



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

ANNUAL REPORT FOR THE FINANCIAL YEAR 2023/2024

DECEMBER 2024



REPUBLIC OF KENYA

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PUBLIC SERVICE COMMISSION

ANNUAL REPORT FOR THE FINANCIAL YEAR 2023/2024

DECEMBER 2024



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

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ACRONYMS

AAPSCOM	Association of African Public Service Commissions
AFD	Agence Française de Développement (AFD) (French Development Agency)
AFRALTI	African Advanced Level Telecommunication Institute
ALA	African Leadership Academy
SCAC	State Corporation Advisory Committee
ASALs	Arid and Semi-Arid Lands
BETA	Bottom-Up Economic Transformation Agenda
CAJ	Commission on Administrative Justice
CCIO	Constitutional Commissions and Independent Offices
CEO	Chief Executive Officer
CoG	Council of Governors
COVID-19	Coronavirus Disease
CPSB	County Public Service Board
CSDC	Citizen Service Delivery Charter
CS	Cabinet Secretary
DCI	Directorate of Criminal Investigations
DIALs	Declaration of Incomes, Assets and Liabilities
DLP	Digital Literacy Programme
EACC	Ethics and Anti-Corruption Commission
EDMS	Electronic Data Management System
ELF	Emerging Leaders Foundation
ELRC	Employment and Labour Relations Court,
FY	Financial Year
GESDeK	Governance for Enabling Service Delivery and Public Investment in Kenya
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
KICC	Kenyatta International Convention Center
KNEC	Kenya National Examinations Council
KNSL	Kenya National Library Services
LAPSSET	Lamu Port, South Sudan, Ethiopia Transport Corridor
MDAs	Ministries, State Departments and Agencies
MoALD	Ministry of Agriculture and Livestock Development

MoU	Memorandum of Understanding
MHRMAC	Ministerial Human Resource Advisory Committee
PAIR	Public Administration and International Relations
NPMC	National Performance Management Conference
PE	Personnel Emoluments
PFMR	Public Finance Management Reform
POEA	Public Officers Ethics Act
PSC	Public Service Commission
PSEA	Public Service Excellence Award
PSelf	Public Service Emerging Leaders Fellowship
PSIP	Public Service Internship Programme
PWDs	Persons Living with Disabilities
SAGAs	Semi-Autonomous Government Agencies
SDG	Sustainable Development Goals
SRC	Salaries and Remuneration Commission
TVET	Technical and Vocational Education and Training
TVETIs	Technical and Vocational Education and Training Institutions
UNDP	United Nations Development Programme
UoN	University of Nairobi
UwA	Umholi we African Fellows

MESSAGE FROM THE CHAIRPERSON



This year's Annual Report marks the final reporting year for the Strategic Plan 2019-2024. Under the overarching theme of "Reform, Perform and Transform", the Strategic Plan 2019-2024 expressed the Public Service Commission's aspirations to transform the public service from inward looking to citizen-centric service. The mid-term evaluation of the Strategic Plan allowed a comprehensive review of its implementation. In this year's report, just like in the past years, we are glad to present significant progress registered by the Commission towards the realization of its vision.

Building on our track-record of strengthening the capacity of the public service to deliver on national development priorities, the Commission continued the same trends during FY 2023/24. In fulfillment of our mandate, the Commission reviewed organizational structures for several MDAs, established new offices, appointed officers into newly created offices and vacant positions, promoted officers, provided technical support to MDAs, State Corporations and County Governments, evaluated compliance with values and principles of governance in the public service. In addition, the Commission has been instrumental in the resolution of industrial disputes, provision of policy advisories to government and partners with various agencies in the delivery of joint programmes and initiatives.

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The Commission continues to emphasize performance and service delivery improvement in the public service to ensure achievement of the government's development agenda.

Internally, to strengthen our capacity to deliver, we undertook a major review of the organizational structure of the Commission secretariat by aligning the structure to functions. This was achieved by consolidating related functions into new directorates. The reorganization of the Commission secretariat culminated with hiring of a new Secretary/Chief Executive Officer. As part of our internal capacity building, the Commission undertook group and individual training towards acquisition of core skills and competencies. In addition, the Commission collaborated with local and international partners in knowledge and skill transfer programmes through fellowship, peer learning, benchmarking and short courses.

In line with our commitment to continuous improvement, we progressively strive to enhance the capacity of the Commission by leveraging information technology and creating new platforms for efficient and effective delivery of services to citizens. The Commission continues to emphasize performance and service

delivery improvement in the public service to ensure achievement of the government's development agenda. Our response to the increasing scrutiny from citizens is anchored on the Commission's commitment to establishing a public service culture that is fair, ethical and responsive to the country's needs.

In conclusion, I wish to sincerely acknowledge the outstanding contribution and support offered by the Vice-Chairperson and the Commissioners whose tenure ends in January 2025. This exit caps six years of dedication, commitment, cooperation and provision of leadership in various aspects of Commission mandate.



AMB. ANTHONY MUCHIRI, CBS
CHAIRPERSON
PUBLIC SERVICE COMMISSION

PREFACE



The 2023/24 Annual Report presents the progress the Commission made in delivering on its mandate. The report outlines how the Commission, through the discharge of its mandate, contributed to efficient and effective service delivery. Programmes implemented to deliver on Commission strategy and respond to emerging challenges have been highlighted. The report also summarizes achievements and lessons learnt. The 2023/24 financial year, marks the end of the tenure of the current Commission Board and coincides with the end of the 2019-2024 Strategic Plan cycle.

During the financial year, the Commission registered significant progress in the achievement of its mandate in the following areas: reviewed and reorganized structures across 55 State Departments; made 3,992 new appointments in the service; promoted 2,609 officers; recruited 8,650 PSIP interns; recruited 65 young public officers into the PSELF fellowship programme; evaluated 523 public organization on compliance with values and principles of governance and public service; resolved 180 disciplinary cases in national public service; and resolved 257 appeal cases from County Governments; among others.

“

The 2023/24 financial year, marks the end of the tenure of the current Commission Board and coincides with the end of the 2019-2024 Strategic Plan cycle

In spite of the achievements, the Commission experienced a number of challenges in the delivery of the mandate of its mandate. These included: handling of 99 cases filed against the Commission; a low compliance with values and principles at 46%; encroachment on Commission mandate by other public bodies; low budget allocation relative to planned programmes; inadequate office space; and establishing presence in all regions of the country.

Notwithstanding the challenges faced, the Commission has continued to deliver on its mandate by instituting a number of mitigating measures that include: budget rationalization; improving staff complement through secondment; alternative resource mobilization through partnerships and collaborations; integration of technology to enhance delivery cost-effectiveness; capacity building to MDAs and County Governments to minimize escalation of cases to the Commission; partial delegation of functions to Authorized Officers. Whereas some of these mitigations are short-term interventions, the Commission is making every effort in strategy to put in place long-term and sustainable solutions to the challenges.

As we present this report, being our last one, I wish to recognize the contributions of my colleague committee member, Dr. Joyce Nyabuti, for her invaluable support in delivering on the roles of the Performance Management Committee. Finally, I take this opportunity to express utmost gratitude to the rest of the Performance Management Committee team for their tremendous work in the preparation of this comprehensive Annual Report.



AMB. SALMA A. AHMED, MBS
COMMISSIONER/CHAIR, PERFORMANCE MANAGEMENT COMMITTEE
PUBLIC SERVICE COMMISSION

COMPOSITION OF THE COMMISSION



Amb. Anthony Muchiri, CBS
Chairperson



CPA Charity Kisotu, CBS
Vice Chairperson



Dr. Joyce Nyabuti, PhD, MBS
Commissioner



Dr. Mary Mwiandi, PhD, MBS
Commissioner



Dr. Reuben Chirchir, PhD, MBS
Commissioner



Amb. Patrick Wamoto, MBS
Commissioner



Amb. Salma Ahmed, MBS
Commissioner



Mr. Andrew Muriuki, MBS
Commissioner



MS. Joan Otieno, MBS
Commissioner



Mr. Paul Famba
Secretary/CEO

INAUGURAL MESSAGE FROM THE NEW COMMISSION SECRETARY

On behalf of the Commission Secretariat, I am pleased to present the 2023/2024 Financial Year Annual Report, which is my first annual report since appointment. I am glad to join this institution whose mandate is at the heart of public service management. As I take up this role with zeal, commitment and dedication, I wish to recognize the cumulative efforts and investments that have gone into developing the Commission into an outstanding public institution. Going forward, my role is to continue and enhance this legacy. The brand we are building, will represent the transformation we expect in the greater public service that is consistent with the expectation of the citizens. To this end, I feel privileged to lead the Secretariat team.



The preparation of the report benefitted from the oversight and technical backstopping by Commission Standing Committee of Performance Management led by Commissioners Amb. Salma A. Ahmed and Dr. Joyce Nyabuti. This report is a product of concerted efforts by the Annual Report Task Team drawn from all Departments of the Commission who delivered on the assignment with commitment and dedication; which is evident in its scope, depth and detail.

“

The brand we are building, will represent the transformation we expect in the greater public service that is consistent with the expectation of the citizens.

Special recognition goes to the Task Team headed by Dr. Sylvester Obong'o (Director, Performance and Service Delivery Transformation), Task Team Convenor Browne Kutsua (Deputy Director, Public Communications) and Team Members, Musa Cherogony (Deputy Director, Legal Services), Simon Mwangi (Deputy Director, PSIP), Harry Mwangi, Deputy Director (Service Delivery Transformation), Daniel Oliech (Deputy Director, Research, Policy Analysis & Analytics), Dr. Rahma Hassan (Deputy Director, Research & Policy Analysis), Joseph Kenei (Deputy Director, Performance Management), Olgah Owuor (Deputy Director, HRM&D), Hannah Mwangi (Deputy Director, Recruitment and Selection), Isaac Njiru (Deputy Director (Organization, Design and Development), Phoebe Gor (Assistant Director, Performance Monitoring & Evaluation), Alex Koros (Assistant Director, Monitoring and Evaluation), Carol T. Wekesa (Assistant Director, Planning), Nelson Mithamo (Assistant Director, Finance), Melda Mboya (Assistant Director, Administrative Services), Emily Kerubo (Assistant Director, Administrative Services), Pauline Muriuki (Assistant Director, Public Communications) and Lamech Osee (Intern, Performance Management).

Finally, I wish to appreciate the contribution of Heads of Departments, Sections and Units for their invaluable support during various stages of the preparation of this report. To all who contributed to the preparation of this report, including those we may not possibly name, we appreciate your trust and confidence as we work each day to transform the Commission to better deliver on its mandate.



PAUL FAMBA, MBS
SECRETARY/CEO
PUBLIC SERVICE COMMISSION

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Public Service Commission (PSC) Annual Report for the Financial Year 2023/2024 provides a detailed account of the Commission's accomplishments, challenges, and insights as it concludes its Strategic Plan for 2019-2024, themed Reform, Perform, and Transform. This theme underscored PSC's commitment to transitioning Kenya's public service to a citizen-focused, high-performance system. The report, grounded in the constitutional mandates laid out in Articles 233 and 234 of the Constitution of Kenya, encapsulates the PSC's role in establishing offices, overseeing human resources, enhancing governance, and ensuring ethical conduct within public service. It outlines PSC's achievements, challenges, and lessons learned, with recommendations for enhancing future service delivery. It uses data collected from Commission directorates and functional units, analyzed to provide insights into trends and outcomes.

The report is organized into six chapters. Chapter one sets the context by outlining PSC's constitutional obligations and its alignment with the Strategic Plan 2019-2024. Chapter two highlights PSC's organizational structure, focusing on the transformative 13-tier model introduced in the 2023/2024 structural review aimed at optimizing service delivery and career progression. In Chapter three, PSC's core achievements in recruitment, promotions, governance, and capacity building are presented, showcasing the recruitment of over 22,000 officers and the promotion of 2,609 officers. Chapter four discusses PSC's institutional capacity, focusing on human resource strategies, technological integration, and partnerships that support its mandate. Chapter five provides a financial overview, detailing a 94% absorption rate of the allocated budget despite austerity measures, and identifying areas for increased funding. Chapter six reflects on the achievements, challenges, and lessons learned during the 2019-2024 Strategic Plan period, emphasizing the need for agility in adapting to evolving public service needs. Finally, Chapter seven consolidates Commission's accomplishments and outlines actionable recommendations, including prioritizing digital platforms, expanding funding, and fostering inclusivity in recruitment and training, while calling for the development of a new strategic plan to address ongoing challenges and align PSC's operations with national development goals.

ORGANIZATION OF THE COMMISSION FOR DELIVERY

The Public Service Commission's organizational structure, anchored in the provisions of Section 12 of the Public Service Commission Act, Cap 185, is designed to improve operational efficiency and ensure compliance with legal frameworks. The Commission's goal is to establish a structure that enables the effective delivery of its policies while ensuring that all processes are legally compliant.

Rationale for the review of the Commission's organizational structure: The last major review was conducted in 2013, and there was a need to address emerging issues and staffing gaps; The

Commission has a significant staffing gap, with 238 officers in post against an establishment of 434, leading to an imbalance in the technical and support staff ratio; The Commission's mandate had expanded, including new responsibilities in state corporations human resource management and public university leadership recruitment; A significant portion of the workforce (52%) is expected to retire within five years, necessitating a succession management strategy; and the existing 10-tier grading structure posed career growth challenges and lacked clear delineation of responsibilities.

New Structure and Organization of the Commission Secretariat: The review culminated in a transformative 13-tier structure that enhances functional efficiency. The new structure is designed to provide clear role definitions, facilitate better coordination, and optimize decision-making. It organizes the Commission into directorates, departments, divisions, and units, all structured to improve capacity for delivering on mandate.

Expected Benefits of the New Structure: Improve internal efficiency and service delivery; Streamline roles and responsibilities, ensuring clarity in the Commission's hierarchy; Enhance decision-making processes through a defined chain of command; Foster better coordination between departments and reduce the duplication of efforts; Provide a clear organizational chart that aids in tracking human resources and improving organizational management.

DELIVERY OF COMMISSION MANDATE

Establishment and Abolition of Public Service Offices: The Commission reviewed and reorganized structures across 55 State Departments, setting the total number of authorized positions at 88,074 by June 2024. Additionally, the Commission approved organizational structures for 47 State Corporations and SAGAs, and engaged in harmonizing human resource instruments in public universities.

Appointments to Public Offices: PSC adhered to constitutional principles ensuring that recruitment processes are fair, competitive, and inclusive. A total of 3,992 new appointments were made, with a significant representation of women and persons with disabilities.

Evaluation and Reporting on Public Service Values and Principles: The Commission conducted evaluations across 523 public organizations from various service sectors, focusing on values such as transparency, accountability, and good governance. An overall improvement of 4% in service delivery was recorded, with recommendations for further digitization of services and promoting diversity.

Disciplinary Control: The Commission received 319 disciplinary cases and resolved 180, issuing advisories to ensure consistency with legal frameworks. Reviewed the Discipline Manual for Public Service and provided capacity-building sessions to MDAs.

County Public Service Appeals: The Commission handled 418 appeals from County Public Service Boards, resolving 257 cases and improving responsiveness to county HR challenges.

Compliance with Values and Principles of Governance and Public Service: The Commission evaluated compliance with public service values across 523 institutions. The compliance index was 46%; an improvement of four percent from the previous year. Citizen feedback focusing on ethical standards, accountability, and service delivery were integrated in the 2023/2024 FY evaluation.

Public Complaints Resolution: Addressed 88 public complaints, resolving 34 cases (39%) and continuing to process the remaining 54 cases (61%).

Human Resource Management and Development: Implemented capacity-building initiatives such as recruitment of 8,650 interns under the Public Service Internship Program (PSIP), digital literacy training, and mentorship programs. Promoted 2,609 officers to address career stagnation and improve workforce morale.

Litigation Cases: The Commission handled 99 cases filed against it, with 42 judgments delivered. Most cases pertained to disciplinary control, recruitment, and promotions.

Monitoring and Evaluation: Through quarterly and annual reports, the PSC monitored the compliance of human resource management practices across public organizations. These included audits of payroll systems and recruitment processes, as well as addressing gaps in adherence to regulations.

Promotion of Ethical Conduct: The Commission ensured that public officers complied with the Public Officer Ethics Act, with high compliance in wealth declarations. Disciplinary actions were taken against officers failing to submit timely disclosures.

Efficiency and Effectiveness: The PSC implemented performance management tools and collaborated with government agencies to enhance public service delivery. Notable initiatives include the upcoming National Performance Management Conference and the Public Service Excellence Award Scheme, which aim to recognize and reward high-performing public officers and institutions.

Technical Support and Peer Learning: The Commission provided technical support to MDAs, County Governments, and continental delegations on human resource management best practices. Through peer learning and benchmarking, the PSC fostered knowledge exchange and capacity building to enhance service delivery and governance.

INSTITUTIONAL CAPACITY OF THE COMMISSION

Human Resource Management and Development: The Commission reviewed its organizational structure, creating five directorates and 18 departments to improve operational efficiency. Despite an in-post rate of 48% against the authorized establishment, proactive measures, including recruitment, promotions, and secondments, addressed staffing gaps. Key appointments included a new CEO and the promotion of 154 officers. Training initiatives and local agreements further enhanced staff skills and performance.

Performance Management: PSC operationalized its performance management framework by

aligning annual targets with its strategic agenda. Out of 200 planned activities, 58% were fully implemented, with budget constraints cited as a key challenge. Key focus areas included human resource management, governance, productivity, and quasi-judicial functions.

Terms and Conditions of Service: To improve staff welfare, the Commission facilitated pension contributions, medical insurance renewals, and access to mortgage loans. Professional development was supported through membership subscriptions and training opportunities, enhancing job satisfaction and morale.

Collaborations and Partnerships: PSC actively engaged in national, regional and international partnerships to foster institutional growth. Notable collaborations included: African Leadership Academy; Association of African Public Services Commissions; Commonwealth Secretariat; Konza Technopolis; Australian Fellowship Awards; Kenya-Ghana Joint Commission: Emerging Leaders Fellowship: World Bank; Mozilla Foundation, Safaricom, the National Treasury, Salaries and Remuneration Commission and Ministries.

Skills Development and Stakeholder Engagement: The Commission prioritized capacity building through group and individual training programs, leveraging its training budget and external support. Engagements with stakeholders, including UNDP, EACC, and academic institutions, focused on governance, education quality, and anti-corruption.

