REPUBLIC OF KENYA

MINISTRY OF STATE FOR PUBLIC SERVICE

OFFICE OF THE PRIME MINISTER

STRATEGIC PLAN

2008 - 2012

March, 2009

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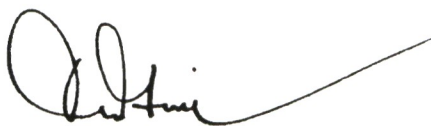
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Foreword

It is with great honour that I present to you the Ministry of State for Public Service (MSPS) Strategic Plan for the period 2008 - 2012. The plan will guide our operations as we implement our mandate and contribute to the achievement of the strategies emanating from the Kenya Vision 2030. The Ministry has had a vision to promote excellent human resource management and development for the benefit of our people. Excellence in this area still remains the key driver today as we contribute to the national development agenda. It is my sincere hope that this plan will inspire this Ministry's functional and specialized institutions and enable them to provide quality service to all our customers.

As Minister of State for Public Service, I am proud to state that the Ministry of State for Public Service is ready to contribute to the transformation of Kenya into a globally competitive and prosperous nation. It is envisaged that implementation of this Strategic Plan will propel MSPS to be among modern public service organizations that respond positively to trends across the globe in the provision of quality and timely public services.

Last but not least, this document will help us strengthen relations with our stakeholders. Opportunities for cooperation exist in many areas of human resource management and development and this document will guide us in strengthening our readiness to become a viable agency in public service delivery.

It is by working together that we shall achieve our goals. Certainly, there are challenges that demand our concerted and combined effort as we implement our respective roles. But by working as a team, we will realize our objectives with the satisfaction of having achieved our mandate and contributed to the achievement of the goals set out in the Kenya Vision 2030.
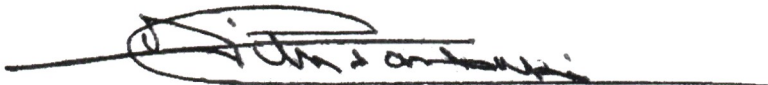
Hon. Dalmas Otieno Anyango, EGH, MP.
MINISTER OF STATE FOR PUBLIC SERVICE

Preface

The Ministry of State for Public Service (MSPS) is mandated to provide strategic leadership and policy direction in public service human resource management and development. The increasing customer expectations, corporate obligations and responsibilities necessitate a continuous review of the services being offered by the Ministry to meet changing user needs. New programmes that are based on client needs must be developed and those already on offer reviewed to ensure that they meet customer expectations and national development objectives.

The challenge of achieving Kenya Vision 2030 demands that the Public Service become more focused, efficient and proactively responsive to customer needs. To implement the Public Service mandate, structures and operations will require to be re-designed and re-oriented to enhance productivity and performance. A lean Public Service, which directs its energies towards the implementation of well defined core functions, policy priorities and that utilizes resources efficiently, will be better placed to play its role in Kenya's economic development.

This strategic plan aims at enabling the Ministry to realize its mandate, core objectives, and contribute to the achievement of the national aspirations stipulated in the Kenya Vision 2030. The plan will guide the Ministry in achieving the desired levels of efficiency and responsiveness to the ever increasing customer demands.

Titus M. Ndambuki, CBS,
PERMANENT SECRETARY

Abbreviations

AIA	Appropriation in Aid
ACU	AIDS Control Unit
AE	Approved Estimates
AG	Attorney General
AIDS	Acquired Immuno Deficiency Syndrome
CBA	Collective Bargaining Agreement
CEO	Chief Executive Officer
CPU	Central Planning Unit
CPPMU	Central Planning and Project Monitoring Unit
DPM	Directorate of Personnel Management
DIT	Directorate of Industrial Training
EDI	Electronic Data Interchange
EFT	Electronic Funds Transfer
GO	Government of Kenya
GTI	Government Training Institute
HIV	Human Immuno-Deficiency Virus
HOD	Head of Department
HRD	Human Resource Development
HRDO	Human Resources Development Officer
HRDU	Human Resources Development Unit
HRM	Human Resources Management
HRS	Human Resource Secretary
HQ	Headquarters
ICT	Information and Communication Technology
IPPD	Integrated Payroll and Personnel Database
IT	Information Technology
JICA	Japan International Corporation Agency
KDLC	Kenya Development Learning Centre
KIA	Kenya Institute of Administration
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MCS	Management Consultancy Service
MSPS	Ministry of State for Public Service
MTEF	Medium Term Expenditure Framework
NACC	National Aids Control Council
NGO	Non-Governmental Organization
O&M	Operations and Maintenance
PAS	Performance Appraisal System
PE	Personal Emoluments
PEST	Political, Economic Social and Technological

PPP   Public Private Partnership
PPSRRB   Permanent Public Service Remuneration
          Review Board
PSC (K)   Public Service Commission of Kenya
PS   Personal Secretary
PRO   Public Relations Officer
Q o S   Quality of Service
SWOT   Strengths, Weaknesses, Opportunities and Threats
TEAMS   The East African Sub-Marine System
TNA   Training Needs Assessment
TSC   Teachers Service Commission
UKCS   Union of Kenya Civil Servants
VCT   Voluntary Counseling and Testing

Executive Summary

This Strategic Plan presents the strategic direction for the Ministry of State for Public Service (MSPS) for the period 2008 to 2012. The plan highlights key issues, goals, objectives and strategies that will assist the Ministry in the development and management of human resources in the Public Service. The plan identifies key strategic activities to achieve the set objectives for the ministry and entire public service, after considering key Government policies particularly Kenya Vision 2030, the First Medium Term Plan (2008-2012), and the objective to carry forward initiatives and achievements of the retired MSPS 2004 - 2008 Strategic Plan.

The Strategic Plan is a culmination of a participatory process that entailed consultations with the Minister of State for Public Service, Permanent Secretary, Heads of Departments (HoDs), staff, Government Ministries and other relevant stakeholders. The strategic planning process also entailed review and reference to international human resources management and development best practices.

Vision and Mission

The vision of the Ministry of State for Public Service is:

"To be a leading agency of excellence in public service management and development."

Cognizant of the role MSPS plays in human resource management and development, the Ministry will be guided by our mission:

"To provide policy direction in public service human resource management and development, advice on appropriate organizational structures, initiate and coordinate human resource management reforms to improve service delivery for sustainable socio-economic development in Kenya".

The Ministry has been identified as one of the key agencies that will spearhead public service human resource management and development in the attainment of Kenya Vision 2030. The Vision 2030 targets full exploitation of Kenya's human resource potential and improved productivity of human resources for the benefit of the people. In the medium term, the Government through the Medium Term Plan (2008 – 2012) aims to create a globally competitive and adaptive human resource base that will contribute to the economic, social and political pillars of the Kenya Vision 2030.

To respond to emerging challenges, constraints and ensure sustainable quality of services, the Ministry subscribes and is committed to the following core values:

i) Honesty and integrity.
ii) Professional work ethics and meritocracy.
iii) Innovation and creativity.
iv) Accountability and transparency.
v) Teamwork.
vi) Commitment to customer satisfaction, work and good corporate governance.
vii) Timeliness in service delivery.

Analysis of strengths, weaknesses, opportunities and threats (SWOT) has led to the identification of appropriate actions to enhance the performance of the Ministry. Analysis of the internal factors has taken into account the organizational structure of the Ministry, culture and resources. Analysis of the external factors has also been undertaken including political and legal environment; economic; social; and technological factors.

The strategic objectives of the Ministry include improved human resource management and development for the Public Service; training and capacity building; positioning the Ministry to meet the objectives of Kenya Vision 2030; and performance management.

The implementation of the Strategic Plan will require Divisions and Units in the Ministry to prepare work plans detailing all strategic activities. To ensure effective implementation of the

Strategic Plan, the Ministry will institute an effective monitoring and evaluation system to track progress and to evaluate impact on service delivery. The work plans and annual performance reports of the Ministry will set the basis for continuous evaluation of the implementation process.

CHAPTER ONE
Institutional Review

1.0 Background

The 2008-2012 Strategic Plan for the Ministry of State for Public Service articulates the Ministry's five year strategic direction in Public Service human resource management and development. The Strategic Plan envisages a paradigm shift from a process based mode of service delivery to a results-oriented, customer focused Public Service for effective and efficient delivery of services and to achieve Kenya Vision 2030.

