



WEEKLY KSG Bulletin

September 23-29, 2023

The Power of Cabinet Memoranda and Clear Communication



BY GLENN LUMITI

In a gathering that brought together participants from various corners of the nation, the Attorney General, Hon. Justin Muturi, delivered a profound speech at the opening of the Cabinet Memorandum Writing Course. His words resonated with the weight of responsibility and the pivotal role that cabinet memoranda play in shaping the governance landscape of our nation.

With a sense of gravity and purpose, Hon. Justin Muturi began his address by emphasizing Cabinet's role in assisting the President in determining the general policy of Government. "This collaboration

between the President, Deputy President, and Cabinet Secretaries forms the bedrock upon which Government's executive authority stands. This trio forms the nucleus of executive decision-making in the country," he pointed out.

The Attorney General's remarks underscored the interconnectedness of various government entities, with cabinet decisions relying heavily on information provided by Ministries, Departments, and Agencies (MDAs). The crucial role of cabinet memoranda in this process cannot be overstated. They are not mere administrative documents but rather the lifeblood of the Cabinet's decision-making machinery.

Attorney General Hon. Justin Muturi pens his signature on the visitors book at the Mombasa Campus. Looking on are Ms. Mercy Wanjau, Secretary to the Cabinet and the Director Academic Affairs Dr. Josephine Mwanzia (L). Hon. Muturi addressed staff of the Cabinet Office at the Cabinet Memorandum Writing Course.

HIGHLIGHTS

- 3** School Emerges Winners at ASK Kabaret Show
- 5** Programme Based Budgeting Course
- 6** KSG Joins the World to Mark Bamboo Day
- 7** Nourishing the Body and Mind
- 8** Know Your Colleague
- 10** Weekly Activities
- 11** Leadership/ quote
- 12** Weekly Programs
- 13** Editorial team, Institutes, Centres and Campus contacts

The Power of Cabinet Memoranda and Clear Communication

"These documents, when meticulously prepared, can simplify Cabinet's work and elevate the quality of decisions made. Conversely, poorly constructed or inadequately informed memoranda can complicate matters and lead to suboptimal decisions," said the AG.

In essence, a well-informed Cabinet, equipped with comprehensive and clear memoranda, is better positioned to make decisions that contribute to good governance and the advancement of the nation's interests.

The Attorney General drew attention to a major aspect of governance: accountability, highlighting that the entire Cabinet, individually and collectively, is accountable to the President for the exercise of their powers and the execution of their functions. "This collective responsibility places great importance on the quality of communication," said the AG.

In a Constitutional context, Hon. Muturi stressed the significance of adhering to the rule of law and the constraints and principles of public interest. He stated that, "Cabinet memo must not only meet formal requirements but must also align with the principles of justice, equity, and the common good".

His address brought into focus the necessity of having a formal, coherent, and consistent policy management and decision-making system. The memoranda in this context are the primary vehicles of administration within the executive. Their content, quality, and observance to legal and ethical principles are the pillars upon which sound governance rests.

In addition to Hon. Justin Muturi's speech, the Cabinet Memorandum Writing Course participants received a dose of scholarly wisdom from Prof. Ludeki Chweya, the Director General of KSG. His lecture delved deep into the essential

principles of crafting effective cabinet memoranda, with particular emphasis on the power of sentence structure.

Prof. Chweya's message was clear: every sentence within a cabinet memorandum should possess a clear subject and predicate. This fundamental structure serves as the backbone of persuasive and concise communication in the realm of governance. It ensures that the message is not only understood but also compelling and impactful.

In the world of policy-making, where clarity and precision are paramount, the ability to convey complex ideas concisely is a skill of immeasurable value. The DG's guidance highlighted that by structuring sentences effectively, the author can communicate their ideas with precision and ensure that the memorandum's content is both accessible and persuasive.

