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PUBLIC SERVICE COMMISSION

ANNUAL REPORT

FOR THE FINANCIAL YEAR 2016/2017

SEPTEMBER, 2017

REPUBLIC OF KENYA



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PUBLIC SERVICE COMMISSION

ANNUAL REPORT

FOR THE FINANCIAL YEAR 2016/2017

Prepared and Submitted
In
Accordance with Article 254 (1)of the Constitution
And
Section 90 of the Public Service Commission Act, 2017

September, 2017

VISION

To be the lead service Commission in the provision, management and development of competent human resource in the public service

MISSION

To transform the public service to be dynamic, professional, efficient and effective for the realization of national development goals

CORE VALUES

Professionalism
Fairness, Equity and Diversity
Integrity, Transparency and Accountability
Team Spirit
Creativity and Innovation
Excellence

Public Service Commission

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Abbreviations and Acronyms

AAPAM	African Association of Public Administration and Management
ABNJ	Areas Beyond National Jurisdiction
AC	Air Conditioning
ACMAD	African Center of Meteorological Application for Development
ACP	African Caribbean and Pacific
ACT	Kenya Act Change Transform Kenya
AGPO	Access to Government Procurement Opportunities
AIA	Appropriation in Aid
AIDS	Acquired Immune Deficiency Syndrome
AJFAND	African Journal of Food, Agriculture, Nutrition and Development
ANAF	Aquaculture Network for Africa
AOs	Administrative Officers
ASDSP	Agricultural Sector Development Support Programme
CAPAM	Commonwealth Association of Public Administration and Management
CBA	Collective Bargaining Agreement
CBS	Chief of the Order of the Burning Spear
CDKN	Climate and Development Knowledge Network
CEMIRIDE	Centre for Minority Rights and Development
CEO	Chief Executive Officer
CID	Criminal Investigations Department
CMA	Capital Markets Authority
COMSEC	Commonwealth Secretariat
CPS	Certified Public Secretary
CS	Cabinet Secretary
Dip.	Diploma
DPP	Director of Public Prosecutions
DPSM	Directorate of Public Service Management
DQA	Division of Quality Assurance
E.A	East Africa
EAC	East African Community
EBS	Elder of the Order of the Burning Spear
ECMWF	European Centre for Medium-Range Weather Forecasts
EMBA	Executive Masters in Business Administration
EO	Election Observation
ERP	Enterprise Resource Planning
EU	European Union
FCWG	Interpol Fisheries Crime Working Group
FiRe	Financial Reporting
GAWTEC	Global Atmosphere Watch Training & Education Centre
GHRIS	Government Human Resource Information System
GoK	Government of Kenya
GPA	Group Personal Accident
HIV	Human Immuno Virus
HND	Higher National Diploma
HR	Human Resource
HRM &D	Human Resource Management & Development
HRM	Human Resource Management
HRMO	Human Resource Management Officer

HSC	Head of State Commendation
HTML	Hypertext Mark-up Language
ICPAC	IGAD Climate Prediction and Applicatios Centre
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information Communication Technology
IEC	Information Education Communication
IFAD	International Fund for Agricultural Development
IFAS	Institute of Food and Agricultural Sciences
IGAD	International Authority on Development
IGRTC	Intergovernmental Relations Technical Committee
IMTR	Institute for Meteorological Training and Research
IOC-MASE	Maritime Security in Eastern & Southern Africa & Indian Ocean
IPPF	International Professional Practice Framework
IRMF	Institutional Risk Management Framework
ISO	International Organization for Standardization
IT	Information Technology
ITEC	Indian Technical and Economic Cooperation Pramme
JICA	Japan Agency for International Cooperation
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KAPAM	Kenya Association of Public Administration and Management
KIFST	Kenya Institute of Food Science and Technology
KIM	Kenya Institute of Management
KIRDI	Kenya Industrial Research and Development Institute
KOICA	Korea International Cooperation Agency
KRA	Kenya Revenue Authority
KSG	Kenya School of Government
KUSLO	Kenya United States Liaison Office
KYEOP	Youth Employment and Opportunities Project
LECRD	Low Emission and Climate Resilient Development Project
M&E	Monitoring and Evaluation
MA	Master of Arts
MBS	Moran of the Order of the Burning Spear
MDAs	Ministries, Departments and Agencies
Met.	Meteorological
MGH	Moran of the Order of the Golden Heart
MHRMAC	Ministerial Human Resource Management Advisory Committee
MMDP	Migrationa Management Diploma Programme
MMUST	Masinde Muliro University of Science and Technology
Msc.	Master of Science
NECC	National Environment Complaints Committee
NFP	Netherlands Fellowship Programme
NGO	Non-governmental Organization
NHIF	National Hospital Insurance Fund
NITA	National Industrial Training Authority
NOAA	National Oceanic and Atmospheric Administration
NoSoAT	North South Atlantic Training Transect
NSE	Nairobi Securities Exchange
NYS	National Youth Service
O&M	Operations and Maintenance
OAG& DJ	Office of the Attorney General and Department of Justice
PECO	Proficiency Examination for Clerical Officers

PhD	Doctor of Philosophy
PPP	Public Private Partnership
PRIEDE	Primary Education Development
PSASB	Public Sector Accounting Standards Board of Kenya
PSC	Public Service Commission
PSEA	Public Service Excellence Awards
PSOYA	Public Servant of the Year Award
PWD	Persons with Disability
RCMRD	Regional Center for Mapping of Resources for Development
RDI	Research, Innovations and Development
RSS	Republic of South Sudan
SAGM	Semi-Annual General Meeting
SDCP	Smallholder Dairy Commercialization Programme/Internatio
SDGs	Sustainable Development Goals
SDO	Solar Dynamics Observatory
SHRMO	Senior Human Resource Management Officer
SIA	Sustainable Investment Agriculture
SPAS	Staff Performance Appraisal System
SQL	Structured Query Language
TOT	Training of Trainers
TV	Television
UCAR	University Corporation for Atmospheric Research
UK	United Kingdom
US	United States
USA	United States of America
USAID	United States Agency for International Development
VIP	Very Important Persons
WIBA	Work Injury Benefits Act
WTO	World Trade Organization

Message from the Chairperson



The Public Service Commission is pleased to present the sixth Annual Report since the promulgation of the Constitution in 2010. This report is in fulfilment of Article 254 (1) of the Constitution which requires each Commission to prepare and submit a report to the President and Parliament at the end of each financial year. The report highlights the activities, financial statements and achievements of the Commission in delivering on its mandate during the Financial Year 2016/2017.

The Commission recognizes the high expectations of Kenyans especially with regard to quality service. To meet these aspirations, the Commission endeavours to have a public service that is ethical, professional, guided by values, principles, ethics and norms that accommodate national diversity. In line with these tenets, the Commission reiterates its commitment to transform the public service into a dynamic, efficient and effective entity for the realization of Kenya's national development goals and attainment of the Sustainable Development Goals (SDGs). To achieve this, the Commission has instituted various reform initiatives to support and provide strategic direction to Ministries, State Departments and Agencies (MDAs) in Human Resource Management (HRM).

Promotion of national values and principles under Articles 10 and 232 of the Constitution is a critical function of the Commission, as compliance with the values and principles ultimately determines the quality and nature of services delivered to Kenyans. For the effective discharge of this function, the Commission developed and disseminated a framework for the implementation of values and principles as a guide to the service on the appropriate strategies of promotion and compliance. To enhance compliance with the Public Officer Ethics Act 2003, the Commission spearheaded the amendment of the Act to provide for online declarations. This reform initiative is expected to not only enhance compliance but also ease storage, retrieval, reference and analysis of the financial declarations.

The Constitution envisages a public service that is all inclusive. To achieve this and enhance equity and fairness in access to available opportunities, the Commission adopted policies that ensure gender parity and inclusion of the marginalized, minorities, and Kenya's diverse ethnic communities across all the regions of the country.

Public Service Commission recognizes the importance of a positive performance culture in the public service. To this end, the Commission operationalized the Rewards and Sanctions Policy through issuance of guidelines for ease of implementation of the Policy. Further, the Commission has automated the Staff Performance Appraisal System (SPAS) to ease management of staff performance. To further entrench a performance management culture in the service, the Commission held the 2nd Public Service Excellence Award Ceremony in December, 2016.

To ensure effective discharge of delegated powers and functions, the Commission has continued to engage Authorized Officers in MDAs and strengthen the monitoring and evaluation mechanisms as a way of enhancing feedback to these public organizations. In this respect, the Commission is keen on working closely with Authorized Officers to ensure timely submission of quarterly reports, as provided by law, to facilitate informed decision making and guidance on various human resource issues.

I therefore take this opportunity to thank all our stakeholders for their continued support as we strive to transform the Public Service to be professional, ethical and dynamic to meet the high expectations of Kenyans. Their valuable feedback drives us to constantly innovate and thereby improve the public service.

Finally, I wish to thank members of the Commission and the Secretariat for their dedication and commitment in ensuring that the Commission delivered on its mandate during the year under review.



Prof. Margaret Kobia, PhD, MGH
Chairperson
PUBLIC SERVICE COMMISSION

Message from the Secretary /Chief Executive



The 2016/17 financial year was an exciting one with the Commission recording significant milestones in the performance of its functions. These included development and issuance of various policies and guidelines; automation of Staff Performance Appraisal System (SPAS); review of organization structures and determination of optimal staffing levels for all MDAs; review of the induction manual for the public service; a record budget absorption rate of 99.7 percent and a financial reporting award, 2nd Runners-Up position in public sector, under the Independent and Constitutional Offices category for the 2014/15 Financial Year.

During the year under review, the Commission extended technical assistance to and shared experiences with other Commissions, County Public Service Boards and County Assembly Service Boards in specific areas of human resource management. This enhanced quality of services, skills and capacities of the organizations in the discharge of their mandates. In recognition of the Commission's regional leadership, one of PSC's Commissioner's, Mr. Titus M. Ndambuki, CBS, was nominated to the East African Community Ad-hoc Service Commission, where he offered technical advisory services in EAC secretariat recruitments.

The Commission's tremendous achievements in the delivery of its mandate during the 2016/17 financial year were not without challenges, key among them being inadequate budgetary support for planned programmes and activities, and increased levels of litigation against the Commission. The freeze in recruitment of staff resulted in challenges of succession management in the entire service. In addition, the Commission had to contend with large numbers of applicants against the limited employment opportunities.

This report consists of six chapters containing the various activities undertaken by the Commission during the year. Chapter one provides the background information and functions. Chapter two highlights the delivery of the Commission's mandate. Chapter three outlines the financial and audit reports, while chapter four deals with the Commission's collaborations and partnerships with stakeholders. Chapter five outlines the milestones, challenges and opportunities. Lastly, chapter six contains the conclusions and recommendations.

The Commission's success in the delivery of its mandate during the year could not have been possible without the leadership and direction provided by the Chairperson, Vice Chairperson and Commissioners. I therefore, wish to sincerely acknowledge their role in providing strategic direction to the Commission and the public service in general. I also wish to appreciate the commitment, dedication and hard work of the secretariat staff in facilitating the operations of the Commission during the period under review.

Finally, I wish to thank the Inter-departmental team, led by Mr. George Mukabi for the timely preparation of this report.

Dr. Alice A. Otwala (Mrs), CBS
Commission Secretary/Chief Executive
PUBLIC SERVICE COMMISSION

MEMBERS OF THE COMMISSION



Prof. Margaret Kobia PhD, MGH,
Chairperson



Amb. Peter O. Ole Nkuraiyia, CBS,
Vice Chairperson



Titus M. Ndambuki, CBS,
Commissioner



Patrick G.Gichohi,
CBS, Commissioner



Catherine R. Omweno, MBS,
Commissioner



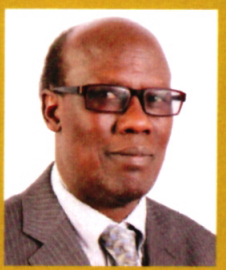
Veronica Birgen, MBS,
Commissioner



Dr. Judith Bwonya,
MBS, Commissioner



Lawrence Nyalle,
MBS, Commissioner



Prof. Michael N.I Lokuruka,
EBS, Commissioner



Dr. Alice A. Otwala
(Mrs), CBS, Secretary/
CEO

Executive Summary

This is the sixth cycle of the Public Service Commission's report to the President and Parliament since the promulgation of the Constitution in 2010. The report is prepared pursuant to the provisions of Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act, 2017. These provisions require the Public Service Commission to prepare and submit a report on its operations and activities to the President and Parliament after the closure of the financial year. The report highlights the operations and activities, and financial statements of the Commission's budgetary allocation and expenditure for the period 1st July, 2016 to 30th June, 2017.

To maintain optimal staffing levels in the service, a total of 13, 041 officers were appointed to various positions at entry and promotional grades. New officers appointed at entry grades were 5,181 while 7,860 were promotional appointments. Among those appointed, 8,708(66.8%) were male while 4,333(33.2%) female. Out of the total appointments, 2,679(20.5%) were from the marginalized and minority communities (an increase of 5.3% from the 2015/16 reporting period while 37 (0.28%) were Persons with Disability (PWDs). Further, the Government, with assistance of development partners, sponsored 7,317 officers for various training programmes with the aim of improving skills and competences, and ultimately enhance productivity in the service.

In order to provide direction in management of the human resource function and ensure efficiency and effectiveness of the public service, the Commission reviewed and issued various policies and guidelines. These included guidelines for recruitment of non-citizens, Human Resource Planning and Succession Management Strategy, Induction Handbook, and guidelines for implementation of performance rewards and sanctions policy.

Further, the Commission held its second annual Public Servant of the Year Award where five (5) public officers were recognized and awarded for exemplary performance. For continued improvement in the management of the awards scheme, the selection criteria and guidelines for the year 2017 awards were revised and re-oriented to focus on Citizen Service Delivery; Public Service Values and Ethics; and Innovation for Efficiency and Productivity.

The Commission embarked on developing modalities for implementing the recommendations of the Job Evaluation Report released by the Salaries and Remuneration Commission in April 2016. The job evaluation exercise was aimed at creating harmonized grading structures and determining the relative worth of jobs to inform remuneration for the public service.

During the period, the Commission was allocated a total of Kshs 1.27 Billion to support the various programmes and activities. Of the total allocation Kshs 1.23 Billion was for recurrent expenditure and Kshs 39 Million for development. The overall budget absorption was 99.7%, an increase of 0.1% from 99.6% in 2015/16 financial year.

The Commission has continued to streamline and institutionalize monitoring and evaluation mechanisms in MDAs to ensure effective discharge of delegated powers and functions. In addition, Public Service Commission Regulations and Public Service Values and Principles Regulations shall be finalized to operationalize the Public Service Commission Act, 2017 and the Public Service Values and Principles Act, 2015.

To ensure adequate funding for programmes, the Commission will continue to engage The National Treasury to enhance budgetary allocations for various programmes and activities in the service. An

Institutional Risk Management Framework (IRMF) will be developed to facilitate identification and mitigation of risks within the Commission in accordance with the International Professional Practice Framework (IPPF) for Internal Auditing Standards.

The Commission shall continue to strengthen, both the internal human resource capacity needs and those of MDAs for effective discharge of the mandates and improved service delivery. Further, the Commission will continue to undertake capacity building programmes for County Public Service Boards on the management of human resources to enhance delivery of their mandate. Monitoring of training activities in the Public Service shall be entrenched to ensure the government gets value for resources invested in training public officers.

Professional bodies and associations shall be brought on board in the management of the human resource function in the service. Alongside this, will be engagement with development partners for technical support towards the achievement of the Commission's programmes.

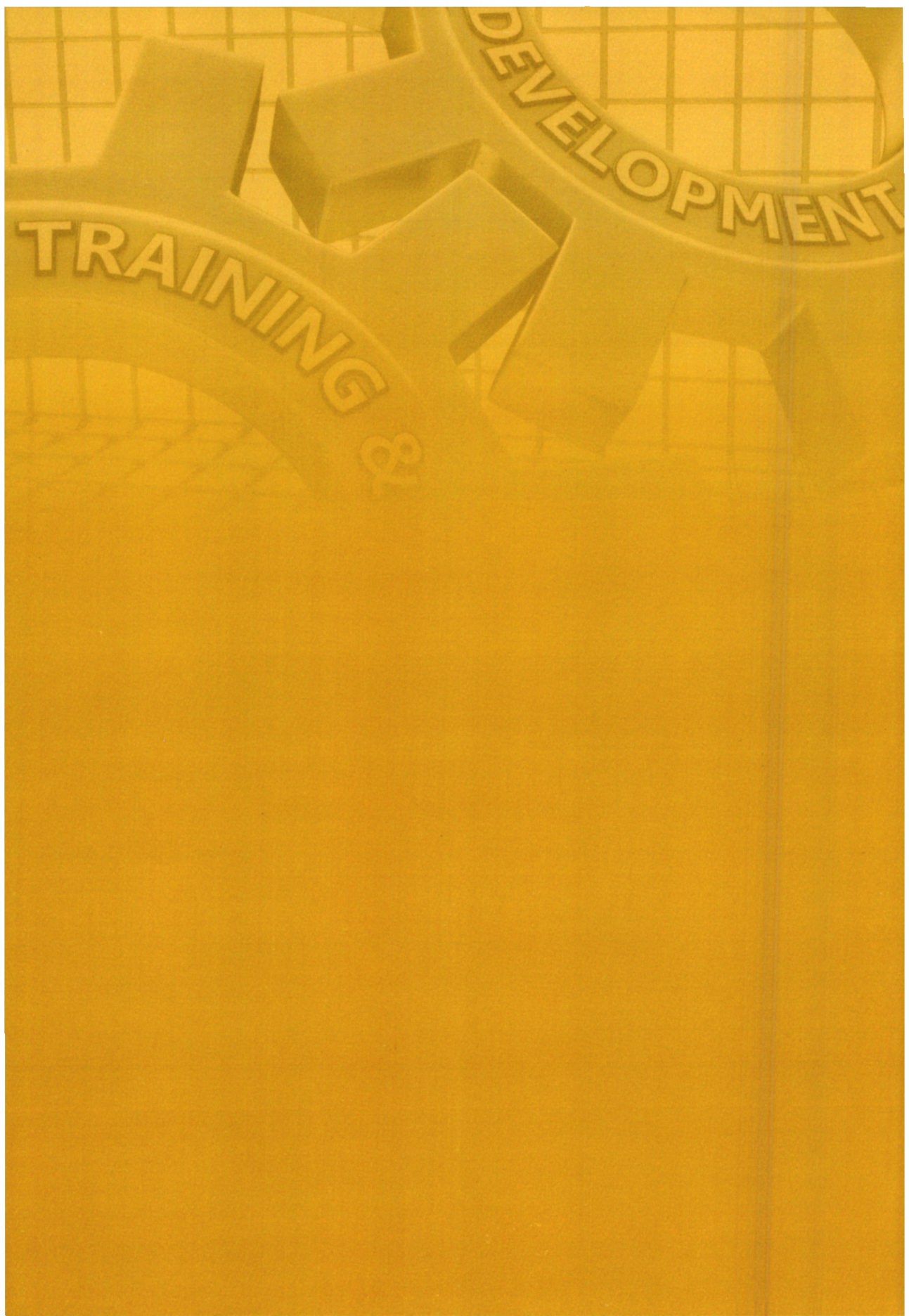
In consultation with stakeholders, modalities of upgrading the Government Human Resource Information System (GHRIS) infrastructure to increase reliability and access to facilitate implementation of automated HR functions will be explored. Further, Information and Data Security in the Commission shall be enhanced by developing and implementing Business Continuity and Disaster Recovery Procedures and Plans, undertaking regular Information Systems Audits, and building staff capacity in emerging and relevant technologies.

To ensure compliance with legal requirements on recruitment, the Commission will develop a disability mainstreaming policy and guidelines. Further, collaborations with County Governments, National Council for Persons with Disabilities and use of social media will be utilized to reach out to PWDs and other special interest groups to enhance representation and inclusivity in the service. Equally, the Human Resource Planning and Succession Management Strategy for the Public Service (May 2017) shall be implemented to address the recurrent succession gaps in the service, by filling vacant posts left by employees who have exited the service and collaborating with the National Treasury for funding of new recruitments.

The Commission will continue to implement the Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service for effective promotion of values and principles. In addition, a framework for Citizen Service Delivery Charter to prescribe the minimum service delivery standards will be developed. Further, the Commission will work with relevant stakeholders to finalize and release the Public Service Values and Principles Policy and automate the declaration of incomes, assets and liabilities to facilitate online declarations. This will enhance compliance levels; ease retrieval and analysis; and address storage challenges.

In line with the Government policy on internship, the Commission will also continue to implement the Internship Policy for the Public Service (2016) to give the youth an opportunity to gain experience in the world of work thereby enhance their skills development and competitiveness in the job market. The National Treasury shall be engaged in order to introduce a budget line to fund internship programmes in MDAs.

In conclusion, the Commission appreciates the role played by Ministries/Departments and other key stakeholders in the discharge of the HR function and therefore will continue to engage in addressing emerging human resource issues with the aim of meeting the high expectations of the citizenry.


TRAINING &
DEVELOPMENT

Chapter One

ESTABLISHMENT, COMPOSITION AND MANDATE OF THE COMMISSION

1.1 Establishment and Mandate of the Commission

The Public Service Commission is an independent Commission established under Article 233 of the Constitution of Kenya. It consists of a Chairperson, Vice Chairperson and seven (7) other members appointed by the President with the approval of the National Assembly.

The mandate of the Commission is spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. The mandate includes establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service. In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act, 2015 and other relevant legislations.

1.2 Functions and Powers of the Commission

The Commission's powers and functions are:

a. Establishment and abolition of offices in the public service;

b. Appointment of persons to hold or act in those offices, and to confirm appointments;

c. Exercising disciplinary control over and removal of persons holding or acting in those offices;

d. Promotion of national values and principles of governance; and values and principles of public service;

e. Investigating, monitoring and evaluating the organization; administration and personnel practices of the public service;

f. Ensuring that the public service is efficient and effective;

g. Development of human resources in the public service;

h. Reviewing and making recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service;

i. Evaluating and reporting to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 are complied with in the public service;

j. Hearing and determining appeals in respect of county governments' public service;

k. Nominating persons to the Judicial Service Commission and Salaries and Remuneration Commission under Articles 171(2)(g) and 230(2)(b) (i) respectively;

l. Recommending persons to be appointed as Principal Secretaries under Article 155(3)(a);

m. Receiving petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2)(3) and (4);

n. Protection of public officers against victimization and discrimination while discharging their duties; and

o. Performing any other functions and exercising any other powers conferred by national legislation.

The discharge of functions (a) to (j) above do not apply to:

i) State Offices;

ii) Offices of High Commissioners and Ambassadors;

iii) Offices subject to Parliamentary Service Commission, Judicial Service Commission, Teachers Service Commission and National Police Service Commission;

iv) Office in the service of a County Government except hearing and determining of appeals ; and

v) Appointment of personal staff of the President or retired President except with their consent.

1.3 Scope of Responsibility

In the performance of its functions, the Commission is responsible for all human resource matters in Ministries, Departments,Office of the Attorney General and Department of Justice, and State Corporations. However, with regard to the function of promotion, compliance, evaluation and reporting on values and principles referred to in Articles 10 and 232 of the Constitution, the Commission is responsible for the staff of the following:-

a. Ministries, Departments, Office of the Attorney General and Department of Justice and State Corporations.

b. Constitutional Commissions and Independent Offices namely:- Gender and Equality Commission; Kenya National Commission on Human Rights; National Lands Commission; Independent Electoral and Boundaries Commission; Commission on Revenue Allocation; Salaries and Remuneration Commission; Office of the Auditor General and Controller of Budget.

c. Statutory Commissions and Authorities namely:-

National Cohesion and Integration Commission; Commission on Administrative Justice; Inter-Governmental Relations Technical Committee; Director of Public Prosecutions; Ethics and Anti-Corruption Commission; Witness Protection Agency; Energy Regulatory Commission; Kenya Law Reform Commission; Commission for University Education and Independent Police Oversight Authority.

d. Any other public entity not excluded under Article 234(3).

1.4 Organizational Structure of the Commission Secretariat

The Commission Secretariat is established in accordance with section 16 of the Public Service Commission Act 2017 and is headed by the Commission Secretary/ CEO appointed under Article 233(6) of the Constitution. The secretariat assists the Commission in the discharge of its mandate through the provision of technical and operational support.

The secretariat is organized into the Office of the Secretary/CEO and the under listed eight (8) directorates and Internal Audit Unit;

i) Establishment and Management Consultancy Services

ii) Recruitment and Selection

iii) Compliance and Quality Assurance

iv) Human Resource Management and Development

v) Finance and Planning

vi) Corporate Services

vii) Legal Services

viii) Board Management Services

Figure 1-1 shows the organogram of the Commission.

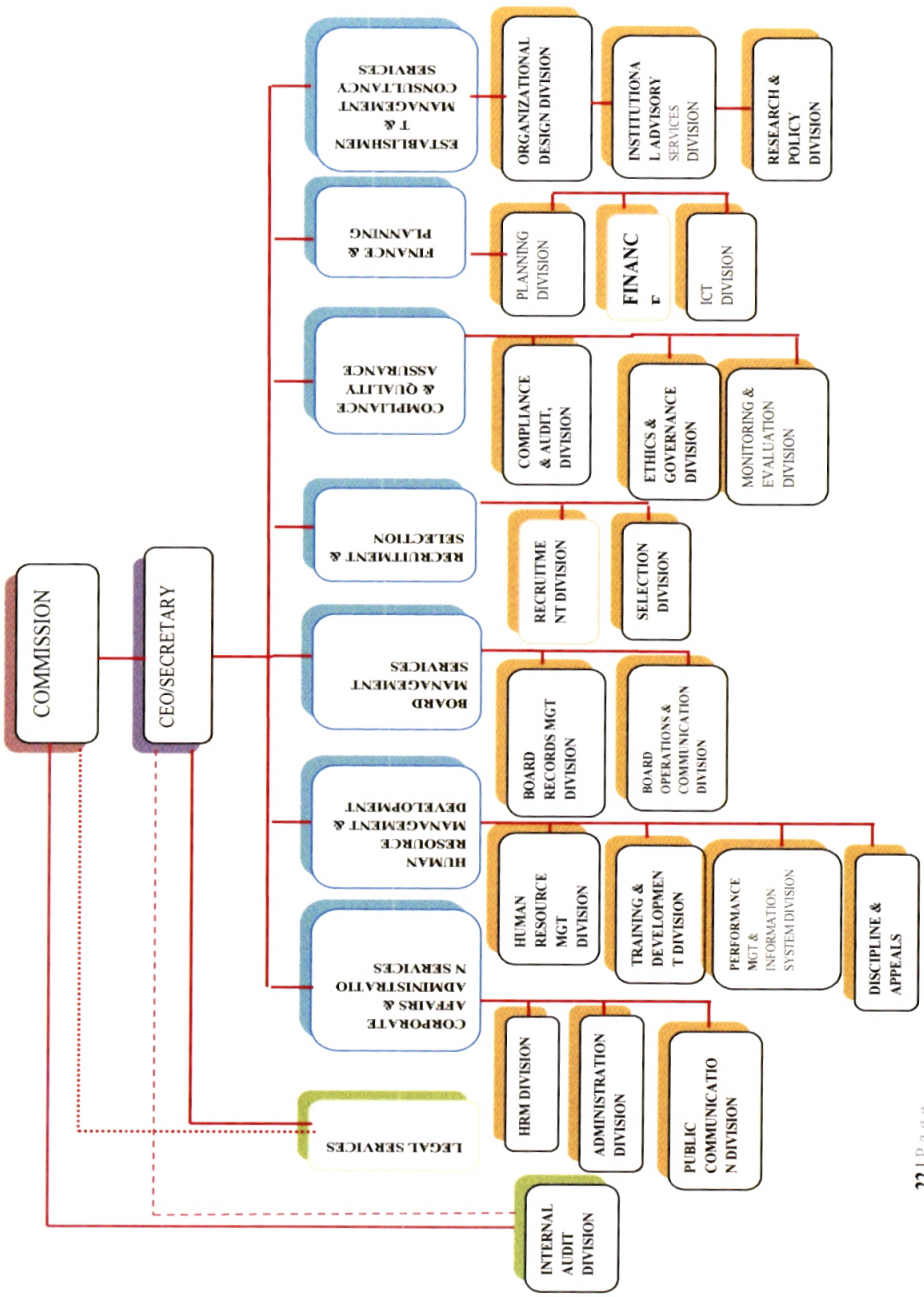


Figure 1-1: PSC Organogram

1.5 Staff Establishment

1.5.1 Composition of Staff

As at 30th June, 2017, the Commission had two hundred and sixteen (216) members of staff, out of whom one hundred (100), 46% were male while one hundred and sixteen (116), 54% were female. Six (6), 2.6 % members of staff were persons with disabilities (PWDs).The distribution of the secretariat staff by gender, designation and salary scale is as shown in Table 1-1 and Figure 1-2.

1.5.2 Staff Composition by Ethnicity

During the year under review, the Commission staff were made up of members from twenty (20) ethnic groups as shown in Table 1-2.

1.5.3 Staff Secondment

The Commission seconded three (3) officers to other public service organizations and one (1) to the Government of South Sudan. Twenty one (21)officers were on secondment to the Commission from various State Departments.

