Volume 19 Issue 34

KSG KENYA SCHOOL OF GOVERNMENT

WEEKLY Bulletin

19th – 25th September, 2026

From Remembrance to Leadership for Kenya and Africa



A press conference led by Dr. Ida Odinga to mark the first anniversary of the passing of the late Rt. Hon. Raila Amollo Odinga. Kenya School of Government Director General, Prof. Nura Mohamed (2nd right), joins in paying tribute to his legacy, through establishment of the Raila Odinga Regional Leadership Academy, a Centre of Excellence at KSG focusing on public sector leadership, governance and public administration.

BY MARTHA MOKERA

As Kenya prepares to mark the first anniversary of the passing of the Right Honorable Raila Amolo Odinga, the national commemoration offers an opportunity to remember his invaluable contribution to the country while reflecting on broader questions of leadership, governance, public service, Pan-African cooperation, peace and justice.

For the Kenya School of Government (KSG), the commemoration comes at a significant institutional moment following the establishment of the Rt. Hon. Raila Amollo Odinga Regional Leadership and Governance Academy as a centre of excellence for public-sector leadership, governance and public administration studies.

The first anniversary of the passing of the former Prime Minister, who died on 15 October 2025, will be marked through various activities scheduled for 10–17 October 2026.

The Odinga family has constituted a National Steering Committee to coordinate the activities. Chaired by Prof. Adams Oloo, the committee

HIGHLIGHTS

5 KSG Sets Performance Agenda for FY 2026/2027

8 The Silent Epidemic in Our Midst

10 The Quality of Devolution

14 The Quality Culture For The KSG Fraternity

15 Dr. Munyoki's KSG Journey

20 KSG Programs – Incoming and On-going

22 Campuses, Centres, Institutes & Editorial Team

From Remembrance to Leadership for Kenya and Africa

brings together representatives from government, political institutions, civil society, academia, the private sector and the Odinga family.

Speaking during the unveiling of the committee, Ambassador and Permanent Representative of Kenya to the United Nations Environment Programe, Dr. Ida Odinga, called for a national commemoration that brings Kenyans together. Prof. Adams Oloo reaffirmed that the homage would remain family-led and people-centred.

For KSG, participation has an important institutional dimension.

Director General, Prof. Nura Mohamed, is a member of the National Steering Committee. At the same time, the School is carrying forward an institutional initiative bearing Odinga's name: the Rt. Hon. Raila Amollo Odinga Regional Leadership and Governance Academy, officially unveiled during KSG's centenary celebrations in June 2026.

The Academy will provide a platform through which leadership, governance and public administration can be examined from Kenyan, regional and continental perspectives. Its work is anchored on five pillars including Pan-African unity, inclusive leadership, good governance, education and innovation, and peace and justice.

Through the Pan-African unity pillar, the Academy will facilitate cooperation and knowledge exchange across Africa. Inclusive leadership will focus on developing people-centred and community-responsive leaders, while the good governance pillar will promote learning and dialogue around accountability, transparency and the rule of law. Education and innovation will support knowledge, research and the development of future generations of leaders, while peace and justice will advance leadership approaches that promote human rights, peaceful coexistence and sustainable development.

In this way, the Academy connects a national legacy with KSG's established mandate of developing people, building institutions and contributing to a modern public service. It creates a platform where questions arising from Kenya's leadership and governance experience can be studied, discussed and translated into learning for all generations.

Its relevance is particularly significant to the School because the mandate is to enhance the knowledge, skills and competencies of public officials and contribute to an innovative and expert Public Service in leadership and management, policy making and implementation, service delivery and public engagement. Other than training, delivery of this mandate is also research, consultancy services, policy advisory and public outreach.

The Academy sits within KSG's existing institutional ecosystem





Left: Prof. Adams Oloo, Chair of the National Committee of the commemoration of the 1st anniversary of the late Rt. Hon. Raila Odinga. Prof. Oloo previously served on the KSG Council. **Right**: Prof. Mohamed (centre) with Committee members including Raila Junior and Mr. Mugo Kibati, CEO, Telcom (right).

From Remembrance to Leadership for Kenya and Africa

rather than outside its mandate. It provides an additional platform through which the School can deepen conversations across the region.

This first anniversary offers Kenyans with an opportunity to remember, reflect and engage with the legacy of Raila Amollo Odinga.

From remembrance to reflection. From reflection to learning. From learning to leadership. And from leadership to stronger institutions for Kenya and Africa.



Dr. Rachel Ngesa (Standing) accompanied Prof. Mohamed to the Committee meeting. Dr. Ngesa, is the Director at KSG's Institute for Devolution Studies.



The Rt. Hon. Raila Amolo Odinga Regional Leadership and Governance Academy and Chandaria Innovation Centre situated at the Kenya School of Government.

