchored in Progress, People and Purpose



Prof. Mohamed led management and staff of the Campus on a CSR activity for a visit to Jamia Kabarnet Mosque where a donation of furniture was made.

Mosque, where they made a donation towards the provision of furniture for the mosque's offices.

Institutions are part of the communities in which they

operate, and meaningful involvement extends beyond their immediate mandate to the people and spaces around them. This offered a fitting close to a visit that brought together institutional

purpose, human connection and a spirit of giving back.



After the meeting, the staff had a moment for a photo session with the Director General, under the bright Baringo skies.

CSE Award Ceremony – Mombasa Campus



Mombasa Campus held a closing ceremony for the Customer Service Excellence (CSE) Program. The ceremony was presided over by Campus Director, Dr. Fred Mukabi, who commended the participants for their commitment to continuous learning and challenged them to take the lessons beyond the classroom and into their daily work.

Congratulations to the CSE class on this important milestone. May the learning continue in the quality of service delivered every day.




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Partnering with Friends of Kandara Marathon to Support Needy Learners

KSG Embu Campus joined partners and community in supporting the 6th edition of the Kandara Education Marathon, held on August 9, 2026, in Kandara, Murang'a County. The annual charity event, organized by the Kandara Education Community-Based Organization, gathered runners, sponsors and well-wishers to raise funds for the education of bright and needy learners.

The marathon has grown into a significant community initiative since its inception in 2021, with more than 50 learners benefiting so far from its scholarship program, and 22 students having joined Grade 10 in 2026 through the support mobilized by the initiative.

The partnership also provides KSG an opportunity to advance its commitment to community investment. The Campus, listed among the marathon's partners, joined the initiative as a pathway to transforming lives and building stronger communities.

Campus Director, Dr. Ann Kangethe, said the School is honoured to support efforts that give vulnerable but academically gifted learners a chance to remain in school and pursue their aspirations. "Education has the power to impact lives and communities. We are pleased to partner in an initiative that is giving deserving learners hope and an opportunity to pursue their dreams," said Dr. Kangethe. — *By Christine Rwamba*



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When Did We Stop Saying “Hi”?



Dr. Joseph Ndung'u, Director eLITI, shakes hands with Dr. Joseph Muita Ndung'u (left), Deputy Director, Academic Affairs at KSG.

BY ELIAS MAKOKHA

Organizational culture is often described as the shared values, beliefs, and behaviors that shape how people work together. We usually associate it with leadership, policies, strategic plans, and institutional values. While these elements are undoubtedly important, culture is also reflected in how people interact and treat each other.

One of the simplest, yet most overlooked, ways of strengthening organizational culture is by acknowledging people we work with.

A typical Monday morning after a long weekend - You walk through the gate, pass colleagues in the corridor or parking area, and head to your workstation. Too often, these encounters happen in complete silence. We have become so accustomed to passing one another without exchanging a greeting that it no longer feels unusual.

A simple "Good morning," "Hello," or "How are you this morning?" carries more significance than we sometimes appreciate.

A greeting is more than a social courtesy as it is an acknowledgement of another person's presence. In a workplace where people spend a significant portion of their lives, that simple recognition helps in creating a sense of belonging, respect, and connection.

Modern life has conditioned many of us to be guarded. The pace of urban living, concerns about personal security, and constant interactions with strangers often encourage us to keep to ourselves. While this caution may be necessary in public spaces, the workplace should be different. Once we walk through the organization's gates, we enter a community united by a common purpose. We may work in different departments, hold different positions, or perform

different responsibilities, but we all contribute to achieving the institution's mission.

Creating a welcoming environment does not always require grand initiatives or expensive programmes. It begins with small, intentional acts of courtesy: Greeting colleagues, offering a smile, holding a door open, thanking someone for their assistance, or simply asking how their day is going may seem ordinary. Together these could shape an extraordinary workplace culture.

It is also important to remember that we never know what others may be going through. A colleague may be dealing with personal challenges, work-related pressures, or concerns that remain unseen. While a greeting cannot solve every problem, it can remind someone that they are not invisible leaving a great impression.

Organizational culture belongs to everyone, not just management, Human Resources, or Customer Care. Leadership certainly sets the tone, but every employee contributes to the environment experienced within the institution.

As we continue striving for excellence in service delivery and professional growth, let us also remember the human side of our work.