1.1 Kenya's Development Agenda

It is the policy objective to create a globally competitive and adaptive public service human resource base necessary to meet the requirements of Kenya Vision 2030. The country's main potential lies in its people and their creativity, work ethic, education, entrepreneurial spirit and skills. In this regard, Kenya's global competitiveness will depend on the ability to create a human resource base that will be constantly subjected to re-training and with access to technological learning within employment. To support national development and achieve significant and consistent results, the strategy will be to manage, reward, steer and sustain the human resource global competitiveness.

1.2 Kenya's Development Challenges

In the context of Kenya Vision 2030, the challenges facing the Ministry of State for Public Service in the development and management of human resources to meet national goals include:

- Creation of a globally competitive and adaptive human resource base capable of providing technical, industrial and entrepreneurial skills.
- Development of an appropriate policy for the generation of a suitable pool of technically qualified personnel and

professionals able to continuously respond to global economic transformation.

- Need to address the mismatch between the human resource demand and supply.
- Development and Management of human resource information management systems.

1.3 Mandate of the Ministry

The Circular on Organization of Government of May 2008 mandates the Ministry of State for Public Service (MSPS) to provide strategic leadership and guidance to the Public service on the human resource management and development.

The Ministry's core functions are to:

i) Formulate human resource management and development policies, rules and regulations in the Public Service.
ii) Advise the Public Service on organizational structures, ministerial functions, staffing levels, develop and review schemes of service and career guidelines.
iii) Train and build capacity in the Public Service.
iv) Initiate and coordinate human resource management reforms in the Public Service.
v) Coordinate human resource management information systems.
vi) Review, harmonize and update the terms and conditions of service for the Public Service.
vii) Provide guidelines and monitor payroll and human resource records in the Public Service.

1.4 Broad Strategic Objectives

The broad objectives of the Ministry are:

i) Public Service Management to ensure efficiency and effectiveness in delivery of public services.
ii) To spearhead management and development of human resources in the Public Service to support efficient and effective delivery of services.
iii) To undertake a comprehensive restructuring to ensure that the Ministry and the Public Service function effectively.

iv) To ensure optimal utilization of available human resources in the Public Service through in-service training programmes, research, innovation, rewards and best practice human resource management and development initiatives.

1.5 Vision

The Vision of the Ministry is:
"To be a leading agency of excellence in public service management and development"

1.6 Mission

The Ministry's Mission is:

"To provide policy direction in public service human resource management and development, advice on appropriate organizational structures, initiate and coordinate human resource management reforms to improve service delivery for sustainable socio-economic development in Kenya".

1.7 Goal

The main goal of the Ministry is to develop and sustain a competitive and adaptive Public Service human resource pool to meet the requirements of a globally competitive and prosperous Kenya.

1.8 Core Values

The ministry subscribes and is committed to values that guide the culture, identity and unity of purpose in the implementation of the ministry's mandate. Our core values include:

i) Honesty and Integrity: To enhance customer confidence in our services, we shall meet customer expectations by carrying out duties and responsibilities with honesty and integrity.
ii) Professional Work Ethics and Meritocracy: We shall adhere to best practices, professional standards and ethics to continuously improve service delivery.

iii) Innovation and Creativity: We shall continue to promote innovation and creativity through research, regular brainstorming sessions and exchange of ideas at all levels so as to tap the full potential of our staff.

iv) Accountability and Transparency: We shall adopt a governance structure that promotes and supports accountability and transparency.   We shall encourage our customers to provide feedback and proposals on improvement of service delivery.

v) Teamwork: We shall collaborate with colleagues and stakeholders to achieve our goals and objectives through consultations, consensus building, participation, and consideration of diversity of opinion and experiences.

vi) Commitment to Customer Satisfaction, Work and Good Corporate Image: We shall carry our duties with unwavering commitment to our customers with respect to quality and timeliness of service. We shall at all times treat our customers with utmost respect, courtesy, fairness and impartiality.

vii) Timeliness: We shall endeavor to meet set deadlines in all activities for the satisfaction of our customers.

1.9 Current Organizational Structure

The current organizational structure of the Ministry is shown in Figure 1. The structure comprises of Human Resource Management (HRM); Human Resource Development (HRD), Management Consultancy Services (MCS); Central Services Units; the Permanent Public Service Remuneration Review Board (PPSRRB); the Government Training Institutes of Mombasa, Baringo, Matuga and Embu; the Kenya Institute of Administration (KIA), which is a State Corporation; and the Kenya Development Learning Centre (KDLC).

Fig. 1: CURRENT ORGANIZATIONAL STRUCTURE
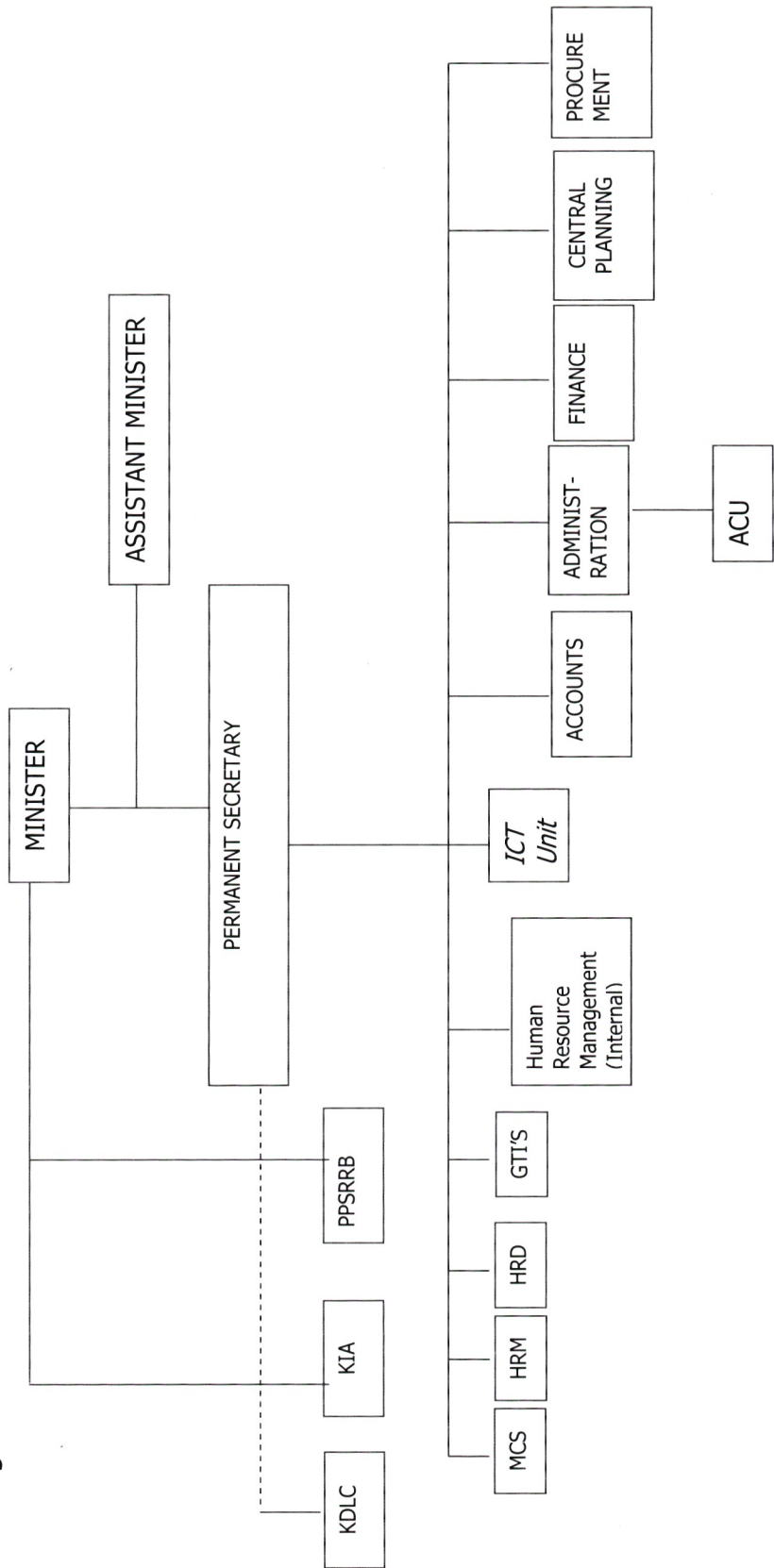
1.10 Core Functions of Divisions and Units

The core functions of each division are as summarized hereunder.