His lecture underscored the role of effective communication in the decision-making process. "Cabinet memoranda are not just documents; they are instruments of persuasion and influence. Each sentence should be carefully crafted to convey information, analysis, and recommendations with utmost clarity," Prof. insinuated.

As the delegates attending the Cabinet Memorandum Writing Course absorbed these insights, they recognized the weight of their responsibility. They are not just participants; they are the future architects of government policy and decision-making.



Hon. Justin Muturi, and participants from the Cabinet Office together with facilitators from the Kenya School of Government

School Emerges Winner at ASK Kabarnet Show



KSG Baringo Campus Pavilion at the Kabarnet Show Ground.

BY DOUGLAS MOCHAMA

The Kenya School of Government (KSG) has scooped a trophy at the ongoing Kabarnet Agricultural Show.

On Friday, September 22, 2023, Cabinet Secretary, Ministry of Cooperatives and Micro, Small and Medium Enterprises Development, Hon. Simon Kiprono Chelugui, awarded the trophies to the School alongside other institutions that won in different categories.

At the exhibition, the School emerged the best tertiary-level education institution other than the university.

The theme of this year's Agricultural Society of Kenya show is "Promoting Climate Smart Agriculture and Trade Initiatives for Sustainable Economic Growth," a call for all and sundry to tune their farming and business processes with the latest sustainable innovations and technology.

Government officials who graced the event appealed to farmers to abandon non-productive farming

practices and instead embrace farm mechanization with modern technology for increased production and sustainable agriculture.

In his welcoming speech, Baringo County Governor, H.E. Benjamin Cheboi, said his administration has set aside resources to help farmers transform from subsistence agriculture to agribusiness.

H.E. Cheboi emphasized the need to embrace farm mechanization and modern technology, saying that with Government support, Kenya will be self-sustaining in food production. "I take pride in farmers and residents attending this event to benefit from the knowledge and skills transfer from the exhibitors. We are committed to enhancing the productivity of our farmers through training and provision of affordable loans," he said.

The Governor rooted for value addition for agricultural products to fetch more in the markets where Baringo County is well known for meat and honey production.

Back to the stands, prospective clients thronged the School's pavilion

to inquire about services or register their appreciation for the services already enjoyed. Most of them had the notion that the School programs were meant only for government employees, providing an opportunity for the team from the School to clarify that KSG serves the national and county governments, the private sector, non-governmental institutions and civil society.

KSG exhibitors were quick to reveal that the School plays a transformative role in long-term prosperity, hence the reason to open its doors to the private sector organizations on areas of mutual collaboration.

Impressively, visitors to the pavilion who had attended various courses at the School disclosed that they were empowered in terms of career and life during their training. They lauded the School for being at the forefront in the dissemination of knowledge and skills for quality service delivery, promising to be loyal and great ambassadors of KSG.

It was a chance for the School representatives to create awareness of the Kenya Association of Public Administration and Management (KAPAM), a professional organization of public administrators domiciled at the School, enrolling previous course participants for membership.

Members of County Assembly (MCAs) who visited the School's stand yearned for School programs targeting elected leaders at the local level. They were pleasantly surprised that the School has programs suitable to this category, including the Induction Program for County Assembly Members, an Induction Program for County Assembly Committees, County Leadership Course, Management of County Assembly Committee Affairs and more.