The next time you meet a colleague in the corridor, at the gate, or in the office, take a moment to say, "Good morning" or "Hello." It costs nothing, takes only a few seconds, and may be the beginning of a workplace culture where everyone feels seen, valued, and appreciated.

Chai! Ngoma na Vibes!

FCPA Andrew Rori, Director, KSG Nairobi Campus, hosted staff and participants to an evening of live-band entertainment, refreshments and conversation—a different way to unwind, relax and enjoy each other's company.

The Benj Band set the mood with a repertoire spanning different genres and generations, keeping the evening lively as staff and participants danced, and sang along.

In his remarks, the Director said the gathering is set to become a tradition at the Campus—creating space for people to step away from the routine, relax and enjoy time together.

Dr. Robert Ng'ang'a, Deputy Director, Nairobi Campus, also welcomed staff and participants to the evening.



Chai! Ngoma na Vibes!

Furaha hukolea mkiwa wengi!



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Why Your Moral Compass Is Kenya's Greatest Asset

Behind every KSG Ethos message lies the question: Are we living the values we profess? This reflection explores why integrity requires constant renewal – and why, at KSG, it is simply what we must embody.

By Eng. Maurice Odida



Eng. Maurice Odida,
Integrity Assurance Officer,
Kenya School of Government, Mombasa Campus

My phone buzzes. Again. And again.

It is not breaking news. It is not another political alert. It is certainly not one of those forwarded jokes that seem to find their way into every WhatsApp group. Instead, it is another KSG Ethos message. *"Truth never damages a cause that is just."* I smile, just as I always do, and then a familiar thought crosses my mind: *Why does the Kenya School of Government keep sending these messages?*

Do they think we have forgotten? Or do they know something about human nature that we often overlook?

After years of serving at this great institution, I have come to appreciate the answer. Integrity is not a destination that one reaches once and for all. It is a

discipline. It is a thousand small decisions made every day each one quietly asking us to choose between convenience and conscience. The ethos messages are therefore not interruptions; they are reminders that character, like any valuable asset, requires constant renewal.

At times we dismiss them with a quick swipe of the screen. Yet those brief messages carry a profound purpose. They remind us that we are not ordinary public servants. We are entrusted with shaping those who will lead public institutions across the country. Every lecture delivered, every policy discussed, and every value we teach will eventually find expression in the decisions made by thousands of public officers. If we lose sight of integrity, what then becomes of

those we are preparing to serve the nation?

This is why the messages matter. They are not merely words transmitted to our phones; they are moral anchors that continually call us back to our higher purpose.

The philosopher Immanuel Kant described this responsibility through what he called the Categorical Imperative: act only in a manner that you would wish everyone else to follow. In simple terms, before signing an inflated claim, delaying a file unnecessarily, or accepting an improper favour, pause and ask yourself a single question: *What if every public servant behaved exactly as I am about to behave?*

The answer is often enough.

If everyone inflated claims, public resources would disappear. If everyone ignored procedures, institutions would lose credibility. If everyone chose convenience over principle, public trust would become impossible to rebuild. Integrity therefore begins not with grand declarations but with ordinary decisions faithfully made.

Another ethical perspective, Consequentialism, challenges us differently. Rather than asking whether an action is right, it asks what happens because of it. Every unethical decision produces consequences that extend far beyond the office where it was made.

A delayed file may deny a citizen timely service. A manipulated procurement process

Why Your Moral Compass Is Kenya's Greatest Asset

may deprive a community of quality infrastructure. A dishonest decision taken in comfort may become a hardship carried by someone we will never meet. The ripple effects of compromised integrity travel much farther than we often imagine.

These two schools of thought provide a powerful defence against corruption. One teaches us to do what is right simply because it is right. The other reminds us that every choice leaves a legacy. Together, they challenge us to become public servants whose actions are guided by both principle and responsibility.

That is why I believe the KSG Ethos messages must continue.

They create a shared moral language across our institution. They remind us that integrity is not an annual campaign or a policy contained in a manual; it is a daily commitment. They quietly reinforce the values that define who we are and who we aspire to become.

The Kenya School of Government is more than a centre of learning. It is where the values

of public service are nurtured, tested, and strengthened. Every member of staff contributes to that mission. Every decision we make either strengthens or weakens the ethical foundation upon which our institution stands.

