



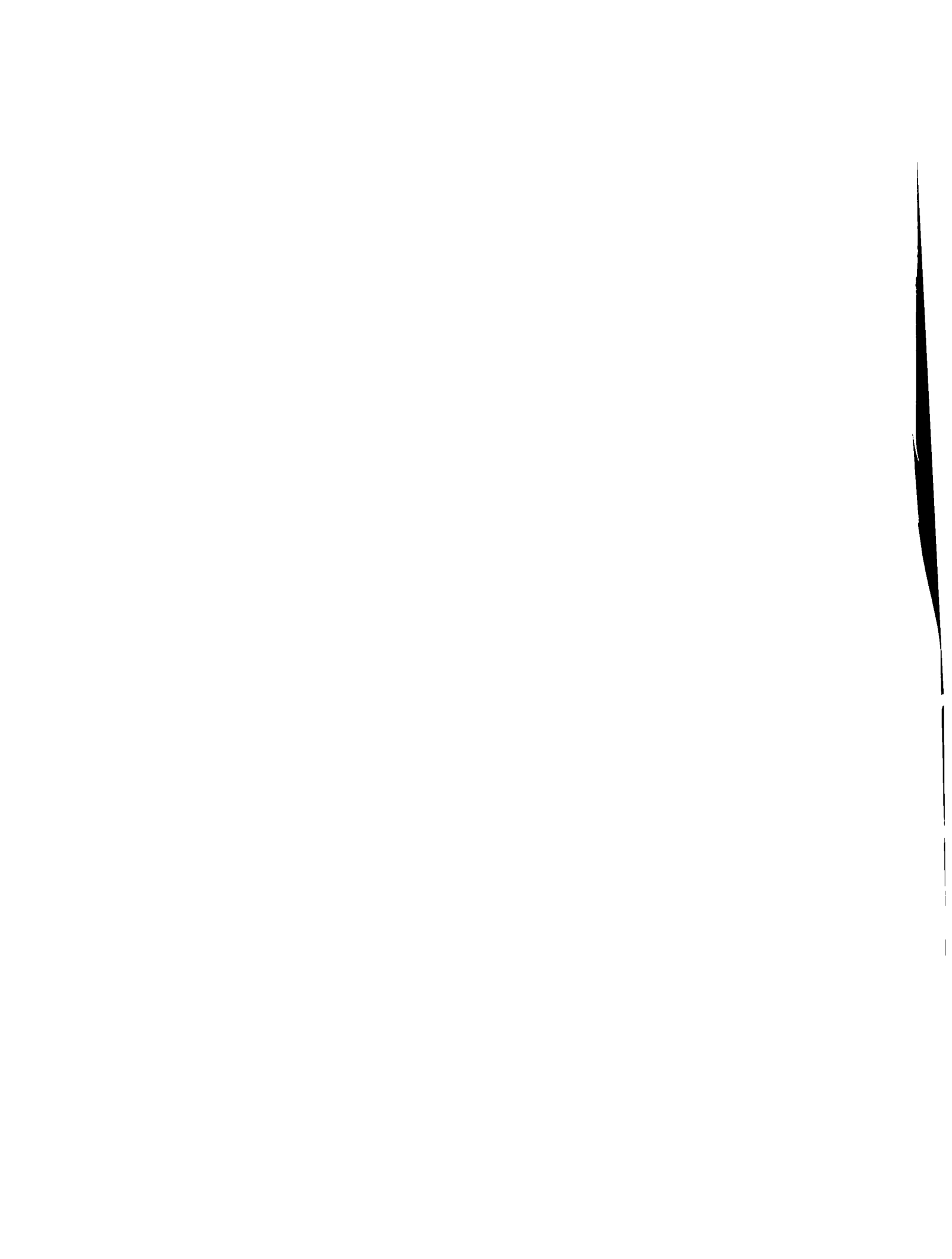
## PUBLIC SERVICE COMMISSION

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# ANNUAL REPORT FOR THE FINANCIAL YEAR 2019/2020

SEPTEMBER, 2020



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REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

# ANNUAL REPORT FOR THE FINANCIAL YEAR 2019/2020

*“Creating A Fit-For-Purpose Public Service”*

Prepared and Issued Pursuant to Article 254(1) of the Constitution and  
Section 90 of the Public

SEPTEMBER, 2020

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## **VISION**

A citizen-centric Public Service

## **MISSION**

To Transform the Public Service for Efficient  
and Effective Service Delivery

## **CORE VALUES**

- ➔ Citizen Focus
- ➔ Professionalism
- ➔ Innovation
- ➔ Teamwork



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# ABBREVIATIONS & ACRONYMS

AGPO	Access to Government Procurement Opportunities	MPSYG	Ministry of Public Service, Youth and Gender
AIA	Appropriation In Aid	NMS	Nairobi Metropolitan Services
ASALs	Arid and Semi-Arid Lands	PDTP	Presidential Digital Talent Program
CPSBs	County Public Service Boards	POEA	The Public Officer Ethics Act, 2003
DVC	Deputy Vice Chancellor	PSEA	Public Service Excellence Awards
F/Y	Financial Year	PSIP	Public Service Internship Programme
FiRe	Financial Reporting	PSM	Public Service Management
GESDeK	Governance for Enabling Service Delivery and Public Investment in Kenya	PWDs	Persons with Disabilities
GRIPS	Graduate Institute for Policy Studies	RRI	Rapid Results Initiative
HR	Human Resource	SAGAs	Semi-Autonomous Government Agencies
HRM&D	Human Resource Management and Development	SCAC	State Corporations Advisory Committee
ICT	Information and Communications Technology	SDGs	Sustainable Development Goals
IYF	International Youth Fellowship	SLDP	Strategic Leadership Development Programme
JDS	Job Diagnostics Survey Questionnaires	TIA	Training Impact Assessment
JICA	Japan International Cooperation Agency	TVET	Technical and Vocational Education and Training
KSG	Kenya School of Government	UNOSSC	United Nations Office for South to South Cooperation
MDAs	Ministries, Departments and Agencies	VC	Vice Chancellor
MoU	Memorandum of Understanding		

# MESSAGE FROM THE CHAIRMAN



I am pleased to present the Public Service Commission Annual Report for the Financial Year 2019/2020 in compliance with Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act 2017. In accordance with the two provisions, the Commission is required to give an account of its operations to His Excellency the President and Parliament to demonstrate how it executed its mandate and expended the resources during the financial year.

One of the core mandates of the Commission is to ensure that the Public Service is efficient and effective. In pursuance of this goal, the new Commission, under my leadership undertook to develop a five-year strategic plan for 2019-2024. The Strategic Plan outlines priorities of the Commission and defines strategies for achieving our vision of a citizen-centric public service.

By focusing on the centrality of the citizen in service delivery, the Commission aims to empower the citizens to be able to play key roles in the country's development. Satisfied citizens are more likely to trust government, and will support the government agenda of transforming the country to a middle income economy by the year 2030. The strategic plan is underpinned by clear annual work plans and deliverables for each financial year and thus, it is our road map towards the envisaged transformation.

This report, therefore, outlines the activities that we earmarked for the first year 2019/2020 of the strategic plan period, the achievements thereof and the challenges encountered. These are presented under three broad programmes: Human Resource Management and Development; Governance and National Values; and Performance and Productivity Management. Our priority during the first year of the plan period was to lay a solid foundation for a "Fit-for-Purpose Public Service to drive our transformation agenda. The measures included re-igniting service-wide momentum for performance, inspired by our rallying call – **REFORM! PERFORM! AND TRANSFORM!**

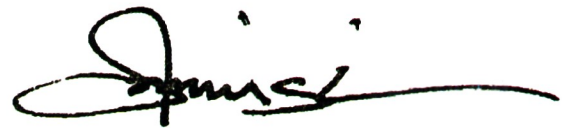
**One of the core mandates of the Commission is to ensure that the Public Service is efficient and effective. In pursuance of this goal, the new Commission, under my leadership undertook to develop a five-year strategic plan for 2019-2024. The Strategic Plan outlines priorities of the Commission and defines strategies for achieving our vision of a citizen-centric public service.**

A lot was achieved during the year, which includes;undertaking massive recruitments to address human resource gaps, partnering with the National Treasury and Ministry of Public Service and Gender to clear pension payments backlog, implementing the 17-tier grading structure and successful roll out of the Public Service Internship Programme. The internship programme enlisted over 6,000 young graduates into a one-year paid internship across Ministries, Departments and Agencies with the objective of exposing the young university graduates to the work environment while also inculcating in them public service values in readiness for eventual absorption into the job market. We are grateful to the National Treasury and the National Assembly for providing Ksh 1 Billion towards this program during the financial year 2019/2020 and we look forward to continued support in order to sustain it.

As a Commission, we are confident of a progressive trajectory, having commenced the process of laying a foundation upon which we expect to actualize our vision for a citizen-centric public service. We will build upon this foundation

by ensuring suitable skills mapping, attraction and retention of talent, entrenchment of public service values, and creation of fit-for purpose structures in the public service to drive delivery.

In the process of executing our mandate during the year, many challenges arose including; limited resources, ICT infrastructure and the existing inward looking structures. Indeed, whereas the Commission's mandate has expanded in the recent past, the resources available have not been commensurate. However, our commitment is resolute and we will continue to innovate, leverage on the power of synergy and escalate our stakeholder engagement including the National Treasury and Parliament in our whole-of-government approach to achieve our set goals.



**Stephen K. Kirogo, CBS, FPRSK**  
**Chairman,**  
**PUBLIC SERVICE COMMISSION**

# ACKNOWLEDGMENT

The Public Service Commission 2019/2020 annual report highlights the overall performance of the Commission in fulfilling its constitutional mandate during the year under review. The Report, apart from fulfilling statutory requirements, is in line with results based management principles which demand that we undertake regular analysis of the extent to which we have achieved desired results, and to make continuous adjustments accordingly to ensure that targeted results are achieved.

We wish to acknowledge with deep gratitude the contributions of MDAs whose cooperation has made this exercise possible. Part of this report is informed by data provided by MDAs in the quarterly reports which are submitted to the Commission. We observe that the MDAs submitted data as required by law despite the challenges faced as a result of Covid19 pandemic which meant some staff had to work from home. For this commitment, we say thank you.

We appreciate the Commission under the leadership of Mr. Stephen K. Kirogo, and the Commissioners for their strategic and policy guidance. Special thanks go to the Annual Report Steering Committee chaired by Commissioner Dr. Reuben Chirchir, and comprising Commissioners Dr. Mary Mwiandi and Amb. Patrick Wamoto, for providing insightful advisory and quality control for the report.

In addition, we also thank the secretariat task team which was drawn from various directorates comprising Jane W. Chege, (Deputy Commission Secretary, Technical Services), Dr. Sylvester O. Obong'o (Director, Performance Management and Service Delivery Improvement), Selina Iseme (Deputy Director, Legal Services), Wesley Kipng'etich (Deputy Director, Compliance and



Quality Assurance), Browne Kutswa (Deputy Director, Public Communication), Simon Mwangi (Deputy Director, HRM&D), Rebecca Kiplagat (Ag. Deputy Director, Finance), Joseph Kenei (Assistant Director, Planning), and Veronica W. Thuo, (Senior Office Administrator).

The Heads of Directorates at the Commission and all stakeholders who participated in the preparation of this report at various stages are also greatly appreciated.

A handwritten signature in black ink, appearing to read 'Simon K. Rotich', written in a cursive style.