School Emerges Winner at ASK Kabarnet Show



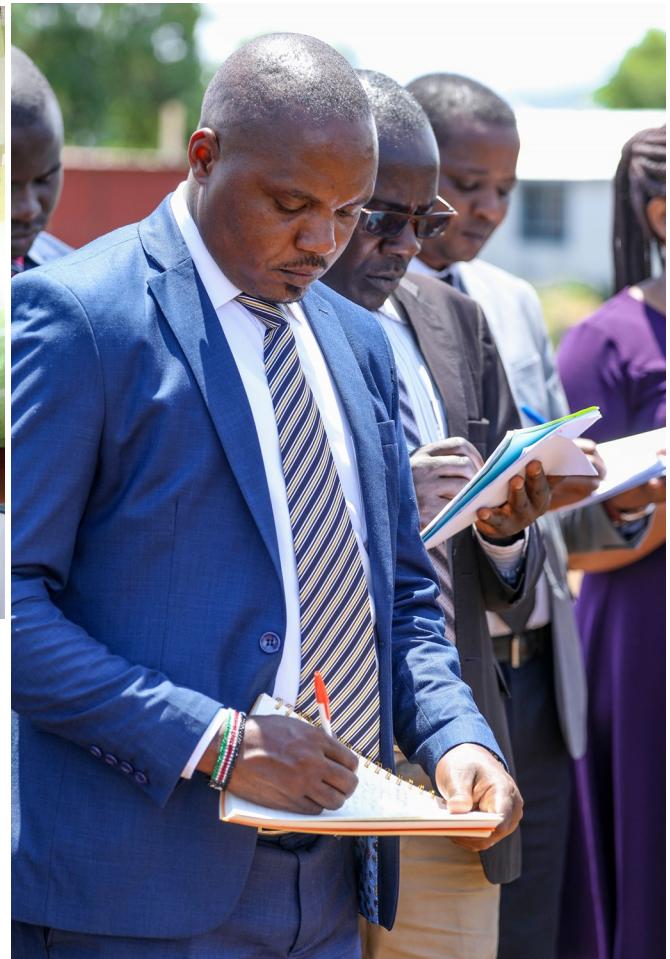
Baringo Campus Director Dr. Jonathan Bii at the Hospitality stand during the ongoing Kabarnet Agricultural Show



Ms. Eddah Cheruiyot of the Campus briefs guests at the stand.



The Campus displayed the accommodation facilities offered at the Baringo Camps.



Right: Judges in action at the ongoing Kabarnet Agricultural Show. KSG scooped a trophy at the weeklong event.

Programme Based Budgeting Course



The first cohort of the Programme Based Budgeting has today completed their week-long training at the School. During the health break, Lower Kabete's serene and conducive learning environment provided the ideal backdrop for the participant to connect, exchange ideas, and draw from their diverse experiences within their various County Governments.

Participants in groups represented their counties to craft actionable plans on how to effectively implement the knowledge acquired during the training. The face of Kenya was well represented in this particular class with 13 counties present including Kilifi, Mombasa, Kwale, Wajir, Kisumu, Turkana, Marsabit, Homabay, Migori, Kisii, Kakamega, Busia, and Mandera.

The program is designed to provide an understanding of the framework planning, priority setting, and budgeting in the health sector, and understand the key cycles of the MTEF budget that drive resource allocation. It also provides an understanding of Programme Based Budgeting in Government and identifies ways to measure costs of interventions-program costing.— SHIRLEY SOITA

KSG Joins the World to Mark Bamboo Day

The Kenya School of Government (KSG) is deliberately partnering with like-minded institutions to impact its surrounding community. This connection with the surroundings is an avenue for making the School known and a platform for understanding the surrounding environment and the needs of the residents.

On Monday, September 18, 2023, KSG Embu Campus joined the State Department for Forestry and County Government of Embu to mark World Bamboo Day in a tree planting event at Kanyonga wetlands in Runyenjes, Embu County.

The location was symbolic, as it was once a wetland but is now on the verge of drying because of the effects of climate change.

Every speaker at the event encouraged the community to embrace sustainable farming methods and incorporate tree planting to mitigate climate change effects.

The event, themed "Bamboo for Sustainable Wetland and Climate Change Mitigation," showcased the importance of placing bamboo cultivation in the fight against deforestation.

KSG Embu Campus takes this massive task of land restoration with seriousness, as evidenced by the team's active participation in the event that culminated with over 2600 bamboo trees planted.

