



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

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ANNUAL REPORT FOR THE FINANCIAL YEAR 2021/2022

SEPTEMBER 2022



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

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PUBLIC SERVICE
COMMISSION

VISION

A Citizen-Centric Public Service

MISSION

To transform the Public Service for efficient and effective service delivery

CORE VALUES

Citizen Focus
Professionalism
Innovation
Teamwork

Public Service Commission

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CONTENTS

Message from the Chairperson	vii
Preface	ix
Composition of the Commission	xi
Executive Summary	xii
CHAPTER ONE: INTRODUCTION	
1.0 Preamble	1
1.1 The Place of Kenya's Public Service in National Development	1
1.2 Mandate of the Commission	2
1.3 Strategic Focus of the Commission	3
1.4 Expected Outcomes	4
1.5 Constitutional and Legal Foundation of the Report	4
1.6 Importance of the Report	4
1.7 Structure of the Report	4
CHAPTER TWO: PLANNED ACTIVITIES FOR THE FINANCIAL YEAR 2021/22	
2.0 Introduction	5
2.1 Modalities for Implementation of Commission Functions	5
2.2 Key Result Areas and Expected Outcomes	6
2.3 Planned Activities and Targets	7
2.4 Review of the Strategic Plan 2019-2024	9
CHAPTER THREE: DELIVERY OF THE COMMISSION'S MANDATE	
3.0 Introduction	10
3.1 Establishment and Abolition of Offices in the Public Service	10
3.2 Appointment of persons to public offices	11
3.3 Protection of Public Officers	17
3.4 Exercise of Disciplinary Control	18
3.5 Exit from the Service	18
3.6 Grievance Handling	20
3.7 Efficiency and effectiveness in the Public Service	20
3.8 Promotion of National Values and Principles	24
3.9 Investigation, Monitoring and Evaluation of the Organization, Administration and Personnel Practices of the Public Service	27
3.10 Promotion of Ethical Conduct in the Public Service	28
CHAPTER FOUR: INSTITUTIONAL CAPACITY OF THE COMMISSION	
4.0 Introduction	31
4.1 Human Resource Management and Development	31
4.2 Skills Development	33
4.3 Performance Management Tools	34
4.4 Terms and Conditions of Service	34
4.5 Stakeholder Relations	35
4.6 Office Space and Mobility	38
4.7 Information and Communication Technology	38
4.8 Regional Centers	38
CHAPTER FIVE: FINANCIAL STATEMENT FOR THE YEAR 2021/22	
5.0 Introduction	39
5.1 Approved Budget for 2021/22 Financial Year	39
5.2 Budget Utilization Efficiency	40
5.3 Resource Mobilization	41
5.4 Proposals for Subsequent Budget Cycles	43
CHAPTER SIX: LESSONS, CHALLENGES AND RECOMMENDATIONS	
6.0 Introduction	44
6.1 Lessons	44
6.2 Challenges	44
6.3 Recommendations	45



LIST OF TABLES & FIGURES

TABLES

Table 2-1:	Categorization of Functions	5
Table 2-2:	Summary of Planned Targets	8
Table 3-1:	Distribution of MDAs Created/Re-organized and Staff Establishments Reviewed	10
Table 3-2:	Recruitment for Public Universities	13
Table 3-3:	Distribution of Officers Promoted in MDAs by Gender	14
Table 3-4:	Distribution of Officers Re-designated	15
Table 3-5:	Distribution of seconded officers by State Department	16
Table 3-6:	Distribution of Officers who exited the Service and Nature of Exits	18
Table 3-7:	Status of Implementation of Decisions in MDAs	20
Table 3-8:	MDAs and County Governments Provided with Technical Support	22
Table 3-9:	Status of Initial Declarations	29
Table 3-10:	Status of Final Declarations	29
Table 3-11:	Biennial Declaration Return	30
Table 3-12:	Status of Retrieval and Release of Declaration Records	30
Table 4-1:	PSC Staff Designations and Grade Levels	31
Table 4- 2:	Staff Age and Gender Profile	32
Table 4-3:	New Appointments at the Commission	32
Table 4-4:	Officers on Secondment to other Organizations	33
Table 4-5:	Officers on Secondment to the Commission	33
Table 5-1:	Comparative Budget Allocation for FYs 2020/21 and 2021/22 by Economic Classification	39
Table 5-2:	Expenditure Analysis for the Financial Year 2021/22 (Kshs. Millions)	40
Table 5-3:	Budget Absorption Capacity for the Financial Years 2019/20 to 2021/22 (Kshs. Million)	41
Table 5-4:	Recurrent Budget Requirement versus Allocation for FY 2022/23(Kshs. Million)	43

FIGURES

Figure 3-1:	New Appointments by Gender	12
Figure 3-2:	Promotions in MDAs by Gender	13

APPENDICES

Appendix I:	2021/2022 Annual Work plan	46
Appendix II:	Recruitments under Delegated Authority per State Department	62
Appendix III:	Officers Promoted by MDA and Gender	63
Appendix IV:	Officers Promoted under Succession Management Programmes	65
Appendix V:	Officers who Exited the Service	67
Appendix VI:	Implementation of PSC Decisions Per State Department	68
Appendix VII:	Implementation of MHRMAC Decisions Per State Department	69
Appendix VIII:	Distribution of Training, Workshops, Seminars and Conferences	71
Appendix IX:	Complaints	73

ACRONYMS AND ABBREVIATIONS

AFD	Agence Française de Développement (AFD) (French Development Agency)
ABSA	Amalgamated Banks of South Africa Limited
AIA	Appropriations in Aid
ASALs	Arid and Semi-Arid Lands
C&QA	Compliance and Quality Assurance
CAJ	Commission on Administrative Justice
CCIO	Constitutional Commissions and Independent Offices
CEO	Chief Executive Officer
COVID-19	Coronavirus Disease
DLP	Digital Literacy Programme
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
E&MCS	Establishments and Managements Consultancy Services
FY	Financial Year
GESDeK	Governance for Enabling Service Delivery and Public Investment in Kenya
GoK	Government of Kenya
GPA	Group Personal Accident
HRM&D	Human Resource Management and Development
ICT	Information Communication Technology
ICTA	Information Communication Technology Authority
IEC	Information Education Communication
IFMIS	Integrated Financial Management Information System
KATTI	Kenya Association of Technical Training Institutions
KeNIA	Kenya National Innovation Agency
KFCB	Kenya Film Classification Board
KICC	Kenyatta International Convention Center
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KRAs	Key Result Areas
KUTRRH	Kenyatta University Teaching Referral & Research Hospital
LAPSSSET	Lamu Port, South Sudan, Ethiopia Transport Corridor
MCDAs	Ministries, Counties, State Departments and Agencies
MDAs	Ministries, State Departments and Agencies
MHRMAC	Ministerial Human Resource Advisory Committee
MTEF	Medium Term Expenditure Framework
NACADA	National Authority for the Campaign against Alcohol and Drug Abuse



ACRONYMS AND ABBREVIATIONS (Continued)

NG-CDF	National Government Constituencies Development Fund
NIS	National Intelligence Service
NLC	National Land Commission
NMS	Nairobi Metropolitan Service
OAG	Office of the Attorney General
P&SDT	Performance and Service Delivery Transformation
PBB	Programme Based Budget
PAIR	Public Administration and International Relations
PDTP	Presidential Digital Talent Program
PDU	Presidential Delivery Unit
PSASB	Public Sector Accounting Standards Board
PSC	Public Service Commission
PSELF	Public Service Emerging Leaders Fellowship
PSIP	Public Service Internship Programme
PSSS	Public Service Superannuation Scheme
PWDs	Persons Living with Disabilities
SACCO	Savings and Credit Co-operative Society
SAGAs	Semi-Autonomous Government Agencies
SO	Strategic objectives
SPAS	Staff Performance Appraisal System
SRC	Salaries and Remuneration Commission
TVET	Technical and Vocational Education and Training
VC	Vice Chancellor
VDS	Vision Delivery Secretariat

DEFINITION OF TERMS

Abolition of offices refers to a determination whose effect is to make an office cease to exist.

Establishment of offices in the public service refers to the determination of the number and category of offices in every institution and the number of posts required to deliver on the assigned mandate.

Organizational design is the process of aligning institutional structures with objectives, with the ultimate aim of improving efficiency and effectiveness in the public service.

Re-designation is the movement of a public officer from one career path or cadre to another at a grade equal to or substantially equal to the one held before the movement, to facilitate their horizontal mobility.

National values and principles of governance and the public service are fundamental beliefs or ideals that guide the choices, actions and behaviour of a nation as articulated in Articles 10 and 232. The values and principles bind all state organs, state officers, public officers and all persons whenever any of them: applies or interprets the Constitution; enacts, applies or interprets any law; or makes or implements public policy decisions.

Auxiliary staff in the public service provide basic services to senior Government officials in the discharge of their duties. Majority of these staff experience shifts at their work place during transition into a new administration.

Business process reengineering involves the drastic redesign of core processes at the work place to achieve dramatic enhancements in productivity, cycle times and quality. It involves changing processes from 'what is' to 'to be'.

Cadre in the public service refers to a group of people with the same trained skills for a particular purpose and profession.

Career design and development is the process of planning and creating a specific path in a profession. It refers to a set of long-term programmes and developmental steps designed to match an individual's needs, abilities, and goals with current and future opportunities in the organization.

Gratuity is usually contributed by an employer to the employee to appreciate their length of service. It is often contractual or dependent on policies that vary from one employer to another.

Mentorship and coaching is the process of sharing knowledge, skills and experience to help others develop and grow at the same time providing guidance on their vision and goals to help them reach their full potential.

Performance contract is a signed agreement between a higher authority and a subordinate agency. The higher authority establishes goals for the agency and they set targets together for measuring performance of the agency. While the agency implements the targets, the authority provides the necessary enabling tools and resources and provides incentives for achieving these targets.



DEFINITION OF TERMS (Continued)

Policy formulation refers to how problems identified in a discussion setting or in a public participation space transform into Government programmes.

Schemes of service is a policy document that provides clearly defined career structures, well-defined job descriptions and specifications, standards for recruitment, training, advancement, career planning, and succession management.

Secondment in the public service is an arrangement in which a pensionable employee is temporarily released from an organization within the public service to another public institution with the authority of the Public Service Commission to provide services for a period of three years, renewable only once.

Service delivery charter is a statement of intent outlining an organization's commitment to work with its clientele to provide better service standards along with providing insights into services offered at the organization.

Staff performance appraisal involves assessing the achievements, challenges and failures of an employee by a supervisor over a particular period of time during which targets had been assigned.

Succession management is not only about replacing positions but also an ongoing process of identifying, assessing, and developing talent to ensure leadership, management and supervisory continuity throughout an organization and moreover, to sustain the performance of the organization.

Wealth declaration in the public service requires all public officers and their spouses to declare their possessions at the point of entry to the service and thereafter, every two years and upon exit from the service.

Resource mobilization strategy: In response to perennial financial and human resource constraints, the Commission is developing a futuristic strategy to mobilize resources, both publicly and privately. The strategy focuses on harnessing financial resources, human capital, productive assets and social capital in order to drive the implementation of the Commission's mandate.

Institutional restructuring and repositioning: The Commission has identified its organizational structure as an entry point to positioning itself as a fit-for-purpose institution. In this regard, the Commission is undertaking an elaborate review of its structure to establish the right operational units to drive its mandate. Moreover, the Commission seeks to institute operational, administrative, systemic and structural interventions that would help accelerate its pursuit of a citizen-centric public service.

Scaling of the scope of the Commission's Mandate: Implicit in recent rulings by the Employment and Labour Relations Court is the reality that PSC has not fully exercised its mandate. Compliance with these court rulings is an opportunity for the Commission to restructure for better execution of its functions and powers.

MESSAGE FROM THE CHAIRPERSON

I am pleased to present this Annual Report for the Financial Year 2021/22. The report has been prepared and issued in compliance with Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act, 2017 that require the Commission to submit a report on its operations and activities to Parliament and His Excellency the President at the end of each financial year.

This is the first annual report under my leadership following my appointment as Chairperson of the Commission in December 2021. The report also comes in the middle of the implementation of the Commission's Strategic Plan 2019-2024 when the Commission is reviewing its performance over the first half of the Plan period, picking lessons learnt and charting a revised path for the remaining period of the Strategic Plan. I therefore wish to pay special tribute to my predecessor the late Stephen Kirogo and the vice chairperson Charity Kisotu for their stewardship of the Commission and laying a solid foundation for continuity of the Strategic Plan.

During the year under review, a number of strategic initiatives were implemented amidst operational challenges brought about by the Covid 19 pandemic and limited budgetary resources. On behalf of the Commission, I am pleased to share our experiences, challenges and achievements in the hope that the lessons learnt will be useful in navigating future unforeseen crisis situations with minimal disruption to service delivery.

The Commission launched a one-year leadership training program for the first cohort of 51 young Public Service Emerging Leaders Fellowship Program (PELFP) participants in collaboration with Emerging Leaders Foundation and Emerging Public Leaders (USA-Africa). The fellowship program aims to improve government service delivery, citizen outcomes, and influence long-term social policy and change by developing leadership capacity for entry-level public servants in MDAs.



The Commission also established and revised organizational structures for Ministries, Departments and Agencies (MDAs) to make them more responsive, functional and fit for purpose to the Kenyan citizenry. New Public Service Commission (County Appeals Procedures) Regulations 2022 and the Public Service Commission (Performance Management) Regulations 2022 were enacted during this period to provide clarity in performance management in the public service.

The Commission embarked on a bold reform initiative by initiating the development of a policy on Career Management in the Public Service in order to inject flexibility in all aspects of career requirements in the Public Service. The reform initiative was informed by the realization that the path to stronger, more resilient public service lies in the quality of its human resource and the implementation of the transformative process rooted in the Kenya Vision 2030 Agenda for the country's development.

The policy on career management in the public service will ensure that the Public Service has appropriate structures and processes that will attract and retain the best talent for effective discharge of MDAs' mandates for the realization



MESSAGE FROM THE CHAIRPERSON (Continued)

of the National Development Goals. The Policy is also intended to mainstream best practices in human resource management including career planning, career pathing and career development; provide linkages with other human resource practices; prioritize resource allocation to career management and broaden the training process to include coaching and mentorship.

The other highlight during this reporting period that has a significant impact on the Commission's future operations is the Employment and Labor Relations Court (ELRC) decisions. The decisions re-asserted the Commission's oversight authority in the management of human resources in State Corporations. These rulings call for strengthening of the Commission's capacity, both institutional and in terms of human resources and change culture to be able to discharge the additional responsibilities.

It was also during the Financial Year 2021/22 that preparations for the transition to a new government began in earnest ahead of the August 9th 2022 General Elections. The public service plays a critical role during the transition of government administrations owing to the fact that it is non-partisan, professional, merit-based, independent, objective and accountable. Indeed, public servants are expected to render neutral and professional services regardless of the government in power. Article 234(a)(i) of the Constitution confers this strategic transition function to the Commission which it undertakes in a structured and procedural manner as provided in the Public Service Regulations of 2020 and the Guidelines on Establishment and Abolition of Offices in the Public Service.

As we embark on the second half of implementing the current strategic plan, the Commission is focused on deepening gains so far made by ensuring that the public service of the future is people-centered and has an embedded natural

predisposition of addressing the social and economic concerns of the citizens all underpinned by the values of respect for human dignity and equality.

Consequently therefore, public servants must be convicted ideologically and be clear in their mind that joining the public service is not just a job, but an obligation towards service to country and human kind. Indeed, public service is a calling which can be a fulfilling career for those who are driven by the will to serve.

The call and will to serve is a commodity that is increasingly becoming rare in the public service. The Commission envisages to address this concern in order to transform the Public Service into a dynamic, anticipatory, responsive and influential organization by: energizing the commitment of all stakeholders to support the desire and aspirations of the Commission's vision, mission and core values; Forging and strengthening networks between the three arms of Government, the private sector, donor agencies and critical drivers such as youth, women, persons with disabilities and the diaspora; Building consensus across all levels in order to strengthen the secretariat to deliver on the decisions of the Commission and by eliminating, through decisive administrative decisions, the low morale, stagnation and low wages, across the entire length and breadth of the Public Service.

Amb. Anthony Muchiri, CBS

Chairperson,

Public Service Commission

PREFACE

This Annual Report for the Financial Year 2021-2022 comes at the midpoint of the Commission's Strategic Plan 2019-2024. It is the third report following the launch of the Strategic Plan in 2019. The report also serves as an important appraisal tool for the Commission to evaluate its performance during the period under review.

The fiscal year 2021/2022 was outstanding in the Commission's Strategic Plan implementation calendar due to various activities and changes that occurred during the period. Significantly, there was a transfer of leadership following the appointment and subsequent inauguration of Amb. Anthony Muchiri as the chairperson of the Commission in December 2021. The assumption of office by the chairperson completed the transition and constitution of the Commission board following the death of the then Chairperson Stephen Kirogo.

Despite unforeseen challenges such as the Covid-19 pandemic that caused unprecedented disruptions across the world, the Commission achieved remarkable success in the execution of its mandate. To achieve the set targets over the period and comply with performance management requirements for service delivery, the Commission deployed critical tools namely Annual Work Plans, Performance Contracting, and Staff Performance Appraisal System. In addition, we leveraged on technology in the execution of our operations and activities.

We are encouraged by the remarkable progress we made in 2021/22 as highlighted in this report and that the challenges we encountered will be the pedestal upon which new lessons and opportunities for improved service delivery will be derived. We are confident that our commitment



to the transformation agenda will ensure sustainability of our programmes and thereby guarantee the citizens of uninterrupted access to high quality standards in service delivery.

This report is organized into six chapters beginning with an introductory chapter that is preceded by an executive summary and definition of terms used in the report. Planned activities for Financial Year 2021/22 are outlined in Chapter Two, hence setting the foundational basis of the report. The gist and substance of the report falls under Chapters Three and Four where we delve into the progress realized in the delivery of the Commission's mandate and the institutional capacity of the Commission to carry out the mandate. The Commission's Financial Statement for the year 2021/22 is discussed in Chapter Five. The lessons, challenges, and recommendations are highlighted in the Sixth Chapter followed by detailed appendixes and annexures.



PREFACE (Continued)

Preparation of this report was done over a period of three months by a dedicated inter-departmental secretariat team under the oversight of Commissioners Dr. Mary Mwiandi and Dr. Reuben Chirchir. I wish therefore to express gratitude to the Commission under the leadership of the Chairperson Amb. Muchiri for providing the much-needed guidance that resulted in timely submission of the report to Parliament and the President as required by law.

I acknowledge the commitment and hard work that the inter-departmental secretariat task team headed by Dr. Sylvester Obong'o (Director, Performance and Service Delivery Transformation) put in this assignment, and whose membership comprised George Mukabi (Director, Board Management Services), Browne Kutswa (Deputy Director, Public Communications and Task Team Convenor), Musa Cherogony (Deputy Director, Legal Services), Simon Mwangi (Deputy Director, PSIP), Simiyu Njalale (Deputy Director, Finance), Joshua Mwiranga (Deputy Director, Performance Contracting), Daniel Oliech (Ag. Deputy Director, Performance Monitoring & Evaluation), Phoebe Gor (Assistant Director,

Performance Monitoring & Evaluation), Joseph Kenei (Assistant Director, Planning), Alex Koros (Assistant Director, Monitoring and Evaluation), Carol Wekesa (Assistant Director, Planning), Hannah Mwangi (Assistant Director, Recruitment and Selection), Melda Mboya (Principal Office Administrator, EMCS), Pauline Muriuki (Principal Public Communications Officer), and Maureen Kogi (Intern, PSIP).

I also express gratitude to all the Heads of Directorates and other staff for their support and contribution at various stages of the report's preparation.

Dr. Simon K. Rotich, CBS

Commission Secretary/CEO
Public Service Commission

COMPOSITION OF THE COMMISSION



Amb. Anthony M. Muchiri, CBS
Chairperson



CPA Charity S. Kisotu, CBS
Vice Chairperson



Dr. Joyce K. Nyabuti, PhD, MBS
Commissioner



Dr. Mary C. Mwiandi, PhD, MBS
Commissioner



Dr. Reuben K. Chirchir, PhD, MBS
Commissioner



Amb. Patrick S. Wamoto, EBS
Commissioner



Amb. Salma A. Ahmed, MBS
Commissioner



Mr. Andrew M. Muriuki, MBS
Commissioner



Ms. Joan A. Otieno, MBS
Commissioner



Dr. Simon K. Rotich, CBS
Commission Secretary, CEO



EXECUTIVE SUMMARY

The preparation and publication of the PSC Annual Report for the 2021/22 Financial Year is premised on the requirements of Sections 90 and 91 of the Public Service Commission Act 2017. The report is an accountability mechanism on how the Commission applied institutional means to its planned activities, programmes and the attainment of targets and outcomes. The assessment and findings from this report provide the basis for recommendations for the Commission's structural and systemic improvements in delivering its mandate in the subsequent planning cycle.

Data and information for the preparation of this report draws from an assessment of the planned activities in the Commission's annual work plan, administrative records, quarterly and other periodic reports from Ministries, Departments and Agencies (MDAs). Internal metrics on the Commission's performance and achievements during the year under review are based on the corporate and directorate-level annual work plans.