KSG Joins C3 Kenya Fellowship & Collaboration Lab Inception Workshop





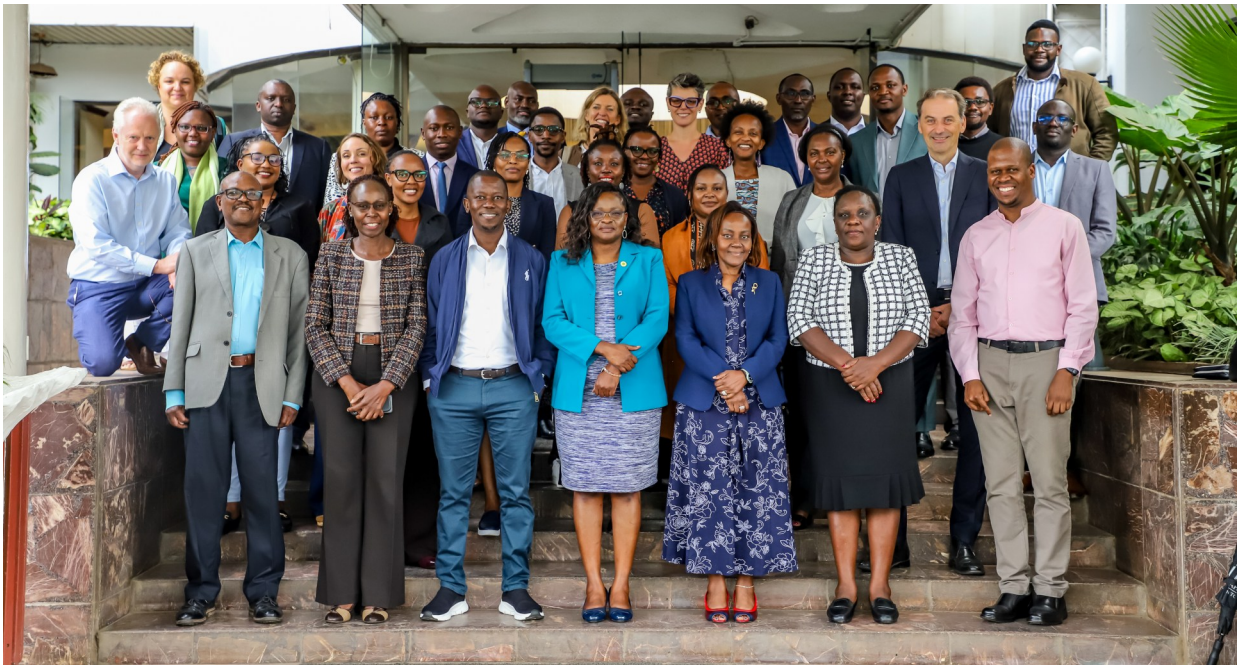
The Kenya School of Government (KSG) participated in the Collaboration for Complex Challenges (C3) Kenya Fellowship and Collaboration Lab Inception Technical Workshop held on 15 September 2026 at Nairobi Safari Club. KSG was represented by Dr. Rachel Ngesa, Director, Institute for Devolution Studies, and Mr. Antony Okeyo, Centre for Environmental Governance and Climate Change.

The workshop convened national and county government officials, researchers, civil society representatives, private sector actors and development partners to shape the C3 Kenya Fellowship and Collaboration Lab, scheduled for launch in 2027. Deliberations explored opportunities for stronger cross-institutional and cross-sector collaboration in addressing Kenya's interconnected food systems, biodiversity and climate challenges, with particular attention to national–county coordination, market systems, ecological resilience and institutional barriers to change.

C3 Labs is a global partnership between UNDP, FAO, UNEP, and Wageningen University & Research, backed by the Global Environment Facility Innovation Window. In Kenya, it is delivered with KIPPRA and the Ministry of Environment, Climate Change and Forestry.

The Lab will run for 12 months, engaging approximately 30 Fellows drawn from diverse sectors, with an emphasis on sustained collaboration rather than one-off training. For KSG, the initiative presents an opportunity to contribute expertise in devolution, environmental governance, climate action and systems thinking, while drawing lessons to enrich executive education, research, public policy advisory, community outreach and capacity-building programmes, particularly in national–county collaboration.

The workshop outcomes will now guide further stakeholder engagement to finalize the Lab's design ahead of its 2027 launch.—*By Antony Okeyo*



From Signing to Results: KSG Directorates & Institutes Set Performance Agenda



Prof. Nura Mohammed, Director General, Kenya School of Government, with Nairobi Campus Director, FCPA. Andrew Rori, and staff of Department display their signed documents during the signing of the PC and Annual Workplan for FY 2026/2027. Together with them are Senior Directors, Dr. Tom Wanyma and Dr. Josephine Mwanzia.

BY JORDAN OCHIENG

Officials must be purposeful on what they want to see from their Performance Contracts and Annual Workplans. They must individually and collectively be intentional on their contribution to their departments over the Financial Year.

According to Prof. Nura Mohamed, Director General, Kenya School of Government, when commitments are translated into visible gains, the results he anticipates are a solid financial base, a strong reputation for quality and a workforce operating at its optimum.

These remarks were delivered at a staff address on Monday, September 15, 2026, when the School's Directorates and Institutes were signing their Performance Contracts and Annual Work Plans for the Financial Year 2026/2027, setting out the commitments that will guide their work and performance over the year.

Achieving this vision requires leadership to cascade performance targets across all staff levels — empowering every individual to take initiative, regardless of their job title.

Building on this call for alignment, Senior Director Academic Affairs (SDAA) Dr. Josephine Mwanzia underscored that the School is relied upon to build a Public Service that is credible, and legitimate.

The SDAA intimated that it is all hands on deck as Kenya begins to move out of Vision 2030 and begins to focus more on Vision 2060. This requires realization of shared responsibility that cannot be achieved in silos — it demands continuous consultation, cross-departmental accountability, and mutual support across teams.

Senior Director Finance and Administration Dr. Tom Wanyama reinforced connecting individual performance to KSG's Strategic Plan and the broader national development agenda. He highlighted that performance reviews should keep individual responsibilities aligned with institutional targets, strengthening a culture of clear and demonstrable performance across the organization.

An institution is only as strong as the people who give it life. It is against this understanding that Prof. Mohamed called for a progressive organizational culture

From Signing to Results: KSG Directorates & Institutes Set Performance Agenda

in which appreciation, mutual respect and follow-through are reflected in everyday practice.

He reminded staff that recognizing the human contribution behind institutional success must go hand in hand with prioritizing mental well-being, creating an environment where people feel valued, supported and able to bring their best selves to work.

The following Departments and Institutes signed their PCs and Workplans:

- Institute for Devolution Studies;
- Security Management Institute;
- eLearning and Information Technology Institute;
- Institute for Gender and Social Development;
- Linkages, Partnerships & Collaborations;
- Lowe Kabete Campus;
- Directorate of Finance & Administration; and
- Directorate of Academic Affairs





A light moment at the staff address and PC and Workplan signing.



Mr. Humphrey Moturi, from KSG Registry offers the closing prayers.