The bamboo tree is the fastest-growing woody perennial plant with the potential for soil erosion control, water recharge, climate change, and mitigation and adaptation. It is the most versatile



KSG Embu Campus staff at the World Bamboo Day 2023 celebration at the Kanyonga Wetland, Embu County

grass tree capable of growing even in the poorest soils and has multiple usages that have earned its title in the world as the 'golden tree'.

Economically, bamboo trees provide raw materials for many products ranging from medicine to stationery, furniture, ornaments and even food.

During the event at Kanyonga, Embu County Governor, H.E. Cecily Mbarire, and Deputy Governor, H.E. Kinyua Mugo, and Principal Secretary of Forestry, Mr. Mugambi Gitonga, were treated to a cup of sweet porridge made from Bamboo tree.

The significance of bamboo trees warrants the need for heightened cultivation. Charcoal made from this plant is environmentally friendly. Countries such as China and Japan have been using it as cooking fuel. Its liquid contains about 400 different chemical compounds in the production of

cosmetics, insecticides, deodorants, food processing, and agriculture.

H.E. Mbarire was thankful to the Ministry of Environment, Climate Change, and Forestry for selecting Embu County for the event, emphasizing the significance of having Bamboo trees in the area to restore it to its previous glory.

"I wish to thank the Ministry for picking Embu County as the host of this year's World Bamboo Day celebrations. Indeed, bamboo is the way to go as a country. We want to start a culture that will bring this land to what it once was, and we are hopeful that this place will be different," she said.

Established by the World Bamboo Organization in 2009, the World Bamboo Day is a celebration that amplifies the eminence of sustainable natural resources.

Compiled by Christine Rwamba and Yvonne Lucy

Nourishing the Body and Mind: A Guide to Low-Cost, Nutrient-Dense Eating



Ms. Ednah Biserah, of the Catering Department, at the Kenya School of Government, Lower Kabete.

Maintaining a healthy lifestyle that involves both mental and physical well-being is critical in today's fast-paced society when the pressures of daily life frequently take precedence. Finding a happy medium between mental and physical fitness is not only necessary but also mutually beneficial.

Unfortunately, the present economic crisis has left many trying to find the balance, often forcing them to make dietary compromises owing to low means. In this article, we will look at the importance of economical, nutrient-dense foods as we get expert advice on eating well on a budget.

A conversation with Ms. Ednah Biserah who is currently deployed in the Catering Department at the Kenya School of Government, Lower Kabete, underlines the significance of making wise nutritional decisions, particularly during difficult economic times. Ms. Biserah gives a nutritionist's perspective having worked at the Mbagathi County Hospital a level

5 public hospital and Wangige Level 4 Hospital. She holds a Bachelor of Science in Food Nutrition and Dietetics.

Cost-effective Nourishing Foods: a well-balanced diet can be kept on a budget with proper planning. Here are some inexpensive, nutrient-dense foods to include in your diet. For immune support, cells, and tissue regeneration, protein is essential; beef, fish balls, beans, milk, and eggs are relatively affordable supplies. Snacks made of plants: pick healthier, more readily available plant-based snacks including fruits, nuts, seeds, carrots, cucumbers, beets, and sesame seeds. Be mindful that plant-based proteins may contain more carbs, so be sure to consume enough of them to obtain the recommended daily intake of protein.

Shopping Advice: For families disturbed about what foods to buy in these tough economic times, the following helpful advice can help you save some money, consider buying local and seasonal foods, and maintain a well-stocked pantry: Use plant-based protein sources in your meals if some family members with allergies to proteins derived from animals. By doing this, you may fulfill everyone's dietary requirements without having to make separate shopping excursions.

Mental Health and Nutrition: We cannot overstate the co-relation between nutrition and mental health. Our mood and general mental health are impacted by the food we eat both immediately and over time. Here are some significant ways that diet affects mental health:

Proper brain function requires a consistent supply of necessary nutrients.