FINANCIAL MANAGEMENT AND RESOURCE UTILIZATION

The Commission's financial stewardship was marked by a 94% budget absorption rate, executing 165 of the 200 planned targets despite financial constraints due to austerity measures. Key financial highlights include:

Budget Utilization: Out of Kshs 3.59 billion allocated for the year, Kshs 3.36 billion was spent. Funds were strategically allocated across five major programs: human resource management, governance, productivity, administration, and quasi-judicial functions.

Future Budget Proposals: PSC proposed an increased allocation for the subsequent fiscal year to expand service delivery initiatives, particularly in technology, M&E, and regional partnerships aimed at enhancing citizen satisfaction.

ACHIEVEMENTS, CHALLENGES AND LESSONS

This reporting period revealed significant accomplishments, alongside insights on systemic improvements:

Achievements: PSC's year-end accomplishments include successful structural reorganization, effective recruitment processes, enhanced compliance with ethical standards, and the

establishment of new strategic partnerships. These achievements reflect PSC's commitment to innovation, adaptability, and strategic foresight.

Challenges: Persistent challenges included budgetary limitations that impacted some operational targets and an aging workforce requiring intensified succession planning. Additionally, PSC faced challenges in integrating technology across all departments and ensuring optimal staffing levels in technical roles.

Lessons: The need for ongoing structural reviews, stronger technological frameworks, and data-driven decision-making emerged as crucial for PSC's continuous improvement. There is also a renewed focus on bolstering citizen engagement and feedback mechanisms to improve public service satisfaction levels.

RECOMMENDATIONS

- The following recommendations have been made towards improving the overall institutional capacity of the Commission to better deliver its mandate:
- Working with relevant government agencies to improve budget allocation
- Enhancing Commission human capital through increased budgets for hiring new staff, human resource planning and succession management
- Expanding Commission office space
- Investment in state-of-the-art tools and equipment
- Enhanced staff training and capacity building in technical functions and emerging functions and roles
- Integrating technology across all departments and ensuring optimal staffing levels in technical roles
- Reclaiming and directly discharging encroached mandate
- Reengineering Commission business processes to improve delivery turnaround

CHAPTER 1

INTRODUCTION

1.1 Overview

The Annual Report for the 2023/2024 Financial Year is presented in fulfillment of a constitutional requirement. It provides a detailed picture of how the Commission performed and which activities were undertaken, how resources were allocated, and what goals were achieved in pursuit of its mission. The report is a final summation of the quarterly reports submitted by directorates during the year and provides details on both strategic review of the past year (in light of the strategic plan intent) and a more specific programmatic review of delivery of mandate. Over and above fulfilling the statutory obligation, this year's report highlights the delivery architecture of the Commission in the backdrop of a major structural review.

1.2 Constitutional Requirements for the Report

The Public Service Commission Annual Report is anchored in Article 254 of the Constitution and Section 90 of the Public Service Commission Act Cap 185. Specifically, Article 254 (1) provides that, as soon as practicable after the end of each financial year, each Commission, and each holder of an independent office, shall submit a report to the President and Parliament. Section 90 (1) of the PSC Act Cap. 185 provides that the Commission shall, within three months after the closure of the financial year, prepare a report for submission to the President and Parliament. As elaborated in Section 90 (2), the Annual Report should contain:

- i). the financial statements of the Commission;
- ii). decisions, observations, findings, and recommendations with respect to any Constitutional or statutory function of the Commission;
- iii). findings of an audit, investigation, evaluation, monitoring, inquiry, research, or visits undertaken by the Commission;
- iv). any information that is required by law to be reported on by the Commission;
- v). issues the President or Parliament has, in writing, required the Commission to report upon;
- vi). impediments to the achievement of the objects and functions of the Commission under the Constitution, the PSC Act, or any written law; and
- vii). any other information relating to the Commission's functions that the Commission considers necessary.

Both Article 254 (3) of the Constitution and Section 91 of the Act require the Commission to publish and publicize the Annual Report submitted to the President and Parliament.

1.3 Establishment of the Commission

Since its establishment in 1954, the Public Service Commission has executed its mandate and fulfilled its mission of creating a proficient and productive public service. This has been achieved through the establishment of public offices, the appointment of persons to those offices, building the capacity of public servants, and playing an oversight and regulatory role over the public service.

The Constitution of Kenya 2010 reinforced and expanded the Commission's mandate and functions. Under the Constitution of Kenya 2010, the Public Service Commission is established under Article

233. It consists of a chairperson, a vice chairperson, and seven other members appointed by the President with the approval of the National Assembly.

In line with the Constitution, the Commission puts public servants, the delivery of its mandate, and citizen-centricity at the center of everything it does. To this end, it embraces the values and principles of public service, sustainability, meritocracy, and professionalism as enshrined in Chapters 10 and 232 of the Constitution. In keeping with long-standing principles of impartial service and cooperation with the current administration, the Commission's work is guided by independence, self-governance, answerability, and openness. These principles, which are at the center of the Commission's culture and practice that are implemented by adhering to the requirements of the constitution.

1.4 Mandate of the Commission

The mandate of the Commission is spelled out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b), and 236 of the Constitution. This includes the establishment and abolition of offices, provision of competent human resources, promotion of good governance, and ensuring efficiency and effectiveness in the provision of quality services in the public service. In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, the Public Service Commission Act Cap 185, the Public Service (Values and Principles) Act, of 2015, and other relevant legislations.

1.5 Functions and Powers of the Commission

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

1. Subject to the Constitution and legislation:
 - a. Establish and abolish offices in the public service; and
 - b. Appoint persons to hold or act in those offices, and to confirm appointments;
2. Exercise disciplinary control over and remove persons holding or acting in those offices;
3. Promote the values and principles referred to in Articles 10 and 232 throughout the public service;
4. Investigate, monitor and evaluate the organization, administration and personnel practices of the public service;
5. Ensure that the public service is efficient and effective;
6. Develop human resource in the public service;
7. Review and make recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service;
8. Evaluate and report to the President and Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the public service;
9. Hear and determine appeals in respect of county governments' public service;
10. Nominate persons to the Judicial Service Commission and Salaries Remuneration Commission

under Articles 171(2) and 230(2){b} respectively;

11. Recommend persons to be appointed as Principal Secretaries under Article 155 (3) (a);
12. Receive and process petitions for the removal of the Director of Public Prosecutions and recommend the appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);
13. Receive petitions for the removal of the Registrar and Assistant Registrars of political parties by Section 37 of the Political Parties Act Cap 7D;
14. Protect public officers against victimization and discrimination while discharging their duties by Article 236 of the Constitution;
15. Recruit and select Vice Chancellors, Deputy Vice Chancellors of Public Universities and Principals and Deputy Principals of Constituent Colleges, under the Universities Act Cap 210 (No. 42 of 2012) section 35(1) (a)(v) as amended in the Statute Law (Miscellaneous Amendments) Act 2018; and
16. Perform any other functions and exercise any other powers conferred by national legislation.

1.6 Commission Tenure

The current Commission took office on 9th January, 2019 except for the Chairperson who was sworn into office on 22nd December 2021 following the demise of the former chairman the late Stephen Kirogo, EBS. The tenure of eight members of the Commission comes to an end in January 2025 after a six-year period.

1.7 Commission's Targets for 2023/24 Financial Year

The Commission's targets for 2023/24 FY are derived from the Strategic Plan 2019-2024 and emerging policy areas prioritized for implementation through the Annual Work Plan. These targets were in line with the Commission's transformative agenda of a citizen-centric public service delivery approach and facilitating effective delivery of public services. The targets were carried out through five budget programs:

- Human Resource Management and Development
- Governance and National Values
- Performance and Productivity Management
- General Administration, Planning, and Support Services
- Administration of Quasi-judicial functions

This Annual Report focuses on the implementation of planned targets, including funds spent and the performance of the targets vis-à-vis the funds allocated. The Commission was allocated Kshs3.59 billion to implement 200 targets during the review period.

The Commission spent Ksh3.36billion translating to a budget absorption rate of 94% after

implementing 165 targets. While the performance over the period was generally good, the few targets that were not implemented or partially completed were due to inadequate budget allocation occasioned by the implementation of austerity measures.

1.8 Structure of the Report

The report is structured in six chapters. The first chapter, which is the introductory chapter highlights the report overview, its constitutional requirement, the establishment of the Commission, the mandate of the Commission and its functions. This chapter also presents a summary of planned programs for FY 2023/2024 and the level of implementation.

Chapter two focuses on how the delivery structure of the Commission. It goes into details of the organization of the Board Committees and their function. The chapter underpins the centrality of organizational structure as the backbone to implementation of strategy. For that reason, the chapter explains the structure through which activities are coordinated, systems of power, control and communications, and roles and responsibilities necessary for strategy implementation.

Chapter three is the center of the report. It presents in detail what the Commission did to deliver on its mandate. It captures among other areas of delivery, establishment and abolition of offices, appointments, advertisement of job vacancies, recruitment, handling disciplinary issues as well as handling of complaints. The chapter also captures exits from service, promotion of values and principles of governance in the public service, efficiency and effectiveness including capacity development. In addition, it covers County Government appeals, state corporations appeals, litigations, promotion of ethical conduct in the service as well as stakeholder relations including feedback from members of the public.

Chapter four is dedicated to reporting on institutional capacity of the Commission as well as collaborations, cooperation, and partnerships with stakeholders, and regional and international bodies. This chapter also covers research and policy analysis. The chapter is to a large degree a review of the Commission's ability and preparedness to deliver. A look at the chapter can thus help identify possible areas of deficits in terms of staff strength and capacity building that may require attention for improvement of ability to deliver.

Chapter five provides details of financial management, especially planned vis-à-vis approved budget for FY 2023/24. It also reports on the utilization and absorption trends. The chapter goes further to highlight details on resource mobilization efforts and unaudited financial statements including the budget proposals for FY 2024/25.

The report's conclusion is contained in chapter six. It brings out the key achievements, challenges, lessons learned, recommendations, and proposed way forward.

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CHAPTER 2

ORGANIZATION OF THE COMMISSION FOR DELIVERY

2.1 Introduction

The administrative and operational organization of the Commission is anchored on the provisions of Section 12 of the Public Service Commission Act, Cap 185. It provides for establishment of committees of the Commission, directorates, departments, divisions and units. The main goal of establishing an organizational structure is to improve the efficiency. An effective structure is all about turning informal relationships into formal relationships.

Creating a formal, legal structure in any organization is to enable delivery of policy in a way that is efficient and legally compliant. This section of the report presents highlights on the Commission's institutional architecture that anchors its administrative organization for delivery.

2.2 Structure and organization of Commission Board

The Commission Board comprises a Chairperson, Vice Chairperson and seven members. The Chief Executive Officer, who is the head the secretariat is also the Secretary to the Commission Board. He/she is therefore the link and facilitates operations between the Board and the Secretariat. Commissioners head the technical Committees, which support the board in the discharge of its mandate.

2.2.1 Appointment, Establishment and Committees of the Commission

The idea behind formation of technical committees of a board is to tap the specific talents, skills and knowledge of individual commissioners to inform and educate the entire commission on particular areas of concern. Committees allow the Commission to divide the work of the Commission into manageable sections. The Committees are thus specialized sub-groups created to support the performance of critical functions that require technical input.

Committees reflect delivery strategy and response to contemporary issues in an organization's operating environment. The Commission therefore works through Board Committees to enhance its overall operational efficiency. They ensure matters that require technical input and detailed analysis are first tabled in the committees before being brought to the Commission board. Through the Committee system, the Commission is able to ensure that, decisions at board level are sound and informed by input from all relevant sources. Commission operates three types of committees. These are: Standing Committee, Statutory committee and Ad-hoc committee.

The Standing Committee;

1. Human Resource Planning, Establishment and Recruitment
2. Terms and Conditions of Service
3. Public Service Performance and Transformation
4. Compliance and Quality Assurance
5. Capacity and Capability Development
6. County Appeals and Devolution Matters

7. Finance, Planning, ICT and General Purpose
8. State Corporations
- a. **Statutory Committees** – These are established by statutes and may comprise external members; e.g. Budget Implementation Committee, Performance Management Committee and Audit committee.
- b. **Ad-Hoc Committees** - Constituted from time to time as need arises to handle specific issue(s) or assignment(s) and dissolved after completion of the task.

2.2.2 Functions of Committees of the Board

The functions and terms of reference of the Commission Committees are as follows:

a) Human Resource Planning, Establishment and Recruitment Committee

The main function of the Committee is to process requests for appointment or recommendations for persons to hold or act in offices in the public service and confirmation of appointments. [Article 234(2)(a)(ii)]. The Committee also processes applications on nominations of persons to be appointed as Principal Secretaries [Article 155(3)(a)].

Membership

Title	Name
Chairperson	Mr. Andrew N. Muriuki, MBS
Member	Amb. Salma A. Ahmed, MBS
Joint Secretaries	Director – Recruitment
	Director- Establishment and Management Consultancy

Terms of Reference

- i). Making proposals for review of the recruitment and selection policy in the public service;
- ii). Analyzing and scrutinizing job indents submitted by State Departments and make appropriate recommendations;
- iii). Analyzing requests on appointments and promotions and make appropriate recommendations;
- iv). Proposing criteria for ensuring that all appointments comply with the Constitution;
- v). Analyzing requests on promotion on merit and making appropriate recommendations;
- vi). Develop and review policy guidelines for secondment, transfer, deployment and other related issues of officers serving in the counties;
- vii). Develop mechanisms for transferring officers to and from the National Government and across counties;
- viii). Develop and manage staff establishment database for the Civil Service;
- ix). Develop Career Progression Framework for the Civil Service; and

- x). Address any other related matter as maybe referred to the Committee.

b) Terms and Conditions of Service Committee

The functions of the Committee are to: investigate, monitor and evaluate the organization, administration and personnel practices of the public service; ensure that the public service is efficient and effective; develop human resources in the public service; review and make recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service [Article 234 (2) (d), (e), (f) and (g)] of the Constitution.

Membership

Position/Title	Name
Chairperson	Dr. Joyce K. Nyabuti, MBS
Member	Ms Joan A. Otieno, MBS
Secretary	Director- Human Resource Development

Terms of Reference

- i). Propose mechanisms for engaging with Trade Unions;
- ii). Engage Trade Unions, Ministry of Labour and other players on terms and conditions of service for public officers in the National Government;
- iii). Analyze proposals on terms and conditions of service before presentation to the Commission;
- iv). Engage the Salaries and Remuneration Commission on terms and conditions of service for public officers; and
- v). Address any other related matter as maybe referred to the Committee.

c) Public Service Performance and Transformation Committee

Functions of the Public Service Performance and Transformation Committee derive from Article 234 of the Constitution which, under subsection 2 (e), mandates the Public Service Commission to ensure that the public service is efficient and effective.

Membership

Title	Name
Chairperson	Amb. Salma A. Ahmed, MBS
Member	Dr. Joyce K. Nyabuti, MBS
Member	Dr. Reuben K. Chirchir, MBS
Secretary	Director- Performance and Service Delivery Transformation

Terms of Reference

- i). Establish internal structures to drive public service performance and transformation functions including harmonizing existing related functions in the Commission.

- ii). Establish external structures in consultation with key actors to drive public service performance, service delivery improvement and the public service transformation.
- iii). Establish the institutional framework for performance management in the public service to provide a structured mechanism for policy level leadership and implementation
- iv). Establish citizen service delivery needs.
- v). Initiate service delivery improvement programmes to generate service-wide momentum for performance.
- vi). Establish systems to strengthen performance management and capacity building to promote greater coordination of government efforts.
- vii). Develop a policy framework for public service performance management.
- viii). Develop strategies for inculcating a public service performance and service delivery efficiency and effectiveness culture.
- ix). Establish structures and systems for public service transformation.
- x). Integrating sustainability mechanisms in public service transformation programmes and initiatives.

d) Compliance and Quality Assurance Committee

The functions of the Compliance and Quality Assurance Committee are to: Promote the values and principles referred to in Articles 10 and 232 throughout the public service; Investigate, Monitor and Evaluate the Organization, Administration and Personnel Practices of the public service; Evaluate and report to the President and Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the Public Service; Review guidelines for carrying out investigations; Review the Monitoring and Evaluation Framework; and Consider reports on Investigations, Monitoring and Evaluation of the Organization, Administration and Personnel Practices.

Membership

Position/Title	Name
Chairperson	Dr. Reuben K. Chirchir, MBS
Member	Dr. Joyce K. Nyabuti, MBS
Secretary	Director – Compliance and Quality Assurance

Terms of Reference

- i). Propose programmes for promotion of values and principles in Articles 10 and 232 of the Constitution;
- ii). Propose modalities for monitoring and evaluating the effectiveness of the programmes in (i) above in promoting the values and principles in the public service;
- iii). Receive and analyze the preliminary annual reports to the President and Parliament on the extent to which values and principles are complied with in the public service;

- iv). Propose mechanisms for reviewing codes of conduct in the public service;
- v). Validate reports before presentation to the Board;
- vi). Analyze the wealth declaration reports and make appropriate recommendations; and
- vii). Address any other related matter as maybe referred to the Committee.

e) **Capacity and Capability Development Committee**

The function of the Committee is derived from Article 234(2) (f) of the Constitution; namely, develop human resources in the public service.

Membership

Title	Name
Chairperson	Dr. Mary C. Mwiandi, MBS
Member	Ms Joan A. Otieno, MBS
Secretary	Director- Human Resource Development

Terms of Reference

- i). Make proposals on aligning the Human Resource Development policy for the public service to the Constitution of Kenya;
- ii). Analyze training needs assessment reports from the State Departments;
- iii). Develop modalities of carrying out training impact assessment in the service;
- iv). Recommend policies that ensure promotion of Article 232(1)(i) as relates to training;
- v). Propose mechanisms for collaborating with various Government Training Institutions on human resource development;
- vi). Address all matters relating to the Commission's administered examinations;
- vii). Address any other related matter as maybe referred to the Committee.

f) **County Appeals and Devolution Matters Committee**

The functions of the Committee are to hear and determine appeals from County Public Service derived from Article 234(2)(i), the Sixth Schedule of the Constitution, Section 15 and 138 of the County Government Act, 2012.

Membership

Title	Name
Chairperson	Amb. Patrick S. Wamoto, EBS
Member	Amb. Salma A. Ahmed, MBS
Secretariat	Director – Legal Services

Terms of Reference

- i). Work in collaboration with Inter-Governmental Relations Technical Committee (IGRTC) and other related Government Agencies to ensure smooth transition to devolved system;
- ii). Provide technical support and capacity building to County Governments on HR matters;
- iii). Consider county appeals and make recommendations to the Commission for determination and decision;
- iv). Ensuring procedural fairness in determination of all appeals;
- v). Hearing appeal cases where applicable; and
- vi). Address any other related matter as may be referred to the Committee.

g) Finance, Planning, ICT and General-Purpose Committee

The functions of the Committee are derived from Article 233(1) of the Constitution and Section 16, and Parts III and XVI of the Public Service Commission Act, Cap 185.

Membership

Title	Name
Chairperson	CPA Charity Kisotu, CBS
Member	Dr. Reuben K. Chirchir, MBS
Secretary	Director, (Finance, Planning and Resource Mobilization)
Secretariat	Director - Administration
Secretariat	Head of Planning Unit
Secretariat	Head of Procurement
Secretariat	Head of Communication
Secretariat	Head of Human Resource Management (Commission
Secretariat	Head of Information, Communication and Technology

Terms of Reference

- i). Develop proposals on strategic direction of the Commission;
- ii). Monitor implementation of the Commission's strategic plan and annual performance contracts;
- iii). Formulate proposals on re-structuring and staffing of the Commission Secretariat;
- iv). Analyze the budget proposals for the Commission and make recommendations for approval;
- v). Propose modalities for collaboration and cooperation between the Commission and other Public Service Commissions in the region and other bodies;
- vi). Oversee the implementation and sustainability of the ISO 2008:9015 certification process;
- vii). Oversee implementation of the ICT Risk Management Policy and related ICT policies;
- viii). Oversee automation of the Commission's operations and activities; and
- ix). Address any other related matter as maybe referred to the Committee.

h) Standing Committee on State Corporations

Pursuant to the provisions of Article 234(5) of the Constitution of Kenya and Section 12 of the Public Service Commission Act, Cap 185, the Commission established a Standing Committee on state corporations for better execution of its mandate. Additionally, this standing Committee enables the Commission to expeditiously handle matters relating to state corporations where Court Rulings have amplified and underpinned the Commission's constitutional authority over.

The functions of the Committee are derived from Article 234 (2) (a)(i), (d), (e) and (g), Parts (iv), (vii), (ix) and (x) of the Public Service Commission Act Cap 185, namely: Establishment and abolition of offices in the Public Service; Investigation, monitoring and evaluation of the organization, administration and personnel practices of the Public Service; Efficiency and effectiveness of the Public Service; and Reviewing and making recommendations on codes of conduct and qualifications.

Membership

Title	Name
Chairperson	CPA Charity Kisotu, CBS
Member	Dr. Reuben K. Chirchir, MBS
Member	Amb. Patrick S. Wamoto, EBS
Member	Mr. Andrew N. Muriuki, MBS
Secretary	Director- Establishment and Management Consultancy

Terms of Reference

- i). Consider proposals on development and review of organizational structures and make recommendations to the Board for approval.
- ii). Consider proposals on development and review of staff establishment and submit recommendations to the Board.
- iii). Receive and deliberate proposals on generation and review human resource instruments such as manuals, codes of conduct, guidelines, procedures and personnel practices.
- iv). Consider, validate and submit to the Board reports/returns on investigations, monitoring and evaluation of human resource practices.
- v). Consider and review proposals on development of career management policies, guidelines and qualifications and submit recommendations to the Board.
- vi). Consider and make recommendations to the Board on requests for technical support to State Corporations.
- vii). Handle any other matter as may be referred to the committee by the Board.

i) Audit Committee

The functions of the Committee are derived from Section 73(5) of the Public Financial Management Act, Cap 412A as operationalized through the Public Finance Management Regulations, 2015 and Kenya Gazette Notice No. 2691 of 15th April 2016.

Membership

Title	Name
Chairperson	Mr. James Mutiso Mutua
Member	Mrs. Jane K. Micheni
Member	Mr. Andrew N. Muriuki, MBS
Member	Mr. Taslim M. Wason
Secretary	Head of Internal Audit

Terms of Reference

- i). Review and approve the Internal Audit charter;
- ii). Review and approve the annual audit plan and make recommendations to the Board regarding approval of, and any major changes to, the plan;
- iii). Receive and review reports from the Internal Audit/ External Audit, and make recommendations to the Board regarding any follow up action to be taken based on such reports;
- iv). Evaluate the adequacy of management responses to such audit queries;
- v). Monitor the implementation of audit-based recommendations approved by the Board;
- vi). Review audit reports of the Auditor-General that have implications on the Commission and make recommendations to the Board for approval, responses and action plans;
- vii). Advise the Commission on risk management and ensure that the Commission has in place an Institutional Risk Management Policy Framework and that Management (through the CEO) implements appropriate risk management strategies;
- viii). Initiate special audit/investigation on any allegations, concerns and complaints regarding fraud and any other malpractices within the Commission; and
- ix). Address any other related matter as maybe referred to the Committee.

2.3 Review of Structure of Commission Secretariat

The Commission secretariat headed by the Secretary/Chief Executive Officer supports the Board in discharging its mandate. The Secretariat performs its function as guided by the Constitution, Public Service Commission Act, Cap 185, Public Service (Values and Principles) Act, 2015 and other relevant legislations. Historically, the structure of the Commission secretariat comprised directorates, departments and units. Over time, there have been changes in the Commission's scope of mandate. Additionally, pronouncements by the Courts have consistently affirmed that the Commission's mandate encompasses an oversight role of State Corporations on the part of the public service. Further, the Commission operates in an ever-changing service delivery environment characterized by increased demands by citizens and co-clients on delivery efficiency and effectiveness.

Structurally, succession planning and staff motivation at the Commission had been constrained by chronic stagnation that impeded the professional growth of staff. Operationally, there has been

phenomenal change in the approaches used by the Commission in service delivery; that require new skill-sets, technologies, innovations and personnel numbers. In view of these changes and constraints, the Commission Board found it necessary to undertake a comprehensive and participatory review of the organizational structure, staff establishment, grading structure and salary structure of the Commission secretariat. The review sought to better align structural establishment to delivery of functions.

During the 2023/2024 Financial Year, the Commission undertook a review of the existing organization structure and staff establishment with a view to aligning the structure with core mandate, functions and work processes. The Commission appointed an ad hoc committee of the Board comprising three Commissioners chaired by Commissioner Dr. Joyce Nyabuti, with Commissioners Dr. Reuben Chirchir and Joan Otieno as Members. The Committee was supported technically by the Establishment and Management Consultancy Service Directorate.

2. 3. 1. Rationale for the review

Review of the structure was premised on the following considerations:

- i). It was observed that no major review had been carried out on the current organization structure which was approved in 2013 except for the elongation of the grading structure from nine to ten levels and the establishment of the positions of Deputy Commission Secretaries PSC Grade 9 and the establishment of the Directorate of Performance and Public Transformation.
- ii). The Commission had not achieved optimal staffing levels. Staff in post at the time of the review was 238 officers against an establishment of 434 posts. In addition, the staff ratio for technical/shared services of 45:55 favoured support services. The review was to determine optimal staffing levels for all functional areas.
- iii). The scope of mandate for the Commission had continued to increase while the organization structure remained static. The additional workload included processing and reviewing of Human Resource Instruments for State Corporations, recruitment of Vice-Chancellors for Public Universities and providing technical support to public institutions on recruitment and capacity building and partnerships.
- iv). Workforce analysis showed that the Commission had an ageing workforce with about 52% of staff exiting in the next five years and thirty percent exiting in the next ten years. The review therefore facilitated the implementation of succession management for the Secretariat.
- v). The 10-tier grading structure for the Commission Secretariat adopted in 2013 was short and had posed career growth challenges. It also lacked clear delineation of duties and responsibilities especially at the lower levels. The review sought to optimize the grading structure so as to provide sustainable career growth paths for all cadres.

The review was significant to the Commission in many ways especially given that the last review of the Commission's organizational structure was undertaken in 2013. The completion of this exercise was therefore a major achievement in the tenure of the Commission and a key milestone

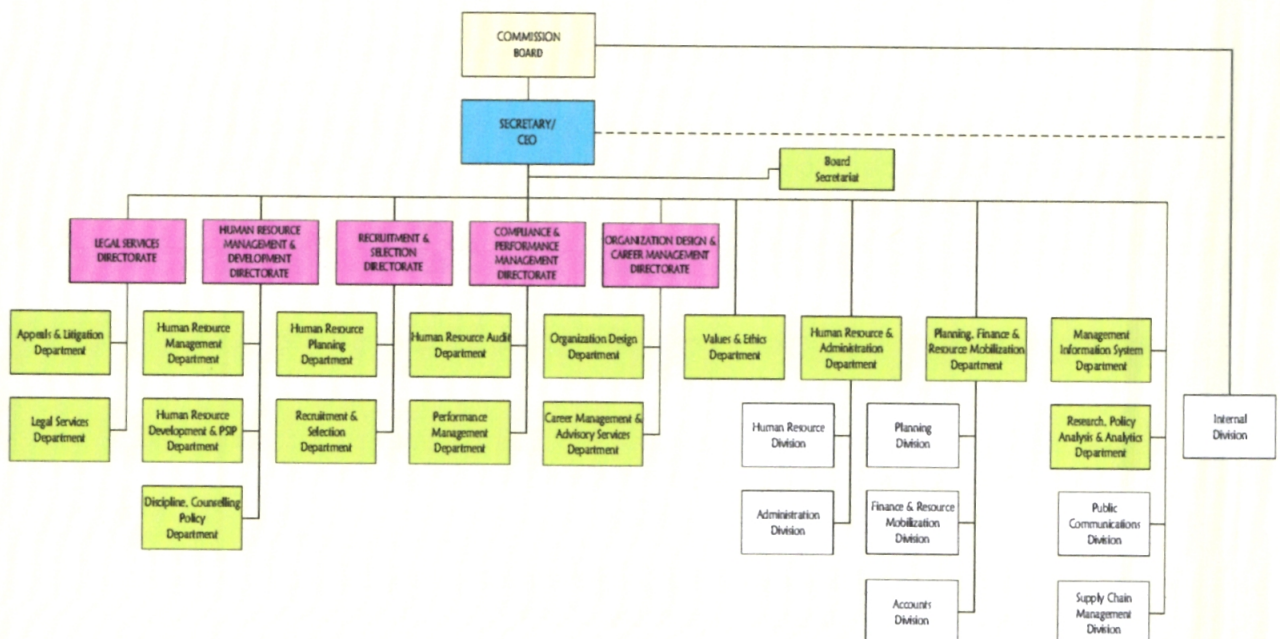
in strategic positioning of the Commission to deliver. The primary objective of the review was, therefore, to create an effective internal structure that can boost the ability of the Commission to deliver on its mandate, refocus the orientation of its staff to serve the citizens better and reposition the Commission to be able to contribute efficiently and effectively in the management of the public service.

The review exercise was complex in many ways; it sought to establish whether work responsibilities were appropriate for the positions and incumbents? Then went further to address subsequent issues of whether the Commission had the right number of positions in the right places. The Committee meticulously worked through the entire processes and presented its report to the Board in April 2024. The Commission Board deliberated on the proposed structure and recommended areas for improvement before stakeholders' engagement. The recommendations were incorporated and the Committee finalized the process culminating in the new organization structure.

2.4 New structure and organization of Commission Secretariat

The organization structure review process culminated in a progressive and transformative 13-tier structure comprising clustered under directorates, departments, divisions and units. The new structure has been operationalized into an optimal combination of functional positions including the office of the Secretary/Chief Executive Officer, Deputy Commission Secretaries, Directors, Deputy Directors, Assistant Directors, Principal Officers, Senior Officers and officers. The current structure is illustrated in Figure 2-1.

Figure 2-1: Approved Organizational Structure for the Commission



2.5 The Grading Structure

The new functional structure of the secretariat translates into a 13-tier grading structure as shown on 2.1.

Table 2.1: Commission grading structure by designation

Designation	Job Grade
Commission Secretary/CEO	PSC 1
Deputy Commission Secretary	PSC 2
Director	PSC 3
Deputy Director	PSC 4
Assistant Director	PSC 5
Principal Officer	PSC 6
Assistant Principal Officer	PSC 6
Senior Officer	PSC 7
Assistant Senior Officer	PSC 7
Officer I	PSC 8
Assistant Officer I	PSC 8
Officer II	PSC 9
Principal Driver	PSC 9
Assistant Officer II	PSC 9
Senior Driver	PSC 10
Senior Artisan	PSC 10
Assistant Officer III	PSC 10
Support Staff Supervisor	PSC 10
Driver I	PSC 11
Artisan I	PSC 11
Senior Support Staff	PSC 11
Support Staff I	PSC 12
Support Staff II	PSC 13

2. 6. Expected Benefits

There is relationship between internal structure and performance. The new structure is expected to improve internal efficiency and service delivery. The new structure brings insights on internal relationships and helps in clarifying roles and responsibilities and also defines the Commission's hierarchy it has also laid out in the new grading structure for staff.

The new structure is important because it will help the Commission implement efficient decision-making processes, by developing a clear chain of command and assigning roles to lower-level employees for faster and better decision-making. Additionally, the new structure provide a clear organizational chart that helps keep track of human resources easy. As the Commission grew, departments also increased and started operating in silos distinct from each other. The review

of the structure has therefore helped identify gaps in coordination of commission's business and skills. Reviewing the structure has helped reassignment of functions to prevent duplication of effort and realign service delivery systems, processes and procedures.

CHAPTER 3

DELIVERY OF COMMISSION MANDATE

3.1 Introduction

The Commission's delivery is guided by its mandate and functions stipulated under Article 234 of the Constitution. Annually, the strategic plan and work plans serve as roadmaps that guide the activities to be undertaken and has embraced a mission delivery culture that has been vital in improving both individual and organization performance. This chapter therefore presents the extent of implementation of planned activities during the year.

3.2 Establishment and Abolition of Offices in the Public Service

Establishment and abolition of offices in the Public Service is guided by various legal and policy instruments which include; the Constitution of Kenya, Public Service Commission Act Cap 185, Public Service Commission Regulations of 2020, Guidelines on Establishment and Abolitions of Offices of 2016, Guidelines on Development/Review of Organization Structures of 2016, and the Guidelines for Development and Review of Human Resource Management Instruments for State Corporations and Public Universities of August 2023 and Executive Order No. 2 of November 2023.

During the year under review, the Commission reviewed and re-organized the structures and staff establishments in 55 State Departments with a staff establishment of 11,901. This review re-established the total number of authorized positions in the Ministries / State Departments to be 88,074 as at 30th June, 2024. Appendix 1 details the Authorized Establishment in Ministries / State Departments. Further, the Commission approved organization structures, grading structures and staff establishments for 47 State Corporations and SAGAs with a staff establishment of 20,378. Additionally, the Commission approved career progression guidelines and human resource policies and procedures manuals for these institutions. The Commission is also engaging with public universities with a view to harmonizing human resource instruments across the higher education sector.

3.3 Appointment of Persons to Public Offices

Appointments to public offices done by the Commission are guided by Article 232 (g) of the Constitution, which stipulates "...fair competition and merit as the basis of appointments and promotions. The constitution further requires that, the appointments must be a representation of Kenya's diverse communities and also afford adequate and equal opportunities for training and advancement, at all levels of the public service to men and women; the members of all ethnic groups; and persons with disabilities.

3.3.1 Advertisements for Job Vacancies

To ensure a competitive recruitment process, the Public Service Commission Act section 37 guides that "Where a vacancy in a public office is to be filled, the Commission or authorized officer, shall invite applications by advertising the vacancy in the Commission's website, at least one daily newspaper of nationwide coverage, the radio and other modes of communication, so as to reach as wide a population of potential applicants as possible"

The Act further directs that the advertisements should be conducted in an efficient and effective manner so as to ensure that the applicants, including persons who for any reason have been or may be disadvantaged, have an equal opportunity to apply for the advertised positions.

3.3.2 Recruitment

Recruitment and selection is a critical mandate of the Commission which aims at matching in-post numbers to the establishment. Ultimately, this is expected to lead to improvements in performance and productivity in the public service. Recruitment took the form of new appointments in MDAs; appointments in Constitutional Commissions; and appointments in Public Universities.

a) New Appointments in MDAs

The total of 3,992 new officers were appointed to various post in 22 Ministries and State Departments, which comprised 1,759 (44%) females and 2,233 (56%) males. Among those appointed 53 were PWDs, constituting 1.3% of officers recruited as presented in Table 3.1.

Table 3.1: New Appointments in Ministries and State Departments by Gender

Ministry/State Department	Female	Male	Total
Ministry of Agriculture and Livestock Development	12	13	25
Ministry of Defence	184	225	409
Housing and Urban Development	10	46	56
Ministry of Foreign and Diaspora Affairs Kenya Missions	3	9	12
Ministry of Interior and National Administration	365	449	814
Social Protection and Citizen Services	5	56	61
Ministry of Tourism, Wildlife and Heritage	8	4	12
State Department for Culture, The Arts and Heritage	26	14	40
State Department for Immigration and Citizen Services	66	60	126
State Department for Industry	2	1	3
State Department for Internal Security and National Administration	39	25	64
State Department for Lands and Physical Planning	46	59	105
State Department for Livestock Development	4	3	7
State Department for Mining	20	31	51
State Department for Public Works	16	20	36
State Department for Tourism	5	3	8
State Department for Trade	60	62	122
State Department for Transport	5	2	7
The National Treasury	8	7	15
The National Treasury and Economic Planning	178	153	331
The State Law Office	0	1	1

Ministry/State Department	Female	Male	Total
Basic Education	42	78	120
Technical, Vocational Education and Training	655	912	1,567
Total	1,759	2,233	3,992

3.3.3 Appointments in Public Universities

In the review period, the Commission recommended candidates for appointment to 24 vacant senior leadership and management positions in twenty-three public universities. Out of these, seven were for the position of Chancellor and recommended candidates were forwarded to the Cabinet Secretary for consideration for appointment in accordance with the Act. Sixteen were for the position of Vice-Chancellor while one was for the position of Deputy Vice-Chancellor in various public universities. Names of recommended candidates for the positions of Vice Chancellor and Deputy Vice-Chancellor were forwarded to the respective University Councils for appointment in consultation with the Cabinet Secretary for Ministry of Education. Table 3-2 presents the distribution of number of vacancies, by institution and status of the recruitment and selection process.

Table 3.2: Appointments by University

Name of University	Post	No. of Vacancies	Status
Rongo University	Chancellor	1	Lists of nominated candidates forwarded to the Cabinet Secretary for appointment decision in accordance with the law
Maseno University	Chancellor	1	
Tharaka University	Chancellor	1	
Technical University of Kenya	Chancellor	1	
Moi University	Chancellor	1	
Meru University	Chancellor	1	
University of Nairobi	Chancellor	1	
Karatina University	Vice Chancellor	1	Interviews finalized and results forwarded to the Chairperson of the respective university council for appointment decision in consultation with the CS
Pwani University	Vice Chancellor	1	
Kisii University	Vice-Chancellor	1	
University of Eldoret	Vice-Chancellor	1	
Machakos University	Vice-Chancellor	1	
South Eastern Kenya University	Vice-Chancellor	1	
The Technical University of Kenya	Vice-Chancellor	1	
University of Kabianga	Vice-Chancellor	1	
Alupe University	Vice-Chancellor	1	
Tom Mboya University	Vice-Chancellor	1	
Jaramogi Oginga Odinga University of Science and Technology	Vice-Chancellor	1	
Tharaka University	Vice-Chancellor	1	

Name of University	Post	No. of Vacancies	Status
Dedan Kimathi University of Technology	Vice-Chancellor	1	
Maasai Mara University	Vice Chancellor	1	Interviews finalized and results forwarded to the Chairperson of the respective university council for appointment decision in consultation with the CS
Multimedia University	Vice Chancellor	1	
Kaimosi Friends University	Vice-Chancellor	1	
University of Eldoret	Deputy Vice Chancellor, Academic and Students' Affairs	1	Interviews finalized and results forwarded to the Chairperson of the respective university council for appointment decision in consultation with the CS

3.3.4 Promotions

The total of 2,609 officers promoted to various cadres in 46 Ministries and State Departments, which comprised 1,376 (53%) males and 1,237 (47%) females. PWDs were 42, constituting 1.6% of officers recruited as presented in Table 3.3.

Table 3.3: Promotions in Ministries and State Departments by Gender

State Department	Female	Male	Total
Agriculture and Livestock Development	22	37	55
ASALs and Regional Development	10	7	17
ASALs and Regional Development	21	26	47
Basic Education	99	75	174
Broadcasting and Telecommunication	33	30	63
Cabinet Affairs	50	88	138
Cooperatives	7	3	10
Correctional services	10	7	17
Culture, Arts and Heritage	11	11	22
Defence	241	271	512
Devolution	13	8	21
Diaspora Affairs	3	5	8
East Africa Community	6	3	9
Economic Planning	32	80	112
Energy	5	3	8
Environment and Climate Change	3	6	9
Foreign Affairs	8	2	10
Forestry		2	2

State Department	Female	Male	Total
Gender and Affirmative Action	4	3	7
Housing and Urban Development	23	44	67
ICT and Digital Economy	38	70	108
Immigration and Citizen Services	30	18	48
Industry	6	4	10
Interior and National Administration	74	92	166
Investment and Promotions	5	4	9
Irrigations	2	2	4
Labour and Skills development	21	23	44
Lands and Physical Planning	1	9	10
Livestock Development	29	45	74
Medical Services	6	6	12
Mining, Blue Economy and Maritime Affairs	2	3	5
The National Treasury	160	107	267
Parliamentary Affairs	1	2	3
Performance and Delivery Services	1	0	1
Petroleum	11	9	20
Public Health and Professional Services	6	9	15
Public Service, Gender and Affirmative Action	50	29	79
Public Works	15	18	33
Roads	61	95	156
Shipping and Maritime	6	6	12
Social Protection and Citizen Services	91	82	173
Sports	2	2	4
Tourism	2	3	5
Trade, Investments and Industry	9	12	21
Transport	5	4	9
Wildlife	2	11	13
Total	1237	1,376	2,609

3.4 Exits from the Service

Public servants exit the Service through resignation, termination, expiry of contract, dismissal, death, retirement under the '50 Year' Rule, attainment of mandatory retirement age, medical grounds and abolition/re-organization of office. During the period under review, 2,674 officers exited the service in various forms as shown in Table 3.4.

Table 3.4: Nature of Exits in the Service

Nature of Exit	Total	% of Total
Age Grounds	2,401	89.8
Death	117	4.4
Dismissal	33	1.2
Expiry of Contract	49	1.8
Resignation	30	1.1
Termination of Contract	7	0.3
Transfer of Service	1	0.0
Under '50 Year' Rule	36	1.3
Total	2,674	100.0

3.5 Promotion, Evaluation and Reporting on Values and Principles of Governance and Public Service

Pursuant to Articles 234 2(c) and (h) of the Constitution, the Commission is required to promote, evaluate, and report to the President and Parliament the extent to which the values and principles in Articles 10 and 232 have been complied with in the public service. The 2022/2023 Report on the Status of the Public Service Compliance with Values and Principles in Articles 10 and 232 of the Constitution was the eleventh evaluation report prepared by the Commission since the promulgation of the Constitution, 2010.

3.5.1 Promotion of the Values and Principles

Article 234 (2)(c) mandates the Commission to promote the values and principles in Articles 10 and 232 of the Constitution throughout the public service. The national values and principles of governance in Article 10 bind all State organs, State officers, public officers and all persons whenever they apply or interpret the Constitution; enact, apply or interpret any law; or make or implement public policy decisions. Under Article 232, the Values and Principles of public service apply to public service in all state organs in both levels of government; and all state corporations. They aim at entrenching high standards of professionalism in the public service.

The Commission in collaboration with MDAs undertook capacity building towards the promotion of values and principles in the public service by sensitizing top management, lower and middle level cadres, Board members and senior staff of various institutions as presented in Table 3.5. and Annex 2.

Table 3.5: Sensitization of Officers in Public Institutions on Values and Principles

Institution	Target Group	No. of Officers
National Communications Secretariat	Top management	10
National Water Harvesting Authority		8
State department for Foreign Affairs		15
Commission for University Education	Lower & middle level	67
Kenya Institute of Primate Research	Heads of departments	20
State Corporation appeals Tribunal	Top management	5
State department for Water and Irrigation	Top management	30
Commission for University Education	Top management	30
Office of Registrar of Political Parties	New staff	26
Capital Markets Authority	Staff	Not Stated
	Board members and senior staff	Not Stated
Kenya Revenue Authority		5
Kenya Medical Training College	Lower & middle level	128
Kenya National Highway Authority		26
Office of Registration of Political Parties (ORPP)		20
Kenya National Library Services	Middle Management	35
Higher Education Loans Board	Board Members	6
National Council for Persons with Disability (NCPD)	Top management	Not Stated

3.5.2 Evaluation and Reporting on Values and Principles

A total of 523 public organizations were evaluated from six service sectors, namely: Constitutional Commissions and Independent Offices (10); Ministries and State Departments (52); Public Universities (39); State Corporations and Semi-Autonomous Government Agencies (SAGAs) (210); Statutory Commissions and Authorities (8), as well as Technical and Vocational Education Training Institutions (TVETIs) (204). For purposes of evaluation, the values and principles in Articles 10 and 232 were clustered into eight (8) thematic areas namely: service delivery improvement; high standards of professional ethics; good governance, transparency and accountability; performance management; equitable allocation of opportunities and resources; public participation in policy-making process; devolution and decentralization of services; efficient, effective and economic use of resources and sustainable development.

The overall index was 46%, which was a notable improvement by 4% compared to the 2021/22 FY during which the index stood at 42%. All the service sectors registered an improvement with Constitutional Commissions and Independent Offices registering the highest improvement with 54% from 45% followed by TVET organizations with 36% from 29%. Others were State Corporations and SAGAs with 54% from 50%, Statutory Commissions and Authorities with 50% from 47%, Ministries and State Departments with 44% from 42%, and Public Universities with 55% from 55%.

It is equally noted that Public Universities obtained the highest overall performance index as was the case in the 2021/2022 FY.

Recommendations of the report included: development of human resource management and development plans for all public organizations; documentation, digitalization, and migration of services to appropriate online platforms for ease of access by citizens; adoption of affirmative action programmes to promote diversity and inclusion of PWDs and minority communities; and enforcement action by Parliament in instances of non-compliance with PAC & PIC recommendations.

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

Article 234(2)(d) and (e) of the Constitution bestows to the Public Service Commission (PSC) power to: investigate, monitor and evaluate the organization, administration and personnel practices of the public service; and to ensure that the public service is efficient and effective. Attendant to this constitutional mandate, monitoring and evaluation report highlights the compliance to laws, regulations, policies, and circulars in the civil service. Monitoring and evaluation also addresses extent of adherence to the requirements of the delegation instrument by Authorized Officers in the discharge of the Human Resource Management function. In line with Commission's obligation to oversee the management of Human Resource in the civil service, the M&E report appraises the Board on the progress of implementation of the human resource policies; identifies potential areas of non-compliance and recommends appropriate interventions for effective and efficient delivery of service to the citizens. The Commission undertook the following activities:

- a) Preparation of quarterly M&E reports in all State Departments and prepared a report on:
 - i). Implementation of 15,601 Commission decisions on appointments, appeals, secondments, discipline, promotions, redesignations, deployments, transfer of service, authentication of certificates, leave of absence, retirement at 65 for PWD officers.
 - ii). Confirmation in appointment of officers whose probationary service period of 6 months had lapsed within the reporting quarter.
 - iii). Appraising the Board on the trends over time on the representation of the service in terms of Gender, PWD, Ethnic representation, minority and marginalized and age profile.
- b) undertook annual compliance audits in all the State Departments to ascertain implementations of PSC decisions and the delegation instrument as per the laid down rules and regulations.
- c) Ensured that the recruitment process under delegated authority in State Departments complied with the existing legislations and guidelines by auditing the process from shortlisting to final selection.
- d) Procured IDEA Software licenses for Undertaking payroll audits. A payroll audit in the County of Nandi was undertaken on request to assess whether salary and allowances

paid to employees as well as deductions recovered from their gross pay, payment exceptions, and tax exemptions are processed in compliance with the existing legal regulatory framework and other administrative guidelines.

3.7 Investigation of the Organization, Administration and Personnel Practices of the Public Service

Article 234 (2) (d) mandates the Commission to investigate, monitor and evaluate the organization, administration and personnel practices of the public service. In line with this function, the Commission carried out investigations in various institutions in the Service.

3.8 Promotion of Ethical Conduct in the Public Service

The Public Officer Ethics Act (POEA), Cap 185B, makes it a mandatory requirement for public officers to make financial disclosures of themselves, their spouse(s) and dependent children. This targets officers in Ministries and State Departments, State Corporations and SAGAs and Statutory Commissions and Authorities. The administration of wealth declarations is regulated under Legal Notice No. 53 of 8th April 2016 which provides for procedures for the declaration of income, assets and liabilities. Public officers are required to uphold the values of good governance, accountability, transparency and integrity.

Public officers are also required to submit initial declarations within 30 days of an appointment, every two years from 1st November of the declaration year and final declarations within 30 days of exiting the service. The declaration of income, assets and liabilities is an overt statement by a public official to be accountable for the management of public resources placed under their charge while in service. It is a tool which is used by agencies investigating corruption in instances where a public officer's net-worth is disproportionate to their known income. Public Service Commission administrative procedures for declaration of income, assets and liabilities, require Authorized Officers to institute disciplinary action against officers who do not submit their declarations within the stipulated timelines.

The 2023 biennial declaration of income, assets and liabilities was administered by the Commission from 1st November to 31st December 2023.

Overall compliance levels by service sector were: Ministries and state

**Overall
compliance
levels by service
sector on the the
2023 biennial
declaration of
income, assets
and liabilities**

**Ministries and state
departments**

98%

State corporations

99%

**Statutory Commis-
sions and Authorities**

100%

**The Public Service
Commission**

99%

departments – 110,702 (98%) out of 111,999; State corporations – 108,077 (99%) out of 109,608; Statutory Commissions and Authorities – 363 (100%); and The Public Service Commission - 235 (99%) out of 236.

3.9 Efficiency and Effectiveness of the Public Service

Article 234(2) (e) of the Constitution and Section 62 of the Public Service Commission Act, 2017, confers upon the Commission a critical oversight function of ensuring that the Public Service is effective, efficient and citizen-centric. Pursuant to this function, the Commission: implemented various performance management approaches; worked in collaboration with other agencies of government to ensure public institutions are fit for purpose; provided technical support to agencies through institutional capability, improvement and dissemination of human resource policies.

3.9.1 Performance Management

Performance Management in the public service is anchored in the Constitution of Kenya, under Article 234(e). The Commission developed and issued the Public Service Commission (Performance Management) Regulations, 2021, which provides a framework for: citizen feedback on their needs; identifying and implementing programs and services that will meet those needs; ensuring that policies, strategies, and services are aligned; supporting accountability, both within the organization and to the public; and encouraging citizen involvement in decision-making processes. To this end, the Commission has adopted various performance management tools and strategies intended to improve service delivery, enhance accountability for results and clarify roles and responsibilities of agencies and individuals. These include:

a) National Performance Management Conference

The Public Service Commission in collaboration with State Department of Performance and Delivery Management, MDAs, CCIOs, CoG and development partners has planned to host the first National Performance Management Conference (NPMC) during the 2024/2025 FY. This conference is anchored on the theme "Driving Public Service Performance and Delivery under BETA Agenda: A Whole of Government Approach". The theme reflects government commitment to realizing its transformation agenda and successful implementation of development priorities. The focus of the conference is further driven by the need to enhance public service performance and delivery and to initiate innovative strategies for assessing and enhancing the effectiveness and efficiency of government programs at all levels.

The conference will bring together public service institutions, practitioners and researchers to explore the latest trends and best practices in performance management in public service that drive service delivery excellence. The founding premises on the relevance of the national performance management conference, at this point in Kenya's efforts on reforms and transformation, draw from: mobilizing policy level leadership for performance management; new momentum for high performance; peer learning and knowledge sharing; documenting challenges and lessons for improvement; sustainability integration and; performance management as a self-financing

investment. Pre-conference logistical arrangements are at an advanced stage.

b) Public Service Excellence Award Scheme

The PSC Performance Management Regulations, 2021, introduced the Public Service Excellence Award (PSEA). The Regulations provide a framework for implementation and management of the awards process. The Public Service Excellence Award Scheme aims to establish a culture of service delivery excellence through: recognition of public officers for high performance; recognition of public institutions for service excellence; establishment of a fair criteria for recognition and awards; improvement of employee morale and motivation; and rewards to high performance and excellence. The scheme seeks to entrench recognition for outstanding and exemplary performance. In its full-scale form, PSEA will encompass the entire Public Service. The current scope is however, limited to individual officers, teams and organizations, Ministries, State Departments and State Corporations.

The Commission has developed a draft concept note that details the implementation process and roadmap of the PSEA Scheme.

c) Service-wide Client Service Delivery Charter (CSDC)

The Public Service (Values and Principles) Act, Cap 185A provides for the prompt, effective, impartial, and equitable provision of services. It emphasizes the introduction of modern procedures, technologies, and systems to enhance service delivery, simplify access procedures, and adapt services to public needs. In this regard, the Commission has identified the Client Service Delivery Charter (CSDC) as a tool for standardizing service delivery. The CSDC seeks to: transform the public service into a citizen-centric and results-oriented entity; enhance transparency and accountability; and improve service quality through clear service standards, monitoring mechanisms, and performance evaluation frameworks. The development of the service-wide CSDC has progressed to its second phase, focusing on standardizing service delivery requirements across homogeneous public institutions.

3.9.2 Technical Support

The Commission provided technical support to agencies at both country and continental levels on various human resource issues touching on its mandate. The main areas of support were on human resource management policies and procedures, organization design and development, career design, recruitment and selection, terms and conditions of service, performance management, values and principles of public service, among other areas. This support was undertaken through peer learning on mandate innovations, leveraging on technologies, round table discussions and on-site training. This technical support was provided as follows:

a) MDAs and County Governments

The Commission provided technical support to MDAs whose objective was to equip them with adequate capacity to manage employees and institutions within uniform norms and standards. Annex 2 provides a list of MDAs and the areas of technical support.

b) Peer Learning and Benchmarking

The Commission hosted various in-country public bodies and continental level public agency delegations to exchange knowledge, unique perspectives and ideas in the delivery of its mandate. The technical support on institutional capacity and service delivery effectiveness was achieved through peer learning innovations, round table discussions and on-site training as indicated below:

i. In-Country Technical Support

The Commission received delegations from various MDAs and Counties keen to learn and benchmark on best human resource management practices. The delegations included:

Ministry of Agriculture and Livestock Development

The Public Service Commission hosted a delegation from the Ministry of Agriculture and Livestock Development (MOALD) during a benchmarking visit to the Commission's Call Centre to assess its operational efficiency, customer service strategies, and technological advancements. The exchange entailed discussions on Call Centre management, customer service methodologies, adherence to data protection protocols.

Makueni County Public Service Board

The Commission engaged members of the Makueni County Public Service Board on human resource management functions during a benchmarking visit. The visit focused on strategies and systems around Board Management Services, Performance Management, Recruitment and Selection, and Compliance & Quality Assurance. This exchange aimed at improving governance, delivery of public services and development initiatives within the county.

ii. Continental Technical Support

At the continental level, the Commission provided technical support to agencies from within Africa. The delegations were from:

Eswatini Delegation

The Commission met a delegation from Eswatini, including the Auditor-General and Members of Parliament, who visited Kenya from April 11th to 12th, 2024, to understand Kenya's legal framework and the public service institutional development process.



Mr. Richard Phungwayo from the Ministry of Public Service, Kingdom of Eswatini speaking during the benchmarking tour at the Commission main boardroom on 12th April 2024

Zimbabwe Public Service Delegation

A delegation from Zimbabwe's public service visited the Commission to conduct a benchmarking exercise. The delegation aimed to learn from Kenya's advancements in leveraging technology for enhancing service delivery. The benchmarking exchange provided an opportunity for both countries to share ideas and strategies on improving public service through technological innovation.

3.9.3 Human Resource Management Strategies

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

a) Human Resource Masterplan 2024-2034

The Human Resource Masterplan aims to align the skills and capabilities of the workforce with the goals and priorities of the government and is designed for scalability to the entire public service. It will also form a basis for all future human resource policy reviews. The masterplan will guide strategic management of the supply side of skills and competencies, capability development of the existing workforce, and forecasting of future skills sets to ensure efficiency and effectiveness in delivery of government services.

b) Circular on authentication of academic and professional certificates

The Public Service Commission Act, Cap 185, the Public Officer Ethics Act, Cap 185B, and the Leadership and Integrity Act, Cap 185C provide for ethical conduct, professionalism and honesty

among public officers. This calls for verification of validity and authenticity of academic and professional qualifications of public officers both at initial employment at entry and over the duration of service.

In this regard, the Commission issued a circular directing Ministries, State Departments, and Agencies (MDAs) to undertake an audit on authentication of academic and professional certificates of public servants in the preceding 10 years. The audit reports were submitted to the Commission and subsequently a circular dated 19th October, 2023 was issued directing MDAs to take appropriate disciplinary action on individuals with fraudulent academic certificates. There were 229 institutions that submitted reports to Kenya National Examination Council (KNEC). Out of the 53,599 that referred cases to KNEC by 91 institutions, 1,280 were verified as forgery. These cases were handed over to Directorate of Criminal Investigation (DCI) and the Ethics and Anti-Corruption Commission (EACC) for further appropriate action. To this end, the Commission has issued a policy directive to MDAs on continuous validation of academic and professional certificates prior to appointments, promotions and redesignations.



PSC Chairperson Amb. Anthony Muchiri handing over Authentication of academic and professional certificates report to DCI boss Mohamed Amin, on 13th February 2023, at the Commission House (file photo)

c) Circular on declaration of income, assets, and liabilities

The Commission issued a circular on commencement of the process of declaration of income, assets and liabilities to officers in Ministries, State Departments, and State Corporations (MDAs) to obtain and fill the prescribed Wealth Declaration Forms, from Authorized Officers or downloadable from the PSC website.

Development of Human Resources in the Public Service

650

**Candidates applies
for the Public
Service Promotional
Examination in 2023**



62%



38%

**400 were male
while 250 were
female.**

d) Guidelines on HR Management in State Corporations and Public Universities

The Commission issued a circular and new guidelines on human resource management for state corporations and public universities. The circular was addressed to authorized officers, vice chancellors of public universities, and CEOs of state corporations, emphasizing that any newly developed or reviewed HR management instruments, or proposals for establishing or abolishing offices, must comply with these guidelines. The circular stressed that such instruments or proposals must be submitted to the Commission for approval to be considered valid, in accordance with recent court decisions affirming the Commission's mandate in managing human resources as per Article 234 of the Constitution.

e) PSC e-Citizen Portal

The Commission launched its examination services on the E-citizen platform, offering convenient access for candidates. The portal facilitates online registration, payment for examinations, and application status checks. It covers a variety of examinations, including those for Clerical Officers, Administrative Officers, and Assistant Legal Metrology Officers. These services can be accessed through the PSC e-citizen portal.

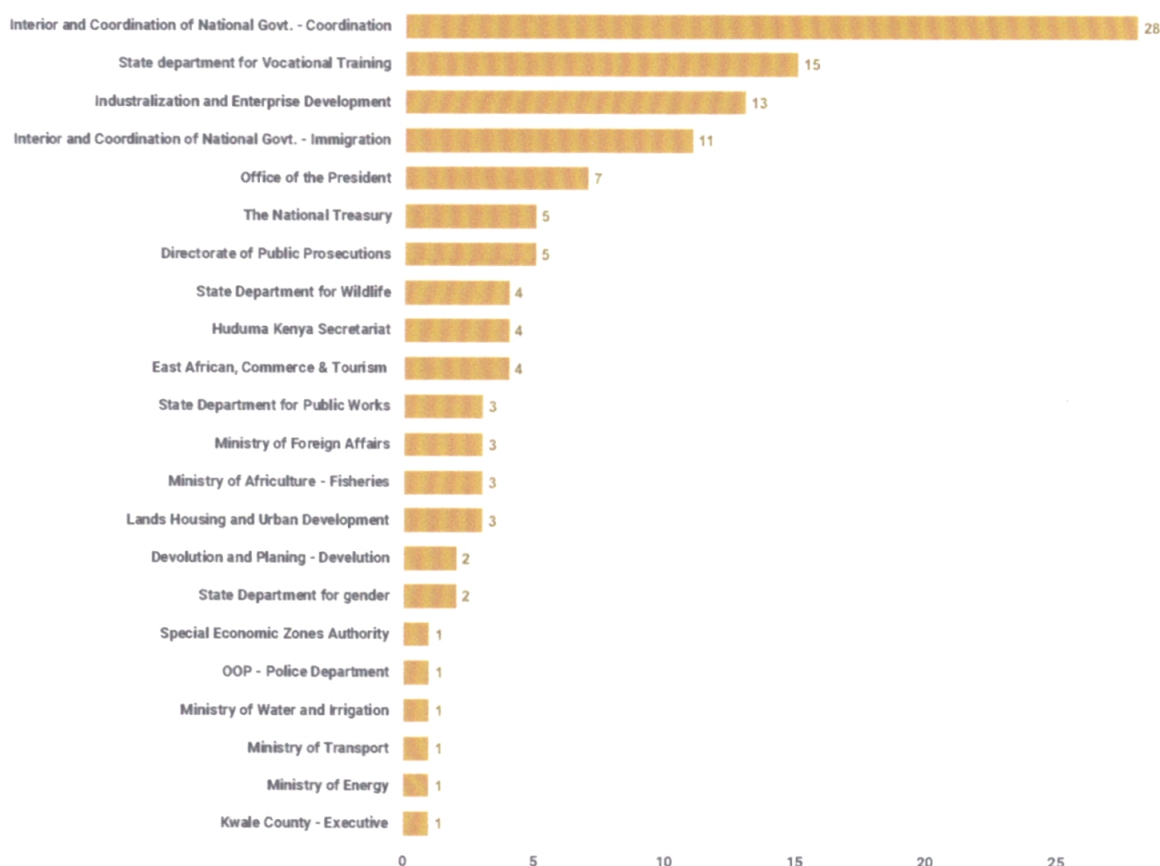
3.10 Development of Human Resources in the Public Service

The mandate of developing human resources in the public service is provided for in Article 234 (2) (h) of the Constitution and operationalized through Section 56 of the Public Service Commission Act, 2017. Training and development programmes are designed to improve, harmonize and advise on Human Resource Management practices which will enhance employee performance, boost productivity, reduce turnover and generally improve organizational culture. In the execution of this function, the Commission has formulated and implemented various human resource development strategies namely:

3.10.1 Public Service Promotional Examinations

Promotional examinations in the Public Service for serving officers are designed to ensure that they develop and advance in their respective cadres. The examinations test the candidates grounding, knowledge and experience in matters relating to the philosophy,

Figure 3-1: Distribution of PSIP Interns Absorbed in the Public Service by Department/ Agency during FY 2023/2024



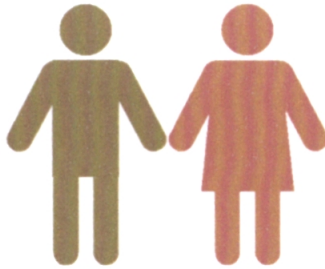
3.10.3 Capacity Building for PSIP Mentors and Coaches

During internship, the interns are assigned mentors and coaches to ensure that they are appropriately guided to enable them to take responsibility for their own learning, self-management and development in order to work towards achieving their full potential. These mentors and coaches are drawn from the institutions that host the interns, and the Commission has a responsibility to equip them with the necessary skills, knowledge and attitude to embrace and guide the mentees. In the year under review, the Commission trained over 200 line managers from the MDAs on coaching and mentorship, as part of its capacity building strategy for deepening and institutionalizing the internship programme. The number of officers trained was in addition to 380 others trained in the previous financial year.

The programme has had a tangible impact on the youths who, resulting from the skills and the experience gained, are able to competitively secure formal employment both in private and public institutions. Others have gone into the national leadership space at fairly high levels. The programme also enables the public service to build on human resource capacity and utilize the talents, creativity

432

**Candidates applied
for the Proficiency
Examination for
Clerical Officers**



571

**Candidates applied
for the Administrative
Officers' Examination**

culture, organization and ethos guiding the operations and functions of Government. During the year under review 650 candidates had registered for the examination. 400 (62%) were male while 250(38%) were female. However, only 643 sat for the examination while 7 were absent. 18(3%) officers were involved in examination irregularities and their results were cancelled. 61(9%) passed the examination while 564(88%) were referred in various subjects. Exam results for candidates, who scored a pass, were gazetted on 18th August 2023 in the Kenya Gazette Notice No. 184.

a) Proficiency Examination for Clerical Officers

The Proficiency examination for clerical officers had 432 candidates registered out of which 422 sat for the examination while 9 were absent and one was involved in examination irregularity. 288(68%) candidates passed the examination while 134(32%) were referred in various subjects.

b) Administrative Officers' Examination

The Administrative Examination registered 571 candidates for the examination, out of which 359(63%) were male while 212 (37%) were female. However, only 559 candidates sat for the examination while 12 were absent. During the administration of the examination, one (1) candidate was involved in examination irregularity and her results were cancelled. 451(81%) passed the examination while 107 (19%) were referred in various subjects.

3.10.2 Public Service Internship Programme

The Public Service Internship Programme (PSIP), is a key programme of the Commission conceptualized and rolled out in the year 2019. Under the programme, young graduates drawn from all the administrative wards in the country are recruited centrally by the Commission, and deployed as interns to MDAs. The main objective of the programme is to enable the interns to acquire relevant skills, gainful work experience and enhance their competitive edge in search for jobs. The year-long internship programme is guided by the Public Service Internship Policy and Guidelines, 2016; and other relevant workplace related legislations and regulations. The programme is funded by the Government of Kenya through the National Treasury with an annual allocation of funds to cater for the interns' monthly stipend. The rate of stipend during the year in review was Kshs.25,000 per month, subject to statutory deductions. In the 2023/2024 financial year, the Commission appointed 8,650 interns under cohort 6, from all the 290 constituencies in the country and deployed them to 270 MDAs. The interns reported to the MDAs in two groups, with the first group reporting in January, 2024, while the second group reported in April, 2024 (Figure 3-1).

and innovation brought by the youths into the service thus leading to efficient and effective service delivery to the public.



PSIP Mentors and Coaches in one of the Training sessions

3.10.4 Digital Literacy Programme (Cohort 3)

The Commission approved the recruitment of 1000 interns under Digital Literacy Programme (DLP) for the FY 2023/2024 in the State Department for Early Learning and Basic Education. The programme supports the Digital Learning Programme with an aim to align integration of ICT into teaching and learning for Grade One pupils in primary schools. The program provides internship to graduates with either diploma or degree qualification in Education (ICT) and ICT or ICT integration in Education, to support E-Learning and content development.

3.10.5 Public Service Emerging Leadership Foundation

Public Service Emerging Leadership Foundation (PSELF) is an international programme that seeks to re-engage Kenya's youth in public service by driving ethical young talent into the public service, to improve government delivery, citizen outcomes and influence long term policy and change. The Programme is implemented by the Commission and supported by Emerging Public Leaders – USA (EPL) and Emerging Leaders Foundation – Africa (ELF). The 12-month programme targets newly employed graduates aged between 25 and 35 and seeks to train, mould and mentor them as emerging leaders in the public service.

The fellows have connected and engaged with each other and with prominent government officials. Among them, the eminent former Heads of Public Service Dr Sally Kosgei, Dr Joseph Kinyua and Amb Francis Muthaura; The Auditor General, Assistant Secretary General of the Commonwealth

Secretariat, the Head of Constitutional Affairs, Liaison & Assurance, Executive Office of the President, Chairman, Kenya School of Government, and Los Angeles Consul General – all of whom have emphasized that a meaningful and fruitful career in the public service is achievable.

The second cohort of 65 fellows began their training in June 2023 and graduated in March 2024 after six one-week long training segments. The fellows work with their trainers, supervisors, and mentors to develop best practices in citizen-centered policy design and strengthen trust in the public sector through ethical leadership.



Chief of Staff and Head of Public Service, Felix Koskei after presiding over the second graduation ceremony of the Public Service Emerging Leaders Fellowship (PSELF)

3.11 Appeals Handled by the Commission

The commission handles three types of appeals: appeals emanating from disciplinary control in the public service; appeals from county government public service; appeals from state corporation and public universities.

3.11.1 Exercise of Disciplinary Control

Discipline contributes to performance improvement and productivity, maintenance of high standards of integrity and upholding the dignity of the office to which public officers are appointed. It is therefore imperative that every public officer adheres to the rules of conduct and ethics as laid out in the law. Disciplinary control in the public service is a function provided under Article 234(2) (b) of the Constitution. Every year the Commission receives and processes several discipline cases with varied outcomes.

The Commission received discipline 404 cases from various MDAs; out of which 296 cases were

finalized. The Commission also received 578 enquiries on various aspects of the disciplinary process out of which 572 were responded to.

Further, the Commission sensitized Ministerial Human Resource Management Advisory Committee (MHRMAC) in 14 MDAs on disciplinary control processes with a view to enhance adherence to the due process and reduce disciplinary appeals. The Commission also reviewed the disciplinary process of the Kenya Prison Service, with the aim of identifying aspects of the process that would be in violation of the Constitution; and made the necessary recommendations regarding review of the Prisons Act.

3.11.2 County Government Public Service Appeals

The Constitution gives the Commission the function and powers of hearing and determining appeals from County Government Public Service under Article 234(2)(i). The PSC Act Cap 185 Section 85, 86, 87, 88 and 89 provides the mechanisms and process used by the Commission to discharge this mandate. Further, the PSC (County Appeals Procedures) Regulations, 2022 provides the step-by-step procedures of handling appeals.

During the year under review, the Commission received 118 appeals out of which 56 appeals and applications for review were considered and finalized. The pending 62 appeals were due to the necessity as provided in the Regulations requiring either or all parties file submissions, a failure of either party to serve the appeal or some parties seeking the halting of the appeal pending consultation within the Counties. In all cases, parties were either notified or the request to hold consideration of the appeal made through an official request.

3.11.3 State Corporations & Public Universities Disciplinary Appeals

Pursuant to the provisions of Section 92 of the Public Service Commission Act, Cap 185, the Commission developed Guidelines on the Public Service Commission (State Corporations and Public Universities) (Disciplinary Appeals Procedures), 2024. Sections 74 and 75 of the Public Service Commission Act, Cap 185 gives powers to the Commission to handle appeals and applications for review arising from administrative decisions in the public service. These Guidelines released with effect from 21st May, 2024 are aimed at guiding in the filing, processing, hearing and determination of disciplinary appeals by public officers deployed in State Corporations and Public Universities necessitated by numerous appeals filed with the Commission in respect of disciplinary matters emanating from these entities. During the year under review, the Commission received a total of 33 disciplinary appeals out of which 12 appeals were considered and finalized.

3.12 Litigation Cases

Members of the public who are not satisfied with the process the Commission uses to exercise its Constitutional mandate proceed to file suits in courts of law. Public servants also who are dissatisfied with the manner the Commission handles its internal processes, for instance, on disciplinary control, promotions, retirement among others, proceed to courts of law. During the 2023/2024 financial

year, the number of cases filed against the Commission were 122 while 37 Judgments/Rulings were delivered. Most of the cases emanated from the Constitutional mandate of the Commission, exercise of disciplinary control, county appeals and establishment of offices.

3.13 Citizen Feedback

The Commission receives feedback from the public and other stakeholders in the form of compliments, complaints and petitions. These are received through the Commission's Citizen Service Delivery Contact Centre, memorandum from Commission on Administrative Justice and the social media platforms: -

(a) Citizens Service Delivery Contact Centre

The Commission's Contact Centre was established to deal with citizen enquiries on service delivery in the entire public service. The Contact Centre receives feedback through a direct telephone line 0204865000 and an email address psck@publicservice.go.ke. During the review period, 237 complaints were received and categorized broadly as appeals, jobs (application, interviews, appointment, deployment), re-designation/ service transfer, promotion, internship, proficiency examination, retirement, technical challenge, HR related complaints. The Commission addressed all the issues raised conclusively.

(b) Commission on Administrative Justice

The Commission on Administrative Justice (CAJ or Office of the Ombudsman) receives petitions and complaints from the public on various issues. Those touching on public servants are forwarded to the Commission for resolution. The Commission prepares and submits quarterly reports to CAJ on the progress of addressing the petitions. During the period under review, CAJ forwarded 38 cases to the Commission, out of which 13 were resolved. CAJ and the complainant were informed accordingly. There are 25 cases at different stages of processing, pending resolution.

(c) Social Media platforms

The Commission's social media platforms attracted 9807 comments raised by citizens during the period under review. The issues were on technical challenges, delayed recruitment, alleged "unfair recruitment processes, tribalism, nepotism, corruption and general inquiries with citizens seeking information, which was provided. The Commission engages with the conversations on the social media and endeavours to resolve them.

3.14 Stakeholder and Media Relations

The role of stakeholders is critical to the fulfilment of the Commission's mandate. Over the years, the Commission has made deliberate efforts to establish and maintain mutual relationships with its stakeholders and satisfy their expectations as they relate to its mandate. The PSC Strategic Plan 2019 – 2024 and the Communication and Branding Strategy 2020 – 2024 enumerates the Commission's stakeholders and outlines the significance of the relationship in the realization of the Commission's vision and mission.

CHAPTER 4

INSTITUTIONAL CAPACITY OF THE COMMISSION

4.1 Introduction

Commission capacity and capability are essential for fulfilling its mandate and delivering services in the public sector. The capacity directly affects its ability to provide quality services promptly, underscoring the need for adequate, highly skilled and well-trained workforce. By nurturing competent staff, the Commission can deliver high-quality services, thereby enhancing its reputation and building trust among citizens. In alignment with the fifth and final year of its Strategic Plan 2019-2024, the Commission has implemented various initiatives aimed at improving its internal capacity to effectively fulfill its mandate.

4.2 Human Resource Management and Development

The Commission continues to optimize its human resource capacity by recruiting additional staff, engaging staff on local agreement terms, promoting and seconding officers from other MDAs in order to perform its functions efficiently and effectively. Additionally, the Commission implemented various capacity building programs to equip its staff with additional skills and training opportunities in order to improve their performance and productivity.

4.2.1 New Organization Structure

The Commission undertook a review of its organizational structure which had been in place since the year 2013. The reorganization committee appointed by the Commission Board in 2023 spearheaded the process culminating in the establishment of 5 directorates, 18 departments. The new structure has a 13-tier salary scale up from the previous 10-tier salary scale. Directorates are headed at Deputy Commission Secretary (DCS) level while departments are headed at Director level.

4.2.2 Staffing

As at 30th June, 2024, the Commission had an In-Post of 238 officers constituting 48% of the authorized establishment of 491. Of the 238 staff, 48% were female and 52% were male. Persons With Disabilities constituted 3%. The distribution of staff by designation, PSC scale, and gender is shown in Table 4.1.

Table 4.1: Staff Distribution by Designation, Scale and Gender

Designation	Scale	Female	%	Male	%	Total
CEO	PSC 1	-	0	1	100	1
Deputy Commission Secretary	PSC 2	1	50	1	50	2
Director	PSC 3	4	36	7	64	11
Deputy Director	PSC 4	26	46	31	54	57
Assistant Director	PSC 5	38	59	26	41	64
Principal Officer	PSC 6	26	53	23	47	49
Senior Officer	PSC 7	4	50	4	50	8

Designation	Scale	Female	%	Male	%	Total
Principal Driver	PSC 8	2	12	14	88	16
Senior Assistant Officer	PSC 9	4	33	8	67	12
Division Assistant Officer 1	PSC 10	9	50	9	50	18
Total		114	48	124	52	238

a) Staff Age Distribution and Gender Profile

The age distribution of the Commission staff indicates that 107 officers were aged 50 years and above, accounting for 45% of the Commission's workforce. Staff between the ages of 40 and 49 made up 33%, while those below 40 years old constituted 40%. The distribution of staff by age and gender is presented in Table 4.2.

Table 4.2: Distribution of Commission staff by Age group and Gender

Age Group	Gender Proportions				Total of Officers	% of Total
	Female	%	Male	%		
55 and above	21	9	26	11	47	20
50-54	32	13	28	12	60	25
45-49	16	7	21	9	37	16
40-44	17	7	24	10	41	17
35-39	16	7	12	5	28	12
30-34	9	4	9	4	18	8
29 and below	3	1	4	2	7	3
Total	114	48	124	52	238	100

b) Appointments

In the 90-day period leading to the expiry of the term of Commission Secretary/Chief Executive Officer, the Commission Board embarked on the process of recruiting a new CEO in April 2024. An advert was placed in the dailies, applications received and interviews conducted in May 2024. The new CEO was appointed on 5th June 2024, and sworn in on 31st July 2024, to serve for a period of Five (5) years.

Additionally, to enhance staffing levels, the Commission appointed a total of 11 officers across different cadres to fill vacant positions resulting from natural attrition and other forms of exit. The details of those appointed at the Commission are presented in Table 4.3.

Table 4.3: Officers Appointed at the Commission

Designation	Scale	Gender	
		Male	Female
Commission Secretary/CEO	PSC 1	1	-
Deputy Commission Secretary	PSC 2	1	-
Senior Management Analyst	PSC 7	1	1
Assistant Director - Office Administrative Services	PSC 5	-	2
Management Analyst	PSC 3	2	3
Chief Driver	PSC 10	1	-
Total		6	6

c) Promotions

To address succession gaps and motivate staff, the Commission promoted 154 officers, 45% were male and 55% were female. These officers were promoted across different cadres and salary scales.

d) Secondment

Secondments offer employees the opportunity to temporarily work in different public service institutions. This process enables officers to acquire new skills, broaden their perspectives, and develop a deeper understanding of various areas of work, providing them with valuable learning experiences. During the period under review, the Public Service Commission engaged in both inward and outward secondment.

Inward secondment: In the review period, the Commission received six (6) officers from MDAs under this arrangement as indicated in Table 4.4.

Table 4.4: Inward Secondments to the Commission

PSC Scale	Designation	MDA Seconded From	No. of Officers	Gender	
				Female	Male
PSC 10	Senior Clerical Officer - Records	State Department for Interior	1	-	1
		Judicial Service Commission	1	1	-
	Chief Driver	State Department of Environment	1	-	1
PSC 5	Principal Competency Officer	Kenya School of Government	1	1	-
		State Department for Trade and Enterprise Development	1	-	1
PSC 4	Deputy Director - Research and Policy Analysis	Ministry of Foreign Affairs	1	-	1
Total			6	2	4

outward secondment: During the period, three (3) Commission staff were on secondment in other public organizations as indicated in Table 4.5.

Table 4.5: outward Secondment from Commission to Other Public Institutions

Salary Scale	Designation	MDA Seconded To	No. of Officers Female	Gender	
				M	F
PSC 4	Deputy Director, Finance	Judicial Service Commission	1	1	-
	Deputy Director, Audit	National Hospital Insurance Fund	1	-	1
	Deputy Director, HRMD	Kenya Roads Board	1	-	1
Total			3	1	2

e) Exit from the Commission

Exit can occur through retirement, resignation, contract termination, abolition of office, government reorganization, death and dismissal. In the review period, eleven (11) officers exited the Commission as shown in Table 4.6.

Table 4.6: Staff Exits at the Commission

Designation	Scale	Gender	Reason for Exit
Director, Board Management Services	PSC 8	M	Mandatory Retirement Age
Director, Establishment & Management Consultancy Services	PSC 8	M	Mandatory Retirement Age
Director, Recruitment & Selection	PSC 8	M	Expiry of Contract
Deputy Director, HRM&D	PSC 7	F	Mandatory Retirement Age
Deputy Director, Accounts	PSC 7	M	Mandatory Retirement Age
Assistant Director, HR Audit	PSC 6	F	Mandatory Retirement Age
Assistant Director - Office Administrative Services	PSC 6	F	Expiry of Contract
Principal Accountant	PSC 5	M	Mandatory Retirement Age
Senior Executive Secretary	PSC 5	F	Mandatory Retirement Age
Principal Records Management Officer	PSC 5	F	Mandatory Retirement Age
Cleaning Supervisor I	PSC 3	F	Contract Expiry

f) Staff on Local Agreement Terms

The Commission leverages the skills and knowledge of officers serving under Contract Terms to enhance internal capacity, improve efficiency, and accomplish its goals and objectives. In the review period, the Commission engaged 9 officers under local agreement terms, as outlined in Table 4.7.

Table 4.7: Officers Serving on Contract Terms

Designation	Salary Scale	No. of Officers	Female	Male
Secretary/CEO	PSC 1	1	-	1
DCS, Corporate Services	PSC 2	1	-	1
DCS, Technical Services	PSC 2	1	1	-
Director, Finance, Planning & Resource Mobilization	PSC 3	1	-	1
Deputy Director, Performance Management	PSC 4	1	-	1
Deputy Director, Office Administrative Assistant	PSC 4	1	1	-
Assistant Director, Office Administrative Assistant	PSC 5	1	1	-
Senior Accountant	PSC 7	1	-	1
Principal Driver	PSC 8	1	-	1
Total		9	3	6

4.3 Skills Development

Commissioners and Secretariat staff attended individual trainings, group seminars, workshops, and conferences to enhance their skills, knowledge, and competencies. Funding for these activities was sourced from the Commission's training budget and financial support from other agencies. Table 4.8 presents training activities attended by officers in the review period.

Table 4.8: Training, Workshops, Seminars and Conferences

Course Description	Sponsor	No. of Officers Trained		Cost (Ksh)
		Male	Female	
Institute of Human Resource Management Conferences	PSC	3	6	750,520
Economists Society of Kenya Conferences	PSC	3	4	921,200
Institute of Certified Public Accountants Conferences	PSC	6	1	742,000
Kenya Institute of Supply Chain Management Conferences	PSC	1	3	218,080
Kenya National Secretaries Association Seminars	PSC	0	8	288,744
Kenya Archivist and Records Management Association Conferences	PSC	1	2	202,500
Public Relations Society of Kenya Seminar	PSC	1	0	45,000

Course Description	Sponsor	No. of Officers Trained		Cost (Ksh)
		Male	Female	
Drivers Refresher Training	PSC	1	0	30,688
Commonwealth Heads of Public Service Conference in the UK	PSC	3	0	3,754,329
Senior Management Course	PSC	0	2	280,000
Australian Fellowship Awards	PSC	6	6	23,717,084
Pension Trustee Capacity Building	PSC	0	3	3,806,048
Induction of PSIP interns deployed to the Commission	PSC	14	16	-
Total		39	51	34,756,193

4.4 Performance Management

The Commission operationalized its performance management processes by preparing the Annual Work Plan for FY 2023/24, with targets derived from the Strategic Plan 2019-2024. The Secretary/CEO signed a Performance Contract with the Board and thereafter Performance Contracts for Directors and Head of Units were developed and signed with the CEO. Annual targets were aligned with the Commission's transformative agenda, emphasizing a citizen-centric approach to public service delivery and facilitating effective public service delivery. The targets were implemented through five budget programs:

- i) Human Resource Management and Development
- ii) Governance and National Values
- iii) Performance and Productivity Management
- iv) General Administration, Planning, and Support Services and
- v) Administration of Quasi- Judicial Functions.

An analysis of the targets shows that out of the 200 activities planned for implementation, 165 activities were implemented at different levels, while 35 were not implemented. The Commission fully implemented 58% of planned activities during the period under review, failing to achieve 42% due to budget cuts that were effected in the 2023/2024 Financial Year.

Table 4.9: Performance on Targets by Programmes

Programme	No. of Targets	Fully Achieved	On-going	Not Implemented
General Administration, Planning and Support Services	108	64	19	25
Human Resource Management and Development	31	20	10	1
Governance and National Values	14	7	4	3
Performance and Productivity Management	4	1	2	1
Administration of Quasi-Judicial Functions	8	3	4	1
Total	165	95	39	31

4.5 Terms and Conditions of Service

The Commission implemented a number of welfare programmes including processing and submitting 20% employer pension contribution and group life insurance for officers to the PSC contributory pension scheme; facilitating eight (8) officers to access mortgage loans under PSC Mortgage Scheme, totaling Kshs.52,240,000; paying annual membership subscriptions for 78 staff to various professional bodies and clubs amounting to Kshs.752,820; renewing comprehensive in-patient and outpatient medical insurance for Commissioners and Secretariat staff with effect from November and December 2023, respectively, amounting to Kshs.78,999,999; renewing Group Personal Accident Insurance and Work Injury Benefits Act cover with effect from November 2023 amounting to Kshs.18,241,009; and awarding 76 officers with salary point increments and promoting 154 to higher salary scales.

4.6 Collaboration, Cooperations, and Partnerships with Stakeholders

The PSC actively engaged in a diverse range of collaborations, cooperations, and partnerships with various stakeholders, regional entities, and international bodies. These engagements aimed to enhance public service delivery, promote institutional development, and foster best practices in governance. This section provides a summary of PSC's strategic interactions and collaborative efforts.

4.6.6 Collaborations with Regional and International Bodies:

a) African Leadership Academy

In November 2023, the Public Service Commission hosted officials from the African Leadership Academy (ALA) -South Africa and discussed areas of possible cooperation and partnership, with a special focus on leadership development for young people in the public service through fellowships. The collaboration culminated in the signing of an MoU in March 2024. The main objectives of the partnership under the MoU is to implement an impactful high-level public service and government

with leadership fellowship programme. Specifically, the partnership seeks to: i) Identify young leaders with potential for next generation of public service leadership; ii) train and develop the capacity of emerging leaders for government and public service; iii) place leadership fellows into mentorship and learning opportunities within senior government offices; and iv) support the professional growth of the fellows and their transition from potential to leadership.



PSC Chairperson Amb. Anthony Muchiri exchanging signed Memorandum of Understanding with Africa Leadership Academy Senior Director, Career Programmes, Ms Valerie Wigget at the Commission House on March 28th, 2024

b) Association of African Public Service Commissions

The Association of African Public Service Commissions (AAPSCOMS) was established to collaborate, share experiences and best practices among Public Services Commissions in order to promote good governance and improve service delivery in the public services of the continent. The AAPSCOMS 6th General Assembly is proposed to take place in Kenya in August/September 2024. The proposed theme for this Conference is *"Driving Public Service Delivery Transformation through Innovation and Technology"*. This theme is pursuant to one of AAPSCOMS key objectives of seeking to reform and transform public services to become more transparent, more accountable, and more responsive to citizens needs, with the ultimate goal of improving performance and the quality of services that citizens receive. Public Service Commission is the 2024 host of the Association of African Public Service Commissions' 6th General Assembly.



PSC Commissioner Dr Mary Mwiandi addressing the AAPSCOM team meeting chaired by former CS Ministry of State for Public Service Moses Kuria (centre) at the Kenya School of Government

c) 3rd Biennial Commonwealth Heads of Public Service

The PSC participated in the 3rd Biennial Commonwealth Heads of Public Service in London from April 22-24, 2024, to facilitate discussions on leveraging IT in HR management. The Chairperson presented a paper on 'Kenya: Leveraging Information Technology in Human Resource Management in the Public Service'. The meeting focused on peer learning and transfer of best practices across the Commonwealth.



Amb. Anthony Muchiri, PSC Chairperson (3rd left) Mr. Maina Njoroge, Finance, Planning & Resource Mobilization (Back row, far right) and Mr. Simon Mwangi, Deputy Director, HRM&D-PSIP (Back row, 2nd from right) during the Commonwealth 3rd Biennial Pan-Commonwealth Meeting of Heads of Public Service/Secretaries to Cabinet in London from 22nd and 24th April 2024

d) Kenya-Ghana Joint Commission

The Commission participated in the Kenya-Ghana Joint Commission for Cooperation meetings in preparation for a state visit to Accra, Ghana by His Excellency President William Ruto between 28th March and 4th April 2024. As part of bilateral cooperation, the Public Service Commission of Kenya entered into negotiations with the Ghana Public Service Commission and identified the following areas of collaboration: Experiential learning; exchange of best practices and technical expertise; skills development and sharing of experiences; and integration of information technology in service delivery.

4.6.2 Cooperation in other government initiatives

National Wage Bill Conference

The Commission was a core partner in the organization of the 3rd National Wage Bill Conference hosted by the Salaries and Remuneration Commission between 15th and 17th April, 2024, at Bomas of Kenya. The conference focused on addressing the escalating public wage bill and its implications for fiscal sustainability. Key discussions highlighted the persistent increase in Kenya's public wage bill since the decentralization of government in 2013. Despite recent improvements noted in the wage bill to revenue ratio, challenges persist, including discrepancies in reported versus actual payroll data and non-compliance with staffing guidelines. A high wage bill ratio potentially diverts public resources away from priority productive sectors of the economy.

To tackle these challenges, the Commission presented the following strategies: development and implementation of a national and county revenue improvement strategy; development and implementation of a private sector productivity strategy for revenue enhancement; enforcement of regulations on establishment of offices and employment in the public service; rationalization of deployments across the public service; and a new focus on public debt management. Stakeholders resolved to refine strategies and action plans to achieve a sustainable wage bill ratio of 35% by 2028, alongside cultural and performance management transformations across national and county institutions.



From R-L: Former Head of Public Service Amb. Francis Muthaura; Principal Secretary, State Department for Public Service, Amos Gathecha; PSC Chairperson Amb. Anthony Muchiri; Confederation of Kenya Employees CEO Ms. Jacqueline Mugo and Commission on Revenue Allocation CEO CPA James Katule in a panel discussion during the Wage Bill Conference 2024 at Bomas of Kenya on 15th April 2024

Devolution Conference 2023

The conference, themed "10 years of devolution; Present and the future," reflected on a decade of decentralized governance in Kenya. In its presentations and contribution, the Commission advocated for standardization of human resource management practices across National and County levels through uniform norms and standards. This is intended to enhance overall efficiency and governance effectiveness in the management of human capital in public service.

PSC Commissioner Amb Salma Ahmed in a panel discussion at the Eldoret Sports Club during the Devolution Conference 2023 in Uasin Gishu County



Government Performance and Delivery Management

The Commission participated in a meeting chaired by the Cabinet Secretary for Public Service to discuss thematic areas to improve government performance and delivery. In its presentation, PSC pointed out that some of the foremost interventions that would fundamentally transform how the government performs and delivers services include: the formulation, financing and implementation of structured public service reform programmes; Establishment of a fit-for-mandate structure for the public service; Service delivery efficiency improvement through deepening of automation and digital transformation; Re-invigoration and re-institutionalization of a culture of high performance; New focus on public service morale and motivation; A new architecture for public service that promotes diversity, equity, inclusivity and national cohesion; and Convention of a national public service performance conference. The Commission also highlighted its ongoing efforts, programmes and progress on: review of organizational structures; pending bills; recruitment and selection with a focus on the current RRI; E-citizen compliance; and Key achievements under BETA.

National Dialogue Committee

The National dialogue committee was established to facilitate a dialogue and consensus building, recommend appropriate constitutional legal policy reforms on issues of concern to the people of Kenya and focused on five key areas. The committee invited various institutions requesting for presentations on the five agenda items

During its presentation to the National Dialogue Committee, the Commission through the chairperson emphasized critical issues affecting public officers. The PSC highlighted its role in advocating for improved welfare and financial support to alleviate the challenges faced by civil servants, particularly amidst economic pressures and increased taxation. The Commission advocated for legislative frameworks to enforce the two-thirds gender rule across public service appointments and recommended reforms to enhance the effectiveness and credibility of electoral bodies. Additionally, concerns were raised about the escalating demand for psychosocial support among public servants, reflecting broader issues of mental health impacted by financial constraints.

4.6.3 Partnerships

Public Service Emerging Leaders Fellowship Programme

Under a tripartite partnership, PSC, Emerging Public Leaders USA and Emerging Leaders Foundation Africa, implemented the Public Service Emerging Leaders Fellowship (PSELF) Programme. The programme seeks to develop leadership capacity and capability among young public officers. The Singapore-based Chandler Institute of Governance designed the curriculum for the fellowship programme. During the year under review, the programme graduated 65 fellows.



Commissioner Dr. Mary Mwiandi during the opening session of PSELF segment three residential training



PSELF fellows planting trees during the UN International Youth Day on 12th August, 2023

Australian Fellowship Award Post-Fellowship

The Commission participated in the multilateral 2023 Australia Awards Fellowship programme that included participants from the Directorate of Public Service Management (Botswana). The programme addressed key development challenges identified by the partner institutions through build-

ing strategic partnerships, advancing gender equity and inclusion, and effective governance. This is done through in-country briefings sessions in Africa and a comprehensive delivery of content in Australia.

Collaboration with Kenya School of Government

The Public Service Commission and Kenya School of Government renewed their partnership. As a starting point, the two institutions resolved to collaboratively develop and implement training programs for public service employees, focusing on leadership and management skills.

World Bank and French Development Agency

The Governance for Enabling Service Delivery and Public Investment in Kenya (GESDEK) Programme is a key initiative under the Public Finance Management Reforms (PFMR) Strategy 2023-2028, spearheaded by the National Treasury. Co-financed by the Government of Kenya, the World Bank, and the French Development Agency (AFD), the Programme aims to establish a public financial system that fosters transparency, accountability, equity, fiscal discipline, and efficiency in the management of public resources, ultimately leading to enhanced service delivery and economic development.

The strategy targets several critical areas, including ensuring sustainable fiscal space, promoting transparent public spending, maintaining reliable cash flow, achieving value for money in procurement and staffing, enforcing disciplined financial management, and delivering accurate reporting and accountability.

The Commission is among the institutions supported through the result area of value-for-money, performance, and accountability in staffing for service delivery. During the period under review, support was provided for the development of a concept on a National Performance and Productivity Management Conference; finalization of the Human Resource Master Plan; review of the organizational structure for the State Department for Energy; development of template career guidelines for State Corporations; development of a concept note on the review of performance management systems; and development of a standardized Citizen Service Delivery Charter.

Engagement with United Nations Development Programme

The role of the Public Service Commission aligns to SDG Target 16.6 on developing effective, accountable and transparent institutions at all levels of Government. To this end the Commission collaborated with UNDP on various initiatives aimed at promoting sustainable development goals, particularly in areas related to governance and public administration.

Memorandum of Understanding with EACC

The Constitution mandates PSC to promote values and principles of governance (Article 10) and public service (Article 232). At the core of this mandate is the role of the Commission in the promotion of transparency, accountability and meritocracy. In furtherance of these goals and commitments, the Commission signed an MoU with the Ethics and Anti-Corruption Commission (EACC) to

strengthen efforts in promoting integrity, transparency, and accountability within the public service.

University of Nairobi

Under PSC mandate on ensuring efficiency and effectiveness in the public service, the Commission endeavors to provide technical support towards enhancing institutional capacity and capability of public service organizations. In a partnership visit to PSC, the Commission and the University of Nairobi (UoN) committed to collaborating on transforming UoN into a world-class institution. The meeting further emphasized on enhancing education quality through strategic partnerships, positioning UoN as a global academic hub through collaborations with development partners. The Commission urged UoN to align its programmes with the needs of the market and industry.



UoN Chancellor Prof. Patrick Verkooijen (standing), elaborating his plans for reforming the university during a luncheon with PSC at the Serena Hotel, Nairobi on 24th April 2024

Employment and Labour Relations Court Annual Symposium

The Employment and Labour Relations Court (ELRC) Annual Symposium was held from 17th to 20th July, 2023 at KICC. The objective of the symposium was to showcase the *Place of Employment and Labour Relations Court in Social Transformation through Access to Justice in Kenya*. The occasion coincided with celebration of 10 years of judicial service delivery to Kenyans and brought together over 30 public and private sector institutions. PSC participated as a sponsor and exhibitor. The Commission was ranked second runners-up in the delivery of its mandate related to employment and labour relations.



Director Values and Ethics, Wesley Kipng'etich displays a certificate awarded to the Commission during the Employment and Labour Relations Court (ELRC) Annual Symposium. Standing next to him is ELRC Principal Judge Justice Byram Ongaya

Safaricom Foundation

Over the past year, the Commission worked with Safaricom to pilot an e-learning platform. The first training course has been uploaded and training provided to the technical team. Pilot training has been undertaken on 3,000 service members with the full launch planned for the early part of FY 2024/25. The Commission intends to fully transition training to the platform starting with induction programmes followed by scaling to promotional courses and other professional courses.

Mozilla Foundation

The Commission in collaboration with Mozilla Corporation and the African Advanced Level Telecommunications Institute (AFRALTI), rolled out a capacity-building program for data handlers in public service on Data Protection and Cybersecurity. The training took place between 24th June 2024 and 5th July 2024 in Nairobi. This initiative saw the certification of 131 officers drawn from 42 Ministries and State Departments and Agencies. Mozilla continues to collaborate with the Commission on the development of a new Commission website. The training to ICT and public communications departments on management of the Commission website was undertaken during the same period.



PSC Commissioner Andrew Muriuki (front row 5th from right) during a photo session with participants at the Data Protection and Cyber Security training at AFRALTI

4.7 Office Space for Commission Staff

During the year, the allocation and equipping of offices on the fifth floor of the Old Commission Building was completed to facilitate officers in performing their duties and to address the shortage of office accommodation. The new office floor now includes 16 adequately furnished offices, which are occupied by 30 officers from four departments: Administration; Organization Design and Career Management, Research & Policy Analysis and Performance Management & Service Delivery Transformation. Additionally, the Citizens Service Delivery Contact Centre is also hosted on the 5th floor. However, more office space is still required to accommodate officers who are currently sharing offices and those who have recently joined the Commission.

4.8 Research and Policy Analysis

The Commission recognized the critical role that Research and Policy Analysis plays in the effective discharge of its mandate. The function has now been elevated from a unit to a department to be headed by a Director. In the restructuring process, the Commission established the position of Director and appointed two Deputy Directors, one Assistant Director and a Principal Officer. The department is in the process of developing a Research Policy and Strategy and has commenced formative internal and external policy advisory work. For enhancement of delivery effectiveness, the department requires additional staff, analytical assets and resources including software, workstations and related equipment.

4.9 Information and Communication Technology

The Commission implemented various measures to enhance internal business processes and service delivery efficiency through ICT integration. To this end, the Commission undertook the following during reporting period: Launch of the Electronic Data Management System (EDMS) leading to the digitization of physical Commission records; Refurbishment of the Data Centre to enhance physical security; Acquisition of 60 new desktop computers and two Ideahubs from Konza Technopolis to support ICT Operations in the Commission; and Refurbishment of the ICT Training Centre.

CHAPTER 5

**FINANCIAL
STATEMENT FOR
THE FISCAL YEAR
2023/2024**

5.1 Introduction

Allocation of Commission funds was guided by its 2023/2024 Corporate Work plan which derives its activities and targeted outputs from the PSC Strategic Plan 2019-2024. The financial statement serves a critical accountability purpose in outlining how the Commission applied its institutional means to programmes and activities, establishes the overall efficiency in budget utilization, and makes proposals for the subsequent budget cycles.

5.2 Approved Budget for 2023/24 Financial Year

The Commission approved estimates was Kshs.3.59 billion broken down to Kshs3.54 billion for Recurrent and Kshs45.3 million for Development Estimates in the 2023/2024 financial year. This allocation translates to a budget increment of Kshs.1.11 billion when compared to the FY 2022/2023 allocation of Kshs.2.48 billion. The Recurrent budget allocation constituted 98.74 per cent of overall Commission funding. Personnel Emoluments (PE) budget of Kshs.2.74 billion constituted 76.51% of the total budget comprising Kshs.947.30 million for Commission staff and Kshs 1.80 billion for PSIP stipend. The remaining allocation of Kshs.842.18 million (23.49%) was earmarked for core Commission mandate programmes. The Commission Development budget of Kshs 45.3 million (1.26%) was utilized to complete the construction of additional offices on the rooftop, 5th floor, of the old Commission building to address inadequate office accommodation and undertake refurbishment works on Commission Buildings. The positive growth in budget estimates in the FY 2023/2024 was mainly under the PSIP budget for payment of interns monthly stipend of Kshs1 Billion. The FYs 2022/2023 and 2023/2024 comparative budget allocations are presented in Table 5.1.

Table 5.1: Comparative Budget Allocation by Economic Classification for FYs 2022/2023 and 2023/2024 (Kshs Millions)

Budget Item	Approved Estimates FY 2022/2023	Baseline Estimates FY 2023/2024	Variance/ Growth
GROSS RECURRENT	2,452.46	3,675.50	1,223.04
AIA	-18.00	-15.00	3
Net Recurrent	2,434.46	3,660.50	1,226.04
Compensation to Employees (PE):	1,809.26	2,947.26	1,138.00
PSC Secretariat (Including Pension & Gratuity)	887.14	947.26	60.12
PSIP (Interns stipend)	922.12	2,000.00	1,077.88
Non-Discretionary Expenditure	179.39	170.96	-8.43
a) Utilities (Electricity & Water)	11.15	14.00	2.85
b) Communication (Telephone, Air-time, Leased Lines & Courier)	34.20	37.82	3.62

Budget Item	Approved Estimates FY 2022/2023	Baseline Estimates FY 2023/2024	Variance/ Growth
c) Rent (Bruce House)	10.15	10.15	0.00
d) Insurance (Medical & GPA)	111.59	93.99	-17.60
e) Contracted Guards & Cleaning Services	10.30	12.00	1.70
f) Car Loan and Mortgage	2.00	3.00	1.00
Core Mandate Programmes	463.81	557.28	93.47
GROSS DEVELOPMENT	26.30	45.30	19.00
Total Recurrent and Development	2,478.76	3,720.80	1,242.04

5.3 Budget Utilization for FY 2023/2024

At the start of the financial year, the Commission was allocated Kshs 3.72 billion to fund 165 planned activities in the Annual Work Plan. However, due to budget realignment, the budget was revised downwards by Kshs 135.26 million to Kshs 3.59 billion. This budget reduction adversely affected the implementation of 165 planned activities, out of which 31 were not implemented.

Table 5.2: FY 2023/24 Expenditure Analysis (Kshs Millions)

Budget Item	Printed Estimates	Supplementary Estimates	Approved Estimates	Total Payments	Balance	Absorption Rate
GROSS RECURRENT	3,675.50	-135.26	3,540.24	3,321.36	218.88	94%
A-I-A	-15.00	0.00	-15.00	-9.36	-5.64	63%
Net Recurrent	3,660.50	-135.26	3,525.24	3,312.00	213.24	94%
Compensation to Employees (PE):	2,947.26	-203.91	2,743.36	2,633.91	109.45	96%
PSC Secretariat (Includes Pension)	947.26	0.00	947.26	941.49	5.77	99
PSIP (Interns stipend)	2,000.00	-203.91	1,796.09	1,692.42	103.67	94%
Non-Discretionary Expenditure	170.96	5.02	175.98	165.60	10.38	94%
a) Utilities (Electricity & Water)	14.00	0.00	14.00	11.53	2.47	82%

Budget Item	Printed Estimates	Supplementary Estimates	Approved Estimates	Total Payments	Balance	Absorption Rate
<i>b) Communication (Telephone, Airtime, Leased Lines & Courier)</i>	37.82	2.52	40.34	37.52	2.82	93%
<i>c) Rent (Bruce House)</i>	10.15	0.00	10.15	9.38	0.77	92%
<i>d) Insurance (Medical & GPA)</i>	93.99	2.50	96.49	96.32	0.17	100%
<i>e) Contracted Guards & Cleaning Services</i>	12.00	0.00	12.00	7.85	4.15	65%
<i>f) Car Loan and Mortgage</i>	3.00	0.00	3.00	3.00	-	100%
Core Mandate Programmes	557.28	66.63	620.90	521.85	99.05	85%
GROSS DEVELOPMENT	45.30	0.00	45.30	43.03	2.27	95%
Total Recurrent and Development	3,720.80	-135.26	3,585.54	3,364.39	221.15	94%

5.4 Budget Absorption Trend Analysis

The Commission's total recurrent and development budget absorption rates for Financial Years 2021/22; 2022/23 and 2023/24 were 96%; 96% and 94% respectively. The absorption trend over the years demonstrates timely implementation of planned programmes. However, the under-absorption for development budget in FY 2022/23 and 2023/24 was largely due to lack of exchequer provision. The comparative budget performance for the Medium Term (2021/22 to 2023/24) by economic classification is presented in Table 5.3.

Table 5.3: Summary of Budget Performance 2021/22 to 2023/24 (Kshs. Millions)

Item	Approved Allocations			Actual Expenditures			Absorption %		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RECURRENT	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.	%	%	%
Compensation of Employees	1,727.81	1,809.26	2,743.36	1,711.80	1,799.74	2,633.91	99.07	99.47	96.01
Use of Goods and Services	504.12	616.51	696.62	436.59	541.46	599.31	86.60	87.83	86.03
Social Benefits	81.89	7.52	5.76	80.85	7.03	5.16	98.73	93.48	89.58
Other Recurrent	58.35	19.16	94.50	56.80	10.29	82.98	97.34	53.71	87.81
Total Recurrent	2,372.17	2,452.45	3,540.24	2,286.04	2,358.52	3,321.36	96.37	96.17	93.82
DEVELOPMENT									
Acquisition of Non-Financial Assets	19.3	26.3	45.30	6.49	20.38	43.03	33.63	77.49	94.99
Total Development	19.3	26.3	45.30	6.49	20.38	43.03	33.63	77.49	94.99
GROSS TOTAL	2,391.47	2,478.75	3,585.54	2,292.53	2,378.90	3,364.39	95.86	95.97	93.83

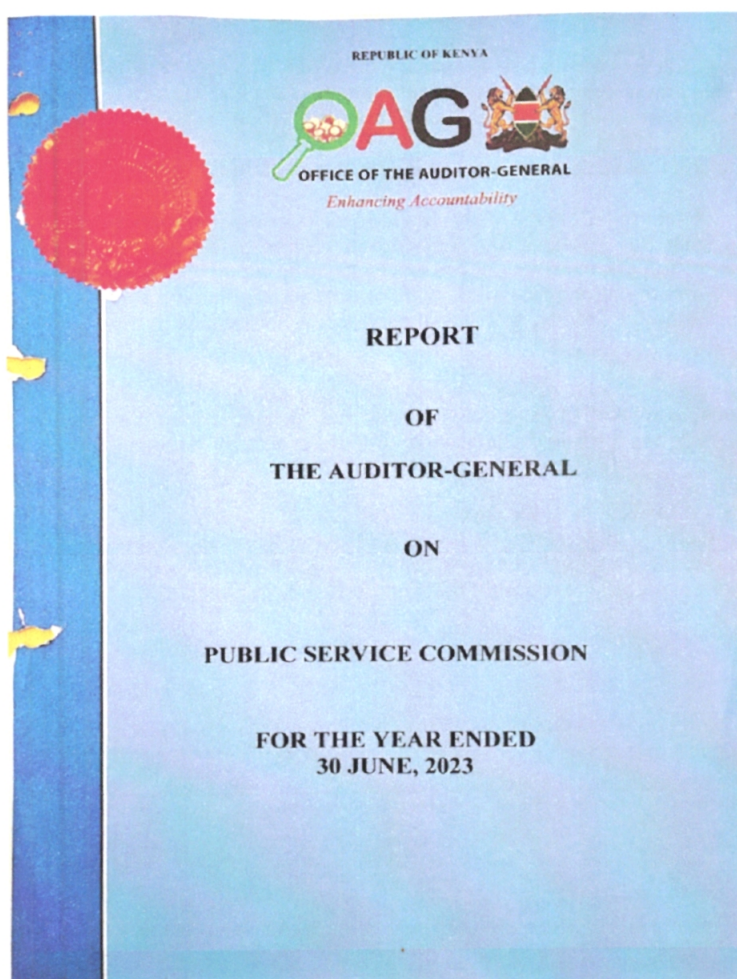
5.5 Resource Mobilization

The core funding for the Commission is drawn from the National Treasury through the resource bidding initiative at Sector Working Group and National Assembly Departmental Committees. Arising from persistent limited financial resources relative to scope of mandate, the Commission is actively seeking partnerships for alternative financing for its programmes.

5.6 Unaudited Financial Statements for the Period Ended June 30, 2024

The Commission's financial statements for the fiscal year ending June 30, 2024, will be submitted to the Auditor General by September 30, 2024. This is in accordance with Section 81(3) of the Public Financial Management Act, Cap 412A, and Section 90(2)(a) of the Public Service Commission Act, Cap 185. During the preceding financial audit cycle ending June 30, 2023, the Commission received unqualified audit opinion on its financial statements (Figure 5-1).

Figure 5-1: Audited Accounts for FY 2022/23



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REPORT OF THE AUDITOR-GENERAL ON PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE, 2023

PREAMBLE

I draw your attention to the contents of my report which is in three parts:

- A. Report on the Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements.
- B. Report on Lawfulness and Effectiveness in Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure Government achieves value for money and that such funds are applied for the intended purpose.
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, the risk management environment and the internal controls, developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An unmodified opinion does not necessarily mean that an entity has complied with all relevant laws and regulations, and that its internal controls, risk management and governance systems are properly designed and were working effectively in the financial year under review.

The three parts of the report are aimed at addressing the statutory roles and responsibilities of the Auditor-General as provided by Article 229 of the Constitution, the Public Finance Management Act, 2012 and the Public Audit Act, 2015. The three parts of the report, when read together constitute the report of the Auditor-General.

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of Public Service Commission set out on pages 1 to 23, which comprise of the statement of financial assets and financial

Report of the Auditor-General on Public Service Commission for the year ended 30 June, 2023

liabilities as at 30 June, 2023, and the statement of receipts and payments, statement of cash flows, 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, 2023, 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 Finance Management Act, 2012.

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Public Service Commission Management in accordance with ISSAI 130 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.

5.7 Proposals for Subsequent Budget Cycle

Implementation of the Constitutional and legislative mandate of the Commission requires commensurate funding to fully discharge these responsibilities. During the preceding reporting period, the Commission undertook a mid-term review of its Strategic Plan (2019-2024) to align it with prevailing realities focusing on transformation of public service and creation of a citizen-centric service orientation. However, implementation of the Strategic Plan has been constrained by inadequate funding.

As presented in Table 5-4, the Commission's budget allocation for the FY 2024/2025 was Kshs 3.67 billion against a resource requirement of Kshs5.61 billion which represents a 35% budget deficit.

Table 5.4: Budget Allocation compared to Requirement for FY 2024/2025 (Kshs Million)

Description	Requirement	Allocation	Allocation (%)	Surplus/ (Deficit)
Recurrent (Gross)	5,564.90	3,622.23	65	-1,942.67
AIA	15.00	15.00	100	0.00
Recurrent (Net)	5,549.90	3,607.23	65	-1,942.67
Compensation to Employees *	4,050.00	2,990.70	74	-1,059.30
Other Recurrent	1,514.90	631.53	42	-883.37
Development	45.30	45.30	100	0.00
Total	5,610.20	3,667.53	65	-942.37

CHAPTER 6

ACHIEVEMENTS, CHALLENGES, LESSONS LEARNT & RECOMMENDATIONS

6.1 Introduction

The Commission made remarkable achievements in financial year 2023/2024 in line with the overall strategic objective of supporting an efficient and effective public service. While enhancing performance and citizens service delivery remains a priority for the commission, resource constraints among other challenges affected the discharge of this mandate. Despite the challenges, the Commission played its role effectively in the delivery of its mandate and supported improved delivery of services to the citizens.

As demonstrated in the preceding chapters in this report, the Commission's transformation agenda seeks to support national development goals in line with the theme of the last five-year strategic plan 'Reform, Perform and Transform'. These efforts are enshrined in the Commission's aspirations towards a citizen centric public service.

6.2 Achievements

For the year 2023/2024, the overarching achievements of the Commission were in consolidating the key objectives of the strategy in line with supporting the efficient and effective service delivery in the public services. Key achievements attained during the period covered by this year's report include:

- a) Successfully undertook the recruitment process for various public service offices. These included key positions of Chancellors, Vice chancellors, deputy vice chancellors and principals of various higher education institutions in the country, ensuring the required leadership is in place.
- b) Provided technical support to MDAs to enhance their performance management approaches including supporting institutional capabilities, dissemination and review of different human resource instruments and policies, organizational development and career advisory services among others.
- c) Recruited 3,992 officers in various Ministries/State Departments comprising of 2,233 (55.9%) males, 1,759 (44.1%) females. A total of 53 PWDs were also considered constituting 1.3%. The recruitment of various positions is aimed at enhancing staff establishments in MDA's ns support improved service delivery to citizens.
- d) Promoted 2,609 officer Officers in Ministries/State Departments under delegated authority into various positions in different cadres. Of these 1,237 (47.4%) were female, 1,376 (52.6%) were male and 42 (1.6%) PWDs. Promotions and career progression management process is critical in reengineering different staff functions and skills in the public service.
- e) Reviewed and re-organized structures and staff establishment in 55 State departments institutions and re-established a total of 88,074 authorized posts in MDAs. For state corporations and SAGAs, a total of 47 organization structures were approved. This process is geared towards supporting MDAs and state corporations to perform optimally as well as ensuring a harmonized staff establishment across the service.
- f) Recruited 8,650 interns under PSIP and deployed to 270 public institutions. The internship programme is tailored to support interns to acquire relevant skills for the workplace as well as personal skill development.
- g) PSELF graduated 65 fellows who successfully engaged six sets of one weeklong training

sessions, on ethical leadership and relevant skills for the public sector.

- h) Hearing and determination of various appeals from MDAs, County Government Public Services and state Corporations. The appeals which emanate from disciplinary controls are geared towards enhancing human resource processes as well as supporting fair disciplinary processes in line with Commission's constitutional mandate.

6.3 Challenges

In the course of execution of its mandate, the Commission has been encountering a number of challenges and constraints ranging from a scarcity of resources, infrastructural, legal and regulatory regimes.

a) Resource related challenges

i) **Expanded Mandate**

The annual budget allocations for the Commission over the years has not been adequate to fund the projected annual programmes/activities. For instance, during the FY 2023/24 Budget Sector (Planning, Administration & International Relations - PAIR) retreat, the Commission presented a resource requirement of Kshs. 5,610.2 million to implement its five (5) programmes. However, only Kshs. 3,667.53 million was allocated leaving a financing deficit of Kshs. 1,942.67million.

The budget deficit has further been aggravated by additional responsibilities bestowed on the Commission relating to recruitment for senior management positions in public universities and other statutory bodies.

To mitigate on this challenge, Commission has been pursuing a number of interventions such as:

- Exploring opportunities for engagement with development partners for technical, financial support and collaboration to bridge budget deficits; and
- Continuous engagement with the National Treasury, the Public Administration and International Relations (PAIR) Budget Sectoral Committee; and the National Assembly Departmental Committee on Labour.

ii) **Budget Austerity Measures**

Budget cuts directed by the Government in the course of budget implementation have adversely affected implementation of planned programmes. To address this challenge, the Commission has continuously reviewed its programmes, projects and activities and prioritized them in line with available resources and fiscal policy direction issued by the National Treasury from time to time.

iii) **Inadequate Staff**

A number of Directorates and units still have human resource constraints as well inadequate working tools and equipment.

b) System to manage Accrual Accounting

The current IFMIS (Integrated Financial Management Information System) is not designed to be compatible with the requirement of Accrual Accounting. Although the system is being re-engineered, this will take a minimum of eight (8) months from July 2024. The transition to Accrual Steering Committee will have to look for an alternative system to facilitate transition.

c) Legal related challenges

Lack of sufficient legal personnel to enable Commission represent itself in court cases and inadequate funding to enable proper legal representation in court. To address this challenge the Commission, engaged private lawyers from prequalified law firms to represent the Commission in courts.

d) Encroachment on the Commission's constitutional mandate

- i) The State Corporations Advisory Committee and the Inspectorate of State Corporations has consistently encroached on the Commission's constitutional and statutory mandate over the management of human resource in State Corporations and Public Universities. The most recent encroachment being issuance of Guidelines for Management of State Corporations that was issued vide an Executive order published in the Gazette on 3rd June 2024. There are two pending court cases touching on the question of SCAC's encroachment on the Commission's mandate.
- ii) The Salaries and Remuneration Commission's mandate over public officers is to advise on their remuneration and benefits. This advice is supposed to be given to PSC as the employer of public officers. However, SRC has consistently given the advice directly to agencies that fall under the mandate of the PSC thereby distorting remuneration in the public service and enhancing discrimination and unfairness. Only the PSC has power to determine the remuneration and benefits of public officers upon advice from SRC. SRC has no power to determine remuneration and benefits in the public service.
- iii) In May 2024, Parliament passed a State Law (Miscellaneous Amendment) Bill which gave the Commission's powers of establishment of offices and appointment of persons in the office of the Attorney General to an Advisory Board. This is an outright unconstitutional action that goes contrary to the wishes of Kenyans. A petition challenging the said amendments is pending in court. The Commission is an interested party in the matter.

e) Office Accommodation

With an expanded mandate, the Commission has had to operate the same constrained office space but would need additional office space to roll out all the functions with the spirit and letter of the Constitution under one roof. The current location cannot accommodate the envisaged expansion. To address the challenge of office accommodation, the Commission in 2019/20 commenced construction of additional offices on the roof top of Old Commission Block to create more space and decongest offices.

Although this initiative has eased office congestion, the Commission still faces inadequate office accommodation for its officers as of 2023/2024 FY. The Commission is also exploring options of securing allocation of a Government plot as this would have provided a permanent solution and ideal environment for accommodation of all facilities/full roll out of PSC functions under one roof including adequate parking spaces.

- f) Non-Compliance with values and principles of governance and public service:** The commission continues to engage in efforts towards promotion of values and principles across the public service. However, the compliance levels across the different institutions have been low.

6.4 Lessons

From the findings detailed in the report, the following lessons were drawn:

- a. Resource for functions:** Adequate financial and human resources remain critical to performance. Substantial additional financial resources will therefore be necessary to enable the Commission deliver on its expanding mandate that includes regulatory oversight over State Corporations.
- a. Need for whole-of-government approach:** Owing to the interlinkages in the discharge of roles and functions of different public institutions, a whole-of-government model is important to ensuring all parts of the system function optimally.
- a. Incremental approach to reform and transformation:** Whereas public sector reforms and transformation programmes are ultimately self-financing, the significant amount of public resources required for their initial implementation call for their objective prioritization, sequencing and phasing.
- a. Relevance of harmonized institutions and enabling instruments to mandate delineation:** The national landscape for enabling instruments that define functions of public institutions remains fragmented. This has caused mandate conflicts that have at times led to litigation.

6.5 Recommendation

The following recommendations have been made towards improving the overall institutional capacity of the Commission to better deliver its mandate:

- a. Financial Resource mobilization:** The Commission requires increased allocation of resources to perform the different critical functions within a resource scarce environment. Lobbying the national assembly for more resource allocation and intensifying external resource mobilization strategies are critical in bridging the resource gaps.
- b. Enhancement of Commission human resource capacity:** The enhancement of the staff establishment in the different functions for the commission will bridge the staff shortage gap and support service delivery.
- c. Deepening of mainstreaming and enforcement of values and principles:** Enforcement of the recommendations on promotion of national and public service values and principles re-

mains one of the major challenges for the Commission owing to low or no funding to undertake the exercise across the public service as well as the absence of mechanisms for enforcement of recommendations. More resources and a new enabling policy and statutory legislation is required to ensure full compliance.

- d. Mandate conflict resolution:** The Commission will continue to engage in consultations with institutions at the centre of Government to clarify mandates and align the functions for clarity and better service delivery to Kenyans.
- e. Office space:** The Commission has made considerable effort in alleviating office space constraints. However, office congestion remains a major concern. Further efforts towards improvement of the work environment require the construction of a new office complex. In the interim, new budgets can be sought for leasing additional office space.
- f. Tools and equipment:** While the Commission investment in tools and equipment over the years has been significant, there is need to base further improvement in overall operational efficiency on acquisition of state-of-the-art tools and equipment.
- g. Staff training and capacity building:** Recent skills gap analysis and training projections indicate there is urgent need for the Commission to formulate a new strategy for staff capacity development. This calls for enhancement of the Commission's training budget to cater for training and capacity building programmes in technical and emerging functions and roles.
- h. New technologies:** Evidence from the Commission's experience with service delivery during and after Covid-19 demonstrated that integration of technology significantly improves service delivery even under emergency conditions. There is therefore need for the Commission to invest and integrate new emerging technologies in its operations.
- i. Business process reengineering:** An end-to-end business process reengineering at the Commission would be a critical starting point in strategies to improve overall delivery turnaround.

APPENDICES

Appendix 1 - Authorized Establishment in Ministries / State Departments

Vote Code	Ministry / State Department	Authorized Establishment	InPost	Variance
10101	Internal Security and National Administration	29,110	18,763	(10,347)
10104	Interior and Coordination of Nat. Govt - Immigration	1,832	8,834	7,002
10201	State House	901	1,665	764
10202	Office of the Deputy President	683	523	(160)
10205	The Presidency - State Department for Parliamentary Affairs	92	76	(16)
10206	The Presidency - State Department for Performance Management	130	215	85
10207	The Presidency - DP (Cabinet Affairs)	77	34	(43)
	Office of the Prime Cabinet Secretary	56	6	(50)
10301	State Department for Public Service	485	292	(193)
10303	State Department for Gender	208	199	(9)
10304	Ministry of Public Service Youth and Gender - Youth Affairs	990	635	(355)
10401	Foreign Affairs and International Trade	1,497	1,029	(468)
10402	Ministry of Foreign & Diaspora Affairs - Diaspora Affairs	174	167	(7)
10501	State Department for Correctional Services	2,409	1,920	(489)
10601	Devolution and Planning - Planning	511	356	(155)
10606	Devolution and Planning - Devolution	140	158	18
10608	Devolution and Planning - Special Programs (*ASALs)	141	190	49
10701	The National Treasury	4,725	2,806	(1,919)
10801	Department of Defence - Civilian	3,241	2,794	(447)
11001	Agriculture, Livestock and Fisheries - Agriculture	606	650	44
11002	Agriculture, Livestock and Fisheries - Livestock	1,794	916	(878)
11003	Agriculture, Livestock and Fisheries - Fisheries	255	235	(20)
11101	State Department for Medical Services	920	6,853	5,933

Vote Code	Ministry / State Department	Authorized Establishment	InPost	Variance
11104	State Department for Public Health and Professional Standards	1,050	810	(240)
11401	State Department for Transport	105	145	40
11402	State Department for Roads	1,727	1,697	(30)
11403	State Department for Public Works	1,009	657	(352)
11404	State Department for Housing and Urban Development	1,412	916	(496)
11405	State Department for Marine time & Shipping	90	98	8
11501	State Department for Labour	1,341	766	(575)
11502	State Department for Social Protection	4,774	2,085	(2,689)
11601	State Department for Trade	524	311	(213)
11603	State Department for East African Community	234	217	(17)
11607	State Department for Investment Promotion	155	73	(82)
11901	State Department for Mining	734	331	(403)
12001	State Department for Water and Sanitation	427	393	(34)
12002	State Department for Irrigation	501	159	(342)
12101	State Department for Environment	999	693	(306)
12102	State Department for Forestry	131	74	(57)
12104	Environment and Natural Resources - Natural Resources	116	110	(6)
12501	State Law - Attorney General	1,492	1,075	(417)
13001	State Department for Energy	159	257	98
13002	State Department for Petroleum	846	192	(654)
13101	Education - Basic Education	9,563	4,129	(5,434)
13102	Education - Higher Education, Science & Technology	115	170	55

Vote Code	Ministry / State Department	Authorized Establishment	InPost	Variance
13103	Education - Vocational & Technical Training	167	7,801	7,634
13201	State Department for Broadcasting and Telecommunication	1,074	372	(702)
13205	Ministry of ICT - ICT and Innovation	470	199	(271)
13601	Lands and Physical Planning	4,585	2,523	(2,062)
14201	State Department for Sports	281	149	(132)
14202	State Department for Culture and Heritage	1,232	161	(1,071)
14601	Ministry of Tourism	184	142	(42)
16001	Industrialization and Enterprise Development	878	412	(466)
16002	State Department for Cooperatives	279	175	(104)
16005	State Department for Micro Small and Medium Enterprise Development	443	84	(359)
		88,074	76,692	(11,382)

Appendix 2:**Public Institutions Sensitized on Values and Principles and Topics Covered**

Date	Institution	Target Group	Topic	No. of Officers
12 th -16 th February 2024	National Communications Secretariat	Top management	▪ Role of top management in promotion of Values and Principles ▪ Institutional performance	10
16 th February 2024	National Water Harvesting Authority		▪ DIALs ▪ Institutional performance	8
	State department for Foreign Affairs			15
23/2/2024	Commission for University Education	Lower & middle level	▪ Overview of the Service charter ▪ Legal and policy framework for the service charter	67
1 st March 2024	Kenya Institute of Primate Research	Heads of departments	▪ Role of top management in promotion of Values and Principles. ▪ Report findings for 2022/2023. ▪ Institutional performance. ▪ Service charter. ▪ DIALs.	20
4 th -8 th March	State Corporation appeals Tribunal	Top management	▪ Role of top management in promotion of Values and Principles. ▪ Report findings for 2022/2023. ▪ Institutional performance. ▪ Overview of the Service charter. ▪ DIALs.	5

Date	Institution	Target Group	Topic	No. of Officers
14/03/2024	State department for Water and Irrigation	Top management	▪ Role of top management in promotion of Values and Principles ▪ Evaluation findings 2022/2023 ▪ Institutional performance	30
26 th -27 th March 2024	Commission for University Education	Top management	▪ Overview of the Service charter ▪ Legal and policy framework for the service charter ▪ Review of service charter –core services	30
4 th April	Office of Registrar of Political Parties	New staff	▪ PSC code of Conduct and Ethics ▪ National values and principles	26
25 and 27 th March 2024	Capital Markets Authority	Staff	▪ DIALs	
25/4/2024	Capital Markets Authority	Board members and senior staff	▪ DIALs	
2 nd -6 th April 2024	Kenya Revenue Authority		▪ Development of recruitment Policy	5
2 nd -6 th April 2024	Kenya Medical Training College	Lower & middle level	▪ Service delivery Charter ▪ Legal and policy framework of the service delivery charter ▪ Effective customer care techniques	128
21 st – 24 th May 2024	Kenya National Highway Authority		▪ Review of Service Charter (Core Services)	26

Date	Institution	Target Group	Topic	No. of Officers
1 st May 2024	Office of Registration of Political Parties (ORPP)		▪ Mainstreaming of Values and Principles in Human Resource Processes	10
14 th May 2024	Office of Registration of Political Parties (ORPP)		▪ Compliance on Values and Principles Report ▪ Institutional performance.	10
13 th -14 th May 2024	Kenya National Library Services	Middle Management	□ 2022/23 Values and Principles Compliance Evaluation □ Report findings for 2022/2023. □ Evaluation Process	35
30 th May 2024	Higher Education Loans Board	Board Members	□ Sensitization on DI-ALs	6
30 th May 2024	National Council for Persons with Disability (NCPD)	Top management	□ Review of Service Charter (Core Services)	

Appendix 3 - Technical support to MDAs and Counties

MDA/County	NATURE/TYPE OF SUPPORT
Ministry of Health	Transition of Universal Health Coverage (UHC) and Global Fund health workers roadmap.
	Developing Collective Bargaining Agreements (CBA) counter proposals for Trade Unions of the Health Sector. Kenya Medical Practitioners, Pharmacists and Dentists Union (KMPDU); Kenya National Union of Nurses (KNUN), & Kenya Union of Clinical Officers (KUCO)
	Analysis of promotion for lower and middle level health officers
	Negotiation of CBAs for the Nursing Union, Clinical Officers Union and KMPU.
AMREF/MOH	Mapping of donor funded program staff.
Presidential taskforce on the modernization of the Government Printers	Support on Business Process engineering and HR Planning.
Kenya Nuclear Regulatory Authority	Support recruitment and selection process
National Employment Authority (NEA)	Support recruitment and selection process
Kenya Film Classification Board (KFCB)	Support recruitment and selection process
State Dept for TVET	Country wide Recruitment of TVET Trainers
Anti-Counterfeit Board	Support recruitment and selection
National Gender Equalization Commission (NGEC)	Recruitment of Commission Secretary
Ministry of Labour:	Mediation during the doctors' strike
Nursing Council of Kenya	Recruitment of the Registrar/CEO
CEMASTEK	Development of Staff Induction Manual
	Development of Performance Rewards and Sanctions Policy
State Department for Interior and National Administration	National Village Administration Policy
	Review of National Government Administration and Coordination Act
Nairobi River Commission (NRC)	Organization structure and HR gaps
Kenya Civil Aviation Authority (KCAA)	Review of organization structure and HR instruments

Technical support provided to agencies on organization structuring, grading structures, career guidelines and human resource policies

South-Eastern Kenya University (SEKU)

Laikipia University

Rongo University

Bomet University

Technical University of Mombasa

Open University of Kenya

Nuclear Power & Energy Agency

Kenya Vision 2030 Secretariat

Kenya National Health Institute

Kenya National Qualification Authority

Chemelil Sugar Company Limited

Kenya Plant Health Inspectorate service

National Crime Research Centre

Kenya National Shipping Lines (KNSL)

Water Towers Agency

Bandari Maritime Academy

Kenya Anti-Corruption Steering Committee

Kenya Year-Book Editorial Board

Coast Water Works Development Agency

Bukura Agricultural College

Kenyatta International Conference Centre

National Research Fund

Lapsset Corridor Development Authority

Commission for University Education

Kenya Institute of Curriculum Development

Kenya Space Agency

Kenya Investment Authority

Kenya Space Agency

Embu University

The President's Award Kenya

Office of the Controller of Budget



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

ANNUAL REPORT FOR THE FINANCIAL YEAR 2023/2024

DECEMBER 2024