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

# COMPOSITION OF THE COMMISSION



Mr. Stephen K. Kirogo, CBS, FPRSK,  
Chairman



Ms. Charity S. Kisotu,  
Vice Chairperson



Dr. Joyce K. Nyabuti,  
Commissioner



Dr. Mary C. Mwiandi,  
Commissioner



Dr. Reuben K. Chirchir,  
Commissioner



Amb. Patrick S. Wamoto, EBS,  
Commissioner



Amb. Salma A. Ahmed,  
Commissioner



Mr. Andrew M. Muriuki,  
Commissioner



Ms. Joan A. Otieno,  
Commissioner



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



# PART ONE: INTRODUCTION

## 1.1 BACKGROUND

The Public Service Commission is required under Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act, 2017 to report annually to the President and Parliament. This year marks the 6th such reporting, since the reconstitution of the Commission and expansion of its mandate under the Constitution of Kenya 2010. However, it is the first reporting for the 2nd Commission under the Constitution 2010, which came to office in 2019, after the expiry of the term of the inaugural Commission. It is also the first reporting since the Commission launched its Strategic Plan 2019-2024 which sets out the implementation of its transformation agenda – **Reform, Perform and Transform.**

The report whose theme is “**Creating a Fit-for-Purpose Public Service**”, highlights the Commission’s transformation agenda as well as achievements and challenges that the Commission faced in implementing its plans during the FY 2019/2020. The success of the transformation agenda is important because of the crucial role the public sector plays in the country’s development and the annual report is a key channel for communicating progress.

## 1.2 MANDATE AND FUNCTIONS OF THE COMMISSION

The Public Service Commission is a lead institution in public service management. It is the organization charged with improving the capability of the public service to provide strategic and innovative policy advice that meet citizen expectations. Specifically, under Article 234 the Constitution assigns the Commission the following powers and functions:

- a) Subject to the Constitution and legislation:
  - i. Establish and abolish offices in the public service; and
  - ii. Appoint persons to hold or act in those offices, and to confirm appointments;
- b) Exercise disciplinary control over and remove persons holding or acting in those offices;
- c) Promote the values and principles referred to in Articles 10 and 232 throughout the public service;
- d) Investigate, monitor and evaluate the organization, administration and personnel practices of the public service;
- e) Ensure that the public service is efficient and effective;
- f) Develop human resources in the public service;
- g) 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;
- h) 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;
- i) Hear and determine appeals in respect of county governments’ public service; and
- j) Perform any other functions and exercise any other powers conferred by national legislation.

Other functions and powers include: -

- a) Nomination of persons to the Judicial Service Commission and Salaries Remuneration Commission under Articles 171(2) and 230(2){b} respectively;
- b) Recommendation of persons to be appointed as Principal Secretaries under Article 155 (3) (a);
- c) Receiving and processing of petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);
- d) Receiving petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act; and
- e) Protection of public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution.

Arising from the above constitutional mandate, it is the responsibility of the Public Service Commission to identify reform opportunities for the public service and to advise the Government on policy innovations and strategies in those areas of reform. It is also expected to lead the strategic development and management of human resources in the public sector. Further, recruitment, selection and appointment of public servants based on principles of merit and professional competence is expected to create a stable, effective and efficient public service. The Public Service Commission, therefore as part of its mandate is expected to provide tools and strategies in human and organizational management that address the socio-economic development challenges facing the government.

### 1.3 ROLE OF THE PUBLIC SERVICE IN NATIONAL

## DEVELOPMENT

The long term development vision of the country, Kenya Vision 2030, driven by a collective aspiration for a better society by the year 2030, has its foundations on an efficient, motivated and well-trained public service. The Public Service is as a result, a central pillar as well as an enabler of national development. It provides support to the development vision strategy by offering the necessary minimum push for bringing the economy to a path of self-sustained growth. The public service underpins Kenya's GDP growth by strong participation of government in:- promoting economic development at a rapid pace by filling gaps in the industrial structure; promoting infrastructural facilities for the growth of the economy; undertaking economic activity in those strategically significant development areas, where private sector may distort the spirit of national objective; checking monopolies and concentration of power in the hands of a few; promoting balance in regional development and diversifying natural resources and other infrastructural facilities in less developed areas of the country.

The public service is also important because it directly and indirectly impacts the citizenry. Building a public service that is citizen focused and results oriented is, therefore, central to the attainment of sustainable and equitable development; and achieving systematic and planned development in an environment of multi-dimensional socio-economic challenges. Successful implementation of national development policies, however, is determined by the skills, efficiency and mindset of human resources. It is, therefore, the responsibility of the Public Service Commission to ensure suitable skills mapping, attraction and retention of talent and to establish appropriate structures in public service, hence its centrality in supporting national development.

Countries have developed, have made that progress due to the will, capacity and skill of their human resources and establishment of

'Fit-for-Purpose' institutions to deliver. The Public Service Commission is, therefore, central to the achievement of national development goals by virtue of its constitutional mandate. In addition, the public service values- which include professionalism, impartiality, objectivity, integrity and honesty - that the Commission promotes, enable public servants to serve successive governments and provide the continuity necessary in attaining the long term development goals.

## 1.4 ORGANIZATION OF THE REPORT

This is a statutory report submitted annually to Parliament and the President. Its organization is however aimed at communicating the Commission's reform agenda as conceptualized and implemented in the year, without

compromising the fulfillment of its statutory role. It is divided into three broad sections aligned to the Commission's mantra of "**Reform, Perform and Transform**".

The first section contextualizes the mandate and the functions of the Public Service Commission, within the wider role of the Public Service in national development under the theme "Reform". The second section, falling under the theme "Perform" presents the Commission's deliverables in the financial year 2019/2020, thereby fulfilling the statutory obligations of this report. By reporting on the performance of the Commission in a given year, the section plays an additional role of outlining progress made on implementation of planned activities towards the attainment of the ultimate goal. The last section under the theme "Transform" covers the expected impact of the reforms on the citizens

# PART TWO: REFORM

## 2.1 PUBLIC SERVICE REFORMS

Reforms have been initiated in the public service periodically to ensure that it is aligned to the demands and challenges of the time. Public service reforms introduced immediately after independence focused on re-orienting the service from an institution focusing primarily on maintenance of law and order to one that would coordinate development. Most of the leading reform policies at that time were incremental in nature aimed at facilitating economic empowerment of the citizens and Government's direct involvement in the economic development through Parastatals and other joint ventures with private sector to address the imbalances of the colonial era. Government control and involvement in the economic sector was nevertheless limited to those critical areas where it was necessary to achieve desired development.

The early reform initiatives were aimed at making the bureaucracy more efficient from inside looking out. In the 1990's onwards, the evident failure of this inward-looking approach to public sector reform led to a rethinking of the reform strategies. An illustration of public service transformation journey and the main focus in each era is summarized in Figure 2-1. The last decade has seen a resurgence of attention paid to the role of public service in development. Lessons from the public sector-driven high growth in Asia, the expected infrastructure needs, the need to take advantage of technological change in telecommunications and energy, is pushing governments to bolster public service efficiency and effectiveness with citizens at the center of service delivery decisions..

**Figure 2-1: Major Reform Periods in Kenya**



The re-emergence of the centrality of citizens in public service delivery has, therefore, shifted the orientation of reforms, away from an inside-out to an outside-in focus and from process orientation to results. Reform initiatives aimed at building a public service that is ethical, moral, professional, and value-based and accountable to citizens and capable of driving economic development, have therefore intensified. Similarly, the Public Service Transformation Agenda seeks to position the public service as a key driver in achieving the ambitious goal of the Vision 2030 of creating “a globally competitive and prosperous country with a high quality of life by 2030”. It however, requires a fundamental shift in the mindsets of public servants, a new management approach and a strategy to attract and retain talent.

The Vision 2030 is a comprehensive transformation agenda encompassing the economic, social and political pillars. Much progress has been achieved, however, the Public Service Commission, in the execution of its mandate, still needs to ensure that the human resource infrastructure is strengthened to meet new challenges ahead. Transformation of the public service is necessary to support the national transformation agenda to remain competitive globally and accomplish the vision of being a globally competitive and prosperous country with high quality life by 2030. The reform envisages a human resource management strategy to attract needed talent and make better use of public servants’ capabilities through effective performance management. The Commission is working towards shifting the key focus of the service from transactions and compliance to a strategic, trusted service provider focused on sustainable development and needs of the citizen.

Gone are the days when the public service only delivered what it felt it could deliver. Instead, the current circumstances demand that the public service must accommodate and adapt to the changing needs of the citizens. Services must now be designed around the needs of the

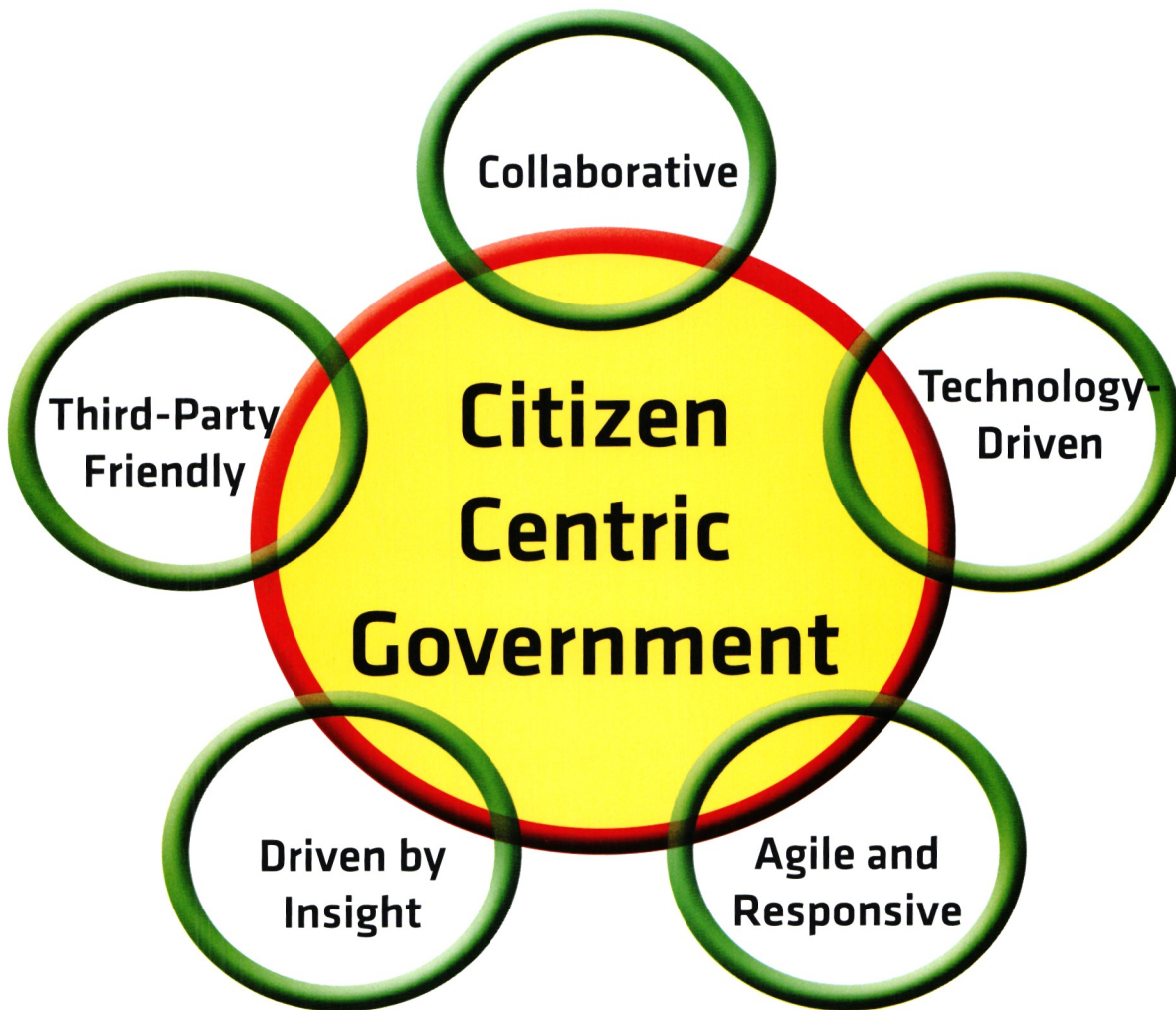
people and not the needs of the public service. To address these challenges, the Public Service Commission developed the Strategic Plan 2019-2024 that is focused on citizen-centric service delivery, inculcation of values and principles of public service, ethos and integrity to ensure the attainment of the desired outcomes