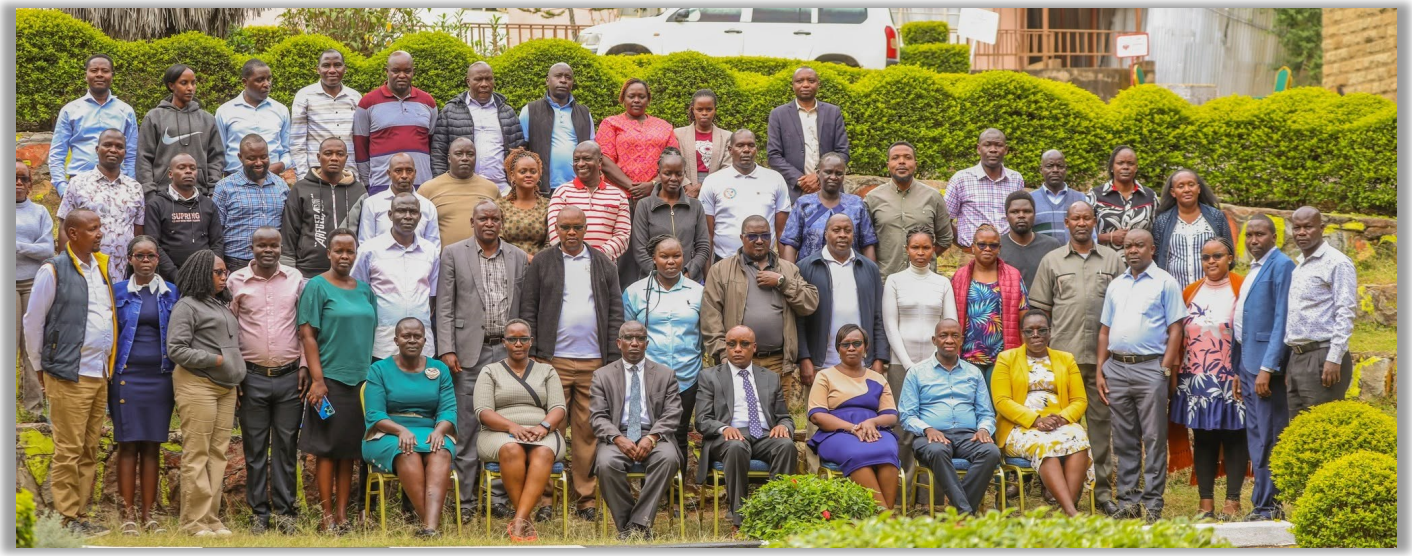
Kenya–India Partnership – 6 Decades of Investing in People and Public Service



The Kenya School of Government had the honor to be at the 62nd India Technical & Economic Cooperation (ITEC) Day, hosted by Dr. Adarsh Swaika, High Commissioner of the Republic of India to Kenya, alongside Cabinet Secretary for Public Service Hon. Geoffrey Ruku. KSG was led by the Director General Prof. Nura Mohamed.

This occasion carries particular meaning for the School of as several staff have trained in India under ITEC over the years.

Learning & Leadership: Baringo Campus Concludes SMC Cohort 236/2026



Baringo Campus concluded the Senior Management Course (SMC) No. 236/2026, marking the completion of an intensive eight-week programme focused on strengthening leadership, management and professional competencies among public service professionals.

The cohort undertook the programme through the online blended learning option, completing seven weeks of virtual coursework before converging at the Campus for examinations and Research Project Presentations.

The closing ceremony provided an opportunity to reflect on the participants' learning experiences, achievements and commitment to continuous professional development in the public service.

The ceremony was officiated by the Campus Director, Dr. Wesley Kiprop, accompanied by the Deputy Director, Learning and Development, Mr. John Napoo, and members of the KSG Baringo Campus team.

The Silent Epidemic in Our Midst: Recognizing the Warning Signs in Colleagues



CS, Dr. David Sergon

Imagine standing on the banks of a river, watching a colleague drift downstream. They are not waving for help; they are simply floating, eyes fixed on the horizon, unaware that the current is pulling them toward a waterfall. In the previous article, we unmasked Substance Use Disorder (SUD) as a chronic brain disease, not a moral failing. We established that the workplace is not just a collection of desks and deadlines, but a living ecosystem where one in four colleagues carries a weight we cannot see. But recognition is only the first step. To save the swimmer, we must first learn to read the water.

SUD is a master of disguise. It does not announce itself with a trumpet blast; it creeps in like a slow fog, obscuring the landscape of a person's life. The warning signs are often subtle, masquerading as stress, fatigue, or simple disengagement. We must become detectives of the human condition, looking for patterns where others see only isolated incidents. The most telling signs are not found in the bloodshot eyes or the smell of alcohol; those are the late-stage symptoms but in the shifting tectonic plates of behavior. Like a crack in a dam that begins as a hairline fracture before it becomes a catastrophic flood, the early signs of SUD are small, easily dismissed, and dangerously ignored. NACADA reminds us that SUD knows no rank, no title, no social class - it whispers to the executive in the boardroom and shouts to the laborer on the factory floor. The signs are universal, yet we often fail to see them because we are not looking.

Consider the parable of the boiling frog. If you place a frog in boiling water, it will jump out immediately. But if you place it in cool water and slowly turn up the heat, it will stay until it is cooked. In the workplace, SUD turns up the heat so gradually that the employee and often their manager does not notice the fatal change in temperature. The first sign is often a change in rhythm. The once-punctual employee begins to arrive late, or worse, they are physically present but mentally adrift -a phenomenon we know as "presenteeism." They are there in body, but their mind is a million miles away, trapped in a cycle of craving. This is the quiet theft of attention, where the brain's reward system, hijacked by the substance, makes the mundane tasks of the office feel like wading through treacle. The 2022 National Survey on Drugs and Substance Use in Kenya paints a stark picture: employees grappling with SUD are more prone to exit the stage of employment, to be absent, or worse to be physically present but mentally adrift. In high-risk sectors like construction and transport, this shadow is a catalyst for accidents, turning a moment of impairment into a lifetime of consequence.

Then comes the decline in work performance. This is not a sudden collapse, but a series of small, inexplicable errors. A report that was once flawless now has glaring gaps. A deadline that was once sacred is now missed. The employee who once thrived on complex challenges now shies away from responsibility,

Stock Image



The Silent Epidemic in Our Midst: Recognizing the Warning Signs in Colleagues

retreating into the shadows of simple tasks. It is like watching a skilled craftsman slowly lose the feeling in their hands; the tools are still there, but the mastery is gone. The brain, rewired by addiction, prioritizes the substance above all else, leaving little cognitive bandwidth for creativity, problem-solving, or collaboration. The result is a slow, agonizing unravelling of a once-promising career. Studies show that employees with SUD are more likely to experience job-related injuries, higher rates of job turnover, and absenteeism compared to those with no substance use issues. The economic cost is a burning currency, but the human cost is incalculable.