The report is organized into six chapters. Chapter one presents an introduction to the report highlighting the historical background to the establishment of the Commission, the essence of the annual report, the mandate of the Commission, and its strategic focus. In chapter two, the report sets out the Commission's planned activities for the reporting period. Chapter three gives insight into how the Commission delivered its mandate, outlining specific achievements in line with what was set out in the work plan. In chapter four, the report outlines the enabling factors that anchor the Commission's capacity to deliver on its functions. Chapter five presents a review on how financial resources were spent and the Commission's proposal for subsequent budget cycles. Chapter six outlines lessons, challenges faced and recommendations.

PLANNED ACTIVITIES FOR THE FINANCIAL YEAR 2021/2022

Planned activities during the report period were categorized under three key result areas (KRAs), five strategic objectives and five expected outcomes outlined in the Strategic Plan 2019-2024. In outlining and documenting its institutional result chain, the Commission set the foundations for measuring progress.

Key Result Areas and Expected Outcomes: The Commission identified three KRAs: efficient public service delivery; ethical and values-based public service; and enhanced Commission capacity. The expected outcomes drawn from these KRAs are: improved performance and productivity; improved service delivery; competent, motivated and productive human resource; ethical and value-based public service; and enhanced capacity.

Planned Activities and Targets: The Commission set 197 targets to be achieved in the Annual Work Plan. These targets guided the implementation of activities aligned to KRAs for the financial year.

Mid-term Review of the Strategic Plan 2019-2024: Based on the review findings, the following recommendations were made: introduction of new KRAs, separation of human resource management practices from efficient public service delivery and elimination of overlaps in strategies. The KRAs were reviewed from the existing three to five, by introducing two more on: Accountability in Public Service Administration; and Productivity and Competency of Human Resource in Public Service. The new KRAs are aligned to the Commission's constitutional functions, the Programme Based Budget (PBB) and Medium-Term Expenditure Framework (MTEF).

PROGRESS ON DELIVERY OF THE Commission MANDATE

Arising from the planned activities and annual workplan, the Commission made the following progress in delivering on its mandate:

Establishment and Abolition of Offices in the Public Service: The Commission re-organized offices in eight MDAs following requests for establishment and abolition of offices/posts within their institutional structures. The number of posts abolished was 3,425 in the support services cadre while 185 new posts were established in the technical services cadres. This was intended to ensure that public institutions have the requisite institutional capacity to provide responsive, prompt, effective, impartial and equitable services to the public and also meet the constitutional obligation on the principles and values of public service.

Appointment of Persons to Public Offices: The number of new officers appointed was 5,182 which comprised 3,018 (58%) males and 2,164 (42%) females. PWDs were 107, constituting 2% of officers recruited. The Commission promoted 6,172 officers comprising 1,852 (30%) female and 4,320 (70%) male to various grades. Officers drawn from various state departments totaling to 585 were re-designated to their desired cadres in accordance with the re-designation framework. Officers seconded within MDAs were 1,010. The significance of these actions was to boost staff morale, address career advancement needs, strengthen capacity for service delivery and address the shortfalls caused by exit of 3,958 officers through various means.

Disciplinary Control: The Commission received 537 cases from MDAs, out of which 426 (79%) were processed and decisions communicated to the respective institutions. The Commission also

developed a draft Monitoring and Evaluation Framework for Discipline and Appeals. The draft was presented to stakeholders for review and input.

Feedback Management: The Commission received 1,148 complaints relating to appeals, interviews, job applications, re-designation/transfer of services, inefficient services in MDAs, delayed appointments, website issues, internship issues and other general complaints. The complaints were channeled through the Contact Centre, letters, email, and social media platforms. Majority of the complaints (41%) were appeals issues that came through letters to the Commission. Out of the 1,148 complaints received, 906 (79%) were resolved, 230 (20%) are still ongoing while 12 were referred to the appropriate agencies for resolution. Resolved appeal issues were 249 (27%) while resolved interview related issues were 374 (41%).

Promotion of National Values and Principles: The Commission evaluated 262 MDAs out of a target of 308 MDAs on implementation and compliance with values and principles from five sectors, namely: Constitutional Commissions and Independent Offices; Ministries and Departments; State Corporations and SAGAs; Statutory Commissions and Authorities; and Public Universities. Further, the Commission evaluated 164 TVET institutions out of the 198 institutions targeted. Overall, the response rate was 85% for MDAs and 83% for TVET institutions. The overall Compliance Index for all the public institutions evaluated was 40%, a decline of 2% compared to 2019/20.

Organization, Administration and Personnel Practices of the Public Service: To ensure that decisions made by the Commission are implemented and that Authorized Officers comply with the law and the standards set by the Commission, in various Government policies and circulars, the Commission has put in place



measures to investigate, monitor and evaluate the discharge of human resource functions.

Development of Human Resources: The Commission contributed to the public service human resource development by issuing the Annual Training Policy Statement and Guidelines on Implementation of Human Resource Development Programmes in the Service. The Commission also recruited 3,700 interns under the Public Service Internship Programme (PSIP) and 51 fellows under the Public Service Emerging Leaders Fellowship (PSELF) Programme.

County Government Public Service Appeals: The Commission developed and disseminated the County Appeals Procedures which provide the mechanisms and procedures for handling county appeals. The Commission heard and determined 170 appeals out of 536 new and pending cases from the previous financial year. The Commission has enhanced its capacity in order to expedite processing of appeals by recruiting additional legal staff.

Declaration of Income, Assets and Liabilities: Goals, targets and outcomes under this function were attained through declaration of income, assets and liabilities by public officers and state officers. Out of 284 public institutions, 262 (92%) submitted biennial returns to the Commission by 31st January, 2022. The number of officers in the payroll for the 262 organizations was 206,517 out of whom 203,768 (99%) complied.

INSTITUTIONAL CAPACITY OF THE Commission

The following measures were undertaken to enhance institutional capacity and capability of the Commission:

Human Resource Management and Development: The Commission had 240 employees against an authorized establishment of 388 comprising 115 (48%) female, 125 (52%) male, seven (3%) PWDs.

The Commission recruited 17 new staff, released on secondment four officers to other organizations and received 15 officers from the rest of the service. Further, the Commission facilitated 12 group courses for Commissioners and Secretariat Staff.

Performance Management: The Commission embraced performance management through preparation of the annual work plan, followed by signing of performance contracts between directorates and the Commission secretary and subsequently cascading performance contracts to individual employees through the staff performance appraisal system (SPAS). Officers were appraised on the targets set in 2020/2021 Financial Year and new targets set for the 2021/2022 Financial Year. The Commission set out to implement 197 targets in its Performance Contract for 2021/22 Financial Year. These targets draw from the Strategic Plan 2019-2024 and emerging policy areas that support the Commissions' transformational agenda of a citizen-centric public service.

Regional Centers: The Commission is in the process of operationalizing regional centres to improve efficiency and effectiveness in service delivery. These regional centers will be used for interviews, hearing appeal cases, among other services. The regional centers have already been identified and installation of ICT equipment done in three regional centres.

FINANCIAL STATEMENT FOR THE YEAR 2021/22

The 2021/22 FY budget statement reviews recent trends in approved budget, budget utilization efficiency, institutional resource mobilization approach and makes proposals for the subsequent budget cycles.

The Commission was allocated Kshs.2,391.50 million comprising Kshs.2,372.17 million for Recurrent and Kshs.19.30 million for Development Estimates in the year 2021/22. This allocation

translates to a budget increment of Kshs.195.47 million compared to the preceding financial year. This budget increment of Kshs.195.47 million is largely attributed to an allocation of Kshs.100 million to meet the administrative costs of running the Public Service Internship Programme (PSIP) and Kshs.77.71 million for Personal Emoluments. The Commission's efficiency rate in utilization of the budget was 98%. Further, the Commission received Kshs.22 million in FY 2021/22 through the Governance for Enabling Service Delivery and Public Investment in Kenya (GESDEK) Programme for budget support on different activities and programmes. The Commission also received financial contribution through ABSA bank, ELF and EPL.

LESSONS, CHALLENGES AND RECOMMENDATIONS

Lessons: A number of lessons can be drawn from the Commission's recent experiences in the course of executing its mandate and implementing its programmes: value of formative policy level

training; capacity building through induction of senior state officers and top policy level officials is critical to shaping the performance of a new administration; technology for service delivery efficiency and cost-effectiveness; collaborations and institutional effectiveness; resource constraints impair capacity to deliver.

Challenges: The Commission executes its mandate in an ever-changing operational environment. The foremost challenges facing the Commission are duplication of its functions, financial and budgetary constraints

Recommendations: Key recommendations towards addressing constraints and mitigating challenges the Commission faces in its operational environment include: institutional restructuring and repositioning; scaling of scope of the Commission mandate and formative engagement with the new Government administration; and implementation of resource mobilization strategy.



CHAPTER ONE

INTRODUCTION

1.0 Preamble

This Annual Report covers the period 1st July 2021 to 30th June 2022. It is prepared pursuant to Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act, 2017. It is the third report since the launch of the Strategic Plan 2019-2024 which focuses on citizen centric service delivery. The reporting period falls within the mid-term review of the Strategic Plan when the Commission is taking stock in order to reposition for better service delivery in the second half of the Strategic Plan period.

The Public Service Commission is a constitutional body established under Article 233 of the Constitution. The Commission is responsible for provision of competent human resource, promotion of good governance; and, ensuring efficiency and effectiveness in the provision of quality services in the public service. It is the oldest constitutional Commission whose history predates Kenya's independence.

At the advent of Kenya's independence, the Public Service Commission of Kenya and a Public Service Commission for each of the country's seven regions were enshrined in the Majimbo Constitution through the Kenya Order in Council of 18th April 1963. The subsequent Constitutional amendment of 1965 abolished the regional Government structure including the regional Public Service Commissions and established a single Public Service Commission under Section 107 of the repealed Constitution of Kenya (1963). The Public Service Commission had the mandate to manage the entry, stay and exit of civil servants in the public service. Other powers of the Commission included: confirmation of appointments; exercise of disciplinary control; retirement of public servants

from service; and, protection of pension benefits. Under the repealed Constitution, the Commission consisted of a Chairman, Vice Chairman and 15 members appointed by the President for a three-year term which was renewable once.

The Public Service Commission Act (Cap 185) together with the Public Service Commission Regulations prescribed the manner in which the Commission was to fulfill its mandate. The Public Officer Ethics Act 2003 further bestowed upon the Commission additional responsibilities on enforcement of ethical standards in the public service.

The Constitution of Kenya 2010 reconstituted the Commission to its current form with a redefined and expanded mandate and a lean membership of nine down from 17 members under the previous Commission. The reconstituted Commission consists of a Chairperson, Vice-Chairperson and seven other members appointed by the President with the approval of the National Assembly.

1.1 The Place of Kenya's Public Service in National Development

The public service is the filter through which national development plans pass and through which other institutions of Government and state are supported to function. A productive public service creates the conditions under which the political, social and economic infrastructure of the country is optimized and through which economic growth and development is realized. An efficient, effective and vibrant public service is therefore a necessary condition for both private sector growth and national development.

In Kenya, the public sector is central to achieving sustainable development since it is a major provider of goods and services and not just a regulator. It plays a critical role to broader economic outcomes as:

- i) A catalyst and facilitator to the private sector, other profit and non-profit entities of the economy;
- ii) The largest employer at both the national and county levels of Government; and
- iii) A regulator and major investor in several sectors of the economy.

The Public Service is thus a central pillar and enabler in national development, supporting the functioning, governance and prosperity of the country. It is because of its centrality that its operations must be continuously reviewed to ensure alignment with the ever-changing delivery environment.

The Public Service Commission Transformation Agenda aims at ensuring that the public service is fit for purpose, aligns to the needs of the citizens and plays its envisaged role in national development. The transformation will also ensure that public service policy intentions meet citizen expectations and there is value for money for services provided. Whereas the primary focus of the reform agenda has been shifting from time to time, depending on the political, economic and social challenges of the day, the declared commitment of the Government to public service reforms has always remained constant. Inculcating and promoting values of Public Service professionalism, impartiality, objectivity, integrity and honesty, that enables it to serve successive Governments, is at the heart of establishing an enabling environment for the Service to effectively contribute to national development.

1.2 Mandate of the Commission

The Public Service Commission is responsible for establishment and abolition of offices in the public service, recruitment of staff and for ensuring that the public service is efficient and effective. The

Commission is established under Article 233 of the Constitution. The mandate is derived from Article 234 of the Constitution of Kenya 2010 and Statutes which empower the Commission to:

1. Subject to the Constitution and legislation:
 - (i) Establish and abolish offices in the public service; and
 - (ii) Appoint persons to hold or act in those offices, and to confirm appointments;
2. Exercise disciplinary control over and remove persons holding or acting in those offices;
3. Promote the values and principles referred to in Articles 10 and 232 throughout the public service;
4. Investigate, monitor and evaluate the organization, administration and personnel practices of the public service;
5. Ensure that the public service is efficient and effective;
6. Develop human resources in the public service;
7. Review and make recommendations to the national Government in respect of conditions of service, code of conduct and qualifications of officers in the public service;
8. Evaluate and report to the President and Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the public service;
9. Hear and determine appeals in respect of county Governments' public service;
10. Nominate persons to the Judicial Service Commission and Salaries Remuneration Commission under Articles 171(2) and 230(2) {b} respectively;
11. Recommend persons to be appointed as Principal Secretaries under Article 155 (3) (a);
12. Receive and process petitions for the removal of the Director of Public Prosecutions and recommending the appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);



13. Receive petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act; and
14. Protect public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution.
15. Recruit and select Vice Chancellors, Deputy Vice Chancellors of Public Universities and Principals and Deputy Principals of Constituent Colleges, under the Universities Act, 2012 (No. 42 of 2012) section 35(1) (a)(v) as amended in the Statute Law (Miscellaneous Amendments) Act 2018.
16. Perform any other functions and exercise any other powers conferred by national legislation. The implementation of these functions is subject to other provisions of the Constitution and the Public Service Commission Act, 2017. However, Article 234 (3) excludes the Commission from exercising these functions on State offices, Office of the High Commissioner, Ambassador or other diplomatic or consular representative of the Republic and any office or position subject to Parliamentary Service Commission, the Judicial Service Commission, the Teachers Service Commission, the National Police Service Commission and an office in the service of a county Government.

1.3 Strategic Focus of the Commission

The reviewed Commission's strategic framework outlines five interrelated Key Result Areas (KRAs) namely:

- i) **Key Result Area 1:** Efficient Public Service Delivery.
- ii) **Key Result Area 2:** Ethical and Values-based Public Service.
- iii) **Key Result Area 3:** Enhanced Commission Capacity.

- iv) **Key Result Area 4:** Accountability in Public Service Administration.
- v) **Key Result Area 5:** Productivity and Competency of Human Resource in Public Service.

In the first half of the strategic plan, the Commission concentrated its strategic efforts on the first three KRAs. As outlined in the Strategic Plan 2019- 2024, the strategic focus of the Commission is aligned to its vision and mandate.

The Commission's reform focus has both internal and external dimensions. Externally, the Commission works in collaboration with key Government agencies to drive public sector reform and transformation agenda. To this end, PSC seeks to establish an appropriate policy environment that anchors service delivery innovation, improvements, reform and transformation in the whole of Government. The Commission has therefore adopted a systematic approach that relies on objective policy environment assessment and evaluations as the basis for reviewing existing policies or developing new ones so as to improve how services are delivered both within Government and to the citizens. Internally, the Commission has adopted a continual improvement philosophy that anchors its institutional reform and transformation. These efforts are predicated on internal structural and systemic reforms including review of policies and restructuring how the Commission functions and delivers its services. At the core of the reform focus is the economic application of available institutional means to achieve set results cost effectively.

As the Commission gets into the second half of the strategic plan period, the service is facing numerous service delivery challenges and specifically over the past year from the adverse impacts of COVID-19 pandemic. To date, it has responded comprehensively to ensure continuity in service delivery by reviewing institutions to make them fit-for-purpose, regulations to align working conditions to the emerging realities and

deploying qualified personnel. Going forward, the Commission is linking short, medium and long-term strategies within its constitutional mandate, to build resilient institutions and boost human capital to propel service delivery to higher levels and support national development.

1.4 Expected Outcomes

For each Key Result Area, this current Plan has developed a robust result chain linking the KRA with strategic objectives, strategies and outcomes. Under KRA 1, Efficient Public Service delivery, for example, the strategic objective of improving performance and productivity will be achieved through a review of performance management systems for the public service and the development of productivity measurements strategy for the public service. The expected outcome under this KRA is improved performance and productivity. Ethical and Values-based Public Service, as KRA 2, is anchored on the promotion of constitutionalism, values and principles as a strategic objective. Two strategies for achieving this strategic objective are the promotion of good governance, ethics and integrity and the promotion of compliance with regulations, guidelines and decisions of the Commission. The expected outcome here is a public service that is both ethical and based on values. Under KRA 3, Enhanced Commission Capacity, the anchoring strategic objective is to build the Commission's internal capacity. Examples of strategies for desired outcomes include staff skills development, optimal staffing levels and leveraging on ICT in the operations of the Commission. The ultimate outcome under this KRA is a Commission with the required internal capacity to effectively discharge its functions.

1.5 Constitutional and Legal Foundations of the Report

The Constitution of Kenya 2010 at Article 254 requires Constitutional Commissions to prepare a report to the President and Parliament at the end of each Financial Year. The Public Service Commission Act, 2017 on the other hand provides that the Commission shall within three months after the

closure of the financial year prepare a report for submission to the President and Parliament. Public Service Commission Regulations, 2020 require the Commission to deliver the report to the President and Speakers of both the National Assembly and Senate by thirtieth day of September each year and to publish in the gazette and publicize it in at least one daily newspaper with nationwide circulation within fourteen days of its submission.

1.6 Importance of the Report

This report serves as an accountability mechanism on how the Commission carried out its mandate during the reporting period. It aims at informing the public on how the resources allocated during the year were utilized. Further, the report is aimed at informing and educating the public on the Commission's progress on the implementation of its functions and execution of its mandate.

1.7 Structure of the Report

The 2021/22 report presents progress made in implementation of key initiatives geared towards repositioning the Commission to deliver better. It marks the Commission's third reporting cycle since the launch of the strategic plan in 2019. The report is organized into six chapters. Chapter one gives an introduction of the report highlighting the historical background to the establishment of the Commission, the essence of the annual report, the mandate of the Commission and its strategic focus. In Chapter two, the report sets out performance expectations in its annual work plan for the reporting period. Chapter three gives insight into how the Commission carried out its mandate in the Public Service, outlining specific achievements in line with what was set out in the work plan. In Chapter four, the report outlines the metrics of enabling factors that anchor the Commission's capacity to deliver on its functions. Chapter five presents a review on how financial resources were spent and the Commission's proposal for subsequent budget cycles. Chapter six outlines lessons, challenges faced and recommendations going forward.



CHAPTER TWO

PLANNED ACTIVITIES FOR THE FINANCIAL YEAR 2021/2022

2.0 Introduction

Planned activities during the period were geared towards realization of the Commission's transformation agenda as outlined in the Strategic Plan 2019-2024. The planned activities originally fell under three Key Result Areas (KRAs), but were revised to five.

2.1 Modalities for Implementation of Commission Functions

Implementation of Commission's functions is broadly categorized as executive, oversight and residual. Executive functions refer to those

performed directly by the Commission while oversight and residual functions comprise those performed through delegation. Other added functions not explicitly under Article 234 emanate from new legislation including amendments or administrative actions. Activities identified for implementation were drawn from the functions bestowed upon the Commission by the Constitution. Table 2-1 shows the categorization of functions.

Table 2-1: Categorization of Functions

S/No	Function	Executive	Oversight	Residual
1.	Subject to the Constitution and legislation			
	i. Establish and abolish offices in the Public Service	√	√	
	ii. Appoint persons to hold or act in those offices and to confirm appointments			
2.	Exercise disciplinary control over and remove persons holding or acting in public offices including removal on non-disciplinary grounds	√		
3.	Promote the National values and principles in Article 10 and Public Service Values and Principles in Article 232		√	
4.	Investigate, Monitor and Evaluate the organization, administration and personnel practices of the public service	√	√	
5.	Ensure the public service is effective and efficient	√	√	
6.	Develop human resources in the public service	√	√	
7.	Review and make recommendations to the National Government in respect of conditions of service, code of conduct and qualification of officers in the public service		√	
8.	Evaluate and report to the President and Parliament on the extent to which the values and principles in Articles 10 and 232 are complied with in the public service	√	√	
9.	Hear and determine appeals in respect of county Governments' public service	√		
10.	Nominate persons to the Judicial Service Commission and the Salaries and Remuneration Commission	√		

Table 2-1: Categorization of Functions (Continued)

S/No	Function	Executive	Oversight	Residual
11.	Recommend persons to be appointed Principal Secretaries	√		
12.	Receiving and considering petitions for the removal of the Director of Public Prosecutions	√		
13.	Perform any other functions and exercise any other powers conferred by national legislation			
	i) Recruitment and selection of Vice Chancellors, Deputy Vice Chancellors of Public Universities and Principals and Deputy Principals of Constituent Colleges, under the Universities Act 2012(No. 42 of 2012) section 35(1)(a)(v) as amended in the Statute Law (Miscellaneous Amendments) Act 2018	√	√	
	ii) Handling petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act 2015	√	√	
	iii) Recruitment for Commissions and Independent Offices		√	√
	iv) Protection of public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution			√
	v) Implementation of the Public Officer Ethics Act with regard to newly established institutions where a responsible Commission has not been assigned			√

2.2 Key Result Areas and Expected Outputs

The Commission intended to achieve five output to attain a Citizen-Centric Public Service by implementing its functions under three KRAs and five SOs outlined in the Strategic Plan as follows:

Key Result Area 1: Efficient Public Service Delivery.