Mood Control: Some foods,

especially those high in sugar and processed carbs, can cause mood swings and irritability because blood sugar levels fluctuate quickly. Chronic bodily inflammation has been connected to mental health issues like sadness and anxiety. A diet high in fatty fish, fruits, vegetables, and whole grains that is anti-inflammatory can help reduce inflammation and promote mental health. **Micronutrient Deficiencies:** Particular vitamin and mineral deficiencies, including a lack of vitamin D, have been linked to mental health issues.

To support general health, vital nutrients should be included in every meal:

- **Protein:** for immune system maintenance, muscle mass preservation and tissue growth and repair; includes lean meats, poultry, fish, eggs, dairy goods, legumes and nuts.
- **Carbohydrates:** Found in brown rice, whole wheat bread, fruits, and vegetables, they are the body's main energy source.
- **Healthy fats:** for generation of hormones and proper brain function. Include in your diet items such as avocado, almonds, seeds, olive oil, and fatty seafood.
- **Fiber:** promotes heart health, aids in digestion, and helps control blood sugar levels. Whole grains, fruits, and vegetables are foods that include fiber.

Ms. Biserah finally quipped that individuals and families can embark on a journey toward a healthier and happier life, one meal at a time.

Compiled by Sharon Ngina and Tabitha Kemunto

Know Your Colleague

"It has been fascinating to witness the School evolve from a residential area into the thriving institution it is today."

This week, Mr. Samuel Kahiga, Executive Driver at the Kenya School of Government, Lower Kabete, had a chat with Shirley Soita and Phyllies Musyoki of the Corporate Communications Department sharing his experience at the School and his responsibility in this role.

Tell us about your work as executive driver to the Director General:

Well, my primary responsibilities revolve around making sure the Director General gets where he needs to be safely and comfortably. That means driving him to his appointments, keeping the car clean and well-maintained, and handling all the logistical paperwork that comes with the job; a job I have had the privilege of doing for six years now.

What inspired you to get into this career path?

I did not start my journey at KSG as a driver. Back in 2006, I was an electrical technician, working at the eLearning Development Institute when it was known as the Kenya Development Learning Centre (KDLC). The institution was looking for versatile individuals who could multitask and there happened to be an



Mr. Samuel Kahiga next to one of the executives cars that he drives

opening for an executive driver, and I decided to give it a shot, all while juggling other responsibilities.

What other jobs would you do?

I have worn many hats during my time here. I would assist technicians with equipment installations, run the cyber café that used to be there, handle document printing and photocopying, manage purchases and deliveries, deal with correspondence, and even stepped in as office assistant when necessary. And other than executive driver, I have chauffeured other staff members and students.

From your experience, what qualities do you believe are essential for one to be an

executive driver at KSG?

Well, there are qualities I have found to be essential; first and foremost, privacy is paramount. You have to be restrained and keep confidential matters confidential. Looking sharp and professional is a must, and public relations skills are vital because you often get to interact with other senior managers during meetings and appointments.

What interesting situations do you have to deal with while serving the Director General?

I cannot afford to lose my temper on the road at any one time, despite sometimes encountering reckless drivers, or being stuck in Nairobi traffic jam. As drivers, we have to perform our duties professionally and efficiently and there is also a fine line between

Know Your Colleague

being friendly and maintaining that professional engagement with our seniors. We also have to be wary and very alert about the schedules of our boss, which calls for flexibility, reliability, time management and discipline.

How do you stay up to date with factors that can affect the Director General's schedule or punctuality?

Well, I have become quite familiar with Nairobi's roads over the years. I keep a close eye on traffic conditions and use my knowledge to navigate efficiently. I always aim to avoid the routes that tend to get congested to ensure that the DG reaches his destination on time.

What steps do you take to ensure a pleasant experience for the Director General?