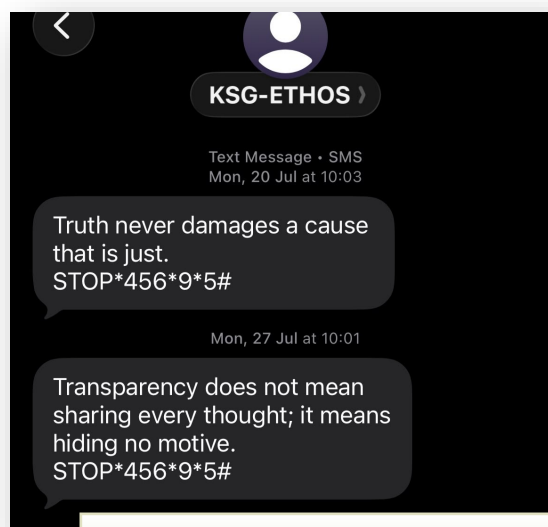
So, the next time your phone buzzes with another KSG Ethos message, resist the temptation to swipe it away. Read it. Reflect on it. Allow it to challenge you.

We normally forget that the future of public service will also be determined by the moral

courage with which we choose to serve.

As custodians of integrity, we have both the privilege and the responsibility of ensuring that the values we teach are the values we live. For when integrity becomes our daily habit rather than our occasional aspiration, we do more than strengthen our institution we strengthen the Republic itself.

Because truth never damages a cause that is just. And there can be no greater cause than building a public service worthy of the trust of the Kenyan people.



Messages from KSG Ethos to all staff across the School.



Beauty by Design: Meet KSG Embu's Grounds Team



Samuel Githinji



Vincent Gitonga



Roy Mugendi



Harrison Nyaga

There is a calm that greets every visitor to KSG Embu Campus. Perhaps it is in the sweeping views that draw the eye towards the majestic slopes of Mount Kenya. Perhaps it is in the manicured lawns, flourishing gardens, orderly pathways and the rhythm of a campus where nature and infrastructure seem to exist in perfect harmony.

Behind this serenity is a team whose work often begins before the beauty is noticed.

Landscapers and farmers willingly and carefully tend to the land, flowerbeds and gardens that make the Campus both functional and inviting.

Their work is a constant reminder that beauty does not simply happen. It is cultivated. It is maintained. It is protected. *Asanteni! KSG Sees You!*



Vincent Terer

Hamisi Seti: The Hands and Mind Behind Matuga's Green Beauty

Hamisi Seti of Matuga Campus forms the staff working behind the scenes to keep the campus looking fresh, and colorful. Sometimes people only see the beautiful flowers, but there is a lot of work behind that beauty

His typical day begins by checking that flowers and plants well-watered, especially with the hot coastal weather.

He expresses pride knowing he has contributed to a place that looks green and beautiful. It is satisfying when visitors and participants appreciate how glamorous the Campus looks.

He explains that gardening is a lot about creating an environment that makes people comfortable – At Matuga, it is part of the learning experience.

To someone who enjoys the beautiful gardens but may not know the work behind them?

I would say, enjoy them, but remember that someone has to take care of them every day. Plants need water, pruning, cleaning and attention. When we take care of our environment, it takes care of us too.

For Hamisi Seti, landscaping is a daily commitment to keeping Matuga blooming.



Mombasa Campus

Induction Program Course- Kenya Sugar Research & Training Institute	17th – 21st August, 2026
Transformative Leadership Course	17th – 21st August, 2026
Public Policy Formulation, Implementation & Analysis	17th – 21st August, 2026
Strategic Leadership Development Program No.560/2026	17th August – 25th September, 2026
Young Leaders Development Program- Machakos University	17th – 19th August, 2026
Results-Based Monitoring & Evaluation Course	10th – 21st August, 2026
Strategic Leadership Development Program Online No.551/2026	6th July – 11 September, 2026
Senior Management Course Online No. 218/2026	6th July – 28th August, 2026
Senior Management Course No. 219/2026	3rd – 28th August, 2026
Management Skills Course	3rd – 28th August, 2026