Table 1- 1: Composition of Secretariat Staff by Gender, Designation and Salary Scale

S/No	Designation	Salary Scale	Male	Female	No. of Officers	Percentage (%)
1.	CEO	PSC 9	0	1	1	0.5
2.	Director	PSC 8	6	2	8	3.7
3.	Deputy Director	PSC 7	12	12	24	11.1
4.	Assistant Director	PSC 6	12	8	20	9.3
5.	Senior Officer	PSC 5	15	22	37	17.1
6.	Officer	PSC 4	18	44	62	28.7
7.	Assistant Officer	PSC 3	20	13	33	15.3
8.	Divisional Assistant Officer I	PSC 2	12	9	21	9.7
9.	Divisional Assistant Officer II	PSC 1	5	5	10	4.6
Total			100(46%)	116(54%)	216	100

Figure 1- 2: Distribution of Staff by Salary Scales and Gender

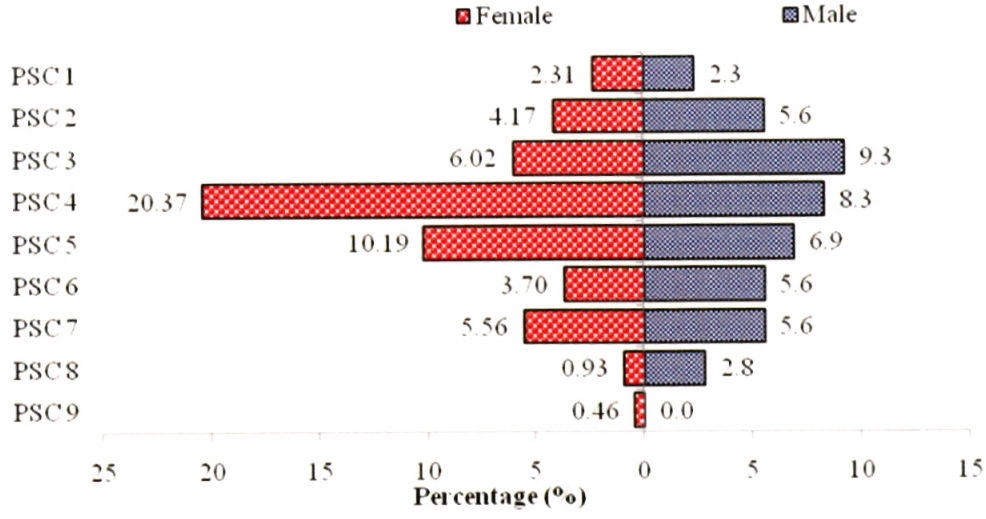


Table 1- 2: Distribution of PSC Staff by Ethnicity

S/No	Ethnic Groups	No. of Officers	%	Proportionate representation	Variance (+/-)
1.	Embu	6	2.80	0.848	1.152
2.	Kenyan Somali	2	0.93	6.250	-5.324
3.	Kalenjin	21	9.72	12.897	-3.175
4.	Kamba	22	10.00	10.186	-0.186
5.	Kikuyu	51	23.60	17.327	6.273
6.	Kisii	19	8.80	5.771	3.029
7.	Kuria	2	0.90	0.681	0.219
8.	Luhya	32	14.80	13.968	0.832
9.	Luo	27	12.50	10.582	1.918
10.	Maasai	6	2.80	2.202	0.598
11.	Mbeere	2	0.90	0.440	0.460
12.	Meru	9	4.20	4.338	-0.138
13.	Mijikenda	3	1.40	5.148	-3.748
14.	Nubia	2	0.90	0.040	-0.860
15.	Pokomo	2	0.90	0.248	0.652
16.	Rendille	1	0.50	0.158	0.342
17.	Samburu	2	0.90	0.621	0.279
18.	Taita	3	1.40	0.716	0.684
19.	Teso	2	0.90	0.887	0.013
20.	Turkana	2	0.90	2.587	-1.687
Totals		216	100		

1.5.4 Re-designation

During the period under review, in an effort to improve capacity and re-align skills and qualifications, four(4) officers were re-designated from Office Administrative Officers cadre to human resource management cadre as shown in the Table 1-3.

1.5.5 Staff Promotion

The Commission promoted five (5) officers to various posts as shown in Table 1-4.

Table 1- 3: Distribution of Re-designated Staff by Ethnicity and Gender

S/No	Post	Ethnic Group	Male	Female	Total
1.	Chief HRMO	Kikuyu	0	1	1
2.	Chief HRMO	Luhya	0	1	1
3.	Chief HRMO	Kalenjin	0	1	1
4.	SHRMO	Luhya	0	1	1
Total			0	4	4

Table 1- 4: Distribution of Promoted Staff by Cadre, Gender and Ethnicity

S/No	Post	Scale	Male		Female		Total
			No.	Ethnicity	No.	Ethnicity	
1.	Deputy Director HRM &D	7	1	Maasai	0	-	3
		1		Meru			
		1		Kikuyu			
2.	Chief Accountant	5	1	Kikuyu	1	Luhya	2
Total			4(80%)		1(20%)		5

1.6 Training Programmes

1.6.1 Capacity Building for Staff

During the year under review, the Commission carried out a total of nine (9) training programmes consisting of courses lasting less than six months. Seven (7) officers were trained in individual courses while two hundred and seventy seven (277) training opportunities were accorded to staff in group training programmes. The limited training opportunities for individual courses were attributed to budgetary constraints. The distribution of the training opportunities by programmes, grade and gender is as shown in Table 1-5.

1.6.2 Training Opportunities by Ethnicity

The training opportunities were spread across staff members from twenty (20) ethnic groups as shown in Table 1-6.

Table 1- 5: Distribution of the Training Opportunities by Programmes, Gender and Cost

S/No.	Training Programmes	Training Institution/ Venue	Grade	Male	Female	Total Trained	Training Cost (Kshs.)
i. Individual short courses/conference							
1.	Effective Discipline Management	Vice Hotel, Kisumu	4	2	1	3	114,000
2.	HIV and AIDS Management	Clay Hotel, Naivasha	4	2	0	2	93,000
3.	Annual National Human Resource Management Conference	Lake Naivasha, Sawela Lodge	7	0	1	1	75,400
4.	Supervisory Course	KSG Mombasa	4	0	1	1	81,200
Sub total					4	3	363,600
ii. Group Courses							
5.	Team Building and Sensitization Program	Morendat, Naivasha	1-3	23	21	44	350,000
6.	Performance Appraisal System	Internal	1-8	91	109	200	60,000
7.	Report writing	KSG, Nairobi	4-6	5	14	19	358,150

S/No.	Training Programmes	Training Institution/ Venue	Grade	Male	Female	Total Trained	Training Cost (Kshs.)
8.	Income Tax Filing Sensitization	KRA Convention Centre	4	1	1	2	0
9.	Pre-retirement Training Course	KSG, Mombasa	2-8	5	7	12	292,320
Sub total				125	152	277	1,060,470
Total (i+ii)				129	155	284	1,424,070

Table 1- 6: Distribution of Training Opportunities by Ethnicity

S/No.	Ethnic Group	Group training opportunities	Individual short courses/conference*	Total training opportunities
1.	Embu	9	0	9
2.	Kalenjin	26	0	26
3.	Kamba	36	2	38
4.	Kikuyu	56	0	56
5.	Luhya	38	2	40
6.	Luo	32	1	33
7.	Kisii	26	1	27
8.	Maasai	7	0	7
9.	Meru	11	0	11
10.	Pokomo	2	0	2
11.	Rendille	2	0	2
12.	Samburu	5	0	5
13.	Taita	2	0	2
14.	Teso	2	0	2
15.	Turkana	4	0	4
16.	Somali	2	1	3
17.	Nubia	3	0	3
18.	Kuria	7	0	7
19.	Mijikenda	6	0	6
20.	Suba	1	0	1
TOTAL		277	7	284

Notes: Short course is any programme lasting less than 6 months*

1.7 Exit from the Commission

During the year under review,upon attaining the mandatory retirement age, a total of seven (7) officers exited from the Commission. Of these four (4) were male while three(3) were female.

1.8 Welfare Programmes

During the year under review, the Commission addressed staff welfare matters as follows:

i) Medical Scheme

Provision of a comprehensive inpatient and outpatient medical insurance for all Commissioners and staff.

ii) Pension Scheme

Provision of a contributory pension scheme for staff where staff contributes 10% and the Commission (employer) 20% of the staff basic salary. In addition, the Commission provided group life insurance cover for the staff.

iii) Group Personal Accident (GPA)insurance and Work Injury Benefits Act (WIBA)

Provision of group personal accident insurance and Work Injury Benefits Act cover

iv) HIV/AIDS and Drug and Substance Abuse Programmes

Undertook various activities in the fight against HIV/AIDS and Drug and Substance Abuse. These included:-

a) participation in the 2016 Annual International HIV/Aids day;

b) distribution of preventive and IEC materials;

c) provision of support to the infected and affected; and

d) provision of care and support to staff affected by Alcohol, Drugs and Substance Abuse.

1.9 Work environment

During the year under review, the Commission provided various working tools to facilitate work performance. This contributed to improved staff productivity. In addition, the Commission undertook various activities target ting key areas of operations for purposes of improvement of the work environment as follows:-

i) Refurbishment of the VIP car park in basement and ground floors;

ii) Electrical refurbishment works at Commission House and Bruce House offices;

iii) Supply and installation of air conditioning (AC) equipment and associated electrical works;

iv) Repainting of the old Commission Building; and

v) Conducted staff awareness program on occupational safety and health,sustainable work environment and annual work place safety inspection and audit in compliance with the provisions of the Occupational Safety and Health Act (2007) and Environmental Management and Coordination Act (1999).

Chapter Two

DELIVERY OF PROGRAMMES

The Commission's mandate is provided for under Article 234 of the Constitution. During the year, the Commission discharged its functions through the Commission Board, Committees and delegation to Authorized Officers as provided in Article 234(5).

2.1 The Commission Board

The Commission Board comprises of the Chairperson, Vice Chairperson and members of the Commission. The Board holds weekly meetings to deliberate on various human resource matters in the public service. The Board's decisions, instructions and guidance are communicated to the respective Authorized Officers for implementation. The Board held a total of Forty Five (45) meetings during the year under review.

2.2 Committees of the Commission

Section 12 of the Public Service Commission Act, 2017 allows the Commission to establish such committees as may be necessary for the better carrying out of its functions and the exercise of its powers. In line with this provision, the Commission has established eight (8) standing committees, each comprising of at least two (2) Commissioners and members of the Secretariat appointed to the committees, one (1) statutory committee and ad-hoc committees constituted as need arises. The recommendations from the committees are tabled before the Commission Board for consideration. These committees include:-

a) Information Communication Technology and Governance;

b) Capacity and Capability Development;

c) Compliance and Quality Assurance;

d) Terms and Conditions of Service;

e) Finance, Planning and General Purpose;

f) Human Resource Planning, Recruitment and Selection;

g) Establishment and Devolution Matters;

h) County Appeals; and

i) the Statutory Audit Committee.

2.3 Authorized Officers

The Commission delegates its powers and functions to Authorized Officers in accordance with Article 234(5) of the Constitution and Section 31 of the Public Service Commission Act, 2017. Authorized Officers perform human resource functions in the MDAs on behalf of the Commission. They are expected to act in accordance with applicable legislations and regulations, and policies and guidelines, which may be issued by the Commission from time to time.

2.4 Inter-Agency Committees

The Commission collaborates with MDAs, County Governments and relevant unions on Human Resource (HR) matters through Inter-Agency Committees. These include:-

a) Consultative Committee on Terms and Conditions of Service –

This committee comprises representatives from the Commission, Office of the Attorney General, ministries responsible for:

Public Service, Labour, Education, Health, Agriculture, Interior and Coordination of National Government, Devolution and Planning and the National Treasury. The Committee is charged with the responsibility of providing advisories to the Commission on matters relating to terms and conditions of service in the public service.

b) Inter-Agency Committee on Health Workers Human Resource Matters

This committee comprises representatives from the Commission, Council of Governors, County Public Service Boards, ministries responsible for Devolution and Planning, Health, Public Service, Labour, Office of the Attorney General, Commission on Revenue Allocation, Salaries and Remuneration Commission and the National Treasury. The committee is charged with the responsibility of addressing health workers human resource matters to enhance industrial harmony in the health sector. During the year under review, the Committee facilitated mediation of industrial disputes between Kenya Medical Practitioners, Pharmacists and Dentists Union and the Government of Kenya which culminated in the signing of a Collective Bargaining Agreement (CBA) in June 2017.

2.5 Execution of the Mandate

In executing its mandate, the Commission undertook various programmes and activities as follows,:-

2.5.1 Establishment and Abolition of Offices

i). Organizational Structures and Establishment of Offices

The Commission is mandated under Article 234(2) (a) (i) to establish and abolish offices in the public service. In line with this function,and in order to promote efficiency and effectiveness of the public service, the Commission continuously reviews organizational structures to align them with their respective functions.

Establishment of offices in the public service is a critical and strategic role, which aims at ensuring that effective functions are allocated or transferred to appropriate bodies to eliminate duplications and overlaps. During the year under review, the Commission reviewed the organization structures of all MDAs, harmonized their staff establishment and developed a database for the same. A total of two thousand two hundred and forty seven (2,247) posts and offices were established as shown in Table 2-1.

ii). Review of Staff Establishment

During the year under review the Commission reviewed staff establishments for all MDAs to align them with the reviewed organizational structures as presented in Table 2-2.

Table 2- 1: Distribution of Posts Established in MDAs

S/No.	Ministries and State Departments	No. of Posts
1.	State Department for Interior	304
2.	State Department for Environment	531
3.	State Department for Housing and Urban Development	227
4.	State Department for Public Works	79
5.	State Department for Environment - Waste Management	21
6.	National Environment Complaints Committee (NECC)	10
7.	The National Treasury	394
8.	State Department of Planning and Statistics	681
Totals		2,247

Table 2- 2: Review of Staff Establishments and Alignment of Organizational Structures in MDAs

S/No.	Ministry/State Department/Agency	In-Post	Authorized Establishment	Variance
1	Office of the Deputy President	401	579	178
2	State House	577	1,116	539
3	Cabinet Office	248	352	104
4	Ministry of Tourism	355	199	-156
5	Agriculture	1,000	930	-70
6	Fisheries & Blue Economy	273	617	344
7	Livestock	1,454	3,044	1,590
8	Ministry of Mining	410	1,045	635
9	Investment & Industry	581	824	243
10	Cooperatives	488	339	-149
11	Trade	434	776	342
12	Foreign Affairs	783	1,136	353
13	Basic Education	3,481	8,994	5,513
14	University Education	215	250	35
15	Vocation and Technical Training	111	432	321
16	Ministry of Defence	1,766	3,481	1,715
17	Broadcasting and Telecommunication	504	607	103
18	ICT and Innovation	22	181	159
19	Energy	473	820	347
20	Petroleum	39	319	280
21	Planning and Statistics	358	746	388
22	Devolution	152	293	141
23	Special Programmes	216	363	147
24	Ministry of Health	2,492	3,961	1,469
25	Infrastructure	2,276	4,351	2,075
26	Public Works	569	1,674	1,105
27	Transport Services	215	250	35
28	Housing and Urban Development	897	1,931	1,034
29	Maritime and Shipping Affairs	36	183	147
30	Arts and Culture	412	1,531	1,119
31	Sports Development	214	281	67
32	Gender Affairs	28	283	255
33	Public Service and Youth Affairs	966	1,231	265
34	Correctional Services	1,146	1,715	569
35	Interior	25,683	40,011	14,328
36	Natural Resources	40	198	158
37	Environment	938	2,038	1,100
38	EAC Integration	173	273	100

S/No.	Ministry/State Department/Agency	In-Post	Authorized Establishment	Variance
39	Social Protection	1,391	2,858	1,467
40	Labour	596	1,791	1,195
41	The National Treasury	2,939	3,846	907
42	Irrigation	94	396	302
43	Water Services	431	655	224
44	Lands and Physical Planning	2,998	4,434	1,436
45	State Law Office (Attorney General (AG)	1,049	1,090	41
Grand Totals		59,924	102,424	42,500

iii). Career Progression Guidelines

During the year under review, the Commission embarked on development of modalities of implementing career progression guidelines. In this regard, the Commission held consultative forums with Schemes of Service Administrators to chart the way forward on development of career progression guidelines in the service and the implementation modalities thereof.

iv). Inter-Governmental Relations

Following the end of the Transition period on 4th March 2016, the Commission engaged the Council of Governors, National Treasury, Ministry of Devolution and Planning, and the Ministry responsible for Public Service in resolving pending human resource matters in the counties including the establishment of county pension schemes. Further, to strengthen devolution, the Commission held meetings with Intergovernmental Relations Technical Committee (IGRTC) to deliberate on management of HR matters in the County Public Service. This resulted in review of intergovernmental transfer guidelines to give IGRTC the responsibility for handling intergovernmental and intercounty transfers.

2.5.2 Appointments and Promotions

The Commission under Article 234(2)(a)(ii) of the Constitution and Part VI of the Public Service Commission Act, 2017 is mandated to appoint persons to hold or act in offices in the public service. In making appointments,the Commission takes cognizance of the constitutional requirement of merit as the basis of appointments while affording adequate and equal opportunities for men, women, members of all ethnic groups and persons with disabilities. Further, the Commission considers aptitude, suitability, prescribed qualifications, provable experience and integrity as provided for in section 36(1) (a-e) of the Public Service Commission Act, 2017.

In order to enhance efficiency the Commission has in accordance with Article 234(5) delegated the recruitment of officers in all cadres from Job group 'A' to 'P' except the initial appointments at Job Groups 'J', 'K', 'L' & 'M' and recruitment of technical officers in Job Groups 'G' and 'H' who have undergone pre-service training. The Commission has continued to monitor the implementation of delegated powers to ensure compliance with the law, policies, procedures and guidelines.

i). Appointments

During the year, a total of thirteen thousand and forty one (13,041) persons were appointed to various positions in the public service. Out of these,five thousand one hundred and eighty one (5,181) were new entrants and seven thousand eight hundred and sixty (7,860) were promotional appointments.

Among those appointed, eight thousand seven hundred and eight (8,708) 66.8 percent were male while four thousand three hundred and thirty three (4,333) 33.2 percent were female. Out of the total appointments,two thousand six hundred and seventy nine (2,679), 20.5 percent were from the marginalized and minority communities.

a) New Entrants

During the year under review, the Commission appointed a total of five thousand one hundred and eighty one, (5,181) new entrants. Among those appointed three thousand one hundred and ninety seven (3,197), 61.7% were male and one thousand nine hundred and eighty four(1,984), 38.3% female. Out of the five thousand one hundred and eighty one, (5,181) new entrants twenty six (26) were PWDs representing 0.5% while one thousand two hundred and twenty (1,220) were from marginalized communities representing 23.5%.

The distribution of the appointments by gender, disability and ethnicity is as shown in Tables 2-3, 2-4, Figure 2-1 and Appendix I.

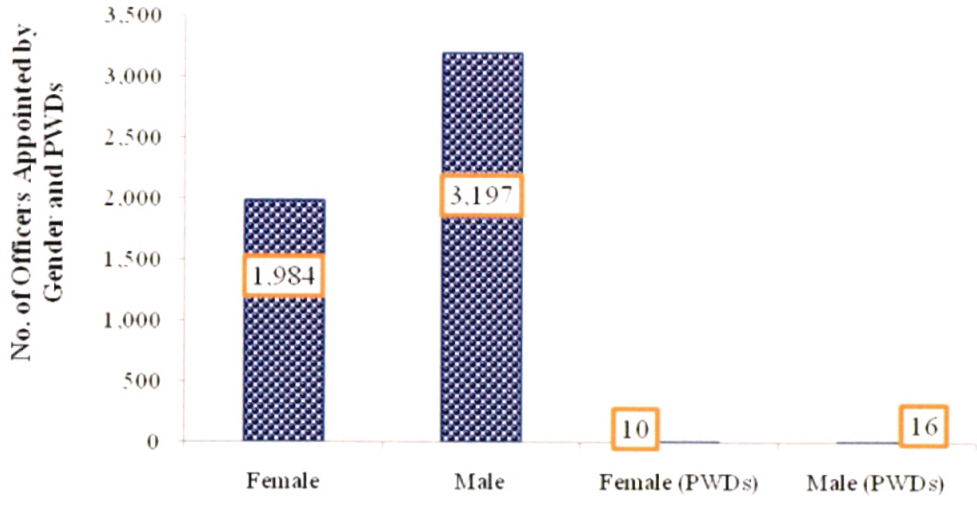
Table 2- 3: Distribution of new employees into the Civil Service by Ministry/State Department, Gender and PWD status

S/No	Ministry	State Department	Total No.	Gender		PWDs	
				Female	Male	Female	Male
1.	Information, Communication & Technology	ICT and Innovation	12	7	5	0	0
2.	Agriculture, Fisheries & Livestock	Fisheries and Blue Economy	16	15	1	-	-
3.	Devolution & Planning	Devolution	3	0	3	-	-
4.	Education	Basic Education	209	90	119	-	-
5.	Transport, Infrastructure, Housing and Urban Development	Housing and Urban Development	1	0	1	0	1
6.	National Treasury		15	8	7	0	0
7.	Labour, East African Affairs, Social Protection and Services	Social Protection	24	12	12	1	0
		Labour	41	18	23	0	0
8.	Foreign Affairs		75	37	38	0	2
9.	State Law Office & Department of Justice	State Law Office	0	0	0	0	0
		Attorney Generals' Office	54	27	27	1	1
10.	Mining		68	14	54	0	1
11.	Public Service Youth & Gender Affairs	Public Service Youth Affairs	25	14	11	0	0
12.	Industry, Trade and Cooperatives	Trade	84	32	52	2	3
13.	Interior and Coordination of National Government	Interior	390	122	268	0	0
	Immigration Department		1,496	878	618	6	8
	Prisons		2668	710	1958	0	0
Total			5,181	1,984	3,197	10	16

Table 2- 4: Distribution of New Entrants by Ethnicity and Gender

S/No	Ethnic Group	Total No.	Male	Female	% of Total
1.	Bajun	21	14	7	0.41
2.	Basuba	10	4	6	0.19
3.	Boran	70	45	25	1.35
4.	Burji	9	5	4	0.17
5.	Dorobo	5	3	2	0.1
6.	Embu	69	36	33	1.33
7.	Gabra	24	17	7	0.46
8.	Kalenjin	852	546	306	16.44
9.	Kamba	520	313	207	10.04
10.	Kenyan Arab	4	1	3	0.08
11.	Kenyan European	1	1	0	0.02
12.	Kenyan Somali	287	217	70	5.56
13.	Kikuyu	939	526	413	18.12
14.	Kisii	386	229	157	7.45
15.	Kuria	37	24	13	0.71
16.	Luhya	510	309	201	9.82
17.	Luo	445	263	182	8.59
18.	Maasai	166	116	50	3.2
19.	Mbeere	26	17	9	0.5
20.	Meru	246	152	94	4.75
21.	Mijikenda	188	119	69	3.71
22.	Njemps	7	4	3	0.14
23.	Nubia	3	1	2	0.06
24.	Oromo	10	10	0	0.19
25.	Other kenyan	2	1	1	0.04
26.	Pokomo	32	20	12	0.62
27.	Rendile	17	12	5	0.33
28.	Samburu	58	40	18	1.12
29.	Swahili - Shirazi	9	4	5	0.17
30.	Taita	52	32	20	1
31.	Taveta	11	6	5	0.21
32.	Teso	43	28	15	0.83
33.	Tharaka	9	6	3	0.17
34.	Turkana	112	76	36	2.16
35.	Walwana	1	0	1	0.02
Grand Total		5,181	3,197	1,984	100

Figure 2- 1: Comparative Analysis of Appointments in MDAs by Gender and Disability Status



Distribution of Officers Appointed by Gender and PWDs

b) Promotions

A total of seven thousand eight hundred and sixty (7,860) serving officers were promoted to various grades in the civil service. Among those promoted, five thousand five hundred and eleven (5,511), 70.1% were male and two thousand three hundred and forty nine (2,349),29.9%were female officers. Among those promoted,eleven (11) were PWDs representing 0.14 %.The distribution of the promotions by gender, disability status and ethnicity is as shown in Tables 2-5, 2-6, Figure 2-2 and Appendix II.

Table 2- 5: Distribution of Promotions by MDAs, Gender and Disability

S/No	Ministry	State Department	Total No. Promoted	Gender		Disability (PWDs)		
				Female	Male	Female	Male	Total PWDs
1.	Agriculture, Livestock & Fisheries	Agriculture	31	15	16	0	0	0
	Fisheries & the Blue Economy		20	7	13	0	0	0
	Livestock		84	28	56	0	1	1
2.	Education, Science & Technology	Basic Education	541	256	285	1	2	3
	University Education		47	26	21	0	0	0
	Vocational & Technical Training		9	4	5	0	0	0
3.	Sports, Culture & The Arts	Sports Development	20	11	9	0	0	0

S/No	Ministry	State Department	Total No. Promoted	Gender		Disability (PWDs)		
				Female	Male	Female	Male	Total PWDs
	Culture & the Arts		12	6	6	0	0	0
4.	Information, Communication & Technology	Broadcasting and Telecommunication	7	1	6	0	0	0
	Information, Communication and Innovations		2	1	1	0	0	0
5.	Presidency	Cabinet Affairs	22	9	13	0	0	0
	Office of the Deputy President		7	5	2	0	0	0
	State House		44	11	33	0	0	0
6.	Industry, Trade and Cooperatives	Trade	86	27	59	0	2	2
	Cooperatives		8	2	6	0	0	0
	Industry & Investments		45	19	26	0	0	0
7.	Interior & Coordination of National Government	Correctional Services	64	44	20	0	0	0
	Interior		4088	889	3199	0	0	0
	Immigration		89	43	46	0	0	0
	Prisons		741	132	609	0	0	0
8.	Defence		85	32	53	0	0	0
9.	Devolution & Planning	Devolution	14	8	6	0	0	0
	Planning & Statistics		31	10	21	0	0	0
	Special Programmes	4	3	1	0	0	0	
10.	East African Community, Labour & Social Protection	Labour	80	36	44	0	1	1
	East African Community		9	4	5	0	0	0
	Social Protection		44	22	22	1	0	1
11.	Energy & Petroleum	Petroleum	8	3	5	0	0	0
	Energy		51	17	34	0	0	0
12.	Environment & Natural Resources	Environment	26	10	16	0	0	0
	Natural Resources		2	1	1	0	0	0
13.	Foreign Affairs		101	51	50	0	0	0
14.	Health		141	68	73	0	0	0

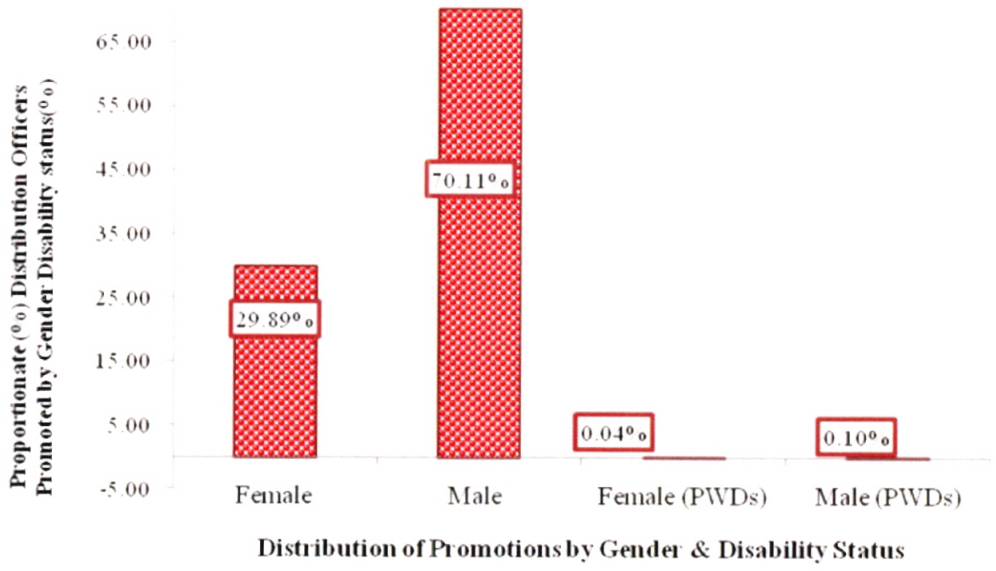
S/No	Ministry	State Department	Total No. Promoted	Gender		Disability (PWDs)		
				Female	Male	Female	Male	Total PWDs
15.	Transports, Infrustructure, Maritimes and Shipping Affairs, Housing and Urban Development	Transport	22	9	13	0	0	0
	Maritime &Shipping Affairs		1	0	1	0	0	0
	Housing & Urban Development		67	32	35	0	0	0
	Infrastructure		166	75	91	0	1	1
	Public Works		39	9	30	0	0	0
16.	Water & Irrigation	Irrigation	25	4	21	0	0	0
17.	Land & Physical Planning		150	74	76	0	0	0
18.	Mining		27	8	19	0	0	0
19.	National Treasury		89	37	52	0	0	0
20.	Office of the Attorney General and Department of Justice	State Law Office	238	137	101	1	1	2
21.	Public Service, Youth and Gender Affairs	Public Service & Youth Affairs (DPSM)	12	9	3	0	0	0
	Youth Affairs		1	0	1	0	0	0
	RSS/IGAD Regional Initiative for Government of South Sudan Project)		1	0	1	0	0	0
	Huduma Secretariat		1	0	1	0	0	0
	NYS		439	143	296	0	0	0
22.	Tourism		16	9	7	0	0	0
23.	Public Service Commission		3	1	2	0	0	0
Grand Total			7,860	2,349	5,511	3	8	11

Table 2-6:Distribution of Officers Promoted by Ethnicity

S/No	Ethnic Group	Total Promoted	Female	Male
1.	Ajuran	6	0	6
2.	Bajun	10	2	8
3.	Basuba	8	0	8
4.	Boni Sanye	1	0	1
5.	Boran	131	20	111

S/No	Ethnic Group	Total Promoted	Female	Male
6.	Burji	5	1	4
7.	Dorobo	2	0	2
8.	El Molo	2	1	1
9.	Embu	101	37	64
10.	Gabra	20	2	18
11.	Gureeh	15	0	15
12.	Kalenjin	1,059	293	765
13.	Kamba	698	232	466
14.	Kenyan Arab	2	1	1
15.	Kenyan Asian	1	1	0
16.	Kenyan European	1	0	1
17.	Kenyan Somali	357	20	337
18.	Kikuyu	1,841	745	1,096
19.	Kisii	545	149	396
20.	Kuria	40	6	34
21.	Leysan	1	0	1
22.	Luhya	824	279	545
23.	Luo	792	226	566
24.	Maasai	210	26	184
25.	Mbeere	31	8	23
26.	Meru	533	148	385
27.	Miji Kenda	207	54	153
28.	Njemps	3	0	3
29.	Nubia	1	1	0
30.	Orma	17	1	16
31.	Other Kenyan	8	3	5
32.	Pokomo	42	13	29
33.	Rendile	14	2	12
34.	Samburu	66	11	55
35.	Swahili Shirazi	6	2	4
36.	Taita	107	36	71
37.	Taveta	10	4	6
38.	Teso	48	13	35
39.	Tharaka	25	6	19
40.	Turkana	70	6	65
Total No. of Officers		7,860	2,349	5,511

Figure 2- 2: Comparative Analysis of Promotions in MDAs by Gender and Disability Status



c) Appointment of Minorities and Marginalized Groups

Out of the thirteen thousand and forty one (13,041) new entry and promotional appointments made by the Commission during the period under review, two thousand six hundred and seventy nine (2,679), 20.5% were from the marginalized and minority communities against 982, 15.2% in 2015/16. The comparative analysis of appointment/promotions for the minorities and marginalized by ethnicity are presented in Tables 2-7, 2-8 and Figure 2-3.