Strategic Objective: Improve Performance and Productivity.

Expected Output: Improved Performance and Productivity.

The following functions contribute towards improved performance and productivity in the Public Service:

- i) Recommend persons to be appointed as Principal Secretaries;
- ii) Exercise disciplinary control over and remove persons holding or acting in public offices;

iii) Appoint persons to hold or act in those offices and to confirm appointments;

iv) Recruitment and selection of Vice Chancellors, Deputy Vice Chancellors of Public Universities and Principals and Deputy Principals of Constituent Colleges, under the Universities Act 2012.

Strategic Objective: Improve Service Delivery

Expected Output: Improved Service Delivery

The following functions contribute towards improved service delivery in the Public Service:

- i) Establish and abolish offices in the Public Service;
- ii) Investigate, Monitor and Evaluate the organization, administration and personnel practices of the public service;
- iii) Ensure the public service is effective and efficient.



Strategic Objective: Improve Human Resource Management Practices

Expected Output: Competent, motivated and productive human resource

The following functions contribute towards a competent, motivated and productive Public Service:

- i) Review and make recommendations to the National Government in respect of conditions of service, code of conduct and qualification of officers in the public service;
- ii) Develop human resources in the public service.

Key Result Area 2: Ethical and Value-Based Public Service

Strategic Objective: Promote Constitutionalism, Values and Principles

Expected Output: Ethical and Values-Based public service

The following functions contribute towards an ethical and values-based Public Service:

- i) Hear and determine appeals in respect of county Governments' public service;
- ii) Receiving and considering petitions for the removal of the Director of Public Prosecutions;
- iii) Protection of public officers against victimization and discrimination while

discharging their duties in accordance with Article 236 of the Constitution;

- iv) Handling petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act 2015;
- v) Promotion of national values and principles of governance; and values and principles of public service;
- vi) Evaluate and report to the President and Parliament on the extent to which the values and principles in Articles 10 and 232 are complied with in the public service.

Key Result Area 3: Enhanced Commission Capacity

Strategic Objective: Build Commission's internal capacity

Expected Output: Enhanced capacity

Ensuring internal efficiency and effectiveness at the Commission is a function that is inward looking and therefore contributes towards enhanced capacity to support delivery of the above functions.

2.3 Planned Activities and Targets

The Commission planned to implement 197 targets in the Annual Work Plan as shown in Appendix 1. These targets contributed towards the execution of the Commission's functions. Table 2-2 summarizes the planned targets for the financial year.

Table 2-2: Summary of Planned Targets

Key Result Areas	Strategic Objectives	Expected Outcome	No. of Targets
Efficient Public Service Delivery	Improve Performance and Productivity	Improved Performance and Productivity	6
	Improve Service Delivery	Improve Service Delivery	4
	Improve Human Resource Management Practices	Competent, motivated and productive human resource	37
Sub Total			47
Ethical & Values-Based Public Service	Promote Constitutionalism, Values and Principles	Ethical and values-based Public Service	18
Sub Total			18
Enhanced Commission's Capacity	Build	Enhanced Capacity	132
Sub Total	Commission's		132
Grand Total	Internal Capacity		197

2.3.1 Planned targets prioritized during the Financial Year

The Commission prioritized key targets to fast track its mission of transforming the public service for efficient service delivery. These targets were segmented into five thematic areas as follows:

a) Performance Management

- i) Develop and implement performance management regulations in the public service
- ii) Review and implement a policy framework for performance management;
- iii) Undertake business process reviews in MDAs for service delivery improvement; and
- iv) Implement performance-based rewards and sanctions.

b) Internship Opportunities

- i) Undertake recruitment, induction and placement of interns in MDAs and implement the Internship Payroll Management;

- ii) Manage and track performance of interns in MDAs and exit from the PSIP;
- iii) Undertake capacity building for mentors and coaches under the PSIP;
- iv) Develop and implement the Internship Management System and undertake a mid-term review including monitoring and evaluating the PSIP; and
- v) Strengthen Public Private Partnerships to increase internship opportunities.

c) Volunteerism

Develop and implement policy on volunteer services and engage volunteers in public service delivery.

d) Equity in Employment

- i) Recruit for MDAs, TVETs, Public Universities and Constitutional Commissions and Offices;
- ii) Review and implement the recruitment and selection process and interview score sheets to include weighted scores on Values and Principles; and



- iii) Review and implement strategies for recruitment of PWDs, minority and marginalized groups and operationalize remote interview centers.

e) Collaboration, Co-operation and Partnerships

Collaborate, co-operate and partner with key stakeholders in policy formulation and identification of programmes for partnerships.

2.4 Review of the Strategic Plan 2019-2024

The mid-year review of the Strategic Plan was done in the fourth quarter of the Financial Year 2021/2022, after three years of executing the plan. The review was conducted to identify any gaps in performance during its implementation and also to take cognizance of emerging issues and opportunities to inform subsequent plans. Based on the review findings, proposed key recommendations were introduction of new key result areas, separation of human resource management practices from Efficient Public

Service Delivery and review of planned strategies under the same Key Result Area to ensure there are no overlaps. The KRAs were reviewed from the existing three to five, by introducing two more areas as follows:

- i) Accountability in Public Service Administration; and
- ii) Productivity and Competency of Human Resource in Public Service;

The new KRAs are aligned to the Commission's constitutional functions, the Programme Based Budget (PBB) and Medium-Term Expenditure Framework (MTEF). In the past, some critical activities were being supported through the General Administration, Planning and Support Services budget programme as they had not been properly budgeted for. This made it difficult to plan and execute the specific functions assigned to the Commission.

CHAPTER THREE

DELIVERY OF THE COMMISSION'S MANDATE

3.0 Introduction

An assessment of progress made in the attainment of the Commission mandate logically stems from targets set in the institution work plan for the year under review. Implementation, continuous review of activities, development of capacity and service delivery structures has enabled the Commission to sustainably remain on course to transform the public service for citizen-centric, efficient and effective service delivery. The Commission has been leading and actively contributing to the larger conversations around economic and social development.

The progress presented in this year's report builds from those of the preceding reporting cycles. The subsequent sections highlight achievements in delivery of Commission mandate.

3.1 Establishment and Abolition of Offices in the Public Service

Creation and abolition of offices in the public service is a fundamental function in ensuring that public institutions have the requisite institutional capacity in providing responsive, prompt, effective, impartial and equitable services to the public. It is also essential in enabling public institutions to meet the constitutional obligation on the principles and values of public service.

The Commission re-organized offices in eight MDAs following requests for establishment and abolition of offices/posts within their institutional structure. The number of posts abolished was 3,425 in the support services cadre while 185 new posts were established in the technical services cadres. The breakdown on establishment and abolition of offices per MDA is provided in Table 3-1.

Table 3-1: Distribution of MDAs Created/Re-organized and Staff Establishments Reviewed

S/No	MDA	No of Offices Created/ reorganized	No of Offices abolished	Current Authorized Establishment	Reviewed Staff Establishment			No of posts Created	No of posts abolished
					Technical	Support	Total		
1.	Ministry of Defence	1	-	3,480	1,262	1,979	3,241	-	239
2.	Ministry of Petroleum & Mining	1	-	1,363	578	268	846	-	517
3.	Ministry of Health	1	-	2,450	1,236	572	1,808	-	642
4.	State Department for Interior & Citizen Services	1	-	30,758	18,829	10,281	29,110	-	1,648
5	Office of the Attorney General	1	-	1,672	879	613	1,492	-	180



Table 3-1: Distribution of MDAs Created/Re-organized and Staff Establishments Reviewed (Continued)

S/No	MDA	No of Offices Created/ reorganized	No of Offices abolished	Current Authorized Establishment	Reviewed Staff Establishment			No of posts Created	No of posts abolished
6.	Kenya Biovax Institute Limited	1	-	0	126	48	174	174	-
7.	Ministry of Environment & Forestry	1	-	988	713	286	999	11	-
8.	National Mapping Multi-Agency Projects	-	1	199	0	0	0	-	199
	Total			40,910	23,623	14,047	37,670	185	3,425

3.1.1 Organization Design and Development

Organizational design enables public service institutions to re-engineer their processes to address current and emerging challenges. Factors considered during such reviews include the scope of MDAs mandates, geographical spread, level of automation of services, outsourcing of non-core functions, and the distribution of functions between the National and County Governments. In the Financial Year 2021/2022, the Commission reviewed organization structures for eight MDAs, as indicated in Table 3-1.

3.1.2 Career Design and Development

Career management in the public service is vital in ensuring stability and performance in the public service. The Commission has been using Schemes of Service as policy documents in managing careers for civil servants. However, the Schemes of Service and other career management tools in the public service exhibited various short-comings including inflexibility in terms of requirements, elongated grading structures, ambiguous job descriptions, and lack of clear linkages between officer's performance and career advancement.

The Commission has embarked on a bold reform initiative in this area by developing a policy on Career Management in the public service in order to inject flexibility in all aspects of career requirements in the public service. The draft policy has been circulated for stakeholder input.

3.2 Appointment of Persons to Public Offices

Appointments to public offices under the purview of the Public Service Commission are in line with the provisions of Article 234(2) (a) (ii) of the Constitution and Part V of the Public Service Commission Act, 2017. The Commission undertook appointments through recruitment and selection into new positions, re-designations and promotions.

3.2.1 Advertisements for Job Vacancies

The Public Service Commission Act, 2017 requires that advertisement of vacancies be placed in "... at least one daily newspaper of nationwide coverage, radio and other modes of communication". The Commission ran campaigns on national, vernacular, religious and community radio stations, television and online platforms in addition to the traditional mainstream newspapers in a bid to ensure that potential applicants in all parts of the country get to know about the available vacancies. Towards the realization of diversity and inclusivity goals, advertisements were also sent to the National Council for Persons with Disabilities, Council of Governors, Regional Commissioners and County Commissioners. The results at the end of the campaign showed a remarkable increase in the number of applicants from across the country including hitherto non-responsive regions.

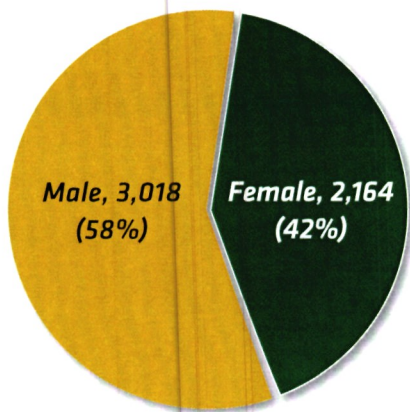
3.2.2 Recruitment

Recruitment and selection is a critical mandate of the Commission which aims at matching in-post numbers to the establishment. Ultimately, this is expected to lead to improvements in performance and productivity in the public service.

a) New Appointments in MDAs

The new officers appointed were 5,182 which comprised 3,018 (58%) males and 2,164 (42%) females. PWDs were 107, constituting 2% of officers recruited. Figure 3-1 presents Analysis of new appointments by gender while Appendix II shows the distribution of appointments by MDA and gender.

Figure 3-1: New Appointments by Gender



b) Recommendations for Appointment to Constitutional Commissions

During the FY 2021/2022, the Commission recommended six nominees for appointment to two vacant posts of Member, Ethics and Anti-Corruption Commission; and two nominees for appointment to one vacant post of Member, Salaries and Remuneration Commission. The names of selected nominees were forwarded to the appointing authority for appointment.

c) Recommendations for Appointments to Public Universities

The Commission advertised and conducted interviews for 18 vacant positions at senior management levels for 12 public universities. The names of selected candidates for the positions of Chancellors were forwarded to the President for appointment. Names of candidates for positions of Vice-Chancellor, Deputy Vice-Chancellor, Principal and Deputy Principal of Constituent Colleges were forwarded to respective University Councils for appointment in consultation with the Cabinet Secretary. Table 3-2 shows recruitments for Senior Management Levels for public universities.



Table 3-2: Recruitment for Public Universities

S/No	Institution	Position	Number recruited
1.	The Co-operative University of Kenya	Chancellor	1
2.	University of Kabianga	Chancellor	1
		Deputy Vice Chancellor (Planning, Research and Development)	1
3.	Egerton University	Deputy Vice-Chancellor (Academic Affairs)	1
4.	Taita Taveta University	Deputy Vice chancellor (Administration, Finance and Planning)	1
5.	Technical University of Kenya	Deputy Vice Chancellor (Institutional Advancement & Enterprise)	1
		Deputy Vice Chancellor (Research and Technology Development)	1
6.	Dedan Kimathi University of Technology	Deputy Vice Chancellor (Academic Affairs and Research)	1
7.	Kibabii University	Deputy Vice Chancellor (Academics and Students Affairs)	1
8.	Chuka University	Deputy Vice Chancellor (Administration and Finance)	1
		Deputy Vice Chancellor (Research, Planning and Development)	1
9.	Turkana University College	Principal	1
		Deputy Principal (Administration, Finance and Planning)	1
10.	Koitalel Samoei University College	Principal	1
		Deputy Principal (Academic, Student and Financial Affairs)	1
11.	Tom Mboya University College	Deputy Principal (Academics, Research and Students Affairs)	1
12.	Tharaka University College	Deputy Principal (Administration, Finance, Planning and Development)	1
		Deputy Principal (Academics, Research and Student Affairs)	1
	Total		18

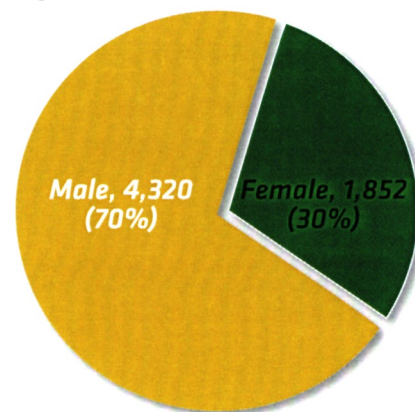
3.2.3 Promotions

Promotion of officers is a human resource function aimed at ensuring that officers ascend to higher positions in the grading structure based on merit. The promotions that were made were intended to fill staffing gaps, boost morale, and improve retention and service delivery. Promotions in the public service were through a competitive process and succession management.

a) Promotions through competitive process

The Commission promoted 6,172 officers comprising 1,852 (30%) female and 4,320 (70%) male to various grades. Figure 3-2 presents Analysis of promotions by Gender while Appendix III shows Distribution of Promotions in MDA by gender.

Figure 3-2: Promotions in MDAs by Gender



b) Promotions through Succession Management

Under this programme 4,309 officers were promoted in the Civil Service of which 2,393 were male and 1,916 were female. Table 3-3 shows the

distribution of Officers promoted by MDA and gender. Appendix IV illustrates the distribution of Officers promoted per MDA.

Table 3-3: Distribution of Officers Promoted in MDAs by Gender

S/No	Ministry/State Department	Total No. of Officers Promoted	Male	%	Female	%
1.	Ministry of Foreign Affairs	1	1	100	0	0
2.	Ministry of Industrialization Trade and Enterprise Development	33	26	78.8	7	21.2
3.	Ministry of Interior and Coordination of National Government	233	174	74.7	59	25.3
4.	Ministry of Labour and Social Protection	13	5	38.5	8	61.5
5.	Ministry of Petroleum and Mining	8	6	75	2	25
6.	Ministry of Sports Culture and Heritage	62	27	43.5	35	56.5
7.	State Department for Cooperatives	4	4	100	0	0
8.	State Department for Early and Basic Education	786	574	73	212	27
9.	State Department for Gender	2,226	967	43.4	1,259	56.6
10.	State Department for Housing and Urban Planning	2	2	100	0	0
11.	State Department for ICT and Innovation	79	40	50.6	39	49.4
12.	State Department for Livestock	14	8	57.1	6	42.9
13.	State Department for Transport	30	25	83.3	5	16.7
14.	State Law Office and Department of Justice	19	6	31.6	13	68.4
15.	The National Treasury	799	528	66.1	271	33.9
	Total	4,309	2,393	55.5	1,916	44.5

3.2.4 Re-Designations

The main objective of re-designation is to ensure public servants are placed in the right positions to get the maximum output while increasing their level of job satisfaction. Officers drawn from a number of state departments totalling 585 were re-designated to their desired cadres in accordance

with the re-designation framework. The re-designations undertaken by the Commission are as shown in Table 3-4.



Table 3-4: Distribution of Officers Re-designated

S/No	State Departments	Total
1.	ASALS	1
2.	Basic Education	109
3.	Broadcasting and Telecommunication	2
4.	Cabinet Affairs	8
5.	Cooperatives	1
6.	Correctional Services	7
7.	Crop Development	38
8.	Culture and Heritage	1
9.	Defence	7
10.	East African Community	6
11.	Early Learning and Basic Education	34
12.	Energy	6
13.	Environment and Forestry	5
14.	Fisheries, Aquaculture and the Blue Economy	1
15.	Health	1
16.	Housing and Urban Development	10
17.	ICT and Innovation	1
18.	Immigration	3
19.	Industrialization	10
20.	Infrastructure	2
21.	Interior	88
22.	Labour	25
23.	Lands	70
24.	Livestock	18
25.	National Treasury	11
26.	Office of the Attorney General	2
27.	Office of the Deputy President	6
28.	Petroleum	2
29.	Planning	3
30.	Post Training and Skills Development	1
31.	Public Service	15
32.	Public Works	5
33.	Regional Development	1
34.	State House	1
35.	Social Protection	35
36.	Trade	4
37.	Transport	31
38.	Vocational & Technical Training	2
39.	Water & Irrigation	2
40.	Youth	10
	Total	585

3.2.5 Secondment

Secondment of staff is provided under Section 37 (4) of PSC Regulations 2020 for a period not exceeding three years and may be renewed for a further period not exceeding three years. As at 30th June, 2022, 1,010 officers had been seconded

from Ministries and State Departments to other organizations in the public service to strengthen capacity as presented in Table 3-5.

Table 3-5: Distribution of seconded officers by State Department

S/No	Ministry/State Departments	Number of officers
1.	Agriculture, Livestock and Fisheries - Agriculture	23
2.	Agriculture, Livestock and Fisheries - Fisheries	1
3.	Agriculture, Livestock and Fisheries - Livestock	21
4.	Attorney General and Department of Justice	30
5.	Department of Defence - Civilian	3
6.	Devolution and Planning - Devolution	7
7.	Devolution and Planning - NYS	3
8.	Devolution and Planning - Planning	25
9.	Devolution and Planning - Special Programs	3
10.	Directorate of Criminal Investigations	146
11.	Directorate of Public Prosecution	2
12.	East African Community and Regional Development - Regional	1
13.	East African, Commerce & Tourism - East African	2
14.	Education, Science and Technology - Education	19
15.	Education, Science and Technology - Science & Tech.	9
16.	Education, Science and Technology - Vocational & Technical Training	39
17.	Energy and Petroleum	6
18.	Environment, Water and Natural Resources - Environment	3
19.	Foreign Affairs and International Trade	7
20.	Industrialization and Enterprise Development	5
21.	Industry and Enterprise Development - Cooperatives	4
22.	Information, Communications and Technology	15
23.	Interior and Coordination of Nat. Govt - Coordination	12
24.	Interior and Coordination of Nat. Govt - Immigration	17
25.	Interior and Coordination of Nat. Govt - Prisons Department	10
26.	Labour, Social Security and Services	8
27.	Labour, Social Security and Services - Social Protection	10
28.	Lands, Housing and Urban Development	15
29.	Ministry of Health	28
30.	Ministry of ICT - ICT and Innovation	1
31.	Ministry of Industry, Trade and Cooperatives - Trade	6
32.	Ministry of Mining	5
33.	Ministry of Public Service Youth and Gender - Youth Affairs	16
34.	Ministry of Sports, Culture & Arts - Arts & Culture	3
35.	Ministry of Tourism	6



Table 3-5: Distribution of seconded officers by State Department (Continued)

S/No	Ministry/State Departments	Number of officers
36.	Ministry of Water Sanitation and Irrigation	25
37.	OOP - Administration Police	48
38.	OOP - Interior	120
39.	OOP - Police Department	65
40.	Public Service and Gender - Gender Affairs	3
41.	Public Service and Gender - Public Service	19
42.	Sports, Culture and the Arts	21
43.	State House	2
44.	The National Treasury	109
45.	The Presidency - Cabinet Office	7
46.	The Presidency - Deputy President	6
47.	Transport and Infrastructure - Housing and Urban Development	22
48.	Transport and Infrastructure - Infrastructure	10
49.	Transport and Infrastructure - Public Works	31
50.	Transport and Infrastructure - Transport	11
	Total	1,010

3.3 Protection of Public Officers

The Commission is mandated to protect public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution. This function is undertaken through various dispute resolution mechanisms and administration of a fair, just and transparent disciplinary process.

3.3.1 Disciplinary Control

The Commission exercises disciplinary control as an integral part of the human resource management function in the public service. It is intended to contribute to performance improvement and productivity, maintenance of high standards of integrity and upholding the dignity of the office to which public servants are appointed. The Commission received 537 cases from MDAs, out of which 426 were processed and decisions communicated to the respective institutions. The Commission also developed a draft Monitoring and Evaluation Framework for Discipline and Appeals. The draft was presented to stakeholders for review and input.