Creating a pleasant experience is quite a priority that starts with driving carefully, ensuring a smooth and comfortable ride; adhering to speed limits as much as possible while avoiding ruts and other road hazards. Regular maintenance of the vehicle is also key; after all, the last thing anyone wants is a breakdown during an important journey.

Having worked at the School for a while, what would you say about its transformation?

KSG has undergone quite the transformation since I first started here in 2006. It has been

fascinating to witness this place evolve from a residential area into the thriving institution it is today. When I joined, there was no Convention Center, and the Margaret Kobia Hostel had not been built yet. To me, the conference facilities we have now have made quite the statement in this country, the region and internationally.

Among the cars you get to drive at KSG, what is your favorite one?

Without a doubt, my favorite car has to be the Toyota Prado; it is reliable, comfortable, and handles well on all kinds of roads.

How do you manage your work-life balance now that you say

you work so many hours?

Fortunately, we have off days, and I am not alone in this role - there are two of us, which allows us to alternate our schedules and ensure a healthy work-life balance.

Tell us something people don't know about you.

I am a farmer too! I have a small-scale tea and coffee farm, and also get my hands dirty in my dairy farm. It is a different kind of driving when you're tending to land back in Murang'a, where I grew up. Farming is a passion of mine, and it provides a welcome contrast to my role as executive driver.



Mr Kahiga on duty.

Weekly Activities in Summary



WFP Innovation's collaboration with the Kenya School of Government has reached a significant milestone. WFP is driving innovation in Isiolo and Tana River Counties through human-centred design empowering hundreds of youth to take charge of their livelihoods. On Monday, September 18, 2023, the two organizations took a significant step forward by signing a Letter of Intent, receiving approval from both institutions, to advance work in enhancing food security and livelihoods through County Innovation Centres (CICs). Together WFP and KSG are making positive impact to elevate living standards across the region.

Right: Ms. Lauren Landis, WFP Representative and Country Director and Prof. Nura Mohamed, KSG Director Finance and Administration sign the Letter of Intent.



Essential Skills Cohort II that took place at Mombasa Campus. Ms. Catherine Katee, Principal Administration Officer at the Campus addresses participants.

Leadership Lesson

Climate Change and Global Cooperation

We are all living together on a single planet, which is threatened by our own actions. And if you don't have some kind of global cooperation, nationalism is just not on the right level to tackle the problems, whether it's climate change or whether it's technological disruption.

-Yuval Noah Harari

Have your say

Thank you for receiving the delegation from the National School of Public Policy Pakistan. We keenly look forward to a meaningful and lasting collaboration between the KSG and the NSPP, and explore avenues of co-operation in terms of capacity building of public officials.

Naila Zafar
Faculty Member
NSPP
Govt. of Pakistan

Empowering the Public Service

Quote of the Week

If you really think that the environment is less important than the economy, try holding your breath while you count your money.

Guy McPherso

Baringo Campus

Senior Management Course Online. No. 178/ 2023	11th September – 3rd November 2023
Strategic Leadership Development Programme No. 381/2023	4th September -13th October, 2023
Strategic Leadership Development Programme No. 378/2023 (Online)	7th August - 13th October, 2023
Senior Management Course	25th September -20th October ,2023
Laikipia University Workshop	25th-29th September,2023

Embu Campus

Strategic Leadership Development Program No. 382/2023	11th September-10th November, 2023
Strategic Leadership Development Program No. 377/2023	7th August - 6th October, 2023
Senior Management Course No.198/2023	4th September-27 October, 2023
Meru County Climate unit meeting (Meru County)	25th - 26th September, 2023
National Oil Corporation of Kenya	25th September, 2023
State Department for Public service	25th September - 5th October, 2023
Digitization Workshop - GIZ Kenya	26th - 27th September, 2023
Meru County Public Service Board	26th - 28th September, 2023
Retirement Benefits Authority	28th September, 2023