2.5.3 Support to Constitutional Offices

i) The Commission provided technical support in the recruitment process for both the National Police Service Commission for the positions of Secretary/CEO, Director Corporate

Table 2- 7: Comparative Analysis of Marginalized and Minority Groups Appointed/ Promoted to Various positions in the Public Service for the period 2015/16 - 16/17

Nature	Total No. of Marginalized/Minority Groups Appointed/ Promoted		Total No. of Officers Appointed/ Promoted	
	2015/16	2016/17	2015/16	2016/17
New Entry	368	1,220	1,525	5,181
Promotions	614	1,459	4,948	7,860
Total	982	2,679		
6,473	13,041			

% of marginalized/ Minority groups Appointed/ promoted 2015/16	15.2%
% of marginalized/ Minority groups Appointed/ promoted 2016/17	20.5%

Figure 2- 3 : Comparative Analysis of Marginalized/Minority Groups Appointed/Promoted & Total No of Officers Appointed/ Promoted 2015/16-2016/17

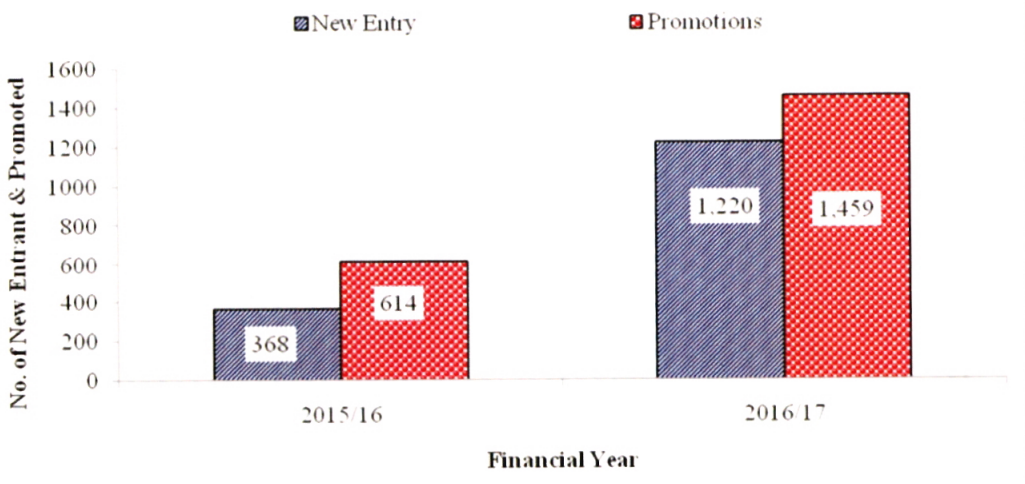


Table 2- 8: Distribution of Marginalized/Minority Ethnic Groups, appointed and Promoted to various Positions in the Public Service for period 2015/16 - 16/17

S/No	Ethnic Group	Appointed		Promoted		Grand Total
		2015/16	2016/17	2015/16	2016/17	
1.	Ajuaran	0	15	0	6	21
2.	Bajun	6	21	4	10	41
3.	Basuba	5	10	5	8	28
4.	Boni Sanye	0	6	0	1	7
5.	Borana	14	70	62	131	277
6.	Burji	6	9	4	5	24
7.	El Molo	0	0	0	2	2
8.	Gabra	7	24	0	20	51
9.	Gureeh		18		15	33
10.	Kenyan Arab	1	4	2	2	9
11.	Kenyan Asian	0	0	0	1	1
12.	Kenyan European	1	1	0	1	3
13.	Kenyan Somali	37	253	131	353	774
14.	Kuria	18	37	13	40	108
15.	Leysan	0	0	0	1	1
16.	Maasai	73	166	81	210	530
17.	Mbeere	9	26	16	31	82
18.	Miji Kenda	73	176	109	207	565
19.	Kenyan Somali	0	2	0	4	6
20.	Njemps	7	7	0	3	17
21.	Nubian	3	3	0	1	7

S/No	Ethnic Group	Appointed		Promoted		Grand Total
		2015/16	2016/17	2015/16	2016/17	
22.	Dorobo	7	12	1	2	22
23.	Orma	1	0	0	17	18
24.	Oromo	1	10	0	0	11
25.	Pokomo	11	32	16	42	101
26.	Rendile	2	17	3	14	36
27.	Sakuye	1	6	1	0	8
28.	Samburu	13	58	31	66	168
29.	Swahili Shirazi	3	9	20	6	38
30.	Taita	16	52	71	107	246
31.	Taveta	4	11	4	10	29
32.	Teso	15	43	17	48	123
33.	Tharaka	8	9	4	25	46
34.	Turkana	26	112	19	70	227
35.	Walwana	0	1	0	0	1
Total		368	1,220	614	1,459	3,661

Services, Director Human Capital Management and Director Communications & Outreach; and Parliamentary Service Commission for the positions of Director of Administrative Services and Director Legal Services (Senate).

ii) The Commission participated in the Awards Advisory Panel of the third edition of the Huduma Ombudsman Awards Scheme 2016. The award seeks to enhance respect for the rule of law and excellence in service delivery. Seven public officers who had demonstrated commitment to service delivery and fidelity to the rule of law were recognized.





Public Service Commission, Vice Chairperson Amb. Peter Ole Nkuiraiya during the unveiling of the third edition of the Huduma Ombudsman Awards held at the Kenyatta International Convention Centre in March, 2017.

2.5.4 Promotion of Values and Principles

The Commission is mandated under Article 234(2)(c) to promote Values and Principles referred to in Articles 10 and 232 throughout the public service. Further,Section 63 of the Public Service Commission Act,2017 requires the Commission to promote values and principles within the public service by, among others:

i). integrating the values and principles in the regulations, procedures and policies;

ii). educating public officers and the public about the values and principles;

iii). formulating and implementing programmes that create awareness to the public and public officers of their civic responsibilities to uphold values and principles;

iv). assessing and reporting on the public bodies compliance on their obligations under international treaties and conventions on good governance, integrity and anti-corruption; and

v). collaborating with other institutions to promote and protect the values and principles of governance in the public service.

In line with these provisions,and to effectively discharge this function, the Commission undertook the following:-

a) In Promotion of Values and Principles:

i) Disseminated the Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service and the revised Code of Conduct(Legal Notice No. 53 of 2016).A total of 200 Officers drawn from Ministries, Departments and Agencies, County Secretaries and representatives of County Public Service Boards and County Human Resource Advisory Committee were sensitized.

ii) Developed and piloted the Curriculum on Values and Ethics for the Public Service in collaboration with the Kenya School of Government. The objective of the training curriculum is to inculcate an ethical culture, respect for values and principles and enhance compliance to the values and principles in the Public Service.

iii) The Commission participated in the 91st edition of the Kenya National Music Festival held at Masinde Muliro University of Science and Technology in Kakamega County. The theme for the festival was: Enhancing National Unity, Cohesion and Integration through Kenya Music Festival. The Commission donated a total of thirteen (13) trophies that were presented to various competing teams under the Commission's sponsored theme of Promotion of the National and Public Service Values. The two (2) sub-themes were: "A Representative Public Service" and "Delivery of Public Services".The overall trophy under the PSC sponsored theme was awarded to St. Peters Mwiruti Girls Secondary School which scored the highest. Further, the Commission participated in the 58th edition of the Kenya National Drama Festival held in Kisumu from 8th to 18th April, 2017, under the Theme "Enhancing National Values for Development".

b) Declaration of Incomes, Assets and Liabilities

The Public Officer Ethics Act, 2003 requires public officers to make declaration of incomes, assets and liabilities every two years for themselves, spouse(s) and dependent children under the age of eighteen (18) years. These declarations are made to the Public Service Commission. Section 4 of the Act provides for declaration of income, assets and liabilities on en-



Director, Compliance & Quality Assurance, Mr Simon Wachinga (far right), presenting a trophy to the winning team in one of the classes at MMUST, Kakamega, County during the 91st Edition of the Kenya National Music Festival

try to the service (Initial Declaration) and exit from the service(Final Declaration).

In accordance with these provisions, public officers in various ministries, state departments and state corporations made initial and final declarations. A total of one thousand three hundred and ten (1,310) officers from fifteen (15) Ministries made financial declarations, out of which one thousand one hundred and thirty (1,130) were final and one hundred and eighty (180) were initial declarations as shown in Table 2-9.

Table 2- 9: Distribution of Initial and Final Declaration of Income, Assets and Liabilities by MDAs

S/No	State Department		Initial Declarations			Final Declarations			Total
			Total	Male	Female	Total	Male	Female	
1.	Information, Communication & Technology	Broadcasting and Broadcasting Telecommunication	12	5	7	23	12	11	35
		Information, Communication and Innovations	0	0	0	1	1	0	1
2.	Agriculture, Livestock & Fisheries	Agriculture	0	0	0	26	18	8	26

S/No	State Department		Initial Declarations			Final Declarations			Total
			Total	Male	Female	Total	Male	Female	
		Livestock	0	0	0	291	237	54	291
		Fisheries and Blue Economy	18	17	1	3	2	1	21
3.	Planning & Devolution	Planning and Statistics	0	0	0	22	11	11	22
		Devolution	0	0	0	10	2	8	10
		Special Programmes	2	1	1	7	6	1	9
4.	Education	Basic Education	0	0	0	388	279	109	388
		Vocational and Technical Training	2	1	1	0	0	0	2
		University Education	3	0	3	4	3	1	7
5.	Environment & Natural Resources	Environment	42	32	10	10	10	0	52
6.	Transport, Infrastructure, housing and urban Development	Transport	4	3	1	6	3	3	10
		Infrastructure	4	3	1	26	22	4	30
		Housing and Urban Development	0	0	0	18	16	2	18
		Maritime and Shipping Affairs	3	0	3	0	0	0	3
		Public Works	1	1	0	73	63	10	74
7.	Lands & Physical Planning		3	0	0	116	0	0	119
8.	Mining		3	1	2	0	0	0	3
9.	Health		0	0	0	22	14	8	22
10.	Foreign Affairs		39	21	18	17	9	8	56
11.	The Presidency	State House	6	2	4	4	3	1	10
		Cabinet	11	7	4	10	9	1	21
12.	Energy & Petroleum	Energy	0	0	0	4	1	3	4
	Petroleum		0	0	0	1	0	0	1

S/No	State Department		Initial Declarations			Final Declarations			Total
			Total	Male	Female	Total	Male	Female	
13.	Public Service, Youth and Gender Affairs	Gender Affairs	3	2	1	0	0	0	3
14.	Sports, Culture and the Arts	Sports Development	4	0	0	27	0	0	31
		Arts and Culture	2	0	2	2	2	0	4
15.	East African Community, Labor and Social Protection	East African Community Affairs	2	1	1	2	1	1	4
		Labor	13	11	2	7	6	1	20
		Social Protection	3	0	0	6	0	0	9
		Cooperatives	0	0	0	4	3	1	4
Total			180	0	0	1,130	0	0	1,310

During the year, five thousand one hundred and eight one (5,181) officers joined the service on first appointment, while two thousand eight hundred and fifty eighty (2,858) officers exited the service on various grounds. From the data above, it is apparent that most MDAs are not enforcing the provisions of POEA, 2003 on initial and final declaration of income, assets and liabilities.

2.5.5 Organization, Administration and Personnel Practices of the Public Service

Article 234(2)(d) of the Constitution mandates the Commission to investigate, monitor and evaluate the organization, administration and personnel practices of the Public Service. Part IX of the Public Service Commission Act, 2017 provides for the same where administration, includes the management of policies, resources, systems and procedures, and the provision of the professional advisory services in the public service; organization of the public service means the organizational structures and establishment of departments, divisions, directorates and units; and personnel practices refer to the standards, norms and practices applicable to entry, conduct, retention and removal of the public officer.

In addition, Article 234(5) of the Constitution allows the Commission to delegate in writing, with or without conditions, any of its functions and powers to any one or more of its members, or to any officer, body or authority in the public service. In this regard, the Commission has delegated some of its functions to Authorized Officers in Ministries, Departments and Agencies.

In discharge of this function, and in ensuring effective execution of delegated powers and functions the Commission carried out the following:

a) Investigations

The Commission carried out investigations on various complaints on human resource matters. A total o fforty-three (43) complaints on various human resource issues were received from MDAs. The complaints were on recruitment and selection, stagnation, promotion, re-designation, fraud, abuse of office, victimization and discrimination among others. The Commission investigated the complaints and, based on the findings and recommendations,finalized thirty five (35) cases while eight (8) cases were ongoing by end of the reporting period.

b) Human Resource Audits

The Commission audited various Ministries and State Departments on the performance of delegated functions and implementation of Commission's decisions. The audits focused on appointments, promotions, re-designations, retirement and disciplinary control among others.

i) Re-designations

Re-designation entails movement of a public officer from one career path or cadre to another at a grade substantively equal to the one held before the movement, to facilitate the public officer's horizontal mobility. The objective of re-designation is to align employee career aspirations with the opportunities available based on their qualifications, skills and competencies. This alignment enhances job satisfaction, career growth and development, and ultimate productivity.

During the year, a total of two hundred and eighteen (218) officers in various cadres were re-designated to various grades out of whom one hundred and nineteen (119), 54.6% were male while ninety nine (99), 45.4 % were female officers as reflected in Table 2-10.

ii) Secondment of Staff

Secondment is a temporary transfer of employees to other organizations as a way

Table 2- 10: Distribution of Re-designations under Delegated Powers by Gender

S/No	Ministry	State Dept.	No. of Officers	Male	%	Female	%
1.	Education	Basic Education	20	14	70.0	6	30.0
		University Education	7	2	28.6	5	71.4
2.	Environment and Natural Resources	Environment	7	3	42.9	4	57.1
3.	Transport, Infrastructure, Housing and Urban Development	Infrastructure	8	6	75.0	2	25.0
		Works	2	1	50.0	1	50.0
		Housing and Urban Development	1	1	100.0	0	0.0
		Energy	3	3	100.0	0	0.0
6.	East African Affairs, Labor & Social Protection	Labor	4	3	75.0	1	25.0
		East African Community	1	0	0.0	1	100.0
		Social Protection	25	13	52.0	12	48.0

7.	Lands and Physical Planning		26	15	57.7	11	42.3
8.	Office of the Attorney General & Department of Justice	State law	1	0	0.0	1	100.0
9.	National Treasury		4	4	100.0	0	0.0
10.	The Presidency	Cabinet	10	10	100.0	0	0.0
		State House	1	1	100.0	0	0.0
		Office of Deputy President	3	0	0.0	3	100.0
	Public Service, Gender &Youth Affairs	Public Service & Youth Affairs	6	0	0.0	6	100.0
17.	Health		7	1	14.3	6	85.7
18.	Interior & Coordination of National Government	Interior	5	4	80.0	1	20.0
		Immigration	36	24	66.7	12	33.3
		Prisons	3	1	33.3	2	66.7
19.	Industry, Trade and Cooperatives	Investment and Industry	1	0	0.0	1	100.0
		Trade	1	0	0.0	1	100.0
20.	Information, Communication & Technology	Broadcasting and Telecommunication	17	4	23.5	13	76.5
		Livestock	8	5	62.5	3	37.5
		Fisheries & The Blue Economy	5	1	20.0	4	80.0
22.	Devolution and Planning	Planning & Statistics	2	0	0.0	2	100.0
		Devolution	3	3	100.0	0	0.0
		Special Programmes	1	0	0.0	1	100.0
Totals			218	119	54.6	99	45.4

of sharing existing critical skills and competencies, providing a stop-gap measure and building capacity for newly created Public Service organizations at the initial stages of their set up, and/or exposing the employees to new fields and experiences. The Commission in collaboration with other government agencies has put in place various interventions to facilitate secondment, such as development of guidelines on secondment to promote optimal utilization of human resource and build capacity.

During the period under review, a total of nine hundred and fifty two(952)officers were seconded to various government institutions and agencies amongst others as shown in Table 2-11.

iii) Exit of Officers from the Service

Grounds for exit of Public officers from the service include: resignation, dismissal,retirement on medical grounds,and mandatory retirement age, among others. During the year, a total of two thousand eight hundred and fifty eight (2,858) officers from twenty two (22) Ministries and Departments exited the service. Out of these, two thousand two hundred and nine (2,209),77.3% were male while

Table 2- 11: Distribution of Seconded Staff by MDA

S/No	Ministry	State Department	Male	Female	Total No. of Officers
1.	Education, Science & Technology	Basic Education	25	7	32
		University Education	20	12	32
		Vocational and Technical Training	10	1	11
2.	Environment and Natural Resources	Environment	2	3	5
3.	Transport , Infrastructure, Housing and Urban Development	Infrastructure	49	0	49
		Transport	9	13	22
		Public Works	1	0	1
		Housing and Urban Development	3	2	5
4.	Interior and Coordination of National Government	Interior	5	6	11
		Correctional services	8	4	12
		Immigration	32	13	45
		Prisons	0	0	0
5.	Industry, Trade and Co-operatives	Investment and Industry	6	4	10
		Cooperatives	0	0	0
		Trade	3	0	3
6.	Tourism		9	4	13
7.	Mining		4	2	6
8.	Information, Communications &Telecommunication	Broadcasting and Telecommunication	94	55	149
9.	Agriculture, Livestock & Fisheries	Agriculture	18	13	31
	Livestock		6	4	10
10.	Devolution & Planning	Planning and Statistics	33	16	49
		Devolution	7	1	8
		Special Programmes	14	3	17
11.	Defense		2	2	4
12.	The Presidency	State House	1	1	2
		Cabinet Affairs	8	3	11
		Office of Deputy President	4	2	6
13.	Water & Irrigation	Water Services	15	4	19
	Irrigation		3	0	3

14.	Public Service, Youth & Gender Affairs	NYS	4	1	5
		Public Service & Youth Affairs	18	15	33
15.	National Treasury		131	48	179
16.	Health		11	10	21
17.	Foreign Affairs		5	5	10
18.	East African Community, Labor and Social Protection	East African Community	3	3	6
		Labor	9	3	12
		Social Protection	14	7	21
19.	Lands & Physical Planning		49	20	69
20.	Energy & Petroleum	Energy	5	12	17
21.	Sports Culture and the Arts	Sports Development	5	7	12
		Arts and Culture	1	0	1
Totals			646	306	952

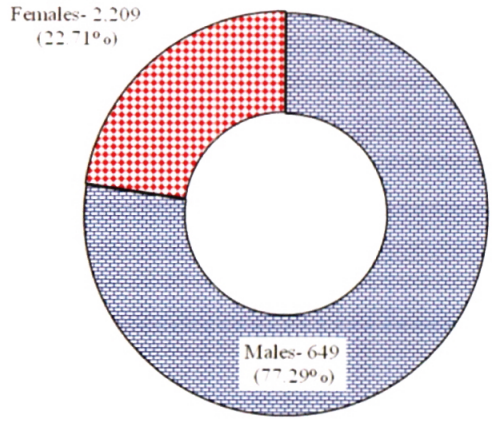
six hundred and forty nine (649), 22.7% were female. The distribution of officers who exited the service by MDA, gender and mode of exit is as shown in Table 2-12, Figure 2-4 and Appendix III.

Table 2- 12: Distribution of Exits by MDA, Gender and Category of Employees

S/No	Ministry	State Department	Gender		Total No. Of Exits
			Male	Female	
1.	Information, Communication & Technology	Broadcasting and Telecommunication	12	11	23
		Information, Communication and Innovations	1	0	1
2.	Agriculture, Livestock & Fisheries	Agriculture	29	22	51
		Livestock	251	60	311
		Fisheries and Blue Economy	26	4	30
3.	Planning & Devolution	Planning and Statistics	11	12	23
		Devolution	10	3	13
		Special Programmes	6	1	7
4.	Education	Basic Education	304	122	426
		Vocational and Technical Training	1	1	2
		University Education	6	5	11
5.	Environment & Natural Resources	Environment	32	6	38
		Natural Resources	5	0	5

S/No	Ministry	State Department	Gender		Total No. Of Exits
			Male	Female	
6.	Transport , Infrastructure, Housing and Urban Development	Transport	4	3	7
		Infrastructure	10	0	10
		Housing and Urban Development	17	2	19
		Public Works	73	10	83
7.	Water & Irrigation	Water	76	6	82
		Irrigation	1	1	2
8.	Lands and Physical Planning		90	20	110
9.	Energy and Petroleum	Energy	5	4	9
		Petroleum	1	2	3
10.	Mining		7	3	10
11.	National Treasury		95	24	119
12.	Tourism		3	1	4
13.	Foreign Affairs		10	10	20
14.	Defence		57	20	77
15.	Health		17	11	28
16.	Public Service, Youth and Gender Affairs	Public Service &Youth Affairs	16	16	32
		NYS	80	4	84
17.	Interior & Coordination of National Government	Interior	427	44	471
		Immigration Department	49	28	77
		Correctional Services	34	10	44
		Prisons	293	63	356
18.	Presidency	State House	5	1	6
		Office of Deputy President	2	2	4
		Cabinet Affairs	8	3	11
19.	Industry, Trade and Cooperatives	Investment and Industry	4	5	9
		Cooperatives	29	20	49
		Trade	7	4	11
20.	Sports Culture and The Art	Sports Development	16	15	31
		Arts and Culture	7	3	10
21.	East African Community, Labour and Social Protection	East African Community	2	2	4
		Labour	33	25	58
		Social Protection	25	29	54
22.	Office the Attorney General & Department of Justice	State Law	12	11	23
Totals			2,209	649	2,858

Figure 2- 4: Distribution of Exits in MDAs by Gender



2.5.6 Commission Report on Values and Principles

Article 234(2)(h) of the Constitution and Section 64 of PSC Act, 2017 require the Commission to evaluate, prepare and submit a report to the President and Parliament on the extent to which the public service has complied with the National and Public Service Values and Principles in Articles 10 and 232 of the Constitution. During the 2015/16 financial year, the Commission evaluated the levels of compliance with the values and principles; and prepared and submitted a report to the President and Parliament in December, 2016 as required by law.

The evaluation revealed that most MDAs had made strides in promoting compliance with the Values and Principles. The salient features of the report included:

a) Compliance levels

(i) The overall compliance index score for all the reporting public institutions for nine thematic areas was 68.1%;

(ii) State Corporations had an overall compliance score of 67.4%;

(iii) Ministries and State Departments had an average compliance score of 64.3%; and

(iv) Constitutional Commissions and Independent Offices had a score of 72.7%.

b) Citizen satisfaction index

The citizen satisfaction index for public service delivery stood at 42.6%. This index incorporated citizen perceptions on the availability and quality of basic services, including health, education, security, water and sanitation, and the quality of the administration of justice, among others. Overall, the responsiveness of services received, attributable to improved service delivery through the *Huduma centres,* attained the highest approval rating of 79.7% with the lowest approval rating, with a score of 20%, being on the quality of the administration of justice.

c) Prevalent challenges

An assessment on the prevalent challenges within respondents' respective communities found youth unemployment the dominant 'severe problem' with a score of 75%, followed by income inequality (54%), and poverty and food insecurity (53%).

d) Findings and Recommendations

The findings and recommendations of the evaluation are categorized by thematic areas as follows:

(i) High standards of professional ethics in public service

Findings indicate that compliance with integrity laws in public institutions stood at 80%, while it was noted that close to 20% of public officers had not been sensitized on ethics and integrity requirements in the public service. The report recommended, among others, that public institutions make budgetary provisions for the continuous sensitization of public officers on ethics and integrity; all public institutions mainstream continuous training on ethics and integrity during induction courses and in-service programmes; and institutionalize continuous vetting of public officers, and lifestyle audits.

(ii) Strengthening devolution and sharing of power

Findings revealed that devolution of functions stood at 67%, indicating that the transfer of functions and resources to counties had not been finalized. The report therefore recommended that the government fast tracks the full implementation of the Transition Authority final report, the establishment of county pension schemes, and adherence to norms and standards for the management of national and county public services.

(iii) Good Governance, Transparency and Accountability

The findings against indicators on good governance revealed that performance stood at 70.6 %. The report recommended that: the Government fast tracks the documentation and automation of business processes; migration of government services to e-platforms; establishment of more *Huduma Centres* in the 47 counties and sub-counties; and Government to implement the recommendations of the task force report on legislative, policy and institutional reforms in the fight against corruption.

(iv) Diversity management

The findings on this thematic area indicated an average performance of 53.9%. An indicator on proportionate representation of ethnic communities revealed that nineteen (19) communities were under-represented in the public institutions evaluated. The report therefore recommended that: public institutions develop time bound affirmative action programmes to bring on board PWDs, marginalized groups, minorities, women and the youth progressively as required by law; public institutions put in place liaison frameworks with the National Council for Persons with Disabilities and other institutions targeting minorities and the marginalized during recruitment process.

(v) Economic use of resources and sustainable development

Findings on this thematic area revealed that the public institutions performance stood at 86.7 %. The report recommended that: all public institutions comply with the set recurrent to development thresholds of 70:30; and Government builds capacity on developing and implementing Programme Based Budgeting in the public sector, among other measures.

(vi) Supporting Equitable Allocation of Opportunities

The findings in this thematic area revealed that the public institutions' performance averaged 58.6%. The report recommended that: public institutions conduct diversity audits of their establishments; comply with the 30% allocation of procurement opportunities to disadvantaged groups; and institutionalize time bound affirmative action programmes for appointments, training and promotions for the disadvantaged groups in the public service.

(vii) Accountability for Administrative Acts

The findings in this thematic area revealed that public institutions' performance stood at a commendable 81.9%. The report

however recommended that: public institutions review their client service charters and grievance handling procedures; and the Government develops regulations to give effect to the Fair Administrative Action Act 2015 and the Public Service (Values and Principles) Act 2015.

(viii) Improvement in Service Delivery

The findings on this thematic area revealed that the public institutions performance was at 69% while customer satisfaction levels for public institution service delivery stood at 71%. The report recommended that: public institutions mainstream systems and structures for accommodation of PWDs in their service delivery processes, including the use of Kenyan sign languages; automate their business processes for ease of access and use by citizens; and undertake periodic customer satisfaction surveys while an annual citizen satisfaction survey is conducted by an oversight body, such as the Commission.

(ix) Improvement in Performance Management

The findings on this thematic area revealed that public institutions performance was at 78.6%.The report recommended that: Government strengthens the performance management system for more effective and efficient service delivery and to enhance accountability for results;and public institutions adopt and utilize quality management systems, such as ISO, in their business processes.

(x) Public Participation in Policy Making

The findings on this thematic area revealed that public institutions performance was a commendable 76.6%. However, 39% of public institutions had not developed policy guidelines for public participation. The report recommended that the Government institutionalizes policy guidelines on public participation issued by the Commission in 2014.

(xi) Data Management and Monitoring

The evaluation established that there are gaps in the monitoring and evaluation of national and public service values and principles. The report recommended that the Government establishes an inter-agency forum for monitoring the implementation of values and principles in the public service.

2.5.7 Efficiency and Effectiveness of the Public Service

Article 234(2)(e)of the Constitution and Section 62 of the Public Service Commission Act, 2017 require the Commission to ensure that the Public Service is efficient and effective. In discharging this function, the Act stipulates that the Commission shall do so by: setting standards in service delivery for evaluating performance in the public service; evaluating the core functions of public bodies or institution; setting performance contract guidelines; providing guidelines on performance appraisal systems; evaluating performance agreements and investigating and making recommendations on complaints on inefficiency and ineffectiveness in service delivery.

The Commission has put in place a robust monitoring and evaluation framework, performance management system, grievance-handling mechanisms, among others, to ensure compliance with the requirements. During the year under review, in an effort to enhance efficiency and effectiveness in service delivery,the Commission:

a) Increased capacity in the MDAs by appointing officers at various levels, as a means of addressing human resource needs, as well as enhancing leadership and operational capabilities.

b) Developed and/or reviewed, and issued policies, guidelines and frameworks to harmonize the discharge of human resource functions; and

ensure compliance with constitutional provisions. These include:

i) Guidelines on secondment in the public service, October 2016.

The guidelines provide areas, procedure and, period of secondment; roles and responsibilities of various players in the secondment process, as well as terms and conditions of employees during the secondment period.

ii) Guidelines for recruitment of non citizens into the public service.

The guidelines provide terms and conditions of service for non-citizen employees, duration of service, employee clearance, relocation, allowances and other benefits.

iii) Advisories on human resource matters

The Commission issued advisories to the service on human resource matters, such as extensions of secondment, unpaid leave, transfer of pensionable service and renewal of contracts.

iv) Human Resource Planning and Succession Management Strategy for the Public Service

This strategy outlines the rationale for the strategy, situational analysis, objectives, scope, staffing gaps, succession management issues and strategies, institutional framework, and monitoring and evaluation.

v) Induction Handbook for the Public Service

The objective of the Handbook is to equip fresh entrants into the Public Service with a broad spectrum of understanding Government organization and operations, work procedures, rules and regulations Handbook provides steps on orientation of new employees into the work environment.

vi) Guidelines for implementation of performance rewards and sanctions policy in the public service

The guidelines were issued to operationalize and ensure smooth implementation of the Performance Rewards and Sanctions Framework.

vii) Review of Terms of Engagement on Contract terms

The Commission revised terms for engagement of Public Officers on contract terms of service to conform with current legal and regulatory provisions through the review of the contract agreement form (PSC 38) to replace GP106 (revised 1975).

viii) Automated Staff Performance Appraisal System

The Commission rolled-out the automated Staff Performance Appraisal System (SPAS) on Government Human Resource Information System (GHRIS) and sensitized Heads of HRM&D, deputies and SPAS champions. It was expected that the trained officers would spearhead the roll-out of the system in the State Departments in order to facilitate evaluation of performance for all staff at the end of the 2016/2017 appraisal period.

c) Public Service Excellence Award Scheme

During the year under review, the Commission:

i) Held its second annual feat of the Public Service Excellence Award Scheme where five (5) public servants were recognized and awarded for exemplary performance. The criteria for selection of awardees included



The Chairperson Public Service Commission, Prof. Margaret Kobia, CBS and the Principal Secretary State Department of East African Affairs, during the launch of human resource policies, in July 2016



Overall winner of PSOYA 2016, Ms. Jane Mumbi of Ministry of Health (2nd left), with the CS Public Service, Youth and Gender Affairs, Ms. Sicily K. Kariuki; CS Lands and Physical Planning, Mr. Prof. Jacob T. Kaimenyi; and the Chairperson, PSC, Prof. Margaret Kobia

significant contributions to transformation at the workplace; outstanding contributions in mentorship, empowerment coaching and support to colleagues in their workplace; ethical practice and upholding of Values and Principles of Public Service and innovation in service provision in the organization. The recipients of the Awards were public officers from the Ministry of Health and State Departments of Energy, Livestock and Culture and the Arts.

ii) Reviewed the selection criteria and guidelines for the Public Service Excellence Award (PSEA), 2017, and reoriented the concept to focus the excellence awards on Citizen-Focused Service Delivery; Public Service Values and Ethics; and Innovation for Efficiency and Productivity.

2.5.8 Petitions for the Removal of Director of Public Prosecutions

According to Article 158 of the Constitution and Section 76 of the Public Service Commission Act, 2017, any person desiring the removal of the Director of Public Prosecutions (DPP) is required to petition the Commission. During the period under review, the Commission received two (2) petitions seeking the removal of the DPP. The Commission considered the petitions and dismissed them as they lacked merit.



Winners of the PSOYA 2016 with the Chairperson, PSC and CS, Public Service

PUBLIC SERVICE COMMISSION ACTIVITIES PICTORIALS



Vice Chairperson, Amb. Peter Ole Nkuraiyia in a tete-a-tete with Director Corporate Services, Mr. Simon Rotich



2016 PSOYA awardees



Overall winner 2016 PSOYA with Cabinet Secretaries Sicily Kariuki and Prof. Jacob Kaimentyi, and PSC Chairperson Prof. Margaret Kobia



Chairperson, Prof. Kobia receives Life Achievers Award from CEO Communications Africa



PSC Chairperson, Prof. Margaret Kobia (2nd left) with Commissioners Nyalle and Omweno and a member of Secretariat - Lonah Ayuma after receiving Presidential Honours and Awards



Commissioner Veronicah Birgen addressing participants during the 2016 PSOYA event



A section of participants during the launch of Human Resource Policy documents



Commissioner Dr. Bwonya addressing participants during the 2016 PSOYA event



Chairperson, Prof. Kobia welcomes a Liberian Public Service delegation during a courtesy call to the Commission



A PSOYA Awardee receives a certificate from Sicily Kariuki, CS Public Service, Youth and Gender Affairs



Principal Secretary for Agriculture, Dr. Lesiyampe with other participants during the PSOYA ceremony



The Chairperson, CEO and Commissioners during the launch of HR documents

2.5.9 Conditions of Service, Code of Conduct and Qualifications of Officers in the Public Service

Article 234(2)(g) of the Constitution and Part VII of the Public Service Commission Act, 2017 require the Commission to make recommendations on conditions of service, code of conduct and qualifications related to public officers. During the year under review, the Commission undertook the following in regard to this function:

a) Conditions of Service

The Commission in collaboration with the Salaries and Remuneration Commission concluded the Job Evaluation exercise in the public service and embarked on developing modalities of implementing the recommendations of the job evaluation report. The key outputs of the job evaluation were:-

i) harmonization of the grading structure for the public service;

ii) revision of salary structure resulting in revision of salaries for the Civil Servants, Kenya Prisons Service and National Youth Service for implementation with effect from 1st July 2017; and

iii) identification of jobs and job descriptions for the public service.

b) Code of Conduct

Revised the Public Officer Code of Conduct and Ethics, 2016 and disseminated it to MDAs for implementation.

c) Qualifications

The Commission developed or revised Schemes of Service to update, delineate functions and update job descriptions for various cadres to streamline career progression and address staff stagnation.

The schemes of service for the following cadres were revised:

i. Children Services Personnel;
ii. Social Development Personnel;
iii. Medical Officers, Dental Officers and Pharmacists;
iv. Inspectors of Drugs (Diploma Holders);
v. Medical Engineering Personnel;
vi. Pharmaceutical Technologists (Diploma Holders);
vii. Physiotherapy Personnel;
viii. Clerical Officers;
ix. Prisons Chaplaincy Personnel;
x. Meteorological Personnel;
xi. Economists/statisticians;
xii. Human resource management and development officers;
xiii. Management consultancy services personnel;
xiv. Schools Auditors;
xv. Psychological Counsellors;and
xvi. Lecturers and Instructors, Livestock Training Institutes.

New schemes of service for the following cadres were developed:

i. Gender Officers;
ii. Integrated Population Registration Services Officers.
iii. Programme officers, arid lands;
iv. Devolution officers; and
v. Speech and Language Therapists (Degree Holders).

2.5.10 Human Resource Development

Article 234(2)(f) of the Constitution mandates the Commission to develop human resources in the public service. Further, Section 56 of the PSC Act, 2017 requires the Commission to among others review

and issue Human Resource Training and Development policy and guidelines; ensure training needs analysis, projections and annual assessments are undertaken; and monitor and evaluate effectiveness of training programmes.

During the year under review, the Commission undertook a number of human resource development activities directly and through delegated powers as follows:-

a) Implementation of the Internship Policy for the Public Service

The Commission embarked on implementation of the Internship Policy for the Public Service by issuing Guidelines on stipend payable to interns and declaration and advertisement of internship opportunities in the media, institutional and Public Service Commission websites to ensure compliance with constitutional requirements and service standards. An analysis of data on internship opportunities in the service indicated that, most of the MDAs could not implement the Policy since the required funds had not been factored in the budget for the 2016/2017 financial year.

b) Training Programmes

The Government,with assistance of development partners, sponsors employees for various training programmes with the aim of improving skills and competences, and ultimately, productivity in the service. By the end of 2016/2017 Financial Year, there were sixty five thousand two hundred and seventy three (65,273)officers in the Ministries/ State departments. The total number of officers trained was seven thousand three hundred and seventeen (7,317). Of these,two thousand four hundred and seventy six (2,476) officers attended individual training programmes while four thousand eight hundred and forty one(4,841) attended group training representing 11.4% of the total number of officers in the public service.

Out of the two thousand four hundred and seventy six (2,476) officers who attended individual courses, one thousand two hundred and seventy four (1,274), 52% were male, while one thousand two hundred and two (1,202), 48% were female as shown in Table 2-13.

Table 2- 13: Distribution of number of Officers Trained in Individual Programmes

S/No	Ministry/State Department	Female	% of Female	Male	% of Male	Total
1	Agriculture	18	38.3	29	61.7	47
2	Fisheries And Blue Economies	30	36.6	52	63.4	82
3	Livestock	32	64.0	18	36.0	50
4	Arts And Culture	5	45.5	6	54.5	11
5	Basic Education	72	39.8	109	60.2	181
6	University Education	5	50.0	5	50.0	10
7	Broadcasting And Telecommunication	13	52.0	12	48.0	25
8	Defence	60	56.6	46	43.4	106
9	Devolution	32	51.6	30	48.4	62
10	Planning And Statistics	47	56.6	36	43.4	83
11	Special Programmes	11	50.0	11	50.0	22
12	Labour Department	36	57.1	27	42.9	63
13	East African Community	30	60.0	20	40.0	50
14	Social Protection Department	14	56.0	11	44.0	25

S/No	Ministry/State Department	Female	% of Female	Male	% of Male	Total
15	Petroleum Department	16	50.0	16	50.0	32
16	Energy Department	9	18.0	41	82.0	50
17	Environment	52	29.1	127	70.9	179
18	Natural Resources	1	50.0	1	50.0	2
19	Foreign Affairs	44	77.2	13	22.8	57
20	Health	105	51.7	98	48.3	203
21	Trade	3	30.0	7	70.0	10
22	Cooperative	18	56.3	14	43.8	32
23	Industry & Investment	35	59.3	24	40.7	59
24	Water Services	8	57.1	6	42.9	14
25	Irrigation	5	38.5	8	61.5	13
26	Lands And Physical Planning	8	53.3	7	46.7	15
27	National Treasury	107	39.3	165	60.7	272
28	Cabinet Affairs	14	63.6	8	36.4	22
29	State House	21	35.6	38	64.4	59
30	Office Of The Deputy President	13	37.1	22	62.9	35
31	Immigration	24	57.1	18	42.9	42
32	Interior	35	40.2	52	59.8	87
33	Prisons	1	25.0	3	75.0	4
34	Correctional Services	14	46.7	16	53.3	30
35	Public Service & Youth Affairs	52	58.4	37	41.6	89
36	Gender Affairs	17	47.2	19	52.8	36
37	State Law	159	69.4	70	30.6	229
38	Tourism	7	58.3	5	41.7	12
39	Maritime And Shipping Affairs	1	100.0	0	0.0	1
40	Transport	13	41.9	18	58.1	31
41	Infrastructure	3	25.0	9	75.0	12
42	Housing And Urban Development	12	37.5	20	62.5	32
Total		1,202	48.5	1,274	51.5	2,476

c) *Distribution of Individual Training in MDAs by Programme, Sponsor and Funding*

Out of the two thousand four hundred and seventy six (2,476) officers who attended individual training programmes, two hundred and fifty three (253), 10.2%% were sponsored by development partners, one thousand seven hundred and sixty three (1,763), 71.2% were sponsored by the Government of Kenya while two hundred and forty eight (248), 10% officers were self-sponsored, as reflected in Tables 2-14, 2-15 and Figure 2-5.

d) *Distribution of Officers Trained by Ethnicity and Disability Status*

The ethnic distribution of the two thousand four hundred and seventy six (2,476) Officers were trained on individual courses is as presented in Table 2-16.

Table 2- 14: Distribution of Individual Training in MDAs by Sponsor, Program and Funding

S/No	Level	Development Partners	GoK	Other Stake-holders	Self	Total No. of Officers	%	Total Cost
1.	Certificate	2	17	0	3	22	0.89	937,070
2.	Degree	0	6	0	37	43	1.74	12,407,350
3.	Diploma	1	94	0	21	116	4.68	13,623,050
4.	Higher National Diploma	0	15	0	1	16	0.65	2,915,280
5.	Higher Diploma	0	50	0	0	50	2.02	10,980,310
6.	Masters	20	218	31	38	307	12.40	183,211,698
7.	PhD	3	3	5	10	21	0.85	3,687,100
8.	Professional Courses	0	37	0	2	39	1.58	3,858,308.35
9.	Short Courses	227	1,323	176	136	1,862	75.20	273,178,930.80
Total No. of Officers		253 (10.2%)	1,763 (71.2%	212 (8.6%)	248 (10.0%)	2,476	100.00	
Total Cost (Ksh.)		46,765,102	385,098,687	40,895,214	32,040,094			504,799,097.10

Table 2- 15: Distribution of Long and Short Courses by Gender

S/No	Level	Female	% of Female	Male	% of Male	Total
1	Certificate	8	36.36	14	63.64	22
2	Degree	29	67.44	14	32.56	43
3	Diploma	60	51.72	56	48.28	116
4	Higher National Diploma	12	75.00	4	25.00	16
5	Higher Diploma	35	70.00	15	30.00	50
6	Masters	123	40.07	184	59.93	307
7	PhD	3	14.29	18	85.71	21
8	Professional Courses	15	38.46	24	61.54	39
9	Short Courses	917	49.19	945	50.81	1,862
Total		1,202	48.51	1,274	51.49	2,476

e) Distribution of Group Training by Ministries and State Departments, Gender and Funding

A total of four thousand eight hundred and forty one (4,841) officers attended various group training programmes out of which two thousand eight hundred (2,800)(58%) were male and two thousand and forty one (2,041)(42%) were female at an approximate cost of Ksh. 181,555,643. The distribution of training by MDAs, gender and funding is as shown in Table 2-

f) Development Partners Funding for Capacity Building Programmes

Development partners play an important role in capacity development in the public service. During the year,a total of seventy eight (78) development partners sponsored seven hundred and seventy eight (787), 8% of the seven thousand three hundred and seventeen (7,317) officers trained during the year. Appendix V shows the distribution of sponsored programmes by development partners.

Figure 2- 5:A comparative Analysis of individual trainings in MDAs by Programmes and Gender

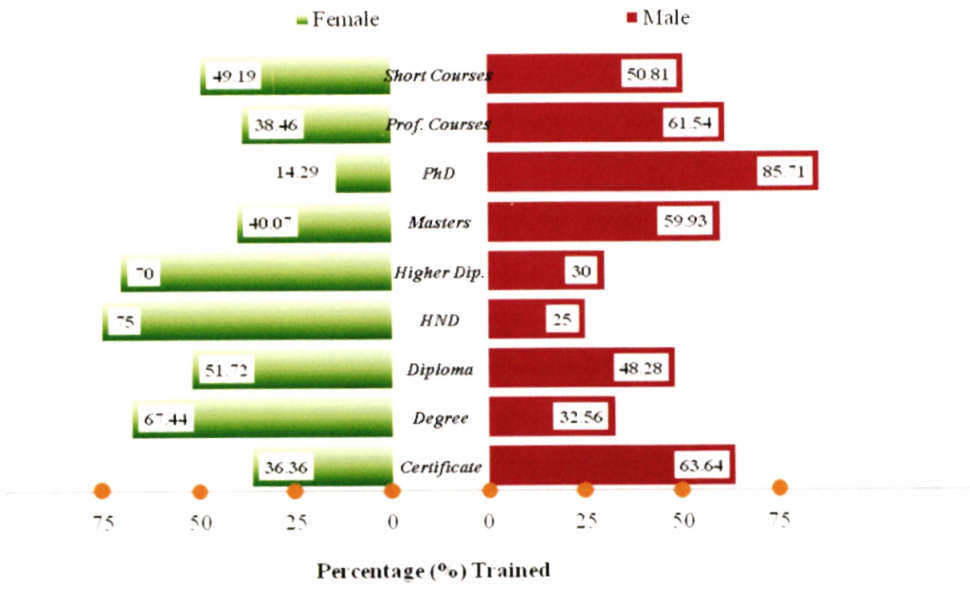


Table 2- 16: Distribution of Officers Trained by Ethnic Group

S/No	Ethnicity	Female		Male		Total	%
		Non PWDs	PWDs	Non PWDs	PWDs		
1.	Ajuran	1	0	0	0	1	0.04
2.	Bajuni	0	0	1	0	1	0.04
3.	Basuba	1	0	1	0	2	0.08
4.	Boran	5	0	4	0	9	0.36
5.	El-Molo	1	0	0	0	1	0.04
6.	Embu	23	0	11	0	34	1.37
7.	Kalenjin	92	1	108	0	201	8.12
8.	Kamba	123	1	137	0	261	10.54
9.	Kenyan Arab	0	0	3	0	3	0.12
10.	Kenyan Asian	0	0	1	0	1	0.04
11.	Kenyan Indian	1	0	0	0	1	0.04
12.	Kenyan Somali	6	0	19	0	25	1.01
13.	Kikuyu	421	1	427	0	849	34.29
14.	Kisii	106	1	111	0	218	8.8
15.	Kuria	3	0	6	0	9	0.36
16.	Luhya	161	2	165	0	328	13.25
17.	Luo	138	2	173	3	316	12.76
18.	Masai	8	0	11	0	19	0.77
19.	Mbeere	1	0	2	0	3	0.12

S/No	Ethnicity	Female		Male		Total	%
		Non PWDs	PWDs	Non PWDs	PWDs		
20.	Meru	57	0	44	0	101	4.08
21.	Miji Kenda	20	0	25	0	45	1.81
22.	Nubi	1	0	0	0	1	0.04
23.	Pokomo	3	0	3	0	6	0.24
24.	Samburu	0	0	1	0	1	0.04
25.	Swahili Shirazi	0	0	4	0	4	0.16
26.	Taita	20	0	11	0	31	1.25
27.	Teso	2	0	1	0	3	0.12
28.	Turkana	0	0	2	0	2	0.08
Total		1,194	8	1,271	3	2,476	100

Table 2- 17: Distribution of Group Trainings per MDA by Gender and Funding

S/No	Ministry/State Department	Female	Male	No. of Officers	Total Cost
1	Agriculture	51	83	134	7,761,355
2	Fisheries & Blue Economy	61	87	148	1,340,454
3	Livestock	3	8	11	-
4	Basic Education	241	320	561	33,107,500
5	University Education	50	43	93	4,969,670
6	Vocational and Technical Training	8	12	20	-
7	Arts and Culture	7	6	13	200,000
8	Industry & Investment	47	40	87	1,964,040
9	Cooperative	39	34	73	-
10	Trade	90	116	206	2,509,500
11	Defence	230	357	587	-
12	Devolution	6	17	23	371,200
13	Special Programmes	21	14	35	2,975,000
14	Planning & Statistics	56	41	97	-
15	Petroleum Department	31	56	87	8,943,875
16	Energy Department	19	66	85	2,418,320
17	Natural Resources	42	50	92	10,942,920
18	Environment	28	99	127	-
19	Foreign Affairs	7	5	12	1,800,000
20	Housing & Development	38	47	85	7,753,200
21	Maritime & Shipping Affairs	16	35	51	-
22	Infrastructure	26	58	84	7,223,500
23	Public Works	19	48	67	-
24	Housing and Urban Development	36	47	83	7,753,200
25	Transport	58	69	127	481,300
26	Immigration Department	86	59	145	3,120,000

S/No	Ministry/State Department	Female	Male	No. of Officers	Total Cost
27	Correctional Services	112	188	300	5,139,910
28	Labour Department	28	44	72	5,433,697
29	Social Protection	63	87	150	13,906,717
30	East African Community	52	26	78	-
31	Lands and Physical Planning	170	200	370	13,476,000
32	Mining	26	15	41	994,000
33	National Treasury	37	112	149	17,508,545
34	Public Service & Youth Affairs	88	84	172	385,260
35	NYS	36	109	145	6,876,480
36	State House	4	0	4	160,000
37	Tourism	56	52	108	7,090,000
38	Water Services	53	66	119	4,950,000
Totals		2,041	2,800	4,841	181,555,643

g) Capacity Building Programmes by the Commission

i) Provided capacity building to MDAs in the implementation of Staff Performance Appraisal System (SPAS) on Government Human Resource Information System (GHRIS) and the Discipline Management System (DMS). The trainings targeted directors of Human Resource Management and selected HRM&D staff. The objective of the capacity building was to enable the officers to spearhead the roll-out of online appraisal and discipline management system in the MDAs.

ii) Sensitized MHRMACs in various MDAs, including The National Treasury, Office Attorney General &Department of Justice (OAG&DJ), Infrastructure, Tourism, and Technical & Vocational Training on various HRM&D matters.

h) Promotional Examinations

The Commission:

i) administered the Assistant Legal Metrology Officers' Examination Part II in November 2016. A total of thirteen (13) candidates sat the examination and passed. This is a promotional examination for weights and measures department in the State Department of Trade.

ii) provided support services to and funded the Kenya School of Government (KSG) in the administration of both the Proficiency Examination for Clerical Officers and the Administrative Officers Examination in August and November 2016 respectively. The promotional examinations are administered by KSG on behalf of the Commission.

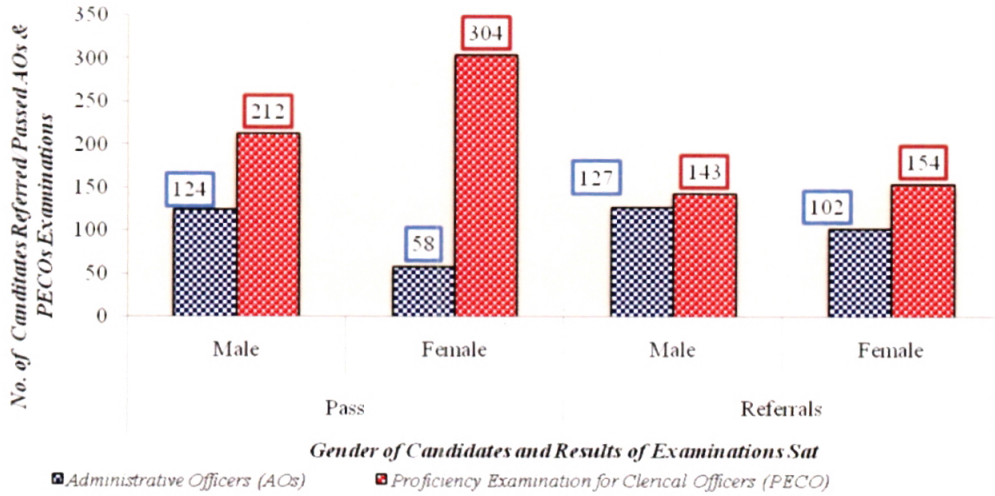
iii) Eight hundred and thirteen (813) candidates sat the Proficiency Examination for Clerical Officers, and five hundred and sixteen (516), 63.5% of them passed while two hundred and ninety seven (297), 36.5%were referred in various subjects.

iv) Four hundred and eleven (411) candidates sat the Administrative Officers Examination, and one hundred and eighty two (182), 44 % of them passed while two hundred and twenty nine (229), 56% were referred in various subjects

Table 2- 18: Performance by Examination and Gender

Examination Type	Pass		Referrals		
	Male	Female	Male	Female	Total
Administrative Officers	124	58	127	102	411
Proficiency Examination for Clerical Officers	212	304	143	154	813
Assistant Legal Metrology Officers Examination Part II	8	5	0	0	13
Total	344	367	270	256	1,237

Figure 2- 6: Comparative Analysis of Performance of Candidates in Subjects Examined by Gender





Commission Secretary/CEO and Director General, KSG during the renewal of a Memorandum of Understanding on Administration of PSC Promotional Examinations

2.5.11 Disciplinary Control in the Public Service

Article 234(2)(b) mandates the Commission to exercise disciplinary control over and remove persons holding or acting in offices in the public service. Further, Part XII of the Public Service Commission Act, 2017 vests the power to exercise disciplinary control over public officers with the Commission. Disciplinary Control is a corrective initiative that aims at ensuring that public officers maintain high standards of ethics and work performance. During the period under review, there were a total of one thousand one hundred and fifty three (1, 153) discipline cases. Out of these, one thousand and six (1,006) were initial(first time) discipline cases, eighty six (86) were appeals and sixty one (61) were reviews representing 87%, 7% and 6% respectively. Out of the one thousand one hundred and fifty three (1,153),three hundred and twenty five(325) were finalized within the stipulated period of six months while two hundred and eighty three(283) were finalized outside the stipulated period. On the other hand, a total of five hundred and forty five (545) cases were still in progress. The distribution of discipline cases, appeals and reviews are as shown in tables 2-19 and appendix VI.

Table 2- 19: Distribution of Discipline Cases by MDAs

#	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Dismissed	Retired - 50 yr Rule	Reinstated	Warned	Surcharged	Retired -on public interest	Reprimand	Counselling	Demoted	Death
1.	Information, Communication & Technology	Broadcasting and Telecommunication	4	0	0	4		1	0	1	0	1	1	0	0	-	-
		Information, Communication and Innovations	1	1	0			1	0	0	0	0	0	0	0	-	-
2.	Agriculture, Livestock & Fisheries	Agriculture	13	2	5	0	6	1	1	0	0	0	0	0	0	-	-
		Livestock	10		9		1	0	0	0	0	0	0	0	0	-	-
		Fisheries and Blue Economy	5	1	0	0	4	0	0	0	0	1	0	0	0	-	-
3.	Planning & Devolution	Planning and Statistics	6	1	5			1	0	0	0	0	0	0	0	-	-
		Devolution	3	1	0	1	1	1	0	0	0	1	0	0	0	-	-
		Special Programmes	6	0	3	2	1	1	0	1	0	0	0	0	0	-	-
4	Education	Basic Education	6	2	2	1	1	0	0	3	0	0	0	0	0	-	-
		Vocational and Technical Training	6	2	2	1	1	1	0	1	1	0	0	0	0	-	-
		University Education	2	0	2			0	0	0	0	0	0	0	0	-	-
5.	Environment & Natural Resources	Environment	12	9	0	2	1	3	0	0	0	0	0	4	3	1	

#	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Dismissed	Retired - 50 yr Rule	Reinstated	Warned	Surcharged	Retired -on public interest	Reprimand	Counselling	Demoted	Death
		Natural Resources	1	0	1			0	0	0	0	0	0	0	0	-	-
6.	Transport, Infrastructure, Housing and Urban Development	Transport	2	0	0	1	1	1	0	0	0	0	0	0	0	-	-
		Infrastructure	23	0	1	4	18	0	0	4	0	0	0	0	0	-	-
		Housing and Urban Development	11	5	1	2	3	1	0	6	0	0	0	0	0	-	-
		Maritime and Shipping Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Public Works	13	1	0	5	7	1	0	5	0	0	0	0	0	-	-
7.	Water & Irrigation	Water	6	0	1	2	3	0	2	0	0	0	0	0	0		
		Irrigation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
8.	Lands and Physical Planning		41	4	37	0	0	0	0	4	0	0	0	0	0	-	-
9.	Energy and Petroleum	Energy	4	1	0	1	2	1	0	1	0	0	0	0	0	-	-
		Petroleum	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-
10.	Mining		1	0	0	1	0	0	0	0	0	0	0	0	1	-	-
11.	National Treasury		43	0	2	13	28	6	0	3	0	3	0	1	0	-	-
12.	Tourism		3	1	2	0	0	1	0	0	0	0	0	0	0	-	-
13.	Foreign Affairs		3	0	0	0	3	0	0	0	0	0	0	0	0	-	-
14.	Defence		23	0	1	16	6	5	0	11	0	0	0	0	0	-	-
15.	Health		40	6	1	30	3	25	0	10	0	0	0	0	0	-	1
16.	Public Service, Youth and Gender Affairs	Public Service &Youth Affairs	11	0	0	0	11	0	0	0	0	0	0	0	0	-	-
		Gender Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
		NYS	20		8		12	0	0	0	0	0	0	0	0	-	-
17.	Interior & Coordination of National Government	Interior	308	20	65	113	110	47	0	36	10	0	40	0	0	-	0
		Immigration Department	113	0	16	18	79	9	0	9	0	0	0	0	0	-	-
		Correctional Services	4	2	0	1	1	2	0	1	0	0	0	0	0	-	-
		Prisons	204	101	20	56	27	102	0	50	0	5	0	0	0	-	-

#	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Dismissed	Retired - 50 yr Rule	Reinstated	Warned	Surcharged	Retired -on public interest	Reprimand	Counselling	Demoted	Death
18.	Presidency	State House	4	0	1	0	3	0	0	0	0	0	0	0	0	-	-
		Office of Deputy President	1	1	0	0	0	0	1	0	0	0	0	0	0	-	-
		Cabinet Affairs	3	2	1	0	0	2	0	0	0	0	0	0	0	-	-
19.	Industry, Trade and Cooperatives	Investment and Industry	5	0	0	1	4	0	0	1	0	0	0	0	0	-	-
		Cooperatives	1	0	1	0	0	0	0	0	0	0	0	0	0	-	-
		Trade	3	1		1	1	0	0	0	2	0	0	0	0	-	-
20.	Sports Culture and The Art	Sports Development	6	0	0	2	4	2	0	0	0	0	0	0	0	-	-
		Arts and Culture	2	0		1	1	0	0	1	0	0	0	0	0	-	-
21.	East African Community, Labour and Social Protection	East African Community	1	0	0	0	1	0	0	0	0	0	0	0	0	-	-
		Labour	6	0	2	0	4	0	0	0	0	0	0	0	0	0	-
		Social Protection	18	11	7	0	0	3	1	0	0	1	2	4	0	-	-
22	Office the Attorney General & Department of Justice		8	3	0	4	1	2	0	5	0	0	0	0	0	-	-
Total			1006	178	196	283	349	220	5	153	13	12	43	9	4	1	1

i). Appeals of Discipline Cases from MDAs

A total of eighty six (86) appeal cases were received from various MDAs out of which eighteen (18) were allowed while sixty eight (68) were disallowed as shown in Table 2-20.

2.5.12 Appeals in Respect of County Government Public Services

Article 234(2)(i) of the Constitution mandates the Commission to hear and determine appeals from County Governments Public Service. The appeals may arise from the following human resource matters: appointments, promotions, human resource development,disciplinary control, remuneration, retirement, and other terms and conditions of service.Part XV of the Public Service Commission Act, 2017 provides the procedure to be followed in making appeals to the Commission. The Act requires that a person shall exhaust the jurisdiction of the Commission before filing legal proceedings in court in respect of matters within the jurisdiction of the Commission.

a) Analysis of Appeals Received

During the year under review, the Commission received a total of ninety nine (99) appeal cases from the County Government Public Services all of which were heard and determined.

Table 2- 20: Distribution of Appeals Cases by MDAs and Decision made

S/No	Ministry/State Department	Allowed	Disallowed	Total
1.	Basic Education	-	4	4
2.	Broadcasting and Technology	-	1	1
3.	Cooperatives	-	1	1
4.	Defence	2	3	5
5.	Devolution	-	1	1
6.	Devolution and Planning	-	1	1
7.	East African Community	-	1	1
8.	Education	-	3	3
9.	Environment	-	1	1
10.	Health	2	8	10
11.	Interior	11	34	45
12.	Lands	-	1	1
13.	Natural Resources	-	1	1
14.	NITA	1	-	1
15.	NYS	1	-	1
16.	Office of the Attorney General and Department of Justice	-	1	1
17.	Planning & Statistics	-	1	1
18.	Public Service, Youth Affairs	-	3	3
19.	Social Protection	-	3	3
20.	Transport	1	-	1
21.	Water Services	1	-	1
Total		18	68	86

Table 2- 21: Distribution of Applications for Reviews on Discipline Cases by MDA and Decisions Made

Ministry	Allowed	Disallowed	Retired in Public Interest	Pending	Totals
Defence	-	1	-	-	1
Devolution	-	4	-	1	5
Education	1	3	-	-	4
Environment	-	1	-	-	1
Health	-	9	1	-	10
Immigration Department	-	1	-	-	1
Industry and Investment	-	1	-	-	1
Interior	-	31	-	-	31
National Treasury	-	2	-	1	3
Office of Attorney General	-	1	-	-	1
Public Service and Youth and Affairs	-	1	-	-	1
Agriculture	-	1	-	-	1
Lands and Housing	-	1	-	-	1
Total	1	57	1	2	61

Table 2- 22: Distribution of Appeal Cases by County and Gender

County	Appellants				
	Individual		Institution		
	Male	Female	Kenya County Government Workers Union	Kenya Union of Pre-Primary Education Teachers	Total
Bomet	1	-	-	-	1
Busia	5	3	-	-	8
Elgeyo Marakwet		1	-	-	1
Kiambu	1		-	-	1
Kilifi	2		-	-	2
Kisii	1		-	-	1
Kisumu			-	1	1
Machakos	1		-	-	1
Meru		1	-	-	1
Murang'a	3		-	-	3
Nairobi	20	51	-	-	71
Narok	1		-	-	1
Nyeri	1		-	-	1
Taita Taveta	1		-	-	1
Tana River		1	-	-	1
Uasin Gishu	1		1	-	2
West Pokot	2		-	-	2
Total	40	57	1	1	99

i) Distribution of Appeal Cases by County and Gender

Of the total appeal cases received,ninety seven (97) were from individual officers while two (2) were lodged by institutions. Out of the total number of cases from individuals, forty(40) were from male officers while fifty seven(57) were from female officers as shown in Table 2-22.

ii) Distribution of Appeals Cases from Counties by Decision

The appeals were received from a total of seventeen (17) counties across the country. The cases were heard and determined, with sixty eight(68) being allowed while twenty eight (28) were disallowed. Other decisions made on the appeals included referrals to relevant organizations for finalization as shown in Table 2-23.

2.3.13 Technical Assistance to County Governments

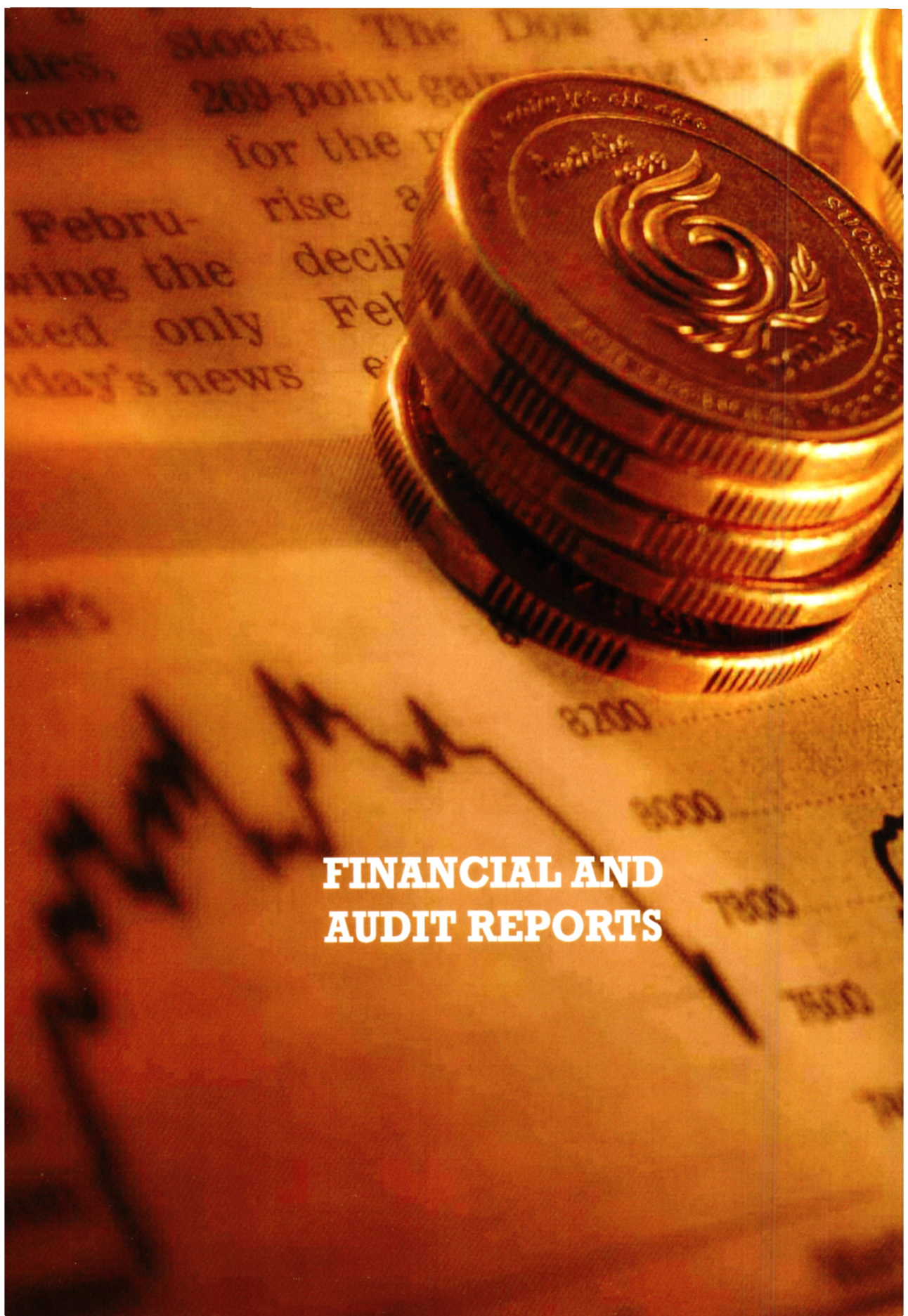
During the year under review, the Commission offered technical assistance to counties through collaborations and consultations. The Commission received requests for advisories and clarifications on various human resource issues. Specifically, through the consultative forums with the County Public Service Boards, the Commission was involved in resolving emerging human resource issues in counties and offering advisory based on the human resource policy framework. Key among the areas handled included staff transfers, pension matters, promotion of staff, discipline and appeals and effective Board management.

Table 2- 23: Distribution of County Appeals Cases by Decision

County Name	Decisions on Appeals from Counties					
	Allowed	Disallowed	Awaiting implementation of Court order	Referred to CPSB	Referred to IGRTC	Total
Bomet	-	-	-	-	1	1
Busia	-	8	-	-	-	8
Elgeyo Marakwet	-	1	-	-	-	1
Kiambu	-	1	-	-	-	1
Kilifi	2	-	-	-	-	2
Kisii	-	-	1	-	-	1
Kisumu	-	1	-	-	-	1
Machakos	-	1	-	-	-	1
Meru	-	1	-	-	-	1
Murang'a	1	2	-	-	-	3
Nairobi	63	8	-	-	-	71
Narok	-	-	-	1	-	1
Nyeri	1	-	-	-	-	1
Taita Taveta	-	1	-	-	-	1
Tana River	-	1	-	-	-	1
Uasin Gishu	1	1	-	-	-	2
West Pokot	-	2	-	-	-	2
Total	68	28	1	1	1	99

2.3.14 General Complaints to the Commission

The Commission received a total of ninety six (96) Complaints relating to various public service management issues. The complaints were handled by the Commission through various means including investigations, referrals to relevant institutions, advisory to complainant among others. By the end of the period under review, forty (40) of these complaints had been resolved while fifty six (56) were under consideration. The Commission filed quarterly returns on handling of complaints to the Commission for Administrative Justice (Office of the Ombudsman) following which the Office of Ombudsman rated the Commission at 76% compliant on complaints handling for the year 2016/17.



FINANCIAL AND AUDIT REPORTS

Chapter Three

FINANCIAL AND AUDIT REPORTS

This chapter outlines the Auditor General's report for the financial year 2015/16, the budget performance for the financial year 2016/17, financial statements for the period ended 30th June 2017, internal controls, report on access to government procurement opportunities and the Financial Reporting (FiRe) Award for the year 2014/15.

3.1 Auditor General's Report for the Financial Year Ended 30th June, 2016

Pursuant to Section 81(4)(a) of the Public Financial Management Act 2012, the Commission prepared and submitted to the Auditor General the financial statement for the Financial Year 2015/16 by 30th September 2016. The Auditor General audited the financial statements of the Commission and issued an unqualified opinion in his report dated 23rd March, 2017. In the report, the Auditor General opined that the financial statements presented were fair, in all material respects, in accordance with the International Public Sector Accounting Standards (Cash Basis) and complied with the Public Finance Management Act, 2012. Figure 3-1 presents the Auditor General's Report for the 2015/16 Financial Year.



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NAIROBI

OFFICE OF THE AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL ON PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE 2016

REPORT ON THE FINANCIAL STATEMENTS

I have audited the accompanying financial statements of the Public Service Commission set out on pages 14 to 33, which comprise the statement of assets and liabilities as at 30 June 2016, and the statement of receipts and payments, statement of cash flows, summary statement of appropriation recurrent and development combined and summary statement of provisioning for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Cash Basis) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
The management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

Auditor-General's Responsibility

My responsibility is to express an opinion on these financial statements based on the audit and report in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. The audit was conducted in accordance with International Standards of Supreme Audit Institutions. Those standards require compliance with ethical requirements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk

assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Public Service Commission as at 30 June 2016, and of its financial performance and its cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (Cash Basis) and comply with the Public Finance Management Act, 2012.

FCPA Edward R. O. Ouko, CBS
AUDITOR-GENERAL

Nairobi

23 March 2017

3.2 Budget Performance for the Financial Year 2016/17

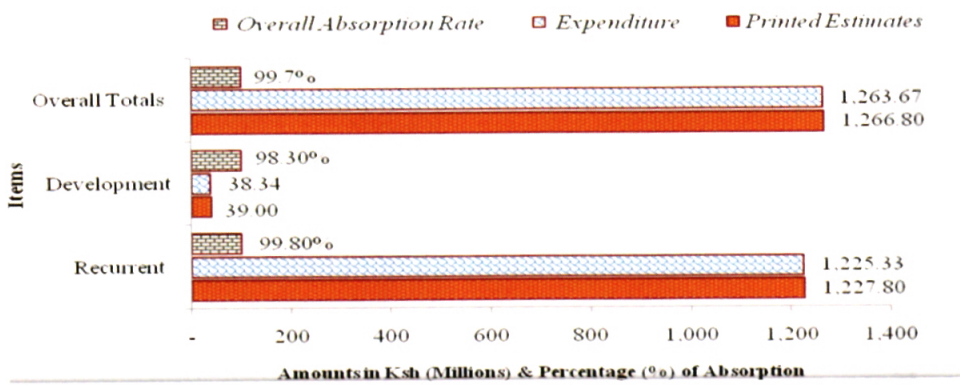
During the year under review, the Commission was allocated gross estimates of Kshs1.27 billion comprising recurrent estimates of Kshs1.23 billion and development estimates of Kshs39 million. The Commission utilized Kshs1.25 billion, representing 98.3% budget absorption rate comprising of Kshs1.21 billion or 98.3% and Kshs.38.3 million or 98.3% for recurrent and development estimates, respectively.

From the recurrent expenditure of Kshs1.22 billion, Kshs568.2 million was used on compensation of employees while Kshs658Million was used on operations and maintenance. The development sum of Kshs 38.3 million was used for settlement of pending bills for construction of additional offices and re- painting of the old Commission House. The summarized budget performance is in Table 3-1.

Table 3- 1: Summarized Budget Performance Analysis as at 30th June, 2017

Title and Details	Printed Estimates 2016/17	Expenditure 2016/17	Overall Absorption Rate
Recurrent	Kshs.	Kshs.	Percentage (%)
Personal Emoluments	568,156,147	568,152,985	99.9
Operations and Maintenance	660,373,318	657,928,872	99.6
Gross Recurrent	1,228,529,465	1,226,081,857	99.8
AIA	727,868	748,668	102.8
Net Recurrent	1,227,801,597	1,225,333,189	99.8
Development	Kshs.	Kshs.	Percentage (%)
Additional Offices	39,000,000	38,339,399	98.3
Gross Development	39,000,000	38,339,399	98.3
TOTAL	1,266,801,597	1,263,672,588	99.7

Figure 3- 1: Budget Performance Analysis as at 30th June 2017



3.3 Un-audited Financial Statements for the Period ended 30th June, 2017

Section 81(1) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the Accounting Officer for a National Government entity shall prepare financial statements in respect of that entity. Section 81 (3) requires the financial statements so prepared to be in a form that complies with relevant accounting standards as prescribed by the Public Sector Accounting Standards Board of Kenya from time to time.

In line with these provisions, the Commission prepared financial statements for the year ending 30th June, 2017 as shown in tables 3-2 to 3-8. The notes to the financial statements are at Appendix VIII

Table 3- 2: Statement of Receipts and Payments

Items	Note	2016-2017	2015-2016
		Kshs	Kshs
Receipts			
Transfers from National Treasury	1	1,263,100,000.00	1,124,800,000.00
Proceeds from Sale of Assets	2	748,668.00	-
Other Receipts	3	-	34,757.00
Total Revenues		1,263,848,668.00	1,124,834,757.00
Payments			
Compensation of Employees	4	568,152,985.60	543,869,969.15
Use of goods and services	5	403,971,585.00	390,248,426.00
Other grants and transfers	6	1,000,000.00	1,741,485.00
Social Security Benefits	7	94,658,221.30	72,626,909.00
Acquisition of Assets	8	196,638,464.55	115,338,148.55
Below Line Accounts		-	-
Total Payments		1,264,421,256.45	1,123,824,937.70
Surplus/Deficit		(572,588.45)	1,009,819.30

Table 3- 2: Statement of Receipts and Payments

Items	Note	2016-2017	2015-2016
		Kshs	Kshs
Receipts			
Transfers from National Treasury	1	1,263,100,000.00	1,124,800,000.00
Proceeds from Sale of Assets	2	748,668.00	-
Other Receipts	3	-	34,757.00
Total Revenues		1,263,848,668.00	1,124,834,757.00
Payments			
Compensation of Employees	4	568,152,985.60	543,869,969.15
Use of goods and services	5	403,971,585.00	390,248,426.00
Other grants and transfers	6	1,000,000.00	1,741,485.00
Social Security Benefits	7	94,658,221.30	72,626,909.00

Items	Note	2016-2017	2015-2016
		Kshs	Kshs
Acquisition of Assets	8	196,638,464.55	115,338,148.55
Below Line Accounts		-	-
Total Payments		1,264,421,256.45	1,123,824,937.70
Surplus/Deficit		(572,588.45)	1,009,819.30

Table 3- 3: Statements of Assets and Liabilities

Items	Note	2016-2017	2015-2016
		Kshs	Kshs
Financial Assets			
Cash and Cash Equivalents			
Bank Balances	9	18,356,382	21,146,657
Cash Balances	10	39,563	503,660
Total Cash and Cash Equivalent		18,395,945	21,650,317
Accounts Receivable - Advances	11	(4,449,434)	92,067
Total Financial Assets		13,946,511	21,742,384
Less: Financial Liabilities			
Accounts Payable	12	9,650,857	16,874,142
Total Financial Liabilities		9,650,857	16,874,142
Net Financial Assets		4,295,654	4,868,242
Fund balance b/fwd	13	4,868,242	865,305
Surplus/Deficit for the year		(572,588)	1,009,819
Prior Year Adjustment	14	-	2,993,118
Net Financial Position		4,295,654	4,868,242

Table 3- 4: STATEMENT OF CASH FLOW

	Note	2016 - 2017	2015 - 2016
		Kshs	Kshs
Cash Flow From Operating Activities			
Receipts for operating income			
Transfers from National Treasury	1	1,263,100,000	1,124,800,000
Other Receipts	3	-	34,757
Payments for operating expenses			
Compensation of Employees	4	(568,152,986)	(543,869,969
Use of goods and services	5	(403,971,585)	(390,248,426)
Other grants and transfers	6	(1,000,000)	(1,741,485)
Social Security Benefits	7	(94,658,221)	(72,626,909)
Other Expenses		-	-
Adjusted for:			
Changes in receivables		4,541,502	(2,931)

	Note	2016 - 2017	2015 - 2016
		Kshs	Kshs
Changes in payables		(7,223,285)	(21,466,501)
Prior year adjustment	14	-	2,993,118
Net cash flow from operating activities		192,635,425	97,871,653
Cash Flow From Investing Activities			
Proceeds from Sale of Assets	2	748,668	-
Acquisition of Assets	8	(196,638,465)	(115,338,149)
Net cash flows from Investing Activities		(195,889,797)	(115,338,149)
Cashflow From Borrowing Activities			
Domestic Currency and Domestic Deposits		-	-
Net cash flow from financing activities		-	-
Net Increase in Cash and Cash Equivalent		(3,254,372)	(17,466,495)
Cash and cash equivalent at BEGINNING of the year		21,650,317	39,116,812
Cash and cash equivalent at END of the year		18,395,945	21,650,317

Table 3- 5: Summary Statement of Appropriation: Recurrent and Development Combined

Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation Difference to Final Budget
	a	b	c=a+b	d	e=d-c	f=d/c %
Revenues/Receipts						
Transfers from National Treasury & Other Government Entities	1,217,870,000	48,931,597	1,266,801,597	1,263,100,000	(3,701,597)	99.7
Proceeds from Sale of Non-Financial Assets (AIA)	500,000	227,868	727,868	748,668	20,800	102.9
Total Revenues/Receipts	1,218,370,000	49,159,465	1,267,529,465	1,263,848,668	(3,680,797)	99.7
Payments/Expenses						
Compensation of Employees	556,070,000	12,086,147	568,156,147	568,152,986	(3,161)	100.0
Use of goods and services	385,308,617	20,727,868	406,036,485	403,971,585	(2,064,900)	99.5
Other grants and transfers	1,500,000	(500,000)	1,000,000	1,000,000		100
Social Security Benefits	89,070,761	5,945,450	95,016,211	94,658,221	(357,990)	99.6
Acquisition of Assets	186,420,622	10,900,000	197,320,622	196,638,465	(682,157)	99.7
Total Payments/Expenses	1,218,370,000	49,159,465	1,267,529,465	1,264,421,257	(3,108,208)	99.7%

Table 3- 6: Summary Statement of Appropriation: Recurrent

Revenue/ Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation Difference to Final Budget
	a	b	c=a+b	d	e=d-c	f=d/c %
Revenues/ Receipts						
Transfers from National Treasury & Other Government Entities	1,178,870,000	48,931,597	1,227,801,597	1,224,100,000	(3,701,597)	99.7
Proceeds from Sale of Non-Financial Assets (AIA)	500,000	227,868	727,868	748,668	20,800	102.9
Total Revenues/ Receipts	1,179,370,000	49,159,465	1,228,529,465	1,224,848,668	(3,680,797)	99.7
Compensation of Employees	556,070,000	12,086,147	568,156,147	568,152,986	(3,161)	100.0
Use of goods and services	385,308,617	20,727,868	406,036,485	403,971,585	(2,064,900)	99.5
Other grants and transfers	1,500,000	(500,000)	1,000,000	1,000,000	-	100.0
Social Security Benefits	89,070,761	5,945,450	95,016,211	94,658,221	(357,990)	99.6
Acquisition of Assets	147,420,622	10,900,000	158,320,622	158,299,066	(21,556)	100.0
Other Expenses			-			
Total Payments/ Expenses	1,179,370,000	49,159,465	1,228,529,465	1,226,081,858	(2,447,607)	99.8%

Table 3- 7: Summary Statement of Appropriation: Development

Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation Difference to Final Budget
	a	b	c=a+b	d	e=d-c	f=d/c %
Revenues/Receipts						
Transfers from National Treasury & Other Government Entities	39,000,000	-	39,000,000	39,000,000	-	100
Payments/Expenses						
Acquisition of Assets	39,000,000	-	39,000,000	38,339,399	(660,601)	98.3
Total Payments/Expenses	39,000,000	-	39,000,000	38,339,399	(660,601)	98.3

Table 3- 8: Budget Execution by Programmes and Sub-Programmes

Programme/Sub-programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	2016/17		2016/17	2016/17	2016/17
	Kshs	Kshs	Kshs	Kshs	Kshs
Programme 1:General Administration, Planning and Support Services	922,361,963	57,266,915	979,628,878	978,260,861	1,368,017
Sub-programme 1: Administration	881,290,724	57,555,145	938,845,869	937,834,096	1,011,773
Sub-programme 2: Board Management Services	41,071,239	(288,230)	40,783,009	40,426,765	356,244
Programme 2: Human Resource Management and Development	183,856,044	(4,393,750)	179,462,294	178,694,118	768,176
Sub-programme 1: Establishment and Management Consultancy Services	69,918,308	(1,513,785)	68,404,523	67,507,065	897,458
Sub-programme 2: Human Resource Management	60,507,055	(663,630)	59,843,425	60,201,852	(358,427)
Sub-programme 3: Human Resource Development	53,430,681	(2,216,335)	51,214,346	50,985,201	229,145
Programme 3: Governance and National Values	112,151,993	(3,713,700)	108,438,293	107,466,278	972,015
Sub-programme 1: Compliance and Quality Assurance	72,813,129	(2,779,450)	70,033,679	69,281,071	752,608
Sub-programme 2: Ethics Governance and National values	39,338,864	(934,250)	38,404,614	38,185,207	219,407

3.4 Internal Controls and Audits

The role of internal audit as provided for in the Public Finance Management Act, 2012 and Public Financial Management Regulations is to assess and establish the effectiveness of internal controls, governance and risk management systems put in place by the Commission. To execute this role, the Internal Audit Unit conducts periodical audit reviews across the Commission's directorates, divisions and units.

During the year under review, the Internal Audit Unit carried out financial and non financial audits of the Commission's processes to establish the effectiveness of internal control systems and overall risk management. The recommendations of the audit reports were implemented.

3.5 Access to Government Procurement Opportunities (AGPO)

The Public Procurement and Disposal Preference and Reservations Amendment Regulations, 2013 provide that a procuring entity shall allocate at least thirty percent of its procurement spend for the purposes of procuring goods, works and services from micro and small enterprises owned by youth, women and persons with disability. It further guides that a procuring entity shall implement the directives through its budgets, procurement plans, tender notices, contract awards and submit quarterly reports to the Public Procurement Oversight Authority. This affirmative action is aimed at empowering youth, women and persons with disability-owned enterprises by giving them more opportunities to do business with Government. In line with this requirement the Commission allocated procurement opportunities valued at Kshs.62.3 Million representing 15.3% of the annual procurement of goods, services and works to special groups as shown in Table3-9.

3.6 The Financial Reporting (FiRe) Award

The Financial Reporting (FiRe) Award is a prestigious and coveted award in East Africa for financial reporting. The award is presented every year by the joint promoters involving the Capital Markets Authority (CMA), Institute of Certified public Accountant of Kenya (ICPAK), Nairobi Securities Exchange (NSE) and Public Sector Accounting Standards Board of Kenya (PSASB).

The Award aims at promoting financial reporting excellence, fostering sound corporate governance practices, and enhancing corporate social investment and environmental reporting. It also promotes integrated reporting through enhanced accountability, transparency and integrity in compliance with appropriate financial reporting framework and other disclosures on governance, social and environmental. The framework also complies with principles of Public Finance in Article 201 and

Table 3- 9: Distribution of Government Procurement Opportunities (AGPO to Special Groups

Special Interest Group	Amount (Kshs.)	Percent (%)
Women	23,701,714	38.1
Youth	30,089,422	48.3
PWDs	8,488,985	13.6
Total	62,280,121	100.0
Overall Procurement 2016/17	406,754,328	
Overall Percentage (%) spend on AGPO	15.3	

National Values and Principles of Governance in Article 10 of the Constitution.

During the 15th edition of the Financial Reporting Award ceremony held on 29th October 2016, the Commission was awarded Second Runners-Up position for the Financial Year 2014/2015 in Independent and Constitutional Offices category. The Commission has received this award in two consecutive years demonstrating commitment and dedication to proper financial reporting.

Chapter Four

COLLABORATIONS AND PARTNERSHIPS

During the year under review, the Commission collaborated with several development partners, agencies and institutionsin various engagement forums. These forums were aimed at enhancing the ability of the Commission to deliver on its mandate, benchmark and share experiences with peer organizations. The level of collaboration included technical assistance and participation in joint meetings and forums. Such interractions were varied in nature and involved a number of institutions including:

a) *East African Community (EAC)*

The East African Community constituted an EAC Ad Hoc Service Commission in 2016 to address human resource matters of the EAC. Consequently, the Commission nominated Commissioner Titus M. Ndambuki, CBS as member of the Ad Hoc Service Commission. The Commission held its first meeting between 28th and 30th July 2016.

During the year, the Ad Hoc Commission handled a number of HR issues including recruitment of various categories of staff, conditions of service and renewal of contracts for EAC Secretariat.

b) *Commonwealth Association of Public Administration and Management (CAPAM)*

The Commonwealth Association of Public Administration and Management (CAPAM) promotes good governance and knowledge exchange amongst governments from Commonwealth countries and beyond. The Commission is a corporate member and actively participates in the activities of the Association. In addition, the Commission Chairperson Prof. Margaret Kobia, PhD, CBS serves as an elected Vice-President of CAPAM(2016 – 2018).

During the period, the Commission participated in the CAPAM Roundtable Biennial Conference held in Putrajaya, Malaysia



Commissioner Titus M. Ndambuki, CBS with other members of the EAC Ad Hoc Service Commission

from 15th to 20th August 2016 under the theme "Innovation: A Public Service Imperative". The Commission's delegation comprised of the Chairperson, Secretary/CEO and two senior officers. The team presented three papers,two of which were subsequently published in the Commonwealth Secretariat (COMSEC) book on Governance. The papers presented were:

i) Building a Future Focused Innovative Public Service – The Kenyan Experience;

ii) The role of PSC in public sector professionalization & motivation; and

iii) Public service delivery innovations: The Huduma Kenya Programme.

In addition, the delegation held a side meeting with Commonwealth Secretariat and a peer to peer interaction with Malaysian Public Service Commission where matters of common interest relating public service management were discussed.

c) Africa Association for Public Administration and Management (AAPAM)

The Africa Association for Public Administration and Management (AAPAM) is an international professional association for African public administrators and managers. Members are public service management practitioners who are committed to human capacity building for development in Africa. The Association gives a platform for



The Chairperson PSC Prof. Margaret Kobia (left) with the Chairperson, Public Service Commission of Malaysia



The Chairperson PSC Prof. Margaret Kobia (third from right) and Secretary/CEO Dr. Alice Otwala (far right), with the Chairperson and Members of the Public Service Commission of Malaiysia.



Tripartite group photograph for delegation from Kenya, Ghana and Malaysia Public Service Commissions at Putrajaya Malaysia

articulation and dissemination of ideas on capacity building and development issues in the African region. The Commission is a corporate member and actively participates in the activities of the Association.

d) Delegations to the Commission

The Commission hosted a number of delegations consisting of Public Service Commissions, and senior public officers from various countries. During the interactions, issues relating to public service management were discussed. The delegations included:

i) Delegation from Ethiopia Civil Service University, June 2017;

ii) Somali Permanent Secretaries courtesy call, May 2017; and

iii) Liberian Public Service Delegation, February 2017.

e) Participation in public service events

The Commission participated in the following international forums:

i) Africa public service week held in Kigali, Rwanda between 19th and 24th June 2017;

ii) United Nations Public Service week held in New York, USA between 19th to 23rd June 2017; and

iii) 20th African Corporate Governance Conference held in Johannesburg, South Africa from 28th to 30th March, 2017.



Liberian Public Service delegation during a courtesy call to the Commission

Chapter Five

MILESTONES, CHALLENGES AND OPPORTUNITIES

5.1 Milestones

In the discharge of its mandate, the Commission attained a number of milestones as categorized below:

(a) Performance management

i. Automated the revised Staff Performance Appraisal System on Government Human Resource Information System (GHRIS) for ease of staff performance assessment and reporting.

ii. Sensitized Directors of HR, Deputies, Heads of Departments/Units and SPAS Champions on the automated SPAS to build capacity for implementation.

iii. Developed Guidelines to facilitate implementation of the Performance Rewards and Sanctions Framework for the Public Service.

iv. Held the 2nd Public Servant of the Year Award (PSOYA) ceremony and recognized five (5) public officers from across the service for exemplary performance.

(b) Organization structures, staff establishment and career progression

i. Reviewed organization structures and determined optimal staff establishment for all Ministries and State Departments to facilitate delivery of service and harmonize organization structures across the service.

ii. Approved twenty one (21) schemes of Service for various cadres in the service to facilitate career progression and management in the cadres.

(c) Policies and guidelines

i. Reviewed guidelines on establishment and abolition of offices and design of organization structures to streamline the design of organization structures in the public service for enhanced efficiency and effectiveness.

ii. Developed staff establishment database to assist in the maintenance of the establishment for purposes of compliment control in the service.

iii. Developed guidelines and regulations to govern implementation of Public Service Commission Mortgage and Car Loan Scheme in readiness for roll out in the 2017/18 Financial Year. The objective of the scheme is to enhance staff motivation and retention.

iv. Rolled out the implementation of Internship policy in MDAs and issued guidelines to facilitate implementation.

v. Issued the Public Service Commission Staff Human Resource Policies and Procedures Manual to guide staff on HRM&D matters.

vi. Rolled out the PSC staff Performance Appraisal tool to facilitate management of staff performance.

vii. Reviewed the Induction Handbook for the Public Service to equip fresh entrants into the Public Service with a broad spectrum of understanding of Government organization and operations, work procedures, rules and regulations.

(d) Financial

i. Received Financial Reporting (FiRe) award, Second Runners-up position

in Public Sector (Cash Basis)under the Independent and Constitutional Offices category for 2014/15 financial year in recognition of preparation of financial statements in accordance with the International Public Sector Accounting Standards.

ii. Achieved Budget absorption rate of 99.7% indicating effective implementation of Commission's programmes.

iii. Received un-qualified audit opinion from the Auditor General for financial statements for 2015/16 implying proper management of the Commission's voted funds.

(e) Information Communication Technology (ICT)

i. Improved internal communication through upgrading of the Local Area Network, thus enhancing reliability of IT service and ensuring faster user and inter-departmental communication.

ii. Improved data storage capacity through installation of a modern Data Center that ensures reliability, confidentiality and security of IT services.

iii. Improved access to Commission's services through implementation of video conferencing facility that has enabled online interviewing of candidates in the diaspora. The facility has potential for teleworking thus reducing travelling and other attendant costs.

iv. Improved service delivery through Implementation of a help desk system for all internal customers' support, queries, requests, complaints and assistance.

v. Implemented Records Management Information System for efficient storage, processing and retrieval of data and information.

(f) Values and Principles

i. Prepared and submitted to the President and Parliament the 2015/2016 report on the extent of compliance with the Values and Principles in Articles 10 and 232 in the public service. The compliance baseline index stood at 68.1% while the Citizen Satisfaction Baseline index was 42.6%.

ii. Sensitized a total of two hundred (200) officers from MDAs and County Governments on the Values and Principles framework to build capacity for promotion and evaluation of compliance with the National Values and Principles.

(g) Legislation

i. Enactment of the Public Service Commission Act, 2017. The Act operationalizes the discharge of the Commission's mandate as spelt out in the Constitution; and

ii. Drafted the Public Service Commission Regulations to operationalize the Act.

(h) Appointments

Appointed, at both entry and promotional grades,a total of thirteen thousand and forty one (13,041) persons to various positions in the public service in the last financial year. This was an increase of 50.36% compared to six thousand four hundred and seventy three (6,473) officers appointed in the 2015/16 financial year. Of the total appointments,five thousand one hundred and eighty one (5,181) were new entrants and seven thousand eight hundred and sixty (7,860) were promotional appointments. Among those appointed eight thousand seven hundred and eight (8,708) 66.8% were male while four thousand three hundred and thirty three (4,333) 33.2% were female. Out of the total appointments two thousand six hundred and seventy nine (2,679), 20.5% were from the marginalized and minority communities

while thirty seven (37) 0.28% were Persons with Disability (PWDs).

5.2 Challenges

The Commission experienced a number of challenges in the performance of its functions. Some of these challenges included:-

(a) Financial

i) Inadequate budgetary support to facilitate planned programmes and activities in the Commission.

ii) Delay in loading of the quarterly budgets and exchequer releases affecting timelines for implementation of planned programmes.

(b) Recruitment

(i) High unemployment amongst the youth while the service could only absorb a limited number due to few available opportunities.

(ii) Continued inability to comply with the 5% requirement of allocating employment opportunities to Persons with Disabilities due to the relatively low number of job applications made by the group.

(iii) Centralization of advertisements to the Government Advertising Agency leading to delays in advertisement of vacancies and inability to reach the widest pool of potential applicants as planned.

(c) Succession management

(i) Freeze on recruitment of staff by the National Treasury resulting to challenges of succession management and impacting on efficient delivery of services.