Social withdrawal is another silent alarm. The colleague who once laughed in the break room now eats alone at their desk. They decline invitations for after-work drinks, not because they are rude, but because they fear the scrutiny, or because their drinking has moved into a private, shameful realm. They become ghosts in their own office, haunting the periphery of social interactions. This isolation is a fertile ground for addiction, as the very support network that could help them is the first thing they push away. Like a tree that sheds its leaves in a drought, the person with SUD retreats inward, conserving energy for the battle within, unaware that they are cutting themselves off from the very nourishment that could sustain them. Worse still, addiction and mental health disorders are locked in a tragic dance, each feeding the other in a spiral of despair. The 2022 survey revealed that past-month users of drugs and substances had a higher prevalence of depressive disorders compared to non-users across all drug categories; alcohol, tobacco, khat, cannabis, and prescription drugs. The isolation deepens, and the fog thickens.

But here is the crucial truth: early detection is not about catching someone in the act; it is about catching them before they fall. It is about extending a hand before the drowning person has the strength to reach for it. The non-judgmental approach is the key that unlocks the door to help-seeking. If we approach a struggling colleague with the gavel of judgment, we will only drive them deeper into the shadows. But if we approach them with the lantern of compassion, we illuminate a path back to safety. We must learn to ask, "I've noticed you seem different lately. How are you really doing?" a question that opens a door rather than closes a case.

The workplace can be a lifeboat, not a sinking ship. By training our eyes to see the subtle signs and our hearts to respond with empathy, we transform from passive bystanders into active rescuers. Let us not wait for the crash. Let us learn to read the whispers of distress before they become a scream. The conversation continues, and it starts with you. The warning signs are there, written in the quiet language of changed behavior. The question is: are we willing to read them?

Next article: The Impact of SUD on Workplace Safety and Productivity

CS, Dr. David Sergon, Deputy Director Mombasa Campus and Addiction Counsellor

Stock Image







The Quality of Devolution is Written in County Human Resource Decisions





Campus Director, Dr. Fred Mukabi, welcomed a delegation from the Public Service Commission, led by Ms. Jacqueline Manani, Deputy Commission Secretary, Legal Services, to the Kenya School of Government, Mombasa Campus, venue of the Capacity Building Forum on human resource matters arising from county appeals.

BY GLENN LUMITI

"When two officers disagree, they call a meeting; when three disagree, they form a committee; and when the matter becomes an appeal, everyone reaches for the rulebook."

This light-hearted observation by KSG Mombasa Campus Director, Dr. Fred Mukabi, captured with humor the serious purpose of the engagement that followed. As he welcomed the Public Service Commission (PSC) delegation to the campus, the underlying message was unmistakable: effective public administration depends on institutions having the knowledge, systems, and professional capacity to make sound decisions and to respond appropriately when those decisions are challenged.

That set the tone for the Capacity Building Forum for County Public Service Boards, County Assembly Service Boards, and County Executives on Human Resource Matters Arising from County Appeals, which brought together representatives from all six coastal counties.

The forum provided a focused platform for the PSC and county institutions to examine the legal and administrative dimensions of HR appeals, share experiences, and strengthen the capacity required to manage such matters fairly, consistently, and within established frameworks.

The PSC delegation was led by Ms. Jacqueline Manani (Deputy Commission Secretary, Legal Services), Mr. Simon Mwangi (Director, HRMD), Ms. Evelyn Adhiambo (Assistant Director, HRMD), and Mr. Ken Kaane (Senior Legal Officer).

Under Section 77 of the County Governments Act, the Commission holds an appellate role in matters concerning the county public service. The Public Service Commission County Appeals Procedures Regulations, 2022 provide the legal framework for handling appeals arising from recruitment, appointment, discipline, remuneration, retirement, and terminal benefits.

Opening the forum, the Commission's message delivered on behalf of Commission Secretary/CEO Paul Famba emphasized that county public services are an integral part of one unified public service serving one country.

Ms. Manani highlighted growing concerns over instances where counties fail to respond to appeals within prescribed timelines. The consequences extend far beyond the original dispute, leading to back-dated salary awards with interest, litigation to enforce Commission decisions, and severe disruption

The Quality of Devolution is Written in County Human Resource Decisions

of county operations. For counties entrusted with public resources, an appeal is not simply a legal file it can quickly become a governance, financial, and institutional liability.

Consequently, the forum went beyond static presentations. Participants interrogated the legal framework governing HR management in counties, emerging appeal trends, disciplinary controls, and the respective roles of County Public Service Boards, County Assembly Service Boards, County Secretaries, Chief Officers, and HR Advisory Committees. Practical case studies, group work, and plenary discussions allowed participants to dissect concluded appeals and exchange real-world experiences.

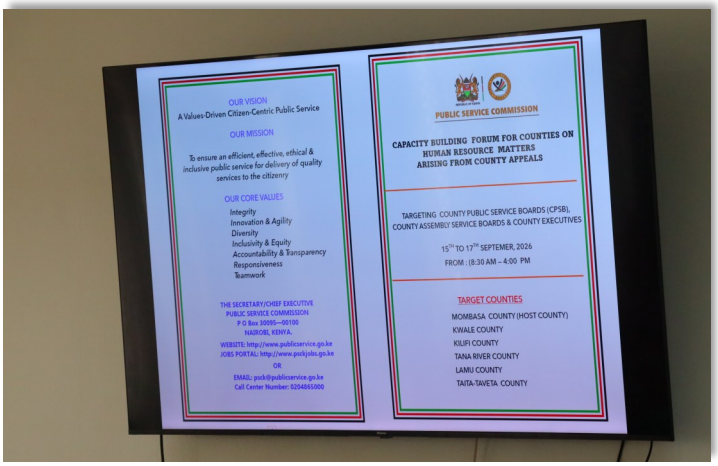
This approach reflects an essential principle of capacity building: knowledge matters most when it transforms institutional practice.