## 2.2 PUBLIC SERVICE COMMISSION TRANSFORMATION AGENDA

The Strategic Plan covering the period 2019–2024, defines the Commission’s strategy for achieving its vision of a citizen-centric public service. This is envisaged to be realized through the Commission’s mission of transforming the public service for efficient and effective service delivery. The primary objective of the Commission’s current strategic plan is, therefore, a transformation of the public service as the foundation for national development. The strategies outlined in this plan, endeavor, to address the country’s present and future challenges by ensuring that citizens access timely, affordable and quality services.

The success of the strategy is dependent on hiring competent public servants who have the requisite skills and knowledge to implement the policies that have been laid down by the government. It means that the Commission will invest in human capital development, invest in developing skills that are not only relevant today, but also invest in emerging skills to enable the public service to lift its performance beyond the execution of traditional processes. The desired transformation will result in a public service that is staffed with qualified personnel and create an environment conducive to innovation and delivery of citizen-centric services. Figure 2-2 below illustrates the critical elements of a citizen-centric government or public service.

Figure 2-2: Citizen-Centric Service Delivery



By focusing on the centrality of the citizen in service delivery, the Commission aims at facilitating empowerment of the citizen and contributing to Kenya's transformation to a middle-income economy by the year 2030. The overarching priority in the initial plan period is to scale up the productivity of the public service and eliminate wastage by targeting improved performance with limited resources. The Commission seeks to achieve this through focusing on excellence in public service and driving reforms that go beyond mere structural changes.

### 2.3 2019/2020 WORK PLAN

To implement the strategic objectives, the Commission developed a work plan to identify a coherent set of activities/elements that was submitted to the National Treasury in line with the allocated funding and what the Commission endeavored to achieve in the 2019/20 Financial year. Summary of planned programmes and outputs implemented in the fiscal year 2019/20 are listed in Table 2-1 below. The detailed programme activities are in Appendix I..

**Table 2-1: Summary of Work Plan for 2019/20FY by Programme Name and Outputs**

#	Programme	Programme Output
1.	Human Resource Management and Development	Improved Service Delivery for Attainment of National Development Goals FY 2019/20
2.	Governance and National Values	Good Governance, Ethical and Professional Public Service
3.	Performance and Productivity Management	Efficient and Effective Service Delivery to the Public

The overall objective of the public service transformation is to shape an institutional culture that supports the new service delivery model of citizen-centricity. This is essentially what the public service is all about. Times of unprecedented challenges offer great opportunity to shape a high performing, high integrity, dynamic and

citizen-centric public service. A public service that is built on the foundation and principles of good governance; high patriotism, ethics and integrity; a public service ecosystem and environment that is inclusive, diverse and sustainable; and leveraging on science and technology.

# PART THREE: PERFORM

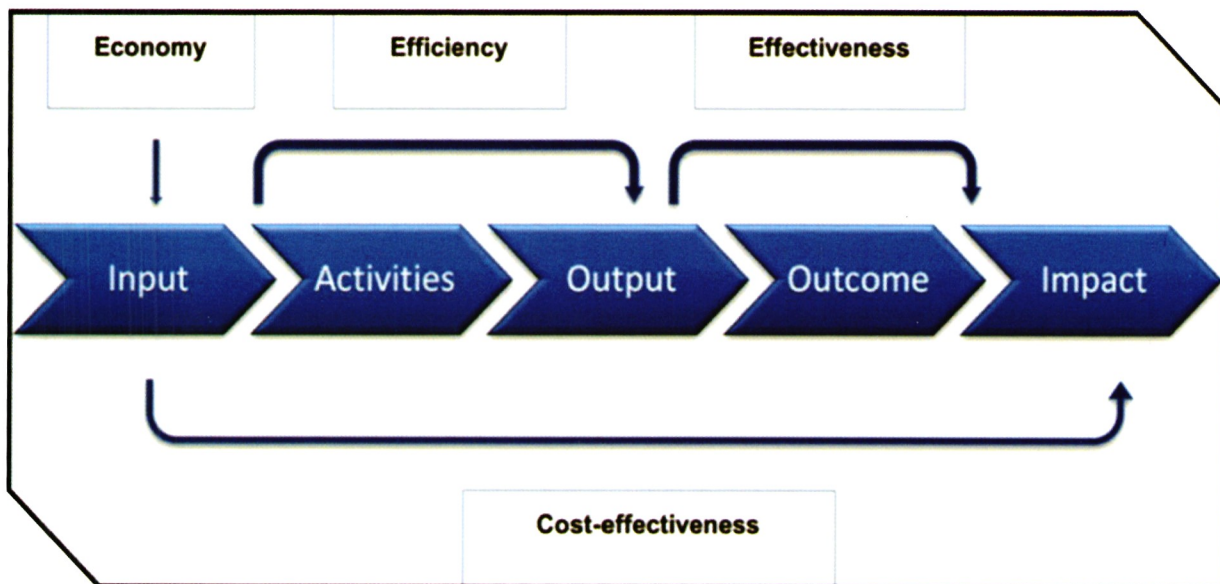
## DELIVERY OF THE MANDATE

### 2.1 INTRODUCTION

This section reports on the Commission's performance, achievements and challenges during the financial year 2019/2020, with specific focus on the requirements of Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act, 2017. The Report is, therefore, in many ways a monitoring and evaluation tool for assessing progress being made in line with results based management principles. Results orientation demand regular analysis of the degree to which activities have reasonable probability of achieving the desired results, and to make continuous adjustments accordingly to ensure results are achieved.

The section highlights implementation progress made in execution of different areas of the Commission's mandate such as staffing of ministries, departments and agencies, and developing organizational structures that promote coordination and team-work instead of competition and individual effort, among others to ensure efficiency and effectiveness of public service. In its implementation strategy, the Commission ensures that the citizen gets value for money for services rendered. In relation to our spending, it signifies that we care about economy (cost minimization), efficiency (output maximization) and effectiveness (full attainment of the intended results) as illustrated in Figure 3-1 below.

Figure 3-1: Efficient and Effective Public Service Delivery



In the strategic plan period cum Financial Year 2019-2020, the transformation work focused on three Key Result Areas, namely:

- i). Efficient Public Service Delivery;
- ii). Ethical and Values-Based Public Service; and
- iii). Enhanced Commission Capacity to deliver on its mandate.

## 3.2 EFFICIENT PUBLIC SERVICE DELIVERY

The strategic objectives under this Key Result Area are to improve: human resource management practices in the public service; service delivery; and performance and productivity. This strategy is about developing and harnessing knowledge, talents, skills, abilities, and wisdom possessed individually and collectively by individuals in the public service. Under this strategic area, the Commission intends to grow a competent workforce that is professionally managed and imbued with high standards of values and ethos that supports a results-driven public service capable of steering the country towards the achievement of vision 2030.

Specifically, the Commission undertook the following activities among others towards implementation of this key results area:

- a) Internship Programmes
  - i). Public Service Commission Internship Programme
  - ii). Ministry of Health Universal Coverage
  - iii). Presidential Digital Talent Programme
- b) Develop/Review Human Resource Management Strategy;
- c) Review of Business Processes in MDAs
- d) Review Requirements for Promotion of Senior Officers;
- e) Capacity Building in the Public Service;
- f) Public Service Culture and Attitudinal Change, and
- g) Enhancing Capacity through Recruitment

### 3.2.1 Internship Programme

Internship programmes are intended to serve a dual purpose in the public service. The first purpose is to enhance employability chances of young college graduates by exposing them to the work environment where they acquire practical skills required by the job market. The second purpose, specific to public service is to inculcate public service values and ethos in young graduates from where the public service can recruit in the future. There is need therefore, to develop inclusive models that contribute to the empowerment and employability of Kenya's youth.

The public service runs various internships programmes, some of which are focused to specific sectors. The following programmes recruited in 2019/20.

#### 3.2.1.1 Public Service Commission Internship Programme (PSIP)

PSIP is aimed at inculcating qualities and values whose ultimate goal is to make interns patriotic, upright and honest citizens. During the year in review, the Commission recruited and placed in MDAs 5,560 interns in two cohorts, with Cohort 1 joining the service in October, 2019, while Cohort 2 joined in January, 2020. The appointments were demand-driven following requests by MDAs. Table 3-1 shows the total number of applicants who applied for the programme. The programme, however, managed to absorb only 13% of the applicants due to budgetary constraints. Figure 3-2 presents a summary of appointments by Gender under PSIP initiative while Appendix II shows the list of public institutions where interns were placed.

**Table 3-1: Recruitment of Interns under Public Service Internship Programme**

Cohort	Total Number of Applicants	Short listed			Absorbed			
		Total	Female	Male	Total	Female	Male	PWD
One and Two	42,132	12,354	4,885	7,469	5,560	2,446	3,114	144
		100.0	39.5%	60.5%	100.0%	44.0%	56.0%	2.5%

**Figure 3-2: Distribution of Interns by Gender**

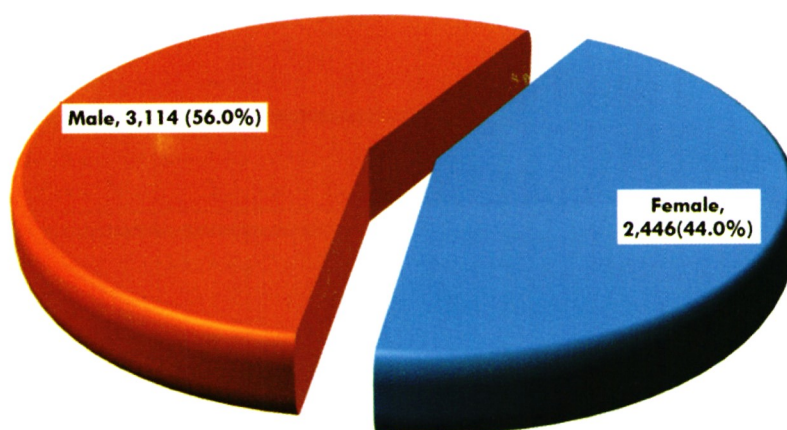


Table 3-2 provides a summary of placement of Interns by category of public institutions. Ministries and State Departments absorbed

3,151 interns while 1,948 were placed in State Corporations. Public Universities absorbed 340 interns.