1.10.1. Human Resource Management (HRM) Division

The HRM division is charged with the responsibility of managing human resources in the Public Service. The main functions of HRM division include:

i) Formulating, developing and interpreting human resource management policies, rules, regulations, and procedures in the Public Service.
ii) Implementing human resource policies, standards, rules and procedures.
iii) Monitoring and evaluating performance of Human Resource Units in Ministries and Departments.
iv) Developing, reviewing and monitoring institutionalization of Performance Appraisal System (PAS) in the Civil Service.
v) Development and review of human resource planning guidelines and succession management strategy for the public service.
vi) Development, management and implementation of staff guidance and counseling policy in the Civil Service.

1.10.2 Human Resource Development (HRD) Division

This Division is responsible for spearheading the formulation, review and monitoring the implementation of training policy and human resource development for the Public Service through the following functions:

i) Providing leadership in the human resource development function in the Public Service.
ii) Facilitating training needs analysis (TNA) in Ministries and Departments, Local Authorities and State Corporations.
iii) Identifying and developing suitable staff training and development programmes to meet the needs of the Public Service.
iv) Development and management of skills inventory.
v) Sourcing for scholarships for public service staff.

vi) Collaboration with Government Training Institutes (GTIs) on development of training programmes, training of public service staff, research and consultancy services.

1.10.3 Management Consultancy Services (MCS) Division

This Division is responsible for advising Ministries and Departments on appropriate organization structures, reviewing and introducing modern management techniques in the Public Service and carrying out research and innovation.

The main functions of the Division are:-

i) Developing and issuing career progression guidelines and schemes of service.
ii) Providing management consultancy services to the Public Service, particularly on appropriate organizational structures, modern management techniques, research and innovation.
iii) Managing payroll and complement control policy in the Public Service.
iv) Telephone service management in the Civil Service.

1.10.4. Central Services Units

The Central Services Units facilitate the operations of the technical divisions operations. The units comprise of:

i) Administration.
ii) Finance.
iii) Accounts.
iv) Central Planning and Project Monitoring.
v) Human Resource Management (internal).
vi) Procurement.
vii) Aids Control Unit.
viii) ICT Unit.

Below is a summary of the functions of the Central Services Units:

i) Assisting the Permanent Secretary in the overall coordination of the Ministry's operations.
ii) Financial management.
iii) Planning, analysis, monitoring and evaluation of policies, strategies, programmes and activities.
iv) Transport management.
v) Telephone services.
vi) Office accommodation.
vii) Mainstreaming gender issues and HIV/AIDS in the workplace.
viii) Management of information and communication technology.
ix) Procurement and disposal of stores, assets and equipment.
x Public Relations.

1.10.5. Permanent Public Service Remuneration Review Board (PPSRRB)

The PPSRRB was established by Executive Order through legal notice no. 7941 of 7th November, 2003. The mandate of the PPSRRB is to institute a harmonized, competitive and sustainable remunerations system in the entire Public Service through regular review of remuneration to attract and retain quality and competitive staff in the Public Service staff. Functionally, the PPSRRB is a semi-autonomous government agency with a secretariat staff seconded from the Ministry of State for Public Service.

1.10.6 Kenya Institute of Administration (KIA)

KIA is a state corporation established under the State Corporations KIA Act No.2 of 1986. It is a training institute mandated to promote national development through the provision of training, research and consultancy to both the public and the private sector on commercial basis to achieve financial self sufficiency.

1.10.7 The Kenya Development Learning Centre (KDLC)

The mandate of KDLC is to enhance the capacity of public officers, private individuals and institutions by organizing and implementing relevant skills-based short term training programmes, conferences, workshops and seminars using video conferencing and web based resources.

1.10.8 Government Training Institutes (GTI's)

GTI's are mandated to provide training and capacity building in the Public Service.

1.11. Staffing

As at 1st February, 2009 the Ministry has a staff establishment of 925 against an in-post of 573.

Table 1 provides a summary of the current staffing levels.

Table 1: Summary of the Staffing Levels per Divisions, Units and GTI's

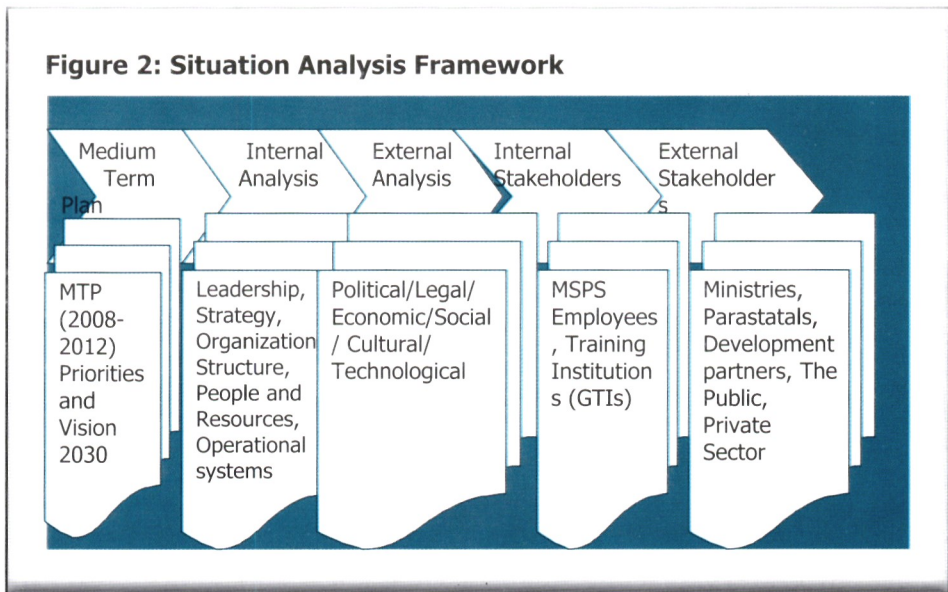|		MSPS Staffing Distribution	
	Estab.	In-Post	Vacant
Head Quarters			
Finance & Administration	18	15	7
Accounts	27	18	10
Human Resource Management (S)	98	23	4
Procurement	9	9	0
Secretarial Cadre	59	53	7
Office Services	57	45	15
Planning Unit	5	5	0
Permanent Public Service Remuneration Review Board	23	18	4
ICT	12	7	5
Human Resource Development	47	30	18
Human Resource Management (Internal)	39	12	8
MCS Division	108	35	61
HQ Total	**502**	**270**	**139**
GTIs			
Mombasa	179	97	85
Baringo	85	55	35
Embu	129	96	43
Matuga	100	59	44
GTIs Total	**493**	**307**	**207**
Grand Total	**995**	**577**	**346**

CHAPTER TWO
Situation Analysis

2.0. Situation Analysis Framework

This situation analysis presents a critical assessment of the environment in which the Ministry operates. It is an assessment of the Ministry and provides a status report of "where we are now" to form a basis for the development of future strategies.

Figure 2 summarizes the key elements of the situation analysis framework. The elements include Political; environmental; social; technological; economic and the legal framework.

Figure 2: Situation Analysis Framework

Medium Term Plan	Internal Analysis	External Analysis	Internal Stakeholders	External Stakeholders
MTP (2008-2012) Priorities and Vision 2030	Leadership, Strategy, Organization Structure, People and Resources, Operational systems	Political/Legal/ Economic/Social / Cultural/ Technological	MSPS Employees, Training Institutions (GTIs)	Ministries, Parastatals, Development partners, The Public, Private Sector

2.1. Medium Term Plan (2008-2012)

The national development policy objective is to increase productivity in all sectors of the economy and accelerate economic growth to transform Kenya into a globally competitive and prosperous nation with a high quality of life by year 2030. The achievement of the Millennium Development Goals is also entwined in the Kenya Vision 2030.

Kenya Vision 2030 will be implemented through consecutive 5-year Medium Term Plans (MTPs), starting with the first one which covers the period 2008 to 2012. The MTP (2008 – 2012) envisages:

i) Accelerated rate of growth of the economy from 6.1% achieved in 2006 to at least 10% by 2012 and sustained at 10% thereafter.
ii) Increased employment opportunities especially for the youth.
iii) Promotion of pro poor growth through targeted poverty reduction programmes.
iv) More wealth creation opportunities for disadvantaged groups and regions to reduce income disparities.
v) Gender equity and regional parity in access to education, health, and other social services.

The Ministry of State for Public Service has the critical role of ensuring that the Public Service is enabled to function efficiently. It is therefore necessary to ensure that all staff are well trained, organized and motivated to play respective mandates necessary to achieve Kenya Vision 2030. To better position the Public Service to develop the required capacities and competencies, a Kenya School of Government will be established to provide policy, management and research training for the public service.