The Mombasa engagement forms part of the Commission's continuing collaboration with county governments through sensitization, induction, benchmarking, and capacity-building initiatives nationwide.

A mature public service cannot be defined by the absence of disputes; it is defined by the quality and fairness of its response to them. Strengthening the capacity of counties to manage HR appeals lawfully and within prescribed timelines is critical to building credible, devolved institutions.

Ultimately, the Mombasa forum offered a practical reminder that the success of devolution depends not only on what counties are mandated to do, but on how professionally they execute it. In that vital work, institutions like the Kenya School of Government provide the essential learning platforms through which public servants acquire the judgment and capacity required to make devolution work.







Four Counties, One Mission: KSG Mombasa Takes the Market by Storm

BY KAREN MUSYOKA

The Kenya School of Government (KSG) Mombasa Campus has intensified stakeholder engagement through a five-day marketing and outreach drive in Lamu, Tana River, Garissa and Kilifi counties, identifying new opportunities for training, research, consultancy and advisory services.

The outreach was led by Deputy Director, Dr. David Sergon, accompanied by Ms. Karen Musyoka and Ms. Asha Ahmed, and focused on strengthening relationships, understanding institutional capacity-development needs and exploring areas of collaboration with key institutions across the four counties, including county governments, municipal authorities, county assemblies, hospitals and universities.

The engagements generated several opportunities for further business, with institutions expressing interest in KSG programs and services. Among the notable discussions was a meeting with the Director of the Teachers Service Commission (TSC) Ali Hussein which provided an opportunity to explore further collaboration. The team was subsequently invited to engage Principals and Deputy Principals from various schools in Lamu County.

A key message during the engagement was KSG's capacity to develop customized programmes based on specific needs of institutions. The initiative reflects KSG's commitment to taking its services closer to clients, expanding stakeholder engagement and supporting institutions to build the knowledge, skills and capacities required for effective public service delivery.



Mombasa Campus, Deputy Director, Dr. David Sergon, joins Teachers Service Commission (TSC) Lamu County Director, Mr. Abdi Hassan, and members of staff during an engaging session focused on dialogue, knowledge sharing and strengthening collaboration.

Mastering the 7 Cs of Effective Writing at KSG






Ms. Lynette Otwori facilitates a session on the 7 Cs of Effective Writing in the Conduct of Meeting and Minute Writing training at the Kenya School of Government, Lower Kabete Campus. These are: Clarity, Conciseness, Completeness, Correctness, Concreteness, Coherence and Consideration.

The session equips participants with practical skills to prepare concise, clear and decision-oriented official documents, using an appropriate professional tone to reduce the risk of misinterpretation, reinforce institutional credibility and support informed decision-making.

The one week training strengthens participants' capacity to produce quality written communication that accurately captures key discussions, outcomes, recommendations and action points in the execution of their duties.

"Good writers are those who keep the language efficient. That is to say, keep it accurate, keep it clear."

~Ezra Pound

The Quality Culture for KSG Fraternity– Part 2

BY ENG. MAURICE ODIDA



Stock Image

The question that continues to emerge from our audit reports is: Why do we still experience major and minor nonconformities despite being certified? The answer often lies in the gap between what our documents say and what we actually do. We may have excellent policies, manuals and procedures, but the real test of quality is whether these documents are translated into disciplined daily practice.

We must therefore change how we respond to audit findings. A nonconformity should not be treated as a box to be ticked and forgotten. We must investigate its root cause and ask how correcting it can strengthen institutional learning and improve performance. Corrective action should become a platform for innovation rather than a punishment.

We must also create a healthy relationship between quality control and innovation. A controlled management system should not suppress creativity. Instead, it should provide a framework within which new ideas can be tested, reviewed and implemented responsibly. Innovation and quality should reinforce each other.

Our management reviews and performance indicators must equally become more meaningful. We cannot manage what we do not measure. Key Performance Indicators should serve as a compass for strategic decision-making, while management reviews should interrogate performance data and identify the actions necessary to move the institution forward.

We must also fully embrace risk-based thinking, one of the most important features of ISO 9001:2015. Risk is not limited to financial loss or data breaches. It includes delays in programme delivery, poor communication, inconsistent training, process failures and the loss of institutional knowledge when experienced staff leave. Effective risk management means anticipating these challenges, preparing contingencies and responding with agility.

Conformity, therefore, should not mean receiving a "thumbs up" during an annual audit. It should mean having the discipline to update procedures, complete records, follow work instructions and consistently improve our processes because that is simply the right way to work.

This brings us to the hierarchy of documented information. At the top is the Policy, which explains the "Why". The Manuals explain the "What". Procedures clarify the "Who" and "When". Work Instructions explain the "How", while Records and Forms provide the "Proof". We must remember that a policy is a promise, but records provide evidence that the promise has been kept.

As a Lead Auditor, my role is not to "catch you out". It is to help lift the institution towards a higher standard. Nonconformities are opportunities to correct; opportunities for improvement are invitations to excel.

I therefore challenge top management to view the QMS not as a bureaucratic burden, but as an operational dashboard and strategic compass. I challenge the entire KSG fraternity to make quality a daily habit and a shared responsibility. We are the Kenya School of Government—the institution entrusted with advancing public service transformation in Kenya. Let our processes be as excellent as our mission.

Let us not merely be certified; let us be undeniably exemplary.

From Manager to Strategic Leader: Dr. Munyoki's KSG Journey

BY SHARON NGINA

Effective management keeps an organization running, but strategic leadership moves it forward. For Dr. Victor Munyoki, bridging that gap meant stepping out of the office and into the classroom and, eventually, out of the classroom altogether.

Having completed both the Senior Management Course (SMC) and the Strategic Leadership Development Programme (SLDP) at the Kenya School of Government , Dr. Munyoki shares how his time at the School redefined his understanding of influence, growth, and continuous learning.



Dr. Victor Munyoki, during experiential Learning conducted by Matuga Campus

Q1.What would you like to see done differently in other programmes?