3.3.2 Feedback Management

Following the operationalization of an internal service delivery contact center at Commission House during the last financial year, complaints and enquiries regarding services rendered by the Commission were received and processed accordingly. The contact center together with Facebook and twitter platforms, email and hard copy mail provided an avenue for the public including individual civil servants and job applicants to engage the Commission and resolve issues of concern to them. The Commission was also able to use the feedback to inform decision making in line with its citizen-centric approach to service delivery.

A total of 1,148 complaints were received in the Commission relating to appeals, interviews, job applications, re-designation/transfer of services, inefficient services in MDAs, delayed appointments, website issues, internship issues and other general complaints. The complaints were channeled through the Contact Centre, letters, email, and social media platforms. Majority of the complaints (40.67%) were appeals issues that came through letters to the Commission.

Out of the 1,148 complaints received, 906 (78.91%) were resolved, 230 (20.03%) are still ongoing while 12 were referred to the appropriate agencies for resolution. A total of 374 (41.28%) of the resolved issues were interview related while 249 (26.5%) were appeal issues.

3.3.3 Litigation cases

Dispute resolution mechanisms in the public service allow public servants not satisfied with internal processes to proceed to court of law. The number of court cases filed against the Commission were 56 while 25 judgments were delivered. Most of the cases emanated from the

exercise of disciplinary control, county appeals, appointments and constitutional mandate of the Commission.

3.4 Exit from the Service

Public servants exit service through resignation, termination, expiry of contract, dismissal, death, retirement under the '50 Year' Rule, attainment of mandatory retirement age, medical grounds and abolition/re-organization of office. During the period, 3,958 officers exited the service in 47 MDAs as shown in Table 3-6 and Appendix V.

Table 3-6: Distribution of Officers who exited the Service and Nature of Exits

S/No	Nature of Exit	No. of Officers	%
1.	Mandatory age requirement	3,144	79.4
2.	Death	457	11.6
3.	End of contract	17	0.4
4.	50-year rule	162	4.1
5.	Dismissal	109	2.8
6.	Resignation	47	1.2
7.	Transfer	22	0.6
Total		3,958	100.00

3.5 Promotion of National values and principles

The Commission is required to promote the national values and principles in Article 10 and Public Service Values and Principles in Article 232 in the public service. Further, public institutions are required to report on the extent to which the values and principles have been integrated in their legal and policy formulation processes. The values bind all state organs, state officers, public officers and all persons whenever any of them: applies or interprets the Constitution; enacts, applies or interprets any law; or makes or implements public policy decisions.

3.5.1 Promotion of a Value-Based and Ethical Public Service

The Commission promoted values and ethics in the public service through the following activities:

- i) Partnered with Kenya Revenue Authority (KRA), EACC, Directorate of Criminal Investigation (DCI) and Asset Recovery Agency among other agencies to promote ethics and integrity in the public service.
- ii) Provided information on the Declaration of Income, Assets and Liabilities for 69 officers who were under investigation. This collaboration contributes to good governance, transparency and accountability.
- iii) Developed and disseminated IEC materials on Values and Principles.

- iv) Mainstreamed values and principles in the induction and in-service training programmes.
- v) Sensitized over 600 public officers on the evaluation of values and principles and the Declaration of Income, Assets and Liabilities.

3.5.2 Evaluation and Reporting on Values and Principles

The Commission evaluated 262 MDAs out of a target of 308 MDAs on implementation and compliance with values and principles from five sectors, namely: Constitutional Commissions and Independent Offices; Ministries and Departments; State Corporations and SAGAs; Statutory Commissions and Authorities; and Public Universities. Further, the Commission evaluated 164 TVET institutions out of the 198 institutions targeted. Overall, the response rate was 85% for MDAs and 83% for TVET institutions.

The overall Compliance Index for all the public institutions evaluated was 40%, a decline of 2% compared to 2019/20.

3.5.3 Statutory Reports

The Commission submitted two statutory reports to the President and Parliament within the stipulated time frame in compliance with the constitution and the law. These reports are:

a) Annual Report for the Financial Year 2020/21

Article 254(1) of the Constitution of Kenya and Section 90 of the Public Service Commission Act 2017 requires the Commission to submit to the President and Parliament on how the Commission delivered on its mandate not later than three months after closure of the financial year. The report also outlines how the Commission deployed human and financial resources in execution of its mandate.



The 2021/2022 Annual report task team in a working session with Commissioners Dr Reuben Chirchir (right) and Dr Mary Mwiandi (2nd right)

b) Evaluation Report on the Status of the Public Service Compliance with the Values and Principles in Articles 10 and 232 of the Constitution for the Year 2020/21

Article 234(2)(h) of the Constitution requires the Commission to evaluate and report to the

President and Parliament on the extent to which values and principles mentioned in Articles 10 and 232 have been complied with in the public service not later than six months following the closure of the Financial Year. The report was disseminated to MDAs and the public in English and Kiswahili.

3.6 Investigation, Monitoring and Evaluation of the Organization, Administration and Personnel Practices of the Public Service

To ensure that decisions made by the Commission are implemented and that Authorized Officers comply with the law and the standards set by the Commission in various Government policies and circulars, the Commission has put in place measures to investigate, monitor and evaluate discharge of human resource functions. In this regard, the Commission:

- i) Undertook annual compliance audit on the discharge of delegated authority and disseminated the reports to MDAs for implementation;
- ii) Conducted a payroll audit in ten State Departments and prepared a report for implementation.
- iii) Received and investigated eight complaints relating to appointment/recruitment, promotion, payment of commuter allowance, performance and stagnation from four State Departments (Interior and Citizen Services, 4 cases; Fisheries and Blue Economy, 2 cases; ICT and Innovation, 1 case; and Basic Education, 1 case).
- iv) Monitored the implementation of Commission's decisions, policies and regulations under the delegated authority in MDAs. The exercise revealed that 97.7% of the 19,982 Commission's decisions and 73.3% of the 9,229 MHRMAC decisions were implemented as shown in Table 3-7 and Appendices VI and VII respectively.

Table 3-7: Status of Implementation of Decisions in MDAs

S/No	Implementation Status	PSC Decisions		MHRMAC Decisions	
		Number	%	Number	%
1.	Implemented	19,518	97.7	6,765	73.3
2.	Not Implemented	464	2.3	2,464	26.7
	Total	19,982	100.0	9,229	100.0

3.7 Efficiency and Effectiveness in the Public Service

The Commission is mandated to ensure that the public service is efficient and effective under Article 234 of the constitution. This is largely an oversight function that the Constitution confers upon the Commission, and which it exercises through performance management approaches, technical support to MDAs and county Governments and human resource strategies.

3.7.1 Performance Management in the Public Service

Performance management in the public service is a broad system which encompasses planning, implementation, measuring and reporting on

the overall strategy of the organization at both institutional and individual levels. It embodies a set of activities, tools, and systems intended to measure and evaluate results to ensure continuous improvement.

Performance management in the public service is anchored in the Constitution of Kenya, under Article 234(e) which mandates the Public Service Commission to ensure the public service is efficient and effective. The Commission developed and issued regulations on performance management which emphasizes inculcation of performance culture in public organizations, building performance-based management structures and continuously communicating with the citizens to get their feedback;



The Commission has adapted an array of performance management tools and is implementing legislation intended to improve service delivery, enhance accountability for results and clarify roles and responsibilities of agencies as well as individuals. These are highlighted as follows:

a) Public Service Commission (Performance Management) Regulations, 2021

In order to mainstream efficiency and effectiveness in the public service and to ensure that performance is measured and rewarded, the Commission developed and issued the Public Service Commission (Performance Management) Regulations, 2021. The Regulations require organizations to have accurate, timely, and relevant performance information for decision making, along with the requisite skills and knowledge to analyze results and design improvements.

The regulations were gazetted on 4th August 2021. The Commission mounted a sensitization webinar on the regulations on 26th and 27th of October 2021.

b) Citizen Service Delivery Charter

The Commission reviewed institutional service charters from various public organizations to identify gaps and propose interventions for effective implementation. The review revealed lack of coherence, consistency and standardization in terms of lead time in service delivery and user charges.

To address the inconsistencies, the Commission is developing a Citizen Service Delivery Charter prescribing minimum service delivery standards which will be used as a yardstick to determine citizen service delivery satisfaction levels. The Charter will act as an accountability tool that will contribute towards an efficient and effective

public service.

c) Business Process Re-engineering

The Commission engaged heads of human resource in selected MDAs to build consensus on uniform norms and standards for pension processing. The engagement proposed that pension processes be reviewed through development of clear guidelines for processing of pensions in terms of document handling, required skills and timelines, and acquisition of highly specialized staff with specific skills and experience in processing of pension payment. This may involve redeployment/recruitment of staff; issuance of guidelines on processing of files and payments, including sanctions for officers who occasion inordinate delays; and review of all legislation touching on Human Resource function to eliminate contradicting and/or outdated legislation that affect pension processing. The Commission is currently reviewing the structure of pension units in MDAs.

3.7.2 Technical Support to MDAs and County Governments

The Commission provided technical support to MDAs and counties on various HR issues touching on their mandates. The main focus was on human resource management policies and procedures, organization design and development, career design, recruitment and selection, terms and conditions of service, performance management, values and principles of public service, among other areas. The main objective of these interventions is to ensure that counties and other public institutions have adequate capacity to manage their employees and institutions within uniform norms and standards in the public service as envisaged in the law. Table 3-8 provides a breakdown on institutions and the type of technical support provided.

Table 3-8: MDAs and County Governments Provided with Technical Support

S/No	Support provided	Beneficiary Institution
1.	Sensitization on Management of Staff Establishment Database	42 MDAs
2.	Designing instruments for Employee Satisfaction Survey	National Cohesion and Integration Commission
3.	Capacity Building on Terms and Conditions of Service for staff in county public Service	County Governments (Nairobi, Mombasa, Garissa, Kitui, Kwale, Kisumu, Nakuru, Machakos, Laikipia, Siaya, Elgeyo Marakwet, Meru, Narok, Busia, Kiambu, Tharaka Nithi, Makueni)
4.	Capacity building on Performance Management	SACCO Societies Regulatory Authority, County Government of Makueni,
5.	Recruitment and Selection process	Kenyatta University Teaching Referral & Research Hospital (KUTRRH); Kenya Film Classification Board (KFCB); Universities Fund; Privatization Commission; Office of the Auditor General; National Research Fund; National Housing Corporation; Kenya Medical Training College; Commission on Administrative Justice (Office of the Ombudsman); National Government Constituencies Development Fund (NG-CDF) Board; Office of the Data Protection Commissioner; Public Sector Accounting Standards Board (PSASB); InterGovernmental Relations Technical Committee
6.	Develop/review HR instruments	Kenya Vision 2030 Delivery Secretariat (VDS); National Communications Secretariat Staff; National Cohesion and Integration Commission; The National Treasury; LAPSSET Corridor Development Authority; National Authority for the Campaign against Alcohol and Drug Abuse (NACADA)
7.	Sensitization on: 1) Role of values and principles in the improvement of service delivery 2) Declaration of Assets, Income and Liabilities 3) Public service code of conduct and ethics 4) National and public service values and principles	Kenya Urban Roads Authority (KURA) - (Nairobi, Nakuru, Eldoret, Kakamega, Kisumu, Nyeri, Meru, Machakos, Garissa and Mombasa regions); Anti-doping Agency of Kenya
8.	Built capacity on various HR matters	State Department for Transport; Kenya Association of Technical Training Institutions (KATTI); Kenya National Innovation Agency (KeNIA); State Department for Housing and Urban Development; Tana River County Public Service Board; and Ministry of Devolution

3.7.3 Human Resource Management Strategies

The Commission continuously reviews and develops human resource policies, guidelines and instruments to ensure efficient and improved human resource management practices for efficient service delivery. The Commission made and/or reviewed the following policy decisions:

a) Employment on Contract Terms at Entry Level

The Commission varied the employment terms of entry level officers in the civil service from contract to permanent and pensionable under the Public Service Superannuation Scheme (PSSS), and harmonized their pensionable establishment, in order to comply with the requirements for implementation of the public service terms of service.

b) Management of Staff Secondment



PSC Commissioner Dr. Mary Mwiandi inspecting a guard of honor during the Commissioning of the Nairobi County Inspectorate Officers in Dagoretti on 17th March, 2022

The Commission issued a circular on the Management of Staff Secondment and Transfer of Pensionable Service to enhance efficiency on management of officers in relation to their pension and movement from one public entity to another.

c) Deployment of Officers in Nairobi Metropolitan Service

The Commission developed and issued guidelines on deployment/transfer of officers to and from the Nairobi Metropolitan Service (NMS). NMS received staff on secondment and deployment from Nairobi City County Government, Ministries/ State Departments as well as other counties. There are also employees appointed by NMS under delegated authority as well as those appointed by the Commission for NMS.

d) Management of Re-designation in the Civil Service

The Commission developed and issued a policy framework for re-designation. The policy outlines the powers to re-designate officers and provides a framework for suitability interviews for officers re-designating to different cadres.

3.8 Development of Human Resources

The mandate of developing human resources in the public service is operationalized through Section 56 of the Public Service Commission Act, 2017 and regulated under PSC Regulations, 2020. Training and development programmes are designed to improve Human Resource Management practices which will enhance employee performance, boost productivity, reduce turnover and generally improve organizational culture. The Commission contributed to the public service human resource development by formulating and issuing the Annual Training Policy Statement and Guidelines on Implementation of Human Resource Development Programmes in the Service.

3.8.1 Skills Development in the Public Service

In order to maintain and enhance the momentum towards greater productivity, the Government pursues a policy of continually upgrading staff competencies, knowledge, skills and attitude, with the aim of addressing identified performance gaps. The Commission has committed itself to this cause by ensuring that public servants are well skilled, committed and productive with a citizen-centric mindset and whose performance is maximized and that their potential is fully developed through appropriate, comprehensive and adequate training at all levels. During the year, the Commission undertook the following:

a) Public Service Promotional Examinations

Promotional examinations for officers in the public service are designed to ensure that public servants advance in respective cadres in their career progression path by testing the candidates' grounding, knowledge and experience in matters relating to the philosophy, culture, organization

and ethos guiding the operations and functions of Government. The Commission reorganized the management of the promotional examinations by recalling the function from Kenya School of Government. Thereafter, the Commission re-established the examination management infrastructure, identified and Commissioned test developers to develop question papers and marking schemes for the examinations, and administered, marked and released results for one examination; Assistant Legal Metrology Officers' Examination.

b) Internship Programmes in the Public Service

Internship is based on the concept of experiential learning. It is a capacity building and empowerment programme that has increasingly become a useful pathway for the youth to understand the public service more deeply, drawing them to learn more skills and giving them the opportunity for career exploration and development. The workplace experiential learning and exposure enables them to consider careers in the public service, thus expanding their scope of choice.

The Government supports capacity building and youth empowerment programmes for the youth by supporting the recruitment, funding, equipping and providing space and personnel for mentoring and supervision of interns who are appointed and deployed in MDAs. While some of the programmes are focused on particular professional disciplines and regulated by the applicable laws, others target the general graduate population.

i). Public Service Internship Programme

The Public Service Internship Programme (PSIP) has been implemented by the Commission over the last three years. The demand for placement has been enormous with the number of applications increasing from 18,000 in August 2019 when the programme was Commissioned, to over 46,000 applications in the year under review.

The first and second cohorts had 5,565 interns while the third cohort had 3,435, bringing the total number of those who successfully completed the programme since its inception in 2019 to 9,000.



Another 3,700 interns are currently on board, having been recruited between November 2021 and January 2022. Among these, 97 interns are Persons Living With Disability.

The programme has had a remarkable impact, with about 1,207 beneficiaries now serving in various institutions within the public service on full time employment, and others gaining employment opportunities in other sectors.

The interns are drawn from all the administrative wards within the 290 constituencies in Kenya and deployed to MDAs across the country, thus making PSIP an important medium for national cohesion, representation and inclusivity. The programme involves intense specialized training, coaching and mentorship as well as certification.

ii). Presidential Digital Talent Programme (PDTP)

The Presidential Digital Talent Program (PDTP) is a transformative ICT programme conceived by H. E. the President as a vehicle to build capacity within Government to ensure effective service delivery and create the next generation of globally competitive ICT leadership and technology talent that will transform Kenya in the era of Big Data. The programme is undertaken within the policy guidelines issued by the Commission and managed by the Information and Communication Technology Authority (ICTA) under the Ministry of Information, Communication and Technology and Youth.

PDTP has continued to receive support from the private sector in one of the most prominent Public-Private Partnership programmes targeting the youth within the ICT sector. The year-long PDTP training is a mix of public and private sector attachments, intense specialized training, and certification. In addition, trainees work with seasoned mentors for career guidance and are challenged to innovate with a view to scaling up service delivery. In the year under review, 400 PDTP interns were recruited on the basis of merit, regional distribution, gender and PWD

representation.

iii). Support for other Internship Programmes

The Commission granted authority to the State Department for Livestock to recruit 1,000 interns trained in the veterinary and related sciences, to enhance the country's capacity in that field, and to enhance professional development. This is in line with the Veterinary Surgeons and Veterinary Para-professionals Act, Cap 366 of 2021, which requires that all graduating veterinary surgeons and paraprofessionals to undergo a one-year internship before registration to practice. Under the State Department for Early Learning and Basic Education, the Commission granted recruitment of 1,000 interns to support virtual learning under the Government's Digital Literacy Programme (DLP) in schools.

c). Capacity Building for PSIP Mentors and Coaches

The Commission equipped 380 line managers from the MDAs with coaching, mentoring and counseling skills, as part of its capacity building strategy, for deepening and institutionalizing the internship programme. The Commission developed and adopted a strategy to institutionalize mentorship and coaching as an integral part of the Public Service Internship Programme. The strategy ensures that recruited interns are appropriately guided to enable them to take responsibility for their learning, self-management and development. The line managers and supervisors to whom they are assigned require some foundation coaching and mentoring skills, to effectively guide them. Consequently, under this strategy, the first phase of the mentoring and coaching training programme for line managers and supervisors was implemented in the second quarter of the year in review, in which 380 officers drawn from MDAs were trained for a week on the principles of coaching, mentoring and counseling, among other key skills and competences.



Former Liberian President Ellen Sirleaf Johnson addressing the first cohort of Fellows under PSELF programme at the KICC Tsavo Ballroom during the inauguration ceremony on 15th March 2022.

d) Public Service Emerging Leaders Fellowship Programme

The Public Service Emerging Leaders Fellowship (PSELF) Programme is an intergenerational effort to re-engage Kenya's youth in public service and administration by driving ethical young talent into public service, to improve Government delivery, citizen outcomes and influence long-term social policy and change. The key objective of the programme is to develop the next generation of public-sector leaders capable of providing transformative solutions to pressing policy issues affecting the public service. It is aimed at ensuring that at a very nascent stage in their career development, young public servants are able to benefit from a one-year programme that seeks

to instill critical knowledge relating to values and principles of public service, public service systems and methods and public service leadership skills.

The programme brought together the converging missions of the Public Service Commission, Emerging Leaders Foundation – Africa, Emerging Public Leaders – Global and Chandler Institute – South Korea. The programme led to recruitment of the first cohort of 51 future leaders in Government who joined the one-year fellowship programme that focuses on public leadership development, ethical cultivation and citizen-centric service delivery. The 51 fellows were selected from critical cadres supporting various sectors of the economy in MDAs and targeted young public servants who have served for one year and below.



Acting Deputy Director Performance Monitoring and Evaluation, Mr. Daniel Oliech making a presentation on Personal Branding during the training of the 3rd cohort of PSIP mentors and coaches in Naivasha



PSC Vice-Chairperson Ms. Charity Kisotu (seated in the middle) Signing a Memorandum of Understanding (MOU) between the PSC, EPL and ELF during the Public Service Emerging Leaders Fellowship Program Launch at the KICC in November 2021. Seated left, ELF Board Member Patience Nyange; Seated right, EPL Board Member Sharmi Surianarain

3.9 County Government Public Service Appeals

The Constitution gives the Commission the function and power of hearing and determining appeals from county Governments public service under Article 234(2)(i). Part XV of the Public Service Commission Act 2017 provides the mechanisms and procedures used by the Commission in discharging this mandate.

3.9.1 Public Service Commission (County Appeals Procedures) Regulations, 2022

In order to improve the efficiency of hearing and determining of appeals, the Commission reviewed the prevailing regulations and enacted the Public Service Commission (County Appeals Procedures) Regulations, 2022. The Regulations were gazetted on 3rd June 2022 and provided the step by step procedures of handling appeals.

3.9.2 Handling of Appeals

The Commission heard and determined 170 appeals out of 536 new and pending cases from the previous financial year. The Commission

has enhanced its capacity in order to expedite processing of appeals by recruiting additional legal staff.



PSC Chairperson Amb. Anthony Muchiri addressing a Stakeholder validation forum on Public Service Commission (County Appeals Procedures) Regulations, 2022 on 17th May, 2022 at Kenya School of Government in Nairobi.

3.10 Promotion of Ethical Conduct in the Public Service

The Public Officer Ethics Act (POEA), 2003 makes it a mandatory requirement for public officers to make financial disclosures of themselves, their spouse(s) and dependent children. The administration of wealth declarations is regulated under Legal Notice No. 53 of 8th April 2016 which provides for procedures for the declaration of income, assets and liabilities. Public officers are required to uphold the values of good governance, accountability, transparency and integrity.