**Table 3-2: Placement of Interns in Public Institutions by Category and Gender**

Category of Public Institutions	Total No. Of interns	Female	Male
Constitutional Commissions and Independent Offices	90	44	46
Ministries and State Departments	3,151	1,431	1,720
State Corporations	1,948	849	1,099
Public Universities	340	111	229
Statutory Commissions and Authorities	31	11	20
<b>Total No. of Interns</b>	<b>5,560</b>	<b>2,446</b>	<b>3,114</b>
<b>Percentage (%)</b>	<b>100.0</b>	<b>44.0</b>	<b>56.0</b>

### 3.2.1.2 Ministry of Health Universal Health Coverage Internship Programme

The Commission recruited a total of 191 interns under Universal Health Coverage. Out of those appointed 95(49.7%) were female and 96 (50.3%) were male while 8(4.2%) were Persons with Disabilities. Table 3-3 provides a summary of interns appointed by area of specialization, Gender and PWD.

### 3.2.1.3 Presidential Digital Talent Programme (PDTP)

The Presidential Digital Talent Program (PDTP) is a transformative ICT programme conceived by

H.E the President as the vehicle to build capacity within government to ensure effective service delivery and create the next generation of globally competitive ICT leadership and technology talent that will transform Kenya. PDTP has continued to receive support from the private sector in one of the most prominent Public-Private Partnership programmes targeting the youth within the ICT sector. The year-long PDTP training is a mix of public and private sector attachments, intense specialized training, and certification. In addition, trainees work with seasoned mentors for career guidance and are challenged to innovate with a view to scaling up service delivery.

The Commission was part of the team that worked together with other partners to actualize the concept and officers from the Commission

**Table 3-3: Distribution of Interns under UHC Programme by Specialization, Gender and PWD**

S/No	Area of specialization	Appointed Candidates			
		Female	Male	Total	PWDs
1.	Registered Clinical Officer	1	1	2	0
2.	Medical Laboratory Officer	6	16	22	0
3.	Nutrition and Dietetics Technologist III	4	1	5	1
4.	Nutrition and Dietetics Officer III	3	1	4	0
5.	Assistant Health Records and Information Management Officer III	15	7	22	1
6.	Assistant Public Health Officer III	3	3	6	0
7.	Enrolled Nurse III	14	16	30	1
8.	Registered Nurse III	17	8	25	0
9.	Assistant Physiotherapist III	6	4	10	0
10.	Physiotherapist	4	9	13	0
11.	Medical Social Worker III	2	4	6	4
12.	Pharmaceutical Technologist III	1	8	9	0
13.	Assistant Occupational Therapist III	5	4	9	0
14.	Orthopedic Technologist III	4	6	10	0
15.	Radiographer III	4	6	10	1
16.	Orthopedic Trauma Technologist III	6	2	8	0
<b>Total</b>		<b>95</b>	<b>96</b>	<b>191</b>	<b>8</b>
<b>Percentage (%)</b>		<b>49.7</b>	<b>50.3</b>		<b>4.2</b>

have been involved in the interviewing process. So far, 1,300 interns have benefited from the programme over the last four years. In the year under review, 400 PDTP interns were recruited on the basis of merit, counties distribution, gender and PWD representation.

### 3.2.2 Review Human Resource Management Strategy

The Commission developed and reviewed human resource policies, guidelines and instruments to ensure efficient and improved human resource management practices for efficient service delivery. During the period, the Commission initiated development/review of the following policies/HR instruments:

- i). Training policy to guide training related matters in MDAs;
- ii). Framework for career management for the public service;
- iii). Policy on contract employment;
- iv). Succession management policy and plan for the public service;
- v). Policy paper on the office administrative cadre;
- vi). Policy on Volunteerism;
- vii). Recruitment and selection policy;
- viii). Review of policy guidelines on qualifications of established offices in the public service
- ix). Public Service Reforms and Transformation Strategy;
- x). Discipline Manual; and
- xi). Guidelines on appropriate training for the desired culture of performance, professionalism and career progression in the public service.

### 3.2.3 Review of Business Processes in MDAs

The Commission undertook business process review in Pensions Department and Teachers Service Commission to facilitate timely processing of pension claims for pensioners. The Commission also undertook a 100-day Rapid Result Initiative (RRI) to fast track clearance of pending claims for pensioners at the Pensions Department where 8,276 files were processed and Ksh 39.4 billion was disbursed to various beneficiaries

### 3.2.4 Review of Requirements for Promotion of Senior Officers

In March 2020, the Commission suspended the requirements for Strategic Leadership Development Programme (SLDP) and Masters' degree as requirements for promotion of public officers to senior positions. The Commission further, directed the service to consider such promotions based on experience and performance. This was informed by Training Impact Assessment study which the Commission conducted in January, 2020.

### 3.2.5 Capacity Building in the Public Service

The mandate of developing human resources in the public service is operationalized through Section 56 of the Public Service Commission Act, 2017 and regulated by PSC Regulations 2020. In discharging this mandate, the Commission undertook the following activities:

- i. Analyzed training projections from MDAs and allowed MDAs to implement only prioritized and demand-driven programmes that are cost-effective based on training needs assessment and training projections;
- ii. Issued to the Service a Policy Statement on implementation of the FY 2019/2020

- training programmes which among others, guided that the training of public officers should be determined by:
- a) Training Needs Assessment reports;
  - b) Value for Money;
  - c) Induction of new entrants to the service;
  - d) Succession Management Training;
  - e) Prudence utilization of Training Funds; and
  - f) Training Impact Evaluation to ascertain cost effectiveness.
- iii. In liaison with MDAs, ensured induction of the newly recruited officers in specific MDAs including energy and ICT authority; and all interns recruited under the PSIP.
  - iv. Enhanced its collaboration and linkages with international institutions for human resource capacity building through exchange programmes as follows:
    - a) One (1) Human Resource Capacity development proposal developed and submitted to GRIPS Japan for support;
    - b) Memorandum of Understanding (MOU) between the Commission and Kenya School of Government on administration of promotional examinations and E-learning;
    - c) MOU between the Commission and the International Youth Fellowship - South Korea for Mindset Education Training of the Public Servants;
    - d) Involved International Youth Fellowship - South Korea in the induction programme for PSIP interns;
    - e) Administered JICA Development Scholarship - JDS Questionnaire for JICA support;
    - f) MOU between the Commission and the People's Republic of China on Human Resource Capacity development;
    - g) Partnered with Absa and Co-operative Banks and a total of 12.3 million was donated by the two banks towards internship induction programme.
    - h) Participated at the Commonwealth Association of Public Administration and Management- General Members and Special Resolution Meeting in London
    - i) United Nations Office for South to South Cooperation (UNOSSC) - public service delivery transformation, including technology and innovation, embedding SDG Agenda in public service, capacity building of civil service, public administration reform
    - j) World Bank Governance for Enabling Service Delivery and Public Investment in Kenya (GESDeK)
    - k) Japan International Corporation Agency - Japan Human Resource Development Scholarship Programme
    - l) Universal Service Fund - leveraging on ICT to improve service delivery
  - v. Public Servants Promotional Examinations. Public Service Examinations for National Government Administration Officers are designed to test the candidates' grounding, knowledge and experience in matters relating to the philosophy, culture, organization and ethos guiding the operations and functions of Government. Table 3-4 shows the distribution of officers who sat promotional examinations by gender and the type of examination administered. Further, the Commission reviewed the curriculum for Administrative Officers to align it with the Constitution and relevant policies.

**Table 3-4: Promotional Examination FY 2019/2020**

Type of Examination	No of Candidates	Gender & Percentage (%)	
		Male	Female
Administrative Officers (AOs) Examinations	55	41	14
Clerical Officers	871	334	517
<b>Total</b>	<b>926</b>	<b>375</b>	<b>531</b>
<b>Percentage (%)</b>	<b>100.0</b>	<b>41.4</b>	<b>58.6</b>

### 3.2.6 Public Service Culture and Attitudinal Change

The initiative of culture change in the public service is made more challenging by the inter-relationships among all levels of government, departments, stakeholders and citizens, as well as among jobs and functions within the Service. The Commission, aware of the need for attitudinal change as an integral ingredient of transformation made some steps towards change management. In this regard, the Commission:

- a) Implemented a Change Management Programme whose objective was to instill a performance culture in the service. The Commission held a change management meeting with HRM&D directors on accountability.
- b) Held a programme on Mindset Education through the support of International Youth Fellowship (IYF) of South Korea.

### 3.2.7 Appointment and Promotions in Public Institutions

The Public Service Commission in the medium term is developing human resource management strategies that will ensure it attracts the right skills, build capacity of serving staff and replace those who are leaving appropriately.

#### a) New Appointments in MDAs

Recruitment and selection is one of the key mandates of the Commission. The appointments include both those who are joining the service from outside and those being appointed to new positions by way of promotion. The tables below give the distribution of new appointments and promotions done by the Commission in 2019/2020 FY and their distribution by gender and people living with disabilities. Out of 9,806 officers appointed and promoted, a total of 148 officers were PWDs.

**Table 3- 5: Appointments and Promotions in the Public Service**

Appointments	Total	Female	Male	PWD
New Entrants	7,938	3,494	4,444	129
Promotions	1,868	694	1,174	19
<b>Total No. of Appointments</b>	<b>9,806</b>	<b>4,188</b>	<b>5,618</b>	<b>148</b>
<b>Percentage (%)</b>	<b>100.0</b>	<b>42.7</b>	<b>57.3</b>	<b>1.5</b>

**Table 3-6: Distribution of Newly Appointed Officers in MDAs by Gender and PWD**

S/No	Ministry/State Department	Total No. Recruited	Male	Female	PWD
1	The Office of Attorney General and Department of Justice	139	72	67	4
2	Agriculture and Irrigation	96	36	60	1
3	Cabinet Affairs Office	2	2	0	
4	Defence	318	206	112	5
5	East African Community and Northern Corridor Development	9	6	3	1
6	Environment and Forestry	20	12	8	1
7	Fisheries	18	10	8	
8	Health	398	212	186	7
9	Lands, Housing and Urban Dev.	270	115	155	8
10	Immigration	233	130	103	
11	Industrialization	1	1	0	
12	Interior and Coordination of National Government	2,223	1,152	1,071	78
13	Ministry Of Water and Sanitation	47	13	34	3
14	Petroleum and Mining	23	11	12	0
15	Social Protection	60	26	34	4
16	Sports, Arts and Culture	10	5	5	0
17	State House	16	8	8	
18	Tourism	1	1	0	
19	Transport and Infrastructure Development	248	81	167	4
20	Vocational & Technical Training	3,806	2,345	1,461	13
<b>Total No. Recruited</b>		<b>7,938</b>	<b>4,444</b>	<b>3,494</b>	<b>129</b>
<b>Percentage (%)</b>		<b>100.0</b>	<b>56.0</b>	<b>44.0</b>	<b>1.6</b>

In order to reach out to a wider pool of potential candidates across the country, the Commission advertised vacant positions in the public service through its website, newspapers with wide circulation, and in some cases on radio and TV.

#### b) Promotions

The Commission is making massive promotion decisions as part of its strategy to address the succession management challenges occasioned by the decade long freeze on employment in the 90's to early 2000's. The promotions are,

therefore, aimed at filling staffing gaps at various levels, which occasioned serious management and other institutional challenges. Staff who had stagnated in one grade, some for as long as over ten years are now being promoted. The Commission is cognizant the impact promotions on public servants morale, through pay increase, authority, responsibility, and the ability to influence performance and productivity. The promotions being undertaken are not, therefore, just about filling gaps, but also aimed at boosting morale, improving retention and service delivery.