2.2. SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats (SWOT) was carried out to identify the Ministry's internal strengths and weaknesses (Internal Analysis) in relation to external opportunities and threats (External Analysis). The basis for this analysis is to identify and take action to leverage the strengths and opportunities, and eliminate or cope with weaknesses and threats. The SWOT analysis of the Ministry has a strong bearing on the strengths, weaknesses, opportunities and threats in the Public Service.

2.2.1. Strengths

The SWOT analysis indicates that the Ministry's key strengths emanate from its well established institutional structures of governance, experienced and knowledgeable staff in human resources management and development. Other key strengths include:

i) Leadership commitment to achieving results and attaining excellence;
ii) Well trained and skilled staff; and
iii) Availability of training opportunities for skill enhancement and performance improvement.

2.2.2. Weaknesses

The major weaknesses of the Ministry include:

i) Inadequate internal operational linkages leading to ineffective cross-functional collaboration and teamwork;
ii) Ineffective internal and external communication arrangements;
iii) Inefficient records management systems ;
iv) Lack of an updated skills inventory for all staff;
v) Inadequate mechanisms to track trained manpower;
vi) Weak monitoring and evaluation systems for implementation of human resource policy strategies;
vii) Aging public service workforce;
viii) Poor work ethics and attitudes;
ix) Slow pace in adoption of information and communication technology advances to support timely service delivery.

2.2.3. Opportunities

The Ministry's opportunities include:
i) ICT capacity development through Government sponsored ICT related projects such as e-government, National Fibre Optic and The East African Sub – Marine System (TEAMS) that will facilitate easier automation of public services ;
ii) Goodwill from development partners and stakeholders;
iii) Establishment of linkages with regional and international professional and corporate bodies;

iv) The country's favorable economic recovery trends;
v) A stable political environment;
vi) Strengthened institutions of corporate governance;
vii) Access to well educated human resources reservoir;
viii) Kenya Vision 2030 guiding policy for creation of a globally competitive and prosperous nation; and
ix) The establishment of the Prime Minister's office with the mandate to provide supervision and oversight over the Public Service functions.

2.2.4. Threats

The following threats pose a challenge to effective service delivery:
i) Brain drain due to more competitive terms and conditions of service outside public service and the country;
ii) Perceived negative image of Public Service; and
iii) The HIV/AIDS pandemic, which has grave consequences on Human Resources.

2.3 Stakeholder Analysis

The success of the Strategic Plan will ultimately depend on correct relationships and satisfaction of all stakeholders. Table 2 shows the Stakeholders and their expectations.

Table 2: List of Stakeholders and their Expectations

Stakeholder	Expectations
Internal	
MSPS Staff Members	▪ A favourable, supportive, consultative and conducive working environment to enhance productivity. ▪ Facilities, equipment, training and competitive remuneration to motivate staff. ▪ Career development opportunities to equip staff with necessary skills and knowledge to enable staff to carry out functions effectively.
GTIs **KDLC**	▪ Policy direction. ▪ Funding. ▪ Teamwork.
External	
Ministries/Departments	Prompt services such as responses to enquiries on implementation of policies, regulations, procedures and programmes.
General Public	Timely quality services.
Public Service Commission of Kenya (PSCK)	Best practice in Human Resource Policy formulation, implementation, monitoring and evaluation.
Treasury	▪ Rationalized budgets for human resource management and development.
Private Sector	▪ Policies and guidelines. ▪ Human resources pool.
Development Partners	▪ Prudent use of resources. ▪ Proper assessment of training needs to achieve national goals and objectives. ▪ Transparent and accountable leadership.
Media Fraternity	▪ Engagement for enhanced dissemination of Public Service Policies and service delivery.
Union of Kenya Civil Servants (UKCS)	▪ Favorable terms of service. ▪ Conducive working environment. ▪ Forum for Collective Bargaining Agreements (CBA).

2.4. Force Field Analysis

To test the probability of success in implementing the strategy, the Ministry has identified positive forces that will support and propel the implementation of the strategic plan and negative forces that may impede the implementation of the plan. These are summarized in Table 3.

Table 3: Force Field Analysis

Positive Forces	Negative Forces
1. Teamwork.	1. Low staff morale.
2. Existing Human Resource Policies that provide a strong baseline for futuristic policy making.	2. Non-competitive remuneration system.
3. Focus on results set out in the strategic plan.	3. Inadequate human and financial resources.
4. Well trained manpower.	4. Decline in donor funding.
5. Resources for implementation.	5. Legislative and institutional constraints.
6. Goodwill from development partners.	
7. Discipline among staff.	
8. Time consciousness in service delivery.	
9. Performance management.	

From the foregoing it is clear that the Ministry has a high probability of success in implementing the plan. The strategic direction is to harness the positive forces and to address the negative forces.

2.5. Performance Review

The current levels of performance of the Ministry were analyzed to provide a basis for the formulation of future performance benchmarks within the context of the Ministry's mandate and the Kenya Vision 2030. The performance review focused on the key areas outlined in sections 2.5.1 to 2.5.5.

2.5.1. Policy Formulation

During the last Strategic Plan 2004 – 2007, the existing Human Resource Management and Development policies, rules,

regulations and procedures were reviewed for realignment to best human resource practices. However, the Ministry realizes that the key to achieving its objectives lies in proactive measures to ensure training of human resources to respond to the aspirations of global economic competitiveness as outlined in Kenya Vision 2030. To respond to these challenges, the ministry will correct the mismatch between demand and supply of human resources, and raise standards of technically qualified personnel and professionals to international levels.

2.5.2. Service Delivery

The Ministry will continue to improve performance and quality of service delivery through internal evaluation. To enhance quality of service the Ministry has embarked on improvement initiatives in the following areas:

i) Institutional reforms to enhance efficiency.
ii) Automation and computerization of records and operational processes.
iii) Capacity building to sharpen skills and competencies.
iv) Performance appraisal to ensure productivity at the individual staff level.
v) Performance contracting to enhance institutional performance.
vi) Cost optimization to reduce operational costs and improve performance as well as align Public Service requirements and strategic objectives to deliver bottom-line results.
vii) Human resource development through training; creation of self development training fund; and building capacity in government training institutions.

2.5.3. Human Resource Reforms

There have been considerable reforms of the human resource in the Public Service. However, the following areas are of strategic importance in the current strategic planning period.

i) Comprehensive review and updating of the curricula of various training programmes for the Public Service;
ii) Review of career progression guidelines to facilitate faster upward mobility of employees who excel in performance;

iii) Pay and benefits reforms to attract and retain qualified Public Service staff;
iv) Restructure and strengthen training institutes; and
v) Build capacity to strengthen management consultancy services to the mainstream civil service and providing policy direction to the rest of Public Service.

2.5.4. Promotion of Demand Driven Supply of Human Resources

The Ministry recognizes that the production of human resources has continued to be supply-driven and does not adequately respond to the changing employment requirements. There is, therefore, need to match demand and supply of the human resources to enhance and sustain the successful implementation of the MTP and Kenya Vision 2030 priorities.

2.5.5. Records Management in the Public Service

Records and information are a vital resource that needs to be properly managed for the Public Service to achieve set mandates. Properly managed records and information provide a conducive environment for policy formulation and faster decision-making process for efficiency and effectiveness of service delivery. Poor records management on the other hand, delays the decision making process leading to poor service delivery and opening opportunities for corruption in the Service.

The major challenges facing the Records Management function in the Service are:

i) lack of streamlined structures for Records Management Officers;
ii) lack of a uniform systems and procedures manual to guide the operations of records management; and
iii) the manual nature in which records are maintained.

To address these challenges, the Ministry of State for Public Service will re-organize the records management function by creating Records Management Units and streamlining the structures to provide for clear channels of reporting and growth for the Records Management Officers in Ministries

and Departments. In addition, the Ministry will computerize human resource management systems to facilitate efficiency and faster decision-making processes in the service.

The Ministry will, in consultation with Kenya National Archives and Documentation Service, develop a systems and procedures manual and computerize Records Management systems in order to streamline the movement of files and reduce incidences of misfiling.