Public officers are also required to submit initial declarations within 30 days of an appointment, every two years from 1st November, of the declaration year and final declarations within 30 days of exiting the service. The declaration of income, assets and liabilities is an overt statement by a public official to be accountable

for the management of public resources placed under their charge while in service. It is a tool which is used by agencies investigating corruption in instances where a public officer's net-worth is disproportionate to the earnings.

The Public Service Commission administrative procedures for declaration of income, assets and liabilities, requires that the Authorized Officer institute disciplinary action against officers who do not submit their declarations within the stipulated timelines.

3.10.1 Declaration of Income, Assets and Liabilities

The Public Service Commission is responsible for administration of the Public Officer Ethics Act 2003 (POEA) in all Ministries, State Departments and State Corporations. There are three types of declarations namely: initial, final and biennial.



a) Initial Declaration Returns

Public officers are required to file financial disclosures within 30 days of joining service and Authorized officers are required to submit returns to the Commission biannually. Out of the total number of 288 Institutions, 176 reported appointments of 7,567 officers of whom only 4,885 filed initial financial disclosures as presented in (Tables 3-9 and 3-10).

b) Final Declaration Returns

Similarly, public officers are required to file financial disclosures within 30 days of exiting service and Authorized officers submit returns to the Commission biannually. The number of organizations that reported final declarations were 211, while 6,528 officers out of the 7,503 officers who exited service filed final disclosures (Table 3-10).

Table 3-9: Status of Initial Declarations

S/No	Sector	No. of Organisations	No. of Organisations which Reported Appointments	No. of Appointments	No. of initial Declarations
1.	Ministries/ State Departments	48	35	1,840	1,613
2.	State Corporations	235	137	5,686	3,231
3.	Statutory Commissions and Offices	4	3	27	27
4.	Public Service Commission	1	1	14	14
	Total	288	176	7,567	4,885

Table 3-10: Status of Final Declarations

S/No	Sector	No. of Organizations	No. of Organizations which Reported Exits	No. of Exits	No. of Final Declarations
1.	Ministries/ State Departments	48	46	3,051	2,680
2.	State Corporations	235	162	4,444	3,841
3.	Statutory Commissions and Offices	4	2	4	4
4.	Public Service Commission	1	1	4	3
	Total	288	211	7,503	6,528

c) Biennial Declaration Returns

Two hundred and sixty-two (262) out of 284 Public Institutions submitted returns to the Commission by 31st January, 2022. The number of officers in the payroll for the 262 organizations were 206,517 out of whom 203,768 (99%) complied while 2,629 (1%) did not comply. Twenty-two (22) State Corporations out of the 284 expected to comply did not submit any returns to the Commission hence compliance rate by organization was 92.3%.

The Commission received the returns of the 2021 biennial declaration of Income, Assets and

Liabilities from 262 organizations comprising 48 Ministries and State Departments, 213 State Corporations and one Constitutional Commission by 31st January 2021 in accordance with the Commission's administrative procedures. Out of 284 public institutions, 262 (92%) submitted returns to the Commission by 31st January, 2022. There was an 8% non-compliance at institutional level representing 22 State Corporations. The number of officers in the payroll for the 262 organizations was 206,517 out of whom 203,768 (99%) complied and 2,795 (1%) did not comply (Table 3-11).

Table 3-11: Biennial Declaration Return

S/No	Category of Public Organizations	No. of Organizations	Number of Organizations who complied	Total No. of Public officers on the payroll as of 31st October 2021	No. of officers who Complied by 30th December, 2021
1.	Ministries and State Departments	48	48	100,464	99,307
2.	State Corporations	235	213	105,833	104,243
3.	Public Service Commission	1	1	220	218
	Total	284	262	206,517	203,768

d) Access, Retrieval and Release of Records 2021/2022

The Commission is authorized to allow access to declaration information of a public officer to a requesting person or institution upon demonstrating legitimate interest and good cause that access to the information is in furtherance of the objectives of the Act. The Commission is also required to notify the officers whose records are requested of the request and give the officer

reasonable time to make representation if any. In the year under review, three organizations made requests for 58 records and 11 individuals requested for their records. The requesting organizations were EACC, KRA and DCI. The Commission considered and released the requested records as indicated in Table 3-12.

Table 3-12: Status of Retrieval and Release of Declaration Records

S/No	Requesting Agency/ Individual	No. Records Requested	No of Records Released	%
1.	EACC	7	7	10.14
2.	KRA	46	46	66.67
3.	DCI	5	5	7.25
4.	Individuals	11	11	15.94
	Total number of records requested	69	69	100



CHAPTER FOUR

INSTITUTIONAL CAPACITY OF THE COMMISSION

4.0 Introduction

Human resource is a critical asset for the execution of an organization's goals. To discharge its mandate effectively, the Commission has strived to ensure optimum staffing, proper management, placement and utilization of the human resource in its establishment. It has also ensured that staff are capacitated sufficiently and effectively to support execution of the Commissions' mandate and to meet the expectations of the citizens in service delivery.

4.1 Human Resource Management and Development

The capacity enhancement activities that the Commission planned to undertake in the financial year 2021/2022 are anchored on Key Result Area Number 3 of the Commission's Strategic Plan 2019-2024. This year's review focuses on 6 areas: Human Resource Management and Development; Skills Development; Performance Management;

Terms and Conditions of Service; Office Space and Mobility; and Information and Communication Technology.

4.1.1 Staffing

As at 30th June, 2022 the Commission staff were 240 against an authorized establishment of 388. Among the 240, 115 (48%) were female while 125 (52%) were male. Out of these, seven members of staff (3%) were PWDs. Whereas the variance between the authorized establishment and the in-post remains significant, the Commission has commenced efforts towards incremental optimization of staffing levels through the recruitment of 17 new employees in the financial year under review. This has reduced the burden on the Commission to be able to deliver on its mandate. The distribution of staff by designation, salary scale and gender is as shown in Table 4-1.

Table 4-1: PSC Staff Designations and Grade Levels

S/No	Designations	PSC Scale	Total No. of Officers	Male	Female
1.	CEO	10	1	1	0
2.	Deputy Commission Secretary	9	2	1	1
3.	Director	8	9	7	2
4.	Deputy Director	7	21	16	5
5.	Assistant Director	6	62	29	33
6.	Principal Officer	5	58	19	39
7.	Senior Officer	4	49	30	19
8.	Assistant Officer	3	24	14	10
9.	Assistant Officer 1	2	13	8	5
10.	Assistant Officer II	1	1	0	1
	Total		240	125	115

a) New Appointments

The Commission appointed 17 new officers to fill positions left vacant due to natural attrition and other forms of staff exits.

The details of new appointments at the Commission is shown in Table 4-2.

Table 4-2: New Appointments at the Commission

S/No	Cadre	PSC Scale	Gender		Total appointed officers
			Female	Male	
1.	Director, Finance, Planning & Resource Mobilization	PSC 8	0	1	1
2.	Principal Legal Officer	PSC 5	1	1	2
3.	Human Resource Management & Development Officer	PSC 4	3	2	5
4.	Office Administrator	PSC 4	1	2	3
5.	Administrative Officer/Assistant Secretary Cadet	PSC 4	0	1	1
6.	Records Management Officer	PSC 4	1	1	2
7.	Research Officer	PSC 4	2	0	2
8.	Economist/Statistician	PSC 4	1	0	1
	Total				17

b) Promotions

The Commission promoted three officers; two were promoted from Deputy Director to the post of Director PSC Scale 8 and one from Assistant Director to the post of Deputy Director PSC Scale 7.

c) Re-designation

The Commission re-designated two officers from clerical cadre to human resource and ICT respectively. The officers demonstrated ability to

perform the duties assigned to their new positions.

d) Secondment

Four officers were seconded to other public organizations while the Commission received 15 officers from MDAs under similar arrangements. The distribution of staff on secondment is as shown in Tables 4-3 and 4-4.

Table 4-3: Officers on Secondment to other Organizations

S/No	Designation	No	Gender	PSC Scale	Seconded to:
1.	Deputy Director Finance	1	Female	7	Judicial Service Commission
2.	Assistant Director/ICT	1	Male	6	National Police Service Commission
3.	Assistant Director/ ICT	1	Female	6	Laikipia County Government
4.	Senior Clerical Officer	1	Male	2	NG-CDF
	Total	4			



Table 4-4: Officers on Secondment to the Commission

S/No	Designation	No.	Gender	PSC Scale	MDA seconded from
1.	Deputy Director, Performance Contracting	1	Male	7	State House
2.	Senior HRM Officer	1	Female	4	Fisheries, Aquaculture and the Blue Economy
3.	Senior Accountant	1	Male	4	Arid and Semi-Arid Lands
4.	Principal Monitoring and Evaluation Officer	1	Female	5	Labour
5.	Principal HRM Officer	2	Male	5	
			Female	5	
		4	Male	4	Technical and Vocational Training
			Male	5	Gender
			Female	5	Cooperatives
Male	5	Defence			
6.	Principal HR Auditor	1	Male	5	Public Service Management
7.	Principal EMCS Officer	1	Female	5	
8.	Senior HRM Officer	1	Female	4	
9.	Senior Internal Auditor	1	Male	4	National Treasury
10.	Driver	1	Male	2	Office of the President
	Total	15			

e) Exit from the Commission

Two officers exited the Commission - one under the fifty-year rule and another through death.

seminars, workshops and conferences in a bid to improve skills, knowledge and attitudes. The distribution of training activities across the Commission is shown in Table 4-5 and Appendix VIII.

4.2 Skills Development

Commissioners and Secretariat Staff were facilitated to attend individual training, group

Table 4-5: Training, Workshops, Seminars and Conferences

S/No	Course Description	Sponsor	Officers Trained	Male Female	
				Female	Male
1.	Driving Safety	Commission	18	2	16
2.	Fire Marshalls Training	Commission	12	3	9
3.	National Cybersecurity Conference	ICT Authority	2	-	2
4.	Needs Assessment and Gaps Analysis workshop in Policy, Research and Capacity Building for MDAs	KIPPRA	1	-	1
5.	Protective Security	Commission & NIS	38	10	28
6.	PSIP capacity building for mentors and coaches in MDAs	PSIP	2	2	-
7.	Retirement planning seminar	PSC Pension Scheme Trustees	225	101	124
8.	Senior Management Course	Commission	1	-	1

Table 4-5: Training, Workshops, Seminars and Conferences (Continued)

S/No	Course Description	Sponsor	Officers Trained	Male Female	
				Female	Male
9.	Staff Awareness Creation Program on Occupational Health & Safety	Commission	21	15	6
10.	Strategic Leadership Development Programme	Commission	2	1	1
11.	Training of users on the upgraded public procurement information portal (PPIP)	National Treasury and PPRA	2	1	1
12.	Alternative Dispute Resolution Course	Commission and National Treasury	14	8	6
Totals			338	143	195

4.3 Performance Management

The Commission embraced performance management through preparation of the Annual Work Plan, followed by signing of Performance Contracts between Directorates and the Commission Secretary and subsequently cascading Performance Contracts to all individual staff through the Staff Performance Appraisal System (SPAS). The following activities were undertaken:

- (i) Officers were appraised on the targets set in 2020/2021 Financial Year and new targets set for the 2021/2022 Financial Year.
- (ii) The Commission set out to implement 197 targets in its Performance Contract for 2021/22 Financial Year. These targets were drawn from the Strategic Plan 2019-2024 and emerging policy areas that support the Commissions' transformational agenda of a citizen-centric public service.
- (iii) The Commission carried out a Mid Term Review of its Strategic Plan (2019-2024) to align to the Medium-Term Plan IV of the Kenya Vision 2030. This included review of the achievements of the plan and identification of gaps in the implementation process; documentation of emerging issues and proposed interventions; and development of strategies and activities to accommodate the operational gaps identified with accompanying targets over the remaining period of the plan. This review provided a basis to inform the review of the organization structure, staffing

needs and financial resource requirements to support the implementation of the second and final phase of the plan.

- (iv) Further, the process of developing a Service Charter and Board Charter for the Commission began. The two documents will set standards, obligations and timelines for service delivery and conduct of Commission business. Draft Charters were prepared and presented at a validation workshop where feedback was received and consolidated into a revised draft document.

4.4 Terms and Conditions of Service

In an effort to attract and retain employees, the Commission undertook the following staff welfare programmes:

- i). Provided a contributory pension scheme and group life insurance for secretariat staff;
- ii). Provided a mortgage and car loan scheme;
- iii). Paid membership subscription for staff to various professional bodies;
- iv). Renewed comprehensive in-patient and outpatient medical insurance covers for Commissioners and Secretariat staff with effect from October 2021 and February 2022 respectively;
- v). Provided a variety of key working tools and equipment for Commissioners and secretariat staff;
- vi). Renewed Group Personal Accident Insurance and Work Injury Benefits Act cover with effect from October 2021.

4.5 Stakeholder Relations

The Public Service Commission Communication and Branding Strategy 2020-2024 outlines the priority corporate communication and branding activities that need to be carried out to support the Commission's implementation of the Strategic Plan 2019-2024.

The strategy, currently in its third year of implementation, envisions a deliberate and proactive stakeholder engagement and outreach programme in pursuit of the Commission's citizen-centric vision and mandate of ensuring efficiency and effectiveness in the public service.

The Commission carried out the following activities whose net effect was increased visibility, public awareness, stakeholder engagement and feedback on the Commission's programmes:

a) Feedback management

The Commission has a functional service delivery contact center. Together with Facebook, twitter, email and hard copy mail provided an avenue for the public including individual civil servants and job applicants to engage the Commission and resolve issues of concern to them.

The Commission used the feedback to inform decision making in line with its citizen-centric approach to service delivery.

b) Exhibitions and Symposia

The Commission participated in exhibitions and symposia as a way of reaching out to the public.

i) Africa Public Service Day

The annual Africa Public Service Day climaxed on 23rd June 2022 at KICC after a week-long series of events under the theme "Celebrating Public Service Transformation: Ten Year Journey and Beyond". The day was set aside by the Africa Union to celebrate the value and virtue of public service, highlight the contribution of public service in the development process and also recognize the work of public servants.

The Commission provided a panelist during the symposium that was organized to discuss emerging issues and the public service of the future. The Commission set up an exhibition stand that provided an opportunity for stakeholders and the general public to interact with Commission staff and engage on various issues touching on the Commission's mandate and programmes. The Commission also participated in the commemorative National tree planting exercise held at Ngong Hills co-ordinated by Amb. Salma Ahmed on 20th June 2022.



Deputy Commission Secretary Jane Chege (right) on the African Public Service Day panel at Kenyatta International Convention Centre.



Commissioner Amb Salma Ahmed planting a tree assisted by a forest officer at the Ngong Forest Reserve during the Africa Public Service Day

ii) Devolution Conference

The 7th Annual Devolution Conference was held from 23rd to 26th November 2021 in Makueni County under the theme “Multi level governance for climate action – Sub-National mobilization in unlocking the full potential of Climate Action in the COVID-19 during and after Pandemics”. The Commission participated as an institutional delegate during the conference and also in the exhibition that was held at Makueni Boys High School.

iii) 10th Anniversary Celebrations of Constitutional Commissions and Independent Offices

The Commission participated in the 10th anniversary celebrations of the Constitutional Commissions and Independent Offices (CCIO) that was held at

KICC Nairobi in April, 2022. The Commission also participated in the 10th Anniversary compendium entitled ‘Taking Stock’ that showcased the milestones, challenges faced and lessons learnt since the establishment of CCIOs following the enactment of the Constitution of Kenya 2010. The Commission’s exhibition booth attracted hundreds of visitors curious to understand the mandate of the Commission and also engage on issues of concern to them. The theme of the commemoration event was “Celebrating a decade of promoting constitutionalism and observance of democratic values and principles”.



Commission Secretary Dr. Simon Rotich (left) receiving the Constitutional Commissions and Independent Offices 10th Anniversary compendium from Chief Justice Martha Koome at the Kenyatta International Conference Center on 13th April 2022 as NLC Chairperson Gershon Otachi and CAJ Chairperson Florence Kajuru look on

iv) Sensitization Meeting with Stakeholders in the Maritime Sector

The Commission held a three days sensitization workshop with stakeholders in the maritime sector in Mombasa in June 2022 on the mandate of the Commission and explored opportunities for collaboration to ensure the sector thrives. In attendance were participants from the State

Department for Shipping and Maritime and its agencies led by the Principal Secretary Dr. Nancy Karigithu. The Commission also visited the Bandari Maritime Academy and the Kenya Navy Shipyard to get first-hand experience of the operational environment, challenges and staffing needs of the institutions.



PSC Chairperson Amb Anthony Muchiri (seated) 4th from left, Vice Chairperson MS Charity Kisotu (seated) 3rd from left), PSC Commissioners and blue economy stakeholders in a group photo at the Kenya Navy shipyard, Mombasa

c) Inspection tour of Infrastructure Projects

The Commission undertook an inspection cum fact finding tour of Government funded mega infrastructure projects to understand how public officers are helping the Government to implement its projects at the community levels, their impacts, challenges and the human resource collaboration required to hasten their completion. The Commission visited the Ronald Ngala Utalii College in Kilifi County, Thiba dam in Kirinyaga County, Kenya Shipyard and Port in Kisumu County, and Kisumu-Kakamega-Webuye Highway.

4.6 Office Space and Mobility

The Commission has three Office Blocks which house the Commission Board and Secretariat Staff. Two of the three office blocks are situated on a registered parcel of land at Commission House, while the third office is a leased office space situated at Bruce House 7th Floor North Wing. Construction is ongoing to include additional offices on the top floor (5th floor) of the old PSC office block. The transport pool has a fleet of 34 vehicles and one motorcycle to facilitate movement for Commissioners and Secretariat staff. The Commission has a number of key assets and installations within its premises which include hoist passenger carrier lifts, standby generators and telephone exchange equipment.

4.7 Information and Communication Technology

ICT continues to be a critical factor in the Commission's endeavor to ensure efficiency and effectiveness in the delivery of its mandate. In this regard, the Commission made the following interventions to leverage on technology for efficient and effective service delivery:

- i) Improved in-house platforms and integration of processes through the automation and upgrading of systems for Recruitment and Selection, Establishment and Management Consultancy Services, Internship Management, Discipline Management and Records Management;
- ii) Developed the Public Service Digital Marketplace App Store and deployed two of its products - e-learning and expenses management - on pilot basis in the Commission's HRM&D, Accounts, Finance and Procurement functions;
- iii) Renewed contracts and licenses for support and maintenance of ICT infrastructure, video conferencing and consumables to ensure continuity and seamlessness in service delivery;
- iv) Enhanced Commission's data and information security through installation of firewalls and antivirus softwares;
- v) Deployed and Commissioned key ICT equipment to identified remote service delivery centers in the regions;
- vi) Upgraded end user devices for PSC users.

4.8 Regional Centers

The Commission is in the process of operationalizing regional service delivery centres to increase efficiency and effectiveness in service delivery.

The three regional centers have already been identified on a pilot basis, where interviews, hearing of appeal cases, among other services will be conducted. Key ICT equipments have been installed in the centres.



CHAPTER FIVE

FINANCIAL STATEMENT FOR THE YEAR 2021/22

5.0 Introduction

Financial statement of the Commission is an accountability mechanism for demonstrating how institutional means were applied to results. Allocation of the Commission's finances was guided by the work plan, activities and target outputs formulated in line with the PSC Strategic Plan 2019-2024.

5.1 Approved Budget for 2021/22 Financial Year

The Commission was allocated Kshs.2.49 billion comprising Kshs.2.37 billion for Recurrent and Kshs.19.30 million for Development Estimates in the year 2021/22. This allocation translates to a budget increment of Kshs.195.47 million when compared to the gross allocation of Kshs.2.20 billion in the 2020/21 financial year. This budget increment of Kshs.195.47 million is largely attributed to an allocation of Kshs.100 million to meet the administrative costs of running the Public Service Internship Programme (PSIP) and Kshs.77.71 million for Personal Emoluments.

From the overall Commission budget of Kshs.2.39 billion, an allocation of Kshs.1.73 billion (76%) was expended on compensation to employees (PSC staff and interns' stipend); non-discretionary expenses were allocated Kshs.189.12 million (8%) while Kshs.373.36 million (16%) was dedicated to delivery of the Commission's core mandate programmes.

The Commission's sole development project is the on-going refurbishment of the old Commission Building. The project entails construction of additional offices on the rooftop (5th floor) of the old Commission building to address inadequate office accommodation. The budgetary allocation of Kshs.19.30 million to this project constituted 1% of the Commission budget. The comparative analysis of FY 2020/21 and FY 2021/22 budget allocations is detailed in Table 5-1:

Table 5-1: Comparative Budget Allocation for FYs 2020/21 and 2021/22 by Economic Classification

Economic Classification	Approved Estimates	Baseline Estimates	2021/22 Allocation
	2020/21	2021/22	%
1. Gross Recurrent	2,178.27	2,372.17	99%
A-I-A	-1.52	-1	0%
NET Recurrent	2,176.75	2,371.17	99%
Compensation to Employees:	1,660.66	1,809.70	76%
PSC Secretariat (Including Pension & Gratuity)	660.66	809.7	34%
PSIP (Interns stipend)	1,000.00	1,000.00	42%
Non-Discretionary Expenditure:	232.93	189.12	8%
Utilities (Electricity & Water)	9.85	9.85	0%
Communication (Telephone, Airtime, Leased Lines & Courier)	21.34	34.2	1%
Rent (Bruce House)	10.25	10.15	0%
Insurance (Medical & GPA)	74	76.31	3%
Car Loan and Mortgage	55	48	2%
Others (Core Mandate Programmes)	284.68	373.36	16%
2.. Gross Development	19.28	19.3	1%
Total Recurrent and Development	2,197.55	2,391.47	100%

5.2 Budget Utilization Efficiency

The Commission's efficiency rate in utilization of the budget is very high. Most of the budgeted funds are utilized notwithstanding the restricted access to the IFMIS platform for the entire 3rd quarter of FY 2021/22. The budget under absorption during the FY 2021/22 was due to lack of exchequer provision. However, the Commission financial statements for financial years 2019/20 and 2020/21 were unqualified which affirms the prudent use of available resources.