Matuga Campus

Senior Management Course No. 120/2023	4th to 29th September, 2023
Senior Management Course No.118/2023	31st July - 6th October, 2023

Mombasa Campus

Strategic Leadership Development Program No. 384/2023	18th September- 27th October, 2023
Senior Management Course No.169 -Online	7th August - 29th September, 2023
Record Management Course No. 1/2023	4th - 29th September, 2023
Management Skills Course No. 1/ 2023	4th - 29th September, 2023
Senior Management Course No. 171/ 2023	11th September- 6th October, 2023
Conduct of Meeting & Minute Writing Course No. 1/2023	25th - 29th September, 2023
Retirement Planning Course No.2/2023	25th - 29th September, 2023
Collective Bargaining in the Public Service	25th - 29th September, 2023
Human Resource Advisory Committee Course No.1/2023	25th - 29th September, 2023
Team Building Training No.1/2023- West Pokot County	25th - 29th September, 2023
Young Leaders Development Program No.1/2023	25th - 29th September, 2023
County Climate Policy Planning & Budgeting-Kisii County	25th - 29th September, 2023
Program Based Budgeting- Ministry of Health	25th - 29th September, 2023
Senior Management Course No.172/2023	25th September – 20th October, 2023
Induction Program- Pwani University	27th - 29th September, 2023
Leadership Capacities & Competencies-AAPAM	25th - 29th September, 2023

Lower Kabete

Strategic Leadership and Development Program No.379/2023	4th September - 13th, October, 2023
Strategic Leadership and Development Program No.383/2023	11th September – November 17,2023
Induction of Third Secretary Cadets	16th August -3rd November, 2023
Climate Change Policy Planning and Budgeting Course	25th September- 6th October, 2023
Training of Trainers No. 36/2023 National Intelligence Academy	25th September- 6th October, 2023
IFMIS Training for Hyperion Planning & Budgeting	25th-29th September, 2023
Community Policing NIRAS	25th -29th September ,2023
Corporate Governance for Public Sector Boards Gatsby Africa	25th -29th September, 2023
Training of Facilitators for National Government Administration Officers	25th-29th September, 2023
Development of Culture Change Strategy	25th - 29th September, 2023
Development of HR Instruments	25th - 29th September, 2023
Special Economic Zones Authority	25th September -2 October, 2023

Editor

Faith Musoga

Sub Editor

Douglas Mochama

Writers

Ephline Okoth
 Beth Muigai
 Phyllies Muili
 Glenn Lumiti
 Tabitha Kemunto
 Christine Rwamba

Pauline Ngurukie
 Sharon Ngina
 Yvonne Lucy
 Rashid Mwinyi
 Shirley Soita

Photographers

Walter Mikwa
 Elias Makokha
 Bosco Marangu

GET IN TOUCH WITH US

Kenya School of Government

P.O Box 23030-00604, Lower Kabete, Nairobi-Kenya

Telephone: +254-20-4015000/0727-496698

Website: www.ksg.ac.keEmail: directorgeneral@ksg.ac.keAdmissions: info@ksg.ac.ke**e-Learning and Development Institute**

P.O Box 30627 - 00100 Nairobi, Kenya

Tel: +254-20-3535873/4/+254-728-606991

Email: director.eldi@ksg.ac.keAdmissions: info.eldi@ksg.ac.ke**Baringo Campus**

P.O Box 91, Kabarnet-Kenya

Tel: 053-22056/22325/0734055998

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: +254-041-2227113/2228800/2226871

E-mail: director.mombasa@ksg.ac.ke
 admissions.mombasa@ksg.ac.ke

CENTRES OF EXCELLENCE/ INSTITUTES

- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance Management
- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environment and Climate Change Response
- e-Learning and Development Institute
- Security Management Institute
- Margaret Kenyatta Institute for Gender and Social Development
- Institute for Devolution Studies

We welcome your feedback

communications@ksg.ac.ke

@KSGKenya



Kenya School of Government