In my experience, classroom learning can be boring when a trainer dominates the entire study time. SLDP has brought learning to the tee. I have christened it "Bush Learning."

There is no boredom. Competing for the trainer's attention with nature—the sun, clouds, wind, and insects—has taught me exceptional focus and another way of learning.

I recommend that this approach be introduced into other programmes. I also believe we need to place less emphasis on examinations and greater focus on character development. Training should not only test what people know; it should influence how they lead and serve.

Q2.What other areas should KSG consider?

Introduce Large Language Models (LLMs), both as a standalone unit and as part of leadership training. I would also recommend a comprehensive mental-health-related programme for public servants.

Q3.What did you learn about leadership and policy implementation?

The *Perfect Square* rope exercise taught me a lesson I shall never forget. I saw the mental picture, visualised the entire process, and expected to win. I didn't. Why? Planning happened in a vacuum, away from execution. I strategized *for* the team, not *with* them.

A brilliant plan or policy that only the planner understands is not yet a plan; it is only an idea. I have learned that if I design a policy, I must also design how it will be taught—who explains it to the people who'll carry it out, in what language, and how their questions get answered before the policy meets reality. Skip that step, and even the best-designed policy dies on contact with implementation.

Q4.Why should organizations invest in developing their leaders?

I trained for thirteen years while serving as a junior officer. At the time, I did not see the value in it. Fifteen years later, after engaging deeply in public finance through Treasury and World Bank projects, I realized what I had been prepared for.

Recently, I saw senior leaders unable to derive KPIs, state their resource requirements, or negotiate and defend their budget proposals. Resources are not allocated to emotions; they are allocated against well-defined KPIs and KRAs, aligned with mandate and vision.

Organizations must therefore invest in developing their people. An organization that does not train its leaders will eventually pay a much higher price through poor performance and missed opportunities.

From Manager to Strategic Leader: Dr. Munyoki's KSG Journey



Q5.Redefining Leadership

When Dr. Munyoki first arrived at KSG for the Senior Management Course, it was simply to check a mandatory box required for senior management roles. Holding an MBA, MSc, PhD, and CFA/CPA credentials, he had convinced himself that his academic and professional education was complete. SLDP dismantled that assumption entirely.

"This week has humbled me," Dr. Munyoki reflects. "I washed dishes, did my own laundry, cooked for the first time in nearly 15 years, collected firewood, spent a week without opening my laptop, swam under a waterfall, joined a moonlight run, and made 27 new friends. My childhood dreams and sense of fantasy came back. I paid for this course myself, and it has truly transformed me."

Beyond the experiential outdoor immersion, the deepest shift was internal. For a highly credentialed expert accustomed to having the answers, the ultimate lesson was surprisingly fundamental.

"Most importantly," he admits, "I have learned to listen properly until the other person finishes speaking."

For Dr. Munyoki and for the public service he continues to shape the journey from manager to strategic leader did not end with another certificate. It began when he learned to listen.

Book your Training with Us!



Behind the Flavors: The Meet your Chefs Series



Chef Stephen Mutunga

What inspired you to pursue a career in the culinary and hospitality industry?

To serve people, give great service and make memorable experiences and. I've always been in awe of how welcoming and hospitable is the ability to unite people from varied backgrounds and make them feel appreciated, cared for, and welcomed.

The creativity and opportunities within the industry are also motivating factors. I am able to develop new skills, and advance my career. It is a meaningful career, with positive contribution to the lives of people.

If I weren't a chef…

I would have pursued a career in Information Technology. I have always been fascinated by technology; I love to learn about it and its evolution. I went into the hospitality program, but I'm still interested in tech. It is definitely something I could have done.

Behind the scenes in the kitchen before a meal finally reaches a the plate:

A lot more preparation than guests would imagine and it is extremely dependent on team spirit and planning;

Menu Planning –checking menus, recipes, portions and number of clients to be served; Quality checks for freshness, quantities and storage; Mise en place: advance ingredient preparation; Food safety and hygiene; Quality control of the food – tasting, checking and tweaking food to make it taste, feel, and look good. Clean-up – Kitchen is cleaned and equipment sanitized for the next service.

Tell us about some of the challenges you face as a chef, and how you deal with them?

Working under pressure is one of the biggest challenges, especially when you have many clients to serve and limited staff. You also have to deal with the heat that comes with working around cooking fires for long periods. It needs focus, organization, dealing with one task at a time. You cannot allow the pressure in the kitchen to affect the quality of the food because the people you are serving should not have to carry the burden of what is happening behind the scenes.

In your work, what role does food play beyond feeding people?

Food is part of people's experience. People come from different backgrounds and have different tastes and expectations, so what we prepare can influence how they experience their time at an institution. As a chef, you have to appreciate different preferences while also being able to prepare different meals. For me, the goal is to make sure that the food is well prepared and that the people we serve feel considered.



Chef Hillary Kipyegon

Behind the Flavors: The Meet your Chefs Series

As a pastry chef, what do you enjoy most about your work?

I enjoy the creative side of pastry work, especially seeing a product develop from the preparation stage to the finished items - cakes, bread, pies among many others, as well as decorating and presentation. Pastry requires a lot of care because measurements, timing and technique all matter. You cannot simply guess your way through it. I enjoy that process because it challenges me to be precise while also allowing me to be creative.