CHAPTER THREE
Strategic Direction

3.0. Strategic Issues

This chapter provides the strategic direction adopted for the 2008 – 2012 Strategic Plan period. From the situation analysis, the Ministry has identified the following Strategic issues to be addressed during the Plan period:

i) Contribute to the transformation of Kenya into a globally competitive and prosperous nation by year 2030.

ii) Enhance performance to provide quality services to meet the ever-changing customer expectations, social obligations and responsibilities.

iii) Identification and provision of appropriate training and capacity building competencies and skills to meet Kenya Vision 2030 priorities.

iv) Development and implementation of reform policies and action plans to harmonize and implement pay and benefits commensurate with the demands of a modern Public Service.

v) Change culture and attitude to transform both MSPS staff and the entire Public Service to respond to the challenges of providing effective and efficient public services.

vi) Re-orient services, develop systems and processes for performance improvement in the public service.

vii) Manage Public Sector talent to attract, retain and fully utilize talented people with the right skills and attitudes necessary to improve performance and service delivery.

viii) Deepen stakeholder participation in Public Service management.

ix) Establish Kenya School of Government to train and build capacity required by the Public Service and to align competencies with the demand of the Kenya Vision 2030 strategies.

x) Enhance utilization of ICT and automate processes for effective service delivery and management of data and records.

xi) Undertake research and innovation to implement human resource management best practices and new ideas to manage Public Service more effectively.

xii) Resource mobilization to tap significant technical and financial resources required for new capital investment as well as the transformation of existing institutions.

xiii) Develop public service management strategy to be in line with modern human resource best practices.

xiv) Align organization structures to implement the Public Service mandate.

3.1. Strategic Objectives

The Ministry of State for Public Service is committed to the development and management of human resource for efficient and effective public service. The prioritized objectives of the Ministry are as follows:-.

i) Improving management of human resource for the public service.

ii) Institutional Reforms in the Public Service.

iii) Training and capacity building in the Public Service.

iv) Positioning the Ministry to play its role in the attainment of the objectives of Kenya Vision 2030.

v) Improving Performance Management.

vi) Undertake pay and benefits reforms.

3.2. Strategies

The strategic issues outlined in section 3.0 form the basis for the specific strategic initiatives that the Ministry will undertake during the plan period to achieve identified objectives. The strategies are as highlighted hereunder:

3.2.1. Improve Management of Human Resource for the Public Service

The Ministry will review policies, procedures, regulations and legal framework for Ministries, state corporations and other institutions to improve service delivery consistent with modern human resource best practices.

To improve human resource management, the Ministry will undertake the following measures:

i)   Improve terms and conditions of service through implementation of the reviewed pay policy and benefits for the Public Service; introduce and institutionalize the rewards and sanctions policy in the civil service; review the grading structures in the Public Service; and implement measures that influence the productivity of human resources including incentive based pay, teamwork, job flexibility, information sharing and labour relations.
ii) Provide guidelines to facilitate promotion of staff on the basis of performance through continuous review of staff performance appraisal instruments.
iii) Review policy guidelines on schemes of service and career progression in the public service.
iv) Implement a Succession Management Policy in the Public Service.

3.2.2. Improve Staff Welfare

The Ministry is committed to the continuous improvement of staff welfare through introduction and implementation of a staff contributory medical scheme; improve and strengthen guidance and counseling at workplace; and further improvement on the Ministry's response to the HIV /AIDS pandemic.

In regard to national HIV/AIDS response, the Public Service has been identified as one of the four pillars of the multi-sectoral approach to dealing with the pandemic. As part of the response to the HIV and Aids needs of the Public Service, the Ministry of State for Public Service in conjunction with National Aids Control Council developed the Public Sector workplace policy on HIV and AIDS in April 2005 to provide a framework for the Public Sector employers and employees in addressing HIV and AIDS issues at the workplace.

Based on the central role that the Ministry of State for Public Service plays in the management of Human Resource in the Public Sector, the Ministry has been assigned the responsibility to:

i) ensure that HIV and Aids workplace policy is implemented in the Public Sector;
ii) formulate and review HIV and AIDS workplace policies in the Public Sector;
iii) build capacity in AIDS Control Units (ACU)to implement workplace policies; and
iv) monitor and evaluate implementation of HIV/AIDS workplace policies.

To effectively facilitate and co-ordinate the implementation of the Public Sector HIV/AIDS workplace policy the Ministry will, in consultation with National Aids Control Council, conduct a baseline survey to enable scale up of the implementation of the Public Sector HIV/AIDS workplace policy and programmes.

3.2.3 Institutional Reforms in the Public Service

To strengthen the institutional framework in the Public Service the Ministry is:

i) Finalizing the process to provide the legal framework for PPSRRB.
ii) Identifying operational issues for delegation to Permanent Secretaries and Authorized Officers at line Ministry levels.
iii) Strengthening capacity of Human Resource Units at line Ministry levels.
iv) Transforming GTIs into institutions that can provide high level quality training to meet the needs of the Public Service and aspirations of the Kenya Vision 2030.
v) Ministerial restructuring and grading of posts in the entire public service for clear Public Service job descriptions.

3.2.4. Training and Capacity Building

To improve training and capacity building in the Public Service the Ministry will:

i) Review, with the involvement of stakeholders, the content of training materials and programmes in GTIs and other training institutions to reflect consistency with the changing customer needs.Promote and implement Private Public Partnership (PPP) policy to complement the Ministry's

efforts in the training and capacity building for the public service.
ii) Undertake training needs assessment for the public service.
iii) Develop the necessary capacity for analytical skills and performance improvement.
iv) Establish and support an employee self-development scheme and training revolving fund to supplement efforts to offer advanced professional training and career development. This will be done with the involvement of the Private Sector and development partners.

3.2.5. Provision of Management Consultancy Services

The Ministry will upgrade provision of management consultancy services by:

i) Building internal capacity to provide quality consultancy services.
ii) Enhancing professionalism by refining existing techniques and procedures and adopting new ones.
iii) Collaborating and net-working with leading management consultants in the local private sector, and public sectors in other countries.
iv) Building capacity to guide and evaluate work of external consultants.

3.2.6 Strategic Re-Orientation of Functions and Structures

The Ministry will re-focus functions of organizational re-structuring consistent with Vision 2030 and enhance service delivery to customers by prioritizing:

i) Strategy and organization design
ii) Operational standards and efficiency
iii) Career design and development
iv) Coordination of innovation initiatives
v) Policy formulation based on research

3.2.7 Revised Approach to Career Development

The Ministry will put in place a progressive career development system designed to:

i) Streamline and make succession management proactive.
ii) Create avenues to enable competent officers to ascend to positions of high responsibility without being constrained by period of service.

3.2.8 Strategic Re-alignment of Organization Structures

To streamline operations of client institutions and re-focus these to the Kenya Vision 2030, the Ministry will formulate modality for realigning organization structures with strategic plans and customer expectations.

3.2.9 Position the Ministry to Meet the Objectives of Kenya Vision 2030.

During the plan period 2008 – 2012, specific human resource interventions will be undertaken in the following areas:

i)   Human Resource development by institutionalizing learning within employment with emphasis on technological learning within local enterprises; and collaborating with the private sector in training and industrial attachments.
ii) Identify, nurture and retain talent in the Public Sector by tapping talent within the education sector and to fast track key career specializations in short supply; and identify specialized training programmes to provide special skills demanded by Kenya Vision 2030 flagship projects.
iii) Identify and attract top Kenyan talent from abroad by tapping, in collaboration with other stakeholders, Kenyan expertise abroad, including virtual and permanent returns as well as consultancies; and offering competitive remunerations to attract and retain talent in the public service.
iv) Harness high cadre talent by reviewing the retirement age to facilitate retention of high calibre and middle level technical skills and address current short-term succession management issues; developing specific mentorship

programmes; develop and maintain a Post–retirement programmes skills data base; and develop and maintain a think-tank data base of the talent in public and private sectors.

v) Strengthen institutional linkages for effective collaboration in human resource development, develop human resource strategy and develop a comprehensive Human resource planning policy to guide the public service in projecting human resource requirement to support the implementation of Kenya vision 2030 strategies and address needs of each Ministry.

3.2.10 Improved Performance Management

The Ministry will employ performance improvement as a management tool to increase output, efficiency and effectiveness in the delivery of quality public services. To achieve this objective the following measures will be undertaken:

i) Performance contracting to establish clarity and consensus on priorities of the Ministry's operations to meet its mandate as well as achieve Kenya Vision 2030 requirements. Through linking performance contracting and performance appraisal, the Ministry will continue monitoring performance of staff with a view to enhance staff productivity and improve public service delivery.

ii) Undertake Performance Appraisal System (PAS) to measure and evaluate the performance of the public service staff in terms of quality, quantity, cost and time. To this end, the Ministry will review and implement the Performance Appraisal System to include targets, standards, training, monitoring and evaluation; and improve appraisal instruments to assess performance of staff in job group G or below and equivalent in the Public Service.

iii) Performance auditing to evaluate systems, processes and procedures with a view to simplifying and modernizing systems to support efficiency.

iv) Performance monitoring will be undertaken on a continuous basis to identify specific constraints and prepare timely interventions with regard to human resource management and development policies, and performance appraisal. This

will be supported by a tracking system for following the performance of each Ministry in line with established service delivery targets.