**Table 3-7: Distribution of Officers Promoted in MDAs by Gender and PWD**

S/No	State Department	Total No. Officers Promoted	Male	Female	PWD
1	Agriculture	4	1	3	
2	Devolution and Development of ASALs	40	26	14	2
3	Basic Education	2	0	2	
4	Broadcasting & Telecommunications	1	1	0	
5	Cabinet Affairs Office	10	8	2	
6	Crop Development and Agricultural Research	2	2	0	0
7	Defence	22	12	10	0
8	EAC	1	1	0	
9	Energy	11	10	1	
10	Environment and Forestry	17	10	7	
11	Fisheries, Aquaculture and the Blue Economy	18	10	8	2
12	Foreign Affairs	2	1	1	
13	ICT & Innovations	345	242	103	8
14	Immigration	313	226	87	
15	Industrialization	31	16	15	
16	Infrastructure.	50	22	28	0
17	Interior & Co-ordination of National Government	178	141	37	
18	Labour	7	4	3	
19	Lands, Housing and Urban Development	55	27	28	
20	Livestock	14	10	4	0
21	Mining	8	5	3	
22	Health	150	69	81	
23	National Treasury	192	98	94	0
24	ODP	3	2	1	
25	Petroleum	11	7	4	0
26	Planing	19	12	7	
27	Kenya Prisons Service	48	30	18	
28	Public Service	191	88	103	7
29	Social Protection	92	71	21	0
30	Sports	11	7	4	
31	The Attorney General & Department of Justice	8	6	2	0
32	Trade	11	8	3	0
33	Transport	1	1	0	

S/No	State Department	Total No. Officers Promoted	Male	Female	PWD
	Total No. Recruited	1,868	1,174	694	19
	Percentage (%)	100.0	62.8	37.2	1.0

Pursuant to the above objectives, a total of 1,868 serving officers were promoted to various grades in the civil service out of whom 1,174 (62.8%) were male while 694 (37.2%) were female. Details of their distribution are given in Table 3-7 below. The two thirds gender requirement was met in promotions. Out of the 1,868 officers promoted, 19 (1.0%) were PWDs.

### 3.2.8 Support to Constitutional and Independent Offices, County Governments, Public Universities and TVET Institutions

The Public Service Commission occupies a unique position among the Constitutional and Independent Offices. It is the agency specifically charged with recruitment of civil servants and

other public institutions as provided in the constitution, as a major function. Because of that expertise and experience gained over the period the Commission has been in existence, it is from time to time called upon to carry out recruitment, especially of top offices for other agencies outside its constitutional mandate on a need basis.

#### i) Support to Constitutional Commissions and Independent Offices

During the FY 2019/2020, the Commission undertook recruitment for a Constitutional Commission, two Independent Offices and a statutory office. The names of 20 selected nominees were forwarded to the President for appointment to the various positions as shown in Table 3-8.

**Table 3- 8: Distribution of Appointments to Constitutional and Independent Offices in FY 2019/20**

Institution	Position	No. of Nominees
National Land Commission	Chairperson	1
	Member	8
National Cohesion and Integration Commission	Chairperson	1
	Member	8
Office of The Controller of Budget	Controller of Budget	1
Kenya National Audit Office	Auditor General	1
<b>Total No.</b>		<b>20</b>

#### ii). Recruitment for Universal Health Care Programme (National Government & County Governments)

The Commission supported the Universal Health Care programme for both National Government health facilities and County Government by advertising 12,692 vacancies for various positions.

Out of the advertised positions 1,139 vacancies were for six months contract while 11, 553 was for a three-year contract which was conducted in Phase I & II.

In phase I of the programme, the Commission advertised 5,550 vacancies country wide. Out of

these, the Commission conducted recruitment for National Government Health facilities, Nairobi Metropolitan Service, Kirinyaga, Baringo, Mombasa, Lamu and Kitui Counties while other counties conducted their own recruitment through their County Public Service Boards

(CPSBs). The counties which were supported by the Commission were those which had not yet reconstituted their CPSBs. Table 3-9 presents recruitments conducted by the Commission for NMS and County Governments.

**Table 3-9: Distribution of Appointments to NMS and County Governments for 2019/20 FY**

County	No. of Officers Appointed	Female	Male	PWDs
Nairobi Metropolitan Service	73	46	27	2
Baringo County	96	55	41	1
Kirinyaga County	84	56	28	
Kitui County	87	48	39	
Lamu	57	20	37	
Mombasa County	82	53	29	
<b>Total No. Appointed</b>	<b>479</b>	<b>278</b>	<b>201</b>	<b>3</b>
<b>Percentage (%)</b>	<b>(100%)</b>	<b>(58%)</b>	<b>(42%)</b>	<b>(0.6%)</b>

In Phase II, the Commission advertised 6,003 vacancies for National Government Health facilities, Nairobi Metropolitan Services, Mombasa, Kirinyaga, Kitui and Lamu Counties. That recruitment exercise and the support to counties which had not reconstituted their Public Service Boards was yet another manifestation of the crucial role of the Commission in supporting the counties.

### iii). Recruitment for Public Universities and Constituent Colleges

Public Service Commission undertakes recruitments on behalf of Public Universities pursuant to the provisions of Section 35(1) (a) (v) of the Universities Act, 2012 and Miscellaneous Amendment Act, 2018. The Act gives the Commission the responsibility of competitively recruiting and nominating persons for appointment by the University Council to the positions of Vice

Chancellors, Deputy Vice Chancellors, Principals and Deputy Principals of Public Universities and Constituent Colleges. Further, Section 38 of the Universities Act requires the Commission to forward the top three candidates, from a list of five (5) identified by the Senate for appointment as Chancellor, to the Cabinet Secretary for onward transmission to the President for appointment.

The Commission advertised and conducted recruitment for 15 vacant positions at senior management levels for eight public universities. Out of the 15 vacancies filled, three were for the positions of Vice Chancellor, while thirteen were positions for Deputy Vice Chancellors as shown in Table 3-10.

**Table 3-10: Distribution of Recruitments for Senior Management Levels for Public Universities**

Institution	Positions	No. of Position
Masinde Muliro University	Vice Chancellor	1
	DVC (Academic and Students Affairs)	1
	DVC (Administration and Finance)	1
	DVC (Planning, Research and Innovation)	1
Jomo Kenyatta University of Agriculture and Technology	DVC (Academic Affairs)	1
	DVC (Administration)	1
Kibabii University	DVC (Administration, Finance and Development)	1
Garissa University	Vice-Chancellor	1
	DVC (Academic and Students' Affairs)	1
	DVC (Finance, Administration and Planning)	1
Laikipia University	DVC (Administration, Finance and Planning)	1
University of Nairobi	Vice Chancellor	1
Meru University	DVC Academic and Student Affairs	1
Jomo Kenyatta University of Agriculture and Technology	DVC (Administration, Finance and Planning)	1
	DVC (Administration)	1
<b>Totals</b>		<b>15</b>

iv). **Technical Support for Recruitment of TVET Programmes**

Kenya has the highest unemployment rate in East Africa at 39%. To mitigate this challenge, the Government seeks to create 1.3 million jobs by 2022 through the Manufacturing Pillar of the Big Four Agenda. To achieve that goal, the government must develop the talent it needs through Technical and Vocational Education and Training (TVET). The Commission is, therefore, ensuring that TVET institutions are equipped with trainers to train the youth to become part of the workforce, to acquire the occupational skills needed by the manufacturing and other sectors of the economy.

The Commission finalized recruitment and appointment of 1,000 trainers for the 2nd batch of new entry positions for Technical and Vocational

Education and Training (TVETs) institutions. In addition, the 3rd batch of new entry vacancies for TVET Trainers for Degrees and Diploma Holders was advertised and interviews conducted.

### 3.2.9 Develop a Career and Succession Management Strategy for Public Service

As the economy transitions to service orientation and knowledge base, the nature of work requires different skills. The composition and mix of workers required for ensuring efficient and effective service delivery is, therefore, also changing. Knowledge workers require specialized education, training or skills. As a result, replacing retiring public servants is not a straight forward undertaking. Annual attrition rates in public service vary among cadres and professions. However, the average is between 5-10%.

The Commission has put in place strategies to address the succession management challenges evident in the service as manifested by staffing gaps in the grading structures; stagnation of staff; mismatch of skills and jobs; and shortage of relevant skills and competences. This forced the Commission to waive the requirement for promotion to higher grades in some cases, to allow for accelerated promotion, re-designate and even employ from outside at some senior positions. To address these challenges, the Commission implemented remedial measures which included:

**i) Career Progression Guidelines**

The implementation of career progression guidelines is aimed at shifting the emphasis of career management in the public service away from single track schemes of service towards a more flexible and holistic career management programmes and practices. Hitherto, the emphasis has mainly been on training, thereby leaving out other important interventions that are critical to career development. The Commission is also at an

advanced stage in developing Career Progression Guidelines for the Public Service in place of the Schemes of Service. Guided by the Commission's rallying call Reform, Perform and Transform, the objective of this initiative is to address various performance challenges that have existed in the Service over the years.

**ii) New Grading Structure and Generic Designation Titles**

The Civil Service had a 21-tier grading structure ranging from Job Group 'A' to 'V'. That elongated structure did not take into account the job content, leading to splitting of jobs. The Commission therefore introduced a 17- tier grading structure. The new master grading structure starts from Civil Service Grade CSG 1 (the highest grade) to CSG 17 (the lowest grade). The 17-Tier Grading Structure in the Civil Service became effective from 1st August, 2019. The new grading structure reduced the Job Groups from 21 to 17 as indicated in Table 3.11.

**Table 3-11: 17-Tier Civil Service Grading Structure and Generic Designation Titles**

Job Group	Current Designation	CSG	Generic Designation	Remarks
V	Head of Public Service	1	Head of Public Service	Head of the Public Service
U	Principal Secretary	2	Principal Secretary	Administrative Head of State Department/Ministry
U	Principal Administrative Secretary (PAS)	3	Director General (DG)/ Principal Administrative Secretary (PAS)	Top Management/Executives
T	Secretary (Technical)	4	Secretary (Technical)	
S	Director	5	Director	
R	Deputy Director	6	Deputy Director	Senior Management/Functional Heads
Q	Senior Assistant Director			
P	Assistant Director	7	Assistant Director	Interpretive decisions/Heads of Sub-Functions
N	Principal Officer	8	Principal	Experienced Specialists/Junior Management

Job Group	Current Designation	CSG	Generic Designation	Remarks
M	Chief Officer			
L	Senior Officer	9	Senior	Skilled Technically, Academically Qualified
K	Officer I	10	Officer [1]	Skilled Technically, Academically Qualified (Entry Grade for Graduates with prof. Qualifications)
J	Officer II	11	Officer [2]	Skilled Technically, Academically Qualified (Entry Grade for graduates)
H	- Diploma cadre's entry - Senior Clerical Officer I/Chief Driver/Charge hand I	12	- Diploma Cadres entry - Senior Clerical Officer I/Chief Driver/Charge hand I	Operative: Discretionary Decisions
G	- Certificate cadre's entry - Clerical Officer I/Driver I	13	- Certificate cadre's entry - Technicians/Clerical Officer I/Senior Driver/ Artisan I	Operative: Discretionary Decisions
F	Artisan II/Driver I/ Cleaning Supervisor	14	Artisan II/Driver I/ Cleaning Supervisor	Operative: Automatic Decisions
E	Artisan III/Driver II/ Cleaning Supervisor	15	Artisan III/Driver II/ Cleaning Supervisor II	
D	Senior Support Staff	16	Senior Support Staff	
C	Support Staff I	17	Support Staff	Unskilled/Semi-Skilled
B	Support Staff II			
A	Support Staff III			

### iii) Review of Organizational Structures in MDAs

Establishment of Offices in the Public Service is aimed at ensuring that functions are allocated or transferred to appropriate bodies to eliminate duplications and overlaps. During the year under review, the Commission undertook functional

analysis and reviewed organizational structures for 14 MDAs based on allocated functions in the Executive Orders and workload analysis.