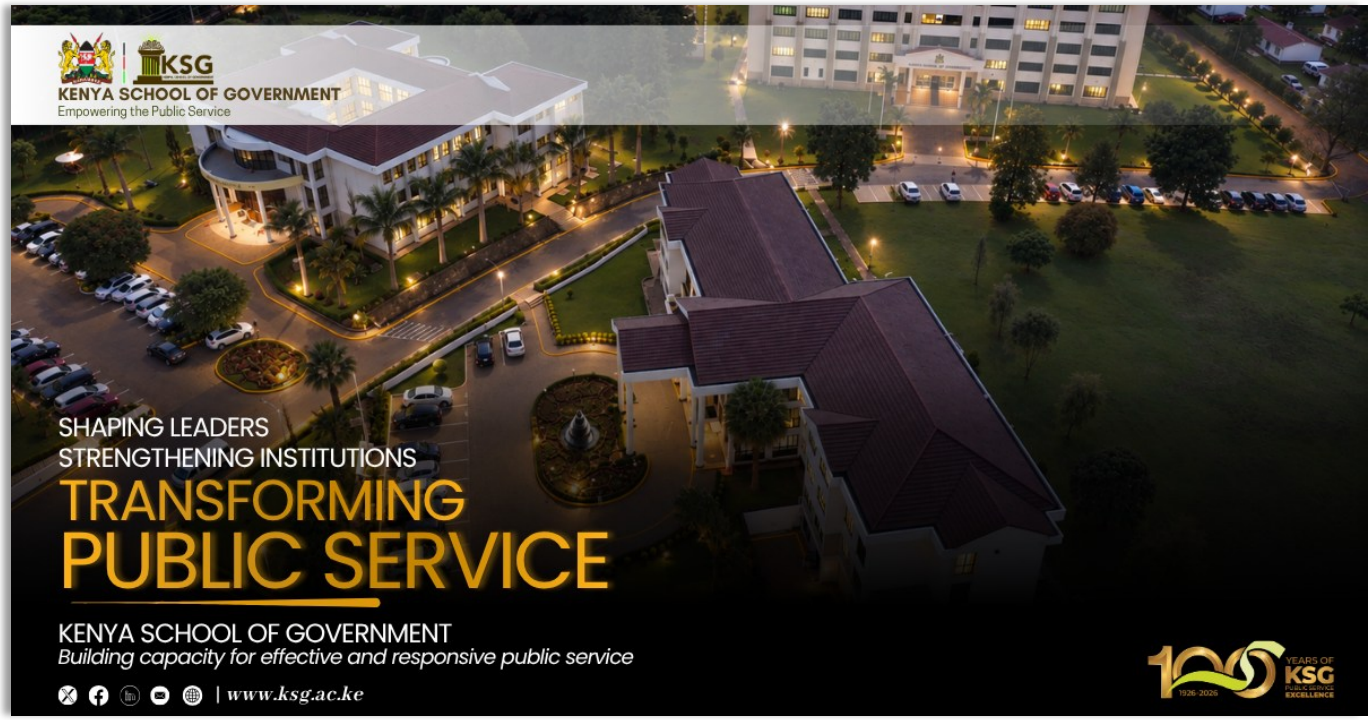


Chef Sharon Kiboiwo

What has working in the kitchen taught you about yourself?

I need to be patient and to remain open minded. You work alongside people who have different experiences and different ways of approaching their work, and there is always something you can pick up from them. I have also learned not to be discouraged when something does not go as planned. Sometimes you make a mistake or face a difficult moment, but you learn from it and move forward. That mindset has helped me become more patient with myself and more willing to keep improving.

Stay, Train, Refresh!!



KSG Mombasa and Aga Khan Primary Share the Spoils





The pitch came alive with energy, teamwork and friendly competition as KSG Mombasa staff went head-to-head with their counterparts from Aga Khan Primary in an exciting football encounter that ended in a 1–1 draw.

KSG started the match with determination, competing strongly across the pitch and creating opportunities in both halves. After falling behind, the team responded with renewed energy, increasing the pressure and eventually finding the equaliser.

KSG continued to push for a second goal in the closing stages and appeared to have completed the comeback with a winning goal. However, the goal was ruled out, leaving both sides level at the final whistle.

Beyond the scoreline, the match provided an opportunity for staff from the two institutions to interact outside their usual work environments while promoting physical activity, teamwork, camaraderie and staff engagement.

Final Score: KSG Mombasa 1–1 Aga Khan Primary

Mombasa Campus

Customer Service Excellence Program for Frontline Officer	21st – 25th September,2026
African Association for Public Administration & Management (AAPAM)	22nd – 25th September, 2026
Senior Management Course No.220/2026	31st August – 25th September, 2026
Senior Management Course Online No.221/2026	31st August – 23rd October, 2026
Strategic Leadership Development Program No.560/2026	17th August – 25th September, 2026
Records Management Course	7th September – 2nd October, 2026
Strategic Leadership Development Program Online No.564/2026	14th September–20th October, 2026
Kajiado County Government/KSG ELITI	13th – 25th September, 2026
Social Health Authority (Workshop)	14th – 22nd September, 2026

Lower Kabete

Leadership Program for National Transformation Cohort IV	21st -25th September, 2026
Supervisory Skills Development Course	21st September -2nd October, 2026
Public Procurement and Contract Management Course	21st -25th September, 2026
Corporate Governance Course	21st -25th September, 2026
Induction Program for the Public Service (Rumuruti Municipality)	21st -25th September, 2026
Strategic Leadership Development Program No. 567/2026 A	14th September -20th November, 2026
Strategic Leadership Development Program No. 567/2026 B	14th September -20th November, 2026
Strategic Leadership Development Program No. 563/2026	17th August – 25th September, 2026
Senior Management Course No. 468/2026	31st August -25th September, 2026
Senior Management Course No. 469/2026 Class A	31st August -21st October, 2026
Senior Management Course No. 469/2026 Class B	31st August -21st October, 2026
Senior Management Course No. 470/2026 (JOOTR)	7th September - 2nd October, 2026
HIV integration Workshop (Kiambu County Government)	21st-25th September, 2026
Human Resource Department (Interviews)	21st -24th September, 2026
Drafting of SOPs National Gender Equality Commission	21st -23rd September, 2026
KSG & KSLH Kenya Safari Lodges and Hotels	21st September, 2026

Baringo Campus

Retirement Planning Program	21st - 25th September, 2026
Strategic Leadership Development Program Online No.565/2026	14th September - 20th November, 2026
Senior Management Course Online No.240/2026	14th September - 13th November, 2026
Strategic Leadership Development Program No.562/2026	17th August - 5thSeptember, 2026
Senior Management Course No.238/2026	31st August - 25th September, 2026
Senior Management Course Online No.239/2026	31st August - 23rd October, 2026
Board Induction Training KALRO	21st - 23rd September, 2026
Activities within the Campus	21st - 25th September, 2026