5.2.1 Budget Utilization for FY 2021/22

The Commission expenditure for 2021/22 Financial Year was Kshs.2.31 billion out of the total budget of Kshs.2.39 billion translating to an absorption rate of 97%. The Recurrent expenditure was Kshs.2.30 billion from allocation of Kshs.2.37 billion, representing 97% while the development expenditure was Kshs.6.49 million representing 34% absorption. Internship stipend absorption was 98%. The detailed expenditure analysis is shown in Table 5-2:

Table 5-2: Expenditure Analysis for the Financial Year 2021/22 (Kshs. Millions)

Title and Details	Printed Estimates	Supplementary Estimates	Approved Estimates (Net)	Total Payment & Commitments	Balance as of 30th June 2022	Absorption Rate
Gross Recurrent	2,372.17	-	2,372.17	2,296.92	75.25	97%
A-I-A	-1	-	-1	-0.59	-0.41	59%
NET Recurrent	2,371.17	-	2,371.17	2,296.33	74.84	97%
Total Personal Emoluments (PE):	1,812.91	-3.21	1,809.70	1,793.57	16.12	99%
PSC Secretariat (Including Pension & Gratuity)	812.91	-3.21	809.7	809.69	0.01	100%
PSIP (Interns stipend)	1,000.00	-	1,000.00	983.89	16.11	98%
Non-Discretionary Expenditure:	185.6	3.51	189.12	186.5	2.62	99%
Utilities (Electricity & Water)	9.85	-	9.85	9.85	0	100%
Communication (Telephone, Airtime, Leased Lines & Courier)	34.2	-	34.2	32.23	1.97	94%
Rent (Bruce House)	10.15	-	10.15	10.13	0.02	100%
Insurance (Medical & GPA)	73.1	3.21	76.31	75.99	0.33	100%
Contracted Guards and Cleaning Services	10.3	0.3	10.6	10.3	0.3	97%
Car Loan and Mortgage	48	-	48	48	0	100%
Others (Core Mandate Programmes)	373.66	-0.3	373.36	316.85	56.51	85%
DEVELOPMENT	19.3	-	19.3	6.49	12.81	34%
Refurbishment of Old Commission House WP Item No. D207 NB-NB 1501.	19.3	-	19.3	6.49	12.81	34%
Total Recurrent & Development	2,391.47	-	2,391.47	2,309.1	88.06	9%



5.2.2 Budget absorption for Financial Years 2019/20 to 2021/22

The Commission's budget absorption rates for Financial Years 2019/20; 2020/21 and 2021/22 were 94%; 98% and 96% respectively. The absorption trend over the years demonstrates the timely implementation of planned programmes. However, the under absorption in FY 2021/22 was

largely due to lack of exchequer provision. The Commission has the capacity to absorb more but due to underfunding, some programmes in the Strategic Plan have not been implemented. The budget absorption for the financial years 2019/20 to 2021/22 is shown in Table 5-3.

Table 5-3: Budget Absorption Capacity for the Financial Years 2019/20 to 2021/22 (Kshs. Million)

Items	Approved Allocations			Actual Expenditures			Absorption %		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
1. RECURRENT									
Compensation of Employees	1,663.10	1,660.70	727.81	1,578.20	1,622.50	727.8	95	98	97
Use of Goods and Services	607.9	442.9	504.12	560.4	440.6	447.04	92	100	100
Social Benefits	75.1	71.3	81.89	75.1	71.3	81.89	100	100	99
Other Recurrent	7	1.8	57.76	6.9	1.8	56.13	99	100	97
Net Recurrent	2,353.10	2,176.70	2,371.17	2,220.60	2,136.20	2,296.33	94	98	97
Acquisition of Non-Financial Assets	22.5	19.3	19.3	22.5	19.3	6.49	100	100	34
Development	22.5	19.3	19.3	22.5	19.3	6.49	100	100	34
TOTAL	2,375.60	2,196.00	2,391.47	2,243.20	2,155.50	2,303.41	94	98	97

5.2.3 Un-audited Financial Statements for the Period ended 30th June, 2022

The financial statements of the Commission for the year ended 30th June 2022 will be submitted to the Auditor General by 30th September 2022 in compliance with Section 81(3) of the Public Financial Management Act, 2012 and Section 90(2) (a) of the Public Service Commission Act, 2017.

5.3 Resource Mobilization

The Commission considers resource mobilization as key in establishing its institutional efficiency and effectiveness. It has particularly focused on mobilizing resources which are key in ensuring

the implementation of more programmes in its Strategic Plan (2019-2024).

The Commission received financial support to the tune of Kshs.22 million in FY 2021/22 through the Governance for Enabling Service Delivery and Public Investment in Kenya (GESDEK) Programme in addition to GOK budget support. This supported priority Commission activities including review of organizational structures, business process re-engineering for pensions units in MDAs and development of a standardized citizen service delivery charter for the public service.

GESDEK is a Programme-for-Results (PforR) co-financed by the Government of Kenya, World

Bank and French Development Agency (AFD). The objective of the programme is to ensure a public financial system that promotes transparency, accountability, equity, fiscal discipline and efficiency in the management of public resources for improved service delivery and economic development.

5.3.1 ABSA Support

ABSA Bank Kenya made a financial contribution of Kshs. Two Million, Six Hundred and Fifty Thousand (Kshs. 2,650,000) to support the training of one hundred (100) PSIP mentors and coaches at the Kenya School of Government, Embu Campus in October 2021.

5.3.2 ELF and EPL

Through ELF and EPL, the Commission has received substantial support towards:

- i) The full cost of hosting the public service emerging leaders fellowship residential sessions.
- ii) The full cost of facilitators expenses.
- iii) Reimbursement of travel expenses for the fellows.

The Commission continues to seek additional resources to support its core programmes by:

- i) Engaging Parliament and The National Treasury for additional funding;
- ii) Submitting proposals and applications for grants to development partners; and
- iii) Identifying public private partnerships to support targeted core mandate programmes.



PSC Chairperson Amb. Anthony Muchiri (right) addressing members of the Departmental Committee on Administration and National Security during a meeting on supplementary estimates at Parliament Buildings in February 2022



5.4 Proposals for Subsequent Budget Cycles

The programmes and activities implemented by the Commission have been limited to available financial resources. The planned programmes and outputs are drawn from the Strategic Plan 2019-2024. Over the three-year period of its implementation, the successful delivery of the planned outputs has been affected by insufficient funding. However, the Commission has undertaken a mid-term review of its Strategic Plan to align with prevailing circumstances.

The Commission will pursue various funding interventions by exploring opportunities for

engagement with potential development partner for technical, financial support and collaboration. In addition, the Commission will engage the Public Administration and International Relations (PAIR) budget, Sector Working Group (SWG), The National Treasury and The National Assembly Departmental Committee on Administration and National Security for additional funding. As summarized in Table 5-4, the Commission was allocated Kshs.2.52 billion in the Recurrent Budget Estimates for FY 2022/23 against a resource requirement of Kshs.4.44 billion representing 57% of the required resources.

Table 5-4: Recurrent Budget Requirement versus Allocation for FY 2022/23 (Kshs. Million)

Economic Classification	Approved Estimates	Requirement	Allocation	Shortfall
	2021/22	2022/23	2022/23	2022/23
Gross	2,372.17	4,440.84	2,515.84	1,925.00
AIA	1	1	1	0
NET	2,371.17	4,439.84	2,514.84	1,925.00
Compensation to Employees	1,804.48	3,189.46	1,850.14	1,339.32
Other Recurrent	567.69	1,251.38	665.7	585.68
Utilities	9.85	11.15	11.15	0
Rent	10.15	10.15	10.15	0
Insurance	73.1	82.09	82.09	0
Gratuity	5.22	17.92	17.92	0
Contracted Guards and Cleaning Services	13.42	21.55	13.54	8.01
Mortgage and Car loan	48	48	44	4
Others (Core Mandate Programmes)	407.95	1,060.52	486.85	573.67

6.0 Introduction

Lessons learnt in the course of performing the Commission's functions can inform decisions for better execution of its mandate. A review of challenges helps identify the constraints that the organization encountered in the course of its work. Both lessons and challenges establish the basis for recommendations that anchor the Commission's institutional preparedness and capacity for the execution of its programmes and activities in the new financial year 2022/23.

6.1 Lessons

A number of lessons can be drawn from the Commission's recent experiences in the course of executing its mandate and implementing its programmes:

- i). **Value of formative policy level training:** Capacity building through induction of public officers and top policy level officials is critical to shaping the performance of public institutions.
- ii). **Technology for service delivery efficiency and cost-effectiveness:** Experiences from the Covid-19 pandemic disruption led to service delivery innovation that saw robust integration of technology platforms in the Commission's operational processes, and delivery of core services to citizens. Service delivery through technology platforms has also significantly contained the Commission's operational costs.
- iii). **Collaborations and institutional effectiveness:** Collaborations, peer relations, and networking remain critical to PSC's institutional effectiveness in the discharge of its functions.

- iv). **Resource constraints impair capacity to deliver:** Uneven resource allocation to the Commission's functions impairs its institutional ability to fully deliver on its mandate.

6.2 Challenges

The Public Service Commission executes its mandate in an ever-changing operational environment. The foremost challenges facing the Commission are financial, human resource and external duplication of its functions.

- i) **Programme implementation constraints:** Underfunding and delays in exchequer release have greatly affected the implementation of some of the planned programmes and activities.
- ii) **Human resource limitations:** The staff in-post level currently stands at 240, constituting 62%, against an approved optimal staff establishment of 388. The Commission therefore requires budgetary support to bridge the human resource deficit experienced in core areas of its mandate.
- iii) **External duplication of Commission functions:** The Commission continues to experience duplication of its functions by other Government agencies. Consequently, budgets are allocated to other institutions resulting in the Commission's inability to perform some of its statutory roles.
- iv) **Financial and budgetary constraints:** Limited budgetary allocations to the Commission have persisted over the last decade. This has adversely affected its institutional capacity to deliver on a number of functions.



6.3 Recommendations

Notwithstanding the challenges, the Commission recognizes the need to identify enablers for improving its present operational circumstances towards a high-performing organization status. The following constitute recommendations towards addressing constraints and mitigating challenges the Commission faces in its operational environment.

Formative engagement with the new Government administration: The assumption of office by a new administration following the August 9th, 2022 General Elections, presents the Commission with an opportunity to make a formative contribution to shaping the structure, performance, and service delivery by State agencies. Efforts in this direction include the preparation of articulation of advisories to the Government, and the development of a high-level induction programme targeting top policy level State Officers and administrative officials. Ultimately, this formative engagement helps define the relationship between the Commission and agencies of the new administration; in a way that positively impacts institutional effectiveness.

Institutional restructuring and repositioning:

The Commission has identified its organizational structure as an entry point to positioning itself as a fit-for-purpose institution. In this regard, the Commission is undertaking an elaborate review of its structure to establish the right operational units to drive its mandate. Moreover, the Commission seeks to institute operational, administrative, systemic and structural interventions that would help accelerate its pursuit of a citizen-centric public service.

Scaling of the scope of the Commission's Mandate:

Implicit in recent rulings by the Employment and Labour Relations Court is the reality that PSC has not fully exercised its mandate. Compliance with these court rulings is an opportunity for the Commission to restructure for better execution of its functions and powers.

Resource mobilization strategy: In response to perennial financial and human resource constraints, the Commission is developing a futuristic strategy to mobilize resources, both publicly and privately. The strategy focuses on harnessing financial resources, human capital, productive assets and social capital in order to drive the implementation of the Commission's mandate.

APPENDIX

Appendix I: 2021/2022 Annual Work plan

PROGRAMME NAME: General Administration, Planning and Support services

PROGRAMME OUTCOME: Efficient and effective service delivery by the Commission

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
1.	Staff paid	Process staff monthly salaries and emoluments	736.51	Staff payroll
2.	Pension contribution	Process 20% Employer Pension Contribution to the Trustees and 31% to the National Treasury	74.6	Payment vouchers
3.	Group Personal Accident/ WIBA & Group Life cover	Renew Group Personal Accident/ WIBA & Group Life Insurance covers and process employees claims as received and submitted to insurance	8.0	<ul style="list-style-type: none"> • Contracts • Payment vouchers
4.	Medical Cover contract	Renew Medical Insurance covers for Commissioners and Staff	65.1	<ul style="list-style-type: none"> • Payment vouchers • Contracts
5.	Gratuity paid	Process gratuity payments	1.8	Payment vouchers
6.	Performance Appraisal Tools	Implement Tools for Staff Performance Appraisal System	0.4	Mid-Year and End of Year reports
7.	Optimal Staffing Levels	Review Organization Structure and Staffing Levels	0.5	Compiled report on reviewed organization structure and staffing levels
8.	Career Progression Guidelines	Develop and Implement Commission Career Progression Guidelines for Staff	1.0	Report
9.	Membership to Health Clubs	Facilitate Commissioners' Membership to Health Clubs	1.5	<ul style="list-style-type: none"> • Approved requisitions, • Payment vouchers
10.	Membership to Professional Bodies	Facilitate Commissioners and Staff Membership to Professional Bodies	0.64	<ul style="list-style-type: none"> • Approved requisitions, • Payment vouchers
11.	PSC Mortgage Loan Scheme disbursement reports	Implement PSC Mortgage Loan Scheme	43.0	Implementation Reports
12.	PSC Car Loan Scheme disbursement reports	Implement PSC Car Loan Scheme	5.0	Implementation Reports
13.	Mortgage and Car Loan Scheme guidelines and an application form	Review and Implement Mortgage and Car Loan Scheme Guidelines and Application Forms	0.4	Reviewed Guidelines for Mortgage and Car Loan Schemes and Application form
14.	Human Resource Manual	Review PSC Human Resource Manual to align to the PSC Act, 2017 and PSC Regulations, 2020	1.0	Reviewed PSC HR Manual
15.	Trained Officers	Prepare training projections and undertake training for Staff and Commissioners	5.3	<ul style="list-style-type: none"> • Approved training projections for FY2021/22 • Training reports • Certificates Issued
16.	Staff Wellness Programmes	Conduct Staff Wellness Programmes	1.2	Reports



S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
17	Values report recommendations for 2019/20 FY implemented	Implement recommendations of Values Report for FY 2019/20 on HRM matters	0.1	Status report
18	ERP Module(s)	Implement completed ERP Module(s) for Human Resource Management (Admin) and report Quarterly	0.1	ERP Module implemented
19	Refurbishment works at the Public Service Commission Building	Completion of on-going construction of additional offices (Phase 2) on top roof (5 th floor) of Old PSC Block including office furniture and equipment	19.3	<ul style="list-style-type: none"> • Payment Certificates/ Vouchers • Works Completion and handing over certificates
		Proposed wall padding and related works for office of the Vice Chairperson PSC	1.0	Works completion and handing over certificates
		Rehabilitation (Restoration) of the Old EPABX telephone system at the PSC	1.0	Works completion and handing over certificates
		Rehabilitation works for drainage system, plumbing, and water pumps at PSC Buildings	1.1	<ul style="list-style-type: none"> • Works completion and handing over certificates • Payment Vouchers
20.	Functional standby generator (350 KVA)	Bi-Annual Repair and Maintenance(R&M) for standby generator	0.4	<ul style="list-style-type: none"> • Approved requisitions, Job Cards and Purchase Orders • R&M and fuel consumption returns
21.	Functional water pumps and reservoir water tanks	Bi-Annual Repair and Maintenance of water booster pumps and reservoir water tanks	0.5	<ul style="list-style-type: none"> • Approved requisitions, Purchase Orders and Job Cards • R&M returns
22.	Functional lifts in the Commission House	Quarterly repair and maintenance contracts for lifts	0.9	<ul style="list-style-type: none"> • Invoices, Purchase Orders, Job Cards, payment vouchers; • Maintenance contracts • R&M returns
23.	Leased offices at Bruce House, Standard Street, Nairobi	Quarterly payments for rent, service charge and parking fees of PSC leased offices at Bruce House (7 th Floor - North Wing)	10.15	<ul style="list-style-type: none"> • Approved requisitions, Purchase Orders, Payment vouchers and receipts • Lease Agreement (contract)
24.	Annual Report	Prepare and submit the Commission 2020/21 FY Annual Report to the President and Parliament	3.5	<ul style="list-style-type: none"> • Appointment Letters for the task team • Approved/ Printed Annual report; • Letters to statutory authorities

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
25.	Clean, Secure, Safe and Conducive Working Environment	Implement the contract on outsourced cleaning services	10.3	<ul style="list-style-type: none"> Contract Agreement Quarterly reports on delivery of services
		Enhance programmes on security, health, safety and hygiene interventions including management and containment measures of Covid-19 Pandemic at the Commission;	0.3	<ul style="list-style-type: none"> Requisitions, Purchase Orders Payment Vouchers Reports on containment measures on Covid-19 pandemic
26.	Annual Statutory Work Place Audits	Implement recommendations of the FY 2019/20 annual statutory audit reports of the work place in compliance with EM&CA (Environment Audit) and OSHA (occupational safety & health audit; and fire safety audit)	0.5	Implementation Reports
27.	Enhanced disaster preparedness in the workplace	Carry out two (2) mock fire drills and training program (1) for fire marshals team and staff on environment, occupational health and safety and other disaster preparedness	0.1	Fire drill reports; sensitization report
28.	Well maintained Commission offices, furniture, equipment and facilities	Routine repairs and maintenance of Commission offices, furniture, equipment and other office facilities	1.8	Approved requisitions; Purchase Orders; Job Cards; R&M returns on Number of offices and facilities repaired
29.	Working Tools, Equipment and Assets provided	Provision of adequate working tools and equipment	1.6	Return on office furniture and Equipment and working tools procured and distributed
30.	Reliable supply of utilities	Provision of utility services e.g. Electricity, Water, Gas etc.	9.85	<ul style="list-style-type: none"> Approved Requisitions Payment vouchers; Quarterly returns
31.	Commission's Meetings Facilitated	Facilitation of Commission Boards, Staff Meetings and Committees	4.1	<ul style="list-style-type: none"> Purchase Orders and delivery notes Reports Quarterly Returns
32.	Commission Policy Workshops and Stakeholder Forums	Facilitate Commission Policy Workshops and Stakeholder Forums on focused areas of Commission mandate including consultative forums for constitutional Commissions and independent offices	5.02	Approved programs and concept papers; Workshop reports
33.	Reports from Benchmarking and Study Visits on best practices on functions of the Commission	Facilitate regional and international study visits on best practices on functions of the Commission	2.45	Proposals and notes on study visits



S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
34.	Values and principles recommendations for FY 2019/20 implemented	Implement recommendations of Values and principles report for 2019/20 FY on administrative matters	0.3	Status Report
35.	Up-to date membership to international bodies	Subscription to International Bodies	0	-Follow up letters, -Payment vouchers -Receipts
36.	ERP Module	Implement completed ERP Module for CEO's Dashboard and report Quarterly	0.1	ERP Module implemented
37.	Acquired Information Resources	Identify and Acquire Information Resources for the Commission (including newspapers)	2.65	<ul style="list-style-type: none"> • Approved requisitions; • Delivery notes, Purchase Orders; • Returns on information resources acquired • Delivery notes
38.	Efficient and Effective Library Services	Finalize Administrative Guidelines on Management of Library Services	0.1	Administrative Guidelines for Management of Library Services
39.	Efficient and Effective Telephone Services	Facilitate communication facilities and services for Commissioners and Staff	31.7	<ul style="list-style-type: none"> • Approved Requisitions; • Monthly bills; • Purchase Orders; Payment vouchers on data line and airtime; • Quarterly returns on repairs of equipment and facilities
		Finalize Administrative Guidelines on Management of Telephone Services & Equipment	0.2	Administrative Guidelines for Management of Telephone Services and Equipment
40.	Efficient and Effective records management services at the Commission	Finalize policy and Guidelines on Management of Records Services	0.2	<ul style="list-style-type: none"> • Policy and Guidelines
		Annual records management survey, appraisal and disposal in compliance with Public Archives & Documentation Service Act, CAP 19 of 2015	0.05	<ul style="list-style-type: none"> • Authority for disposal of records • Report on records disposed
41.	Efficient and Effective Mail Delivery services	Facilitation of mail delivery services	2.4	<ul style="list-style-type: none"> • Contract Agreement with Posta • Payment vouchers • Quarterly returns on mails delivered
42.	ERP Module	Implement completed ERP Module for Records Management and report Quarterly	0.1	ERP Module implemented