3.2.11 Quality of Service Delivery

The following actions will be undertaken to further improve the quality of public service:
i) Carry out a study to determine the criteria/parameters for a comprehensive customer satisfaction index.
ii) Continuously review standards of service.
iii) Automate systems and internal processes to enhance decision-making and response to customer demands through the deployment of suitable Information Technology systems.
iv) Implement E-Government to facilitate electronic service delivery.
v) Carry out business process re-engineering to enhance quick and efficient service delivery.
vi) Promote strict adherence to the Ministry's Service Charter.
vii) Implement culture change programmes.
viii)Develop a stakeholder interactive Know Your Government Program.

3.2.12 Job Evaluation

The Ministry will carry out a comprehensive and systematic job evaluation in the Public Service to determine job suitability, competencies and skills to match tasks in the Public Service. In addition, the Ministry will undertake a comprehensive job evaluation and re-grading exercise to respond to emerging challenges in public service delivery.

3.3.0 Staffing Levels

Staffing is critical for successful implementation of this strategic plan. In view of this, the Ministry will review the current staffing levels and deployment for the Ministry and the entire Public Service to determine optimal staffing requirements both in numbers and skills.

3.3.1. Organizational Structure

To ensure that the Ministry organizational structure is consistent and aligned to this Strategic Plan, the current organizational structure has been reviewed to realign it with the strategic requirements of the plan. Figure 3 shows the new organizational structure.

3.4.0. Critical Success Factors

Successful implementation of this Strategic plan will be anchored on the following critical success factors:-
i) Commitment to core values.
ii) Use of technology.
iii) Commitment to excellent service delivery.
iv) Mobilization, organization, and optimal allocation of available resources.
v) Strategic retention and appropriate deployment of key human resources.
vi) Observance and commitment to set policy standards.

Fig: 3. New MSPS Organizational Structure

CHAPTER FOUR
Resource Mobilization

4.0. Projected Resource Requirements

Successful implementation of measures outlined in this Strategic Plan will require resource mobilization. Table 4 gives a summary of the Ministry's projected resource requirements for both recurrent and development expenditures for 2008/09 to 2012/13 financial years. It is estimated that implementation of the Strategic Plan require a total of Kshs.44.4 billion.

Table 4: MSPS Financial Resource Requirements, 2008/09 – 2011/12

Items	2008/09	2009/10	2010/11	2011/12	2012/13
1.Recurrent Expenditure (Kshs millions)					
General Administration and Planning	884	576	564	575	587
Information Communication Technology	41	52	54	55	56
Human Resource Management	30	38	54	55	56
Human Resource Development	153	286	309	315	322
Management Consultancy Services	30	38	54	55	56
Finance Management Services	26	29	27	28	28
Training Revolving fund	1,000	2,000	2,000	2,000	2,000
Training – GTI Baringo	52	64	65	66	67
Training – GTI Embu	76	88	88	90	92
Training – GTI Mombasa	89	98	100	102	104
Training – GTI Matuga	49	6	62	63	64
Kenya School of Government	600	750	750	600	400
Medical insurance	10,000	10,000	10,000	10,000	10,000
Aids Control Unit	5	6	6	6	7
Sub-Total	**13,034**	**14,031**	**14,132**	**14,009**	**13,838**
2. Development Expenditure (Kshs)					
Head quarters	26	27	29	32	32
GTI- Baringo	76	80	85	93	95
KIA	20	21	22	24	25
GTI - Embu	101	106	112	123	126
HRD	27	29	30	33	34
GTI - Mombasa	59	62	65	72	73
GTI - Matuga	90	95	100	110	112
Sub-Total	**400**	**420**	**443**	**487**	**497**
Grand Total	**13,434**	**14,451**	**14,575**	**14,496**	**14,335**

4.1. Strategies for Resource Mobilization

4.1.1. Prudent Management of Resources

To manage the available resources, the following measures will be undertaken:
i)   Optimize expenditures on operations and maintenance (O&M) and implement cost-saving measures.
ii) Prepare Budgets that are in tandem with planned programmes and projects as provided in the Strategic Plan.
iii) Undertake proper costing of operations and maintenance activities and ensure that expenditures are targeted to core activities using the Medium Term Expenditure Framework (MTEF) approach.
iv) Implement expenditure controls through rationalization of telephone usage and enforcement of measures to minimize wastage; benchmark prices for procured store items; accounting and audit measures to mitigate against wastage; adhere to the policy on the purchase and usage of motor vehicles with high engine capacities; and institute measures to ensure rapid and timely utilization of donor funds.

4.1.2. Mobilization of Additional Resources

There is need to mobilize additional resources from private organizations and the Non Government Organization to supplement MSPS funding from the exchequer. Proposals for additional funding will be made to agencies such as:
i)   The World Bank and other donor agencies for Public Sector Reform Programmes Authorities Reforms among others.
ii) UNDP and Japan International Cooperation Agency (JICA) - for the Public Service Integrity Programme (PSIP).
iii) Bilateral and multi-lateral agencies to support training and capacity building programmes.

4.1.3. Cost Optimization

To further enhance service delivery through effective financial management the Ministry will concentrate efforts on the following optimization of resource use and identification of cost

saving measures to eliminate wastages in the recurrent and development budget; coordinate policy , planning and budget execution through quarterly regular expenditure reviews of the Ministerial Medium Term Expenditure Framework (MTEF); and prompt preparation and implementation of annual work plans.

4.1.4 Public Private Partnership

It is necessary for the Ministry of State for Public Service to explore other options available to mobilize financial resources. The Public Private Partnership strategy has worked in several sectors and other countries and the Ministry will develop, together with stakeholders, a Public Private Partnership strategy.

The Directorate of Industrial Training (DIT) collects 2% of the net profit from Industrial Sector's private firms and this can be broadened with time to other relevant sectors. The Ministry will engage the Directorate of Industrial Training on how best these funds can be used for the purpose of budgetary support for Public Sector training.

4.1.5 Enhancing Capacity to Generate Appropriation in Aid

Infrastructure, accommodation and learning facilities, will be improved in the GTI's to realize an upward collection of the A.I.A to support recurrent expenditures. In addition, there are services, especially under the MCS Division, that may attract user fees to boost the Ministry's A.I.A.

CHAPTER FIVE
Strategic Plan Implementation

5.0 Implementation of the Strategic Plan

A detailed implementation plan is necessary to guide implementation, monitoring and evaluation. In addition, monitoring and evaluation (M&E) is necessary to assess the progress of the implementation and to re-strategize, reallocate resources and undertake corrective measures as required. The Ministry will therefore institute a Monitoring and Evaluation mechanism to track the implementation of the Strategic Plan.

5.1 Monitoring and Evaluation Framework

A Monitoring and Evaluation framework has been developed to ensure that a suitable results-oriented M&E approach is adopted and institutionalized.

The M&E framework is structured as follows:

i) All technical Divisions, Units and Training Institutes will prepare comprehensive annual work plans.
ii) The Central Planning and Project Monitoring Unit (CPPMU) will monitor and periodically evaluate performance of the Strategic Plan programmes and activities on a quarterly basis.

iii) The CPPMU will prepare quarterly progress reports for presentation and discussion at quarterly forums chaired by the Permanent Secretary to fast track the implementation process and provide necessary interventions.

5.2 Implementation Matrix

The attached implementation matrix highlights the strategic objectives, programmes and activities to realize the expected outcomes. The implementation matrix also highlights activities and indicators upon which implementation of the Strategic Plan will be evaluated progressively.