Matuga Campus

Strategic Leadership Development Program No.560/2026	21st - 25th September, 2026
Supervisory Skills Development Course No. 69/2026	21st September - 2nd October, 2026
Supervisory Skills Development Course No. 70/2026	14th September - 9th October, 2026
Management Of Child Protection Services No.2/2026	21st - 30th September, 2026
Public Relations and Customer Care No.22/2026	21st September - 2nd October, 2026
Strategic Leadership Development Program No.566/2026	14th September - 20th November, 2026
Senior Management Course No. 158/2026	31st August - 25th September, 2026
Senior Management Course No. 159/2026	31st August - 23rd October, 2026
Induction State Department. for Immigration and Citizen Services	24th August - 25th September, 2026

Embu Campus

Strategic Leadership Development Program No. SLDP 568/2026	14th September - 20th November, 2026
Strategic Leadership Development Program No. SLDP 561/2026	17th August - 25th September, 2026
Senior Management Course No. SMC 274/2026	31st August - 25th September, 2026
Senior Management Course No. SMC 275 /2026	31st August - 23rd October, 2026
Senior Management Course No. SMC 276 /2026	7th September - 30th October, 2026
Development of PC management system (Kenya Civil Aviation Authority)	24th September - 3rd October, 2026
Corporate Governance	21st - 25th September, 2026
Induction Program for the Public Service Officers	21st - 25th September, 2026
Finance for Non-Finance Managers Course	21st - 25th September, 2026
Data Entry For The CMA Consultancy Assignment (KSG Corporate)	15th - 25th September, 2026
ARMS Data Cleanup and ERP System Reconciliation (Kenya Civil Aviation Authority)	21st - 25th September, 2026
Bribery and Corruption Risk Assessment Integrity (Kenya Revenue Authority)	22nd - 25th September, 2026
Finance Re-engineering (Tana Water Works Development Agency)	21st - 25th September, 2026
RPL assessment process (National Industrial Training Authority)	21st - 22nd September, 2026

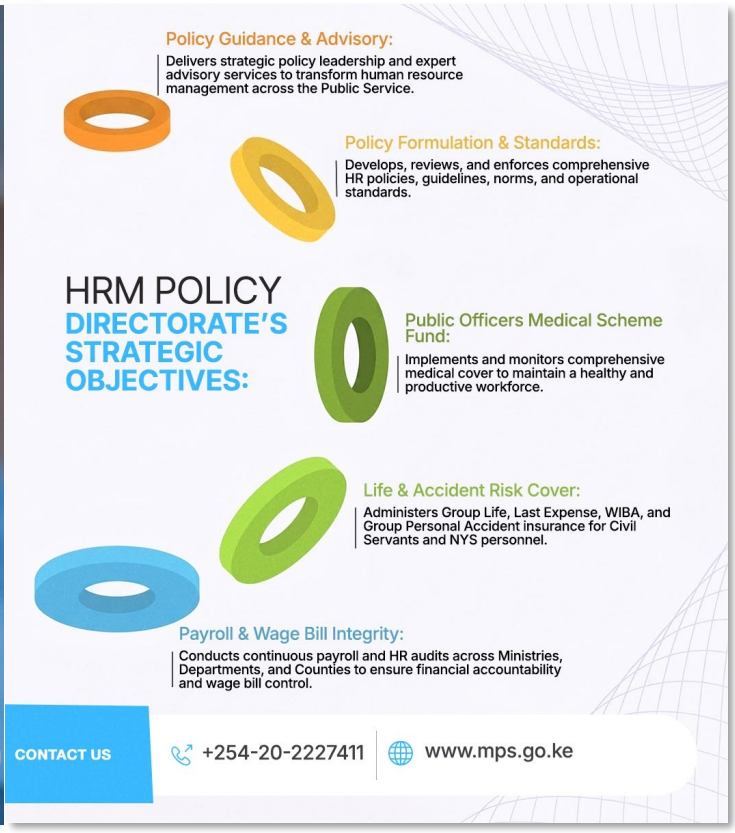
Did You Know!

REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE, HUMAN CAPITAL DEVELOPMENT AND SPECIAL PROGRAMMES

STATE DEPARTMENT FOR PUBLIC SERVICE AND HUMAN CAPITAL DEVELOPMENT





Editor
Faith Musoga

Sub Editor
Douglas Mochama

Writers
Sharon Ngina
Glenn Lumiti
Christine Rwamba
Keffas Mutethia
Douglas Mochama
Rashid Mwinyi
Wambui Muriuki
Martha Mokera
Jesse Kiguru
Beatrice Chebet
Jordan Ochieng
Davis Saruni

Photographers
Walter Mikwa
Elias Makokha
Bosco Marangu
Phyllies Musyoki

GET IN TOUCH WITH US

Kenya School of Government
P.O Box 23030-00604, Lower Kabete, Nairobi-Kenya
Telephone: +254-20-2043339/2043344/2375340
Website: www.ksg.ac.ke
Email: directorgeneral@ksg.ac.ke
Admissions: info@ksg.ac.ke

e-Learning and Information Technology Institute
P.O Box 30627 – 00100 Nairobi, Kenya
Tel: +254-20-3535873/4/+254-728-606991
Email: director.eldi@ksg.ac.ke
Admissions: info.eldi@ksg.ac.ke

Baringo Campus
P.O Box 91, Kabarnet-Kenya
Mobile: 0709252900
Email: director.baringo@ksg.ac.ke
admission.baringo@ksg.ac.ke

Matuga Campus
P.O Box 31-80406, Matuga
Cell: 0770 770 021
Email: director.matuga@ksg.ac.ke
admissions.matuga@ksg.ac.ke

Embu Campus
P.O Box 402-60100, Embu-Kenya
Tel: +254-(068) 231824/2231866/2231364
Cell: 0792718171
Email: director.embu@ksg.ac.ke
admissions.embu@ksg.ac.ke

Mombasa Campus
P.O Box 84027-80100, Mombasa
Tel: +254-743 178109/758 825085
E-mail: director.mombasa@ksg.ac.ke
admissions.mombasa@ksg.ac.ke

CENTRES OF EXCELLENCE AND INSTITUTES

- 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