Lower Kabete

Strategic Leadership & Development Program	17th August – 25th September, 2026
Asset Management Course	17th – 21st August, 2026
Transformative Leadership Course	17th – 21st August, 2026
Financial Management for Project Accountants & Auditors	17th – 28th August, 2026
Digital Transformation & Artificial Intelligence for CEO's	19th – 21st August, 2026
Senior Management Course No. 465/2026	6th July – 28th August, 2026
Senior Management Course No. 466/2026	6th – 31st August, 2026
Senior Management Course No. No. 467/2026- Administration Police Service	6th – 31st August, 2026
Strategic Leadership Development Programme No. 557/2026	6th July – 11th September, 2026
Strategic Leadership Development Programme No. 548/2026	22nd June - 28th August, 2026
Office of the Director Public Prosecution : Corporate Staff Induction	17th – 21st August, 2026
EGP: State Department for Public Investment & Asset Management	17th – 18th August, 2026
Workshop: Thika Water and Sewerage Co. Ltd	17th – 18th August, 2026
Workshop: Thika Water and Sewerage Co. Ltd	20th – 21st August, 2026
National Lands Commission: Annual Research Conference	19th – 20th August, 2026
Workshop: UNODC	19th – 20th August, 2026
Public Service Commissioners Working Retreat	21st August, 2026

Baringo Campus

Strategic Leadership Development Program	17th August - 25th September, 2026
Gender Mainstreaming Development Course	10th – 14th August, 2026
Senior Management Course No. 237/2026	3rd – 28th August, 2026
Senior Management Course Online-No.236/2026	6th July – 28th August, 2026
Management Skills Course	3rd – 28th August, 2026
Senior Management Course Online No.235/2026 (A&B)	6th July – 28th August, 2026
Strategic Leadership Development program Online No. 559/2026 (A&B)	6th July - 11th September, 2026
NGAO (Baringo County Commissioners)	17th - 18th August, 2026
KSG Staff (Consultancy)	18th – 21st August, 2026

Matuga Campus

Public Relations & Customer Care Course No. 21/2026	10th – 21st August, 2026
Training of Trainers No. 5/2026	10th August – 4th September, 2026
Supervisory Skills Development Course No. 66/2026	3rd – 28th August, 2026
Supervisory Skills Development Course No. 65/2026	27th July – 24th August, 2026
Strategic Leadership Development Program No. 552/2026	July 6th – 11th September, 2026
Senior Management Course No. 157/2026	July 6th – 28th August, 2026
Workshop: Kwale County Government	August 18th, 2026
Workshop: National Council for Population and Development	August 21st, 2026

Embu Campus

Strategic Leadership Development Program No. 561/2026	17th August – 25th September, 2026
Proficiency Course for Clerical Officers	17th – 28th August, 2026
Customer Care Course	17th – 21st August, 2026
Retirement Planning Program	17th – 21st August, 2026
Senior Management Course No. 273/2026	17th August – 11th September, 2026
Senior Management Course No. 272/2026	3rd – 28th August, 2026
Strategic Leadership Development Programme No. 552/2026	6th July - 11th September, 2026
Strategic Leadership Development Programme - State Department for Immigration	22nd June - 28th August, 2026
Senior Management Course No. 157/2026	6th July – 28th August, 2026
State Department for Science, Research & Innovation Workshop	10th – 22th August, 2026
State Department for Housing & Urban Dev: Budget Committee Workshop	10th – 21st August, 2026
CUK: Induction Training Workshop	17th – 21st August, 2026
CUK: Review of Entrepreneurship & Commercialization Masterplan	18th – 20th August, 2026
CUK: Examination Handbook Workshop	18th – 21st August, 2026
Tharaka University: Engineering Workshop	18th – 20th August, 2026
Nuclear Power and Energy Agency: Productivity Workshop	18th – 20th August, 2026
State Department for Immigration & Citizen Services: Development of Trainers Manual	17th – 20th August, 2026
State Department for Children Services: Budget Preparations Workshop	17th – 28th August, 2026
Youth Enterprise Development Fund: Board Retreat Workshop	18th – 20th August, 2026



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August 24 – 28, 2026



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- Centre for Public Finance and Audit
- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change
- Centre for Customer Service Excellence
- Regional Centre of Competence for AI and Digital Skilling
- e-Learning and Information Technology Institute
- Security Management Institute
- Institute for Gender and Social Development
- Institute for Devolution Studies
- Institute for Public Service Leadership Ethics and Integrity

We welcome your feedback

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