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
43.	Efficient and Effective Transport Services	Facilitate efficient and effective transport services	14.3	<ul style="list-style-type: none"> Monthly vehicles' returns; Monthly R&M returns
		Implementation of Government policy on official motor vehicle leasing programme	0.1	<ul style="list-style-type: none"> No of vehicles leased Delivery Notes Lease Agreements
		Finalize Administrative Guidelines on Management of Fuels, Oils and Gas in the Commission	0.1	Administrative Guidelines
44.	ERP Module	Implement completed Fleet Management ERP Module for Transport Services and report Quarterly	0.1	ERP Module implemented
45.	Provisions of the Communication Strategy Implemented	Placement of media adverts for job vacancies and announcements	50.0	Quarterly reports
		Production and dissemination of IEC (Information, Education and Communication) materials on PSC Mandate, programs and values and principles of Public Service	14.0	Quarterly reports
		Advocacy, awareness creation and branding campaigns on Commission's mandate, programs and achievements through print, electronic and digital media outlets	14.0	Quarterly reports
		Publicization of: <ol style="list-style-type: none"> Public Service Commission Annual Report for the Financial Year 2020-2021; Public Service Commission Report on Status of Compliance with Values and Principles in Articles 10 and 232 of the Constitution, 2020/21; Performance Management Regulations 2021; and Human Resources Masterplan for the Public Service, 2021 	14.0	Quarterly reports
46.	Public Service Delivery Feedback System Implemented	Prepare consolidated reports on feedback from social media platforms and Call Centre for management	0.1	Monthly and Quarterly reports
47.	Resolution of Public Complaints from the Ombudsman (CA)	Consolidate complaints handled and information provided by the Commission to Commission for Administrative Justice (CAJ)	0.1	Quarterly reports to CAJ
48.	Media Training for Senior Management Staff	Conduct media capacity training for senior management staff on media relations and articulation of Commission mandate	0.5	<ul style="list-style-type: none"> Sensitization report Attendance Registers
49.	Commission Board and senior management staff sensitized on guidelines for implementation of Access to Information Act, 2016.	Conduct sensitization workshops on Access to Information Act for Commission Board and senior management staff	0.2	<ul style="list-style-type: none"> Sensitization report Attendance Registers



S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
50.	Public Service Commission Service Charter	Review and implement PSC Service Delivery Charter	0.6	Service Charter
51.	Values and principles recommendations for FY 2019/20 implemented	Implement recommendations of Values and Principles report for 2019/20 recommendations relating to Public Communication matters	0.2	Status Reports
52.	Improved Coordination of research activities	Finalize and Implement Research Policy and Strategy	0.15	<ul style="list-style-type: none"> • Sensitization reports • Attendance Registers • M&E progress reports
53.	Improved Employee satisfaction levels	Monitor implementation of recommendations on 2020/21 Internal employee satisfaction survey	0.55	Status reports on implementation of survey recommendations
54.	Citizens Perception Index	Undertake Citizen Service Satisfaction Baseline Survey and implement recommendations	1.35	<ul style="list-style-type: none"> • Survey Proposals & Instruments • Citizen Service satisfaction survey • M&E Progress Report
55.	Customer Satisfaction Survey	Conduct baseline customer satisfaction survey to establish levels of satisfaction (index) with services rendered by the Commission	0.5	Customer Satisfaction Survey Report with Satisfaction Index
56.	Improved implementation of PSIP	Undertake baseline evaluation of Public Service Internship Program (PSIP)	0.26	Baseline Evaluation report
57.	Improved management of HR function in the public service	Undertake impact evaluation of three identified Human Resource Management policies in the public service	0.35	<ul style="list-style-type: none"> • Appointment letter • Impact Evaluation report • M&E Progress Report
58.	Improved research activities	Hold Bi-Annual research stakeholders' meetings	0.30	Attendance list Report on stakeholders' deliberations
59.	Risk Registers	Implement provisions of Institutional Risk Management Policy Framework	1.0	Risk Registers in place
60.	Annual Audit plan	Prepare the Annual Audit Plan for the FY 2021/2022	0.05	Annual Audit Plan
61.	Quarterly Internal Audit Reports	Prepare the Quarterly Internal Audit Reports for submission to the CEO and the Audit Committee	0.19	Internal Audit Reports
62.	Audit committee recommendations	Audit Committee meetings	0.3	Minutes of meetings
63.	Audit documentation system (Teammate) acquired.	Automation of Internal Audit Processes	1.0	Team mate system in place
64.	Audit Committee Members trained	Training of Audit Committee Members	1.0	CPD Certificates
65.	Programme Performance Review Report	Prepare Programme Performance Review Report for 2018/19 -2020/21 Financial Years	1.1	Report

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
66.	Programme Based Budget (PBB) and subsector report	Prepare PBB and subsector reports, based on programmes for 2022/23-2024/25 FY	1.2	Reports
67.	Sector Reports and Resource Bidding	Prepare sector reports and resource bidding for 2022/23-2024/25 FY	1.4	Sector report Funds Allocated
68.	Budget approved by the National Assembly	Present and justify Treasury approved estimates to the Departmental Committee of the National Assembly	0.3	Report
69.	Revised/ Supplementary Estimates	Prepare and submit revised/ supplementary estimates to the National Treasury 2021/22 FY	0.3	Report
70.	Quarterly Performance Reports	Prepare and submit quarterly performance reports to the Controller of Budget and National Treasury	0.4	Reports
71.	Quarterly Financial Reports	Prepare and submit quarterly financial reports to Commission's Finance, Planning, ICT and General-Purpose Committee	0.4	Reports
72.	Budget Implementation Committee Status Reports	Convene monthly Budget Implementation Committee (BIC) meetings and status reports to the Accounting Officer monthly or as need arises	0.4	<ul style="list-style-type: none"> • Reports • Minutes
73.	ERP Module	Implement completed ERP Module for Finance and report Quarterly	0.1	ERP Module implemented
74.	Performance Evaluation Targets Reports	Prepare 4 th quarter performance report for 2020/21 FY and 3 Quarterly reports for 2021/22 FY	0.4	Status Reports
75.	Strategic Plan (2019-2024) Mid-Term review report	Undertaken Mid-Term Evaluation of Strategic Plan (2019-2024)	1.0	Mid-term Evaluation
76.	Annual Performance Evaluation report	Prepare end of year 2020/21 FY Performance Evaluation report	0.7	Evaluation Report
77.	PSC Performance Contract for 2021/22 FY	Coordinate preparation of PSC and Directorates Performance Contracts (PCs) for 2021/22 FY	0.5	Approved Performance Contract (PCs)
78.	Strategic Plan 2019-24 Implementation status report	Monitor implementation of the Strategic Plan 2019-24 and report quarterly	1.3	Status Reports
79.	MTEF Sub Sector report	Link Strategy to the (2022-24) MTEF Budget	0.5	MTEF sub sector reports
80.	Annual Work Plan 2022/23	Coordinate preparation of the Annual Work Plan for 2022/23 FY	1.1	Annual Work Plan 2022/23 FY
81.	PSC Performance Contract for 2022/23FY	Prepare 2022/23 PC	0.5	Draft PCs 2022/23
82.	Quarterly Financial Reports	Prepare and submit Quarterly financial statement for 2021/22 FY to National Treasury	0.5	Financial Reports



S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
83.	Bank and Imprest Reconciliation Statements	Prepare and submit monthly bank and imprest reconciliation statements to National Treasury	0.3	Imprest and bank reconciliation statements
84.	Financial Statements	Prepare and submit financial statements 2020/21 FY to Auditor General as per International Public-Sector Accounting Standard (IPSAS)	1.0	Audited Financial Statements for 2020/21 FY
85.	Audit Schedules	Prepare and submit audit schedules and supporting documents to the external auditors during audit	0.5	Audit Schedules file
86.	Audit Response Report	Prepare and submit Audit responses of 2020/21 FY to Auditor General	0.4	Audit report
87.	Published Financial Statements 2020/21	Print and Publish Audited Financial Statement for 2020/21 FY and submit to National Assembly and Office of the Auditor General	0.3	Financial Statements for 2020/21 FY
88.	Imprest management module developed	Develop and implement imprest management module	0.3	Functional Imprest management module
89.	ERP Module	Implement completed ERP Module for Accounts and report Quarterly	0.1	ERP Module implemented
90.	Data Security	Enhance Commission Information Security. <ul style="list-style-type: none"> • Firewall • Antivirus • Pentest tool 	1	<ul style="list-style-type: none"> • Requisitions • Purchase Orders • Invoices • Payment Vouchers
91.	Operational ICT infrastructure	Support and Maintenance Contract for ICT Infrastructure & consumables	3.4	Signed SLA contract documents
92.	Infrastructure and Management Tools	Acquisition of ICT Infrastructure and Software Licenses.	2.5	<ul style="list-style-type: none"> • ICT hardware • software licenses • E-readiness index
93.	Automated Processes	Improved in-house platforms and integration of processes at the Commission including: <ul style="list-style-type: none"> • R&S System • E&MCS System • Internship Management system • Discipline Management system • Record management system • Contact Centre system upgrade 	1.5	<ul style="list-style-type: none"> • Processes automated and integrated • Enhanced SMS service
		Provide technical support to Directorates to implement their ERP modules: <ol style="list-style-type: none"> Recruitment & Selection, Establishment Management & Consultancy Services Human Resource Management Human Resources Development Compliance & Quality Assurance 	0.5	Quarterly Progress reports
94.	Apps Store	Public Service Digital Market Place - App Store	0.5	Digital Market Place in operation

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
95.	Decentralization of Commission services	Set-up of remote interview centers	1	Virtual Interview centres
96.	Digitized records and information	Digitization of Commission records and information	1.5	Digitization reports for Registry; BMS and Wealth Declarations
97.	Local Area Network Upgraded	Remediation and upgrade of LAN in the new building	1	<ul style="list-style-type: none"> • Status Reports • Completion Certificate
98.	Annual Procurement Plan Developed	Develop Annual Procurement Plan for 2021/22 FY	0.1	<ul style="list-style-type: none"> • Approved Annual procurement Plan • Annual procurement Plan uploaded to IFMIS
99.	Goods and Services Procured	Procurement and contract management as per procurement plan for 2021/22 FY and prepare Quarterly reports	1.15	<ul style="list-style-type: none"> • Reports • Purchase Orders • Contracts • Service Level Agreements for services
100.	Procurement Procedure Manual	Finalize and implement an Internal Procurement Procedure Manual	1.0	Procurement procedure manual
101.	Idle and Obsolete Assets disposed	Identification, advertisement and disposal of idle and obsolete assets	0.4	<ul style="list-style-type: none"> • Schedule of idle assets disposed • Revenue receipted (AIA)
102.	Staff Trained on Procurement Regulations	Training on the new regulations and new standard tender documents	1.0	<ul style="list-style-type: none"> • Training reports • Attendance registers
103.	Statutory Reports	Prepare and submit Bi-Annual reports on implementation of the procurement plan to management, PPRA and National Treasury	0.5	Bi-annual Status Reports
104.	ERP Module	Implement completed ERP Module for Material Management/ Procurement/Stores and report Quarterly		Material management/ Procurement Module
105.	Public Service Commission (Performance Management) Regulations, 2021 enacted	Enactment of Public Service Commission (Performance Management) Regulations, 2021	0.1	Gazetted PSC (Performance Management) regulations, 2021
106.	MDAs sensitized	Sensitize MDAs on the PSC (Performance Management) Regulations, 2021	0.1	Sensitization reports
107.	PSC (County Government Public Services Appeals Procedures) Regulations, 2016, reviewed	Review the Public Service Commission (County Government Public Services Appeals Procedures) Regulations, 2016	0.92	<ul style="list-style-type: none"> • Revised PSC (County Government Public Services Appeals Procedures) Regulations, • Dissemination reports



S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
108.	Legal advisories and Opinions	Provide legal advisories and opinions on various matters touching on the Commission's mandate.	0.23	Reports legal advisories and opinions
109.	Board Evaluation Report	Undertake an evaluation of the Commission Board	0.33	Board Evaluation report
110.	Hire of Legal Services	Engage external counsel where necessary	0.7	Contract on Engagement
111.	2021/22 Legal Audit Report	Undertake legal audit at the Commission	0.33	Legal audit report
112.	Effective and efficient dispensation of court cases	Undertake and manage litigations and other legal matters	0.9	Litigation report
113.	ERP Module	Implement completed ERP Module for Legal Services and report Quarterly	0.1	ERP Module implemented
114.	Board Papers	Table before the Board requests received from MDAs and Commission Directorates for Commission's decision.	0.42	<ul style="list-style-type: none"> • Board Reports • Board minutes • Notes and Agenda
115.	Board Decisions communicated	Communication of Commission's decisions within set timelines	0.23	<ul style="list-style-type: none"> • Decision Letters • Board Minutes
116.	Reports on Commission's decisions	Preparation of Quarterly reports on Commission's decisions for 2021/22FY	0.21	Quarterly reports
117.	Annual Report on Commission's decisions	Prepare and publish annual report on Commission's decisions for FY 2020/21	0.32	2020/21 Annual Report
118.	Board Charter Reviewed	Review and implement Board Charter	0.81	Board Charter
119.	Board Management Operations Manual developed	Develop and disseminate Board Management Operations Manual	0.80	Board Management operations Manual
120.	ERP Module	Implement completed ERP Module for Board Management Services (BMS) and report Quarterly	0.1	ERP Module implemented
Totals Programme-1			1,211.77	

PROGRAMME NAME: Human Resource Management and Development

PROGRAMME OUTCOME: Improved Service Delivery for Attainment Of National Development Goals

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
121.	Duly Developed/ Reviewed Organizational Structures for MDAs	Develop/review Organizational Structures for MDAs	2.7	Reports on approved organization structures and established offices
122.	Optimal Staffing Levels in MDAs	Review Staff Establishment levels in MDAs	2.0	Reports on optimal staffing levels in MDAs
123.	Appeals on review of organizational structures and staffing levels determined	Determine all Appeals on Review of Organizational Structures and Staff Establishment	2.5	Status reports on Appeals
124.	Appeals on Succession Management determined	Determine all Appeals on Succession Management	2.0	Status reports on appeals
125.	MDAs Sensitized	Sensitization on Staff Establishment Database for the Civil Service	1.0	Sensitization Report on Staff Establishment Database
126.	Career Management Policy and Guidelines	Develop Policy and Guidelines for Career Management in the Public Service	2.2	Career management policy and guidelines
127.	Capacity building and technical support to County Governments	Provide Technical support on HR to the County Governments	0.6	Reports on Capacity Building and Technical Support on HR Matters.
128.	ERP Module	Implement completed ERP Module for E&MCS and report Quarterly	0.1	ERP Module implemented
129.	Recruited personnel in place	Recruit for the MDAs, TVETs and Public Universities	0.8	<ul style="list-style-type: none"> • Newspapers • Recruitment and Selection Reports
130.	Candidates recommended for appointment to various constitutional posts	Undertake recruitment for Constitutional Commissions and Offices	1.2	Recruitment and Selection Reports
131.	Reviewed R&S processes implemented	Review and implement the recruitment and selection process	1.8	Reviewed R & S processes
132.	Interview Score Sheets reviewed	Review and implement Recruitment and Selection interview score sheets to include weighted scores on Values and Principles	0.1	<ul style="list-style-type: none"> • Interview scores sheets • SBR
133.	PWDs, minority and marginalized groups recruited	Review and implement strategies for recruitment of PWDs, minority and marginalized groups	0.4	Recruitment and Selection Reports
134.	Decentralized Services	Operationalize remote interview centres for PSC recruitment & selection services	2.0	<ul style="list-style-type: none"> • Reports on decentralized services • List of candidates interviewed from regional centres



S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
135.	ERP module	Implement completed ERP Module for Recruitment and Selection and report Quarterly	0.1	ERP module implemented
136.	Discipline and appeals cases determined	Determine all discipline and appeals cases from MDAs and Counties	1.25	<ul style="list-style-type: none"> Decision letters Board Reports
137.	M&E Framework for Discipline & Appeals	Develop M&E Framework for Discipline and Appeals	1.3	Framework
138.	Policy on hearing and determination of appeal cases from County Government Public Service	Review Policy on hearing and determination of appeal cases from County Government Public Service	1.35	<ul style="list-style-type: none"> Reviewed policy Attendance Register
139.	Interns recruited, inducted, and placed	Recruitment, induction and placement of interns in MDAs	50.0	<ul style="list-style-type: none"> Recruitment and Selection reports Induction programme reports Attendance register
140.	Interns Payroll	Internship Payroll Management	5.0	<ul style="list-style-type: none"> Monthly Payroll reports Payroll by products
141.	Stipend for Interns	Payment of stipend for Interns	1,000	Payment Vouchers
142.	Performance Management Report	Managing and tracking the performance of interns	3.0	Annual Performance Report
143.	Intern Exit Management report	Management of Interns exit from PSIP	10.0	<ul style="list-style-type: none"> Appraisal reports Printed Certificates Workshop reports
144.	Mentor & Coaches trained	Capacity Building Programme for mentors and coaches	7.0	<ul style="list-style-type: none"> Printed Certificate Workshop reports
145.	Internship Management System	Development and implementation of an Internship Management System	8.0	Functional IMS
146.	PSIP Evaluation Report	Undertake a Mid Term Review of PSIP for the public service	1.5	PSIP Status report
147.	Monitoring and Evaluation of the Internship Programme	Monitoring and Evaluation of the Internship Programme	14.5	M&E Reports
148.	Partnership programmes with Private Sector	Strengthen Public Private Partnerships to increase internship opportunities	1.0	MoU entered to enhance internship programmes
149.	Training Needs Assessment (TNA) Analysis Report	Analyze TNA reports from 48 MDAs to inform review of Training Programmes	0.1	

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
150.	Public Service Training Policy Statement	Formulate and issue an annual training policy statement	0.05	<ul style="list-style-type: none"> Policy statement on implementation of FY2021/2022 Training Programmes Policy compliance reports
151.	Training impact assessment Framework	Develop a framework for training impact assessment for MDAs	0.4	Framework for TIA document
152.	Promotional Examinations Results	Manage administration of Promotional Examinations	7.0	Report on administered examinations Kenya gazette publication Certificates
153.	e-learning training platforms	Collaborate with KSG to undertake e-learning training platforms and curriculums for Public Servants	1.0	e-learning training platforms
154.	Induction Programmes	Induction programmes for the public service	3.09	Induction Reports
155.	Undertake competency and skills audit	Competency and Skills audit report	1.0	Skills audit report
156.	ERP Module	Implement completed ERP Module for Human Resource Development and report Quarterly	0.1	ERP Module implemented
157.	Policies reviewed/ developed and circulars issued to the service	a. Review policies/frameworks/Circulars on: <ul style="list-style-type: none"> (i) Training Policy (ii) Circular on payment of pension benefits (iii) Frameworks for Public Service qualifications b. Develop policies/Frameworks for: <ul style="list-style-type: none"> (i) Flexible working (ii) Volunteerism (iii) Mentorship and Coaching (iv) Training Needs Assessment for use by MDAs (v) framework for engagement with professional bodies & Trade unions 	2.5	<ul style="list-style-type: none"> Circulars issued to the service Reviewed and developed policies
158.	Human Resource Master Plan for the Public Service	Develop Human Resource Master Plan for the Public Service (2021-2031)	0	Human Resource Master Plan development status report
159.	Reviewed Terms and Conditions of Service	Review Terms and Conditions of Service for the Public Service	0.5	Reports on terms and conditions of service
160.	MDAs supported	Capacity building and technical support on HR matters to MDAs	2.58	Reports on MDAs supported Attendance register
161.	HRM Manual Reviewed	Review and Implement Human Resource Policy and Procedures Manual 2016	1.0	HRM Manual issued to the service
Total Programme 2			1,142.72	



PROGRAMME NAME: Governance and National Values

PROGRAMME OUTCOME: Good Governance, Efficiency and Effectiveness in the Public Service

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
162.	Compliance Audit Report	Undertake Audit for 48 MDAs on compliance with HR administrative and organizational policies	3.0	Compliance audit Reports, compliance levels index, Board Paper and Management letters
163.	Audit Reports	Undertake ad hoc compliance audit on underperforming parameters based on PSC Decisions	2.0	Ad hoc audit reports
164.	Payroll Audit Report in State Departments	Undertake payroll audit in 10 State Departments (Devolution, Energy, Correctional services, Prisons (civilian), Immigration, Public Service, ASAL, Trade, Tourism, ICT)	3.0	Audit Reports and Board Paper
165.	Investigations Report	Undertake ad hoc investigations in MDAs as raised by stakeholders	2.5	Investigation reports and Board Papers
166.	A framework for compliance Audit, Investigation, Monitoring and Evaluation	Review the framework for compliance Audit, Investigation, Monitoring and Evaluation in line with the legal and policy framework	2.0	Board Paper and Board Manual
167.	Monitoring and Evaluation Reports on MDAs Compliance with HR, Administrative and organizational policies	Monitor and report quarterly on compliance with HR, Administrative and organizational policies	1.07	Quarterly Monitoring Reports Board Resolutions
168.	HR Policies evaluated	Evaluate and report on the efficiency and effectiveness on implementation of selected HR policies in MDAs	1.0	<ul style="list-style-type: none"> Evaluation Report Board Resolution
169.	Reviewed framework	Finalize development of the Framework for implementation of values and principles in Articles 10 and 232 of the Constitution	0.4	Framework for implementation of values and principles
170.	ERP Modules	Implement completed ERP Modules and report Quarterly	0.1	<ul style="list-style-type: none"> Investigation M&E Modules Compliance Audit Module
171.	Statutory Report to the President and Parliament on compliance with constitutional values and principles submitted	Prepare and Submit the evaluation report to the President and Parliament. Disseminate the report to public institutions and Citizens	10.0 1.0	Compliance report No. of Reports printed and disseminated