### iv) Review of Staff Establishments in MDAs

The Commission reviewed staff establishment for 13 MDAs and established 5,402 posts as shown in Table 3-12.

**Table 3-12: Distributions of Posts Established in MDAs**

S/No	Ministry/State Department/Agency	Approved Establishment
1.	State Department for Tourism	184
2.	State Department for Wildlife	116
3.	State Department for ICT	504
4.	State Department for Development of the ASALs	141
5.	Office of the Attorney General and Department of Justice	1,649
6.	State Department EAC	234
7.	State Department for Regional and Northern Corridor	16
8.	Nairobi Metropolitan Service	932
9.	State Department for Planning	517
10.	Ministry of Foreign Affairs	1,094
11.	Ministry of Transport, Infrastructure , Housing and & Urban Development	1
12.	Ministry of Public Service & Gender	4
13.	The Oceans & Blue Economy	10
<b>Total</b>		<b>5,402</b>

**v) Establishment of Nairobi Metropolitan Service**

Improving service delivery is the central focus of the Public Service Commission transformation agenda. In response to governance and service delivery challenges in Nairobi County, the Commission was requested to establish the Nairobi Metropolitan Service as an office in the public service and thereafter deploy 6,000 Staff from Nairobi County Government. In addition, a total of 1,978 officers in the Administrative Cadre were promoted to fill existing succession gaps.

This was done in the midst of the COVID-19 pandemic as the Commission ensured that the new agency had the required structure and instruments to deliver the services which had been transferred to it.

**vi) Review of Terms and Conditions of Service**

The Commission is responsible for reviewing and making recommendations to the national

government in respect of conditions of service, code of conduct and qualifications of officers in the public service. On review and implementation Terms and Conditions of Service, the Commission, alongside other stakeholders undertook the following:

- i) Prepared a report on improvement of terms and conditions of service for heads of parastatals and submitted to the head of public service;
- ii) Implemented Phase 4 of the salary review for civil service;
- iii) Implemented 17 tier grading structure for the civil service;
- iv) Reviewed the conditions of service for officers in State Department of Interior and Health Workers for National Government;
- v) Comenced review of designated hardship areas in the Public Service; and

- vi) Commenced review of Extraneous, Responsibility and Meal Allowances for Office Administrative Services Personnel, Drivers and Support Staff Deployed in the Offices of Cabinet Secretaries, Chief Administrative Secretaries, Principal Secretaries and other specified senior offices;

### 3.2.10 Technical support and advisory to County Governments

The Commission provided various technical advisories on human resource matters to the County Governments as well as individual officers. The areas covered were appointments/promotions, secondment, leave of absence, transfer of pensionable service, renewal of contracts, working conditions, and development and review of human resource policy documents. A total of 96 advisories were provided.

In partnership with Intergovernmental Relations Technical Committee and Council of Governors, the Commission organized and held Capacity Building Programme to address HR challenges facing the County Governments. Participants included the County Public Service Boards, County Secretaries, County Executive Committee Members, Chief Officer/Public Service Management (PSM) and Heads of HR Units.

### 3.2.11 Secondment of Staff

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

receiving public organizations. Eleven officers were seconded, out of which nine officers were from Ministries and State Departments to various County Governments while two officers were seconded from County Governments to the National Government.

### 3.2.12 Exercise of Disciplinary Control

The Commission exercises disciplinary control is an integral part of human resource management function in the public service. It is intended to contribute to performance improvement and productivity. Exercising strict disciplinary control over public officers is aimed at ensuring maintenance of high standards of integrity and upholding the dignity of the office to which they are appointed.

#### a) Status of Discipline Cases in MDAs

Exercise of disciplinary control in the public service is one of the Commission's functions under Article 234 (2) (b) of the Constitution. The Commission received 212 discipline related cases out of which 187 were male and 25 were female. Out of the 212 cases, 113 were appeal cases; 52 were applications for review cases while 47 were initial discipline cases. Upon deliberations, ten cases were referred back to Ministries while seventy one discipline cases were determined and decisions made. Nine cases were allowed, one was retired under fifty year rule and one was retired on age ground. Fifty four cases were disallowed, while 6 were dismissed from the service. The remaining 131 discipline cases had not been concluded at the end of the financial year. Table 3-13 presents finalized cases by decision and gender while Table 3-14 shows summary of finalized cases by the respective institutions.

**Table 3-13: Distribution of Discipline Cases Finalized in the FY 2019/2020 by Decision and Gender**

S/ No	Decisions	Gender				Total
		Female		Male		
		Appeal/Reviews	Initial	Appeal/Reviews	Initial	
1.	Appeals/Reviews Accepted	4	-	5	-	9
2.	Appeals/Reviews Rejected	4		50		54
3.	Dismissed		2		4	6
4.	Referred Back to Ministries	2	-	8	-	10
5.	Retired on age grounds	-	-	-	1	1
6.	Retired under '50-year rule'	-	-	1		1
<b>Total</b>		<b>10</b>	<b>2</b>	<b>64</b>	<b>5</b>	<b>81</b>

**Table 3- 14: Distribution of Disciplinary Cases finalized in the FY 2019/2020 by Institution and Gender**

S/No	Institution	Gender		Total
		Female	Male	
1.	Interior and Coordination of National Gov't	18	5	22
2.	Prisons	0	27	27
3.	Health	1	5	5
4.	Treasury	1	6	7
5.	Education	1	3	4
6.	Defense	1	2	3
7.	Information	0	0	3
<b>Total</b>		<b>22</b>	<b>49</b>	<b>71</b>

b) Appeals from County Governments' Public Service

The Commission received 55 appeals from six counties. Twenty seven appeals were considered

and determined, while 28 were pending at the close of the financial year. Table 3-15 Presents distribution of appeal cases by county of origin.

**Table 3-15: Distribution of Appeal Cases received per County**

S/No	County Name	Female	Male	Total cases
1	Kakamega		2	2
2	Nyandarua		2	2
3	Nyeri	1	4	5
4	Taita Taveta	5	10	15
5	Tana River		2	2
6	Nairobi		1	1
<b>Total</b>		<b>6</b>	<b>21</b>	<b>27</b>

### 3.2.13 Public Service Excellence Awards (PSEA)

Whereas creating appropriate reward mechanisms for good performance in the public service is a challenging task, it is still important to develop and implement suitable mechanisms that encourage and underpin improvements in performance and to put in place an effective performance management process.

The Commission recognized and rewarded 15 public servants for exemplary performance in three categories during the 2019 Public Service Excellence Awards (PSEA) held at Hotel Intercontinental Nairobi on 6th December, 2019. The three categories of awards were Citizen-Focused Service Delivery, Public Service Values and Ethics and Innovation for Efficiency and Productivity.

## 3.3 ETHICAL AND VALUE BASED PUBLIC SERVICE

The public service needs to focus more attention on how ethics and values can be integrated into the structures, processes, and systems of public service organizations. The citizens' confidence in the integrity of government, lays the foundation for the ethical demands placed on public servants and the Constitution that has established standards of behavior. In particular, the Commission is placing greater emphasis on the leadership to model of ethical conduct in their organizations.

### 3.3.1 Ethical and Values-Based Public Service

An ethical and values based public service is necessary for the realization of a citizen centric public service. The Constitution and legislations prescribe the values which public servants must observe in delivering services to the citizens. The Constitution mandates the Public Service Commission to promote the values and principles

in the public service, and evaluate the extent to which the values have been complied. The Commission is also responsible for implementing the Public Officer Ethics Act, 2003 with respect to the officers under its jurisdiction.

The Commission, in its Strategic Plan 2019/2024 identified two strategic activities through which the strategic objective on promotion of constitutionalism, values and principles would be realized are:

- i) Promote good governance ethics and integrity, and
- ii) Promote compliance with regulations, guidelines and commissions decisions.

### 3.3.2 Promote Good Governance, Ethics and Integrity

The Commission is mandated to promote, evaluate and monitor implementation of national values and principles of governance in Article 10 and values and principles of the public service in Article 232 of the Constitution. Promotion is crucial because Government cannot promote and enforce ethical behavior solely through the utilization of ethical codes of conduct or the promulgation of enabling legislation. The public service needs an organizational culture that not only supports ethical behaviour, but sees that it also defines and underpins right and wrong conduct individually and institutionally.

Promoting and training public servants on ethics is therefore essential in ensuring that officials act confidently, knowing they have organizational support, rendering efficient, effective, ethical, and accountable public service. The Commission undertook the following activities during the period under review: -

- a) Promotion of values and principles of public service.

On promotion of values, the Commission implemented the following activities:

- i) Trained 639 Heads of Human Resource Management and officers responsible for governance from 298 public institutions on the online submission and evaluation tool for Values and Principles and the Administrative Procedures for declaration of Income, Assets and Liabilities;
  - ii) Trained 600 link persons in MDAs and 203 officers from public institutions across the service on user manual for the revised Code of Conduct and Ethics;
  - iii) Developed thematic areas on promotion of Values & Principles for Kenya Music Festival to be used during the annual 2020 music and drama festivals competition;
  - iv) Donated trophies for the winning teams on thematic areas of values and principles during the 93rd edition of the National Music Festival held at Kabarak University in August, 2019; and
  - v) Monitored implementation on commitment to the public service code of conduct and ethics and initial and final declaration of financial disclosures in MDAs.
- b) Evaluation & Reporting on Values and Principles.**

The Commission:

- i) Evaluated all the 281 MDAs on Implementation and Compliance with Values and Principles from five sectors; namely Constitutional Commissions and Independent Offices, Ministries and Departments, State corporations and SAGAs, Statutory Commissions and Authorities, and Public Universities.
- ii) Prepared and submitted a report to the President and Parliament on the level of Public Service compliance with Values and Principles for the period 2018/19 in December, 2019 in compliance with Article 234(2)(h) and Section 64 of PSC Act 2017.

The report covered seven thematic areas namely Service delivery improvement & transformation; Ensuring high standards of professional ethics in the public service; Good governance, transparency & accountability; Performance management; Equitable allocation of opportunities and resources; Efficiency, effectiveness & economic use of resources; and Public participation in policy making process. The overall Compliance Index for all the public institution evaluated was 42.4%.

- iii) Disseminated the report to the public by publishing and publicizing through the Commission website.
- iv) Translated the annual values and principles report into Kiswahili language and braille.