ACTION PLAN, 2008 – 2012

Strategic Objective 1: Improve Management of Human Resource for Public Service

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
1. **Undertake comprehensive reviews on all Human Resource management policies, rules, regulations and procedures**	• Implement the pay policy	July, 2008 – July, 2012	HRM/PPSRRB	Pay Policy implemented
	• Implement superannuation policy	July, 2008 - July, 2012	HRM	Superannuation policy implemented
	• Develop capacity for analytical skills and performance improvement	July, 2008 – July, 2012	HRD	Trained personnel on analytical skills
	• Implement a performance based staff appraisal instrument	July, 2008 – July, 2009	HRM	Performance Appraisal System
	• Implement policy guidelines on schemes of service/career progression	July, 2008 – July, 2012	MCS	Schemes of Service/Career guidelines policy
	• Develop specific performance benchmarks, standards and targets for each division/institution which should be	July, 2008 – July, 2009	HRM	Performance standards and targets for each area.

translated into individual performance targets.			
• Develop an appraisal system for officers in Job Group 'G' and below	July, 2008 – July, 2009	HRM	Performance Appraisal System
• Sensitize client Ministries/Departments and other stakeholders on the need to implement recommended Human Resource reforms	July, 2008 – July, 2009	HRM	Workshop and seminar Reports
• Prepare public servants for retirement	July 2008-July 2012	HRD/ Ministries/ Departments	No. of sensitized civil servants
• Undertake job evaluation to determine and advice on appropriate staffing levels and requirements in the Public Service	July, 2008 – July, 2009	MCS	Report on guidelines for job descriptions prepared.
• Identify non-core functions and determine methods of divesting/ exit plans	July, 2008 – July, 2009	MCS	Exit plans for identified non-core functions and activities
• Develop mentorship programmes and guidelines for continued utilization of vital skills of retired public servants	July, 2008 – July, 2012	HRD	Retired Public Servants Mentorship programmes skills and guidelines
2. Harmonize all schemes/career • Identify Schemes that are at variance with grading structures	July, 2008 – July, 2009	MCS	Report on revised grading structures

guidelines in line with approved grading structure in the Public Service.	• Prepare and issue scheme of service/career guidelines to Ministries/Departments	July, 2008 – July, 2009	MCS	Revised schemes of service/career and guidelines
	• Harmonize schemes with grading structures	July, 2008 – July, 2009	MCS	M&E reports
	• Implement schemes of service	July, 2009 – July, 2012	MCS/HRM	
3. Develop schemes of service/career progression guidelines	• Identify cadres without schemes of service/career guidelines	July, 2008 – July, 2009	MCS	No. of Cadres with clear job descriptions identified
	• Prepare draft scheme of service	July, 2008 – July, 2012	MCS	Revised Schemes of Service
	• Implement schemes of service	July, 2009 – July, 2012	HRM	Implementation guidelines to Ministries/Departments

4. Develop clear job descriptions/spec ification for all cadres	• Identify cadres without clear job descriptions and specifications	July, 2008 – July, 2009	MCS	Report on identified cadres with clear JDs
	• Prepare guidelines for job descriptions and specifications	July, 2008 – July, 2009	MCS	Guidelines for job descriptions
	• Implement the guidelines	July, 2009 – July, 2010	HRM	Implementation guidelines to Ministries/Departments
5. Introduce and develop a reward and sanctions system	• Formulate a criteria for rewarding and sanctioning performance	July, 2008 – July, 2009	HRM	Criteria for rewarding performance
	• Implement the approved reward and sanction system	August, 2009 – July, 2010	HRM	Reward and sanction system

Strategic Objective 2: Institutional Reforms in the Public Service

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
1. Develop a legal framework for PPSRRB	• Initiate the drafting of the Constitutional Amendment Bill	August, 2009 – July, 2010	PPSRRB State Law Office	PPSRRB Bill
	• Presentation to parliament for adoption	August, 2009 – July, 2010	PPSRRB State Law Office	
	• Sensitization to stakeholders for implementation	August, 2009 – July, 2010	PPSRRB	
2. Divest from routine matters and focus on MSPS core functions	• Identify routine and non-core activities	August, 2009 – July, 2010	HRM/MCS/HRD	• Routine and other non-core activities identified
	• Decentralize administration of routine personnel matters to Ministries/Departments	August, 2009 – July, 2010	HRM/MCS/HRD	• Routine and other non-core activities decentralized to Ministries/Departments
	• Issue guidelines on decentralized activities	August, 2009 – July, 2010	HRM/MCS/HRD	• Guidelines issued
3. Transform GTIs into semi-	• Initiate transformation of GTIs into autonomous entities	July, 2008 – July, 2009	MCS/HRD	Restructuring Programme

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
autonomous entities and expand their scope of training	• Prepare a proposal to justify the autonomy of GTIs	July, 2008 – July, 2009	MCS/HRD	Proposal Paper
	• Implement the approved proposal	July, 2008 – July, 2012	HRD	
	• Reorganize and restructure training programmes			Training programmes streamlined
4. Disengage from funding training programmes and offering consultancy services to Parastatals	• Prepare a proposal to justify the disengagement for approval	July, 2009 – July, 2010	HRD/MCS	Proposal
	• Implement the approved proposal			Implementation Report

Strategic Objective 3: Training and Capacity Building

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
1. Strengthen HRD capacities in Ministries/De partments	• Human Resource Development through: Training, creation of self-development training fund and building capacities in government training institutions	July, 2008 – July, 2012	HRD/MCS	Reports on training material reviews
	• Continuously review training materials and programmes	July, 2008 – July, 2012	HRD/MCS	Trained personnel officers
	• Develop capacity for monitoring training needs assessment and incorporate common cadre personnel in training programmes	July, 2008 – July, 2009	HRM	Recruitment and training policies implemented
	• Implement recruitment and training policies	July, 2008 – July, 2009	HRM/MCS	
	• Monitor and evaluate performance of trained officers	July, 2008 – July, 2012	ICT/HRM/HRD	Monitoring and Evaluation Reports
	• Automate systems on statistical data and information on training programmes for personnel officers	July, 2008 – July, 2012		Automated Data System
2. Encourage Private Public Partnership	• Identify development partners for funding training programmes	July, 2008 – July, 2012	HRD Finance Unit	Funding partners for training Programmes

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
participation to support and compliment MSPS training efforts	• Implement training programmes	July, 2008 – July, 2012		Number of staff trained

Strategic Objective 4: Position the Ministry to meet the objectives of Kenya Vision 2030

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
1. **Institutionalize learning within employment**	• Identify short courses, workshops and seminars (in-service programmes) with special emphasize on technology.	July, 2008 – 2012	HRD	Training Programmes Manual
	• Implement the in service training and learning programmes	July, 2008 – 2012	HRD	Trained Officers
	• Establish Kenya School of Government	July, 2008 – 2012	HRD/KIA	Established Kenya School of Government
2. **Tap talent with the education sector to fast track key career specializations**	• Develop structured programmes to identify talent in public and private institutions	July, 2008 – July, 2012	HRD	Talent identification programmes/criteria
	• Identify key careers	July, 2008 – July, 2012	HRD/GTIs	Report on key careers
	• Identify specialized training programmes for special skills demanded by Vision 2030 flagship projects	July, 2008 – July, 2010	HRD/GTIs	Specialized training programmes for Vision 2030 flagship projects

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
3. Formulate the Diaspora policy and Bill	• Initiate the preparation of the Diaspora policy and Bill	July, 2008 – July, 2010	HRD, HRM State law office	Draft Diaspora Policy Bill
	• Sensitize Stakeholders on the Bill	July, 2008 – July, 2009	HRD, HRM State law office	Workshops
	• Presentation to parliament for approval	January, 2010	HRD PA State law office	Approved Diaspora Policy Bill
4. Tap Kenya expertise abroad	• Identify areas of expertise	July, 2008 – July, 2010	HRD/HRM	Report on identified areas of expertise
	• Develop policies for attraction and retention	July, 2008 - 2009	HRD/HRM	Policies for attraction and retention
5. Offer Competitive packages	• Develop remuneration packages competitive with international job markets	July, 2009 – July, 2010	HRM/PPSRRB	Report on remuneration packages for Kenya talent abroad
6. Retention of high calibre and middle level technical skills of would - be retirees	• Review the current retirement age policy	July, 2008 – July, 2009	HRM	Report on retirement age policy
	• Formulate programmes to tap high calibre retired technical and professional skills	July, 2008 – July, 2009	HRM	Professional Skills Programmes

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
	• Formulate specific mentorship programmes	July, 2008 – July, 2009	HRM	Mentorship Programmes
7. Strengthen linkages between the industry, technical training, and research institutions	• Identify training programmes that are responsive to the requirements of Public Service, particularly in priority sectors.	July, 2008 – July, 2009	HRD	Training Programmes for Priority sectors
	• Promote training that is demand - driven	July, 2008 – July, 2012	HRD	Data on demand driven trained personnel
8. Train and redirect human resource in excess supply to areas experiencing shortages	• Identify training programmes	July, 2008 – July, 2009	HRD/HRM	Training Programmes
	• Analyze and evaluate the deployment of human resources	July, 2008 – July, 2012	HRM	Report on human resource deployment
	• Redirect and distribute the human resource across sectors	July, 2008 – July, 2012	HRM	Restructured human resource Report
9. Develop measures that influence productivity	• Identify and formulate programmes which will lead to increased productivity	July, 2009 – July, 2012	MCS/HRM	Report on programmes for increased productivity

Strategic Objective 5: Improve Performance Management

Strategy	Activities	Time Frame	Responsibility	Performance Indicator
1. Capacity Building	**Prepare a comprehensive capacity building programme**	July, 2008 – July, 2012	MCS	Capacity building programme
	a) Redefine the roles and responsibilities of Staff	July, 2008 – July, 2012	HRM	Reviewed Roles and responsibilities
	b) Retrain staff	July, 2008 – July, 2012	HRD	Trained Staff
	Invest in the improvement of facilities and infrastructure			
	a) Implement the rehabilitation and modernization programmes as detailed in the MSPS Budget	July, 2008 – July, 2012	Finance/Accounts	Rehabilitation and modernization programmes implemented
	b) Implement new projects planned for in the MSPS 2008-2012 investment programme.	July, 2008 – July, 2012	Finance/All Divisions	Planned projects implemented

2. Improved quality of service	**Formulate parameters for customer satisfaction**			
	• Develop a criteria for a results based service delivery	July, 2008 – July, 2009	HRM/RU	Criteria and parameters for service delivery
	• Train front desk staff on customer care	July, 2008 – July, 2009	HRD/RU	Trained Staff
	• Monitor and evaluate performance	July, 2008 – July, 2009	HRM/CPU	M&E Reports
	Formulate Quality of Service (QoS) Programme	July, 2008 – July, 2010		QoS Programme
	a) Automate internal processes	July, 2008 – July, 2010	ICT	Automation Programme and implementation
	b) Carry out Business Process re-engineering	July, 2008 – July, 2010	HRM	Business Process Re-engineering programme and implementation

	Activities	Timeframe	Responsible	Performance Indicator
Develop and install modern information systems	a) Carry out an audit of the business and functional needs	July, 2008 – July, 2009	ICT	Audit Report
	b) Identify and develop a suitable IT Plan for Key information systems	July, 2008 – July, 2009	ICT	IT Plan for key information systems
	c) Implement Management, Accounting and operations IT systems	July, 2008 – July, 2009	ICT	Automated Management, Accounting and IT systems
3. Focus on an increasingly paperless environment	a) Carry out purchases through deployment of an Electronic Data Interchange (EDI) system	July, 2008 – July, 2009	ICT	EDI System installed
	b) Implement Electronic Funds Transfer (EFT)	July, 2008 – July, 2009	ICT	EFT system installed
	c) Implement an integrated support system, for Internet, and Intranet applications.	July, 2008 – July, 2009	ICT	Intranet/Internet systems installed

4. Performance Auditing	**Remodel the Records Management Unit**			
	a) Carry out an audit of the operations of the Records Management Unit	July, 2008 – 2009	HRM	Audit Report
	b) Identify and develop a modernized Records management system	July, 2008 – 2009	ICT/HRM	Modern Records Management System
	c) Computerize and operationalise records management systems	July, 2008 – 2009	ICT/HRM	Computerized Records management system installed
	Upgrade the Records section to reflect the critical role that it plays in Public Service delivery			
	a) Review and evaluate staffing levels and skills of the section	July, 2008 – July, 2009	HRM	Reviewed Staffing levels and skills
	b) Elevate the positioning of the office in the Ministries/Departments	July, 2008 – July, 2009	HRM	Reviewed positioning of Records Unit
	c) Computerization of Registries	2009 – 2010 Continuous	HRM	Faster retrieval of records
	d) Development of System and Procedures Manual	July, 2008 – July, 2009	HRM	Inform application of Records Management procedures

		HRM	Structure in place
e) Setting up the Records Management Units and Structures	June, 2009		
Automate the manual procurement operations			
a) Carry out an audit of the operational processes of the procurement Unit	July, 2008 – July, 2009	PU	Audit Report
b) Identify and develop a modernized procurement system	July, 2008 – July, 2009	ICT/PU	Identified procurement System
c) Re-engineer the procurement processes to improve on lead time	Dec. 2009	PU	Streamlined processes
d) Computerize and operationalise procurement systems	July, 2009 - July, 2012	ICT/PU	Computerized procurement systems
Timely delivery of goods, services and works			
a) Formulate guidelines on preparation and submission of procurement plans	July, 2008 – July, 2009	PU	Procurement Plan submission guidelines
b) Integrate planning activities with other Ministries/Departments for timely delivery of goods and services	July, 2008 – July, 2009	Ministries/ Departments	Integrated planning activities

	c) Sensitize all suppliers/client department personnel on the Public Procurement and Disposal Act 2005	July, 2009 – July, 2010	PRO/PU	Sensitized public/stakeholders
5. Project/ Programmes Monitoring and Evaluation	• Improve and operationalise a mechanism to provide feedback from Ministries/ Department on the recommendations made by consultants	July, 2008 – July, 2012	MCS	Feed back designed mechanism
6. Culture Change	• Develop and implement culture change programme	July, 2008 – July, 2009	HRD	Report on reviewed values and ethics
	• Review and examine values and ethics throughout the public service	July, 2009 – July, 2012	HRM	Reviewed values and ethics
	• Carry out sensitization programmes on attitude change in the Public service	July, 2009 – July, 2012	HRM/HRD	Workshops

Strategy	Activities	Timeframe	Responsibility	Output
	• Re-evaluate the code of conduct for all MSPS staff	July, 2009 – July, 2010	HRM	Evaluated code of conduct
	• Harmonize the evaluated code of conduct with on-going activities	July, 2009 – July, 2012	HRM	Implementation of corrective measures
	• Undertake anti-corruption awareness campaign	July, 2008 – July, 2012	Administration PRO	Anti-corruption campaign
	Propagation of Mission, Vision and MSPS Core Values			Propagation Programme
	• Carry out sensitization programmes on MSPS Mission, Vision and Core Values	July, 2008 – July, 2009	HRM/PRO/RU	Sensitized staff
	• Develop clear communication channels between departments and amongst staff in all cadres	July, 2008 – July, 2009	HRM/PRO/ Administration	Effective communication
7. Performance Contracting	• Formulate Performance targets and standards as per the Strategic Plan	July, 2009-July, 2012	CPU	Annual Performance Contracts
	• Monitoring and evaluation	July, 2008 – July, 2012	CPU	Quarterly M&E Reports
	• Performance appraisal	July, 2008 – July, 2012	HRM	Appraisal Reports

Objective	Activities	Timeframe	Responsibility	Output/Performance Indicator
8. Cost Optimization	• Identify cost saving and optimization areas	July, 2008 – July, 2009	Finance/PU	• Report on identified cost saving areas
	• Implement cost saving measures	July, 2008 – July, 2012	Finance/PU	• Implementation of cost saving measures
	• Eliminate wastages in the recurrent and development budget	July, 2008 – July, 2012	Finance Ministries/ Divisions	• Reports
	• Identify and out –source/sub-contract non-core activities and services	July, 2008 – July, 2012	Finance/Administration/PU	• Out-sourced /Sub-contracted areas
9. Strengthen the framework for combating HIV/AIDS pandemic	• Provide appropriate avenues for VCT and work place counseling	July, 2008 – July, 2012	ACU	• Well equipped ACU
	• Establish the cost impact of HIV AIDS in the Ministry of MSPS on a continuous basis to determine long term effects	July, 2008 – July, 2009	Heads of Divisions ACU HRM ACU	• Cost analysis report
	• Provide Emotional material ,financial and medical support to end stage employees	July, 2008 – July, 2012	HRM ACU	• MSPS linked to specific VCTs
	• Promote the utilization of VCT facilities	July, 2008 – July, 2012	HRM ACU	• Records for facilities provided
	• Continuously organize workshops to	July, 2008 –		• HIV/Aids seminars/

	Activities	Timeframe	Responsibility	Indicators
	educate staff on the management of affected individuals	July, 2012		• workshops reports
10. Gender Mainstreaming	• Enhance gender parity at the work place	July, 2008 – July, 2012	HRM	• Access to opportunities • Nurturing capabilities
	• Strengthen and empower the gender secretariat	July, 2008 – July, 2012	HRM	• M & E Reports • M & E Reports
11. Organizational structure that facilitates quick and effective service delivery	• Implement the reviewed and approved organizational structure	July, 2008 – July, 2009	HRM	• Reviewed Organizational structure implemented
	• Deploy personnel with suitable skills to manage the establishment	July, 2008 – July, 2012	HRM	• Staffing report