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
172.	Translated/ transcribed annual values & principles report	Translate the annual values and principles report into braille and Kiswahili languages	0.60	Dissemination report
173.	Promotional programmes on the Constitutional Values and Principles	Prepare and implement promotional programmes on the Constitutional Values and Principles	0.38	Programmes on the values and principles
174.	Approved public service ethics user guidelines	Develop public service ethics user guidelines on application of the public service code of conduct and ethics at the workplace	1.0	• Use Guidelines
		Printing and dissemination of user guidelines	1.53	User guidelines printed and disseminated
175.	Citizen Service Delivery Charter	Develop Citizen Service Delivery Charter for the public service	0	• Approved citizen service delivery charter
176.	Administration of Declaration of Income, Assets and Liabilities administered	Administer Declaration of Income, Assets and Liabilities to 300 MDAs	1.4	• Compliance report • compliance Rate
177.	ERP Module	Implement completed ERP Module for Declaration of Incomes, Assets and Liabilities and report Quarterly	0.1	• ERP Module implemented
Total Programme 3			31.08	



PROGRAMME NAME 4: Performance and Productivity Management

PROGRAMME OUTCOME: Efficient and Effective Service Delivery to the Public

S/No	Projected Output	Activities	Approved Budget (Millions)	Means of Verification
178.	Business Process Review undertaken	Undertake business process review for 2 Business processes in MDAs	0.7	BPR implementation status report
179.	Performance Management Framework	Finalize Draft performance management framework for MDAs	0.5	Framework for National Government MDAs
		Rollout of the Performance Management Regulations for the public service	0.7	<ul style="list-style-type: none"> Action Plan No. of provisions implemented No. of MDAs sensitized
180.	Performance Management Tools, Processes and Systems integrated	Integration of public service-wide performance management tools, processes and systems	1.0	<ul style="list-style-type: none"> Concept Note Quarterly progress reports Letters/ToRs for Inter-agency teams Integrated performance management system
181.	Public Service Excellence Awards	Review Public Service Excellence Awards programme	1.0	<ul style="list-style-type: none"> Concept Note Stakeholder Engagement Reports Online Nomination system Communication strategy Circular/letter on Call for nominations PSEAs Report
182.	Resource mobilization strategy	Develop and implement resource mobilization strategy for the Commission	2.0	<ul style="list-style-type: none"> Resource mobilization strategy Implementation report Proposals for funding Amount of resources availed
Totals Programme 4			5.9	
Grand Totals			2,391.5	

Appendix II: Recruitments under Delegated Authority per State Department

S/No	Ministry/State Department	Total No. Appointed	Female	%	Male	%
1	ASALs	3	1	33.3	2	66.7
2	Attorney General	52	25	48.1	27	51.9
3	Broadcasting	10	4	40.0	6	60.0
4	Cabinet Affairs	1	0	0.0	1	100.0
5	Cooperatives	4	2	50.0	2	50.0
6	Correctional Services	243	58	23.9	185	76.1
7	Crop Development	5	2	40.0	3	60.0
8	Culture and Heritage	3	2	66.7	1	33.3
9	Defence	418	228	54.5	190	45.5
10	Devolution	19	13	68.4	6	31.6
11	Early Learning and Basic Education	5	4	80.0	1	20.0
12	Energy	18	7	38.9	11	61.1
13	Environment and Forestry	1	0	0.0	1	100.0
14	Fisheries, Aquaculture and the Blue Economy	56	23	41.1	33	58.9
15	Foreign Affairs	27	15	55.6	12	44.4
16	Gender Affairs	4	1	25.0	3	75.0
17	Health	363	172	47.4	191	52.6
18	Housing and Urban Development	417	179	42.9	238	57.1
19	ICT and Innovation	27	9	33.3	18	66.7
20	Immigration	5	0	0.0	5	100.0
21	Industrialization	4	2	50.0	2	50.0
22	Infrastructure	156	37	23.7	119	76.3
23	Interior and Citizen Services	2,402	919	38.3	1,483	61.7
24	Labour	376	178	47.3	198	52.7
25	Lands and Physical Planning	30	17	56.7	13	43.3
26	Livestock	4	1	25.0	3	75.0
27	Mining	9	4	44.4	5	55.6
28	Ministry of Water, Sanitation and Irrigation	16	7	43.8	9	56.3
29	National Treasury	356	175	49.2	181	50.8
30	Petroleum & Mining	17	8	47.1	9	52.9
31	Planning	28	11	39.3	17	60.7
32	Public Service	8	4	50.0	4	50.0
33	Public Service Commission	16	9	56.3	7	43.8
34	Public Works	9	4	44.4	5	55.6
35	Regional Development and Northern Corridor	1	1	100.0		0.0



Appendix II: Recruitments under Delegated Authority per State Department (Continued)

S/No	Ministry/State Department	Total No. Appointed	Female	%	Male	%
36	Social Protection, Senior Citizens Affairs and Special Programmes	6	2	33.3	4	66.7
37	Sports	4	3	75.0	1	25.0
38	State House	3	2	66.7	1	33.3
39	Tourism	6	5	83.3	1	16.7
40	Trade	6	2	33.3	4	66.7
41	Transport	1	1	100.0	0	0.0
42	University Education	26	14	53.8	12	46.2
43	Vocational & Technical Training	6	6	100.0	0	0.0
44	Wildlife	9	5	55.6	4	44.4
45	Youth	2	2	100.0	0	0.0
Total	Total	5,182	2,164	41.8	3,018	58.2

Appendix III: Officers Promoted by MDA and Gender

S/No	Ministry/State Department	Total	Female	%	Male	%
1	Broadcasting	10	4	40.0	6	60.0
2	Cabinet Affairs	7	2	28.6	5	71.4
3	Cooperatives	4	0	0.0	4	100.0
4	Correctional Services	27	15	55.6	12	44.4
5	Crop Development	37	17	45.9	20	54.1
6	Culture and Heritage	17	12	70.6	5	29.4
7	Defence	113	52	46.0	61	54.0
8	Development of Arid and Semi-Arid Lands	8	6	75.0	2	25.0
9	Devolution	8	8	100.0	0	0.0
10	Early Learning and Basic Education	200	94	47.0	106	53.0
11	East African Community	16	9	56.3	7	43.8
12	Energy	11	11	100.0	0	0.0
13	Environment and Forestry	313	68	21.7	245	78.3
14	Fisheries	4	2	50.0	2	50.0
15	Foreign Affairs	2	2	100.0	0	0.0
16	Gender	3	1	33.3	2	66.7
17	Housing and Urban development	5	2	40.0	3	60.0
18	ICT and Innovation	14	7	50.0	7	50.0
19	Immigration	247	111	44.9	136	55.1
20	Industrialization	13	8	61.5	5	38.5
21	Infrastructure	11	6	54.5	5	45.5

Appendix III: Officers Promoted by MDA and Gender (Continued)

S/No	Ministry/State Department	Total	Female	%	Male	%
22	Interior and Citizen Services	314	129	41.1	185	58.9
23	Kenya prisons service	1,329	271	20.4	1,058	79.6
24	Labour	20	10	50.0	10	50.0
25	Lands	75	25	33.3	50	66.7
26	Livestock	37	15	40.5	22	59.5
27	Ministry of Water, Sanitation and Irrigation	9	1	11.1	8	88.9
28	National Treasury	31	12	38.7	19	61.3
29	Office of the Attorney General	107	74	69.2	33	30.8
30	Petroleum	1		0.0	1	100.0
31	Petroleum and Mining	103	22	21.4	81	78.6
32	Planning	113	48	42.5	65	57.5
33	Public service	13	10	76.9	3	23.1
34	Public Works	105	25	23.8	80	76.2
35	Regional	4	2	50.0	2	50.0
36	Shipping and Maritime	1	0	0.0	1	100.0
37	Social protection	238	126	52.9	112	47.1
38	State House	3	1	33.3	2	66.7
39	Tourism	10	5	50.0	5	50.0
40	Trade	49	13	26.5	36	73.5
41	University Education	4	1	25.0	3	75.0
42	Vocational and Technical Training	2,536	625	24.6	1,911	75.4
	Total	6,172	1,852	30.0	4,320	70.0
44	Wildlife	9	5	55.6	4	44.4
45	Youth	2	2	100.0	0	0.0
Total	Total	5,182	2,164	41.8	3,018	58.2



Appendix IV: Officers Promoted under Succession Management Programmes

S/No	MDA	Cadre	Total	Male	%	Female	%
1.	The National Treasury	Accountants	359	222	61.8	137	38.2
		Public Investment and Portfolio Management	8	6	75.0	2	25.0
		Budget Officers Cadre	3	3	100.0	0	0.0
		Finance Officers Cadre	46	38	82.6	8	17.4
		Supply Chain Management	341	219	64.2	112	32.8
		Internal Auditors	49	38	77.6	11	22.4
		Public Debt Management	3	2	66.7	1	33.3
2.	State Department for Cooperatives	Co-Operatives Officers	4	4	100.0	0	0.0
3.	State Department for Livestock	Division of Veterinary Services	14	8	57.1	6	42.9
4.	State Department for Early and Basic Education	Education Officers	105	67	63.8	38	36.2
		Adult Education Officers-Degree Holders	4	4	100.0	0	0.0
		Adult Education Instructors- Certificate Holders	495	394	79.6	101	20.4
		Quality Assurance and Standards Officer	180	108	60.0	72	40.0
		Lecturers	2	1	50.0	1	50.0
5.	Ministry of Foreign Affairs	Foreign Service /First Counselor	1	1	100.0	0	0.0
6.	State Department for Gender	Gender Officers	17	4	23.5	13	76.5
		Clerical Officers	1847	947	51.3	900	48.7
		Office Administrators	610	1	0.2	309	50.7
		Support Services	47	12	25.5	35	74.5
		Social Development Officers	5	3	60.0	2	40.0
7.	State Department for Housing and Urban Planning	Slum Upgrading	1	1	100.0	0	0.0
		Estate Management Officers	1	1	100.0	0	0.0
8.	State Department for Transport	Charge Hand	30	25	83.3	5	16.7
9.	State Department For ICT	Public Communication Officers	71	33	46.5	38	53.5
		ICT Officers	8	7	87.5	1	12.5

Appendix IV: Officers Promoted under Succession Management Programmes (Continued)

S/No	MDA	Cadre	Total	Male	%	Female	%
10.	Ministry of Interior and Coordination of National Government	Immigration Officers Cadre	1	0	0.0	1	100.0
		Laboratory Technologist Cadre	32	28	87.5	4	12.5
		Civil Registration Officers Cadre	79	49	62.0	30	38.0
		Security Officers Cadre	103	87	84.5	16	15.5
		Printers Cadre	18	10	55.6	8	44.4
11.	Ministry of Labour	Human Resource Planning and Development Officer	2	1	50.0	1	50.0
		Labour Commissioners	5	3	60.0	2	40.0
		Labour Inspectors Cadre	6	1	16.7	5	83.3
12.	Ministry of Petroleum and Mining	Geologist Cadre	3	2	66.7	1	33.3
		Physicist	4	3	75.0	1	25.0
		Senior Superintending Inspector of Mines	1	1	100.0	0	0.0
13.	Ministry of Sports Culture and Heritage	Records Management Officer	45	18	40.0	27	60.0
		Librarians	7	3	42.9	4	57.1
		Archivist	9	5	55.6	4	44.4
		Culture and Arts	1	1	100.0	0	0.0
14.	State Law Office and Department of Justice	State Counsel	19	6	31.6	13	68.4
15.	Ministry of Industrialization Trade and Enterprise Development	Trade Officers	30	24	80.0	6	20.0
		Lecturers	3	2	66.7	1	33.3
Total			4,619	2,393	51.8	1,916	41.5



Appendix V: Officers who Exited the Service

S/No.	State Department	Total
1.	ASALs	9
2.	Attorney General and Department of Justice	55
3.	Basic Education	210
4.	Broadcasting and Telecommunications	20
5.	Cabinet	11
6.	Cooperatives	8
7.	Correctional Services	14
8.	Crop Development	442
9.	Culture and Heritage	10
10.	Defence	71
11.	Devolution	7
12.	EAC	12
13.	Energy	11
14.	Environment and Forestry	26
15.	Fisheries, Aquaculture and Blue Economy	29
16.	Foreign Affairs	14
17.	Gender Affairs	15
18.	Health	16
19.	Housing	66
20.	Immigration	38
21.	Industrialization	16
22.	Infrastructure	66
23.	Interior	1,006
24.	Kenya Prisons	466
25.	Labour	28
26.	Lands	124
27.	Livestock	594
28.	Office of the Deputy President	4
29.	Petroleum	27
30.	Planning	20
31.	Post Training Skills & Development	1
32.	Public Service	7
33.	Public Works	182
34.	Regional	3
35.	Shipping and Maritime	2
36.	Social Protection	50
37.	Sports	7
38.	State House	12
39.	Tourism	2

Appendix V: Officers who Exited the Service (Continued)

S/No.	State Department	Total
40.	Trade	13
41.	Transport	12
42.	Treasury	84
43.	University Education	4
44.	Vocational and Technical Training	88
45.	Water	45
46.	Wildlife	6
47.	Youth	5
	Total	3,958

Appendix VI: Implementation of PSC Decisions Per State Department

S/No.	State Departments	Total	Implemented	Not Implemented
1.	ASALs	20	20	0
2.	Basic Education and Early Learning	53	49	4
3.	Broadcasting and Telecommunications	34	34	0
4.	Cabinet Office	18	18	0
5.	Cooperative	64	64	0
6.	Correctional Services	10	10	0
7.	Crop Development	216	216	0
8.	Culture and Heritage	72	68	4
9.	Defence	451	392	59
10.	Devolution	22	21	1
11.	Early Learning and Basic Education	528	491	37
12.	East African Community	395	378	17
13.	Energy	195	194	1
14.	Environment and Forestry	1	1	0
15.	Fisheries, Aquaculture and Blue Economy	66	66	0
16.	Foreign Affairs	31	30	1
17.	Gender	3	3	0
18.	Health	19	17	2
19.	Housing	422	421	1
20.	ICT and Innovation	41	35	6
21.	Immigration	629	501	128
22.	Industrialization	88	88	0
23.	Infrastructure	197	197	0
24.	Interior	13808	13735	73



Appendix VI: Implementation of PSC Decisions Per State Department (Continued)

S/No.	State Departments	Total	Implemented	Not Implemented
25.	Labour	107	107	0
26.	Lands	428	416	12
27.	Livestock	488	407	81
28.	National Treasury	73	45	28
29.	Office of the Attorney General & Department of Justice	19	19	0
30.	Office of the Deputy President	56	56	0
31.	Petroleum	107	104	3
32.	Planning	10	10	0
33.	Post Training	3	3	0
34.	Prisons	109	108	1
35.	Public Service	35	35	0
36.	Public Works	127	126	1
37.	Regional and Northern Corridor Development	24	24	0
38.	Shipping	15	12	3
39.	Social Protection	206	206	0
40.	Sports	17	17	0
41.	State House	28	27	1
42.	Tourism	53	53	0
43.	Trade	133	133	0
44.	Transport	55	55	0
45.	University Education	5	5	0
46.	Vocational and Technical Training	49	49	0
47.	Water, Sanitation and Irrigation	172	172	0
48.	Youth Affairs	280	280	0
	Total	19,982	19,518	464

Appendix VII: Implementation of MHRMAC Decisions Per State Department

S/No.	State Departments	Implemented	Not Implemented	Total
1.	ASALS	7	0	7
2.	Basic Education and Early Learning	349	20	369
3.	Broadcasting and Telecommunications	276	30	306
4.	Cooperatives	30	0	30
5.	Correctional Services	308	318	626
6.	Crop Development	219	0	219
7.	Culture and Heritage	73	0	73
8.	Defence	115	12	127
9.	Devolution	3	0	3
10.	Early Learning and Basic Education	395	1	396

Appendix VII: Implementation of MHRMAC Decisions Per State Department (Continued)

S/No.	State Departments	Implemented	Not Implemented	Total
11.	East African Community	21	6	27
12.	Energy	22	1	23
13.	Environment	2	1	3
14.	Fisheries, Aquaculture and Blue Economy	82	206	288
15.	Foreign Affairs	323	2	325
16.	Gender	18	0	18
	Housing	29	0	29
17.	Housing & Urban Development	80	0	80
18.	ICT and Innovation	57	0	57
19.	Immigration	587	22	609
20.	Industrialization	253	0	253
21.	Infrastructure	108	0	108
22.	Interior	146	0	146
23.	Kenya Prisons	21	0	21
24.	Labour	186	0	186
25.	Lands	194	0	194
26.	Livestock	356	16	372
27.	National Treasury	75	2	77
28.	Office of the Attorney General & Department of Justice	382	0	382
29.	Office of the Deputy President	9	4	13
30.	Petroleum & Mining	15	2	17
31.	Planning	296	121	417
32.	Post Training	3	0	3
33.	Prisons	19	2	21
34.	Public Service	490	0	490
35.	Public Works	81	2	83
36.	Regional	31	0	31
37.	Shipping and Maritime	37	14	51
38.	Social Protection	386	0	386
39.	State House	47	1	48
40.	Tourism	2	0	2
41.	Trade	152	6	158
42.	Transport	17	0	17
43.	University Education	1	0	1
44.	Vocational and Technical Training	222	1,669	1,891
45.	Water, Sanitation and Irrigation	221	6	227
46.	Wildlife	2	0	2
47.	Youth	17	0	17
	Total	6,765	2,464	9,229



Appendix VIII: Distribution of Training, Workshops, Seminars and Conferences

S/No.	Course Description	Sponsor	Cost of Training	PSC Scale	Officers Trained	Gender	
						Female	Male
1.	Driving Safety	Commission	36,000	PSC 2	1		1
				PSC 3	9	1	8
				PSC 4	8	1	7
				Total	18	2	16
2.	Fire Marshalls Training	Commission	1,156,000	PSC 2	1	1	
				PSC 3	3		3
				PSC 4	6	1	5
				PSC 5	2	1	1
				Total	12	3	9
3.	National Cybersecurity Conference	ICT Authority		PSC 5	1		1
				PSC 6	1		1
				Total	2		2
4.	Needs Assessment and Gaps Analysis workshop in Policy, Research and Capacity Building for MDAs	KIPPRA		PSC 6	1		1
Total					1		1
5.	Protective Security	Commission & NIS	70,000	Commissioners	7	3	4
				PSC 10	1		1
				PSC 6	3	1	2
				PSC 7	17	3	14
				PSC 8	8	2	6
				PSC 9	2	1	1
Total	38	10	28				
6.	PSIP capacity building for mentors and coaches in MDAs	PSIP		PSC 4	1	1	
				PSC 5	1	1	
Total	2	2					
7.	Retirement planning seminar	PSC Pension Scheme Trustees		PSC 8	6	2	4
				PSC 7	9	2	7
				PSC 6	61	32	29

Appendix VIII: Distribution of Training, Workshops, Seminars and Conferences (Continued)

Course Description		Sponsor	Cost of Training	PSC Scale	Officers Trained	Gender	
				PSC 5	56	18	38
				PSC 4	35	11	24
				PSC 3	24	10	14
				PSC 2	13	5	8
				PSC 1	1	1	0
	Total				225	101	124
8.	Senior Management Course	Commission	110,000	PSC 5	1		1
	Total		110,000		1		1
9.	Staff Awareness Creation Program on Occupational Health & Safety	Commission	53,000	PSC 7	1	0	1
				PSC 6	1	0	1
				PSC 5	6	2	3
				PSC 4	6	1	6
				PSC 3	4	1	2
				PSC 2	2	1	2
				PSC 1	1	1	0
	Total		53,000		21	6	15
10.	Strategic Leadership Development Programme	Commission	304,268	PSC 6	2	1	1
	Total		304,268		2	1	1
11.	Training of users on the upgraded public procurement information portal (PPIP)	National Treasury and PPRA	-	PSC 3	1	1	
				PSC 7	1		1
	Total				2	1	1
12.	Alternative Dispute Resolution Course	National Treasury	10,544,800	Commissioners	8	4	4
				PSC 10	1		1
				PSC 7	3	2	1
				PSC 8	2	2	
	Total		10,544,800		14	8	6
	Grand Total		12,274,068		133	105	230



Appendix IX: Complaints

Nature of complaint	No. of complaints	Not Implemented				Status of complaint		
		Contact center (phone)	Letters	Email	Social media (Facebook, twitter)	Resolved	Ongoing	Referred to other agencies
Appeals	467	2	464	0	1	249	218	-
Interviews	374	372	-	-	2	374	-	-
Job applications	71	41	-	1	29	66	3	2
Re-designation/ Transfer of service Contract renewal	9	9	-	-	-	3	-	6
Inefficient services in MDAs	8	1	2	1	4	4	3	1
Delayed appointment	23	18	-	4	1	20	1	2
Portal/ Website Issues	76	40	-	23	13	76	-	-
Internship issues	80	74	-	-	6	79	1	-
General Complaints	40	7	-	-	33	35	4	1
Total	1,148	564	466	29	89	906	230	12



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION