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REPUBLIC OF KENYA



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PUBLIC SERVICE COMMISSION

**ANNUAL REPORT
FOR THE FINANCIAL YEAR 2018/2019**

SEPTEMBER, 2019

Reform, Perform, Transform Kenya

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REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

ANNUAL REPORT FOR THE FINANCIAL YEAR 2018/2019

Prepared and submitted in compliance with Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act, 2017

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VISION

A Citizen-Centric Public Service



MISSION

To transform the public service for efficient and effective service delivery



CORE VALUES

Citizen Focus

Professionalism

Innovation

Teamwork

ABBREVIATIONS AND ACRONYMS

ASALs	Arid and Semi-Arid Lands
AU-IBAR	African Union – Inter-African Bureau for Animal Resources
CAF	County Assemblies Forum
CPSBs	County Public Service Boards
DIAR	Diversity and Inclusion Award and Recognition
EAC	East African Community
ELRC	Employment and Labour Relations Court
FPRSK	Fellow of the Public Relations Society of Kenya
FiRe	Financial Reporting
FAO	Food and Agricultural Organization
FOCAC	Forum on China-Africa Cooperation
GEBCO	General Bathymetric Chart of the Oceans
GHRIS	Government Human Resource Information System
GPA	Group Personal Accident
HRM&D	Human Resource Management and Development
IAEA	International Atomic Energy Agency
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standards
IGRTC	Inter-Governmental Relations Technical Committee
IHRM	Institute Human Resource Management
IPOA	Independent Policing Oversight Authority
IUU	Illegal, Unreported and Unregulated Fishing
JICA	Japan International Cooperation Agency
KEPTAP	Kenya Petroleum Technical Assistance Project
KOICA	Korea International Cooperation Agency
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation

MHRMAC	Ministerial Human Resource Management Advisory Committees
MoU	Memorandum of Understanding
PDTP	Presidential Digital Talent Programme
PDU	Presidential Delivery Unit
PFM	Public Finance Management
PPRA	Public Procurement Regulatory Authority
PSEA	Public Service Excellence Award Scheme
PWDs	Persons with Disabilities
SAGAs	Semi-Autonomous Government Agencies
SDC	Swiss Agency for Development and Cooperation
SLDP	Strategic Leadership Development Programme
RRI	Rapid Results Initiative
SPAS	Staff Performance Appraisal System
WIBA	Work Injury Benefits Act
TIA	Training Impact Assessment
TOT	Trainer of Trainers
TVET	Technical and Vocational Education and Training
UNODC-GMCP	United Nations Office on Drugs and Crime - Global Maritime Crime programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
USAID-AHADI	United States of America International Development- Agile and Harmonized Assistance to Devolved Institutions
UTANRMP	Upper Tana Natural Resources Management Project

DEFINITION OF TERMS

In this report, the following terms mean:

Accounting Officer	A public officer appointed to take full responsibility on the finances, assets and liabilities of the respective State Department.
Authorized Officer	A Public Officer to whom the Commission has delegated the human resource management function in a ministry/state department or agency
Disciplinary Control	is a corrective initiative that aims at ensuring that public officers maintain high standards of ethics and work performance.
Re-designation	is the movement of a public officer from one career path or cadre to another at a grade equal to the one held before the movement, to facilitate the public officer's career progression and job satisfaction.
Secondment	is an arrangement in which a pensionable employee is temporarily released from an organization within the public service to another organization which does not have reciprocal pension arrangements.
Transfer of service	is the movement of pensionable service of an employee from one public service organization to another, which has reciprocal pension arrangements and has been declared a 'Public Service' for purposes of preserving the employee's previous pensionable service.

MESSAGE FROM THE CHAIRMAN



I am pleased to present this Annual Report for the year 2018/19 in compliance with Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act, 2017. The two provisions require the Commission to submit a report on its operations and activities to Parliament and His Excellency the President at the end of each financial year.

This is the first annual report under the leadership of the current Commission that was sworn into office on 17th January 2019. The report also covers activities undertaken by the previous Commission, whose six-year term ended on 9th January, 2019. I therefore, wish to acknowledge the former Commission's contribution under the leadership of the then acting chairperson Amb. Peter Ole Nkuraiya and Commissioners - Dr. Judith Bwonya, Patrick Gichohi, Titus Ndambuki, Prof. Michael Lokuruka, Veronicah Birgen, Catherine Omweno and Lawrence Nyalile.

The year under review was unique for the Commission in that it witnessed a transition in its top leadership. It also marked the final phase of implementation of the Public Service Commission's Strategic Plan for the period 2013-2018. The Commission now has a new strategic plan covering the period 2019-2024 that focuses on a citizen-centric approach to service delivery.

During the year, a number of strategic initiatives were implemented to complete the 2013-2018 strategic plan while also laying the ground for the leadership transition that occurred along the way. These included installation of an Enterprise Resource Plan (ERP) system to automate service delivery for efficiency and continued technical support to county governments among others.

The Commission's priorities in the period 2019-2020 will include institutionalizing values and ethical conduct in the entire public service, entrenching high performance culture, preparing the youth for public service through internship and volunteer programmes, and creating an interactive feedback mechanism through establishment of a Citizen Contact

Centre. The overarching goal will be to scale up the productivity of the public service to ensure value for money by eliminating wastage and targeting to achieve more with fewer resources. Continuous improvement that leads to better efficiency and effectiveness in the way we deliver public services will be the hallmark of our service delivery going forward.

The Commission has an obligation to facilitate efficient and effective functioning of the government through provision of quality human resources and will in this regard continue to support the Government's development strategy as outlined in the 'Big Four' agenda of boosting the manufacturing sector, providing affordable housing, enhancing food security and achieving universal health care. We will, therefore, work closely with all stakeholders in line with our mission of transforming the public service for efficient and effective service delivery.

We are optimistic that during the next reporting cycle, we will be able to report considerable progress towards the transformation of the public service into a truly citizen-centric institution and demonstrate major improvements in the quality of lives of the people and Kenya as a whole. The realization of this goal will require deepening of collaboration networks and partnerships to mobilize resources and other necessary support. We, therefore, look forward to continued collaboration with our key stakeholders comprising all MDAs, individual public servants, Parliament and development partners.

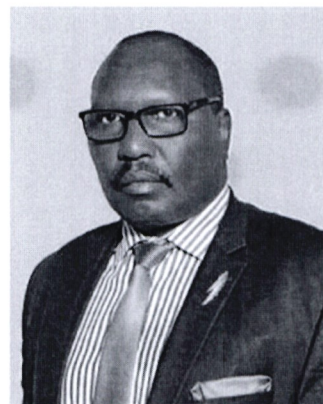
It is our expectation that the reform path that we have embarked on will translate into better performance and transformation of our society inspired by the Commission's rallying call: *Reform, Perform, Transform Kenya*.

Stephen K. Kirogo, FPRSK, CBS
Chairman

PUBLIC SERVICE COMMISSION

PREFACE

This report is an account of the work done by the Public Service Commission during the financial year 2018/2019. It details how the Commission discharged its mandate and the challenges encountered. It also covers financial statements, achievements and proposals on the way forward.



The preparation of this report was done against a backdrop of significant changes in the Commission's top leadership. The new Commission was sworn into office beginning with the new Chairman Mr. Stephen Kirogo on 15th August 2018 and the Vice Chairperson and Commissioners on 17th January 2019 following the expiry of the term of the previous Commission.

There were also changes in the secretariat following the appointment of the then Secretary/CEO Dr. Alice Otwala to the National Police Service Commission as a Commissioner in March, 2019.

During the period under review, the Commission provided clear direction and resolute leadership to the entire service by developing human resource policies and guidelines as well as building the capacity of county public service boards to discharge their functions, among other achievements.

The report is organized into six chapters. Chapter one gives an introductory background of the report and covers the mandate and governance structure of the Commission. In chapter two the report shows how the Commission delivered on its mandate and the achievements that were realized. The financial statements and Auditor General's Report are captured in chapter three. Chapter four outlines the areas of collaboration, networks and partnerships that the Commission fostered. Chapter five highlights the challenges that the Commission encountered and the opportunities that can be exploited to enhance service delivery. Finally, the way forward for the Commission is provided in chapter six. The report concludes with detailed appendices.

On behalf of the secretariat, I wish to express our gratitude to the Commission for providing leadership and strategic direction in the delivery of its mandate.

Simon K. Rotich, EBS

Secretary/ CEO

PUBLIC SERVICE COMMISSION

COMPOSITION OF THE COMMISSION



Mr. Stephen K. Kirogo, CBS, Chairman



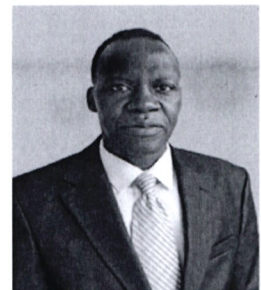
Ms. Charity S. Kisotu, Vice Chairperson



Dr. Joyce K. Nyabuti, Commissioner



Dr. Mary C. Mwiandi, Commissioner



Dr. Reuben K. Chirchir, Commissioner



*Amb. Patrick S. Wamoto,
Commissioner*



*Amb. Salma A. Ahmed,
Commissioner*



*Mr. Andrew M. Muriuki,
Commissioner*



*Ms. Joan A. Otieno,
Commissioner*



*Simon K. Rotich, EBS,
Commission Secretary/ CEO*

EXECUTIVE SUMMARY

This report is prepared pursuant to Article 254(1) of the Constitution and Section 90 of the PSC Act, 2017 which require the Commission to prepare and submit a report to the President and Parliament after the end of each financial year. It covers the period 1st July, 2018 to 30th June, 2019. It is the eighth Annual Report of the Commission since the promulgation of the Constitution.

During the period, the Commission reviewed the organizational structures for ten MDAs and reviewed staff establishments for 11 MDAs to align them with the reviewed mandate, functions and organizational structures based on a workload analysis. Further, a total of 7,379 persons were appointed to various positions in the public service out of which 1,501 were new entrants while 5,878 were promotional appointments. Gender composition of the 7,379 appointments was 2,663 (36%) female and 4,716 (64%) male. In this regard, the Commission realized the acceptable Constitutional ratio of male to female in appointments.

During the year under review, the Commission was allocated Kshs.1.25 billion made up of recurrent estimates of Kshs.1.19 billion and development estimates of Kshs.60.80 million. The cumulative expenditure for the period under review was Kshs.1.23 billion representing an absorption rate of 98.3%.

The Commission held the 4th Annual Public Service Excellence Award (PSEA) Scheme 2018 where nine public servants and three teams were recognized for exemplary performance.

As part of the implementation of the SRC Job Evaluation Report, the Commission approved conversion of the grading structure in the national government civil service from 21-tier to 17-tier with effect from 1st August, 2019. The 17-tier grading structure merges specific grades whose job description and specifications are similar.

The Commission submitted to the President and Parliament the evaluation report on values and principles for the financial year 2017/18. The Commission collaborated and networked with several development partners, agencies and professional associations in various forums at local, regional and international levels. These engagements presented the Commission and the service with opportunities for capacity building, benchmarking, experience sharing and ideas in areas of common interest.

The Commission has embarked on a journey to reform the public service for efficient and effective service delivery in pursuit of a prosperous Kenya. Moving forward, the Commission will implement appropriate programmes for the transformation of the Public Service for realization of national development goals and improved service delivery. This will include: re-orienting the public service delivery strategy to focus on the citizen and ensure prompt, timely, affordable, transparent, accountable, impartial and equitable services to Kenyans; establishing a contact centre to receive instant feedback from the citizenry on service delivery and efficiently respond to citizens' complaints.

Further, the Commission will develop and implement strategies to ensure sustenance of a high performance culture in the public service and a productivity measurement framework for the public service. It will also develop and implement an ICT and Communication and Branding Strategy, collaborate with public institutions to increase internship opportunities, and re-orient training towards public service doctrine and ethos.

The Commission recognizes the contribution of MDAs, devolved units and other stakeholders in the discharge of the human resource function. It will therefore, partner with them to address emerging human resource issues in the Public Service.

CHAPTER ONE

INTRODUCTION

1.0 Historical Background

The Public Service Commission is a constitutional body established under Article 233 of the Constitution. The mandate of the Commission includes the provision of competent human resource, promotion of good governance; and, ensuring efficiency and effectiveness in the provision of quality services in the public service. It is the oldest constitutional Commission with a mandate which has expanded over the years.

At independence, there was a National Public Service Commission and Regional Public Service Commissions for each of the seven regions enshrined in the ‘Majimbo’ Constitution through the Kenya Order in Council of 18th April 1963. The Constitutional amendment of 1965 abolished the regional government structure including the regional Public Service Commissions and established a single Public Service Commission under Section 107 of the 1963 Constitution of Kenya (now repealed). The Commission consisted of a Chairman, Vice Chairman and 15 members appointed by the President for a three-year term which was renewable once.

The Public Service Commission had the mandate to manage the entry, stay and exit of civil servants in the public service. The Service Commissions Act (Cap 185) together with the Public Service Commission Regulations prescribed the manner in which the Commission was to fulfill its mandate. The Public Officer Ethics Act 2003 further bestowed upon the Commission additional responsibilities on enforcement of ethical standards in the public service.

The Constitution of Kenya 2010 established the Commission in its current form, with a redefined and expanded mandate and a lean membership of 9 down from 17 members under the previous Commission. The reconstituted Commission consists of a Chairperson, Vice-Chairperson and 7 other members appointed by the President with the approval of the National Assembly.

1.1 Membership of the Commission

The members of the first Commission under the current constitutional dispensation were appointed with effect from 9th January, 2013. The Commission comprised Prof. Margaret Kobia (Chairperson), Amb. Peter Ole Nkuraiya (Vice Chairperson) and Commissioners Dr. Judith Bwonya, Patrick Gichohi, Titus Ndambuki, Prof. Michael Lokuruka, Veronicah Birgen, Catherine Omweno and Lawrence Nyalle. Prof. Kobia served as Chairperson of the Commission up to February 2018 when she was appointed Cabinet Secretary, Ministry of Public Service, Youth and Gender and Amb. Peter Ole Nkuraiya took over as Chairperson in acting capacity. The current Chairman, Mr. Stephen Kirogo was sworn into office on 15th August 2018. He served together with the former Vice Chairperson and Commissioners until the end of their term on 8th January, 2019.

The current Vice Chairperson, Mrs Charity Kisotu and Commissioners, Dr. Mary Mwiandi, Amb. Patrick Wamoto, Mr. Andrew Muriuki, Dr. Joyce Nyabuti, Amb. Salma Ahmed, Dr. Reuben Chirchir and Ms. Joan Otieno, were appointed with effect from 10th January, 2019.

This report covers activities undertaken by the previous Commission, whose six-year term ended on 9th January, 2019 and the present Commission.

1.2 Functions and Powers of the Commission

The functions and powers of the Commission as set out in Article 234 of the Constitution are:-

- (i) establishment and abolition of offices in the public service;
- (ii) appointment of persons to hold or act in those offices, and to confirm appointments;
- (iii) exercise disciplinary control over and remove persons holding or acting in those offices;
- (iv) promotion of national values and principles of governance; and values and principles of public service;
- (v) investigate, monitor and evaluate the organization, administration and personnel practices of the public service;
- (vi) ensuring that the public service is efficient and effective;
- (vii) development of human resources in the public service;
- (viii) 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;

- (ix) 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;
- (x) hearing and determining appeals in respect of county governments' public service;

The discharge of functions (i – x) above shall not apply to:

- a) State Offices
- b) Offices of High Commissioners and Ambassadors
- c) Offices subject to Parliamentary Service Commission, Judicial Service Commission, Teachers Service Commission, National Police Service Commission.
- d) Office in the service of a County Government except hearing and determining of appeals.
- e) Appointment of personal staff of the President or retired President except with the consent of the President.

Other functions and powers include: -

- (xi) Nominating persons to the Judicial Service Commission and Salaries and Remuneration Commission under Articles 171(2) and 230(2){b} respectively;
- (xii) Recommending persons to be appointed as Principal Secretaries under Article 155 (3) (a);
- (xiii) 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);
- (xiv) Receiving petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act;
- (xv) Protection of public officers against victimization and discrimination while discharging their duties; and
- (xvi) Performing any other functions and exercise any other powers conferred by national legislation including:
 - a) The Universities Act, 2012 (Revised 2018) ;
 - b) Political Parties Act 2011;
 - c) National Police Service Commission Act 2011;

- d) Independent Policing Oversight Authority Act 2011;
- e) Controller of Budget Act 2016 ;
- f) The Public Audit Act 2015; and
- g) National Cohesion and Integration Commission Act 2008.

1.3 Commission Board

The Commission sets general policy and strategic direction of the public service with regard to its mandate. The mandate is discharged through Board and Committee meetings during which decisions on various human resource matters are made.

1.4 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 carrying out its functions and exercising its powers. In line with this provision, the Commission has established eight standing committees, one statutory committee and ad-hoc committees. The recommendations from the committees are tabled before the Commission Board for consideration. The committees and their respective terms of reference are:

- i) Human Resource Planning, Establishment and Recruitment Committee
- ii) Terms and Conditions of Service Committee
- iii) Human Resource Development Committee
- iv) Public Service Performance and Transformation Committee
- v) Compliance and Quality Assurance Committee
- vi) County Appeals and Devolution Matters Committee
- vii) Finance, Planning, ICT and General Purpose Committee
- viii) Audit Committee
- ix) Ad-hoc Committees
- x) Inter-Agency Committees
 - a) Inter-Agency Committee on County Human Resource Matters
 - b) Consultative Committee on Terms and Conditions of Service
 - c) Inter-Agency Committee on Implementation of the Job Evaluation Report for the Public Service

- d) Inter-Agency Committee on Strengthening the Civil Service through Succession Management
- e) Inter Agency Committee on Review of Terms and Conditions of Service for State Corporations

1.5 Organizational Structure of the Commission Secretariat

The Commission Secretariat is established under Section 16 of the PSC Act 2017 to provide technical support to the Commission. The Secretariat comprises the office of the Commission Secretary/CEO, two Deputy Commission Secretaries and nine directorates.

The Secretary/CEO is appointed by the Commission in accordance with Article 233(6) of the Constitution and Section 15(2) of the PSC Act 2017. The Secretary/CEO is head of the secretariat, the Accounting and Authorized Officer of the Commission.

The current Commission Secretary/CEO, Mr. Simon Rotich was appointed to the position in an acting capacity in April, 2019 and subsequently confirmed in the position. He replaced Dr. Alice Otwala following her appointment as a Commissioner with the National Police Service Commission.

The Commission Secretary/CEO is assisted by two Deputy Commission Secretaries, nine directors and the head of Internal Audit Unit:

- a) Deputy Commission Secretaries
 - (i) Deputy Commission Secretary (Corporate Services)
 - (ii) Deputy Commission Secretary (Technical Services)
- b) Directorates
 - (i) Board Management Services
 - (ii) Compliance and Quality Assurance
 - (iii) Corporate Services
 - (iv) Establishment and Management Consultancy Services
 - (v) Finance and Planning
 - (vi) Human Resource Management and Development
 - (vii) Legal Services
 - (viii) Performance Management and Service Delivery Improvement

(ix) Recruitment and Selection

The Commission's organogram is in Appendix II of this Report.

CHAPTER TWO

DELIVERY OF THE COMMISSION'S MANDATE

2.0 Introduction

The Commission undertakes its operations, programmes and activities through the Commission Board and Committees. At the Ministry level, some of the Commission's functions are undertaken by Authorized Officers through delegated authority as provided under Article 234(5) of the Constitution and Section 31 of the PSC Act, 2017. The Commission recorded significant progress in the implementation of its mandate and functions, in accordance with the workplans for the year, as reported in this chapter.

2.1 Delegation of Powers and Functions

The Commission delegates some of 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. The delegation is aimed at improving efficiency and effectiveness in the discharge of its mandate. In this regard, Authorized Officers are expected to act in accordance with applicable legislations and regulations, policies and guidelines. The scope of delegated authority covers recruitment, promotion, redesignation, transfers, disciplinary control, promotion of values and principles, training and development, and declaration of income, assets and liabilities.

2.2 Execution of the Mandate

In executing its mandate, the Commission undertook various programmes and activities as outlined below:

2.2.1 Establishment and Abolition of Offices in the Public Service

This is a critical and strategic mandate aimed at ensuring that functions are assigned to appropriate bodies. The Commission continuously reviews organizational structures and staff establishments to remove redundancy, duplications and overlaps. This is aimed at promoting efficiency and effectiveness of the public service as well as alignment with changes in Government organization.

a) Review of Organizational Structures

During the year under review, the Commission reviewed the organizational structures for the following MDAs:

- i) Ministry of Tourism and Wildlife;
- ii) Office of the Head of the Public Service (Cabinet Office);
- iii) Ministry of Health (Radiation Protection Board/Inspectorate);
- iv) National Treasury and Planning;
- v) Ministry of Lands and Physical Planning;
- vi) Ministry of Public Service, Youth and Gender;
- vii) State Department for Agricultural Research;
- viii) State Department for Development of the ASALs;
- ix) The Presidency: State House and Office of the Deputy President.

b) Review of Staff Establishments

The Commission reviewed staff establishments for 11 MDAs to align them with the reviewed mandate, functions and organizational structures based on workload analyses. A total of 2,135 posts were established as shown in Table 2-1.

Table 2-1: Distribution of Posts Established in MDAs

S/No.	Ministry/ State Department	No. of Posts
1.	Ministry of Tourism and Wildlife	325
2.	State Department for Housing and Urban Development	45
3.	Ministry of Health	70
4.	Ministry of Foreign Affairs	522
5.	State Department of Planning	200
6.	Ministry of Lands and Physical Planning	100
7.	Ministry of Public Service, Youth and Gender	2
8.	State Department for Agricultural Research	524
9.	State Department for Development of the ASALs	327
10.	State House	4
11.	Office of the Deputy President	16
	Total	2,135

2.2.2 Appointments and Promotions

In making appointments, the Commission takes into consideration constitutional requirements of merit, inclusivity, gender, ethnicity and disability. The Commission also considers aptitude, suitability, qualifications, experience and integrity. The Commission delegated recruitment at entry level for lower cadres at Job Groups 'A' to 'G' and promotion of officers in Job Groups 'A' to 'N' to Authorized Officers.

2.2.2.1 Appointments

The Commission appointed 7,379 persons to various positions in the public service out of whom 1,501 were new entrants while 5,878 were promotional appointments. Gender composition of the 7,379 appointments was 2,663 (36%) female and 4,716 (64%) male. The Constitution under Article 27(8) provides that not more than two thirds of the appointive positions shall be of the same gender. In this regard, the Commission has realized the acceptable Constitutional ratio of male to female in appointments.

2.2.2.1.1 New Entrants

A total of 1,501 officers drawn from 34 ethnic communities were appointed into the service in 26 State Departments, of whom 918 (61.2%) were male while 583 (38.8%) were female. Of the total appointments, 17 (1.1%) were PWDs and 356 (23.7%) were from the marginalized and minority communities.

The Commission has put in place deliberate affirmative action programmes to promote inclusivity in appointments in the Civil Service. Of the new appointments, 23.7% were from marginalized and minority groups, being an improvement of 1.7% from 22% in 2017/18. The Commission also attained the two thirds gender rule in appointments.

The distribution of appointment by gender, disability, minority and marginalized groups and ethnicity is as shown in Tables 2-2 and Appendix III.

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

S/No	Ethnic Name	Total of Officer	%
1.	Bajun	2	0.13
2.	Basuba	4	0.27
3.	Boran	16	1.07
4.	Burji	3	0.20

S/No	Ethnic Name	Total of Officer	%
5.	Dorobo	2	0.13
6.	Embu	21	1.40
7.	Gabra	4	0.27
8.	Kalenjin	216	14.39
9.	Kamba	125	8.33
10.	Kenyan Arab	3	0.20
11.	Kenyan Asian	2	0.13
12.	Kenyan Somali	108	7.20
13.	Kikuyu	280	18.65
14.	Kisii	100	6.66
15.	Kuria	11	0.73
16.	Luhya	157	10.46
17.	Luo	155	10.33
18.	Maasai	43	2.86
19.	Mbeere	4	0.27
20.	Meru	73	4.86
21.	Miji Kenda	44	2.93
22.	Njemps	4	0.27
23.	Nubian	2	0.13
24.	Pokomo	7	0.47
25.	Rendille	12	0.80
26.	Sakuye	1	0.07
27.	Samburu	20	1.33
28.	Swahili-Shirazi	2	0.13
29.	Taita	21	1.40
30.	Taveta	4	0.27
31.	Teso	6	0.40
32.	Tharaka	2	0.13
33.	Turkana	30	2.00
34.	Other Kenyan	17	1.13
	Total	1,501.00	100.00

Section 45 (1) of the PSC Act 2017 allows the Commission to appoint officers on contractual terms for a period of at least 12 months but not exceeding five years. Such appointments occur where the officer is on contractual establishment, the person has expressed desire to serve on a term of contract, there is no other public officer performing the function and the person does not qualify to be employed under any other terms of service.

The Commission appointed 156 officers on contract terms in 12 State Departments at various levels and 1,345 on permanent and pensionable terms of service. Out of the 156 officers appointed, 108 (69.2%) were male and 48 (30.8%) female.

2.2.2.1.2 Promotions in MDAs

A total of 5,878 serving officers from 35 ethnic communities were promoted to various grades in the civil service out of whom 3,798 (65%) were male and 2,080 (35%) were female. The two thirds gender requirement was met in promotions. Out of the 5,878 officers promoted, 28 (0.5%) were PWDs while 1,165 (20%) were from the marginalized and minority communities. Majority of promotions were between Job Groups E to H and J to M at 66% and 27% respectively. A total of 1,165 officers from 28 ethnic communities representing 20% of all promotions were from the marginalized and minority groups, an improvement of 6.3% from 13.7% in 2017/18.

The comparative distribution of officers promoted by gender, disability, minority and marginalized groups and ethnicity is as shown in Tables 2-3, 2-4 and Appendix IV.

Table 2-3: Distribution of Promotions by Level, Gender, Marginalized and Minority and PWDs

JG-Level	Total No. of Officers	Gender		Marginalized & Minority			PWDs
		Female	Male	Female	Male	Total	
A-D	41	28	13	6	2	8	
E-H	3,901	1,433	2,468	209	629	838	8
J-M	1,571	505	1,066	56	234	290	8
N-Q	315	96	219	11	15	26	8
R-T	49	18	31		2	2	4
U & above	1		1		1	1	
Grand Total	5,878	2,080	3,798	282	883	1,165	28
Percentage (%)		35.4	64.6			19.8	0.5

Table 2-4: Distribution of Promotions by Ethnicity, Gender, Job Levels, Marginalized and Minority and PWDs

S/No	Ethnic Name	Total No. of Officers	Job Group Levels						PWDs
			A-D	E-H	J-M	N-Q	R-T	U & above	
1.	Bajun	11		10	1				
2.	Basuba	9		3	3	3			
3.	Boni-sanye	1		1					

S/No	Ethnic Name	Total No. of Officers	Job Group Levels						PWDs
			A-D	E-H	J-M	N-Q	R-T	U & above	
4.	Boran	92	1	69	21	1			
5.	Burji	5		3	2				
6.	Dorobo	4		1	2	1			1
7.	Elmolo	1			1				
8.	Embu	77	1	45	25	6			
9.	Gabbra	9	1	3	5				
10.	Kalenjin	853	4	622	202	21	4		6
11.	Kamba	572	2	380	165	23	2		2
12.	Kenyan Somali	295	1	218	71	5			
13.	Kenyan-Arab	1			1				
14.	Kikuyu	1,261	7	759	370	107	18		7
15.	Kisii	488	1	346	108	25	8		3
16.	Kuria	47		32	15				
17.	Luhya	628	11	392	169	53	3		5
18.	Luo	570	3	347	167	46	7		1
19.	Maasai	189	1	139	45	3	1		
20.	Mbeere	24		13	10	1			
21.	Meru	264	4	172	75	8	5		1
22.	Miji Kenda	161	1	119	35	5	1		1
23.	Njemps	4		1	3				
24.	Nubian	4		2	2				
25.	Orma	7		6	1				
26.	Pokomo	37		31	6				1
27.	Rendille	13		10	3				
28.	Samburu	51		44	6			1	
29.	Swahili-Shirazi	12		10	2				
30.	Taita	70	3	37	26	4			
31.	Taveta	5		5					
32.	Teso	31		20	10	1			
33.	Tharaka	9		7	2				
34.	Turkana	70		52	16	2			
35.	Other Kenyan	3		2	1				
Total		5,878	41	3,901	1,571	315	49	1	28

2.2.2.1.3 Engagement of Casuals in MDAs

A total of 1,252 persons were engaged on casual terms of service in eleven State Departments. Six hundred and sixteen (49.2%) were female while 636 (50.8%) were male. The gender ratio in casual engagement was met as shown in Table 2-5

Table 2-5: Distribution of Casuals Engaged by MDAs and Gender

Ministry/State Department	Female	Male	Total
Culture and Arts	48	32	80
Housing and Urban Development	13	4	17
Infrastructure	150	113	263
Lands	78	82	160
Livestock Development	97	194	291
Mining	26	48	74
Public Service and Youth	3	7	10
Public Works	116	56	172
Social Protection	59	70	129
Water	7	12	19
Wildlife	19	18	37
Total	616(49.2%)	636(50.8%)	1,252

2.2.2.3 Recruitment for Public Universities and University Colleges

The Commission advertised positions of Chancellors, Vice Chancellors, Deputy Vice Chancellors, Principals and Deputy Principals for Masinde Muliro University of Science and Technology, Jomo Kenyatta University of Agriculture and Technology, Kibabii University and Bomet University College. In addition, shortlisting and interviews for Bomet University College were finalized.

2.2.2.4 Support to Constitutional Commissions and Statutory Organisations

The Commission provided secretariat services to the Selection Panels that were appointed by the President to recommend persons for appointment to the positions of Chairperson and Members of the National Police Service Commission, Independent Policing Oversight Authority and National Land Commission. In addition, the Commission provided technical support to Technical and Vocational Education and Training institutions in the recruitment of trainers.

2.2.3 Promotion and Evaluation of Values and Principles

2.2.3.1 Promotion of Values and Principles

Section 63 of the Public Service Commission Act 2017 requires the Commission to promote values and principles within the public service. In this regard, the Commission carried out the following activities:

- i).* Trained 511 heads of human resource management and officers responsible for governance on the legal framework for integrity in the public service, the framework for implementation of the values and principles of the public service and the revised code of conduct.
- ii).* Developed thematic areas on promotion of values and principles for music festivals and presented a paper to guide the music trainers on the expectations of the Commission on the thematic areas in a workshop held in April, 2019 in Kisumu.
- iii).* Donated trophies for the winning teams on thematic areas of values and principles during the 92nd edition of the National Music Festival held at Dedan Kimathi University of Technology in August 2018; and the 60th edition of the Kenya National Drama and Film Festival held at Kibabii University in April, 2019.

2.2.3.2 Evaluation and Reporting on Values and Principles

Evaluated and submitted to the President and Parliament a report on the levels of public service compliance with values and principles for the period 2017/18 in December 2018 in compliance with Article 234(2) (h) and Section 64 of PSC Act, 2017. The report presented a comparative analysis of performance scores for the service sectors in five thematic areas, namely: Accountability for Administrative Acts; Performance Management; Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development; Improvement in Service Delivery and Diversity Management. The overall compliance index for all the public institutions evaluated under the five thematic areas was 57.4%.

The key recommendations in the report included, the need to:

- i)* review staff establishment for optimal staffing levels in MDAs;
- ii)* review recruitment and selection and internship policies;

- iii) develop and implement affirmative action programmes to address inclusivity in the public service;
- iv) develop service delivery standards for the Public Service;
- v) automate business processes and migrate to e-government platforms;
- vi) undertake citizen satisfaction surveys to measure the satisfaction levels of citizens with service delivery; and
- vii) develop a performance management framework for the public service.

2.2.4 Evaluation of Human Resource Practices in the Public Service

The Commission investigates, monitors and evaluates the organization, administration and human resource management practices of the Public Service. In discharging this function, the Commission audited Ministries and State Departments on the performance of delegated functions and execution of Commission's decisions. The audits focused on appointments, promotions, re-designations, secondment, retirement and disciplinary control among others.

2.2.4.1 Re-designations

The Commission re-designated 86 officers in various cadres from 20 State Departments, out of whom 32 (37%) were male and 54 (63%) female in MDAs. Of the 86 officers re-designated, two were in Job Groups A to D, 63 in Job Groups E to H, 16 in Job Groups J to M, three in Job Groups N to Q and two in Job Groups R to T.

2.2.4.2 Secondment of Staff

The Commission seconded staff as a way of sharing existing critical skills and competencies, providing stopgap measures and building capacity for various Public Service organizations at both levels of Government. Secondment of officers is based on requests from the receiving public organizations.

One thousand one hundred officers were on secondment from Ministries and State Departments to other government institutions, agencies and other organizations. Similarly, 31 officers were on secondment from other institutions to the Civil Service.

2.2.4.3 Exit of Officers from the Service

Public officers exit service through resignation, dismissal, retirement among others. Three thousand nine hundred and eight officers from 44 Ministries and State Departments exited the

service. The Commission observed that 3,422 officers (88%) exited the service on attainment of the mandatory retirement age. However only 1,501 officers were recruited at entry level during the year implying that succession management remained a challenge. The distribution of officers who exited the service in MDAs by nature of exit is as shown in Table 2-6 and Appendix V.

Table 2-6: Distribution by Nature of Exit

S/No.	Nature of Exit	Total	%
1.	50-year rule	191	4.8
2.	Age grounds	3,422	87.5
3.	Death	79	2.0
4.	Dismissal	106	2.6
5.	Expiry of Contract	49	1.3
6.	Marriage grounds	2	0.1
7.	Medical grounds	5	0.1
8.	Resignation	42	1.1
9.	Retired under 12 -20 Year Rule (Prisons Wardens)	6	0.2
10.	Termination of Service	2	0.1
11.	Transfer of Service	1	0.1
12.	Voluntary	3	0.1
	Total	3,908	100

2.2.5 Efficiency and Effectiveness in the Public Service

For effective discharge of this function, the Commission instituted the following measures to transform the public service to a high performing institution:

- i) Constituted an inter-agency taskforce to address succession management gaps. The taskforce recommended rationalization of authorized staff establishment for MDAs, redistribution of staff and retraining of underutilized staff among others.
- ii) Embarked on reforming pensions management with the ultimate aim of ensuring a seamless transition from salary to pension. In this regard, the Commission held meetings

with heads of human resource management with the objective of rolling out Rapid Results Initiative (RRI) to clear 40,000 pending pension claims.

- iii) Developed and issued the framework for short term employment in the Public Service whose objectives is to provide contract employment/service for periods not exceeding six months, in instances where there is need to mitigate emergency situations and/or where specific expertise is required.
- iv) Established Performance Management and Service Delivery Improvement Directorate to coordinate initiatives on service delivery and performance management in the Public Service.
- v) held discussions with top management of 18 Ministries and State Departments to share knowledge, practices and experiences on management of human resources under delegated powers. The discussions resulted in better management of human resource function for improved service delivery.
- vi) Issued policy advisories to the service on human resource matters including appointments/promotions, secondment, leave of absence, transfer of pensionable service, renewal of contracts, reinstatement into the service, working conditions, and development and review of human resource policy documents for state corporations.

2.2.6 Litigations

Forty cases were filed against the Commission at the Employment and Labour Relations Court and at the Constitutional and Human Rights Division of the High Court. This brought the cumulative total number of cases against the Commission in various courts in the Country to 364 with 234 cases emanating from Constitutional and related matters and 130 cases emanating from discipline and appeals. The cases filed against the Commission largely revolved around establishment and abolition of offices, exercise of disciplinary control in the public service and county appeals in respect of County Government Public Service.

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

In the discharge of this function, the Commission carried out the following activities:

- i) Finalized Phase III of the four-phase salary review for the civil service for implementation with effect from 1st July 2019, raising salaries by 3 to 20 per cent.
- ii) Approved conversion of the grading structure in the National Government civil service from 21-tier to 17-tier in line with recommendations of the SRC job evaluation exercise. This resulted in merger of Job Groups A to C, M and N, and Q and R. Additionally, Job Groups were converted to Civil Service Grades (CSG).
- iii) Constituted and gazetted an inter-agency taskforce on 24th April, 2019 to review the Guidelines on Terms and Conditions of Service for Chairpersons, Chief Executive Officers, Chancellors and Vice-chancellors of Public Universities, Board Members, Management and Unionizable Staff of State Corporations.
- iv) Issued a circular requiring all authorized officers of institutions under its jurisdiction to administer the code to all public officers and submit compliance returns by 31st March 2019. A total of 96,512 (84.4%) out of 114,288 officers complied while 17,776 (15.6%) were non-compliant. The non-compliant officers were sanctioned. Table 2-7 presents the compliance level by category of institutions.

Table 2-7: Compliance Levels in MDAs on the Code of Conduct and Ethics

S/No.	Service sectors	Total No. of organizations targeted	Total No. of compliant organizations	Total No. of officers	No. of compliant officers	No. of non-compliant officers	Compliance level (%)
1	Ministries and State Departments	48	34	73,272	61,251	12,021	83.6
2	State Corporations	193	86	27919	24970	2,949	89.4
4	Public Universities	33	14	12,826	10034	2792	78.2
5	Statutory Commissions & Authorities	7	2	271	257	14	94.8
Total		281	136	114,288	96,512	17,776	84.4

2.2.8 Human Resource Development

In the discharge of this function, the Commission carried out the following human resource development activities directly and through delegated authority as follows:

2.2.8.1 Review and Dissemination of Bonding Guidelines

Reviewed and disseminated guidelines on the bond for training public servants to align it to the constitutional mandate of the Commission, PSC Act 2017, Human Resource Policies and Procedures Manual for the Public Service, 2016 and Human Resource Development Policy for the Public Service, June, 2015. The guidelines ensure trained employees are retained in the service for a specified period to facilitate utilization of knowledge, skills and competencies acquired while on training. The purpose of the bond is to ensure that Government gets value for its investment in training.

2.2.8.2 Internship and Attachment Programmes

2.2.8.2.1 Internship in MDAs

This is a programme established to provide unemployed graduates with opportunities for hands-on training for skills acquisition to enhance future employability and fulfill the legal requirement for professional registration.

The Internship Policy and Guidelines for the Public Service 2016, requires that all internship opportunities be declared to the Commission and made public and that selection of interns be guided by the principles of merit, fairness and inclusivity. A total of 3,193 interns from 37 ethnic communities were engaged in 15 MDAs in various cadres out of whom 1,761 (55%) were male while 1,432(45%) were female as shown in Tables 2-8 and Appendix VI.

Table 2-8: Distribution of Interns by MDA and Gender

S/No	Ministry/State Departments	Gender		Total No. Interns
		Female	Male	
1	AG and Department of Justice	39	25	64
2	Cabinet Affairs	10	6	16
3	Crop development	15	30	45
4	Foreign Affairs	261	151	412
5	Health	750	779	1529
6	Housing and Urban Development	14	6	20
7	Immigration	22	35	57
8	Industrialization	10	11	21
9	Irrigation	10	14	24
10	Labour	6	8	14

11	Livestock Development	276	665	941
12	Mining	3	4	7
13	Prisons Department	4	3	7
14	Public Service & Youth Affairs	5	7	12
15	Water	7	17	24
16	Total	1,432(44.9%)	1,761(55.1%)	3,193

2.2.8.2.2 Industrial Attachment in MDAs

This is a programme aimed at assisting a trainee to learn practical aspects of a job in a work setting as part of the requirements for attainment of a qualification in a student's area of study. The Commission continued to implement the attachment policy for the Public Service. A total of 4,578 trainees from 36 ethnic communities were provided with industrial attachment opportunities in 38 MDAs out of whom 2,399 (52%) were male while 2,179(48%) were female as shown in Tables 2-9 and Appendix VII.

Table 2-9: Distribution of Trainees on Industrial Attachment by MDAs and Gender

S/No	Ministry/State Department	Female	Male	Total
1	AG and Department of Justice	73	55	128
2	Broadcasting and Telecommunication	452	410	862
3	Cooperatives	42	20	62
4	Correctional Services	12	10	22
5	Crop development	37	34	71
6	Culture and Heritage	75	33	108
7	Devolution	33	43	76
8	Early Learning and Basic Education	72	61	133
9	East Africa Community and Regional Development	20	18	38
10	Energy	45	68	113
11	Environment and Forestry	134	194	328
12	Fisheries	34	22	56
13	Gender Affairs	23	12	35
14	Housing and Urban Development	50	80	130
15	ICT and Innovation	18	24	42
16	Immigration	132	96	228
17	Industrialization	14	21	35
18	Infrastructure	17	14	31
19	Irrigation	10	8	18
20	Labour	36	42	78
21	Lands	126	329	455
22	Livestock Development	8	13	21

S/No	Ministry/State Department	Female	Male	Total
23	Mining	34	42	76
24	National Treasury	109	94	203
25	Office of the Deputy President	29	35	64
26	Petroleum	23	31	54
27	Planning	26	20	46
28	Prisons Department	18	20	38
29	Public Service and Youth Affairs	30	39	69
30	Public Works	120	298	418
31	Shipping and Maritime	13	11	24
32	Social Protection	179	81	260
33	Special Programmes & Development of ASAL	9	11	20
34	Trade	39	38	77
35	Transport	40	29	69
36	University Education	14	11	25
37	Vocational and Technical Training	12	6	18
38	Water	21	26	47
	Total	2,179	2,399	4,578

2.2.8.2.3 The Presidential Digital Talent Programme

The Presidential Digital Talent Programme (PDTP) resulted from the need for Government to enhance its capacity to use ICT for effective service delivery and provide training ground for potential employees. The programme is a collaboration between the Government and private sector that engages ICT graduates through an internship programme designed to build their ICT capabilities in readiness for the ICT market. Under the programme, 383 interns of whom 269 (70%) were male and 114 (30%) were female were engaged. The interns were deployed to various Public Service institutions at both national and county levels. The distribution of interns in the PDTP by institution is shown in Table 2-10.

Table 2-10: Distribution of Interns under PDTP by MDAs and Gender

Category of Institution	Total
Commissions and Independent Offices	11
Judicial Service Commission	20
Teachers Service Commission	12
State Corporations and SAGAs	169
Public Universities	4

County Government	16
Ministries and Department	151
Total	383

2.2.8.3 Training Programmes

Five thousand two hundred and eleven officers were trained in various courses. Of these, 367 officers (296 long course and 71 from development partners) attended individual training programmes, 2,190 (1,518 short course and 672 from development partners) attended short courses while 2,654 attended group training programmes representing 8.4 % of the total number of officers in the Public Service.

The gender composition of the 5,211 officers trained consisted of 2,841 (55%) male and 2,370(45%) female. Of the 5,211 officers trained, 4,336 (83%) were Government sponsored, 743 (14%) donor sponsored while 132 (3%) were self-sponsored.

2.2.8.3.1 Individual Training in MDAs by Programme, Sponsor and Funding (Long Courses)

Two hundred and ninety-six officers were sponsored for long courses at PhD, Masters, Bachelors, Higher Diploma, Diploma and certificate levels in various fields. The gender distribution consisted of 137 (46%) female and 159 (54%) male officers. Two hundred and one (68%) of officers trained were Government sponsored while 95 (32%) were self-sponsored. The undergraduate and master's courses were in various fields including medicine, law, human resource management, metrology, engineering, finance, accounts, records management, pharmacy and information science. The doctorate courses were in the fields of agricultural economics, entomology, developmental biology, business administration and management, information systems, education and developmental studies. The distribution of long training is as shown in Tables 2-11, 2-12, 2-13 and Appendix VIII.

Table 2-11: Distribution of Officers Trained in Individual Programmes

Levels	Government sponsored		Self-sponsored		Total No. of Officers	%	Total Cost (Ksh.)
	Female	Male	Female	Male			
PhD	3	1		3	7	2.4	8,983,215
Masters	51	60	5	9	125	42.2	94,687,628
Postgraduate	2			2	4	1.4	1,378,000

Diploma							
Degree	4	6	14	24	48	16.2	24,598,218
Higher Diploma	12	3		1	16	5.4	2,561,492
Diploma	17	16	13	15	61	20.6	10,123,364
Certificate	12	14	4	5	35	11.8	5,865,328
Total No. of Officers	101	100	36	59	296	100.0	
Total Cost (Ksh.)	53,538,010	58,260,782	13,464,760	22,933,693			148,197,245

Table 2-12: Distribution of Training by Category, Gender and Job Levels

Level	Job Group Level & Gender							Total
	E-H		J-M		N-Q		R-T	
	Female	Male	Female	Male	Female	Male	Female	
PhD			2	3		1	1	7
Masters	5	4	42	59	9	6		125
Degree	15	25	3	4		1		48
Postgraduate Diploma			2	2				4
Higher Diploma	5	1	6	3	1			16
Diploma	25	22	5	9				61
Certificate	8	10	7	8	1	1		35
Total	58	62	67	88	11	9	1	296

Table 2-13: Distribution of Training by Ethnicity, Gender and Job Levels

S/No	Ethnic Name	Total No. of Officers	JG Levels				Academic Level						
			E-H	J-M	N-Q	R-T	PhD	Masters	Degree	Postgraduate Diploma	Higher Diploma	Diploma	Certificate
1	Basuba	1		1				1					
2	Boran	1		1							1		
3	Embu	8		8				7	1				
5	Gabra	1	1										1
6	Kalenjin	35	13	22				18	8	1	2	4	2
7	Kamba	33	16	16	1		2	12	7		4	6	2
8	Kenyan Asian	3		3				3					
9	Kenyan Somali	1	1					1					
10	Kikuyu	73	26	38	9		2	33	9	1	1	16	11
11	Kisii	39	16	19	4		2	20	6			7	4
12	Kuria	2		2							1	1	

S/No	Ethnic Name	Total No. of Officers	JG Levels				Academic Level						
			E-H	J-M	N-Q	R-T	PhD	Masters	Degree	Postgraduate Diploma	Higher Diploma	Diploma	Certificate
13	Luhya	22	9	12		1	1	7	3		4	3	4
14	Luo	30	16	9	5			8	6		1	10	5
15	Maasai	7	1	5	1			4	2				1
16	Mbeere	1	1									1	
17	Meru	20	11	9				5	2		2	10	1
18	Miji Kenda	8	3	5				4		1		2	1
19	Dorobo	1	1						1				
20	Pokomo	2	2						1				1
21	Taita	3		3				1		1			1
22	Taveta	2		2				1	1				
23	Teso	1	1									1	
24	Turkana	2	2						1				1
	Total	296	120	155	20	1	7	125	48	4	16	61	35

2.2.8.3.2 Individual Training in MDAs by Programme, Sponsorship and Funding (Short Courses)

One thousand five hundred and eighteen officers attended short courses in various disciplines at an approximate cost of Ksh.266 million. The courses included customer care, negotiation and mediation, supervisory management, senior management, SLDP, housekeeping, human resource management, finance, accounts, pre-retirement, project management and secretarial management among others. The gender distribution was 744 (49%) female and 774 (51%) male officers. The courses equipped the officers with critical skills and competencies necessary for career progression and discharge of their duties. The distribution of short courses is as shown in Tables 2-14, 2-15 and Appendix IX.

Table 2-14: Distribution of Training Opportunities for Short Courses in MDAs

Job Group Level	Government sponsored		Self-sponsored		Where tenable		Total No. of Officers	%	Total Cost (Ksh.)
	Female	Male	Female	Male	Foreign	Local			
A-D	2	8				10	10	0.7	236,892

E-H	171	148	1	2	4	318	322	21.2	43,062,454
J-M	442	394	12	12	23	837	860	56.7	158,381,049
N-Q	91	177	2	8	12	266	278	18.3	49,993,655
R-T	22	24			6	40	46	3.0	13,796,581
U & Above	1	1				2	2	0.1	1,376,185
Total No. of Officers	729 (49%)	752 (51%)	15	22	45	1,473	1,518	100.0	
Total Cost (Ksh.)	132,905,029	129,211,967	2,298,700	2,431,120	9,455,171	257,391,645			266,846,816

Table 2-15: Distribution of Short Training Opportunities in MDAs by Ethnicity, Job Levels, Gender, Sponsor Type and Total Cost

S/No	Ethnic Name	Total No. of Officers	Job Group Levels						
			A-D	E-F	E-H	J-M	N-Q	R-T	U & Above
1.	Bajun	1				1			
2.	Boran	7			2	3	2		
3.	Burji	2				2			
4.	Embu	17			3	13		1	
5.	Gabra	1				1			
6.	Kalenjin	135	2		36	71	24	2	
7.	Kamba	171			45	100	24	2	
8.	Kenyan Somali	6				5	1		
9.	Kikuyu	540	4	1	120	308	88	18	1
10.	Kisii	140	1	1	25	72	34	7	
11.	Kuria	2			2				
12.	Luhya	189	2		30	104	47	6	
13.	Luo	168			30	93	42	3	
14.	Maasai	14			2	11	1		
15.	Mbeere	2				1	1		
16.	Meru	55	1		12	31	7	3	1
17.	Miji Kenda	26			5	18	3		
18.	Pokomo	3			1	1	1		
19.	Rendille	1						1	
20.	Samburu	3			3				
21.	Swahili-Shirazi	3				1	1	1	
22.	Taita	16			1	13	1	1	
23.	Taveta	1				1			
24.	Teso	12			3	7	1	1	

S/No	Ethnic Name	Total No. of Officers	Job Group Levels						
			A-D	E-F	E-H	J-M	N-Q	R-T	U & Above
25.	Turkana	1				1			
26.	Other Kenyan	2				2			
Totals		1,518	10	2	320	860	278	46	2

2.2.8.3.3 Capacity Building Support by Development Partners

Development partners play an important role in capacity development by supplementing exchequer allocation for capacity building programmes in the public service. Seven hundred and forty three officers were trained in various courses by development partners amongst them the Governments of Japan, China, USA, Britain, India, Australia, Germany, Israel, Netherlands, Tanzania, Korea, Thailand, Malaysia and Indonesia. Other development partners that supported training programmes included UNESCO, Swedish International Development Agency, Swiss Agency for Development and Cooperation, World Trade Organization, World Bank, UNDP and the Arab League. Of the 743 officers trained, 413 (56%) were male and 330 (44%) female. Table 2-16, Appendix X show the distribution of sponsored programmes by MDAs, gender and development partners.

Table 2-16: Distribution of Training Opportunities Sponsored by Donors and Development Partners, Job Levels, Training Level, Gender, Training Type and Cost

Course Type	Job Group Level						Gender		Training Type		Total No. of Officers	Total Cost (Ksh)
	A-D	E-H	J-M	N-Q	R-T	U & Above	Female	Male	Foreign	Local		
PhD				5			3	2	3	2	5	7,262,980
Masters		1	29	3			11	22	27	6	33	37,169,606
Higher Diploma		1	4				4	1	2	3	5	336,540
Diploma		16	8				18	6		24	24	7,725,770
Certificate			4				2	2	3	1	4	178,800
Short Courses	3	75	250	87	28	1	204	240	205	239	444	84,854,124
Workshops, Conferences and seminars		5	194	20	9		88	140	20	208	228	22,226,304
Total No. of Officers	3	98	489	115	37	1	330	413	260	483	743	

Total Cost (Ksh)	85,080,275	74,512,849	159,593,124
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2.2.8.3.4 Group Training in MDAs by Programme

Institutions carried out group training for their officers. Two thousand, six hundred and fifty-four officers attended various group training programmes out of which 1,495 (56 %) were male and 1,159 (44%) were female. The distribution of training by MDAs, gender and ethnicity is as shown in Table 2-17 and 2-18 and Appendix XI.

Table 2-17: Distribution of Group Training in MDAs by Type of Course and Gender

Job Group Level	Gender		Total No. of Officers	%	Total Cost (Ksh.)
	Female	Male			
A-D	38	85	123	4.63	5,624,948.0
E-H	466	679	1145	43.14	52,247,499.0
J-M	486	439	925	34.85	52,531,915.2
N-Q	123	208	331	12.47	22,734,323.9
R-T	46	83	129	4.86	6,163,868.2
U and Above		1	1	0.04	57,692.3
Total	1,159	1,495	2,654	100.00	139,360,246.6

Table 2-18: Distribution of Group Training Opportunities by Ethnicity and Job Levels

Ethnic Name	Total No. of Officers	Job Group Levels					
		A-D	E-H	J-M	N-Q	R-T	U and Above
Bajun	1			1			
Basuba	2		2				
Boran	14	3	7	2	1	1	
Burji	3			3			
Embu	25		14	9	2		
Kalenjin	229	19	105	82	19	4	
Kamba	283	12	141	86	31	12	1
Kenyan Arab	1			1			
Kenyan Somali	17	1	3	10	3		
Kikuyu	884	29	363	318	119	55	
Kisii	221	10	96	63	38	14	
Kuria	4	1	1	2			
Luhya	330	12	136	124	49	9	
Luo	317	15	127	104	49	22	

Ethnic Name	Total No. of Officers	Job Group Levels					
		A-D	E-H	J-M	N-Q	R-T	U and Above
Maasai	34	2	16	13	3		
Mbeere	1			1			
Meru	138	6	55	61	9	7	
Miji Kenda	51	8	28	12	3		
Njemps	1	1					
Orma	1		1				
Other Kenyan	4	1	1	2			
Pokomo	7		7				
Rendille	2		2				
Samburu	7	1	2	2	1	1	
Somali	2		2				
Swahili Shirazi	1					1	
Taita	53		30	18	4	1	
Teso	14	1	3	8		2	
Turkana	7	1	3	3			
Total	2654	123	1145	925	331	129	1

2.2.8.4 Promotional Examinations

The Commission administers promotional examinations to some cadres in the public service. The aim of the examinations is to test the officers' understanding of Government organization and operations with a view to preparing them for career progression, improved performance and productivity. During the year under review, the Commission carried out the following activities:

2.2.8.4.1 Administrative Officers Regulations and Examination syllabus

Reviewed the Administrative Officers Examination Syllabus to align it with the Constitution, PSC Act, 2017, and the Human Resource Management and Development Policies currently in force. The review resulted in a distinct paper on National Values and Principles and the Values and Principles of Public Service being introduced. In addition, the papers on Government Organization, Functions and Practice; and Management Practice in Government were merged.

2.2.8.5 Promotional Examinations

Administered promotional examinations for clerical and administrative officers as follows:

a) Proficiency Examination for Clerical Officers

A total of 1,111 candidates sat for the examination out of whom 678(61%) passed while 433(39%) were expected to re-sit various subjects.

b) Administrative Officers Examination

A total of 188 candidates sat for the examination out of whom 162(86%) passed while 26(14%) were expected to re-sit various subjects.

2.2.8.6 Disciplinary Control in the Public Service

Disciplinary Control is geared towards ensuring that public officers have high standards of ethical conduct and work performance. There were a total of 917 discipline cases. Out of these, 796 were initial (first time) discipline cases, 94 were appeals and 27 were reviews representing 87%, 10% and 3% respectively. Out of the 796 initial cases, 274 (34%) were finalized while 522 (66%) were still in progress. The distribution of finalized cases and decisions made is as shown in Table 2-19.

Table 2-19: Distribution of Finalized Discipline Cases by Decision

Nature of Decision	Nos.
Contract terminated	2
Counseling	2
Dismissed	139
Exonerated	1
Termination of case on death grounds	1
Rehabilitation	1
Reinstated	56
Retired under 50 year rule	8
Severely reprimanded	21
Surcharged	4
Warning	23
Resignation accepted	1
Retired under medical grounds	1
Referred to Ministry	14
Total	274

Appeals on Discipline Cases from MDAs

Appeals are provided for in circumstances where an officer is dissatisfied with a decision of a disciplinary nature. The officer is allowed to lodge an appeal to the Commission. One hundred

and twenty-one appeal cases were received from various MDAs out of which 27 (22%) were successful while 94 (78%) were declined.

2.2.8.7 Appeals in Respect of County Governments Public Service

The appeals from County Government Public Service arise from human resource matters regarding appointments, promotions, human resource development, disciplinary control, remuneration, retirement, and other terms and conditions of service. The Commission received and determined 42 county appeals, out of which 12 were successful, 28 were declined and 2 referred to respective County Public Service Boards. The distribution of appeal cases is as shown in Table 2-20.

Table 2-20: Distribution of Appeal Cases by Appellant and County of Origin

S/No	County Name	No. of Appeals
1	Taita taveta	1
2	Mandera	5
3	Murang'a	1
4	Uasin Gishu	22
5	Elgeyo Marakwet	2
6	Migori	1
7	Nairobi	10
Total		42

2.3 Internal Activities of the Commission

In order to deliver on its mandate, the Commission carried out various activities as indicated below.

2.3.1 Strategic Plan 2019-2024

The Commission developed a new Strategic Plan for the period 2019-2024 which focuses on transforming service delivery to be citizen-centric. The overarching goal of the plan is *Efficient and Effective Public Service Delivery for National Development* through improvement of performance and productivity, service delivery and human resource management practices; promotion of constitutionalism and values and principles of public service; and building the Commission's internal capacity to deliver on its mandate.

2.3.2 Staff Establishment

2.3.2.1 Composition of Staff

The Commission endeavoured to ensure equitable representation of Kenya's ethnic groups in employment in accordance with the Constitution. As at 30th June, 2019, the Commission had 223 members of staff out of whom 111 were male while 112 were female spread across 22 ethnic groups. The Commission met the Constitutional requirement of not more than two thirds of either gender in staff appointments.

Out of the 223 officers, seven were persons living with disability, constituting 3.1 % of staff. The Commission has put in place affirmative action programmes towards achieving the 5% Constitutional threshold. The Commission has an aging workforce with 58% of staff being 46 years and above. Those between 36-45 years constitute 33% while those below 35 years are 9%. Eight officers exited the Commission upon attainment of retirement age.

The Commission has put in place strategies to address the succession gaps including planned recruitment and secondment of staff from other public service organizations. The distribution of staff by age, gender and job levels is as shown in Table 2-21.

Table 2-21: Distribution of Secretariat Staff by Age, Gender and Job Levels

S/No.	Job Levels	18 – 25		26 - 35		36 - 45		46 - 55		56 and Above		Gender Total		Grand Total
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1.	Top Management -	0	0	0	0	0	1	5	1	2	2	7	4	11
2.	Senior Management	0	0	0	1	6	6	23	8	1	5	30	20	50
3.	Technical	0	0	3	1	14	19	12	33	5	7	34	60	94
4.	Skilled operational	0	1	9	4	17	12	9	6	5	5	40	28	68
Total												111	112	223

2.3.2.2 Staff Secondment

In order to build capacity and share critical skills in line with its mandate, the Commission had six officers on secondment to other public institutions while one officer was on secondment to the Commission.

2.3.2.3 Staff Appointments and Promotions

In order to enhance technical and operational capacity, the Commission appointed and or promoted sixteen officers comprising seven males and nine females to various positions in line with the diversity policy. Of the 16 officers appointed 2 were from the marginalized and minority groups.

2.3.3 Training Programmes

The Commission provided various training opportunities to commissioners and staff during the review period. The training programmes equipped the commissioners and staff with skills and competencies in various fields including leadership, governance, human resource management, retirement training, performance management, pension management and general operations of the Commission. The training programmes consisted of individual, group courses, workshops and conferences.

The distribution of training opportunities accorded to commissioners and secretariat staff is shown in Appendix XII.

2.3.4 Internship and Attachment Opportunities at the Commission

The internship policy and guidelines for the public service allows for engagement of interns in the public service in order to enhance employability and professional development. The Commission in partnership with the Presidential Digital Talent Programme (PDTP) offered internship opportunities to six interns for a period of one year. The Commission also provided five attachment opportunities for college students in procurement, administration, public communication and ICT fields.

2.3.5 Welfare Programmes

Employee welfare and wellness programmes are designed to enhance the health and general well-being of employees with the ultimate goal of improving performance and productivity. The Commission undertook the following welfare programmes for staff:

- (i) Comprehensive inpatient and outpatient medical insurance for all Commissioners and staff;
- (ii) Group Personal Accident (GPA) insurance and Work Injury Benefits cover under Work Injury Benefits Act (WIBA);
- (iii) Contributory pension scheme and group life insurance cover for the staff;
- (iv) HIV/AIDS management and drug and substance abuse prevention programmes
- (v) Equipping and maintenance of the gymnasium for Commissioners and staff; and
- (vi) Mortgage and Car Loan Schemes.

2.3.6 Work Environment

Improvement of work environment at the Commission is aimed at prevention and protection of employees against accidents and occupational hazards that may arise at the work place in compliance with relevant statutes. The Commission carried out the following work environment improvement programmes:

- (i) Replacement of old and unserviceable working tools and equipment;
- (ii) Refurbishment of old Commission House and leased PSC Offices at Bruce House; and
- (iii) Maintenance of Commission's transport fleet of vehicles.

2.4 Summary of Key Achievements

a) Review of Organisational Structures and Staff Establishment

Reviewed ten organisational structures and established 2,135 posts in various MDAs to promote efficiency and effectiveness of the public service.

b) Appointments

A total of 7,379 persons were appointed to various positions in the public service out of which 1,501 were new entrants while 5,878 were promotional appointments. Gender composition of the 7,379 appointments was 2,663 (36%) female and 4,716 (64%) male.

- i). Out of the 1,501 new entrants, 17 (1.1%) were PWDs while 356(23.7%) were from the marginalized and minority communities. Gender composition of the appointed officers comprised of 918 (61.2%) male and 583 (38.8%) female officers.
- ii). Out of the 5,878 officers promoted, 28 (0.5%) were PWDs while 1,165 (20%) were from the marginalized and minority communities. Gender composition of the promoted officers comprised 3,798 (65%) male and 2,080 (35%) female officers.

c) National and Public Service Values and Principles

- i) The compliance rate for the 2017/2018 was 57.4% in five thematic areas. The 2017/18 Public Service Values and Principles Compliance Evaluation Report was submitted to the President and Parliament in December, 2018.
- ii) Administered the Public Service Code of Conduct and Ethics 2016 to all public officers under the purview of the Commission and attained a compliance level of 84.4%.

d) Performance Management

Held the fourth Public Service Excellence Award (PSEA) Scheme 2018 where nine officers and three teams from the following MDAs were recognized and awarded for exemplary performance: The National Treasury, State Department of Interior, Youth, Infrastructure, Water and sanitation, Environment and forestry, EAC and Regional Integration.

e) Human Resource Management and Development

- i). Finalized Phase III of the proposed four-phase salary review for the civil service for implementation with effect from 1st July, 2019 in consultation with the Ministry of Public Service, Youth and Gender and The National Treasury.
- ii). Approved conversion of the grading structure in the national government civil service from 21-tier to 17-tier with effect from 1st August, 2019 in line with recommendations of the SRC job evaluation exercise.
- iii). Sponsored 5,211 officers for training in various programmes to build capacity and improve service delivery. Of those trained, 2,841 (55%) were male and 2,370 (45%) female.
- iv). Reviewed guidelines on bonding for training of public servants and released to the service for implementation:

- v). Revised the Examination Syllabus and Regulations for Administrative Officers, 2007 and aligned it with the constitution, PSC Act, 2017 and human resource policies and procedures;
- vi). Developed and issued a framework for short term employment in the Public Service to provide for short term contract of service for a period not exceeding six (6) months, in instances where there is need to mitigate emergency situations and/or where specific expertise is required
- vii). Engaged 3,193 interns in 15 MDAs in various cadres out of whom 1,761 (55%) were male while 1,432(45%) were female.
- viii). Provided industrial attachment opportunities to 4,578 trainees in 38 MDAs out of whom 2,399 (52%) were male while 2,178 (48%) were female.

f) Technical Support to County Governments

Conducted Capacity Support Programme for all the 47 County Public Service Boards from 16th to 22nd September, 2018. The main objective of the programme was to provide a platform for sharing knowledge, experiences and challenges in the management of human resource in the Public Service.

g) Technical Support to TVETs

Provided technical support to the boards of TVET institutions in the recruitment of 1,000 vocational and technical trainers. The support was in advertisement of the posts on behalf of the institutions and capacity building on the best recruitment practices to enable the boards undertake recruitment and selection of the trainers.

h) Legal Services

Finalized PSC draft Regulations 2019 to operationalize the PSC Act, 2017.

i) Award and Recognition

- (i) Received Financial Reporting (FiRe) award, Second Runners-up position for the Financial Year 2016/2017, in the Independent and Constitutional Offices category for the fourth consecutive year.
- (ii) Awarded a Certificate of Recognition for being one of the 10 most diverse and inclusive Commissions in the past one year, at the National Diversity and Inclusion

Award and Recognition (DIAR) Gala Dinner organized by the National Cohesion and Integration Commission and Daima Trust.

CHAPTER THREE

FINANCIAL AND AUDIT REPORTS

3.0 Introduction

The Public Financial Management (PFM) Act, 2012 requires national government entities to prepare financial reports at the end of each financial year. The reports are required to conform to accounting standards as prescribed by the Public Sector Accounting Standards Board of Kenya. In this regard, the chapter presents the Auditor General's Report for the Financial Year 2017/18, the Budget Performance for the Financial Year 2018/19 and the Un-audited Financial Statements for the period ended 30th June 2019. The chapter also covers report on Access to Government Procurement Opportunities (AGPO) and the Internal Controls and Audit of the Commission for the Financial Year ended 30th June, 2019.

3.1 Auditor General's Report for the Financial Year Ended 30th June, 2018

The Commission prepared and submitted the financial statements for the financial year 2017/18 to the Auditor General. The Auditor General audited the financial statements and issued an unqualified opinion in his report dated 16th May, 2019.

The Auditor General affirmed that the financial statements were prepared in accordance with the International Public Sector Accounting Standards (Cash Basis), the Public Finance Management Act, 2012 and the Public Service Commission Act, 2017, presented in all material aspects, the financial position of the Public Service Commission as at 30th June, 2018. The Auditor General's Report is in Appendix XIII.

3.2 Financial Performance for the Year 2018/19

The Commission had three programmes namely, general administration, planning and support services; human resource management and development; and governance and national values which were allocated Kshs.1.25 billion. This comprised recurrent estimates of Kshs.1.19 billion and development estimates of Kshs.60.80 million. The cumulative expenditure for the period under review was Kshs.1.23 billion representing an absorption rate of 98.3% broken down as follows: Recurrent Kshs.1.18 billion and Development Kshs. 47.35 million. The summarized budget financial performance is as shown in Table 3-1.

Table 3-1: Summary Budget Performance 2018/19 FY

Title and Details	Printed Estimates 2018/19	Expenditure 2018/19	Overall Absorption Rate
Recurrent	Kshs.	Kshs.	Percentage (%)
Compensation of Employees	594,190,000	594,276,550	100.0
Use of goods and services	432,854,306	426,345,328	98.5
Other grants and transfers	-		0.0
Social Security Benefits	78,743,400	77,088,041	97.9
Acquisition of Assets	87,500,000	87,287,235	99.8
Gross Recurrent	1,193,287,706	1,184,997,154	99.3
AIA	520,000	287,600	0
Net Recurrent	1,192,767,706	1,184,709,554	99.3
Development	Kshs.	Kshs.	Percentage (%)
Acquisition of Assets	60,799,433	47,353,962	77.9
Gross Development	60,799,433	47,353,962	77.9
Total	1,253,567,139	1,232,063,516	98.3

The expenditure analysis by programmes is presented in Table 3-2

Table 3-2: Summary Budget Performance 2018/19 FY by Programmes

Programme	Approved Estimates	Actual Expenditure	Budget utilization difference
	2018/19	2018/19	2018/19
	Kshs	Kshs	Kshs
Programme 1: General Administration, Planning and Support Services	920,489,540	900,247,297	20,242,243
Programme 2: Human Resource Management and Development	198,531,271	197,611,789	919,482
Programme 3: Governance and National Values	135,066,328	134,492,030	574,298

3.3 Un-audited Financial Statements for the Period ended 30th June, 2019

The Commission in compliance with Section 81(3) of the Public Financial Management Act, 2012 and Section 90(2)(a) of the Public Service Commission Act, 2017 prepared financial statements for the year ended 30th June 2019 as detailed in Table 3-3 to 3-9.

Table 3-3: Un-audited Statement of Receipts and Payments

Receipts and Payments	Note	2018-2019	2017-2018
		Kshs	Kshs
Receipts			
Exchequer releases	1	1,240,086,547	1,349,822,285
Proceeds from Sale of Assets	2	287,600	311,750
Other Receipts	3	775,475	535,231
Total Receipts		1,241,149,622	1,350,669,266
Payments			
Compensation of Employees	4	594,276,550	572,004,010
Use of goods and services	5	426,345,328	
Subsidies			523,414,796
Transfers to Other Government Units			
Other grants and transfers	6	-	1,482,984
Social Security Benefits	7	77,088,041	104,747,613
Acquisition of Assets	8	134,641,197	150,172,596
Other Payments	9	5,516,071	
Total Payments		1,237,867,187	1,351,821,999
Surplus/(Deficit)		3,282,435	(1,152,733)

Table 3-4: Un-audited Statement of Assets and Liabilities

Assets and Liabilities	Note	2018-2019	2017-2018
		Kshs	Kshs
Financial Assets			
Cash and Cash Equivalents			
Bank Balances	10	15,790,331	13,933,431
Cash Balances	11	53,345	106,933

Total Cash and cash equivalent		<u>15,843,676</u>	<u>14,040,364</u>
Accounts receivables – Outstanding Advances	12	558,749	585,655
Total Financial Assets		16,402,425	14,626,019
Financial Liabilities			
Accounts Payables – Deposits and retentions	13	13,856,958	9,261,262
Net Financial Assets		2,545,467	5,364,756
Represented By			
Fund balance b/fwd	14	4,779,102	9,022,822
Prior year adjustment	15	(5,516,071)	(2,505,333)
Surplus/Deficit for the year	18	3,282,435	(1,152,733)
Net Financial Position		2,545,467	5,364,756

Table 3-5: Statement of Cash flows

Cash flows		2018-2019	20 17-2018
		Kshs	Kshs
Receipts for operating income			
Exchequer Releases	1	1,240,086,547	1,349,822,285
Other Revenues	3	775,475	535,231
Payments for operating expenses		1,240,862,022	
Compensation of Employees	4	594,276,550	572,004,010
Use of goods and services	5	428,726,462	523,414,796
Other grants and transfers	6	-	1,482,984
Social Security Benefits	7	77,088,041	104,747,613
Other Expenses	9	5,516,071	-
		1,103,225,990	1,201,649,403
Adjusted for:			
Changes in receivables		26,906	(307,922)
Changes in payables		(4,595,696)	(389,595)
Adjustments during the year	15	(5,516,071)	
Prior Year Adjustments			-2,505,333
Net cash flow from operating activities		127,838,773	145,505,264

Cash flow From Investing Activities			
Proceeds from Sale of Assets	2	287,600	311,750
Acquisition of Assets	8	(134,641,197)	(150,172,596)
Net cash flows from Investing Activities		(134,353,597)	(149,860,846)
Cash flow From Borrowing Activities			
Proceeds from Domestic Borrowings			
Proceeds from Foreign Borrowings			
Repayment of principal on Domestic and Foreign borrowing			
Net cash flow from financing activities			
Net Increase In Cash And Cash Equivalent		(6,514,824)	(4,355,582)
Cash and cash equivalent at Beginning of the year		14,040,364	18,395,946
Cash and cash equivalent at End of the year		15,843,676	14,040,364

Table 3-6: Summary Statement of Appropriation: Recurrent and Development Combined Recurrent

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.
	a	b	c=a+b	D	e=c-d	f=d/c %
Receipts						
Exchequer releases	1,218,990,000	34,577,139	1,253,567,139	1,240,086,547	13,480,592	99%
Proceeds from sale of non-financial Assets (A-I-A)	520,000	-	520,000	287,600	232,400	55
Other Receipts – Training Levy	-	-	-			-
Total Receipts	1,219,510,000	34,577,139	1,254,087,139	1,240,374,147	13,712,992	99%
Payments						
Compensation of Employees	590,190,000	4,000,000	594,190,000	594,276,550	(86,550)	100%
Use of goods and services	400,186,600	32,667,706	432,854,306	426,345,328	6,508,978	98%

Other grants and transfers	-	-	-	-	-	-
Social Security Benefits	82,343,400	(3,600,000)	78,743,400	77,088,041	1,655,359	98%
Acquisition of Assets	146,790,000	1,509,433	148,299,433	134,641,197	13,658,236	91%
Other Payments	-	-	-	-	-	-
Total Payments	1,219,510,000	34,577,139	1,254,087,139	1,232,351,116	21,736,023	99%
Surplus/ (Deficit)				8,023,031	(8,023,031)	-

Table 3-7: Summary Statement of Appropriation: Recurrent

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.
	a	b	c=a+b	d	e=c-d	f=d/c %
Receipts						
Exchequer releases	1,159,700,000	33,067,706	1,192,767,706	1,192,486,547	(281,159)	100
Proceeds from Sale of Assets	520,000	-	520,000	287,600	232,400	55
Other Receipts	-	-	-	-	-	-
Total Receipts	1,160,220,000	33,067,706	1,193,287,706	1,192,774,147	(513,559)	100
						-
Payments						0
Compensation of Employees	590,190,000	4,000,000	594,190,000	594,276,550	(86,550)	100
Use of goods and services	400,186,600	32,667,706	432,854,306	426,345,328	6,508,978	98
Other grants and transfers	-	-	-	-	-	-
Social Security Benefits	82,343,400	(3,600,000)	78,743,400	77,088,041	1,655,359	98
Acquisition of	87,500,000	-	87,500,000	87,287,235		100

Assets					212,765	
Other Payments	-	-	-			-
Total Payments	1,160,220,000	33,067,706	1,193,287,706	1,184,997,154	8,290,552	99
Surplus/(Deficit)				7,776,992.85	(7,776,992.85)	

Table 3-8: Summary Statement of Appropriation: Development

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.
	a	b	c=a+b	d	e=c-d	f=d/c %
Receipts						
Exchequer releases	59,290,000	1,509,433	60,799,433	47,600,000	13,199,433	78
Proceeds from Sale of Assets						
Other Receipts						
Total Receipts	59,290,000	1,509,433	60,799,433	47,600,000	13,199,433	78
Payments						
Compensation of Employees						
Use of goods and services						
Other grants and transfers						
Social Security Benefits						
Acquisition of Assets	59,290,000	1,509,433	60,799,433	47,353,962	13,445,471	78
Other Payments						
Total						78

Payments	59,290,000	1,509,433	60,799,433	47,353,962	13,445,471	
Surplus/(Deficit)				246,038	(246,038)	

Table 3-9: Budget Execution by Programmes and Sub-Programmes

Programme/Sub-programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	2019	2019	2019	June 30, 2019	
	Kshs	Kshs	Kshs	Kshs	Kshs
Programme 1: General Administration, Planning and Support Services	865,685,296	54,804,244	920,489,540	900,247,297	20,242,243
Sub-programme 1: Administration	822,421,883	48,646,173	871,068,056	850,849,861	20,218,195
Sub-programme 2: Board Management Services	43,263,413	6,158,071	49,421,484	49,397,436	24,048
			-		
Programme 2: Human Resource Management and Development	202,088,409	(3,557,138)	198,531,271	197,611,789	919,482
Sub-programme 1: Establishment and Management Consultancy Services	76,648,017	(3,705,809)	72,942,208	72,970,272	(28,064)
Sub-programme 2: Human Resource Management	64,802,763	(1,717,228)	63,085,535	62,695,971	389,564
Sub-programme 3: Human Resource Development	60,637,629	1,865,899	62,503,528	61,945,546	557,982
			-		
Programme 3:	151,736,295	(16,669,967)	135,066,328	134,492,030	574,298

Governance and National Values					
Sub-Programme 1: Compliance and Quality Assurance	106,666,019	(13,823,467)	92,842,552	92,419,712	422,840
Sub-programme 2: Ethics Governance and National values	45,070,276	(2,846,500)	42,223,776	42,072,318	151,458

3.4 Allocation of Procurement Opportunities to Special Groups

The Public Procurement and Disposal (Preference and Reservations) (Amendment) Regulations 2013 require public entities to allocate at least 30% of procurement of goods, works and services to micro and small enterprises owned by youth, women and persons with disabilities. Procuring entities are required to implement the Access to Government Procurement Opportunities (AGPO) and submit quarterly reports to the Public Procurement Regulatory Authority (PPRA).

The Commission had a total procurement budget of Kshs. 297,002,631 out of which Kshs.87,384,217.50 (29.38%) was allocated to special groups as shown in Table 3-10.

Table 3-10: Distribution of Procurement Opportunities to Special Groups

Category	No. of Contracts Awarded	Amount Allocated	%
Disability	14	7,924,340.00	9.068
Women	95	26,891,499.00	30.774
Youth	132	52,568,378.50	60.158
Total	241	87,384,217.50	100.000
Total Annual Procurement Budget		297,002,631	
Percentage (%)		29.38%	

3.5 Internal Controls and Audit

The Commission is required to comply with the Public Finance Management Act 2012 as well as the Public Finance Management Regulations, 2015. The Act requires all Government entities to put in place appropriate arrangements for conducting internal audit according to the guidelines of the Accounting Standards Board. The Commission has an Internal Audit Unit as per the above requirements which, functionally reports to the Commission Board and administratively to the Commission Secretary/CEO.

The Internal Audit Unit carried out financial and non-financial audits to establish the effectiveness of internal control systems and overall risk management. The areas audited during the period were; Human Resource Management (Internal) Division, Procurement Division, Finance and Accounts Divisions and Compliance & Quality Assurance Directorate. The recommendations of the audit were implemented, resulting in enhanced efficiency and effectiveness in the operations of the Commission.

3.6 The Financial Reporting (FiRe) Award for 2016/17 Fiscal Year

The FiRe award was founded in 2002 to promote financial reporting excellence, foster sound corporate governance practices and enhance corporate investment and environmental reporting. The Award is open to all organisations that prepare annual reports and financial statements and involves a rigorous evaluation process which includes International Financial Reporting Standards (IFRSs), best practices in governance and corporate citizenship as well as other requirements that are specific to a particular reporting entity.

The 17th edition of the Financial Reporting Award ceremony was held on 30th November, 2018 in Nairobi. The theme of the ceremony was *“Leveraging improved financial reporting and corporate governance for economic growth and development in the East African region”*. During the Ceremony, the Commission was awarded Second Runners-up position for the Financial Year 2016/17 in the Independent and Constitutional Offices category. The Commission has received this award for four consecutive years, demonstrating commitment to proper financial reporting in accordance with the PFM Act, 2012.

CHAPTER FOUR

COLLABORATIONS, NETWORKS AND PARTNERSHIPS

4.0 Introduction

Collaborations, networks and partnerships at international, regional and local levels are crucial for the success of an organization. Such relationships present opportunities for funding, sharing ideas, experiences, and best practices in areas of common interest. The Commission collaborated and partnered with several development partners, agencies and professional associations in various engagements and fora as presented in sections 4.1 to 4.15 below.

4.1 Australian Government Fellowship Programme

The Fellowship Programme was as a result of an MoU between the Public Service Commission and the University of Newcastle. The fellowship focuses on five areas: promotion of applied research for evidence-based decision making; capacity building of Public Service Commission staff in policy formulation and implementation; devolution in public service; leadership development; and exchange programmes.

The objectives of the Fellowship Programme are to: improve public service performance and capacity building for good governance; increase public service productivity through improving competence and ensuring value for money in service delivery; improve public service ethics by establishing a desirable governance framework and value system; and enhance public policy development and implementation.

The Commission hosted the Vice Chancellor of the University of New Castle Australia, Prof. Jim Jose and held discussions on strengthening future collaborations on the programme.

4.2 Africa Association for Public Administration and Management

The Commission participated in the 39th Annual Round-Table Conference for Africa Association for Public Administration and Management (AAPAM) held from 6th to 9th November, 2018 in Gaborone, Botswana. The conference resolved to transform public administration and leadership in Africa through innovation and integration.

4.3 Commonwealth Association for Public Administration and Management

The Commission participated in the 12th Commonwealth Association for Public Administration and Management (CAPAM) biennial conference held in Georgetown, Guyana from 22nd – 24th October 2018. The theme of the conference was *‘Transforming the Public Sector for Climate Governance’*. The conference provided an opportunity for delegates to network and learn best practices on innovation from other commonwealth countries.

4.4 African Union

The Commission participated in two conferences under the auspices of the African Union (AU):

4.4.1 African Union Conference of State Parties

The Commission participated in the Conference of State Parties to the African Charter on the Values and Principles of Public Service and Administration held on 12th and 13th November, 2018 in Nairobi. The main objective of the conference was to formally constitute the conference of parties to foster cooperation and solidarity among State parties in the implementation of the Public Service Charter. The conference advocated for the creation of a conducive environment for promotion of good governance and improved delivery of public services through harmonization of policies and laws of State Parties.

4.4.2 African Public Service Day Conference

Kenya hosted the 7th Edition of the African Public Service Day Conference from 21st to 23rd June 2019. The theme of the conference was *‘The Intersection of Youth Empowerment and Migration: Entrenching a Culture of Good Governance, ICT and Innovation for Inclusive Service Delivery’*. The Commission joined other Government Agencies from within and outside the country to showcase the services they render to their stakeholders and presented a paper on *‘The Obligation of Inclusivity, Integration and Efficiency: The Challenge of Building an Ethical, Professional and Result Oriented Public Service’*.

4.5 Parliament

Parliament plays a critical role in legislation, oversight, appropriation of funds and representation in the country. The Commission is accountable to Parliament on the execution of its mandate. During the review period, the Commission:

- i) Engaged the Departmental Committee on Administration and National Security on the strategic direction for the Commission during the plan period 2019 to 2024. The deliberations focused on the strategies for achieving effective and citizen-focused public service to drive the development agenda of the Country and transform Kenya into a competitive economy. Arising from the interactions Parliament prioritized internships and allocated funding for the rollout of the internship programme in the Public Service.



The chairman, National Assembly Departmental committee on Administration and National Security Hon. Paul Koinange making his remarks during the strategic workshop with the Commission in Mombasa in May, 2019

- ii) Held consultations with the Senate Standing Committee on Devolution and Inter-Governmental Relations on staffing and professionalization of human resource function in the Counties. The Committee commended the Commission for its role in supporting devolution and undertook to support legislative proposals to strengthen the human resource function at the county level.

4.6 The Seventh Annual Constitutional Commissions and Independent Offices

Conference

The Commission participated as delegates in the 7th Annual Constitutional Commissions and Independent Offices Conference held in Meru from 10th to 12th October, 2018 to deliberate on effective ways to improve and promote public participation in governance. The forum provided a platform for participants to share knowledge, experiences and challenges encountered in the course of discharging their mandates. The Commission showcased its mandate and operations during the conference.

4.7 County Governments

The Commission works closely with stakeholders to promote devolution. The Commission participated in the following activities aimed at providing technical support to the Counties:

- i) The Sixth Annual Devolution Conference held from 4th to 8th March, 2019 at Kirinyaga University where the Commission showcased its mandate and operations.
- ii) Conducted capacity support programmes for all the 47 County Public Service Boards from 16th to 22nd September, 2018 in collaboration with the Ministry of Devolution and ASALs. The programme targeted Chairpersons of County Public Service Boards, County Secretaries, County Executive Committee Members, Chief Officers of Public Service Management, Chiefs of Staff and Heads of human resource.
- iii) Approved transfer of service for various officers from the National to County Governments in collaboration with the Council of Governors and the Inter-Governmental Relations Technical Committee. This included transfer of officers under Phase II of Agriculture Sector Development Programme. Further, the Commission in consultation with the County Governments upgraded officers in the cadre of Chargehands working in County Governments alongside those in National Government for parity of treatment and staff motivation.

4.8 Kenya Union of Civil Servants

The Commission participated in the Kenya Union of Civil Servants inaugural conference held at the Kenya Institute of Curriculum Development from 6th to 9th September, 2018 whose focus

was to address human resource issues affecting the Service. The Commission highlighted measures it has put in place to address various human resource issues in the public service.

4.9 Forum of Chief Executive Officers of State Agencies

The Commission participated in the forum of Chief Executive Officers (CEOs) of State Agencies hosted by The Kenya Utalii College on 10th October, 2018 to develop mechanisms for implementation of the Government's Big Four Agenda.

4.10 Nairobi International Trade Fair, 2018

The Commission participated as an exhibitor in the Nairobi International Trade Fair held from 1st to 7th October, 2018. The theme of the trade fair was '*Promoting Innovation and Technology in Agriculture and Trade*'. The Commission showcased its programmes, created awareness on its mandate and received feedback on service delivery from the citizens.

4.11 Kenya School of Government

The Commission is represented in the governing council of the Kenya School of Government. The Commission renewed the MoU with the School on administration of promotional examinations in the Public Service. In addition, the Commission in collaboration with the School, embarked on the development of a customized curriculum on culture change and performance improvement in the Public Service.

4.12 Professional Bodies

The Commission works closely with professional bodies to enhance professionalism in the Public Service. During the year under review the Commission collaborated with the following professional bodies:

4.12.1 Association of Professional Societies in East Africa

The Commission participated in the Association of Professional Societies in East Africa (APSEA) inaugural National Professionals Convention held in Nairobi on 6th July, 2018. The conference resolved that professional associations should take bold steps to uphold integrity among their members.

4.12.2 Institute of Human Resource Management Conferences

The Commission participated in the:

- i) 22nd Annual Institute of Human Resource Management (IHRM) Conference held in Mombasa from 23rd to 26th October, 2018 under the theme '*Look Back to Look Forward*'. The Conference, resolved to re-engineer the HR profession to fit in the changing business environment.
- ii) 6th Annual IHRM congress held in Mombasa from 21st to 24th May, 2019. The theme of the Conference was '*Expand your World: Connect, Innovate, Transform*' where the Commission Chairman delivered the keynote address. The congress provided an opportunity for the Commission to share experiences and best practices in human resource management.



PSC Chairman Mr. Stephen Kirogo receiving a certificate of appreciation from the Chairman of the Institute of Human Resource Management Mr. Joseph Onyango during the 6th Annual HR Conference at the Pride Inn Resort, Mombasa. Mr. Kirogo delivered a keynote address to the conference.

4.12.3 Public Relations Society of Kenya

The Commission participated in the 18th Edition of the Annual Public Relations Society of Kenya Summit and Awards Gala held in Mombasa from 13th to 17th November, 2018. The Summit acknowledged the pivotal role played by the public relations and communication officers in projecting a positive image of the country.

4.13 Official Visits to the Commission

The Commission hosted various delegations to discuss matters of common interest.

i). Taskforce on the Improvement of Government Information and Public Communication

The Task force, chaired by Mr. David Makali, received views from the Commission on improving the Government's information and communication function.



PSC Chairman Mr Stephen Kirogo presents the views of the Commission during the meeting with the task force members at the Commission House on 2nd April 2019

ii). University of New Castle

Prof Jim Jose, the Vice Chancellor of the University of New Castle held discussions with the Commission in May 2019 on the future collaboration with regard to the Australian



Fellowship Award Programme.

iii). Minority Groups

The Commission held consultations with leaders of minority and marginalized communities in June, 2019. Among the communities represented were Ogiek, Sengwer, Yaaku and El-Molo. The Commission assured them of its commitment to guarantee equal opportunity in employment in the Public Service.

PSC Vice Chairperson Ms. Charity Kisotu presenting a gift to Prof Jim Jose of the University of Newcastle during a reception in his honour at Hotel Intercontinental Nairobi on 2nd May 2019. Looking on is the PSC chairman Mr. Stephen Kirogo (Right) and CEO Mr. Simon Rotich.



Leaders of minority and marginalized communities during a meeting at Commission House with Mr. Stephen Kirogo, Chairman Public Service Commission in June, 2019

iv). The Commonwealth Secretariat

Prof. Prajapati Trivedi, the Senior Director, Economic, Youth and Sustainable Development Directorate, of the Commonwealth Secretariat, made a presentation to the Commission in June 2019 on “*Experience of Implementing Performance Contracting: What works and what does not work*”



Prof Prajapati Trivedi's Director Economic, Youth & Sustainable Development Commonwealth Secretariat in London, (second right) during the meeting with the Commission on Wednesday 19th June 2019

v). Independent Policing Oversight Authority

Members of the Independent Policing Oversight Authority (IPOA) held discussion with the Commission in May, 2019 on enhancing collaboration and sharing of experiences in the discharge of their respective mandates.

CHAPTER FIVE

CHALLENGES AND OPPORTUNITIES

5.0 Introduction

During the year under review, the Commission encountered various challenges in the delivery of its mandate. However, these challenges present opportunities that can be exploited to improve service delivery.

5.1 Opportunities

The opportunities that can be exploited to address the challenges and ensure a citizen-centric public service include:

- i) Supportive and progressive constitutional dispensation that is people-centred, lays emphasis on transparency and accountability, and places the public service at the core of national development;
- ii) Availability of relevant skills in the labour market which can be tapped to address skills and competency gaps in the public service;
- iii) Advanced establishment of ICT infrastructure in the country that enables the public service provide efficient and effective service to the citizens;
- iv) Goodwill by the Kenyan public and political class makes it possible for the Commission to get support from the citizenry and execute its mandate with relative ease;
- v) Cordial relationship with Parliament provides a platform for engaging on legislation, operations and other human resource matters relating to the public service;
- vi) An enlightened and knowledgeable citizenry has led to increased demand for services making it necessary for the Commission to be more innovative in meeting their expectations;
- vii) Cooperation and partnerships within the public and private sector provides a platform for the Commission to share experiences and best practices to improve service delivery;
- viii) Good relationship with development partners makes it possible to get support in form of funding, capacity building, skills transfer and exchange programmes; and
- ix) The Commission having been in existence for over 60 years has gained a wealth of experience in human resource management matters and county governments look upon the

Commission for guidance, technical support and advisory services on human resource matters and values and principles.

5.2 Challenges

The Commission experienced the following challenges:

- i) Weak performance management system in the public service leading to unsatisfactory service delivery to the citizens;
- ii) Low uptake of Staff Performance Appraisal System (SPAS) as a performance management tool due to challenges with the Government Human Resource Information System (GHRIS). The uptake declined from 31% in 2017/2018 to 25.32 % in 2018/2019;
- iii) High number of applications for advertised jobs due to high levels of unemployment in the country creating challenges in timely processing the applications;
- iv) Industrial unrest by sections of unionizable employees leading to disruption in service delivery;
- v) Expanded mandate without commensurate resources;
- vi) Increased number of court litigations against the Commission. At the end of the reporting period, there were 364 court cases against the Commission pending in various courts, compared to 332 cases in the financial year 2017/18;
- vii) Lack of common framework on uniform norms and standards in the management of the human resource across the two levels of Government;
- viii) Existence of skills and competency gaps in the public service;
- ix) Succession management gaps in the public service;
- x) Budgetary constraints to execute planned programmes and activities in the Commission; and
- xi) 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.

CHAPTER SIX

WAY FORWARD

6.0 Introduction

The Commission plans to undertake various initiatives in both the short and medium terms to transform the public service and improve service delivery to the citizens:-

Service Delivery Transformation

- i) Re-orient the public service delivery strategy to focus on the citizen and ensure prompt, timely, affordable, transparent, accountable, impartial and equitable services to Kenyans.
- ii) Establish a contact centre to receive instant feedback from the citizenry on service delivery and efficiently respond to citizens' complaints.

Performance Management and Productivity

- i) Develop and implement strategies to ensure sustenance of a high performance culture in the public service.
- ii) Develop and implement a productivity measurement framework for the public service to ensure effective use of resources and fit-for-purpose institutions.

Public Service Internship Programme

- i) Collaborate with public institutions to increase internship opportunities to enable the youth acquire experience, work skills and ethos for public service.
- ii) Monitor and evaluate implementation of the internship programme in the Public Service.
- iii) Implement mentoring and coaching programs to inculcate positive work ethics among the youth and enable them to exploit their potential.

Volunteer Service

Develop and promote a culture of volunteerism in the public service through involvement of volunteers, drawn from experienced and technically competent citizens, in service delivery especially at the grass root level. The volunteers will also help in mentoring and coaching young public officers to inculcate a culture of public service and work ethics.

Collaboration, Co-operation and Partnerships

Collaborate, co-operate and partner with development partners, professional bodies and other stakeholders in policy formulation, funding and best practices in areas of common interest.

Promotion of Good Governance, Ethics and Integrity

- i) Implement the 'Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service' for a value driven public service.
- ii) Evaluate and report on Public Service compliance with the National and Public Service Values and Principles
- iii) Develop a Citizen Service Delivery Charter to prescribe the minimum service delivery standards
- iv) Undertake annual citizen satisfaction surveys to determine citizen satisfaction levels with service delivery
- v) Automate declaration of income, assets and liabilities
- vi) Digitize financial disclosure records for ease of storage, retrieval and analysis

Promote Compliance with Regulations, Guidelines and Commission's Decisions

- i) Monitor the implementation of delegated functions in MDAs
- ii) Undertake investigations and compliance audits

Monitoring and Evaluation

Develop and implement a robust investigation, monitoring and evaluation framework on the discharge of the Commission's functions

Mobilization and Prudent Management of Financial Resources

- i) Engage the National Treasury and Parliament for increased funding for Commission programmes.
- ii) Engage development partners for technical and financial support towards the achievement of the Commission's programmes.
- iii) Develop and implement a 'Procurement Procedure Manual'.

Support to MDAs and County Governments

- i) Development of a policy on uniform norms and standards.
- ii) Promote implementation of uniform norms and standards on human resource practices across the public service.

- iii) Undertake capacity building programmes for County Governments Public Service on the management of human resource through collaborations and consultations to enhance delivery of their mandate.

Human Resource Management

- i) Develop and implement human resource management and development master plan to streamline staffing and address recurrent succession management challenges in the service.
- ii) Strengthening the organizational capacity of MDAs through review of organizational structures and staff establishment.
- iii) Review human resource policies and guidelines.
- iv) Review and implement terms and conditions of service.
- v) Review qualifications of offices established.
- vi) Develop a framework for career management in the public service.
- vii) Develop and implement a competency framework.
- viii) Introduce competency testing in appointments.
- ix) Ensure effective and fair disciplinary control and management.

Equity in Employment

- i) Promote inclusivity by ensuring gender, ethnicity, minorities, marginalized and persons with disabilities are considered in appointments and training.
- ii) Monitor the implementation of Diversity Management Policy to enhance inclusivity in the Public Service.
- iii) Review the Recruitment and Selection Strategy for the Public Service.

Human Resource Development

- i) Re-orient training to focus on public service doctrine and ethos to ensure a citizen-centric public service.
- ii) Undertake Public Service culture and attitudinal change.
- iii) Re-orient training to focus on skill based courses to enhance competency development among public officers.

- iv) Monitor implementation of the training function to ensure Government gets value for resources invested.
- v) Collaborate with the Kenya School of Government to enhance skills capacity of the Public Service.
- vi) Strengthen human resource capacity in the Commission for effective discharge of its mandate and improved service delivery.

Information Communication and Technology

- i) Develop and implement an ICT Strategy.
- ii) Leverage on ICT to ensure seamless flow of human resource services for efficient and effective service delivery to the citizens.
- iii) Operationalize the Enterprise Resource Planning (ERP) system for improved service delivery.
- iv) Digitization of Commission's records and information.
- v) Develop and implement business continuity and recovery plans.

Corporate Communication

Develop and implement Public Service Commission Communication and Branding Strategy.

Legal

- i) Liaise with the Attorney General's Office and external legal counsel to fast-track finalization of outstanding court cases.
- ii) In collaboration with the Judiciary, develop procedures to convert Commission's decisions on County Appeals into court orders as envisaged under Section 89 of the PSC Act 2017.
- iii) Develop legislation on uniform norms and standards in the public service to give effect to Article 235 of the Constitution.
- iv) Operationalize the Public Service Commission Act, 2017 by release of the Public Service Commission Regulations, 2019.

APPENDICES

Appendix I: Terms of Reference for Commission's Committees

Human Resource Planning, Establishment and Recruitment Committee

- i)* Advise the Commission on Human Resource Planning, Establishment and Recruitment functions;
- ii)* Develop and review recruitment and selection policy in the public service;
- iii)* Develop and review policy guidelines for establishing and abolishing public offices;
- iv)* Develop and review career management framework for the public service;
- v)* Recommend the criteria for appointments in the public service in compliance with the requirements of the Constitution;
- vi)* Consider requests on organization structure and staff establishment from MDAs;
- vii)* Consider requests from MDAs on appointments and promotions and make appropriate recommendations and policies;
- viii)* Consider job descriptions and specifications for career progression; and
- ix)* Oversee the implementation of job evaluation report for the service.

Terms and Conditions of Service Committee

- i)* Consider, review and make recommendations on terms and conditions of service for public officers;
- ii)* Review and develop human resource management policies for the public service;
- iii)* Recommend human resource management reforms in the public service;
- iv)* Develop a human resource master plan for the public service;
- v)* Recommend talent management and retention programmes in the service; and
- vi)* Manage industrial relations in the service.

Human Resource Development Committee

- i)* Develop and review human resource development policies and guidelines;
- ii)* Oversee institutionalization of induction and fit-for-purpose training and development programmes;
- iii)* Develop and manage public service competency framework;
- iv)* Collaboration and resource mobilization for training and development; and

- v) Management of internship programmes in the public service.

Public Service Performance and Transformation Committee

- i) Develop national performance management policy framework for the public service;
- ii) Oversee the institutionalization of performance management framework in the public service;
- iii) Initiate service delivery improvement programmes and strategies;
- iv) Develop strategies for inculcating a public service performance culture; and
- v) Recommend structures and systems for public service transformation.

Compliance and Quality Assurance Committee

- i) Develop strategies for promotion of values and principles under Articles 10 and 232 of the Constitution;
- ii) Oversee the preparation of the report to the President and Parliament on the extent to which the values and principles in Articles 10 and 232 are complied with in the public service;
- iii) Consider reports on investigation, monitoring and evaluation, and audit of the organization, administration and personnel practices in the public service;
- iv) Manage the public service Code of Conduct and Ethics; and
- v) Oversee the administration of financial disclosures in the public service.

County Appeals and Devolution Matters Committee

- i) Oversee inter-governmental relations in collaboration with relevant government agencies to ensure application of uniform human resource management norms and standards in the service;
- ii) Recommend strategies for capacity building and technical assistance to counties on human resource matters; and
- iii) Consider county appeals and make recommendations to the Commission for determination and decision.

Finance, Planning, ICT and General Purpose Committee

- i).* Develop proposals for the formulation, implementation and review of the strategic direction of the Commission;
- ii).* Monitor implementation of the Commission's strategic plan and performance contract;
- iii).* Consider the budget proposals for the Commission and make recommendations for approval;
- iv).* Consider the periodic budget performance and financial reports;
- v).* Propose modalities for fiscal resource mobilization;
- vi).* Oversee the formulation, review and implementation of the ICT policies, strategies, processes and systems of the Commission;
- vii).* Oversee the implementation, certification, sustainability and review of the ISO 2015: 9001 processes;
- viii).* Formulate and review proposals on structure and staffing of the Commission Secretariat;
- ix).* Develop proposals for monitoring, reviewing and implementing competitive terms and conditions of service for the Commission;
- x).* Monitor, review and develop capacity building proposals for the Commission;
- xi).* Develop, monitor and review implementation of the Commission's communication strategy; and
- xii).* Monitor, review and propose strategies for development, management and improvement of the Commission's assets, facilities, shared services and work environment.

Audit Committee

This is an advisory committee that assists the Commission and the Secretary/CEO with respect to financial reporting, adequacy and effectiveness of Commission's risk management, internal controls, governance processes and audit affairs. The Committee comprises two members from the private sector, a representative of the National Treasury, one Commissioner and head of Commission's Internal Audit as the Secretary. The Committee is chaired by a representative of the private sector and its terms of reference are as follows:

- i)* approves the internal audit unit charter;
- ii)* reviews the charter of the internal audit function and recommend to the Commission for approval;
- iii)* reviews the annual audit plan and make recommendations to the Commission for approval;
- iv)* receives and reviews reports from the internal audit/external audit and make appropriate recommendations to the Commission;
- v)* evaluates the adequacy of management responses to audit queries;
- vi)* monitors the implementation of audit-based recommendations approved by the Commission;
- vii)* reviews audit reports of the Auditor-General that have implications on the Commission and makes recommendations to the Commission;
- viii)* advises the Commission on risk management and ensure that the Commission has in place an institutional risk management policy framework; and
- ix)* initiates special audit/investigation on any allegations, concerns and complaints.

Inter-Agency Committees

These are committees comprising of membership from relevant MDAs and other public institutions. They are set up to handle cross cutting human resource issues affecting the public service and make recommendations to the Commission for decision.

***f)* Inter-Agency Committee on County Human Resource Matters**

- i).* Enact a framework of uniform norms and standards for the entire public service applicable to both levels of government in accordance with Article 235 of the Constitution to ensure uniformity and consistency in management of the human resource;
- ii).* Oversee the implementation of uniform norms and standards by providing a platform for consultation and sharing best practices across the two levels of Government;
- iii).* Initiate the establishment of a human resource management information system across the two levels of Government for effective coordination of staffing issues that are of mutual interest;

- iv). Complement the role of Intergovernmental Relations Technical Committee (IGRTC) as a link between the National Government and County Governments on HR matters;
- v). Develop a Framework for Inter-County Transfer;
- vi). Initiate capacity building programmes for the County Public Service Boards, County Assembly Service Boards, County Secretaries, Chief Officers and Human Resource directors of county governments; and
- vii). Advise on transfer /secondment of officers across the two levels of Government among other HR management issues.

Membership to the committee is drawn from the Public Service Commission; Ministry of Devolution and the ASALs; The National Treasury; Ministry of Interior and Coordination of National Government; Inter-Governmental Relations Technical Committee; The Council of Governors; County Public Service Boards Forum; Office of the Attorney General and Department of Justice; Ministry of Labor and Social Protection; and Ministry of Public Service, Youth and Gender.

g) Consultative Committee on Terms and Conditions of Service

This Committee provided advisory services on review and management of terms and conditions of service. It comprised representatives from the Commission, Office of the Attorney General and Department of Justice, Ministries responsible for Public Service, Labour, Education, Health, Agriculture, Interior and Coordination of National Government, Devolution and ASALs and the National Treasury and Planning.

During the year under review, the Committee guided the process of nomination, selection and recognition of best performing public servants under the Public Service Excellence Award Scheme (PSEA) 2018 where nine officers from various MDAs were recognized and awarded for exemplary performance.

h) Inter-Agency Committee on Implementation of the Job Evaluation Report for the Public Service

This Committee was constituted to spearhead the implementation of the Job Evaluation report in the Civil Service. The team comprised three Commissioners (two from Public Service Commission and one from the Salaries and Remuneration Commission) and

technical officers from the National Treasury, Ministry of Public Service, Youth and Gender, Office of the Attorney General and Department of Justice, SRC and PSC.

During the year under review, the Committee finalized Phase III of the proposed four-phase salary review for the civil service for implementation with effect from 1st July, 2019 and the 17-tier grading structure for the National Government civil service for implementation with effect from 1st August, 2019.

i) Inter-Agency Committee on Strengthening the Civil Service through Succession Management

This committee was constituted to develop strategies to address succession management challenges in the civil service with a view to strengthening service delivery. Membership was drawn from the Public Service Commission and Ministry of Public Service, Youth and Gender. The committee's terms of reference were:

- i). Verification of vacancies by cadre, designation and job group for all Ministries/Departments;
- ii). Develop a fair and objective criterion for filling of the identified vacancies in all the Ministries/Departments;
- iii). Recommend review of authorized staff establishment where appropriate;
- iv). Verification of staff recommended for promotion by Ministries/Departments;
- v). Recommend staff in Ministries/Departments against the identified vacancies;
- vi). Develop an appeal mechanism for those aggrieved from the exercise; and
- vii). Prepare a final report for adoption by the Board.

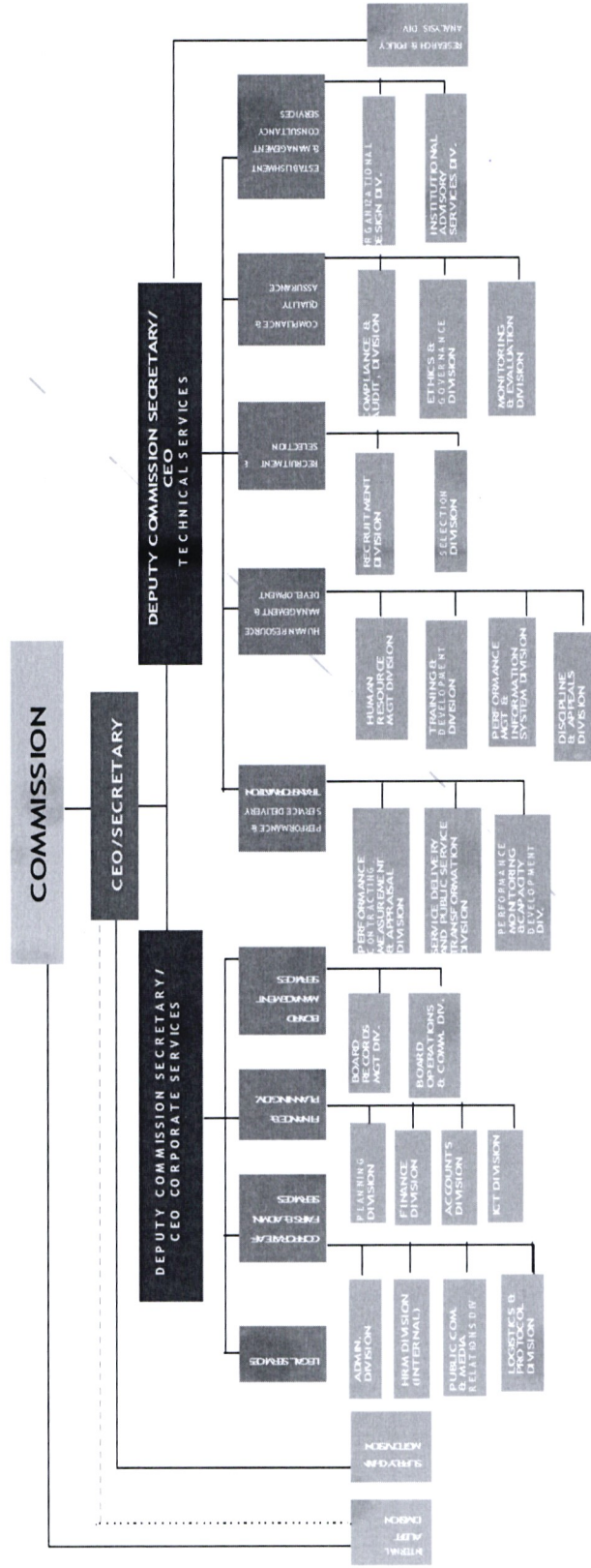
j) Inter Agency Committee on Review of Terms and Conditions of Service for State Corporations

This committee was constituted to review the terms and conditions of Service for Chairpersons, Chief Executive Officers, Chancellors and Vice-chancellors of Public Universities, Board Members, Management and Unionizable Staff of State Corporations. Membership was drawn from the Public Service Commission, Cabinet Affairs, Ministry of Public Service, Youth and Gender, National Treasury, State Corporations Advisory

Committee and Inspectorate of State Corporations. The committee's terms of reference were:

- i). Review the Guidelines on Terms and Conditions of Service for Chairpersons, Chief Executive Officers, Chancellors and Vice-chancellors of Public Universities, Board Members, Management and Unionizable Staff of State Corporations, issued on 23rd November 2004;
- ii). Review the categorization of State Corporations taking into account their broad mandate, mode of financing, financial dependence on the exchequer, and specialized skill requirements;
- iii). Review the Salaries and Remuneration Commission report on the Job Evaluation for State Corporations and recommend appropriate salary bands for Chief Executive Officers;
- iv). Review the adequacy of honorarium, allowances and benefits enjoyed by Chairpersons and Board Members and recommend reasonable terms and conditions of service, taking into account the part-time nature of their engagement;
- v). Recommend appropriate terms of employment and benefits for Chairpersons, Chief Executive Officers, Chancellors of Public Universities and Board Members; and
- vi). Any other function incidental to the determination of the listed cadres.

Appendix II: Organogram



Appendix III

Distribution of Appointments in MDAs by Ethnicity, Gender and PWDs

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
1	Cabinet Affairs	Boran	1	0	1			
		Embu	1	1	0			
		Kamba	3	0	3			
		Kenyan Somali	7	0	7			
		Kikuyu	20	4	16			
		Kisii	3	1	2			
		Kuria	1	0	1			
		Luhya	6	0	6			
		Luo	3	0	3			
		Maasai	2	1	1			
		Miji Kenda	1	0	1			
		Taita	1	1	0			
		Turkana	4	0	4			
		Total	53	8	45			
		Kikuyu	1	1	0			
2	Correctional Services	Total	1	1	0			
3	Culture and Heritage	Burji	1	0	1			
		Kalenjin	1	1	0			
		Kamba	1	1	0			
		Kikuyu	3	2	1			
		Luhya	1	1	0			
		Total	7	5	2			
4	Devolution	Embu	1	0	1			
		Kamba	1	1	0			

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
5	Early Learning and Basic Education	Kikuyu	2	1	1			
		Turkana	1	0	1			
		Total	5	2	3			
		Boran	4	3	1			
		Embu	2	2	0			
		Gabra	1	0	1			
		Kalenjin	25	8	17	1		1
		Kamba	9	4	5			
		Kenyan Somali	18	4	14		2	2
		Kikuyu	19	9	10			
		Kisii	11	4	7			
		Kuria	2	1	1			
		Luhya	25	12	13			
		Luo	12	6	6			
		Maasai	6	2	4			
		Meru	8	4	4		1	1
		Miji Kenda	4	1	3			
		Other Kenyan	17	2	15			
		Samburu	3	0	3			
6	East African Community & Regional Development	Taita	4	2	2			
		Turkana	3	1	2			
		Total	173	65	108	1	3	4
		Kalenjin	4	1	3			
		Kamba	5	2	3			
		Kenyan Somali	7	4	3			
		Kikuyu	5	0	5			
		Luhya	1	0	1			

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
		Luo	3	0	3			
		Meru	4	1	3			
	Total		29	8	21			
7	Environment and Forestry	Embu	1	1	0			
		Kalenjin	3	1	2			
		Kamba	3	2	1			
		Kikuyu	6	3	3			
		Kisii	3	0	3			
		Luhya	8	0	8			
		Luo	8	1	7			
		Meru	1	0	1			
	Total		33	8	25			
8	Foreign Affairs	Kikuyu	1	1	0			
		Luhya	1	1	0			
	Total		2	2	0			
9	Gender Affairs	Embu	1	1	0			
		Kalenjin	2	2	0			
		Kamba	2	2	0			
		Kisii	2	0	2			
		Luhya	4	2	2		2	2
		Maasai	2	2	0			
		Meru	2	0	2			
		Njemps	2	0	2			
		Pokomo	2	0	2			
		Taveta	2	0	2			
			21	9	12		2	2
		Total						
10	Health	Bajun	1	1	0			

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
		Basuba	1	0	1			
		Boran	1	1	0			
		Burji	1	1	0			
		Embu	3	1	2			
		Kalenjin	45	25	20			
		Kamba	29	17	12			
		Kenyan Arab	1	1	0			
		Kenyan Asian	2	0	2			
		Kenyan Somali	15	12	3			
		Kikuyu	81	51	30			
		Kisii	28	15	13			
		Kuria	3	0	3			
		Luhya	38	19	19			
		Luo	38	21	17			
		Maasai	5	2	3			
		Mbeere	1	1	0			
		Meru	18	9	9			
		Miji Kenda	9	9	0			
		Nubian	1	1	0			
		Pokomo	2	0	2			
		Samburu	1	0	1			
		Taita	2	2	0			
		Teso	1	1	0			
		Turkana	6	2	4			
		Total	333	192	141			
11	ICT and Innovation	Kalenjin	1	0	1			
	Total		1	0	1			

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
12	Industrialization	Meru	7	2	5			
13	Total Interior		7	2	5			
		Bajun	1	0	1			
		Basuba	1	1	0			
		Boran	10	6	4			
		Burji	1	0	1			
		Dorobo	2	1	1			
		Embu	10	2	8			
		Gabra	3	2	1			
		Kalenjin	102	28	74	1	1	2
		Kamba	59	24	35			
		Kenyan Arab	1	1	0			
		Kenyan Somali	58	8	50		1	1
		Kikuyu	98	53	45			
		Kisii	40	16	24	2	1	3
		Kuria	5	2	3			
		Luhya	58	18	40			
		Luo	76	24	52	1	2	3
		Maasai	24	4	20		1	1
		Mbeere	3	3	0			
		Meru	25	12	13			
		Miji Kenda	27	9	18			
		Njempis	1	1	0			
		Nubian	1	1	0			
		Pokomo	2	0	2			
		Rendille	12	2	10			

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
		Sakuye	1	0	1			
		Samburu	15	3	12			
		Swahili-Shirazi	1	0	1			
		Taita	12	7	5			
		Taveta	1	1	0			
		Teso	4	3	1			
		Tharaka	1	0	1			
		Turkana	15	3	12		1	1
	Total		670	235	435	4	7	11
14	Lands	Kalenjin	1	1	0			
		Kikuyu	1	1	0			
		Kisii	1	0	1			
		Luhya	1	0	1			
		Miji Kenda	1	1	0			
		Taita	1	0	1			
	Total		6	3	3			
15	Livestock Development	Kisii	1	0	1			
	Total		1	0	1			
16	National Treasury	Kalenjin	3	1	2			
		Kamba	5	1	4			
		Kikuyu	11	1	10			
		Kisii	2	0	2			
		Luhya	2	0	2			
		Luo	6	0	6			
		Meru	3	0	3			
		Samburu	1	0	1			
	Total		33	3	30			

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
17	Natural Resources	Basuba	2	0			2	
		Embu	1	1			0	
		Kalenjin	6	2			4	
		Kamba	3	2			1	
		Kikuyu	6	2			4	
		Kisii	3	0			3	
		Luhya	7	1			6	
		Luo	5	1			4	
		Meru	2	1			1	
	Total		35	10			25	
18	OAG and Department of Justice	Kisii	2	0			2	
	Total		2	0			2	
19	Office of the Deputy President	Kalenjin	16	4			12	
		Kamba	2	0			2	
		Kenyan Somali	2	0			2	
		Kikuyu	5	4			1	
		Kisii	2	1			1	
		Luhya	2	0			2	
		Luo	1	0			1	
		Maasai	2	1			1	
		Meru	2	2			0	
		Njemps	1	0			1	
		Swahili-Shirazi	1	1			0	
		Taita	1	0			1	
	Total		38	13			25	

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
20	Public Works	Kalenjin	1	0		1		
		Kamba	1	0		1		
		Kenyan Somali	1	0		1		
		Kikuyu	6	2		4		
		Kisii	2	0		2		
		Luhya	2	0		2		
		Luo	3	1		2		
		Meru	1	0		1		
		Pokomo	1	0		1		
		Taveta	1	1		0		
21	Shipping and Maritime	Teso	1	0		1		
		Tharaka	1	0		1		
		Total	21	4		17		
		Miji Kenda	1	0		1		
22	Special Programme and Development of ASALs	Kikuyu	1	0		1		
		Total	1	0		1		
23	State House	Kalenjin	3	0		3		
		Kamba	1	1		0		
		Kikuyu	10	4		6		
		Miji Kenda	1	1		0		
24	State House Total		15	6		9		
25	Toursim	Kamba	1	0		1		
		Kikuyu	2	2		0		

S/No	Ministry/ State De	Ethnicity	Total No. of Officers	Gender		PWD		Total No. of PWDs
				Female	Male	Female	Male	
		Luhya	1	1	0			
		Maasai	2	1	1			
	Total		6	4	2			
26	Water	Embu	1	1	0			
		Kalenjin	3	0	3			
		Kikuyu	2	2	0			
	Total		6	3	3			
27	Wildlife	Kenyan Arab	1	0	1			
	Total		1	0	1			
Grand Total			1,501	583	918	5	12	17

Appendix IV

Distribution of promotions in MDAs by levels, gender, marginalization and PWDs

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
1.	AG and Department of Justice	E-H	72	39	33	6	4	2
		J-M	80	48	32	15	9	6
		N-Q	4		4			
	Total		156	87	69	21	13	8
2.	Broadcasting and Telecommunication	E-H	9	4	5			
		J-M	3	1	2			
			12	5	7			
3.	Cabinet Affairs	E-H	13	4	9			
		J-M	17	7	10	3	1	2
		N-Q	1		1			
	Total		31	11	20	3	1	2
4.	Co-operatives	E-H	3	3				
		J-M	5	3	2	1		1
		N-Q	1	1				
	Total		9	7	2	1		1
5.	Correctional Services	R-T	1	1				
			1	1				
6.	Crop Development	E-H	33	8	25			
		J-M	22	11	11	4		4
			55	19	36	4		4
7.	Culture and Heritage	E-H	5	2	3	1	1	
		J-M	4	2	2	1		1
			9	4	5	2	1	1
8.	Defence	A-D	2		2	1		1

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
		E-H	84	35	49	6	1	5
		J-M	18	10	8	1		1
	Total		104	45	59	8	1	7
9.	Devolution	E-H	20	8	12	4	2	2
		J-M	8	4	4	1	1	
		N-Q	4	2	2			
	Total		32	14	18	5	3	2
10.	Early Learning and Basic Education	A-D	11	7	4	1	1	
		E-H	94	47	47	15	6	9
		J-M	7	5	2			
		N-Q	63	17	46	8	3	5
	Total		175	76	99	24	10	14
11.	East Africa Community & Regional Development	E-H	11	8	3	1	1	
		J-M	3	1	2	1		1
	Total		14	9	5	2	1	1
12.	Energy	E-H	35	9	26	6		6
		J-M	2		2			
	Total		37	9	28	6		6
13.	Environment and Forestry	E-H	13	8	5	1		1
		J-M	56	17	39	1	1	
		N-Q	18	2	16	2		2
	Total		87	27	60	4	1	3
14.	Fisheries	A-D	2	2				
		E-H	9	7	2	1	1	
		J-M	4	2	2			
		N-Q	1		1			
	Total		16	11	5	1	1	

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
15.	Foreign Affairs	E-H	9	1	8			
		J-M	76	52	24	11	6	5
		N-Q	30	20	10	7	5	2
		R-T	12	4	8	2		2
	Total		127	77	50	20	11	9
16.	Gender Affairs	E-H	5	3	2			
		J-M	4	3	1	1	1	
	Total		9	6	3	1	1	
17.	Health	J-M	12	4	8			
		N-Q	26	15	11	3	2	1
	Total		38	19	19	3	2	1
18.	Housing and Urban Development	A-D	1	1				
		E-H	38	20	18	2		2
		J-M	59	17	42	4		4
		N-Q	4	1	3			
		R-T	1		1			
	Total		103	39	64	6		6
19.	ICT and Innovation	E-H	4	3	1	1	1	
		J-M	3	3				
		R-T	1		1			
	Total		8	6	2	1	1	
20.	Immigration	A-D	1		1	1		1
		E-H	16	8	8	3	1	2
		J-M	5	1	4	2		2
	Total		22	9	13	6	1	5
21.	Industrialization	A-D	1		1			
		E-H	34	19	15			

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
		J-M	12	7	5	1	1	
	Total		47	26	21	1	1	
22.	Infrastructure	A-D	6	5	1	1	1	
		E-H	92	13	79	17	1	16
		J-M	49	17	32	11	2	9
		N-Q	1		1			
		R-T	3		3			
	Total		151	35	116	29	4	25
23.	Interior	A-D	2	1	1	1	1	
		E-H	2833	982	1851	725	172	553
		J-M	559	83	476	153	6	147
	Total		3394	1066	2328	879	179	700
24.	Irrigation	E-H	1	1				
		J-M	6	3	3	2	1	1
		N-Q	14	2	12			1
	Total		21	6	15	2	1	1
25.	Labour	A-D	1	1		1	1	
		E-H	25	8	17	3	1	2
		J-M	45	23	22	18	11	7
		N-Q	3		3			
		R-T	5	3	2			1
	Total		79	35	44	22	13	9
26.	Lands	A-D	2	2				
		E-H	68	29	39	8	3	5
		J-M	27	15	12	2	2	1
	Total		97	46	51	10	5	5
27.	Livestock Development	A-D	4	4				

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority			PWDs
				Female	Male	Total	Female	Male	
		E-H	66	32	34	4		4	
		J-M	15	4	11	1		1	
		N-Q	4		4	1		1	
		R-T	8	5	3				
	Total		97	45	52	6		6	
28.	Mining	A-D	1	1					
		E-H	20	4	16	2	1	1	
		J-M	81	16	65	10	2	8	1
	Total		102	21	81	12	3	9	1
29.	National Treasury	E-H	37	22	15	5	2	3	
		J-M	224	79	145	19	4	15	
		N-Q	55	8	47	3		3	
		U&above	1		1	1		1	
	Total		317	109	208	28	6	22	
30.	National Youth Service	R-T	4	1	3				
	Total		4	1	3				
31.	Office of the Deputy President	E-H	6	2	4	1		1	
		J-M	3	1	2				
	Total		9	3	6	1		1	
32.	Petroleum	E-H	10	5	5				
		J-M	3	1	2				
		N-Q	5	1	4				
	Total		18	7	11				
33.	Planning	E-H	4	2	2				
		J-M	14	11	3				
		N-Q	1	1					
	Total		19	14	5				

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
34.	Prisons Department	E-H	87	31	56	10	7	3
		J-M	29	9	20	2		2
		Total	116	40	76	12	7	5
35.	Public Service & Youth Affairs	E-H	22	18	4			
		J-M	13	4	9	2	1	1
		R-T	2	1	1			1
36.	Public Service Commission		37	23	14	2	1	1
		N-Q	1		1			
		R-T	2		2			
37.	Public Works		3		3			
		E-H	10	5	5			
		J-M	51	11	40	9		9
38.	Shipping and Maritime	N-Q	2		2			2
		R-T	1	1				
		Total	64	17	47	9		9
39.	Social Protection	E-H	3	2	1			
		J-M	3	1	2			
		Total	6	3	3			
40.	Special Programme and Development of ASALs	E-H	26	8	18	3		3
		J-M	1		1			
		Total	27	8	19	3		3
41.	State House	A-D	1	1		1	1	
		E-H	3	1	2	1		1
		J-M	8	7	1	3	3	
			12	9	3	5	4	1
		A-D	1		1			
		E-H	58	27	31	10	3	7

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
		J-M	6	4	2	1	1	
	Total		65	31	34	11	4	7
42.	Tourism	E-H	1		1			
		J-M	5	4	1			
		N-Q	3	3				
		R-T	1	1				1
	Total		10	8	2			1
43.	Trade	J-M	7	2	5	2	1	1
		N-Q	28	7	21			1
	Total		35	9	26	2	1	1
44.	Transport	A-D	5	3	2	1	1	
		E-H	1		1			
		J-M	6	4	2			
		N-Q	2	1	1			
		R-T	1		1			
	Total		15	8	7	1	1	
45.	University Education	E-H	12	4	8			
		J-M	4	1	3	2	1	1
	Total		16	5	11	2	1	1
46.	Vocational and Technical Training	E-H	3		3			
		J-M	2	1	1	1		1
		N-Q	42	15	27	1	1	2
		R-T	4		4			1
	Total		51	16	35	2	1	3
47.	Water	E-H	3	1	2			
		J-M	8	5	3	3	1	2
		N-Q	2		2	1		1

S/No	Ministry/State Department	JG-Levels	Total No. of Officers	Gender		Marginalized & Minority		PWDs
				Female	Male	Total	Female	Male
		R-T	2		2			
	Total		15	6	9	4	1	3
48.	Water and Irrigation	R-T	1	1				
	Total		1	1				
49.	Wildlife	E-H	3		3			
		J-M	2	1	1	2	1	1
	Total		5	1	4	2	1	1
	Grand Total		5,878	2,080	3,798	1,163	282	881
								28

Appendix V

Distribution of exits in MDAs by nature of exit

S/No	MDAs	50 year Rule	Age grounds	Death	Dismissal	Expiry of Contract	Marriage ground	Medical grounds	Resignation	Retired under 12 - 20 Year Rule	Termination of Service	Transfer of Service	Voluntary	Grand Total
1.	AG and Department of Justice	2	29	0	0	0	1	0	0	0	0	0	0	32
2.	Broadcasting and Telecommunication	1	12	0	0	0	0	0	0	0	0	0	0	13
3.	Cabinet Affairs	0	9	0	0	0	0	0	1	0	0	0	0	10
4.	Cooperatives	4	13	0	0	1	0	0	0	0	0	0	0	18
5.	Crop Development	38	577	21	0	0	1	4	0	0	0	0	0	641
6.	Culture and Heritage	0	23	0	0	0	0	0	0	0	0	0	0	23
7.	Defence	3	101	9	0	0	0	0	0	0	0	0	0	113
8.	Devolution	0	2	0	0	0	0	0	1	0	0	0	0	3
9.	Early Learning and Basic Education	0	490	0	0	0	0	0	0	0	0	0	0	490
10.	East Africa Community & Regional Development	2	6	0	0	0	0	0	0	0	0	0	0	8
11.	Energy	0	10	0	0	0	0	0	0	0	0	0	0	10
12.	Environment	0	12	1	0	0	0	0	0	0	0	0	0	13
13.	Fisheries	1	5	0	0	0	0	0	0	0	0	0	0	6
14.	Foreign Affairs	2	26	1	0	0	0	0	0	0	0	0	0	29
15.	Gender	0	2	0	0	0	0	0	1	0	0	0	0	3

S/No	MDAs	50 year Rule	Age grounds	Death	Dismissal	Expiry of Contract	Marriage ground	Medical grounds	Resignation	Retired under 12 - 20 Year Rule	Termination of Service	Transfer of Service	Voluntary	Grand Total
16.	Health	0	13	0	31	43	0	0	17	0	0	0	0	104
17.	Housing and Urban Development	1	8	4	0	0	0	0	0	0	0	0	0	13
18.	ICT and Innovation	0	10	0	0	5	0	1	0	0	0	0	0	16
19.	Immigration	2	268	6	0	0	0	0	0	0	0	0	0	276
20.	Industrialization	0	19	0	0	0	0	0	1	0	0	0	3	23
21.	Infrastructure	0	102	0	0	0	0	0	0	0	0	0	0	102
22.	Interior	18	479	17	0	0	0	0	0	0	0	0	0	514
23.	Irrigation	0	4	0	0	0	0	0	0	0	0	0	0	4
24.	Labour	0	45	0	0	0	0	0	0	0	0	0	0	45
25.	Livestock Development	0	455	1	0	0	0	0	0	0	0	0	0	456
26.	Mining	0	14	2	0	0	0	0	0	0	0	0	0	16
27.	National Treasury	4	143	6	0	0	0	0	0	0	0	0	0	153
28.	Office of the Deputy President	0	4	0	0	0	0	0	0	0	0	0	0	4
29.	Petroleum	0	6	0	0	0	0	0	0	0	0	0	0	6
30.	Planning	0	12	1	0	0	0	0	0	0	0	0	0	13
31.	Prisons Department	104	211	0	73	0	0	0	12	6	2	1	0	409
32.	Public Service & Youth Affairs	0	38	0	0	0	0	0	0	0	0	0	0	38
33.	Public Works	0	103	5	0	0	0	0	0	0	0	0	0	108
34.	Shipping and Maritime	0	1	0	0	0	0	0	0	0	0	0	0	1

S/No	MDAs	50 year Rule	Age grounds	Death	Dismissal	Expiry of Contract	Marriage ground	Medical grounds	Resignation	Retired under 12 - 20 Year Rule	Termination of Service	Transfer of Service	Voluntary	Grand Total
35.	Social Protection	3	37	3	1	0	0	0	6	0	0	0	0	50
36.	Special Programmers	0	10	0	0	0	0	0	0	0	0	0	0	10
37.	State House	0	9	0	1	0	0	0	2	0	0	0	0	12
38.	Tourism	4	15	1	0	0	0	0	0	0	0	0	0	20
39.	Trade	0	18	0	0	0	0	0	0	0	0	0	0	18
40.	Transport	0	6	0	0	0	0	0	0	0	0	0	0	6
41.	University Education	0	14	0	0	0	0	0	0	0	0	0	0	14
42.	Vocational and Technical Training	0	7	0	0	0	0	0	0	0	0	0	0	7
43.	Water	2	51	1	0	0	0	0	1	0	0	0	0	55
44.	Wildlife	0	3	0	0	0	0	0	0	0	0	0	0	3
	Total	191	3422	79	106	49	2	5	42	6	2	1	3	3908

Appendix VI

Distribution of interns by Ethnicity and Gender

S/No	Ethnic Name	Female	Male	Total
1	Bajun	4	2	6
2	Boran	7	9	16
3	Burji		1	1
4	Embu	21	23	44
5	Gabra	3	8	11
6	Kalenjin	218	376	594
7	Kamba	119	104	223
8	Kenya Asian	10	7	17
9	Kenyan Arab	18	4	22
10	Kenyan Asian	11	11	22
11	Kenyan Somali	54	111	165
12	Kikuyu	391	371	762
13	Kisii	100	134	234
14	Kuria	2	5	7
15	Luhya	177	195	372
16	Luhya	4	6	10
17	Luo	125	210	335
18	Maasai	23	33	56
19	Mbeere	2	3	5
20	Meru	67	75	142
21	Miji Kenda	23	17	40
22	Mukiga		1	1
23	Njemps		1	1
24	Nubian	1	1	2
25	Orma	1		1

S/No	Ethnic Name	Female	Male	Total
26	Pokomo	1		1
27	Rendille	4	5	9
28	Rwandese	1		1
29	Sakuye		2	2
30	Samburu	5	10	15
31	Suba		1	1
32	Sudanese		3	3
33	Swahili-Shirazi	5	2	7
34	Taita	20	9	29
35	Teso	7	10	17
36	Tharaka	3	6	9
37	Turkana	5	5	10
	Total	1,432	1,761	3,193

Appendix VII

Distribution of Industrial Attachees by gender and ethnicity

S/No	Ethnic Group	Female	Male	Total
1.	Bajun		2	2
2.	Basuba	6	7	13
3.	Burji	1		1
4.	Embu	29	20	49
5.	Kalenjin	166	201	367
6.	Kamba	254	279	533
7.	Kenya Arab		1	1
8.	Kenyan Somali	23	37	60
9.	Kikuyu	820	700	1520
10.	Kisii	180	200	380
11.	Kuria	5	8	13
12.	Luhya	242	293	535
13.	Luo	285	366	651
14.	Maasai	29	51	80
15.	Mbeere	3	1	4
16.	Meru	79	108	187
17.	Miji Kenda	16	34	50
18.	Njemps		2	2
19.	Nubian	2	1	3
20.	Pokomo	3	2	5
21.	Samburu	4	2	6
22.	Somali	1		1
23.	Swahili-Shirazi	3	8	11
24.	Taita	16	25	41
25.	Teso	4	7	11
26.	Turkana	4	9	13

27.	Other nationalities	3	8	11
28.	Not Provided	1	27	28
	Total	2,179	2,399	4,578

Appendix VIII

Distribution of Long Courses in MDAs by Ethnicity and Job Levels

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels			
					Female	Male	E-H	J-M	N-Q	R-T
	AG and Department of Justice	Kalenjin	Diploma in Archives and Records Management	1		1	1			
			Master of Law	1	1			1		
			Master of International Relations and Diplomacy	1	1			1		
		Kikuyu	Diploma in Human Resource Management	1	1		1			
		Luhya	Diploma in Archives and Records Management	1	1		1			
			Higher Diploma in Secretarial Management	1	1		1			
			Higher Diploma in secretarial studies	1	1			1		
			Master of Law	1	1				1	
		Maasai								
		Teso	Diploma in Business Administration	1	1		1			
	Broadcasting and Telecommunication	Kamba	Diploma in Archives and Records Management	1		1	1			
		kikuyu	Master of Business Administration	1	1				1	
			Master of Journalism & Media Studies	1	1			1		
		Luo	Diploma in Front Office Operations and Administration	1		1		1		
			CPA	1		1		1		
		Taita								

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
	Cabinet Affairs	Kikuyu	Master of Project Planning	1		1			1		
		Maasai	Master of Art Peace and Conflict Management	1	1				1		
		Meru	Master of Science in HRM	1	1				1		
	Correctional Services	Kikuyu	Diploma in Human Resource Management	1		1			1		
		Luhya	Diploma in Human Resource Management	1		1	1				
		Luo	Diploma in Human Resource Management	1	1		1				
	Defence	kikuyu	Certificate in Plumbing	1		1	1				
			Diploma in information Science	1	1		1				
			Higher Diploma in Secretarial Management	1	1			1			
	Early Learning and Basic Education	Miji Kenda	Diploma in Counselling Psychology	1	1				1		
		Kikuyu	Diploma in Information Studies & Records Management	1	1			1			
		Luo	Certificate of Public Accountant at Vision Institute of Professionals	1	1						
	Environment and Forestry	Kamba	Bachelor of Engineering Technology	1		1	1				
		kikuyu	Advanced Met. Technology	1		1				1	
		Kisii	Certificate in Instructor Training	1	1				1		
		Luhya	Master of Science in Metrology	1		1			1		

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels			
					Female	Male	E-H	J-M	N-Q	R-T
	Fisheries	kikuyu	Diploma in Business Management	1	1		1			
	Foreign Affairs	Kalenjin	Post Graduate Diploma in Migration Studies	1		1		1		
		Kikuyu	Bachelor of Arts in Mass media and Communication	1		1		1		
		Miji Kenda	Post Graduate Diploma in Migration Studies	1		1		1		
	Gender	Embu	Master in Gender Development	1		1		1		
		Kamba	Master in Gender Development	1	1			1		
		Kisii	Master in Gender Development	1			1			1
		Luo	Master of Science in Finance	1			1			1
		Embu	Bachelor of Pharmacy	1			1		1	
	Health		Master in Public Health	1			1		1	
			Master of Science in Pharmacoepidemiology & pharmacovigilance	1			1		1	
		Embu	Master of Medicine in Internal Medicine	1				1		
			Master of medicine in Radiology and Imaging	1		1			1	
			Master of Medicine in Urology	1			1			
	Kalenjin		Master in Public Health	1	1				1	
			Master of Medicine and Surgery	1			1		1	

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Master of Medicine in Anesthesiology	1	1				1		
			Master of Medicine in Child Health and Pediatrics	1			1		1		
			Master of Medicine in Diagnostic Radiology	1			1		1		
			Master of Medicine in Obstetrics &Gynecology	1			1		1		
			Master of Medicine in Orthopedic Surgery	2			2		2		
			Master of Medicine in Pediatrics and Child Health	2	1		1		2		
			Master of Medicine in Pediatric Surgery	1	1				1		
			Master of Radiation Oncology	1			1		1		
			Master of Science in Thoracic & Cardiovascular Surgery	1			1		1		
		Kamba	Master of Medicine in Internal Medicine	1	1				1		
			Master of Medicine in Pediatrics & Child Health	3			3		3		
			Master of Science in General Surgery	1	1				1		
		Kenyan Asian	Master of Medicine in Internal Medicine	1			1		1		
			Master of Medicine in Obstetrics &Gynecology	2			2		2		
		Kikuyu	Master in Ethics and Law	2	1		1		2		

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Master of Medicine and Surgery	2	1	1			2		
			Master of Medicine in Anesthesiology	1		1		1			
			Master of Medicine in Internal Medicine	1		1		1			
			Master of Medicine in Neuro Surgery	1	1			1			
			Master of Medicine in Obstetrics &Gynecology	1	1			1			
			Master of Medicine in Orthopedic Surgery	1		1		1			
			Master of Medicine in Pediatric Surgery	1	1				1		
			Master of Medicine in Plastic Reconstructive & Aesthetic Surgery	1			1		1		
			Master of Medicine in Psychiatry	2	2				1	1	
			Master of Medicine in Urology	1	1				1		
			Master of Radiation Oncology	1			1		1		
			Master of Science in General Surgery	1	1				1		
			Master of Science in Medicine & Psychiatry	1			1		1		
			Bachelor of Pharmacy	1			1		1		
		Bachelors of Medicine and Surgery	1	1		1			1		
		Kisii									

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Male	Job Levels			
					Female			E-H	J-M	N-Q	R-T
			Master of Medicine & Surgery	1			1		1		
			Master of Medicine in Internal Medicine	5	2		3		4	1	
			Master of Medicine in Obstetrics & Gynecology	3	2		1		3		
			Master of Medicine in Orthopedic Surgery	1			1		1		
			Master of Medicine in Plastic Reconstructive & Aesthetic Surgery	1			1		1		
			Master of Science in Child Health Pediatrics	1	1				1		
			Master of Science in Health Economics and Policy	1			1			1	
			Master of Science in Pharmacoepidemiology & pharmacovigilance	1	1				1		
			Master of Science in Pharmacology Toxicology	1			1		1		
		Luhya	Master of Medicine in Human Pathology	1	1				1		
			Master of Medicine in Internal Medicine	2	2				2		
			Master of Pharmacy, Industrial Pharmacy	1			1		1		
			Master of Science in Pharmacoepidemiology & pharmacovigilance	1	1				1		

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
		Luo	Master of Medicine in Obstetrics &Gynecology	1		1			1		
			Master of Medicine in Orthopedic Surgery	1		1			1		
		Meru	Master of Medicine in Obstetrics &Gynecology	1		1			1		
			Master of Science in Pharmacoepidemiology & pharmacovigilance	1		1			1		
		Miji Kenda	Master of Medicine & Surgery	1		1			1		
			Master of Medicine in Anesthesiology	1		1			1		
			Master of Medicine in Diagnostic Radiology	1	1				1		
		Taveta	Bachelors of Medicine and Surgery	1		1			1		
			Master of Medicine in Urology	1	1				1		
	Housing and Urban Development	Kalenjin	Higher Diploma in Human Resource Management	1		1			1		
		Meru	Higher Diploma in Human Resource Management	1	1				1		
	ICT and Innovation	Basuba	Master in Business Administration	1	1				1		
		Kamba	Diploma in Purchasing & Supply Chain Management	1	1			1			
			Master in Business Administration	1		1			1		
		kikuyu	Instructors Training	1	1						1

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Course								
			Master in Business Administration	1	1				1		
			Master in Communication Studies	1	1					1	
			Master in Information	1	1				1		
		Luhya	ACCA Part I & II	1	1		1		1		
	Lands	Luo	Master of Science in Geography	1	1					1	
	Livestock Development	Kamba	PhD in Developmental Biology	1	1				1		
		kikuyu	PhD in Agricultural Economics	1			1				
		Kisii	PhD in Entomology	1	1				1		
		Luhya	Master of Agricultural Livestock Value Chains	1	1				1		
	Mining	Luo	Higher Diploma in Human Resource Management	1	1						1
	National Treasury	Kamba	Certified Fraud Examiner	1	1				1		
		kikuyu	Certified Fraud Examiner	1			1				
			CPA	1	1				1		
			Master in Business Administration	1			1				
		Kisii	Certified Fraud Examiner	1			1	1			
		Luhya	Certified Government auditing professional	1			1		1		
		Luo	Certified information system auditor	1			1		1		

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels			
					Female	Male	E-H	J-M	N-Q	R-T
		Meru	Diploma in information studies	1	1		1			
	Office of the Deputy President	Kamba	Higher Diploma in Human Resource Management	1		1	1			
			Higher Diploma in Supplies Management	1	1		1			
		Kikuyu	Diploma in Communication	1		1	1			
		Kisii	Diploma in Management (Archives & Records)	1	1		1			
		Kuria	Diploma in TV/Radio Production	1		1	1			
		Luhya	CPA	1	1		1			
		Meru	Diploma in ICT	1	1			1		
		Taita	Postgraduate Diploma in Human Resource Management	1	1			1		
	Petroleum	Kamba	Higher Diploma in Human Resource Management	1	1		1			
			Higher Diploma in secretarial studies	1	1		1			
		Luhya	Higher Diploma in Human Resource Management	1	1		1			
	Planning	Maasai	M.A. Economics	1		1		1		
		Miji Kenda	Master of Science in Information Knowledge Management	1	1		1			
	Prisons Department	Borana	Higher Diploma in Human Resource Management	1		1	1			

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels					
					Female	Male	E-H	J-M	N-Q	R-T		
		Embu	Master of Science in distributed computing technology (DCT)	1		1		1				
		Gabra	Certificate Course in electrical & electronic installation	1		1	1					
		Kalenjin	BA Education	1		1	1					
			BA in Theology	1		1	1					
			Bachelor of education	1		1	1					
			Bachelors Degree in Nursing	1	1		1					
			Bachelor's Degree in technology In Nutrition and Dietetics	1		1	1					
			Degree in criminology and security management	2		2	2					
			Diploma in Fashion design	1	1		1					
			Diploma in general Agriculture	1		1	1					
			Diploma in public Relations	1	1		1					
			Master in Gender and Development	1	1		1					
			Master in Humanitarian Assistance	1		1		1				
		Kamba	Bachelors in Adult Education And community development	1		1	1					
			Bachelor of Security Management and Police Studies	1	1		1					

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels			
					Female	Male	E-H	J-M	N-Q	R-T
			BSc Electrical and electronics engineering	1		1	1			
			Degree in community development	1		1	1			
			Diploma in Business Information Technology	1		1	1			
			Diploma in Forensic Psychology and Criminology	1		1	1			
			Diploma in security management and police studies	2	2		2			
			Master of Medicine in Psychiatry	1	1			1		
			PhD in Information Systems	1		1		1		
		Kenyan Somali	Master in Counseling psychology	1		1	1			
		kikuyu	Advanced ICT Management Course	1		1	1			
			Bachelor in Criminology and Security Management	1	1		1			
			Bachelor of business Administration with IT	1		1	1			
			Bachelor's in clinical medicine	1	1		1			
			Bachelor of Education in early childhood development	1	1		1			
			BSc in IT	1	1		1			
			Certificate in Theology	1	1		1			

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Degree in criminology and security management	1		1	1				
			Diploma in civil engineering	1		1	1				
			Diploma in clinical medicine, surgery and community development	1	1				1		
			Diploma in Counselling Psychology	1	1		1				
			Diploma in Human Resource Management	1	1		1				
			Diploma in information Science	1	1		1				
			Diploma in Law	1	1		1				
			MA in Counselling Psychology	1	1		1				
			Master in Business Administration	1	1		1				
			Master of education (Guidance and Counseling)	1		1			1		
		Kisii	Bachelor in Criminology and Security Management	1		1	1				
			Bachelor of science in human resource management	1		1	1				
			Bachelor of Theology	1		1	1				
			CPA	1		1	1				
			Diploma in Theology	1		1	1				
			Diploma in Bible Theology	1		1	1				

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Diploma in Electrical Engineering	1			1				
			MA in Counselling Psychology	1			1	1			
			Master in Counseling Psychology	1			1		1		
			Master in Human Resource Management	1			1	1			
			PhD in Business Administration and Management	1			1		1		
		Luhya	BA criminology	1			1	1			
			BA in counseling psychology	1		1		1			
			Bachelor of Business Administration.	1			1	1			
		Luo	BA Education	1		1		1			
			Bachelor of Business Management	1			1	1			
			Bachelors in Supplies and Procurement	1		1		1			
			BSc. Education	1			1	1			
			CPA	1			1	1			
			Diploma In Electrical and Electronic Engineering	1			1		1		
			Diploma in legal studies	1			1		1		
			Diploma in project management	1			1	1			

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Diploma in security management and police studies	1	1		1				
			Diploma in Software engineering	1		1	1				
			Instructors Training Course	1		1	1				
			Master in Logistics and Supply Chain Management	1		1	1				
		Maasai	Bachelor of education (special needs education)	1	1			1			
			Degree in Business Management	1		1	1				
		Meru	Bachelor Of Business Administration	1		1	1				
			Bachelor of education	1	1		1				
			Certificate in Theology	1	1		1				
			Diploma in Biblical and Leadership studies	1	1			1			
			Diploma in catechetical studies	1		1	1				
			Diploma in clinical medicine, surgery and community development	2		2	2				
			Diploma in project management	1	1		1				
			Diploma in Psychological counseling	1	1		1				
			Master in Diplomacy and International security Studies	1	1			1			

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
		Miji Kenda	Diploma in Psychological counseling	1	1		1				
		Ndorobo	Bachelor of Business Management	1	1		1				
		Pokomo	Ba in Development studies	1		1	1				
		Turkana	Bachelor of Commerce	1		1	1				
			Certificate in Community Health Nursing	1	1		1				
			Higher Diploma in Human Resource Management	1	1			1			
	Public Service & Youth Affairs	Kamba	Higher Diploma in Human Resource Management	1		1	1				
		kikuyu	Diploma in Business Management	1		1	1				
			Diploma in public Relations	1	1		1				
			Master in Counselling Psychology	1		1			1		
	Luhya	Master in Sociology and Community Development	1		1				1		
		Certified Human Resource Professionals (CHRP)	1	1		1					
	Luo	Diploma in Management (Archives & Records)	1	1		1					
	Kamba	Certified Human Resource Professionals (CHRP)	1		1		1				
		Master in Business Administration	1		1		1				
		kikuyu	CPA	1		1	1				

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Master in Business Administration	2	1	1			2		
		Kisii	Diploma Course in Management	1		1	1				
		Luo	CPA	1	1				1		
		Maasai	CPA	1		1			1		
	Shipping and Maritime	Kikuyu	Certified Human Resource Professionals (CHRP) Course	1	1				1		
	Social Protection	Kalenjin	Certified Human Resource Professionals (CHRP) Course	1	1						
			Diploma in Food and Beverage Management	1	1		1				
			Master of Business Adm Project Planning	1		1		1			
		Kamba	Bachelor of Business Management	1		1	1				
			Master's in business administration	1		1			1		
			Master of Arts in Development studies	1	1					1	
			Master of Science in Development Finance	1		1			1		
		Kikuyu	Bachelor of Arts in Community Development	1	1				1		
			Degree in Social work	1	1				1		
			PhD in Development studies	1	1				1		
		Kisii	Bachelor of Arts in Counselling Psychology	1	1		1				

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
			Diploma Course in Management	1	1			1			
			MA Project Planning & Management	1	1				1		
		Luo	Bachelor of Arts in Community Development	1			1	1			
			Diploma in Database Administration	1			1	1			
			Diploma in Special Needs Education	1	1				1		
			Master of Project Planning and Management	1	1					1	
			Master in Institutional Catering and Accommodation Management	1	1			1			
			Master of project planning	1	1					1	
			Professional Diploma in Procurement and supply chain Management	1			1		1		
	Special Programmes & Development of ASAL	Kuria	Higher Diploma in Human Resource Management	1			1		1		
		Luhya	Higher Dip. in Secretarial Management	1	1				1		
		Meru	Higher Diploma in Accounting Analysis	1	1				1		
			Master of Science in Procurement and Logistics	1	1				1		
	State House	kikuyu	Diploma in Environmental Management	1	1			1			

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels			
					Female	Male	E-H	J-M	N-Q	R-T
			Diploma in Hotel and Catering Management	1		1	1			
			Master's in business administration	1		1		1		
		Kisii	Certificate in catering & accommodation	1	1		1			
		Luhya	Diploma in hospitality and Tourism Management.	1		1		1		
		Mbeere	Higher Diploma in Human Resource Management	1		1	1			
		Meru	Diploma in Hotel and Catering Management	1		1	1			
			Diploma in public Relations	1	1		1			
		Pokomo	Certificate in Food and Beverage Production Sales and Service	1		1	1			
			Certified Human Resource Professionals (CHRP)	1		1		1		
			PhD in Business Administration and Management	1		1			1	
	University Education	Kalenjin	Certified Human Resource Professionals (CHRP) Course	1	1			1		
		kikuyu	Certified Human Resource Professionals (CHRP) Course	1	1		1			

S/No	Ministry/ State Department	Ethnicity	Name of the course	Total No. of Officers	Gender		Job Levels				
					Female	Male	E-H	J-M	N-Q	R-T	
		Luhya	PHD In Education	1	1						1
		Miji Kenda	Certificate in Library and Records	1		1	1				
	Vocational and Technical Training	Kisii	Diploma in Human Resource	1		1	1				
		Taita	Master's in Education	1		1		1			
		kikuyu	Master of Science in Geology	1		1		1			
		Maasai	Master of Business Management	1		1			1		
	Grand Total			296	137	159	120	155	20		1

Appendix IX

Distribution of Short Courses in MDAs by Ethnicity, Gender and Job Level

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level								Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f	
AG and Department of Justice	Kalenjin	6	4	2				5	1				6	
	Kamba	6	2	4			1	2	3				6	
	Kikuyu	35	20	15			2	21	10	2			35	
	Kisii	6	2	4			1	1	4				6	
	Luhya	12	9	3			3	6	2	1			12	
	Luo	8	6	2				4	3	1			8	
	Meru	4	3	1	1		1	1	1			4		
	Miji Kenda	1		1				1					1	
	Pokomo	1		1				1					1	
	Swahili- Shirazi	1	1							1			1	
	Teso	1	1					1					1	
Total		81	48	33	1	8	43	25	4			81		
Broadcasting and Telecommunication	Kalenjin	1	1					1					1	
	Kikuyu	13	10	3				10	2	1			13	
	Kisii	1		1			1						1	
	Luo	1	1				1						1	
	Meru	1	1					1					1	
	Taita	1		1				1					1	
Total		18	13	5		1	14	2	1			18		
Cabinet Affairs	Kalenjin	4	3	1			2	2					4	
	Kamba	6	5	1			2	4					6	
	Kikuyu	20	10	10			3	15	2				20	
	Kisii	2	1	1				2					2	
	Luhya	4	2	2			1	3					4	
	Luo	8	4	4			1	6		1			8	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
	Maasai	3	2	1			1	2				3	
	Meru	3	3				1	2				3	
	Miji Kenda	2		2				2				2	
	Total	52	30	22			11	38	2	1		52	
Cooperatives	Kikuyu	2	2					2				2	
	Kisii	1	1					1				1	
Total		3	3					3				3	
Correctional Services	Kalenjin	2	2				1	1				2	
	Kamba	2	1	1			1	1				2	
	Kikuyu	6	6				5	1				6	
	Kisii	1	1				1					1	
	Luhya	4	2	2				1	3			4	
	Luo	2	1	1				2				2	
	Taita	1	1					1				1	
	Total	18	14	4			8	7	3			18	
Defence	Embu	1		1			1					1	
	Kamba	3	2	1			1	2				3	
	Kikuyu	8	4	4	1		2	4	1			7	1
	Kisii	2	1	1			1	1				2	
	Luhya	4	2	2			1	1	1	1		4	
	Luo	3	3					3				3	
	Meru	1		1			1					1	
	Total	22	12	10	1		7	11	2	1		21	1
Devolution	Kalenjin	4	4					4				4	
	Kamba	2		2				2				2	
	Kikuyu	10	4	6		1	7	2				10	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Total	Kisii	6	6			1	3	1	1			6	
	Luhya	4	4					4				4	
	Luo	6		6				5	1			6	
Early Learning and Basic Education	Total	32	18	14		2	10	18	2			32	
	Gabra	1		1				1					1
	Kalenjin	4	2	2				4				1	3
	Kamba	4	3	1			1	3				1	3
	Kenyan												
	Somali	3	1	2				3					3
	Kikuyu	10	5	5				6	3	1		5	5
	Kisii	2		2				1	1				2
	Luhya	1	1					1					1
	Luo	3	1	2				1	2				3
	Maasai	1	1					1					1
	Miji Kenda	2	2					2					2
	Other Kenyan	1		1				1					1
	Turkana	1	1					1				1	
East Africa Community and Regional Development	Total	33	17	16			1	25	6	1		8	25
	Kalenjin	2	2						2			2	
	Kamba	1	1					1				1	
	Kikuyu	4	4					3	1			4	
	Kisii	2	1	1				1	1			2	
	Luhya	2	2						2			2	
	Luo	1	1						1			1	
	Miji Kenda	1		1								1	
	Total	13	11	2				6	7			13	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Energy	Kikuyu	1		1					1			1	
	Luhya	1		1				1				1	
Total		2		2				1	1			2	
Environment and Forestry	Kalenjin	4		4				4				4	
	Kamba	3	1	2				3				2	1
	Kikuyu	7	2	5				5	2			6	1
	Kisii	2		2				1	1			1	1
	Luhya	3	2	1				1	2			2	1
	Luo	6	3	3			1	3	1	1		5	1
Total		25	8	17			1	17	6	1		20	5
Fisheries	Kalenjin	1	1						1			1	
	Kamba	1		1				1				1	
	Kikuyu	12	5	7			2	5	4	1		12	
	Kisii	3	1	2			1	1	1			3	
	Luhya	4	3	1			1	1	2			4	
	Luo	2	1	1			1		1			2	
	Meru	2		2				1			1	2	
	Miji Kenda	1		1					1			1	
Total		26	11	15			5	9	10	1	1	26	
Foreign Affairs	Kalenjin	2		2					2			2	
	Kamba	1		1					1			1	
	Kikuyu	1		1						1		1	
	Kisii	1	1					1					1
	Luhya	1	1						1				1
	Luo	1	1					1				1	
	Miji Kenda	1		1				1				1	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Total	Other Kenyan	1	1					1					1
	Taita	1	1						1			1	
Gender		10	5	5				4	5	1		7	3
	Borana	1	1						1			1	
	Burji	1	1					1				1	
	Embu	1		1				1				1	
	Kalenjin	3	2	1				2	1			3	
	Kamba	4	2	2			3		1			4	
	Kikuyu	13	7	6			5	7	1			13	
	Kisii	6	4	2			2	1	2	1		6	
	Luhya	10	3	7	1		1	5	3			10	
	Luo	6	3	3				3	3			6	
	Maasai	1		1				1				1	
	Meru	4	4					3	1			4	
	Mijji Kenda	1	1					1				1	
		51	28	23	1		11	25	13	1		51	
Housing and Urban Development	Borana	1	1					1				1	
	Kalenjin	1		1				1				1	
	Kamba	4	4				2	2				4	
	Kikuyu	1		1					1			1	
	Kisii	4	1	3				1	1	2		4	
	Luhya	1		1					1			1	
	Luo	3	3				2	1				3	
	Taita	1	1					1				1	
	Teso	1	1							1		1	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Total		17	11	6			4	7	3	3		17	
ICT and Innovation	Kamba	1	1					1				1	
	Kikuyu	6	3	3				5	1			6	
	Luhya	1		1				1				1	
Total		8	4	4				7	1			8	
Immigration	Kamba	1	1						1			1	
	Kikuyu	2		2			1	1				2	
	Kisii	1	1					1				1	
	Luhya	1	1				1					1	
	Luo	2	1	1				1	1			2	
	Taita	1	1					1				1	
Total		8	5	3			2	4	2			8	
Infrastructure	Embu	1	1					1				1	
	Kalenjin	8	5	3				7	1			8	
	Kamba	15	5	10				14	1			15	
	Kikuyu	30	22	8			1	28	1			30	
	Kisii	17	2	15	1			16				17	
	Luhya	8	3	5				8				8	
	Luo	11	5	6			1	10				11	
	Total	90	43	47	1		2	84	3			90	
Irrigation	Kalenjin	1	1					1				1	
	Kamba	1		1					1			1	
	Kikuyu	3	2	1				2	1			3	
Total		5	3	2				3	2			5	
Livestock Development	Kalenjin	4	1	3			1	2	1			4	
	Kamba	10	4	6			2	6	2			10	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
	Kenyan Somali	1		1				1				1	
	Kikuyu	17	8	9			6	9	2			17	
	Kisii	2	1	1				2				2	
	Luhya	5	4	1			1	4				5	
	Luo	10	3	7			2	5	3			10	
	Mbeere	1		1					1			1	
	Meru	3	2	1			2	1				3	
	Taita	1	1				1					1	
	Total	54	24	30			15	30	9			54	
	Mining	16	3	13			5	7	4			16	
	Kamba	7	1	6				6	1			7	
	Kikuyu	32	19	13			7	22	3			32	
	Kisii	19	7	12			3	12	4			19	
	Luhya	12	7	5			3	9				12	
	Luo	11	2	9			2	8	1			11	
	Meru	1	1				1					1	
	Samburu	2	2				2					2	
	Taita	1		1				1				1	
	Total	101	42	59			23	65	13			101	
	National Treasury	1	1					1				1	
	Kalenjin	13	2	11			3	9	1			13	
	Kamba	16	8	8			4	11	1			16	
	Kenyan Somali	1		1				1				1	
	Kikuyu	59	31	28			13	32	12	2		59	
	Kisii	14	6	8			1	4	8	1		14	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
	Luhya	22	9	13			4	12	4	2		22	
	Luo	17	4	13			3	4	10			17	
	Meru	10	7	3			2	7	1			10	
	Miji Kenda	5	1	4				4	1			5	
	Samburu	1	1				1					1	
	Taita	2	1	1				2				2	
	Teso	5	2	3			2	2	1			5	
Total		166	73	93			33	89	39	5		166	
Office of the Deputy President	Kalenjin	2	2						1	1		2	
	Kamba	2	1	1				2				2	
	Kikuyu	5	2	3			1	3		1		5	
	Luhya	3	1	2				3				3	
	Luo	1		1			1					1	
	Taita	1		1				1				1	
	Total	14	6	8			2	9	1	2		14	
Petroleum	Embu	2	2					2				2	
	Kalenjin	8	3	5			2		6			8	
	Kamba	14	6	8			4	6	4			14	
	Kikuyu	32	17	15			7	12	11	2		32	
	Kisii	6	4	2			1	4	1			6	
	Luhya	11	5	6			1	2	8			11	
	Luo	7	3	4				4	3			7	
	Maasai	1	1					1				1	
	Meru	1	1					1				1	
	Miji Kenda	1	1					1				1	
	Teso	1	1					1				1	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Total		84	44	40			15	34	33	2		84	
Planning	Bajun	1	1					1				1	
	Kamba	3	2	1			2	1				3	
	Kikuyu	11	7	4			4	5	2			11	
	Kisii	2	1	1			1	1				2	
	Luhya	3	3				1	2				3	
	Luo	3	1	2			1	1	1			3	
	Maasai	1		1				1				1	
	Meru	3	3				1	1	1			3	
	Taita	1		1						1		1	
Total		28	18	10			10	13	4	1		28	
Prisons Department	Kalenjin	1		1			1					1	
	Kamba	1		1				1				1	
	Kikuyu	1		1			1						1
	Taita	1		1				1				1	
Total		4		4			2	2				3	1
Public Service & Youth Affairs	Kalenjin	3	2	1			2		1			3	
	Kamba	7	5	2			4	1	2			7	
	Kikuyu	15	7	8			6	4	5			15	
	Kisii	4	2	2			1		3			4	
	Luhya	4	2	2				1	3			4	
	Luo	5	2	3			3		2			5	
	Meru	1		1			1					1	
	Pokomo	1		1					1			1	
Total		40	20	20			17	6	17			40	
Public Works	Kalenjin	4		4				4				4	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Shipping and Maritime	Kamba	4	1	3				4				4	
	Kikuyu	18	3	15			2	11	5			18	
	Kisii	1		1				1				1	
	Luhya	11	1	10				10	1			11	
	Luo	11		11				6	5			11	
	Miji Kenda	1		1				1				1	
	Total	50	5	45			2	37	11			50	
	Kamba	5	4	1				5				5	
	Kikuyu	13	10	3				11		1		13	
	Kisii	6	2	4				4	1	1		6	
Social Protection	Luhya	12		12			1	6	5			12	
	Maasai	4		4				4				4	
	Mbeere	1	1					1				1	
	Meru	3	3					3				3	
	Swahili- Shiraz	1		1						1		1	
	Teso	2	2					2				2	
	Total	47	22	25			1	36	6	3	1	47	
	Boran	3	1	2			1	1	1			3	
	Burji	1	1					1				1	
	Embu	5	4	1			1	4				5	
	Kalenjin	24	6	18	1		11	10	2			24	
	Kamba	18	7	11			7	7	4			18	
	Kenyan Somali	1		1					1			1	
	Kikuyu	39	21	18	2		11	20	5	1		39	
	Kisii	15	6	9			5	8	2			15	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
	Luhya	20	10	10	1		5	8	6			20	
	Luo	15	3	12			5	8	2			15	
	Maasai	1	1					1				1	
	Meru	7	4	3			2	2	1	2		7	
	Miji Kenda	6	1	5			4	1	1			6	
	Pokomo	1		1			1					1	
	Swahili-Shiraz	1	1										
									1			1	
Total		157	66	91	4	53	72	25	3			157	
Special Programmes & Development of ASAL	Borana	1	1				1					1	
	Embu	1	1					1				1	
	Kalenjin	1		1	1							1	
	Kamba	1	1				1					1	
	Kikuyu	8	5	3			3	4		1		8	
	Kisii	2	1	1						2		2	
	Luo	6	4	2			1	4	1			6	
	Maasai	1	1				1					1	
	Taita	1		1				1				1	
Total		22	14	8	1	7	10	1	3			22	
State House	Embu	1		1						1		1	
	Kalenjin	9	2	7			7	2				8	1
	Kamba	5	4	1				3	1	1		5	
	Kikuyu	27	14	13	1		12	11	3			26	1
	Kuria	2		2			2					2	
	Luhya	1	1						1			1	
	Luo	1	1					1				1	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
	Maasai	1		1					1			1	
	Meru	3	1	2				1	2			3	
	Rendille	1	1							1		1	
	Teso	1		1			1					1	
Total		52	24	28	1		22	18	8	3		50	2
Tourism	Kikuyu	4	1	3				3	1			4	
	Kisii	1	1					1				1	
	Luo	1	1						1			1	
	Total	6	3	3				4	2			6	
Trade	Boran	1	1					1				1	
	Embu	1	1					1				1	
	Kikuyu	7	4	3			1	4	1	1		7	
	Kisii	1		1			1					1	
	Luhya	2	1	1				2				2	
	Luo	2		2				2				2	
	Total	14	7	7			2	10	1	1		14	
	Transport												
	Embu	1	1				1					1	
	Kalenjin	3	1	2				3				3	
	Kamba	15	9	6			8	5	1	1		15	
	Kikuyu	51	35	16			17	24	7	3		51	
	Kisii	5	1	4			1	2	2			5	
	Luhya	15	9	6			2	9	2	2		15	
	Luo	8	6	2			4	4				8	
	Meru	6	5	1				5		1		6	
	Miji Kenda	4		4			1	3				4	
	Taita	1		1				1				1	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
University Education	Taveta	1	1					1				1	
	Total	110	68	42			34	57	12	7		110	
	Kalenjin	1	1				1					1	
	Kamba	4	3	1			2	2				4	
	Kikuyu	4	3	1				4				4	
	Kisii	2	1	1			1		1			2	
	Luhya	1		1				1				1	
	Luo	2	1	1			1	1				2	
	Taita	1	1					1				1	
	Teso	1		1				1				1	
Water	Total	16	10	6			5	10	1			16	
	Embu	2	1	1				2				2	
	Kalenjin	3		3				2		1		3	
	Kamba	4	1	3				4				4	
	Kikuyu	12	6	6			1	11				12	
	Kisii	3	1	2				3				3	
	Luhya	3	1	2			1	2				3	
	Luo	3	1	2				3				3	
	Meru	1	1					1				1	
	Taita	1		1				1				1	
Wildlife	Total	32	12	20			2	29		1		32	
	Kikuyu	1		1				1				1	
	Luhya	3	2	1			3					3	
	Luo	2		2			1	1				2	
	Meru	1		1				1				1	
Total		7	2	5			4	3				7	

Ministry/ State Department	Ethnicity	Total No. of Office rs	Gender		Job Level							Sponsor Type	
			Femal e	Mal e	A- D	E- F	E- H	J- M	N- Q	R- T	U & Above	GO K	Sel f
Grand Total		1518	744	774	10	2	32	86	278	46	2	148	37

Appendix X

Distribution of Development Partners funded courses in MDAs by gender and job level

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
1.	AG and Department of Justice	KEPTAP	Master's Degree in Oil and Gas Law and Policy,	2	1	1	2				2			
		Swedish International Development Agency	Advanced International Training Programme	2	1	1	2				1	1		
	Total			4	2	2	4				3	1		
2.	Broadcasting and Telecommunication	Other Development Partners	2018 Ministerial Workshop on Mainstreaming Media for Developing Countries	1		1	1					1		
			Certificate of Proficiency in Graphic & Web Design	1		1		1			1			
			Libraries Study Tour	1		1	1				1			
	Total			3	1	2	2	1			2	1		
3.	Cooperatives	Chinese Government	Theoretical Economics (National Development)	1	1		1				1			
		Government of Thailand	Community Based Microcredit and Sufficiency Economy Development	1		1	1					1		
		Israel & SDC	36th Contemporary Public Administration Management	1		1	1						1	

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above
			Seminar, Israel											
		SDC	Higher Dip, HRM	2	2			2			2			
			Masters in Finance	1		1	1					1		
			Masters in HRM	1		1	1					1		
			Effective office administrative skills course	1	1			1			1			
			Preparation and Interpretation of Financial Statements	1	1			1			1			
			Project planning and management course	1		1		1				1		
			Public Procurement Contract & Management Course	2		2		2		1	1			
			Public Sector Finance Management	2	1	1		2			2			
			Public Sector Management Course	1		1		1			1			
			Senior Management Course	1		1		1			1			
			Strategic Leadership Development Programme	6	2	4		6				6		

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level							
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above		
			Supervisory Skills Development Course	1	1			1				1				
			Supervisory skills development course	1	1			1			1					
	Total			24	10	14	5	19		2	11	10	1			
4.	Correctional Services	Other Development Partners	Telephone Supervisors Course,	1		1		1			1					
	Total			1		1		1			1					
5.	Defence	Government of India	Managerial Skills for Technical Teachers and Administrators	1		1	1					1				
		IPSTC	Conflict Related Sexual Violence course	1		1		1			1					
			Inter-Ministerial peace and Security Workshop	5	1	4		5				3	2			
			Protection of Refugees and Internally Displaced Persons	1	1			1				1				
			Sexual Gender Based Violence	1	1			1			1					
		JICA	Conflict Related Sexual Violence course	1	1			1			1					
		UK	Capability Management Training	2	1	1		2			2					

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above
			Gender in Peace Support Operations course	1	1			1			1			
			The 19th Regional Senior Mission Leaders' Course	1		1		1					1	
		USA	Ethics and Integrity workshop	25	12	13		25		4	21			
			HIV/AIDS Planning and Policy Development, Sexual Gender Based Violence and Women Health Course	1	1		1				1			
			Hospital Management of Chemical Biological Radiological Nuclear Incidents and Emergency Medical Service course	9	6	3		9			9			
			Procurement Management Workshop	19	5	14		19			9	7	3	
			Total	68	30	38	2	66		4	46	12	6	
6.	Early Learning and Basic Education	Amani Counselling Centre	Counselling Certification Course for care providers	21	13	8		21		2	13	6		
			Counselling Certification Course for care providers at	1		1		1				1		

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Forei gn	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
			Kisumu Shalom Hotel											
		Germany	Study Tour For Librarians in Germany	1		1	1					1		
			Study Tour For Professional Librarians in Germany	1	1		1					1		
		JICA	Leadership Training and Improving Mathematics Lesson Delivery	1		1	1					1		
			2018-2019 Advanced Training Programme in Educational Planning & Management	2	1	1	2				2			
		Other Development Partners	2018 e-GCC Cooperative e-Government Capacity Building Programme	1	1		1						1	
			Human Resource Development Forum	2	1	1	2					1	1	
			ICT Training Programme	1	1		1				1			
			Improvement of Education in Remote areas	1	1		1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level							
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above		
			Project & Risk Management	1		1	1								1	
			Quality Learning of Primary Science Education- 'Teaching & Learning ' at on-site Education	2	2		2					1			1	
			Seminar on Pre-School Education Management for Developing Countries	2		2	2					1	1			
			Senior Management Course at KSG, Nairobi	1		1	1					1				
			Technical Consultations on Continental Teacher Mobility, Motivation and Qualifications Framework	1	1		1								1	
			Training Programmes for Young Leaders(African Countries) Science & Mathematics in Basic Education	2		2	2					1	1			
		UNESCO	Capacity building workshop on the Development of Lifelong Learning Oriented systems	1	1		1									1

S/No	Ministry/State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level						
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above	
			Capacity building workshop on the Development of Lifelong Learning Oriented systems in UNESCO	3	1	2	3						2	1	
			Capacity Development for Educational Planning and Management in Crisis Context	2	2		2						1	1	
		USAID-AHADI	Induction Course for newly recruited CQASOs at KSG, Embu	78	35	43		78			78				
			Induction Course for Newly recruited Chief Education Officers at KSG, Embu	80	26	54		80			80				
	Total			205	87	118	25	180		2	179	17	7		
7.	East Africa Community and Regional Development	KOICA	Masters of Trade & Industrial Policy	1	1		1				1				
		Other Development Partners	Digital Economic Cooperation	2	1	1	2						2		
	Total			3	2	1	3				1	2			
8.	Energy	Malaysia	Best Management Practice in Energy Power Plant	1		1	1						1		
		Other Development	Energy Policy	1		1	1				1				
			Guest Researcher	1		1		1			1				

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
9.		Partners	PHD face to face study-on-going	1	1		1					1		
			Planning and Delivery of Public Private Partnership	2	1	1	2					2		
			Seminar on Renewable Energies	1		1	1					1		
				7	2	5	6	1			2	5		
			Water Resources Mgt	2	1	1	2				2			
	Environment and Forestry	Denmark	Green & Circular Economy	1		1	1				1			
		India	Geo-Inform. Techno	1		1	1				1			
		KOICA	Msc prog.in atmospheric Envir. Portability of PSFM	1	1		1				1			
		JICA	Proceeding Ability Of Policy Making For Suitable Forest Mgt	1	1		1				1			
			Remote Sensing Of Forests	1		1	1					1		
		University of Cape Town	Master's degree in Agribusiness	1	1		1				1			
				8	4	4	8				7	1		
10.	Fisheries	UNODC- (GMCP)	Workshop-Caught Red Handed Project	1		1	1					1		
		Apostleship of the Sea and FAO	Regional Technical Seminar in the Fight against IUU	2		2	2					1	1	

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
		AU-IBAR	Sustainable Fisheries Certification Process (Zanzibar)	1	1		1					1		
		Australian Department of Foreign Affairs and Trade	Australian Awards Africa (AAA)-Ocean Management: Sustainable Fisheries Governance	2		2	2					2		
		Chinese Government	Aquatic Trade and Marketing Development	3		3	3				3			
		European Commission	Fish Force Training and the 2019 Fish Force Dialogue (Port Elizabeth, South Africa)	1	1		1					1		
			Use of Trade Control and Expert System (TRACES)Lilongwe, Malawi	1		1	1					1		
		Fish Force Academy	Fish Force Training and the 2019 Fish Force Dialogue (Port Elizabeth, South Africa)	2		2	2					2		
		Germany	New Digital technologies for Handling Biodiversity Data For Marine Resource	1		1	1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
			Management(Zanzibar)											
	KOICA		Masters, Fisheries Science Pukyong National University	1		1	1				1			
	Indian Ocean Tuna Commission		IOTC Workshop on Monitoring Control and Surveillance, Catch Documentation Scheme	1		1	1					1		
	Other Development Partners		Tools to support implementation of Land Based sources and activities (LBSA)	2	1	1	2					2		
	United National Environment Programme		Negotiation Meeting on draft Integrated Coastal Zone Management (ICZM) Protocol Workshop on Marine Spatial Planning, Dar-es-Salaam-Tanzania	1	1		1					1		
	USAID & Indian Government		Feed the future India Triangular Training Program (FFT-ITT) on value chain and innovation in Agriculture	1		1	1					1		

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
			Marketing											
		World Wildlife Fund (WWF)	Community Controlled Octopus Fishing Meeting	1		1	1				1			
		Worldfish	Transfer of African Agricultural technologies (TAAT) on Aquaculture Technology Capacity Development	1		1	1					1		
				22	4	18	22				6	15	1	
11.	Foreign Affairs	DFID	Master of Arts in Maritime Security	1	1			1			1			
		Ireland	Masters in International Relations	1		1	1				1			
		Other Development Partners	25th International Junior Diplomats Program	1	1		1				1			
			Executive Training Programme for Junior Diplomats & Civil Service	3	1	2	3				3			
			Global HR Development for Peace Building and Development.	1		1	1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
		WTO	World Trade Organization Regional Trade Policy	1		1	1				1			
	Total			8	3	5	7	1			8			
12.	Gender	China	Women empowerment congress	2	1	1	2					2		
		KOICA	Vocational Development program for women;	2	2		2					2		
		Tanzania	Gender & Disability Mainstreaming	1	1		1					1		
		Thailand	Gender Equality and Women empowerment	1		1	1					1		
		Switzerland	Women empowerment congress	2	2		2					2		
	Total			8	6	2	8					8		
13.	Health	India	Fellowship in Transplant anesthesia	2		2	2				1	1		
		KOICA	2018-2020 Hospital Operation and Management Multi-Year program 20tenable in Republic of South Korea at Yonsei University, Wonju Campus	1	1		1					1		

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above
			2018-2020 Hospital Operation and Management Multi-Year program tenable in Republic of South Korea at Yonsei University, Wonju Campus	1	1		1					1		
			2018-2020 Hospital Operation and Management Multi-Year program tenable in Republic of South Korea at Yonsei University, Wonju Campus	9	4	5	9				7	1	1	
			Diploma in Renal Nursing	16	12	4		16		13	3			
			Master of Science in Nephrology Nursing	1		1		1			1			
			PhD in Applied Human Nutrition	1	1			1				1		
			PhD in Nursing Science	1	1			1				1		
			Diploma in Renal Nursing	8	6	2		8		3	5			
		Other Development Partners	Master of Science in Health Informatics	1		1	1					1		
		Swansea University												

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above
	Total			41	26	15	14	27		16	17	7	1	
14.	Housing and Urban Development	Australia	Master of Arts in Economic Policy	1	1		1				1			
			Private Infrastructure Partnerships	1	1		1				1			
		Common wealth Scholarship Commission	Master of Science (Urban Planning) – New Castle university	1		1	1				1			
			Follow up training for KOICA- UOS scholarship programme	1	1		1				1			
		Government of Korea - KOICA	Strategic Financial and Risk Management	1		1	1				1			
			Advanced procurement and selection of consultants	1		1	1				1			
		KISIP	Advanced Public Sector Financial Management	1		1	1				1			
			Environmental Management	1		1	1				1			
			Environmental Audit Programme	2	1	1	2				1	1		
			Environmental Impact Assessment	16	3	13		16			14	2		
			Environmental Management	1	1		1						1	
			Ethical Leadership	1		1	1						1	

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
			First Aid, Defensive and refresher course	26	1	25		26	2	24				
			Human Resource Management and Development	2		2	2					1	1	
			International Project Management and Financial Resource Mobilization Programme	2	1	1	2				1		1	
			Leadership and Change Management	1	1		1						1	
			Management Development Programme for Executive Assistants	1	1			1			1			
			Management Development Programme for Executive Assistants	2	2			2			2			
			Management Development Programme for Executive Assistants	4	4		1	3			4			
			Management Development Programme for Executive Assistants	1	1		1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
			Management Development Programme for Executive Assistants (Certificate)	1	1			1			1			
			Managing the Training and Development Function	1	1		1				1			
			Monitoring and Evaluation	1		1	1					1		
			Monitoring and Evaluation of Projects	9	7	2	9			1	7	1		
			Monitoring and Evaluation of Projects Training Programme	2		2	2				1	1		
			Procurement of Goods, Works and Non- Consulting	1	1		1					1		
			Procurement of PPP Projects Programme	2	1	1	2						2	
			Project Formulation and Feasibility Studies Analysis	1	1			1					1	
			Project Planning and Implementation	1		1	1						1	
			Project Planning and Management	10	2	8		10			8	1	1	
			Project Procurement and	1		1	1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
			Management											
			Public Relations & Customer Care	14	9	5		14		11	3			
			Public Sector Financial Management	2	2		2				2			
			Records Management	13	8	5		13		13				
			Secretarial Management	8	8			8		2	6			
			Senior Management	16	2	14		16			16			
			Strategic Leadership Development Programme	2	1	1		2				2		
			Supervisory Management	18	8	10		18		2	16			
			Total	170	71	99	39	131	2	53	94	11	10	
15.	ICT and Innovation	India	Certificate course in advanced mobile communication technologies (3G, 4G)	1		1	1				1			
			Certificate course in Advanced Networking (A+, N+, MCSE latest version, CCNA	2	2		2				2			
			Total	3	2	1	3				3			
16.	Immigration	China	Master of Public Administration	1		1	1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
		Government of India	Telecom Management Course	1	1		1			1				
		NIS	Master's Degree in Diplomacy, Intelligence and Security	2	1	1		2			2			
	Total			4	2	2	2	2		1	3			
17.	Industrialization	Other Development Partners	Agribusiness Policy Framework for Inclusive Development and Security in Africa	1	1		1						1	
			Industrial, Infrastructure and Sustainable Project Preparation and Appraisal	3		3	3				1	1	1	
			Informal Sector Entrepreneurship and Local economic Development	1		1	1				1			
			Telecom Management	1	1		1			1				
			Refresher	3		3		3		3				
			SLDP	2	1	1		2				2		
			Supervisory Skills	1	1			1		1				
	Total			12	4	8	6	6		5	2	3	2	
18.	Irrigation	China	Digital Economic Cooperation of the Belt and Road for Developing Countries	1	1		1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
19.		Netherlands	Climate Change Adaptation in Food Security and Natural Resource Management	1	1		1				1			
		Other Development Partners	Efficient Water Use for Moderate Irrigation Scheme	1	1		1					1		
				3	3		3				2	1		
		KOICA	Master of Integrated Chemical and Environmental Technology	1		1	1				1			
20.		Other Development Partners	2018 Institutional Transformation for Improvised Public Sector Productivity (Kenya)"	1		1		1				1		
				2	2	2	1	1			1	1		
		German Academic Exchange Service (DAAD)	Master in Regional Development Planning and Management	1	1		1				1			
		German Government	Specialist Teacher in Printing and paper conversion	1	1		1				1			
		Nippon Foundation/GEB CO	Ocean Bathymetry	1	1		1				1			
		University of Helsinki	Master of Science in Geography	1	1		1				1			
				4	4		4				4			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
21.	Livestock Development	ASDSP	ILO entrepreneurship Trainer Academy	1		1	1					1		
			Master of Construction/ Master of Project Management – Bond University	1		1	1				1			
		Australian Government	Masters Degree in Regional Development Planning and Management	1	1		1							
			Masters in Agricultural Sciences	1		1	1				1			
			Master of Science in Agricultural Business	1	1		1				1			
			Higher diploma in Nephrology Nursing	1	1		1				1			
		China	Milking to Potential	1	1		1				1			
		Netherlands	Wageningen Centre of Innovation, Netherlands	1	1		1				1			
			Climate Change and Food Security Nexus	1	1			1			1			
			Milking to Potential	1	1			1			1			
		Egerton University	PhD in Animal Breeding	1		1	1					1		
			PhD in Animal Production	1		1	1					1		

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Officers	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
22.	Mining	India	Master in Global health Security	1		1	1				1			
			Master of Science in Animal Science (Animal Genetics Bleeding)	1		1	1				1			
			Orientation of recent advances of IPM technology through extension skills	1	1		1				1			
		IFAD-SDCP	Policy formulation implementation and Evaluation	1		1		1			1			
			Management Course in Indonesia	1		1	1					1		
		Other Development Partners	Master of Science in Agri-Enterprise Development	1		1		1			1			
		World Bank/Small Holder Dairy Project	Administrative Development Programme	1	1			1		1				
		Total		19	9	10	14	5		1	14	4		
		Other Development Partners	Geohazards	3	1	2	3				3			
			Mine Environment Management	1		1	1				1			
		Swedish International Development	Geohazards	3	2	1	3				3			
			Mine Environment Management	3	2	1	3				3			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Female	Male	Foreign	Local	A-D	E-H	J-M	N-Q	R-T	U & Above
		Agency	Mine Waste and Mine Water Management	3	1	2	3				2	1		
				13	6	7	13				12	1		
23.	National Treasury	European Development Fund	Effective Customer Care Planning and Management	1	1			1			1			
			Workplace Violence Crime and Terror Awareness	1		1		1			1			
		Other Development Partners	Advance Electronic Records Management & Information Systems	2	1	1		2			2			
			Designing & Operationalization of Monitoring & Evaluation Systems	1		1		1				1		
			Managing Accounts for Public Sector	1	1			1			1			
			Mastering the Art of Customer Care Providing World Class of Customer Care	1	1			1		1				
			Procurement and Supplies Management for Donor Funded Projects / Programme	1		1		1			1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
			Project Planning Scheduling and Cost Estimation	1		1				1				
			Public Expenditure Analysis & Management	1	1			1				1		
			Public Financial Management Reforms IFMIS	1		1		1			1			
			Public Records Management & Information System	1	1			1		1				
			Record Management and Documentation	1		1		1			1			
			Supervisory & Human Resource Skills for Administrator & Personal Assistant	1	1			1			1			
				14	7	7		14		3	9	2		
24.	Petroleum	PTL	Customer Care & Communication Skill for front Office	3	1	2		3	1	1	1			
			Financial Planning & Modelling	2		2		2			2			
			International Petroleum Management Certificate	1		1		1					1	

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above
			Office management & hygiene course for office Assistants	1	1			1			1			
			Office management & hygiene course for office Assistants	3	3			3			3			
			Office Operation for Support Staff Programme	2	1	1		2		2				
			Protocol & Events Management	1		1		1				1		
			Secretarial Management Training Course	1	1			1		1				
			SLDP	1		1		1			1			
			Total	15	7	8		15	1	4	8	1	1	
25.	Planning	Other Development Partners	Management development program on operation and maintenance of analytical Equipment	1		1	1							
		USA	Master of Arts in Economic Policy	1		1		1			1			
			Total	2		2	1	1			2			
26.	Prisons Department	Catholic Diocese of Maralal	Higher Diploma	1	1			1		1				
		Other Development Partners	Master of Divinity	1		1	1			1				

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
		Swiss Agency for Development and Cooperation	Effective personal assistance & office administration	1		1				1				
	Total			3	1	2	1	2		3				
27.	Shipping and Maritime	IMO & Swedish Government	Master of Science in Maritime Affairs	1		1	1				1			
		UNDP & Japanese Government	Integrated Maritime Security course	2		2		2			1		1	
			Introduction to Maritime Security & Blue Economy	1		1		1				1		
			Introduction to Maritime Security & Blue Economy	1	1			1			1			
	Total			5	1	4	1	4			3	1	1	
28.	Social Protection	China	Enhancing Human security through sustainable Community welfare	2	2		2				2			
		JICA	Criminal Justice (Focus on Investigation, prosecution, Adjudication and International Cooperation - Japan	1	1		1				1			
		Other Development Partners	2019 Mandela Washington Fellowship for young Leaders	1	1		1				1			
			CPIE professional Dev. Programme	1		1		1				1		

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level						
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above	
			Financial Change & Risk Mgt in the public sector	1	1		1						1		
			Strategic Policy planning for public service	1	1		1					1			
	Total			7	6	1	6	1			4	2	1		
29.	Trade	China	Business Development Services (BDS) for SMES Promotion	1		1	1					1			
			Business research methodology and data analysis	3	1	2	3				3				
			Cluster development	4	1	3	4				4				
			Executive program												
			Entrepreneurial Management	2		2	2				2				
			Industrial Infrastructure & Sustainable Project prep	1		1	1				1				
			Informal Sector Enterprise Entrepreneurship	2	2		2				2				
			Practical Corporate Mgmt.	1		1	1				1				
			Trade and Sustainable Development for Chambers of Commerce for Belt and Road Countries	1		1	1				1				

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above
			Trade Policy & Negotiations	1	1		1				1			
			Trade Promotion for African Countries	1		1	1					1		
		WTO	WTO Economic Analysis of Trade Policy	1	1		1				1			
				18	6	12	18				16	2		
30.	Transport	Other Development Partners	Advanced Projects Management	1	1		1				1			
			Air Law and Aviation Insurance	1		1	1					1		
			Computer Network Adm.	1		1	1				1			
			Credit Risk Management	1	1		1					1		
			Electronic records Management	1	1			1		1				
			Financial Mgmt. of Donor funds	2		2	2				2			
			Financial Management in the Public Sector	1	1		1				1			
			HIV/AIDS Counselling	1	1			1		1				
			HRM & Dev Prog	3	2	1	3				2		1	
			Human Resource Management and Development	3	1	2	3				1	1	1	
			Logistics and Supply Chain	1		1	1				1			

S/No	Ministry/ State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level					
					Femal e	Mal e	Foreig n	Loc al	A- D	E- H	J- M	N- Q	R- T	U & Above
			Seminar											
			Management Development for Personal Assistant	1	1		1				1			
			Management of Public Relations & Customer Care	1	1		1				1			
			Management of Training & Development Function	1		1	1				1			
			Managing Committee Work and Meeting	1		1	1						1	
			Managing Electronic records in organizations	1		1	1			1				
			Managing E-Records in organizations	1		1	1				1			
			Managing the Internal Audit Function	1	1		1					1		
			Management Dev Prog for Exe Assistant II (Advanced)	1	1		1				1			
			Management Dev Prog for Exe Assistant II (Advanced)	1	1			1			1			
			Management of E-records in	1	1		1				1			

S/No	Ministry/State Department	Development Partner/Donor	Course Sponsored	Total No. of Office rs	Gender		Where Tenable		Job Level								
					Femal e	Mal e	Foreign	Loc al	A-D	E-H	J-M	N-Q	R-T	U & Above			
31.	University Education	USA	Organization														
			Port Senior Management	1	1		1									1	
			PPP Management	1		1	1									1	
			Project Planning & Implementation	1	1			1				1					
			Public Policy Analysis Formulation	1	1			1					1				
			The Digital HR	1		1	1				1						
			Aviation Safety and Security	1		1	1							1			
			32	17	15	27	5		4	17	6	5					
		China	capacity building workshop on the development and lifelong learning oriented systems	2	1	1		2						1	1		
		Other Development Partners	Contemporary Public Administration Management	1	1		1										1
			3	2	1	3					1	1	1				
32.	Water	China	Seminar on Envint. Protection and mgt. of Forest and water Resources	2	1	1	2					2					
		Egypt	Water Quality Monitoring and assessment	2	1	1	2					2					

Appendix XI

Distribution of Group courses in MDAs by Ethnicity, Gender and Job levels

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		A-D	E-H	Job Levels		
				Female	Male			J-M	N-Q	R-T
1.	AG and Department of Justice	Embu	1		1			1		
		Kalenjin	4	3	1	2		1	1	
		Kamba	8	4	4	1	1	3	2	1
		Kikuyu	20	11	9	1	4	8	5	2
		Kisii	4	1	3	1		3		
		Kuria	2	1	1			2		
		Luhya	11	5	6	1	2	5	2	1
		Luo	7	4	3		1	4	1	1
		Maasai	1		1			1		
		Meru	4	1	3	2	1		1	
		Miji Kenda	4	3	1	2		2		
		Samburu	1		1	1				
		Taita	3	2	1			3		

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels				
				Female	Male	A-D	E-H	J-M	N-Q	R-T
		Teso	1		1				1	
	Total		71	35	36	11	9	34	12	5
2.	Broadcasting and Telecommunication	Kamba	1	1			1			
		Kikuyu	1	1				1		
		Luhya	1		1				1	
		Meru	1	1			1			
	Total		4	3	1		2	2		
3.	Cabinet Affairs	Kamba	2	1	1		2			
		Kikuyu	3	3			1	2		
		Kisii	1	1				1		
		Luhya	1		1			1		
		Maasai	1		1		1			
		Meru	1	1				1		
	Total		9	6	3		4	5		
4.	Correctional Services	Embu	2	2					2	
		Kalenjin	5		5				5	
		Kamba	7	1	6	1			6	
		Kikuyu	14	9	5	2			12	
		Kisii	7	4	3				7	
		Luhya	5	4	1	1			4	
		Luo	11	4	7	4			7	
		Meru	2	1	1				2	
		Miji Kenda	4		4	2	1		1	
	Total		57	25	32	10	1		46	
5.	Crop Development	Kalenjin	2	1	1			2		
		Kamba	1	1				1		
		Kikuyu	5	2	3			5		

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
		Kisii	1		1			1			
		Luhya	3	2	1			3			
		Luo	2		2			2			
		Meru	2	2				1		1	
		Turkana	1		1			1			
	Total		17	8	9			16		1	
6.	Culture and Heritage	Kalenjin	2	1	1			1	1		
		Kamba	3		3			2	1		
		Kikuyu	15	8	7		5	7	2	1	
		Kisii	4	1	3			2	2		
		Luhya	9	2	7		2	5	2		
		Luo	8	6	2		1	4	3		
		Meru	1	1				1			
	Total		42	19	23		8	22	11	1	
7.	Defence	Boran	3	1	2	1	2				
		Embu	3	1	2		3				
		Kalenjin	24	7	17	3	16	5			
		Kamba	40	16	24	4	29	4	1	2	
		Kenyan Somali	1	1		1					
		Kikuyu	89	42	47	8	46	23	9	3	
		Kisii	22	9	13	4	14	2	1	1	
		Kuria	1		1	1					
		Luhya	44	18	26	8	23	10	2	1	
		Luo	31	15	16	4	14	13			
		Maasai	4	1	3	2		2			
		Meru	24	13	11	2	14	8			
		Miji Kenda	4	2	2	2	1	1			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels						
				Female	Male	A-D	E-H	J-M	N-Q	R-T		
8.		Njemps	1		1	1						
		Orma	1		1			1				
		Other Kenyan	2	1	1	1		1				
		Samburu	1		1			1				
		Taita	4	2	2			3	1			
		Teso	2	2		1			1			
		Turkana	1		1			1				
		Total	302	131	171	43	169	70	13	7		
		Kalenjin	16	6	10			8				
		Kamba	22	10	12	2		8	2	2		
		Kikuyu	90	42	48	4		52	24	4	6	
		Kisii	28	6	22			20	4	4		
		Luhya	36	22	14			16	16	2	2	
		Luo	26	4	22			12	8	4	2	
		Maasai	8	2	6			4	4			
		Meru	8	2	6			2	6			
		Somali	2		2			2				
		Taita	10	6	4			10				
		Total	246	100	146	6	134	78	16	12		
9.	Early Learning and Basic Education	Bajun	1	1				1				
		Boran	1	1				1				
		Burji	1		1			1				
		Kalenjin	13	3	10			13				
		Kamba	8	4	4			1	5	2		
		Kenyan Somali	4		4			4				
		Kikuyu	16	9	7			2	11	3		
		Kisii	2	1	1			2				

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels				
				Female	Male	A-D	E-H	J-M	N-Q	R-T
10.	East Africa Community and Regional Development	Luhya	7	5	2			1	6	
		Luo	11	3	8				6	3
		Meru	3	1	2				2	1
		Miji Kenda	2		2				2	
		Other Kenyan	1		1				1	
		Samburu	1		1				1	
		Taita	2	1	1				2	
		Turkana	1		1				1	
		Total	74	29	45			4	59	8
11.	Energy	Embu	1	1				1		3
		Kalenjin	3		3			3		
		Kamba	5	2	3			3	2	
		Kikuyu	9	4	5			6	3	
		Kisii	7	3	4			3	3	1
		Luhya	2		2			2		
		Luo	3	3				1	1	1
		Maasai	2	1	1			2		
		Meru	3	2	1			2	1	
		Taita	1	1				1		
		Total	36	17	19			24	10	2
		Boran	7	1	6		1	5		1
		Embu	1		1			1		
		Kalenjin	20	6	14			16	4	
		Kamba	20	6	14		1	13	6	
		Kenyan Somali	1		1			1		
		Kikuyu	79	25	54		2	45	20	11
		Kisii	19	9	10		1	15	1	1

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
		Luhya	34	13	21	1	23	7	2	1	
		Luo	32	9	23		29	2		1	
		Maasai	3	1	2		2		1		
		Meru	9	3	6		5	4			
		Miji Kenda	5		5		4	1			
		Pokomo	1	1			1				
		Rendille	1		1		1				
		Taita	10	5	5		9		1		
		Teso	3		3		3				
		Turkana	2	1	1		2				
		Total	247	80	167	6	175	45	16	5	
12.	Environment and Forestry	Basuba	2		2		2				
		Embu	1	1			1				
		Kalenjin	6	2	4		6				
		Kamba	2	1	1		2				
		Kikuyu	7	3	4		6	1			
		Kisii	3		3		3				
		Luhya	6		6		6				
		Luo	5	1	4		5				
		Meru	2	1	1		2				
		Taita	2	2				2			
		Total	36	11	25		33	3			
13.	Fisheries	Embu	1		1			1			
		Kamba	1		1			1			
		Kikuyu	8	4	4		2	2	3	1	
		Kisii	2	1	1			1	1		
		Luhya	2	1	1		1	1			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels				
				Female	Male	A-D	E-H	J-M	N-Q	R-T
14.	Foreign Affairs	Luo	2	1	1			1		1
		Meru	1		1				1	
		Miji Kenda	2	2				1		
		Total	19	9	10			5	8	4
		Embu	2	1	1				2	
		Kalenjin	7	2	5			2	4	1
		Kamba	7	5	2			2	4	1
		Kenyan Somali	2	1	1				1	1
		Kikuyu	24	17	7			8	15	1
		Kisii	5	2	3				3	1
		Luhya	25	15	10			6	15	4
		Luo	11	5	6			2	6	3
		Maasai	1		1					1
		Meru	8	7	1				8	
		Other Kenyan	1	1					1	
		Rendille	1	1				1		
		Samburu	1	1					1	
		Taita	1		1				1	
		Teso	1	1					1	
		Total	97	59	38			21	62	13
	Health	Kikuyu	6	4	2				6	
		Kisii	1		1				1	
		Luhya	5	3	2				5	
		Meru	2		2				2	
		Taita	1	1					1	
		Total	15	8	7				15	
15.	Housing and Urban	Boran	1	1					1	

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels						
				Female	Male	A-D	E-H	J-M	N-Q	R-T		
	Development	Kalenjin	1		1				1			
		Kamba	4	4				2	2			
		Kikuyu	1		1					1		
		Kisii	2		2							
		Luhya	1		1					1		
		Luo	3	3				2	1			
		Taita	1	1					1			
		Teso	1	1								
	Total		15	10	5			4	6	2		
16.	Immigration	Kikuyu	2		2			1	1			
		Luhya	1	1				1				
		Luo	2	1	1				1	1		
		Taita	1	1					1			
			6	3	3			2	3	1		
17.	Industrialization	Embu	1	1					1			
		Kalenjin	1	1				1				
		Kikuyu	5	3	2				4	1		
		Kisii	3	1	2			1				
		Luo	5	2	3			1	4			
		Taita	1		1				1			
			16	8	8			3	10	1		
18.	Infrastructure	Boran	1		1		1					
		Embu	2	2				2				
		Kalenjin	10		10			10				
		Kamba	11	2	9			8	3			
		Kikuyu	23	5	18		2	18	3			
		Kisii	11	1	10			8	3			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
19.	Labour	Luhya	13	3	10		12	1			
		Luo	6	2	4		6				
		Meru	4	4			3	1			
		Miji Kenda	2		2	1	1				
		Total	83	19	64	4	68	11			
		Kalenjin	8	2	6	1	6	1			
		Kamba	10	5	5		4	3			3
		Kikuyu	51	34	17	1	16	28	6		
		Kisii	12	3	9		4	5	3		
		Luhya	13	7	6		6	4	3		
20.	Lands	Luo	9	1	8		2	3	4		
		Maasai	2	1	1			2			
		Meru	6	4	2	1	2	3			
		Miji Kenda	2		2		2				
		Taita	2	1	1		2				
		Total	115	58	57	3	44	49	16	3	
		Burji	1		1			1			
		Embu	2	1	1		2				
		Kalenjin	49	8	41	12	12	24	1		
		Kamba	27	12	15	2	14	9	2		
		Kenyan Somali	2	1	1		2				
		Kikuyu	116	47	69	7	67	34	8		
		Kisii	15	10	5	2	6	4	3		
		Kuria	1		1		1				
		Luhya	18	11	7		8	8	2		
		Luo	50	15	35	6	23	15	6		
		Maasai	5	2	3		4	1			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
21.	Livestock Development	Mbere	1		1				1		
		Meru	13	6	7			11	2		
		Miji Kenda	9	6	3	1		7	1		
		Pokomo	5	3	2			5			
		Taita	1	1					1		
		Turkana	2		2	1			1		
		Total	317	123	194	31	162	102	22		
		Embu	1	1				1			
		Kalenjin	3	2	1			1	1	1	
		Kamba	7	4	3			5	2		
		Kenyan Somali	1		1				1		
		Kikuyu	15	8	7			9	6		
		Kisii	4	4				3	1		
		Luhya	4	2	2			2	2		
		Luo	4	2	2			1	1	2	
		Maasai	1		1			1			
		Meru	4	3	1			2	2		
		Miji Kenda	1		1			1			
		Taita	1	1				1			
		Total	46	27	19		27	16	3		
22.	Mining	Kalenjin	7	2	5			4	3		
		Kamba	6	1	5				6		
		Kikuyu	23	15	8			7	16		
		Kisii	11	4	7			2	8	1	
		Luhya	8	6	2			3	5		
		Luo	9	2	7			2	7		
		Meru	1	1				1			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels				
				Female	Male	A-D	E-H	J-M	N-Q	R-T
23.	Petroleum	Samburu	1	1				1		
		Taita	1		1				1	
		Total	67	32	35			20	46	1
		Embu	2	2					2	
		Kalenjin	8	3	5			2		6
		Kamba	14	6	8			4	6	4
		Kikuyu	35	21	14			6	16	11
		Kisii	6	4	2			1	4	1
		Luhya	12	5	7			2	2	8
		Luo	9	4	5	1			5	3
		Maasai	1	1					1	
		Meru	1	1					1	
		Taita	1	1					1	
24.	Planning	Teso	1	1					1	
		Total	90	49	41	1		15	39	33
		Embu	1		1				1	
		Kalenjin	1		1			1		
		Kamba	12	6	6			7	3	1
		Kikuyu	19	7	12			3	9	1
		Kisii	3	2	1			1	2	
		Luhya	9	4	5			2	2	2
		Luo	7	1	6			2	3	2
		Maasai	1	1				1		
		Meru	8	6	2			2	4	2
		Miji Kenda	2	2				2		
		Taita	1		1				1	
	Total		64	29	35			21	25	7
										10

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
25.	Public Service & Youth Affairs	Kalenjin	10	5	5			5	3	2	
		Kamba	21	11	10			16	2	2	1
		Kenyan Somali	3		3				2	1	
		Kikuyu	80	46	34			27	24	19	10
		Kisii	19	11	8	1		7	4	6	1
		Luhya	18	8	10			9	5	4	
		Luo	28	8	20			10	6	10	2
		Maasai	2	1	1			1		1	
		Meru	14	5	9	1		3	4	3	3
		Mijji Kenda	1	1				1			
		Taita	4	1	3			2		2	
		Teso	4	3	1				3		1
		Total	204	100	104	2		81	53	50	18
26.	Shipping and Maritime	Kalenjin	1	1				1			
		Kamba	1	1		1					
		Kikuyu	1	1				1			
		Kisii	2		2	1		1			
		Luo	1		1			1			
		Meru	1	1				1			
		Mijji Kenda	1	1				1			
27.	Social Protection	Total	8	5	3	2		6			
		Boran	1		1					1	
		Burji	1	1					1		
		Embu	1		1			1			
		Kalenjin	19	3	16	1		11	6	1	
		Kamba	19	9	10			7	7	4	1
		Kenyan Arab	1	1				1			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
28.	State House	Kenyan Somali	1		1				1		
		Kikuyu	33	15	18	2	9	16	5	1	
		Kisii	12	2	10		5	4	3		
		Luhya	17	10	7	1	5	8	3		
		Luo	11	3	8		5	5	1		
		Maasai	1	1				1			
		Meru	7	4	3		2	2	1	2	
		Miji Kenda	6	1	5		4	1	1		
		Pokomo	1		1		1				
		Total	131	50	81	4	50	52	21	4	
		Kalenjin	4	1	3					4	
		Kamba	1		1					1	
		Kikuyu	19	8	11				1	18	
29.	Tourism	Kisii	2	1	1					2	
		Luhya	2	1	1					2	
		Luo	9	1	8					9	
		Samburu	1		1					1	
		Swahili Shirazi	1	1						1	
		Taita	1	1						1	
		Total	40	14	26				1	39	
		Embu	1	1			1				
		Kamba	5	2	3		4	1			
		Kenyan Somali	2	1	1			2			
		Kikuyu	15	8	7		2	13			
		Kisii	2	1	1			1		1	
		Luhya	7	1	6		1	4	2		
		Luo	5	2	3		1	4			

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
30.	Trade	Maasai	1		1				1		
		Meru	1	1					1		
		Taita	2	1	1		1	1			
		Total	41	18	23		10	28	2	1	
		Embu	1		1			1			
		Kamba	1	1				1			
		Kikuyu	12	6	6		3	4	3	2	
		Kisii	4	1	3		1	1		2	
		Luhya	2	1	1		1		1		
		Luo	1		1					1	
31.	Transport	Miji Kenda	2	1	1			1	1		
		Taita	1	1			1				
		Total	24	11	13		6	8	5	5	
		Embu	1	1			1				
		Kalenjin	2		2			2			
		Kamba	11	6	5		7	3	1		
		Kikuyu	34	24	10		17	13	3	1	
		Kisii	3	1	2		1	1	1		
		Luhya	9	7	2		2	6	1		
		Luo	6	4	2		4	2			
32.	University Education	Meru	5	5				5			
		Miji Kenda	3		3		1	2			
		Taita	1		1				1		
		Total	75	48	27		33	34	7	1	
		Kalenjin	2	1	1			2			
		Kamba	3	2	1		1	2			
		Kikuyu	6	2	4			2	4		

S/No	Ministry/ State Department	Ethnicity	Total No. of Officers	Gender		Job Levels					
				Female	Male	A-D	E-H	J-M	N-Q	R-T	
		Kisii	1		1				1		
		Luhya	2	1	1			2			
		Luo	2	1	1			1	1		
		Meru	2		2			1	1		
		Miji Kenda	1		1			1			
		Teso	1		1			1			
	Total		20	7	13		4	11	5		
33.	Vocational and Technical Training	Kalenjin	1	1				1			
		Kamba	3		3				2	1	
		Kikuyu	8	3	5			1	6	1	
		Kisii	3	1	2			1	1	1	
		Luhya	3	3					3		
		Luo	1		1					1	
		Samburu	1		1				1		
	Total		20	8	12			3	13	4	
	Grand Total		2,654	1,159	1,495	123	1,145	925	331	129	

Appendix XII

Training Opportunities at the Commission by Scale and gender

Training Programmes	Training Institution/ Venue	PSC Grade	Number Trained		
			Male	Female	Total
Group Trainings					
Staff Performance Appraisal System (SPAS) target setting	In-house	4 to 8	21	31	52
Induction Training for Vice –Chairperson and Commissioners	KSG, Nairobi	Commissioners	3	5	8
Training on Code of Conduct and Ethics	In-house	1-9	24	79	103
Individual Trainings					
Strategic Executive Retirement training	Kisumu	CEO	0	1	1
Secretarial Management Course	KSG, Nairobi	3 -5	0	4	4
Pre-retirement course	KSG, Mombasa	3-6	2	4	6

Training Programmes	Training Institution/ Venue	PSC Grade	Number Trained		
			Male	Female	Total
Conference of state parties on values & principles	Nairobi	8-9	1	1	2
Strategic Leadership Development Course	KSG, Nairobi	4-6	2	2	4
Digital Records Preservation Training	Kenya Association of Records Managers and Archivists	4-5	0	2	2
Pension Scheme Trustees Training	Intercontinental Hotel , Nairobi	3-8	2	2	4
Workshops and Conferences					
Events Mgt. Workshop	Mombasa	7	1	0	1
Pre-retirement Workshop	Hilton Hotel, Nairobi	5-6	0	2	2
HIV and AIDS, Drugs and Substance Abuse	Kisumu	1-4	6	7	13
Heads of HR Training	KSG, Matuga	CEO and Commissioner	1	1	2
Kenya National Secretaries Association Training	Sai Rock Hotel, Mombasa	4	0	6	6
17 th Annual Conference of the Institute of Internal Auditors	Mombasa	4-7	2	1	3
Public Service Productivity Training	AAPAM KSG, Mombasa	7	1	0	1
9 th General Assembly of the African Community of practice on managing for Development Results	Abidjan, Cote D'Ivoire	8	1	0	1
APSEA National Professional Convention	Safari Park Hotel, Nairobi	6	1	5	6
Annual Women in Leadership and Entrepreneurship Conference	English Point Marina, Mombasa	4-9	0	2	2
CAPAM Biennial Conference	Georgetown, Guyana	Chairman and officer grade 7	2	0	2

Appendix XIII

Report of the Auditor General on Public Service Commission for the Year Ended 30th June, 2018

REPUBLIC OF KENYA

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OFFICE OF THE AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL ON PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE 2018

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of the Public Service Commission set out on pages 30 to 48, which comprise the statement of financial assets and liabilities as at 30 June 2018, and the statement of receipts and payments, statement of cash flows and statement of comparison of budget and actual amounts 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.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Public Service Commission as at 30 June 2018, and (of) its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Cash Basis) and comply with the Public Service Commission Act, 2017.

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of Public Service Commission in accordance with ISSAI 30 on Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, are of most significance in the audit of the financial statements. There were no key audit matters to report in the year under review.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, I confirm that, nothing has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

The audit was conducted in accordance with ISSAI 4000. The standard requires that I comply with ethical requirements and plan and perform the audit to obtain assurance about

Report of the Auditor-General on the Financial Statements of the Public Service Commission for the year ended 30 June 2018

Promoting Accountability in the Public Sector

whether the activities, financial transactions and information reflected in the financial statements are in compliance, in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, I confirm that, nothing has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

The audit was conducted in accordance with ISSAI 1315 and ISSAI 1330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal control, risk management and governance were operating effectively, in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of Management and Those Charged with Governance

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 maintaining effective 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 and for its assessment of the effectiveness of internal control, risk management and governance.

In preparing the financial statements, management is responsible for assessing the Commission's ability to sustain services, disclosing, as applicable, matters related to sustainability of services and using the basis of accounting unless the entity intends to liquidate the Public Service Commission or to cease operations, or have no realistic alternative but to do so.

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.

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities which govern them, and that public resources are applied in an effective way.

Those charged with governance are responsible for overseeing the financial reporting process, reviewing the effectiveness of how the entity monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are

Report of the Auditor-General on the Financial Statements of the Public Service Commission for the year ended 30 June 2018

in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion 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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement and weakness when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In addition to the audit of the financial statements, a compliance audit is planned and performed to express a conclusion about whether, in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way, in accordance with the provisions of Article 229(6) of the Constitution and submit the audit report in compliance with Article 229(7) of the Constitution.

Further, in planning and performing the audit of the financial statements and audit of compliance, I consider internal control in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7 (1) (a) of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. My consideration of the internal control would not necessarily disclose all matters in the internal control that might be material weaknesses under the ISSAIs. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Because of its inherent limitations, internal control may not prevent or detect misstatements and instances of noncompliance. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate.

As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

Report of the Auditor-General on the Financial Statements of the Public Service Commission for the year ended 30 June 2018

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to continue as a going concern or to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Commission to cease to continue as a going concern or to sustain its services.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Commission to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

I communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that are identified during the audit.

I also provide management with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.



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

Nairobi

16 May 2019

Report of the Auditor-General on the Financial Statements of the Public Service Commission for the year ended 30 June 2018