(ii) The service had an aging workforce, with 37% of officers being 50 years and above as at 30th June 2017, compared to 35% in the same period in 2015/16 financial year.

(d) Legal

Increased number of court litigations resulting to increased court awards and costs against the Commission and Ministries. At the end of the reporting period, there were two hundred and ninety three (293) court cases against the Commission pending in various courts, compared to two hundred and forty four (244)cases in the financial year 2015/16.

(e) Human Resource

Shortage of technical staff in the public service in cadres such as engineers, architects, surveyors, doctors etc. has been aggravated by mass exodus of technical staff to private sector and foreign countries.

(f) Performance management

Low levels of ICT infrastructure in MDAs, especially in the country's far-flung areas, resulting in low access to GHRIS and slow uptake of automated HR functions, including Staff Performance Appraisal System (SPAS).

(g) Institutional

Inadequate office accommodation leading to congestion and impacting negatively on the operations of the Commission.

(h) Risk Management

Lack of a comprehensive Institutional Risk Management Framework (IRMF) for the Commission, making it difficult to conduct appropriate risk-based audits as anticipated by the International Professional Practice Framework (IPPF) for Internal Auditing Standards.

Chapter Six

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

During the year under review, the Commission continued to discharge its mandate towards ensuring that the public service is efficient and effective in the provision of quality services. This was undertaken, among others, through the issuance of human resource management regulations, policies, guidelines, instructions and advisories to guide the public service in the management of human resources. The Commission also put in place a robust monitoring and evaluation framework, involving periodic HR audits and feedback from MDAs, to ensure adherence with relevant legislations, policies and guidelines.

The Commission realized major milestones in the delivery of its mandate, including enactment of the Public Service Commission Act, 2017 and the automation of various Commission processes. In spite of these milestones, the Commission experienced a number of challenges, including inadequate funding and continued freeze in employment resulting in succession gaps in the service. Moving forward, the Commission will:

i) Transform the public service and improve service delivery through increased leveraging on ICT platforms in human resource management processes in the public service. This is expected to enhance efficiency and effectiveness in service delivery to the citizens and achievement of National Development Goals;

ii) Collaborate with Authorized Officers to ensure compliance with the law in appointments, promotions and human resource development;

iii) Review and issue human resource policies and guidelines in line with the PSC Act 2017 and other legislative frameworks to provide standards in human resource management in the public service;

iv) In the spirit of collaboration and consultation with the counties, continue to engage County Public Service Boards in human resource management matters to ensure observance of uniform norms and standards in the management of human resource in the public service;

v) Entrench a performance management culture in the public service;and

vi) Strengthen the oversight role of the Commission through monitoring and evaluation, investigation and compliance audit.

6.2 Recommendations and Way Forward

In order to transform the public service, improve service delivery and meet the requirements of the law in the delivery of its mandate, the Commission will put in place the following interventions:-

a) Review of Policies

(i) Review Human Resource policies and guidelines to align them to the Public Service Commission Act 2017;

(ii) Review the delegation of powers and functions to Authorized Officers to enhance accountability and efficiency in the discharge of delegated functions;and

(iii) Develop and implement dispute and grievance resolution mechanisms in the service.

b) *Implementation of Job Evaluation Report*

Implementation of Job Evaluation Report for the civil service to harmonize the grading and salary structures across the service, address existing remuneration and benefits disparities and inequities, as well as attain sustainability of the national wage bill in the public service.

c) *Monitoring and Evaluation*

Streamline and institutionalize monitoring and evaluation mechanisms in MDAs to ensure effective discharge of delegated powers and functions.

d) *Legal*

(i) Operationalize the Public Service Commission Act 2017 through finalization and release of the Public Service Commission Regulations 2017; and

(ii) Liaise with the Attorney General's Office and strengthen internal legal capacity to facilitate finalization of pending court cases.

e) *Risk Management*

Strengthen the Institutional Risk Management Framework (IRMF) for identification and mitigation of risks within the Commission in accordance with the International Professional Practice Framework (IPPF) for Internal Auditing Standards.

f) *Capacity building*

(i) Strengthen human resource capacity in the Commission and MDAs for effective discharge of their mandates and improved service delivery;

(ii) Continue to undertake capacity building programmes for County Public Service Boards on the management of human resources to enhance delivery of their mandate; and

(iii) Monitor the implementation of the training function in the Public Service to ensure the government gets value for resources invested and inform further training interventions.

g) *Collaborations and partnerships*

(i) Engage with professional bodies and associations in the management of various professionals in the service; and

(ii) Engage development partners for technical support towards the achievement of the Commission's programmes.

h) *Information Communication Technology (ICT)*

(i) In consultation with stakeholders, explore modalities of upgrading the Government Human Resource Information System (GHRIS) infrastructure to increase reliability and access to facilitate implementation of automated HR functions which include the Staff Performance Appraisal System, training, etc; and

(ii) Enhance Information and Data Security by developing and implementing Business Continuity and Disaster Recovery Procedures and Plans, undertaking regular Information Systems Audits, and building staff capacity in emerging and relevant technologies;

i) *Diversity management*

(i) Implement the diversity policy for the public service; and

(ii) Develop and implement a Disability mainstreaming policy and guidelines for the public service.

j) *Succession Management*

Implement the Human Resource Planning and Succession Management Strategy for the Public Service to address the recurrent succession gaps in the service, through interventions such as replacement of employees who have exited the service and sourcing of Treasury's funding for new recruitments to bridge existing gaps.

k) Promotion of Values and Principles

The Commission will:-

i). implement the Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service for effective promotion of values and principles;

ii). collaborate with relevant stakeholders to enact the Public Service Values and Principles Regulations; and

iii). finalize the Public Service Values and Principles Policy.

l) Service Delivery Charter

To improve efficiency in service delivery, the Commission will develop a framework for a Citizen Service Delivery Charter that will prescribe the minimum service delivery standards, lead times and cost of services; and undertake annual citizen satisfaction surveys.

m) Management of Discipline Cases

The Commission will collaborate with the Director of Public Prosecutions, Ethics and Anti-Corruption Commission and the Judiciary to ensure discipline cases are finalized within the stipulated period.

n) Competency framework and Career Progression Guidelines

The Commission, in collaboration with stakeholders,will develop career progression guidelines across the public service.

o) Declaration of Incomes, Assets and Liabilities

The Commission will automate the declaration of incomes, assets and liabilities to allow making of declarations online. This will enhance compliance levels, ease retrieval and analysis, and address storage challenges.

p) Internship programmes

i). The Commission will continue to implement the Internship Policy for the Public Service to give more youth an opportunity to gain experience in the world of work thereby enhance their skills development and competitiveness in the job market.

ii). For effective implementation of internship in the MDAs, The National Treasury will be requested to introduce a budget line in all the MDAs to ensure adequate funding for the internship programmes.

APPENDICES

Appendix I: Distribution of New Entrants by MDA and Ethnicity

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
Education, Science and Technology	Basic Education	Boran	2	2	0	0	0
		Gabra	1	1	0	0	0
		Miji Kenda	2	2	0	0	0
		Kalenjin	34	20	14	0	0
		Kamba	17	11	6	0	0
		Kenyan Somali	40	28	11	0	0
		Kikuyu	38	18	20	0	0
		Kisii	14	7	7	0	0
		Luhya	19	11	9	0	0
		Luo	16	7	9	0	0
		Maasai	6	2	4	0	0
		Meru	8	4	4	0	0
		Mijikenda	2	1	1	0	0
		Taita	5	1	4	0	0
		Taveta	2	1	1	0	0
		Tharaka	1	1	0	0	0
		Turkana	2	2	0	0	0
	Total		209	119	90	0	0
	Devolution	Kalenjin	1	1	0	0	0
		Luhya	2	2	0	0	0
	Total		3	3	0	0	0
Agriculture, Livestock & Fisheries	Fisheries and Blue Economy	Bajun	1	0	1	0	0
		Boran	1	0	1	0	0
		Miji Kenda	2	0	2	0	0
		Kalenjin	2	0	2	0	0
		Kamba	1	0	1	0	0
		Kikuyu	1	1	0	0	0
		Kisii	1	0	1	0	0
		Luhya	3	0	3	0	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
		Luo	2	0	2	0	0
		Mijikenda	1	0	1	0	0
		Basuba	1	0	1	0	0
	Total		16	1	15	0	0
Foreign Affairs		Bajun	2	1	1	0	0
		Boran	2	1	1	0	0
		Gabra	2	1	1	0	0
		Gureeh	1	0	1	0	0
		Kalenjin	6	2	4	0	0
		Kamba	5	3	2	0	0
		Kenyan Arab	1	0	1	0	0
		Kenyan European	1	1	0	0	0
		Kenyan Somali	4	2	2	0	0
		Kikuyu	7	4	3	0	0
		Kisii	4	2	2	0	0
		Kuria	2	1	1	0	0
		Luhya	7	4	3	0	0
		Luo	4	1	3	2	0
		Maasai	2	1	1	0	0
		Meru	2	1	1	0	0
		Mijikenda	5	3	2	0	0
		Njemps	2	1	1	0	0
		Nubian	1	0	1	0	0
		Dorobo	1	1	0	0	0
		Other kenyan	1	1	0	0	0
		Rendile	2	1	1	0	0
		Samburu	2	1	1	0	0
		Taita	2	1	1	0	0
		Taveta	1	0	1	0	0
		Teso	2	1	1	0	0
		Turkana	4	3	1	0	0
	Total		75	38	37	2	0
	Housing & Urban Development	Kikuyu	1	1	0	1	0
	Total		1	1	0	1	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
Interior and Coordination of National Government	Immigration Department	Bajun	5	2	3	0	0
		Basuba	3	0	3	0	0
		Boni-sanye	1	1	0	0	0
		Boran	24	13	11	1	0
		Burji	3	1	2	0	0
		Embu	23	7	16	0	0
		Gabra	2	1	1	0	0
		Gureeh	1	0	1	0	0
		Kalenjin	200	80	120	1	0
		Kamba	124	44	80	1	1
		Kenyan Arab	1	1	0	0	0
		Kenyan Somali	71	52	19	0	0
		Kikuyu	286	95	191	4	3
		Kisii	102	39	63	0	0
		Kuria	8	3	5	0	0
		Luhya	174	70	104	0	2
		Luo	146	59	87	0	0
		Maasai	61	33	28	0	0
		Mbeere	2	1	1	0	0
		Meru	63	20	43	0	0
		Mijikenda	76	37	39	0	0
		Njemps	2	0	2	0	0
		Nubian	2	1	1	0	0
		Dorobo	2	1	1	1	0
		Oromo	1	1	0	0	0
		Other kenyan	1	0	1	0	0
		Pokomo	11	6	5	0	0
		Pokomo	2	1	1	0	0
		Rendile	6	3	3	0	0
		Sakuye	1	1	0	0	0
		Samburu	23	12	11	0	0
		Swahili - Shirazi	5	2	3	0	0
		Taita	14	6	8	0	0
		Taveta	3	1	2	0	0
		Teso	11	4	7	0	0
		Tharaka	5	2	3	0	0
		Turkana	30	18	12	0	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
		Walwana	1	0	1	0	0
	Total		1496	618	878	8	6
	Interior	Boran	4	4	0	0	0
		Embu	17	10	7	0	0
		Kalenjin	75	57	18	0	0
		Kamba	41	24	17	0	0
		Kenyan Somali	18	18	0	0	0
		Kikuyu	73	40	33	0	0
		Kisii	20	9	11	0	0
		Kuria	3	3	0	0	0
		Luhya	34	22	12	0	0
		Luo	35	23	12	0	0
		Maasai	19	16	3	0	0
		Meru	9	5	4	0	0
		Mijikenda	13	11	2	0	0
		Oromo	4	4	0	0	0
		Rendile	1	1	0	0	0
		Samburu	5	5	0	0	0
		Taita	9	6	3	0	0
		Tharaka	1	1	0	0	0
		Turkana	9	9	0	0	0
	Total		390	268	122	0	0
	Prisons	Ajuaran	15	11	4	0	0
		Bajun	8	7	1	0	0
		Boni-sanye	5	3	2	0	0
		Boran	32	23	9	0	0
		Burji	5	3	2	0	0
		Embu	24	16	8	0	0
		Gabra	18	13	5	0	0
		Gureeh	16	12	4	0	0
		Kalenjin	494	365	129	0	0
		Kamba	304	213	91	0	0
		Kenyan Somali	79	64	15	0	0
		Kikuyu	490	348	142	0	0
		Kisii	230	165	65	0	0
		Kuria	19	15	4	0	0
		Luhya	234	179	55	0	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
		Luo	203	150	53	0	0
		Maasai	68	58	10	0	0
		Mbeere	20	14	6	0	0
		Meru	150	112	38	0	0
		Mijikenda	62	49	13	0	0
		Kenyan Somali	2	1	1	0	0
		Njemps	1	1	0	0	0
		Nubian	0	0	0	0	0
		Ogaden	27	19	8	0	0
		Oromo	5	5	0	0	0
		Pokomo	12	8	4	0	0
		Rendile	6	5	1	0	0
		Sakuye	5	3	2	0	0
		Samburu	25	19	6	0	0
		Swahili - Shirazi	3	2	1	0	0
		Taita	16	14	2	0	0
		Taveta	4	3	1	0	0
		Teso	25	19	6	0	0
		Tharaka	1	1	0	0	0
		Turkana	60	38	22	0	0
	Total		2668	1958	710	0	0
Information, Communication Technology	Information, Communication Telecommunication and Innovation	Bajun	1	1	0	0	0
		Kalenjin	2	0	2	0	0
		Kenyan Somali	1	1	0	0	0
		Kikuyu	1	0	1	0	0
		Kisii	1	0	1	0	0
		Luo	2	1	1	0	0
		Maasai	1	1	0	0	0
		Mijikenda	1	1	0	0	0
		Pokomo	1	0	1	0	0
		Taita	1	0	1	0	0
	Total		12	5	7	0	0
Mining		Basuba	2	2	0	0	0
		Boran	1	0	1	0	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
		Embu	1	1	0	0	0
		Kalenjin	9	6	3	0	0
		Kamba	7	5	2	0	0
		Kenyan Arab	1	0	1	0	0
		Kikuyu	13	9	4	0	0
		Kisii	2	2	0	0	0
		Luhya	12	12	0	0	0
		Luo	12	10	2	0	0
		Meru	5	5	0	1	0
		Taita	2	1	1	0	0
		Teso	1	1	0	0	0
	Total		68	54	14	1	0
East African Community, Labour and Social Protection	Labour	Bajun	2	1	1	0	0
		Basuba	2	1	1	0	0
		Boran	1	1	0	0	0
		Embu	1	1	0	0	0
		Kalenjin	3	3	0	0	0
		Kamba	2	1	1	0	0
		Kenyan Arab	1	0	1	0	0
		Kenyan Somali	2	1	1	0	0
		Kikuyu	3	1	2	0	0
		Kisii	3	2	1	0	0
		Kuria	2	1	1	0	0
		Luhya	2	1	1	0	0
		Luo	3	2	1	0	0
		Maasai	2	1	1	0	0
		Mbeere	2	0	2	0	0
		Meru	1	0	1	0	0
		Mijikenda	2	0	2	0	0
		Njemps	1	1	0	0	0
		Pokomo	1	1	0	0	0
		Samburu	2	2	0	0	0
		Swahili - Shirazi	1	0	1	0	0
		Turkana	2	2	0	0	0
	Total		41	23	18	0	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
	Social Protection	Boran	1	0	1	0	0
		Gabra	1	1	0	0	0
		Miji Kenda	1	1	0	0	0
		Kalenjin	6	2	4	0	0
		Kamba	1	1	0	0	0
		Kenyan Somali	4	4	0	0	0
		Kikuyu	2	0	2	0	0
		Kisii	1	0	1	0	0
		Luhya	2	0	2	0	1
		Luo	2	0	2	0	0
		Meru	1	1	0	0	0
		Rendile	1	1	0	0	0
		Turkana	1	1	0	0	0
	Total		24	12	12	0	1
Office of the Attorney General and Department of Justice	State Law Office	Embu	2	1	1	0	0
		Kalenjin	6	3	3	0	1
		Kamba	6	6	0	1	0
		Kenyan Somali	1	1	0	0	0
		Kikuyu	8	3	5	0	0
		Kisii	3	1	2	0	0
		Kuria	2	1	1	0	0
		Luhya	7	1	6	0	0
		Luo	6	3	3	0	0
		Maasai	3	1	2	0	0
		Meru	1	1	0	0	0
		Mijikenda	4	2	2	0	0
		Pokomo	2	1	1	0	0
		Taita	1	1	0	0	0
		Teso	2	1	1	0	0
	Total		54	27	27	1	1
The National Treasury		Kamba	3	1	2	0	0
		Kikuyu	4	2	2	0	0

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
		Kisii	1	1	0	0	0
		Luhya	1	0	1	0	0
		Luo	4	2	2	0	0
		Meru	2	1	1	0	0
	Total		15	7	8	0	0
Industry, Trade and Cooperatives	Trade	Bajun	1	1	0	0	0
		Basuba	2	1	1	0	0
		Boran	2	1	1	0	0
		Burji	1	1	0	0	0
		Embu	1	0	1	0	0
		Kalenjin	10	4	6	1	1
		Kamba	7	3	4	0	0
		Kenyan Somali	3	2	1	0	0
		Kikuyu	8	4	4	0	0
		Kisii	3	1	2	0	0
		Kuria	1	0	1	0	0
		Luhya	8	5	3	2	1
		Luo	7	4	3	0	0
		Maasai	4	3	1	0	0
		Mbeere	2	2	0	0	0
		Meru	3	2	1	0	0
		Mijikenda	4	3	1	0	0
		Njemps	1	1	0	0	0
		Dorobo	2	1	1	0	0
		Pokomo	3	3	0	0	0
		Rendile	1	1	0	0	0
		Samburu	1	1	0	0	0
		Taita	1	1	0	0	0
		Taveta	1	1	0	0	0
		Teso	2	2	0	0	0
		Tharaka	1	1	0	0	0
	Total		84	3	2	52	32
Public Service, Youth and Gender Affairs	Youth Affairs	Bajun	1	0	0	1	0
		Kalenjin	4	0	0	3	1

Ministry	State Department	Ethnic Group	Total No. Appointed	Gender		Disability	
				Male	Female	Male	Female
		Kamba	2	0	0	1	1
		Kenyan Somali	3	0	0	1	2
		Kikuyu	4	0	0	0	4
		Kisii	1	0	0	0	1
		Luhya	4	0	0	2	2
		Luo	3	0	0	1	2
		Meru	1	0	0	0	1
		Mijikenda	1	0	0	1	0
		Taita	1	0	0	1	0
	Total		25	0	0	11	14
Grand Total	5,181	16	10	3,197	1,984		

Appendix II: Distribution of Promotions in MDAs by Ethnicity, Gender and Disability

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
1.	Agriculture, Livestock & Fisheries	Agriculture	Kalenjin	1	0	1			
			Kenyan Somali	1	1	0			
			Kikuyu	7	2	5			0
			Kisii	5	4	1			
			Luhya	3	1	2			
			Luo	9	5	4			0
			Meru	5	3	2			0
		Total		31	16	15			0
		Livestock	Boran	2	2	0			
			Embu	3	1	2			
			Kalenjin	8	5	3			0
			Kamba	8	8	0			0
			Kenyan Somali	1	1				0
			Kikuyu	26	15	11			0
			Kisii	5	3	2			0
			Kuria	1	1				0
			Luhya	14	12	2	1		1
			Luo	11	6	5			0
			Maasai	1		1			0
			Meru	2	1	1			
			Miji Kenda	1	1	0			
			Teso	1		1			0
		Total		84	56	28	1		1
		Fisheries & the Blue Economy	Kamba	1	1				0
			Kikuyu	9	5	4			
			Luhya	1	1				0
			Luo	6	5	1			
			Meru	2	0	2			
			Miji Kenda	1	1	0			
		Total		20	13	7			0
2.	Sports, Culture & The Arts	Arts & Culture	Kamba	1	0	1			
			Miji Kenda	1	0	1			
			Kalenjin	1	1				0
			Kikuyu	2	2				0
			Kisii	1	1				0
			Luhya	5	1	4			0
			Meru	1	1				0

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
		Total		12	6	6			0
		Sports Development	Kamba	3	2	1			
			Kikuyu	6	3	3			
			Kisii	7	2	5			
			Luhya	1	1	0			
			Luo	1	1	0			
			Meru	2	0	2			
		Total		20	9	11			
3.	Education, Science & Technology	Basic Education	Bajun	1	1	0			
			Boran	6	4	2			0
			Burji	1	1	0			
			Embu	6	5	1			0
			Gureeh	1	1	0			
			Kalenjin	58	32	26			0
			Kamba	56	26	30			0
			Kenyan Somali	16	14	2			0
			Kikuyu	134	49	85			0
			Kisii	54	31	23			0
			Leysan	1	1				0
			Luhya	59	34	25			0
			Luo	73	39	34		1	1
			Maasai	5	2	3			0
			Mbeere	2	1	1			
			Meru	34	19	15			0
			Miji Kenda	15	13	2			
			Njemps	1	1				0
			Orma	1	1	0			
			Pokomo	1	1	0			
			Rendile	1	1	0			
			Samburu	1	1	0			
			Swahili Shirazi	1	0	1			
			Taita	2	1	1			
			Taveta	2	1	1			
			Teso	2	1	1			0
			Tharaka	7	4	3			0
		Total		541	285	256		1	1
		University Education	Embu	1	1	0			
			Kalenjin	4	2	2			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Kamba	8	3	5			0
			Kenyan Somali	1	1				0
			Kikuyu	12	4	8			0
			Kisii	4	1	3			
			Kuria	1	1				0
			Luhya	4	2	2			
			Luo	8	4	4			0
			Meru	2	1	1			
			Taita	2	1	1			0
		Total		47	21	26			0
		Vocational & Technical Training	Embu	1	0	1			
			Kalenjin	3	3	0			
			Kamba	1	0	1			
			Kikuyu	2	1	1			
			Kisii	2	1	1			
		Total		9	5	4			
4.	Informormation, Communication & Technology	Broadcasting and Telecommunication	Kalenjin	1	1	0			
			Kamba	1	0	1			
			Kikuyu	1	1	0			
			Kisii	2	2	0			
			Meru	1	1	0			
			Miji Kenda	1	1	0			
		Total		7	6	1			
		Information, Communication and Innovations	Kalenjin	1	1	0			
			Luhya	1	0	1			
		Total		2	1	1			
5.	Defence		Boran	2	1	1			
			Kalenjin	9	5	4			
			Kamba	9	6	3			
			Kenyan Somali	1	1				
			Kikuyu	23	13	10			0
			Kisii	10	6	4			
			Kuria	1	1				
			Luhya	9	7	2			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Luo	3	1	2			
			Maasai	1		1			
			Mbeere	2	2				
			Meru	2	1	1			
			Miji Kenda	6	4	2			
			Orma	1	1				
			Other Kenyan	1	1				
			Pokomo	2	1	1			
			Taita	2	1	1			
			Turkana	1	1				
		Total		85	53	32			0
6.	Devolution & Planning	Devolution	Kalenjin	1	0	1			
			Kamba	1	0	1			
			Kikuyu	3	1	2			
			Kisii	3	2	1			
			Luhya	1	0	1			
			Luo	1	0	1			
			Dorobo	1	1				0
			Taita	2	1	1			
			Turkana	1	1				0
		Total		14	6	8			0
		Planning & Statistics	Kamba	2	2				0
			Kikuyu	11	7	4			0
			Kisii	5	4	1			0
			Luhya	3	3	0			0
			Luo	7	5	2			0
			Maasai	1	0	1			
			Meru	1	0	1			
			Miji Kenda	1	0	1			
		Total		31	21	10			0
		Special Programmes	Kamba	1	1	0			
			Kisii	1	0	1			
			Meru	1	0	1			
			Miji Kenda	1	0	1			
		Total		4	1	3			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
7.	East African Community, Labour & Social Protection	East African Community	Kalenjin	1		1			
			Kikuyu	3	3				
			Kisii	1		1			
			Luhya	2	1	1			
			Maasai	2	1	1			
		Total		9	5	4			
		Labour	Boran	2	2				
			Embu	1		1			
			Kalenjin	12	5	7			
			Kamba	7	4	3			
			Kikuyu	23	15	8			0
			Kisii	8	4	4			0
			Kuria	1	1				
			Luhya	7	5	2			
			Luo	9	4	5			0
			Maasai	1		1			
			Meru	5	1	4			
			Miji Kenda	1	1				
			Pokomo	1		1			
			Taita	2	2				
		Total		80	44	36			0
		Social Protection	Bajun	1	1				
			Boran	1		1			
			Kalenjin	13	7	6			
			Kamba	6	2	4			0
			Kenyan Somali	1	1				
			Kikuyu	5	3	2			0
			Kisii	2	1	1			
			Luhya	5	3	2			
			Luo	4	3	1			
			Maasai	1	1				
			Meru	4		4			
			Miji Kenda	1		1			
		Total		44	22	22			0
8.	Energy & Petroleum	Petroleum	Kikuyu	2	1	1			
			Luhya	3	2	1			
			Luo	1	1				
			Mbeere	1		1			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Taita	1	1				
		Petroleum Total		8	5	3			
		Energy	Kalenjin	5	2	3			
			Kamba	4	3	1			
			Kenyan Somali	1	1				
			Kikuyu	11	6	5			
			Kisii	2	1	1			
			Luhya	14	11	3			
			Luo	8	6	2			
			Meru	3	2	1			
			Miji Kenda	1	1				
			Taita	2	1	1			
		Total		51	34	17			
9.	Environment & Natural Resources	Natural Resources	Kikuyu	1	0	1			
			Luo	1	1	0			
		Total		2	1	1			
		Environment	Boran	1	0	1			
			Kalenjin	2	2	0			0
			Kamba	3	2	1			0
			Kenyan Somali	2	2	0			
			Kikuyu	7	4	3			0
			Kisii	1	1				0
			Luhya	3	2	1			0
			Luo	4	2	2			
			Meru	1	1	0			
			Miji Kenda	2	0	2			
		Total		26	16	10			0
10.	Foreign Affairs		Boran	1		1			0
			Kalenjin	6	1	5			0
			Kamba	9	4	5			0
			Kikuyu	26	13	13			0
			Kisii	9	7	2			0
			Luhya	20	8	12			0
			Luo	13	10	3			0
			Meru	11	5	6			0
			Miji Kenda	2		2			0

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Other Kenyan	1		1			
			Rendile	1	1				0
			Taita	1		1			0
			Teso	1	1				0
		Total		101	50	51			0
11.	Health		Bajun	1	1				0
			Boran	2	2	0			
			Embu	3	1	2			
			Kalenjin	7	4	3			0
			Kamba	14	11	3			0
			Kenyan Arab	1	0	1			
			Kenyan Somali	4	1	3			
			Kikuyu	48	21	27			0
			Kisii	17	9	8			0
			Luhya	14	7	7			0
			Luo	16	9	7			0
			Mbeere	1	1	0			
			Meru	10	4	6			
			Miji Kenda	2	1	1			0
			Pokomo	1	1	0			
		Total		141	73	68			0
12.	Interior & Coordination of National Government	Immigration	Boran	4	3	1			
			Embu	4	2	2			
			Gabra	1	1	0			
			Kalenjin	19	7	12			
			Kamba	6	2	4			
			Kikuyu	15	7	8			
			Kisii	8	4	4			0
			Kuria	1	1	0			
			Luhya	10	6	4			0
			Luo	8	6	2			0
			Meru	4	2	2			0
			Miji Kenda	1	0	0			
			Swahili Shirazi	1	1	0			
			Taita	3	1	2			
			Teso	1	1	0			
			Turkana	3	2	2			
		Total		89	46	43			0

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
		Correctional Services	Kalenjin	7	3	4			
			Kamba	10	5	5			0
			Kikuyu	16	3	13			0
			Kisii	10	4	6			0
			Luhya	6	0	6			
			Luo	14	5	9			0
			Meru	1	0	1			
		Total		64	20	44			0
		Interior	Ajuran	5	5	0			
			Bajun	6	5	1			
			Basuba	5	5	0			
			Boni Sanye	1	1	0			
			Boran	97	88	9			
			Burji	2	1	1			
			El Molo	2	1	1			
			Embu	47	33	14			
			Gabra	15	15	0			
			Gureeh	13	13	0			
			Kalenjin	600	474	126			
			Kamba	309	223	86			
			Kenyan Arab	1	1	0			
			Kenyan Somali	282	276	6			
			Kikuyu	822	543	279			0
			Kisii	210	179	31			
			Kuria	28	23	5			
			Luhya	339	240	99			
			Luo	333	278	55			
			Maasai	186	172	14			
			Mbeere	16	11	5			
			Meru	337	272	65			
			Miji Kenda	133	98	35			
			Kenyan Somali	3	3	0			
			Njemps	2	2	0			
			Ogaden	11	11	0			
			Orma	13	13	0			
			Other Kenyan	4	3	1			
			Pokomo	25	17	8			
			Rendile	10	8	2			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Sakuye	0	0	0			
			Samburu	62	52	10			
			Swahili Shirazi	4	3	1			
			Taita	55	38	17			
			Taveta	7	5	2			
			Teso	26	17	9			
			Tharaka	16	13	3			
			Turkana	61	57	4			
		Total		4,088	3,199	889			0
		Prisons	Ajuran	1	1	0			
			Boran	3	3	0			0
			Burji	1	1	0			
			Burji	1	1				0
			Embu	7	5	2			0
			Gabra	1	1				0
			Kalenjin	128	116	12			0
			Kamba	91	76	15			0
			Kenyan European	1	1				0
			Kenyan Somali	10	10	0			0
			Kikuyu	162	116	46			0
			Kisii	39	37	2			0
			Kuria	1	1				0
			Luhya	99	75	24			0
			Luo	92	73	19			0
			Maasai	2	2	0			0
			Mbeere	4	4	0			0
			Meru	50	42	8			0
			Miji Kenda	13	12	1			0
			Pokomo	5	5	0			0
			Taita	16	13	3			0
			Teso	10	10	0			0
			Tharaka	1	1				0
			Turkana	3	3	0			0
		Total		741	609	132			0
13.	Water & Irrigation	Irrigation	Embu	1	1				0
			Kalenjin	2	2				0
			Kamba	2	2				0
			Kikuyu	8	6	2			0
			Kisii	4	4				0

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Luo	6	4	2			0
			Pokomo	1	1				0
			Taita	1	1				0
		Total		25	21	4			0
14.	Land & Physical Planning		Boran	2	2				
			Kalenjin	22	11	11			0
			Kamba	14	6	8			0
			Kenyan Somali	1		1			
			Kenyan Somali	1	1				0
			Kikuyu	41	17	24			0
			Kisii	13	7	6			0
			Luhya	19	10	9			0
			Luo	18	9	9			0
			Maasai	3	1	2			0
			Mbeere	2	2				0
			Meru	9	6	3			0
			Miji Kenda	3	3				0
			Nubian	1		1			
			Taita	1	1				
		Total		150	76	74			0
15.	Mining		Kalenjin	8	6	2			
			Kamba	5	5	0			
			Kikuyu	6	4	2			
			Kisii	1	0	1			
			Luhya	3	1	2			
			Luo	2	2	0			
			Miji Kenda	1	0	1			
			Taita	1	1	0			
		Total		27	19	8			
16.	National Treasury		Embu	2	1	1			0
			Kalenjin	6	3	3			0
			Kamba	13	5	8			0
			Kenyan Somali	4	4				
			Kikuyu	27	17	10			0
			Kisii	4	3	1			0
			Luhya	13	8	5			0
			Luo	13	7	6			0

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Meru	4	3	1			0
			Other Kenyan	1		1			
			Taita	1	1				
			Teso	1		1			
		Total		89	52	37			0
17.	Office of the Attorney General and Department of Justice	State Law Office	Basuba	2	2	0			
			Boran	1		1			
			Embu	7	2	5			0
			Kalenjin	19	4	15			0
			Kamba	26	13	13			0
			Kenyan Asian	1		1			
			Kikuyu	80	31	49			0
			Kisii	23	11	12			0
			Kuria	1		1			
			Luhya	34	16	18			0
			Luo	26	13	13	1	1	0
			Maasai	1	1				
			Meru	7	2	5			0
			Miji Kenda	3	2	1			
			Kenyan Somali	1	1				
			Orma	1		1			
			Samburu	1	1				
			Suba	1	1				
			Taita	2		2			
			Tharaka	1	1				
		Total		238	101	137	1	1	0
18.	Presidency	State House	Kalenjin	8	6	2			
			Kamba	1	1				
			Kikuyu	17	11	6			
			Kisii	1	1				
			Luhya	6	5	1			
			Luo	1	1				
			Maasai	3	3				
			Meru	1	1				
			Miji Kenda	2	2				
			Pokomo	3	2	1			
			Samburu	1		1			
		Total		44	33	11			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
		Office of the Deputy President	Kamba	1	1				
			Kenyan Somali	1		1			
			Kikuyu	2		2			
			Kisii	1	1				
			Luhya	1		1			
			Luo	1		1			
		Total		7	2	5			
		Cabinet Affairs	Kalenjin	1	1				
			Kamba	3	2	1			
			Kikuyu	11	4	7			
			Kisii	2	1	1			
			Luhya	1	1	0			
			Luo	3	3	0			
			Meru	1	1	0			
		Total		22	13	9			
19.	Public Service, Youth & Gender Affairs	Public Service & Youth Affairs (DPSM)	Kenyan Somali	1		1			
			Kikuyu	2	2	0			
			Kisii	1		1			
			Luo	4	1	3			
			Meru	2		2			
			Miji Kenda	2		2			
		Total		12	3	9			
		Huduma Secretariat	Kikuyu	1	1				0
		Total		1	1				0
		Public Service, Youth and Gender Affairs (RSS/IGAD Regional Initiative for Government of South Sudan Project)	Luo	1	1				0
		Total		1	1				0
		Youth Affairs	Kamba	1		1			0
		Total		1		1			0
		NYS	Embu	9	6	3			
			Gabra	3	1	2			
			Kalenjin	46	28	17			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Kamba	42	26	16			
			Kenyan Somali	11	6	5			
			Kikuyu	135	87	47			
			Kisii	42	33	9			
			Kuria	2	2				
			Luhya	65	40	24			
			Luo	43	34	9			
			Maasai	1		1			
			Mbeere	3	2	1			
			Meru	14	9	5			
			Miji Kenda	8	7	1			
			Orma	1	1				
			Rendile	2	2				
			Taita	9	6	3			
			Teso	5	5				
			Turkana	1	1				
		Total		442	296	143			
20.	Transport, Infratructure, Housing & Urban Development, Maritime and Shipping Affairs	Public Works	Kamba	4	4				0
			Kikuyu	19	14	5			0
			Kisii	3	3	0			0
			Luhya	10	7	3			0
			Luo	3	2	1			0
		Total		39	30	9			0
		Housing & Urban Development	Embu	1	1	0			
			Kalenjin	6	2	4			
			Kamba	8	4	4			
			Kikuyu	20	10	10			0
			Kisii	9	6	3			
			Kuria	1	1	0			
			Luhya	9	6	3			0
			Luo	7	3	4			0
			Meru	3	0	3			
			Miji Kenda	1	1	0			
			Dorobo	1	1	0			
			Teso	1	0	1			
		Total		67	35	32			0
		Infrastructure	Bajun	1	0	1			
			Boran	5	2	3			
			Embu	5	2	3			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Gureeh	1	1	0			
			Kalenjin	29	16	13			
			Kamba	11	5	6			
			Kenyan Somali	3	2	1			
			Kikuyu	34	19	15			
			Kisii	17	9	8			
			Luhya	19	14	5			
			Luo	24	9	15			
			Maasai	1	0	1			
			Meru	6	4	2			
			Miji Kenda	5	5	0			
			Other Kenyan	1	1	0			
			Pokomo	3	1	2			
			Samburu	1	1	0			
		Total		166	91	75			
		Transport	Kamba	6	4	2			
			Kikuyu	7	5	2			
			Kisii	2	1	1			
			Luhya	3	1	2			
			Luo	3	2	1			0
			Taita	1	0	1			
		Total		22	13	9			0
		Maritime & Shipping Affairs	Kalenjin	1	1	0			
		Total		1	1	0			
21.	Tourism		Boran	1	1	0			
			Kalenjin	1	0	1			
			Kamba	3	1	2			
			Kikuyu	6	1	5			
			Kisii	1	1	0			
			Luhya	4	3	1			
		Total		16	7	9			
22.	Industry, Trade & Cooperatives	Trade	Boran	1	1	0			
			Embu	2	2	0			
			Kalenjin	14	10	4			
			Kamba	4	3	1			
			Kikuyu	29	20	9			0
			Kisii	6	4	2			

S/No	Ministry	State Department	Ethnic Group	Total No. Promoted	Male	Female	Male (PWDs)	Female (PWDs)	Total PWDs
			Kuria	2	2	0			
			Luhya	7	5	2			0
			Luo	13	9	4			0
			Meru	6	3	3			0
			Taita	1	0	1			
			Taveta	1	0	1			
		Total		86	59	27			0
		Industry & Investments	Kalenjin	8	4	4			
			Kamba	2	2	0			
			Kikuyu	18	8	10			
			Kisii	7	6	1			
			Luhya	5	3	2			0
			Luo	2	2	0			
			Meru	1	0	1			
			Taita	2	1	1			
		Total		45	26	19			0
		Cooperatives	Kamba	1	1	0			
			Kikuyu	2	1	1			0
			Kisii	2	1	1			
			Luhya	3	3	0			
		Total		8	6	2			0
23.	Public Service Commission		Embu	1	1				0
			Kalenjin	1		1			0
			Maasai	1	1				0
		Total		3	2	1			0
Grand Total				**7,863**	**5,511**	**2,349**	**2**	**2**	**2**

Appendix III: Distribution of Exits by MDAs and Nature of Exits

S/No	Ministry	State Department	Nature of Exit & No. of Exits										
			Under 50yr Rule	Mandatory Age	Death	Public Interest	Resignation	Transfer of Service	Dismissal	Expiry of Contract	Medical Grounds	Others	
1.	Education, Science and Technology	Basic Education	**28**	357	38	**1**	**1**	**1**					**426**
		Vocational & Technical Training		1	**1**								**2**
		University Education	**1**	9	**1**								**11**
2.	Environment & Natural Resources	Environment	**3**	27	**5**				**3**				**38**
		Natural Resources		5									**5**
3.	Transport, Infrastructure, housing and urban Development	Transport	1	5	1								7
		Infrastructure	3		5		1			1			10
		Housing and Urban Development		18	1								19
		Maritime and Shipping Affairs	0	0	0	0	0	0	0	0			0
		Public Works	16	59	8								83
4.	Health		3	21	3				1				28
5.	Devolution & Planning	Special Programme	1	6									7
		Planning & Statistics	1	20	1				1				23
		Devolution		13									13
6.	East African Community, Labour and Social Protection	Labour	3	48	4		2		1				58
		East African Community	1	2			1						4
		Social Protection	7	25	13		8		1				54
7.	Sports, Culture and The Arts	Arts &Culture		10									10
		Sports Development	3	21	7								31
8.	Energy & Petroleum	Energy		8	1								9
		Petroleum		1	2								3
9.	Foreign Affairs		1	16	3								20
10.	Lands & Physical			106	4								110

S/No	Ministry	State Department	Nature of Exit & No. of Exits										
			Under 50yr Rule	Mandatory Age	Death	Public Interest	Resignation	Transfer of Service	Dismissal	Expiry of Contract	Medical Grounds	Others	
	Planning												
11.	Defence		3	74									77
12.	Water & Irrigation	Water Services	1	69	12								82
		Irrigation		1						1			2
13.	Presidency	Office of the DP	1	2						1			4
		State House	1	2					1	2			6
		Cabinet		8	1				2				11
14.	Public Service, Youth and Gender Affairs	NYS		83	1								84
		Gender Affairs	0	0	0	0	0	0	0	0			0
		Public Service & Youth Affairs (DPSM)	2	28	2								32
15.	Interior and Coordination of National Government	Interior	36	405	20	2			7		1		471
		Correctional services	2	29	6		5		2				44
		Immigration	5	48	8		7		9				77
		Prisons	19	214	31	8	11	5	65	0		3	356
16.	Industry, Trade & Cooperatives	Investment & Industry	2	7									9
		Cooperatives	4	43	2								49
		Trade		11									11
17.	Tourism			2	1				1				4
18.	Mining			9	1								10
19.	National Treasury		14	94	9			2					119
20.	AG & Department of Justice	State Law Office	1	20	2								23
21.	Agriculture, Livestock & Fisheries	Agriculture	1	48	2		0				0		51
		Livestock	12	291	6		2						311
		Fisheries and Blue Economy		28	2								30

S/No	Ministry	State Department	Nature of Exit & No. of Exits										
			Under 50yr Rule	Mandatory Age	Death	Public Interest	Resignation	Transfer of Service	Dismissal	Expiry of Contract	Medical Grounds	Others	
22.	Information, Communication & Technology	Broadcasting and Telecommunication	4	18	1								23
		Information, Communication and Innovations	1										1
													2858

Appendix IV: Distribution of Exits by MDAs and Ethnicity

S/No	Ministry	State Department	Ethnic Group	No. of Officers
1.	Education, Science and Technology	Basic Education	Ajuran	2
			Bajun	2
			Basuba	1
			Boran	4
			Embu	4
			Gabra	1
			Kisii	25
			Kuria	1
			Luo	57
			Kikuyu	84
			Mbere	2
			Meru	26
			Miji Kenda	8
			Njemps	1
			Other Kenyan	1
			Somali-So-State	8
			Pokot	1
			Taita	16
			Teso	1
			Turkana	2
			Kalenjin	62
			Kamba	63
		Vocational and Technical Training	Luo	2
		University Education	Kikuyu	5
			Kisii	2
			Luo	2
			Luhya	2
2.	Environment & Natural Resources	Environment	Kikuyu	7
			Embu	1
			Kalenjin	5
			Kamba	6
			Luhya	7
			Luo	5
			Masai	1
			Miji Kenda	1
			Other Kenyan	1
			Samburu	1
			Kisii	3
				38
		Natural Resources	Kikuyu	2
			Kisii	1
			Luo	1
			Embu	1
3.	Transport, Infrastructure, housing and urban Development, Maritime and Shipping Affairs	Transport	Kikuyu	1
			Kamba	1
			Luhya	2
			Luo	2
			Kalenjin	1
		Infrastructure	Kikuyu	2
			Kamba	1
			Kisii	2
			Luo	1
			Kalenjin	3
			Miji Kenda	1

S/No	Ministry	State Department	Ethnic Group	No. of Officers
		Housing and urban development	Kamba	4
			Kikuyu	3
			Kisii	5
			Luhya	6
			Meru	1
		Maritime and Shipping Affairs	Nil	0
		Public Works	Embu	5
			Kalenjin	2
			Kamba	10
			Kikuyu	25
			Luhya	9
			Luo	16
			Meru	2
			Miji kenda	2
			Somali-So-State	2
			Taita	2
4.	**Agriculture, Livestock & Fisheries**	Fisheries and the Blue Economy	Luhya	3
			Kikuyu	9
			Luo	5
			Taita-	2
			Kamba	4
			Borana	2
			Kisii	2
			Kalenjin	2
			Mijikenda	1
5.	East African Community, Labour & Social Protection	Labour	Embu	2
			Kalenjin	8
			Kamba	4
			Kikuyu	15
			Kisii	5
			Luhya	13
			Luo	3
			Meru	1
			MijiKenda	2
			Pokomo	2
			Somali	1
			Teso	1
			Turkana	1
		East African Community	Kalenjin	2
			Kamba	1
			Kikuyu	1
		Social Protection	Embu	1
			Kalenjin	2
			Kamba	5
			Kikuyu	19
			Kisii	5
			Luhya	9
			Luo	4
			Meru	1
			Pokomo	1
			Somali	3
			Taita	2
			Teso	1
			Turkana	1
6.	Devolution & Planning	Devolution	Kikuyu	5
			Kalenjin	1

S/No	Ministry	State Department	Ethnic Group	No. of Officers
			Kamba	3
			Luo	1
			Taita	2
			Pokomo	1
		Planning & Statistics		
		Special Programmes	Kikuyu	5
			Kalenjin	1
			Kamba	3
			Luo	1
			Taita	2
			Pokomo	1
7.	ICT	Information, Communication and Innovations	Kisii	1
		Broadcasting & Telecommunications	Luhya	4
			kisii	4
			Luo	2
			meru	1
			Kalenjin	2
			Kikuyu	10
8.	Sports Culture & The Arts	Arts & Culture	Kalenjin	1
			Kamba	1
			Kikuyu	4
			Kisii	1
			Luhya	1
			Luo	2
		Sports Development	Teso	1
			Kalenjin	4
			Kamba	2
			Kikuyu	11
			Kisii	4
			Luhya	1
			Pokot	1
			Embu	1
			Luo	6
9.	Energy & Petroleum	Energy	Kamba	5
			Kikuyu	1
			Luhya	2
			Luo	1
		Petroleum	Kikuyu	1
			Luhya	1
			Taita	1
10.	Foreign Affairs		Kalenjin	2
			Kamba	3
			Kikuyu	6
			Kisii	3
			Luhya	2
			Luo	4
11.	Lands & Physical Planning		Embu	6
			Kalenjin	7
			Kamba	9
			Kamba	2
			Kikuyu	26
			Kisii	9
			Luhya	11
			Luo	15
			Meru	7

S/No	Ministry	State Department	Ethnic Group	No. of Officers
			Mijikenda	4
			Somali	2
			Taita	5
			Teso	2
			Tharaka	2
			Turkana	3
12.	Public Service, Youth and Gender Affairs	Public Service & Youth Affairs		
		Gender Affairs		
		NYS	Ajuran	1
			Bora	1
			Embu	1
			Kalenjin	8
			Kamba	14
			Kikuyu	27
			Kisii	6
			Luhya	10
			Luo	5
			Meru	2
			Somali	4
			Taita	2
			Teso	2
			Turkana	1
13.	Presidency	Cabinet Affairs	Embu	2
			Kalenjin	1
			Kenyan Somali	1
			Kikuyu	2
			Kisii	1
			Luhya	1
			Luo	2
			Tharaka	1
		Office of Deputy President	Luhya	1
			Luhya	1
			Mijikenda	1
			Taita	1
		State House		
14.	Water & Irrigation	Water Services	Borana	3
			Embu	9
			Kalaenjin	1
			Kalenjin	2
			Kamba	7
			Kikuyu	24
			Kisii	2
			Luhya	12
			Luo	15
			Meru	3
			Somali	3
			Turkana	1
		Irrigation		
15.	Defence		Kalenjin	2
			Kamba	11
			Kikuyu	28
			Kisii	8
			Luhya	12
			Luo	9
			Masai	1
			Meru	3
			Mijikenda	1
			Somali	1
			Turkana	1
				77

S/No	Ministry	State Department	Ethnic Group	No. of Officers
16.	Health		Kikuyu	12
			Luhya	4
			Luo	4
			mijikenda	1
			Meru	2
			Kamba	2
			Kisii	1
			Kalenjin	2
17.	Industry, Trade & Cooperatives	Investment and Industry	Kamba	2
			Kikuyu	2
			Luhya	1
			Luo	1
			Pokomo	1
			Not indicated	2
		Cooperatives		
		Trade	Kamba	3
			Kikuyu	3
			Kisii	1
			Luhya	1
			Luo	3
18.	Tourism		Luo	2
			Kamba	1
			Luhya	1
19.	Mining		Kalenjin	1
			Kikuyu	2
			Kisii	1
			Luhya	5
			Luo	1
20.	Interior & Coordination of National Government	Interior	borana	8
			embu	8
			gabra	2
			kalenjin	72
			Kamba	47
			kikuyu	101
			kisii	25
			kuria	2
			luhya	41
			luo	58
			maasai	13
			mbere	2
			meru	28
			mijikenda	13
			pokomo	2
			samburu	4
			somali	18
			taita	15
			teso	1
			turkana	4
			Enthnicity Not indicated	7
		Correctional Services	embu	3
			gabra	1
			kalenjin	5
			kamba	5
			kikuyu	8
			kisii	3
			luhya	7
			luo	7
			meru	3
			pokot	1
			taita	1

S/No	Ministry	State Department	Ethnic Group	No. of Officers
		Immigration	Borana	2
			Kalenjin	4
			Kamba	8
			Kikuyu	15
			Kisii	5
			Luhya	13
			Luo	9
			Meru	1
			Miji Kenda	4
			Somali	1
			Taita	2
			Teso	1
			Ethnicity Not Indicated	12
		Prisons	Borana	7
			Embu	2
			Gabra	3
			Kalenjin	77
			Kamba	23
			Kikuyu	98
			Kisii	28
			Kuria	2
			Luhya	36
			Luo	22
			Maasai	7
			Meru	16
			Miji Kenda	10
			Samburu	2
			Teso	1
			Turkana	5
			Ethnicity Not Indicated	3

Appendix V: Distribution of Sponsored Programmes by Development Partners

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
1.	ACMAD	Environment	Continental Workshop On Climate Service For Disaster Risk Reduction	1
	Total			**1**
2.	AIR RAD	Environment	Airport Weather Observing Systems	6
			Factory Acceptance Test 1	8
	Total			**14**
3.	ASDSP	Agriculture	Defensive, Refresher and First Aid	23
			Effective Supervisory Management Programme	1
			Human Resource Management & Development Programme	1
			Modern Management Programme	1
		Transport	Sensitization on HR Policies	2
	Total			**28**
4.	Australian Hc,Netherlands, Canada	Immigration Department	Foster & Freeman VSC 6000	21
	Total			**21**
5.	Australian High Commission	Immigration Department	Intermediate Intelligence Analysis Course	6
	Total			**6**
6.	British Government	Defence	Sexual And Gender Based Violence	1
		Livestock	PhD	1
	Total			**2**
7.	CDKN	Environment	Emerging Discipline Of Extreme Weather	2
	Total			**2**
8.	CERC	Environment	International Ocean Institute Training Programme On Ocean Governance	1
	Total			**1**
9.	Chinese Government	Agriculture	Agribusiness Promotion For Rural Development In African Countries	1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
			Climate Change And Green Low-Carbon Development(2016-Iv)	1
			Hybrid Maize Comprehensive Technology For Developing Countries	4
			Pollution-Free Tea Production Technology For Developing Counties	3
			Seminar On Agricultural Information Management For Developing Counties	3
			Seminar Or Climate Change And Agricultural Sustainable For Developing Countries	2
			Sustainable Investments In Agriculture Program(SIA)	2
			Vegetable Cultivation And Processing Technology For Developing Counties	4
		Basic Education	Knowledge Co-Creation Programme	1
			Seminar On Comprehensive Measures For Rural Teachers From Developing African Countries From Developing Countries	2
		Defence	Popularization Of Cloud Computing And Big Data For African Countries	1
		Devolution	Seminar On Economic Structural Reforms For Developing Countries	1
		Energy Department	Seminar On Climate Change And Energy	1
		Environment	Msc In Meteorology	10
			Seismology And Earthquake Engineering	1
		Fisheries And Blue Economies	Overseas Expertise Introduction And Information Communication Technology Promotion	1
			Processing And Trade Of Aquatic Products For Developing Countries	1
			Professional Master's Program In Fishery Science	1
		Immigration	Basic Chinese Language Training	20
			Certificate In Chinese	2
			Seminar On Exit & Entry Adm. For Developing Countries	14

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
		Planning And Statistics	Statistics & Information Mgmt	2
		Prisons	Anti-terror Capacity Building	1
		Public Service & Youth Affairs	Computer Software / Hardware Network Technology Course For Developing Countries	1
			Industrial Structure Adjustment Of Urbanization For Africa Speaking Countries	1
			Leadership Management For Kenya Officials	3
			Power Of Innovation In Continual Improvement Activities (Counter Part Funding)	1
			Seminar On AIDS/HIV Prevention And Control For Officials From African Countries	1
		Trade	Seminar on Economy and Trade for Kenya	9
	Total			**101**
10.	DLP	Livestock	Trainers of Trainers	1
	Total			**1**
11.	ECMWF	Environment	European Centre For Medium-Range Weather Forecasts Training Course	1
	Total			**1**
12.	Ethiopian Government	Devolution	Indonesia Africa Dialogue On Accountable Governance, Responding Challenges And Building Cooperation	1
		Fisheries And Blue Economies	Consultative Workshop-Blue Growth Initiative For The East African Sub-Region	1
	Total			**2**
13.	FICC	Environment	Water Audit And Rainwater Harvesting	3
	Total			**3**
14.	Food Africa Programme	Environment	Msc In Climate Change	4
			Msc In Meteorology	4
	Total			8
15.	GAWTEC	Environment	GAWTEC Training	1
	Total			1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
16.	German Government	Fisheries And Blue Economies	Aquaculture Exchange Programme	1
			ZMT'S Alumni Kick-Off Conference	1
	Total			**2**
17.	Government of Cape Verde	Fisheries And Blue Economies	Conference-Dialogue On The Theme Blue Growth And The Economy	1
	Total			1
18.	Government of Egypt	Agriculture	Capacity Development For Water Management For Africa N/A	1
		Fisheries And Blue Economies	First Kenya-Egypt Joint Trade Committee	1
			Small Scale Freshwater Farming	2
	Total			**4**
19.	Government of Hungary	Basic Education	Masters In Economics - Business Development	1
	Total			1
20.	Government of Iceland	Fisheries And Blue Economies	Un Fisheries Training Programme- Fisheries Policy And Planning	1
	Total			**1**
21.	Government of India	Agriculture	Agripreneurship Development Among Farm Women	1
			Triangular Training On Public Private Partnership On Agricultural Extension Practitioners	1
		Fisheries And Blue Economies	Agripreneurship Development Among Farm Women	1
			Farm Mechanization For Small Farmers	1
			Feed The Future India Triangular-"Public/Private Partnership In Agricultural Extension Management"	1
			Financing Of Inclusive Agriculture And Rural Development	1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
		Housing And Urban Development	Spoken English And Microsoft Office Skills	1
		Immigration	Masters in Business Administration	1
		Livestock	Feed The Future Triangular Training	1
	Total			**9**
22.	Government of Indonesia	Fisheries And Blue Economies	The 5Th Interpol FCWG And The 2nd Fish Crime Meetings	1
	Total			**1**
23.	Government of Israel	Agriculture	Technical Training On Cassava Production And Processing Technologies	1
		Devolution	M & E Course	1
		Environment	Advanced Workshop On Climate Change And Agriculture	1
		Housing And Urban Development	Addressing The Urbanization Challenge	3
		Livestock	Environment Management	2
			Integrated Water Resources Mgnt	1
			Msc in Animal Science	1
			Msc in Tropical Animal Health	1
			PhD Environmental Sciences	1
			Training Of Trainers	1
	Total			**13**
24.	Government of Madagascar	Fisheries And Blue Economies	IOC-MASE Workshop-The Law Of The Sea Surveillance Operations	1
	Total			**1**
25.	Government of Mauratius	Fisheries And Blue Economies	Monitoring Landing And Transshipments In Port	1
	Total			**1**
26.	Government of Netherlands	Agriculture	Emerging Trends In Marketing Of Fruits And Vegetables	2
			Integrated Seed Sector Development	2
			Integrated Pest Management	1
			Seed Sector Development	1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
		Devolution	Local Prtdpective To Sustainable Development Goals	6
		Immigration	Migration Management Dip Programme (MMDP)	1
		Livestock	Inter. Diploma In Poultryhus.& Anim Feeds NFP	1
			International Diploma Animal Feed	1
			Masters In Applied Communication	1
	Total			16
27.	Government of Rwandan	Defence	Gender In Peace Support Operations	1
		Fisheries And Blue Economies	Workshop Towards Productive, Sustainable And Inclusive Agriculture, Forestry And Fisheries In Support Of 2030 Agenda For Sustainable Development In Africa	1
	Total			2
28.	Government of Sri Lanka	Fisheries And Blue Economies	The Indian Ocean Tuna Management -Workshop	1
			Workshop-Areas Beyond National Jurisdiction (ABNI) Tuna Management	1
	Total			**2**
29.	Government of Thailand	Correctional Services	Treatment Of Women Offenders	1
	Total			1
30.	Government f Zambia	Fisheries And Blue Economies	Financing Climate Smart Aquaculture Workshop	1
	Total			**1**
31.	HIS, Erasmus University, Rotterdam	Housing And Urban Development	Msc In Urban Management And Development	2
	Total			**2**
32.	ICPAC	Environment	Training Workshop On Climate Change Scenario Development And Downscaling	1
	Total			**1**

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
33.	IGAC	Environment	IGAC Conference	1
	Total			**1**
34.	IMTR	Environment	AeroCPD- Online-Face to Face	24
	Total			**24**
35.	Indian Technical And Economic Cooperation Programme (ITEC)	Housing And Urban Development	Monitoring & Evaluation Under TEC/SCAAP	1
			Promoting Innovations And Entrepreneurship Through Incubation	1
	Total			**2**
36.	Intl. Org. For Migration (IOM)	Immigration Department	Doc. Exam. & Human Trafficking	22
			Validation For Immi.Border Proced. Manual	18
	Total			**40**
37.	IPTSTC	Defence	Child Protection Course	2
			Conflict Analysis And Prevention	2
			Dialogue, Negotiation & Mediation	2
			Election Observation (EO) Course	1
			Elections Monitoring And Management Course	1
			Elections Observation	1
			Protection Of Civilians Course	1
			Protection Of Refugees And Internally Displaced Persons	1
			Sexual And Gender Based Violence	1
			Sexual Gender Based Violence: Train The Trainer	1
	Total			**13**
38.	JAICA	Agriculture	SHEP Workshop	1
		Basic Education		
			Improvement Of Education In Remote Areas For The Achievement Of SDGS (A)	2
			Improvement Of Lessons In Science African Countries	1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
			Improvement Of Lessons In Science African Countries	1
		Correctional Services	Treatment Of Offenders	2
		Devolution	National And Regional Development Policy	1
		Energy Department	Kinangop Wind Park Functional Hearing	1
			Technical Training Workshop In Data Collection & Creation Of African Energy Database	1
		Environment	Flood Risk Mgt With IFAS	2
		Livestock	Empowerment Of Rural Women	1
			Knowledge Communication Creation Programme	1
		Public Service & Youth Affairs	Government Human Resource Management For Senior Officials	1
	Total			**15**
39.	Japanese Government	Agriculture	Market Oriented Agriculture Promotion For Africa	6
		Devolution	Envelopment Experience For African English Speaking Countries In Bilging - China By The Embassy Of The Peoples	1
		Fisheries And Blue Economies	Application Of Good Practices On Co-Management Of Coastal Fisheries	1
			Gender And Small Fisheries Entrepreneurship For Fishing Community Development	1
		Livestock	Knowledge Communication Creation Programme	1
	Total			**10**
40.	Kenya United States Liaison Office(KUSLO)	Defence	Senior Executive Seminar	2
	Total			**2**
41.	Korean Government (KOICA)	Agriculture	Capacity Development Program On Saemaul Undoing Of Local Government(Kenya)	3

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
		Correctional Services	Capacity Building For Correctional And Probation Service	3
		Environment	Information And Communication Technologies For Meteorological Services	4
			Msc In Atmospheric Environment	4
	Total			**14**
42.	KYEOP	Public Service & Youth Affairs	Managing Knowledge In Organizations	1
	Total			**1**
43.	LECRD	Environment	Msc In Advanced Computer Science	4
			PRECIS- Capacity Building Workshop On Climate Change Scenario Downscaling	1
			ToT on Climate Change Curriculum	3
	Total			**8**
44.	MODEM/WMO	Environment	Installation-On-site Training of Radiosonde	15
	Total			**15**
45.	NFP Fellowship Programme	Public Service & Youth Affairs	Horticulture Sector Development For Emerging Markets: Strengthening Value Chains For Progress	1
	Total			**1**
46.	Nippon Foundation	Environment	North South Atlantic Training Transect(NoSoAT)	2
	Total			2
47.	NOAA	Environment	African Desk-Weather And Climate Prediction	1
			NOAA Weather Service Climate And Health Workshop	1
	Total			2

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
48.	Other Development Partners	Agriculture	Capacity Development Program On Saemaul Undoing Of Local Government(Kenya)	1
		Correctional Services	Capacity Building For Correctional And Probation Service	1
			Humphrey Fellowship Programme On Substance Abuse Education, Treatment And Prevention	1
			PhD in Public Policy & Conflict Management	1
			Telecom Technology Management	1
		East African Community	Conflict Of Law & Local Security	1
			Data Analysis For Development Planners - Donor Funded	1
			Economic Dev. & Social Policy For Developing Countries	1
			Global Information & Telecommunications Technology Programme	1
			Negotiation Skills For International Trade Agreements	1
			Seminar On Leadership Management And Development	1
			Seminar On Regional Economic Cooperation For English Speaking Countries	2
			Senior Management Course	1
			Senior Managers 2Nd Conference On Records & Information	1
			Trade Policy & Negotiations	1
		Interior	MA In Conflict Transformation And Social Justice	1
		Labour Department	Academy On Skills Development	4
			Advanced HTML Programming	2
			Advanced Leadership Development Programme On Governance & Public Policy	1
			Consultancy In Report Writing	1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
			Database Administration Using SQL	2
			East & Southern African Association Of Accountants General Workshop	1
			International Conference On Jobs And Skills Mismatch	2
			Measuring & Monitoring Informality	2
			Participatory Project Planning & Management	4
			Productive Employment And Decent For Sustainable Development	1
		Lands And Physical Planning	Geo-Informatics	1
			Master Of Science Urban Planning & Development	4
			Masters In Geo Information Science For Urban Planning & Management	1
			Public Private Infrastructure Partnership	2
			Seminar Addressing The Urbanization Challenge	1
			Skills Workshop In Walvis Bay	1
			Urban Management Development Theories	1
		Public Service & Youth Affairs	Advanced Financial Management	1
			Fostering Enterprise Innovations	1
			International Economic Issues & Development Policy	1
			International Training Programme on Human Capabilities	1
			Public Speaking, Presentation skills and pitching	1
	Total			**53**
49.	PREPARED	Environment	Prepared Vulnerable Impacts Adaptation Assessment Options Analysis Workshop	1
	Total			**1**

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
50.	PRIEDE	Basic Education	Project Management, Monitoring & Evaluation	57
			Training on Tusome Sensitization of DQAs	75
	Total			**132**
51.	PTL	Energy Department	Effective Supervisory Management Programme	3
			Energy Policy (B)	1
			Feasibility Studies Programme	7
			Financial Modeling & Petroleum Project Economic	2
			Governance, Ethic& Anti-Corruption Development HIV/AIDS Workplace Policy Programme	1
			Managing Public Sector Programme	1
			Monitoring & Evaluation Projects Programme	3
			PPP Strategy, Methods & Project Structuring Techniques	1
			Project Analysis, Design, Monitoring And Evaluation	1
			Project Management, Monitoring & Evaluation	3
			Project Risk Management	3
			Whole Of Govt. Approach For Performance Improvement In The Public Sector Programme	1
		Petroleum Department	Computer Assisted Financial Management	2
			Designing HR Policies Programme	2
			EE Women In Engineering International Leadership Conference	1
			Effective Supervisory Management Programme	3
			Environmental Mgt. In Oil And Gas Exploration Production	4
			Essential Skills For Oil & Gas Professionals	1
			Exploration Concepts & Tools	3

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
			Financial Modeling & Petroleum Project Economic	2
			Managing Knowledge In Organizations	1
			Project Planning & Implementation Programme	3
			Project Risk Management	1
			The Whole Of Government Public Sector Governance & Budgetary	1
			Workshop & Strategy Sessions	1
	Total			**52**
52.	RCMRD	Environment	Hydrological Modelling For Stream Flow Forecasting Using Multi-Model Approach	1
			Remote Sensing Technology And Applications	1
	Total			**2**
53.	Republic of South Africa	Arts And Culture	Doctor of Philosophy In Information Studies	1
		Fisheries And Blue Economies	Msc in Certification Capacity Building-Workshop	1
			The Convention On International Trade In Endangered Species	1
	Total			**3**
54.	Republic of Togo	Fisheries And Blue Economies	Regional Fisheries Sector Expert's Orientation On The CAADP Process -Workshop	1
	Total			**1**
55.	SAGM	Environment	Hydrogen Generator Type BP-MP 1500/7 On Safety, Commissioning, Operation And Maintenance	1
	Total			**1**
56.	SDCP/IFAD	Livestock	Feasibility Studies Analysis Programme	1
	Total			**1**

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
57.	SDO Sports	Devolution	Records Mngt System Re-Engineering Workshop In The Public Service For improved Records And Information Management	1
	Total			**1**
58.	SLEEK	Environment	Msc In Climate Change	4
			PhD in Climatology	2
			PhD In Radiative Forcing Due To GHG & Their Impacts On Climate Change Based On Land Sector In Kenya	2
	Total			**8**
59.	Slovenia Government	Fisheries And Blue Economies	International Whaling Commission's	1
	Total			**1**
60.	SMCS	Planning & Statistics	M&E Of Projects Programme	1
	Total			**1**
61.	Smithson	Environment	Statistical Downscaling Of Global Climate Models	1
	Total			**1**
62.	Suntron Corporation	Environment	Operation And Maintenance(O&M) Training And Factory Acceptance Test(Fat)	3
	Total			**3**
63.	Tanzanian Government	Fisheries And Blue Economies	49th Operational Joint Patrol For Fisheries Surveillance	1
			Conference-Lake Victoria Basin Environmental research And Scientific	2
			Fish Improvement Project On Octopus -Workshop	1
			Proposed Kenya-Transboundary Conservation Area-Workshop	1
	Total			**5**

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
64.	UCAR	Environment	NOAA Weather Service Climate And Health Workshop	1
	Total			**1**
65.	Ugandan Government	Fisheries And Blue Economies	Monitoring Landing And Transshipments In Port	1
			Sixth Annual Meeting Of The Aquaculture Network For Africa(ANAF)	1
			Validation Of The Draft Fisheries And Aquaculture Boarder Inspection Manual-Workshop	1
			Workshop-EDF 11 Support To Promoting Aquaculture Project In EAC	2
	Total			**5**
66.	UK Met	Environment	Masters In Meteorological Science	2
			Media Experts Workshop On TV Weather Presentation	1
	Total			**3**
67.	University Of Helsinki	Environment	Aerosol Training Course	1
	Total			**1**
68.	University Of Pretoria, South Africa	Housing And Urban Development	Public Private Infrastructure Partnership	2
	Total			**2**
69.	University Of Queensland Brisbane Australia,	Housing And Urban Development	Public Private Infrastructure Partnership	2
		Irrigation	Master of Science	1
	Total			**3**
70.	University Of Seoul	Housing & Urban Development	Master of Science	1
	Total			**1**
71.	University Of Surrey, UK	Prisons	Msc Human Nutrition	1
	Total			**1**
72.	University Of Westminster, UK	Prisons	Masters In HRM	1
			Msc in Finance	1
	Total			**2**

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
73.	US Government	Basic Education	Women In Leadership In The 21st Century Seminar	1
		Defence	HIV/AIDS Planning & Policy Development Seminar And Gender Based Violence And Women's Health Seminar	2
			Seminar On Leveraging Donor Security Assistance For National Priorities	1
	Total			**4**
74.	USAID	Livestock	Feed The Future	2
	Total			**2**
75.	Wilton Park	Environment	Flooding In The Greater Horn Of Africa;Building Warning Systems	1
	Total			**1**
76.	WISER	Environment	Downscaling Weather/ Climate Forecasts	3
			Downscaling Weather/Climate Forecasts	21
	Total			**24**
77.	World Bank	Energy Department	Effective Supervisory Skills Managing Knowledge In Organizations	1
			Environmental Mgt. In Oil And Gas Exploration Production	1
			Monitoring & Evaluation Projects Programme	4
			PPP Strategy, Methods & Project Structuring Techniques	1
			Project Analysis, Design, Monitoring And Evaluation	1
			Project Procurement & Management Programme	3
			Project Risk Management	2
			Transformative Leadership For Implementing Public Sector Reforms In Africa	2
		Environment	Comprehensive Disaster Risk Management	1
		Infrastructure	Defensive, Refresher and First Aid	7

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
			Senior Management Course	10
		Infrastructure	Governance, Ethics And Anti-Corruption Reforms	1
			Management Development Programme For Executive Ass. (Advance)	1
			Management Development Programme For Executive Ass. (Basic)	1
			Managing The training And Development Function Programme	2
			Quality Management System	1
		Labour Department	International Conference On Jobs And Skills Mismatch	2
			Measuring & Monitoring Informality	2
		Petroleum Department	Transformative Leadership For Implementing Public Sector Reforms In Africa	1
		Transport	Civil Aviation Mgt Programme	2
			Electronic Doc & Records Mgt For Executive	1
			Financial Mgt For Donor Funded Projects	1
			Financial Mgt In Public Sector	1
			Integrated Water Resource Mgt	1
			Management Development Programme For Executive Ass. (Advance)	1
			Managing Training And Dev Functions	1
			Microsoft Office Mgt For Executive Ass	1
			Policy Formulation And Implementation	1
			Public Sector Management, Governance & Fiscal Sustainability Techniques	2
			Public Urban Transport Planning	1
			Public Private Partnership Modelling	1
			Seminar On Air Mgt In Developing Countries	2
			Seminar On Media Heads & Officials	1

S/No	Name of Development Partners	Ministry / State Department	Course Sponsored	No. of Officers Trained
			Specialized Programme On Website Application Dev. Using Open Course	1
			Strategic Management	1
			Transport Planning Dev & Mgt	1
	Total			64
78.	World Metrological Organization	Environment	Application Of Meteorological Satellite Products	1
			Global Atmospheric Programme	1
			Global Framework For Climate Services	1
			Mesoscale NWP For High Impact Wx	1
			Multi-Hazard Early Warning Conference	1
			Puma Meteorological System "Display System"	1
	Total			**6**
	Grand Total			787

Appendix VI: Distribution of Disciplines Cases by MDA, Duration and Decisions

S/No	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Casses Finalized Witin Six (6) Months								Casses Finalized Above Six (6) Months									
								Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Repremand	Counselling	Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Demoted	Death	Repremand	Counselling
1.	Information, Communi-cation & Technology	Broadcasting and Tele-communication	4	0	0	4		1		1		1	1												
		Information, Communication and Innovations	1	1	0			1																	
2.	Agriculture, Livestock & Fisheries	Agriculture	13	2	5	0	6									1	1								
		Livestock	10		9		1																		
		Fisheries and Blue Economy	5	1	0	0	4					1								0					
3.	Planning & Devolution	Planning and Statistics	6	1	5			1																	
		Devolution	3	1	0	1	1					1				1									
		Special Programmes	6	0	3	2	1	1		1															
4.	Education	Basic Education	6	2	2	1	1						3												
		Vocational and Technical Training	6	2	2	1	1			1	1					1									
		University Education	2	0	2																				
5.	Environment & Natural Resources	Environment	12	9	0	2	1	3						3	3	0						1		1	
		Natural Resources	1	0	1																				
6.	Transport , Infrastructure, Housing and	Transport	2	0	0	1	1									1									
		Infrastructure	23	0	1	4	18											4							

S/No	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Repremand	Counselling		Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Demoted	Death	Repremand	Counselling
								Casses Finalized Witin Six (6) Months									Casses Finalized Above Six (6) Months									
	Urban Development	Housing and Urban Development	11	5	1	2	3			4							1		2							
		Maritime and Shipping Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Public Works	13	1	0	5	7			1							1		4							
7.	Water & Irrigation	Water	6	0	1	2	3											2								
		Irrigation	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0			0
8.	Lands and Physical Planning		41	4	37	0	0			4																
9.	Energy and Petroleum	Energy	4	1	0	1	2			1							1									
		Petroleum	0	0	0	0	0	0	0	0	0	0	0													
10.	Mining		1	0	0	1	0																			1
11.	National Treasury		43	0	2	13	28	0									6		3		3				1	
12.	Tourism		3	1	2	0	0	1																		
13.	Foreign Affairs		3	0	0	0	3	0																		
14.	Defence		23	0	1	16	6										5		11							
15.	Health		40	6	1	30	3	2		4							23		6					1		
16.	Public Service, Youth and Gender	Public Service &Youth Affairs	11	0	0	0	11																			
		Gender Affairs	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0			0

S/No	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Casses Finalized Witin Six (6) Months									Casses Finalized Above Six (6) Months									
								Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Repremand	Counselling		Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Demoted	Death	Repremand	Counselling
	Affairs	NYS	20		8		12																			
17.	Interior & Coordination of National Government	Interior	308	20	65	113	110	5		9	6		29				42		27	4		11		0		
		Immigration Department	113	0	16	18	79										9		9							
		Correctional Services	4	2	0	1	1	2											1							
		Prisons	204	101	20	56	27	88		8		5					14		42							
18.	Presidency	State House	4	0	1	0	3																			
		Office of Deputy President	1	1	0	0	0											1								
		Cabinet Affairs	3	2	1	0	0	1									1									
19.	Industry, Trade and Cooperatives	Investment and Industry	5	0	0	1	4												1							
		Cooperatives	1	0	1	0	0																			
		Trade	3	1		1	1				1									1						
20.	Sports Culture and The Art	Sports Development	6	0	0	2	4										2									
		Arts and Culture	2	0		1	1			1																
21.	East African Community, Labour and Social Protection	East African Community	1	0	0	0	1																			
		Labour	6	0	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Social Protection	18	11	7	0	0	3	1			1	2	4												

S/No	Ministry	State Department	Totals Cases	Finalized Within 6 Months	Pending within (6months)	Finalized Above 6 months	Pending Above (6months)	Casses Finalized Witin Six (6) Months								Casses Finalized Above Six (6) Months								
								Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Repremand	Counselling	Dismissed	Retired - 50 yr Rule	Re-instated	Warned	Surcharged	Retired –on public interest	Demoted	Death	Repremand	Counselling
22.	Office the Attorney General & Department of Justice	State Law	8	3	0	4	1			3						2		2							
Total			**1006**	**178**	**196**	**283**	**349**	**109**	**1**	**38**	**8**	**9**	**35**	**7**	**3**	**0**	**111**	**4**	**112**	**5**	**3**	**11**	**1**	**1**	**2**	**1**

APPENDIX VII: Notes to the Financial Statements

1. Exchequer Releases

Description and reference of the transfer	Date of transfer	2016 - 2017	2015 - 2016
		Kshs	Kshs
1st quarter transfer	Jul - Sept 2016	292,000,000	387,000,000
2nd quarter transfer	Oct - Dec 2016	322,000,000	181,000,000
3rd quarter transfer	Jan - Mar 2017	318,000,000	221,800,000
4th quarter transfer	Apr - June 2017	331,100,000	335,000,000
Total		1,263,100,000	1,124,800,000

2. Proceeds from Sale of Assets

	2016 – 2017	2015 - 2016
	Kshs	Kshs
Receipts from the Sale of Inventories, Stocks and Commodities	748,668	-
Proficiency Exams for Clerical Officers	-	-
Total	748,668	-

3. Other Receipts

	2016 – 2017	2015 - 2016
	Kshs	Kshs
Other Receipts	535,231	34,777
Total	535,231	34,777

4. Compensation of Employees

	2016 – 2017	2015 - 2016
	Kshs	Kshs
Basic salaries of permanent employees	568,152,986	535,869,969
Personal allowances paid as part of salary		8,000,000
Totals	568,152,986	543,869,969

5. Use of Goods and Services

Item	2016 -2017	2015 -2016
	Kshs.	Kshs.
Utilities, supplies and services	10,943,648	7,709,997
Communication, supplies and services	18,685,412	18,705,374
Domestic travel and subsistence	63,465,883	53,422,444
Foreign travel and subsistence	15,924,034	8,884,078
Printing, advertising and information supplies & Service	34,830,132	33,283,456

Item	2016 -2017	2015 -2016
	Kshs.	Kshs.
Rentals of produced assets	7,586,790	9,398,629
Training expenses	31,177,519	35,949,872
Hospitality supplies and services	54,757,787	53,400,924
Insurance cost	73,436,466	68,313,908
Specialised materials and services	20,095,731	24,800,093
Office and general supplies and services	12,808,737	13,347,726
Fuel	5,550,017	6,695,000
Other operating expenses	42,320,472	44,065,809
Routine maintenance – vehicles other	4,677,834	
Transport equipment	-	4,963,288
Routine maintenance - other assets	7,711,123	7,307,823
Total	403,971,585	390,248,425

6. Other Payments

	2016 – 2017	2015 - 2016
	Kshs	Kshs
Membership Fees and Dues and Subscriptions to International Organizations	1,000,000	1,741,485
Totals	1,000,000	1,741,485

These are the membership fees for commissioners and other senior members of staff to international professional organisations

7. Social Security Benefits

Item	2016 – 2017	2015 – 2016
	Kshs.	Kshs.
Government pension and retirement benefits	94,658,221	72,626,909
Total	94,658,221	72,626,909

8. Acquisition of Assets

Item	2016 – 2017	2015 - 2016
	Kshs	Kshs
Non-Financial Assets		
Construction of Buildings	29,811,989	29,226,677
Refurbishment of Buildings	12,322,464	1,463,000
Construction and Civil Works	8,527,411	20,802,151
Purchase of Vehicles and Other Transport Equipment		12,615,448
Overhaul of Vehicles and Other Transport Equipment	495,200	494,515
Purchase of Household Furniture and Institutional Equipment	585,203	636,436

Item	2016 – 2017	2015 - 2016
	Kshs	Kshs
Purchase of Office Furniture and General Equipment	2,066,407	3,600,653
Purchase of Specialised Plant, Equipment and Machinery	123,822,471	46,143,869
Rehabilitation and Renovation of Plant, Machinery and Equip.		355,400
Total	177,631,145	115,338,149

9. Bank Accounts

Name of Bank, Account No. & currency	2016– 2017	2015-2016
	Kshs	Kshs
Central Bank of Kenya Rec A/c no. 1000181297	5,678,479	2,846,382
Central Bank of Kenya Dev A/c no. 10000182199	3,027,047	1,426,132
Central Bank of Kenya Dep A/c no. 1000182113	9,650,857	16,874,142
Total	18,356,382	21,650,317

10. Cash in Hand

Name of Bank, Account No. & currency	2016– 2017	2015-2016
	Kshs	Kshs
Public Service Commission Head office	39,563	503,660
Total	39,563	503,660

11. Advances

	2016-2017	2015-2016
	Balance	Balance
2016/2017 Outstanding advances	383,481	-
2015/2016 Outstanding advances	-	92,067
Clearance accounts	643,172	-
Total	1,026,653	92,067

Name of Officer	Amount Taken	Amount Surrendered	Balance
Mildred A Akello	183,917	30,652	153,265
Mrs. Woyengo Munala Pamela	527,584	474,831	52,753
Miss Emily Kerubo Mokoro	193,597	16,133	177,464
Total	905,098	521,616	383,482

12. Accounts Payable

	2016– 2017	2015-2016
	Kshs	Kshs
Deposit and Retentions	9,650,857	16,874,142
Total	9,650,857	16,874,142

13. Balances Brought Forward

	2016– 2017	2015-2016
Bank account	Kshs	Kshs
Deposit and Retentions	21,146,657	39,068,039
Cash in hand	503,660	48,773
Accounts Receivable – Advances	92,067	89,136
Accounts Payable – Deposits	(16,874,142)	(38,340,643)
Total	4,868,242	865,305

14. Prior Year Adjustment

	2016– 2017	2015-2016
	Kshs	Kshs
Prior Year Adjustment	-	2,993,118
Total		2,993,118

Prior Year Adjustment relates to payments that remained outstanding in the LMS system in the Financial Year 2015/2016 due to shortage of funds that were subsequently cleared in the Financial Year 2016/2017.

15. Other Important Disclosures

15.1 Pending Accounts Payable

	2016– 2017	2015-2016
	Kshs	Kshs
Construction of civil works	-	7,340,339
Total		7,340,339

16. Other Important Disclosures

16.1: Pending Accounts Payable

Description	2016 – 2017	2015 – 2016
	Kshs	Kshs
Supply of goods	10,0968,499	7,340,339
	10,0968,499	7,340,339

16.2: Pending Staff Payables

There were no pending staff payables.

16.3: Other Pending Payables

There were no other pending payables

PROFILE OF PSC MEMBERS

The members of the Commission possess a wide range of skills and competencies including Finance, Human Resource Management, Education, Accounting, Economics, ICT and Medicine. The profiles of the Commission's Chairperson, Vice Chairperson, Commissioners and the Secretary/CEO are as shown below:

Prof. Margaret Kobia PhD, MGH, Chairperson



Prof. Margaret Kobia is an Associate Professor of Management and holds a PhD degree in Human Resource Education from University of Illinois, Masters of Education from Kenyatta University and Bachelor of Education degree from University of Nairobi. She is an alumni of Alliance Girls' High School.

Prof. Kobia has taught Management, Entrepreneurship and Research Methods at university level. Her research interests include Public Sector Reforms and Performance Management. Currently, she is the editor of the African Journal of Public Administration and Management and sits in several Public Sector Management Boards. She has been awarded Order of Grand Warrior (OGW), First Class Order of Chief of the Burning Spear (CBS), Moran of the Order of the Golden Heart of Kenya (MGH) and the Commonwealth Gordon Draper Award 2010. Prior to joining the Commission, she served as the Director General, Kenya School of Government.

Amb. Peter O. Ole Nkuraiyia, CBS, Vice Chairperson



Ambassador Peter O. Ole Nkuraiyia holds an Executive Masters of Business Administration (EMBA) from Jomo Kenyatta University of Agriculture and Technology (JKUAT), a Bachelor of Arts degree in Political Science and Sociology and a Post Graduate Diploma in International Relations from the University of Nairobi.

He is a career diplomat who prior to his appointment served in various Kenya's Missions abroad including Harare Zimbabwe, Kampala Uganda, Stockholm Sweden, Paris France, Kenya's Ambassador to the Kingdom of Belgium, the Grand Duchy of Luxembourg, and Kenya's Permanent Representative to the European Union. While in Brussels, he was the Chairman of the ACP Sub-committee on trade and tariffs as well as Commodity Protocols. Co-

chairman of the joint African Caribbean and Pacific Group of states (ACP)/European Union (EU) Committee on Trade and Commodity Protocols. He was the leader of the Kenyan delegation to the signing of the Partnership Agreement in 2000 (Cotonou Agreement) between the European Union and the ACP group of states. He also served as chairman of the ACP committee on trade that negotiated the ACP/EU waiver in the World Trade Organization (WTO) Doha Round, 2001.

As the Kenya's High Commissioner to the Republic of Uganda, he was in charge of the Great Lakes Region and was in the lead team that negotiated the Burundi Peace Agreement as well as the East African Cooperation negotiations leading to the signing of the Treaty establishing the East African Community on 30th November 1999.

He served as the Secretary/Chief Executive Officer of the Commission for the Implementation of the Constitution as well as the Executive Director of the NGOs Coordination Board. Permanent Secretary in the Ministries of East African Community and Foreign Affairs. A member of various school boards. He has been awarded First Class Order of the Chief of the Burning Spear (CBS) in recognition of his distinguished service.

Prof. Michael N.I. Lokuruka, PhD, EBS, Commissioner



Professor Michael N.I. Lokuruka holds a PhD in Food Science (Cornell University, USA), and has worked as a Researcher, Lecturer and Chairman of the Departments of Dairy and Food Science and Technology (Egerton University) and Food Science and Nutrition (Karatina University) cumulatively for over 23 years. He has worked in various technical and management roles in the Kenya Food and Fisheries Industries for over 8 years. He has undertaken consultancy and training for the former Ministry of Northern Kenya and other Arid Lands, ACT Kenya, the Canadian Food Industry, Turkana County Government, Turkana North Constituency, Centre for Minority Rights and Development (CEMIRIDE) among others.

He has served on Boards of a number of High Schools and Tertiary Institutions and is a Technical Reviewer for a number of local, regional and international journals. He is currently on the Editorial Board of the African Journal of Food, Agriculture, Nutrition and Development (AJFAND) and is Secretary to the Kenya Institute of Food Science and Technology (KIFST) and has published extensively. He is the Chairperson of the Capacity and Capability Development Committee, a Member of the Compliance and Quality Assurance Committee of the Public Service Commission and represents the Commission in the Council of the Kenya School of Government (KSG).

He serves as the Chairperson of the Human Resource Committee of the KSG Council, and is a Member of the Staff Retirement Benefits Scheme and the Learning and Development Committees of the School. He served as a Board member of the Kenya Industrial Research and Development Institute (KIRDI), where he served on the Research, Innovations and Development (RDI) and Human Resources Committees of the KIRDI Board.

Patrick G.Gichohi, CBS, Commissioner0



Commissioner Patrick G. Gichohi, holds Bachelor of Education degree from the University of Nairobi and various certificates in management and Parliamentary Procedures and Practices.

Prior to his appointment Mr. Gichohi served as a Parliamentary Officer for 33 years rising to the position of Clerk of the Kenya National Assembly. While serving as Clerk to the National Assembly, he initiated key parliamentary reforms and facilitated Public-Private Sector partnership in the Parliamentary Reform programmes and also served as the Chair of the Society of Clerks in the Commonwealth Parliaments.

He was a member of the Society of the Clerks-at-the-Table in the Commonwealth Parliaments and the Association of the Secretary Generals of Parliament of the Inter Parliamentary Union, Geneva, Switzerland. He also served as Honorary Secretary and Treasurer of the Commonwealth Parliamentary Association (Kenya Branch), and the Inter-Parliamentary Union (Kenya Group). He has published various books on parliamentary procedures.

He has been awarded State commendation of Chief of Burning Spear and Citation by the State of Wisconsin, United States of America for his distinguished service.

Lawrence Nyalle, MBS,Commissioner



Commissioner Lawrence Kitti Nyalle holds a Master of Business Administration degree, Post Graduate Diploma in Computer Science and a Bachelor of Science Degree all from the University of Nairobi. He is a Certified Public Accountant of Kenya CPA (K) and a member of the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Internal Auditors. He has experience in Management, Finance, Enterprise Resource Planning (ERP) systems and ICT.

Prior to his appointment, he served as a Business Consultant and worked for Afrox limited in South Africa as Senior Audit Manager, Africa Region and later as Human Resource Manager. Between 2004 and 2007 he worked as Head of Audit and Risk at BOC Kenya Limited.

Veronica Birgen, MBS, Commissioner



Commissioner Birgen holds a Master of Science degree in Organizational Development from the United States International University, BA (Hons) from University of Nairobi and Higher National Diploma from IHRM. She is an accomplished HR Professional with over 25 years comprehensive Management experience in both public and private sector. Ms. Birgen is a certified Executive Coach.

Prior to her appointment, she served as an Administrator in various Government ministries before joining the Kenya Tourist Board as a Senior Human Resource Officer where she rose to the position of Head of Human Capital and Administration. She also served as a Senior Consultant in organizational restructuring with Tetralink and Taylor Associates, East Africa (E.A). Commissioner Birgen has strong background in organizational development and Human Resource.

Catherine R. Omweno,MBS, Commissioner



Commissioner Catherine Omweno holds a Master's degree in Business Administration from Moi University and a Bachelor of Arts degree from Punjab University, India. She is also a CPS (K) Finalist and a member of the Institute of Certified Public Secretaries. She has a wealth of experience in Human Resource Management gained from working in the public, NGO and private sectors.

Prior to her appointment, she served as a Personnel Officer in various ministries rising to the level of Chief Personnel Officer and moved on to join CARE- KENYA, and Jomo Kenyatta Foundation thereafter. She was the Group Human Resources Manager at CMC MOTORS Group for 17 years and on leaving them did a short stint with the Institute of Human Resource Management as an Associate Human Resource Consultant and lastly with Spectre International. She is a certified professional Trainer with special interest in career coaching.

Dr. Judith Bwonya, MBS, Commissioner



Commissioner Dr. Bwonya holds a Masters degree in Public Health and a Bachelors degree in Medicine and Surgery from the University of Nairobi. She has had a long and distinguished career in the Public Health sector, having served in the Ministry of Health since 1983.

She served as a distinguished District Medical Officer of Health in various districts. She worked at the Ministry Headquarters in the Health Sector Reform Secretariat and as Head of the department of Standards and Regulatory Services. Dr. Bwonya was a member of the Task Force that established the Consortium for National Health Research. She was appointed to lead the ministry team that developed the draft Health Bill under the Constitution of Kenya 2010.

She has served in the Clinical Officers' Council, the Medical Practitioners and Dentists Board, Kenya Medical Research Institute and the NHIF Boards. She was also a member of Consortium for National Health Research Board of Management. Dr. Bwonya is a member of the Kenya Medical Association and is Registered with the Medical Practitioners and Dentists Board of Kenya. She is listed in the 7th Edition of "Who is Who among Business and Professional Women"in the world. She has been awarded MBS, in recognition of her distinguished public service.

Titus M. Ndambuki, CBS, Commissioner



Commissioner Titus M. Ndambuki is a career civil servant and holds a Masters degree in Economics from Williams College (USA), Bachelor of Philosophy degree in Economics and a Bachelor of Science in Mathematics and Statistics degree from the University of Nairobi.He has also attended various courses in management and leadership skills from various institutes such as the Institute of Development Studies at the University of Sussex-England, Cardiff University College Population Centre, Wales (UK), the Economics Institute, Boulder, Colorado, Royal Institute of Public Administration (UK), and the University of Manchester (UK).

Prior to his appointment at the Commission, he worked as the Programme Director for the Civil Service Reform Secretariat, where he successfully steered the Public Service Reforms. He also served as Permanent Secretary Ministry of State for Public Service where he initiated a number of public service reforms including performace contracting, Training Revolving Fund, medical cover for civil servants, contributory pension scheme and retirement age to sixty(60) years.

He has been awarded the Chief of the Burning Spear (CBS) and Head of State Commendation(HSC) in recognition of his sterling performance in the Public Service

Dr. Alice Atieno Otwala (Mrs.), CBS, Commission Secretary/ CEO



Dr.Alice A. Otwala was awardedan Honorary Doctorate in Public Administration by the Commonwealth University in collaboration with London Graduate School in recognition of her exceptional contribution to service to the society, selflessness and other outstanding contributions through which the lives of many have been touched positively. She holds a Masters Degree in Public Administration from the Liverpool University (United Kingdom), a Bachelors of Arts Degree from the University of Nairobi and a Post Graduate certificate in Strategic Management from Strathmore University. She has also attended several courses in Public Administration and participated in high level international conferences.

She is a member of the Kenya Institute of Management (KIM) and Kenya Association for Public Administration and Management (KAPAM).

Prior to her appointment, she served as an administrator in the public service for a period of 31 years in various ministries rising to the position of Deputy Commission Secretary in the Public Service Commission. Her major achievements include setting up the first Computerization of All Administrative Officers Records Project at the Office of the President, developing the first Training Manual for Chiefs and Assistant Chiefs throughout the Country, relocating the CID Department to its current location with all logistics intact, settling the US Embassy after the Bomb blast of 1998 as head of America's Division in the Ministry of Foreign Affairs and steered the restructuring of the Public Service Commission Secretariat to enable it deliver on its Constitutional Mandate.

MEMBERS OF SENIOR MANAGEMENT TEAM



Dr. Alice A. Otwala (Mrs.), CBS, Commission Secretary/CEO



Simon K. Rotich, MBS, Director Corporate Services



Remmy N. Mulati, MBS, Director Board Management Services



Jane Chege, HSC, Director Human Resource Management and Development



Peter M. H. Maina, Director Recruitment and Selection



Dismas O. Ogot, Director Finance and Planning



Jackline Manani, Chief Commission Counsel, Legal Services



Simon Wachinga, Director Compliance and Quality Assurance



Jayne Cindy Songole, Ag. Director Establishment and Management Consultancy Services

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Musa Cherogony, Legal Services, Member



Rebecca Kiplagat, Finance and Planning, Member



Gabriel Juma, Compliance and Quality Assurance, Secretary



Rahma Hassan, Establishment and Management Consultancy Services, Member



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