**c) Administration of Financial Disclosures**

Under the Public Officer Ethics Act (POEA), the Public Service Commission is the responsible Commission for all Ministries, State Departments and State Corporations. It is also the Commission for all other entities for whom no responsible Commission is prescribed. The Act makes a requirement for public officers to make financial disclosures of themselves, their spouse(s) and dependent children. In implementing the Public Officer Ethics Act, 2003 and the Administrative procedures the Commission undertook various activities:-

**i) Capacity Development**

In with the biennial declaration of income assets and liabilities pursuant to the Public Officer Ethics Act, 2003 and Legal Notice no. 53 of 2016, 2019 was a declaration year for the period 2017/19

In readiness for the declaration the Commission trained 639, Heads of Human Resource Management and Technical Officers in ethics, governance and declaration of income assets and liabilities from 12 Commissions & Independent Offices, 57 Ministries/State Department, 219

State Corporation and 34 Public Universities and Colleges. The training was held from 9th September to 20th September 2019 at Kenya School of government, Nairobi.

**ii) Administrative Procedures for Declaration of Income, Assets and Liabilities.**

The Administration of wealth declarations is regulated under Legal Notice No. 53 of 8th April 2016 which provide for procedures for the declaration of Income, Assets and Liabilities. The Commission coordinated the exercise in all institutions under its mandate. These spans over 250 Public Institutions and affects over 200,000 Public Officers. The Declaration of Income, Assets and Liabilities is a tool for management of conflict of interest and for promoting accountability and transparency in the management of public affairs.

**iii) Compliance summary**

The Commission received the returns of the Income, Assets and Liabilities forms from Ministries/State Departments, State Corporations, Independent Offices and Commissions on or before 31st January 2020. The returns were analyzed to establish the level of compliance to Part IV of POEA. The analysis is as illustrated below.

**d) Overall Compliance**

Table 3-16 provides the summary of overall compliance for the 241 public institutions which submitted their returns to the Commission. Out of 192,488 Public Officers, 188,311 officers representing 98% complied and 4,177 officers representing 2% did not comply. Administrative disciplinary action was recommended against the 4,177 officers who did not comply and the confirmation of sanctions meted by MDAs on officers was to be availed by end of June 2020.

**Table 3-16: Overall Compliance**

S/No	Public Organizations Category	No. of Organizations	No. of Officers in The Payroll	No. of Officers Compliant	No. of Officers Non- Compliant	Compliance Level (%)	Non- Compliance Level (%)
1	Ministries and State Departments	51	88,153	86,311	1,842	98	2
	Temporary appointees in Ministries State Departments	11	568	476	92	84	16
2	State Corporations	189	100,574	98,580	1,994	98	2
	Board of Directors in State Corporations	155	805	581	224	72	28
	Temporary appointees in State Corporations	30	2,172	2,147	25	99	1
3	Commissions	1	216	216	0	100	0
<b>Total</b>		<b>241</b>	<b>192,488</b>	<b>188,311</b>	<b>4,177</b>	<b>98</b>	<b>2</b>

e) Compliance Level by Category of Organization

Out of the 270 institutions expected to submit their declaration returns to the Commission, 241

institutions representing 89% submitted their returns and 29 representing 11% did not submit. All Ministries/State departments submitted their returns. The 29 Institutions that did not submit were all State Corporations as shown in Table 3-17.

**Table 3-17: Compliance Level of Public Institutions per Category**

S/ No	Category of Public Organizations	No. of Public Organizations	No. of Compliant Organizations	No. of Non-Compliant Organizations	Compliance Levels (%)	Non-Compliance (%)
1	Ministries and State Departments	51	51	0	100	0
2	State Corporations	218	189	29	87	13
3	Commission	1	1	0	100	0
<b>Total</b>		<b>270</b>	<b>241</b>	<b>29</b>	<b>89</b>	<b>11</b>

f) Action Taken on Non-Compliant Officers

The Administrative procedures require that Authorized Officers and Chief Executive officers initiate administrative action on non-compliant officers. Out of the 113 institutions that had non-compliant officers, 43 Institutions representing

38% initiated disciplinary action on non-compliant officers by issuing show cause letters, whereas one institution representing 0.9 % concluded disciplinary action and 57 institutions representing 50% did not take any action on non-compliant officers as shown in Table 3-18.

**Table 3-18: Action Taken on Non- Compliant Officers of Public Institutions Per Category**

S/No.	Public Organizations Category	No. of Organizations					
		With Non-Compliant Officers	That Issued Show Cause Letters	Concluded Disciplinary Action	No Action on Non-Compliant Officers	With officers exiting service before disciplinary action.	With Multiple actions on offices
1	Ministries and State Departments	38	18	0	15	1	4
2	State Corporations	75	25	1	42	3	4
<b>Total</b>		<b>113</b>	<b>43</b>	<b>1</b>	<b>57</b>	<b>4</b>	<b>8</b>

**g) Clarifications**

The Public Officer Ethics Act, 2003 (POEA) requires officers to make clarifications on their forms in case of incompleteness and inconsistencies in their declarations within six months of making the declarations. The six-month period lapsed on 30th June 2020. The Commission sought clarifications from of 3,180 officers for clarifications out of the 188,311 officers who complied. Officers who failed to make clarifications were required to undergo disciplinary action for failure to make clarifications within the stipulated time as required by law. The MDAs were to provide the number of officers disciplined by end of June 2020.

**h) Public Service Code of Conduct and Ethics**

The Public Service Code of Conduct and Ethics sets the minimum standards of behavior expected of a public servant. Public service institutions are expected to develop such codes as a guide on how they should behave while conducting public affairs. A total of 125 institutions committed to the Public Service Code of Conduct and Ethics. However, the remaining 145 made an undertaking to train their officers and update the Commission on level of compliance by June 2020.

**3.3.3 Compliance to Regulations, Guidelines and Commission's Decisions**

The Commission undertakes regulatory compliance audits to ensure that public service institutions are conforming to the requirements of the constitutions and policy decisions it makes. The compliance audits are premised on Article 10, specifically the observance of the rule of law and 234(5) of the Constitution which allows the Commission to delegate its functions to an officer, body or authority in the public service. The Commission, therefore, ensures that institutions exercising such delegated mandates are aware of and take steps to comply with relevant laws, policies, and regulations. Under this strategy, the

Commission planned to undertake the following activities in the FY 2019/20:-

**a) Compliance Audit**

i) The Commission undertook annual compliance audit on the organization, administration and human resource management practices of the Public Service. The findings and recommendations were communicated to the MDAs and the implementation of the PSC and MHRMAC decisions monitored.

ii) The Commission received and investigated 25 complaints relating to appointment, promotion, transfer, deployment and discipline. Four cases related to appointment, five cases related to promotion, two transfer cases and one discipline case were presented to the Board for determination. Twelve of the complaints were investigated by the Commission and 13 were referred to MDAs for preliminary investigations and for the authorized officer to share findings with the Commission since they were administratively inclined.

**b) Implementation of the Commission's Mandate Discharged Under Delegated Authority**

Decisions made by the Commission are implemented by authorized officers. Further, Article 234(5) of the Constitution allows the Commission to delegate in writing with or without conditions, any of its functions to any one or more of its members, or to any officer, body or authority in the public service. To ensure that the decisions made by the Commission are implemented and that in discharging the delegated function the authorized officers comply with the law and the standards set by the Commission in various government policies and circulars, the Commission has put in place measures to monitor implementation. Some of the delegated functions include appointments and promotions.

i) Implementation of Commission decisions

The Commission issued 2,473 decisions for implementation in MDAs out of which 1,645

decisions were implemented, representing 66.5% as shown in Table 3-19. Analysis below indicates that most of the PSC decisions across State Departments were implemented.

**Table 3-19: Implementation of Commission Decisions in MDAs**

Ministries & State Departments	No. of Decisions	No. Implemented	No. of Decisions Not Implemented	Compliance (%)
Office of the Attorney General	14	11	3	78.6
Agriculture	38	0	38	0
ASALs	7	4	3	57.1
Basic Education	11	10	1	90.9
Broadcasting	13	8	5	61.5
Cabinet Affairs	58	33	25	56.9
Cooperatives	2	2	0	100
Crop Development	181	181	0	100
Defence	47	32	15	68.1
Devolution	10	7	3	70
EAC	6	3	3	50
Energy	9	6	3	66.7
Environment and Forestry	6	1	5	16.7
Fisheries	5	2	3	40
Foreign Affairs	20	8	12	40
Gender Affairs	11	11	0	100
Health	81	0	81	0
Housing	7	2	5	28.6
ICT	2	2	0	100
Immigration	864	363	501	42
Industrialization	13	10	3	76.9
Infrastructure	136	130	6	95.6
Interior and Citizens Services	284	246	38	86.6
Labour	21	19	2	90.5
Lands and Housing	37	37	0	100
Livestock	40	24	16	60
Mining	10	6	4	60
National Treasury	1	1	0	100
Office of the Deputy President	46	42	4	91.3
Petroleum	38	36	2	94.7

Ministries & State Departments	No. of Decisions	No. Implemented	No. of Decisions Not Implemented	Compliance (%)
Planning	39	39	0	100
Prisons	35	25	10	71.4
Public Service	18	9	9	50
Shipping & Maritime	22	22	0	100
Social Protection	167	163	4	97.6
Sports	28	28	0	100
State House	30	22	8	73.3
Tourism	1	0	1	0
Trade	8	8	0	100
Transport	55	55	0	101.9
Treasury	12	0	12	0
Vocational & Technical Training	7	4	3	57.1
Water & Sanitation	12	12	0	100
Wildlife	1	1	0	100
Youth	20	20	0	100
<b>Total</b>	<b>2,473</b>	<b>1,645</b>	<b>828</b>	<b>66.5</b>

ii) Implementation of Decisions Discharged Under Delegated Authority

Table 3-20 presents MHRMAC decisions in relation to the delegated authority instrument across

State Departments and the findings indicates that 3,927 decisions were made, out of which 3,088 decisions were implemented in MDAs, representing a compliance rate of 78.6%.

**Table 3-20: Implementation of MHRMAC Decisions**

MDA	No. of Decisions	No. of Decisions Implemented	No. of Decisions Not Implemented	Compliance (%)
Office of the Attorney General	16	11	5	68.8
Agriculture	38	0	38	0.0
ASALS	56	9	47	16.1
Basic Education	238	119	119	50.0
Broadcasting	42	8	34	19.0
Cooperatives	93	91	2	97.8
Crop Development	45	45	0	100.0
Defence	124	93	31	75.0

MDA	No. of Decisions	No. of Decisions Implemented	No. of Decisions Not Implemented	Compliance (%)
Devolution and Development of ASALs	22	16	6	72.7
EAC	83	81	2	97.6
Energy	267	218	49	81.6
Environment and Forestry	16	13	3	81.3
Fisheries	26	26	0	100.0
Foreign Affairs	195	162	33	83.1
Gender Affairs	41	35	6	85.4
Lands and Housing	68	24	44	35.3
ICT and Innovations	26	14	12	53.8
Immigration	81	44	37	54.3
Industrialization	284	229	55	80.6
Infrastructure	250	250	0	100.0
Interior	109	104	5	95.4
Irrigation	5	5	0	100.0
Labour	226	178	48	78.8
Lands	23	23	0	100.0
Livestock	225	139	86	61.8
Mining	75	39	36	52.0
Planning	243	188	55	77.4
Prisons	21	20	1	95.2
Public Service	17	17	0	100.0
Public Works	7	7	0	100.0
Regional & Development Northern Corridor	7	7	0	100.0
Shipping & Maritime	13	11	2	84.6
Social Protection	523	441	82	84.3
Sports	8	8	0	100.0
The National Treasury	28	28	0	100.0
Tourism	94	93	1	98.9
Trade	81	81	0	100.0
Transport	52	52	0	100.0
National Treasury	16	16	0	100.0
University Education	8	8	0	100.0
Water and Sanitation	132	132	0	100.0

MDA	No. of Decisions	No. of Decisions Implemented	No. of Decisions Not Implemented	Compliance (%)
Wildlife	3	3	0	100.0
<b>Total</b>	<b>3,927</b>	<b>3,088</b>	<b>839</b>	<b>78.6</b>

### 3.4 ENHANCED COMMISSION CAPACITY

The strategic objective under this Key Result Area is to build the Commission's internal capacity to deliver on its mandate. This objective is based on the understanding that sufficient internal capacity is a critical prerequisite to enabling the Commission to better deliver on its overarching mandate across the entire public service in order to achieve the desired transformation in the lives of the citizens. Enhanced Commission Capacity would be realized through the following strategic activities:

- i. Skills development
- ii. Optimal staffing levels
- iii. Improvement of terms and conditions of service
- iv. Collaboration, cooperation and partnership with stakeholders, and regional and international bodies
- v. Performance management
- vi. Promotion of constitutionalism
- vii. Development and implementation of a communication strategy
- viii. Leveraging ICT in the operations of the Commission

- ix. Improve work environment
- x. Resource mobilization and prudent management of resources

During the period under review, the Commission recorded the following results under each of the above strategic activities:

#### 3.4.1 Skills Development

The Constitution of Kenya 2010 expanded the mandate and functions of Public Service Commission. In the discharge of this mandate, the Commission is expected to ensure efficiency and effectiveness of the public service and guarantee quality and quantity of public services that meet citizen expectations. To do this the Commission must first and foremost build the capacity of its staff through training, peer to peer learning, holding and attending workshops locally and abroad among other things.

Towards this goal the Commission conducted staff training was conducted at various levels through individual and group trainings as well as sponsorship for seminars, workshops and conferences as shown in the Tables 2-17 to 2-19.

##### a) Individual trainings

A total of 23 officers attended individual trainings locally and outside the country as presented in Table 3-21.

**Table 3- 21: Summary of Individual Trainings attended by Staff in FY 2019/20**

#	Course Title	Course Duration	Training institution	No. trained	Designations	Gender		PWD	Cost (Ksh)
						F	M		
1.	Public Service Innovation	12 days	ESAMI HQ	3	Commissioner, CEO/Secretary, D/F&P	0	3	-	459,000
2.	Effective corporate governance	9 days	Malaysia	1	Chief Legal Counsel	1	0	-	External Sponsorship
3.	SLDP	6 weeks	KSG	1	PRMO	1	0	1	167,600
4.	SMC	4 weeks	KSG	2	SHRMO	1	1	-	280,720
5.	Supervisory Skills Dev	2 weeks	KSG	5	Principal secretary, Chief Clerical Officer (2), Senior Clerical Officer, Senior Tel Operator	2	3	-	400,200
6.	Public Relations and Customer Care	3 weeks	KSG	4	Senior Personal Secretary	4	0	-	259,840
7.	Understanding and analyzing public sector budget	12 days	ESAMI HQ	3	AD/F&P, H/Accts, PFO	1	2	-	459,000
8.	East African HR Convention	4 days	Kigali, Rwanda	2	AD/HRM	1	1	-	394,400
9.	Employee engagement and strategic management	2 days	Online	2	AD/HRM	1	1	-	18,000
<b>Total</b>				<b>23</b>		<b>12</b>	<b>11</b>		<b>2,438,760</b>

\*Total Cost excludes external sponsorship

#### b) Group Training

Table 3-22 presents a summary of group trainings officers attended locally and overseas. Out of 214 officers who were trained, 209 officers attended

in house trainings while five attended Mindset training programme for public service in South Korea.

**Table 3-22: Summary of Group Trainings attended by Staff in FY2019/2020**

S/No	Course Title	Course Duration	No. trained	Venue	M	F	PWD	Cost
1.	Induction for newly recruited interns	1 day	31	In-house	18	13	-	50,000
2.	Program on Mindset Training for Public Service	9 days	5 officers (Chairperson, 3 Commissioners and CEO	South Korea	3	2	-	Sponsored
3.	Sensitization of strategic Plan 2019-2024	8 days	128	In house	69	59	2	64,000
4.	Colloquium on "the public service" for interns engaged under the PSC internship programme	4 days	50	In house	27	23	1	200,000
<b>Total</b>			<b>214</b>		<b>117</b>	<b>97</b>	<b>3</b>	<b>314,000</b>

\*Total Cost exclude external sponsorship

c) Workshops, Seminars and Conferences

Table 3-23 provides a detailed summary of Workshops, Seminars and Conferences attended

locally and overseas. Out of 30 officers trained, 20 officers attended workshops locally while 10 attended workshops outside the country.

**Table 3-23: Summary of Group Trainings attended by Staff in FY 2019/20**

S/No	Category	Duration	Venue	No. of participants	Designations	Gender		PWD	Cost (Ksh)
						F	M		
1.	AAPSCOM 5th General Assembly	2 days	Livingstone, - Zambia	6	PSC Chairman, Commissioners (2), CEO/ Secretary, DCS/TS, DD/BMS	2	4	-	
2.	Workshop on development of national standards on drug use prevention	3 days	Machakos	1	Principal Librarian	1	-	-	30,000

S/No	Category	Duration	Venue	No. of participants	Designations	Gender		PWD	Cost (Ksh)
						F	M		
3.	Seminar on service-oriented Government and Building leadership	3 weeks	China	1	AD/HRM&D	1	-	-	External sponsorship
4.	Conference on role of universities in Human Capital Development	6 days	Uganda	1	DD/ Governance & Values		1		
5.	Annual summit for Kenya National Secretaries Association	2 days	Kisumu	16	Secretaries	16	-	-	200,000
6.	Conference on Oracle Open World	5 days	California, USA	2	AD/ICT, PICTO	2	-	-	Externally sponsored
7.	Public Relations Society Annual Summit	3 days	Mombasa	3	DD/PC, AD/PC	2	1	-	250,000
<b>Total</b>				<b>30</b>		<b>24</b>	<b>6</b>	<b>1</b>	<b>480,000</b>

### 3.4.2 Staffing Levels

Effective staffing is all about having the right numbers of the right people, in the right place at the right time. It is not just a matter of having enough staff, but also ensuring that they have suitable knowledge, skill and experience to operate safely. To discharge its mandate, the Commission, ensures that it has in its establishment staff with requisite skills to perform and deliver to the expectations of the service.

#### a) Staff Establishment

The Commission has a staff establishment of 430 with 220 in post. There is an on-going restructuring programme aimed at making the

Commission more effective in its interventions in the service. To deliver on its mandate the Commission has employed people from various professional backgrounds.

#### i). Staff Composition

As at 30th June 2020, the Commission had 222 members of staff, out of whom 114 were male while 108 were female. The distribution of the secretariat staff by gender, age, designation and salary scale is as shown in Figure 3-3.

#### ii). Staff Composition by ethnicity

The Commission staff was made up of members from 22 ethnic groups as shown in Figure 3-4

Figure 3-3: Composition of Secretariat by Gender and Age Bracket

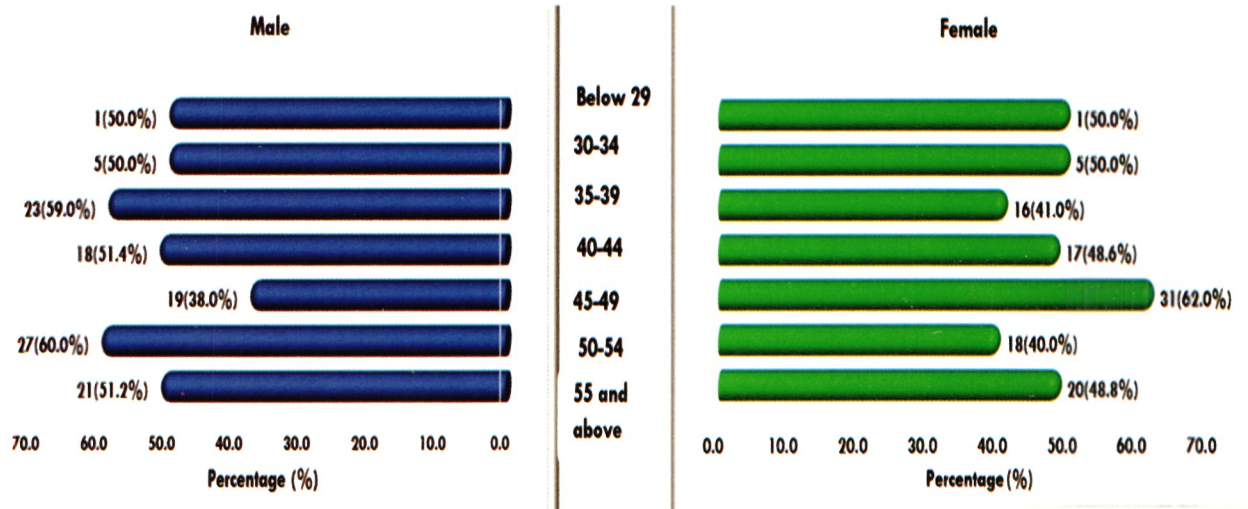
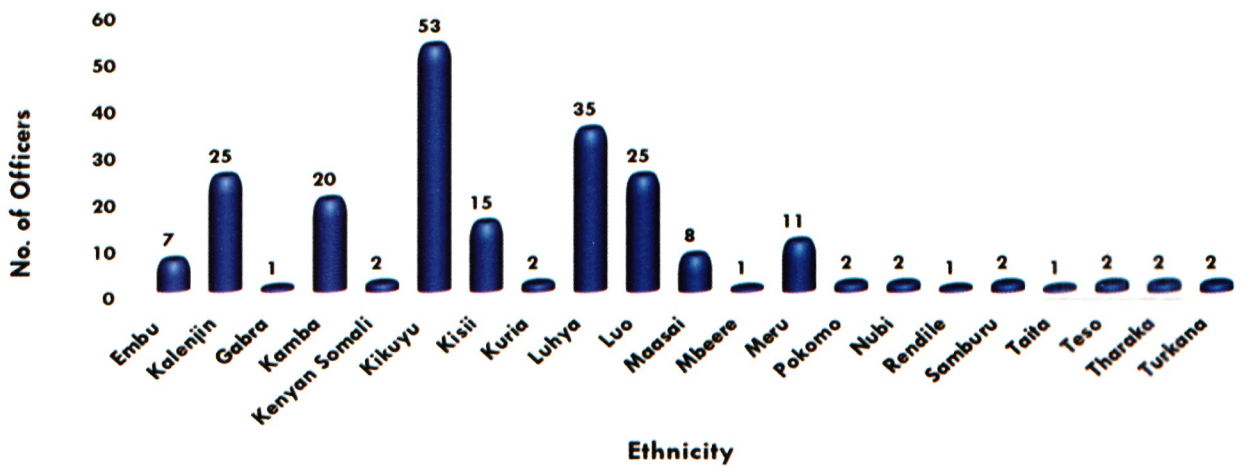


Figure 3-4: Composition of Staff by Ethnicity as at 30th June 2020



### 3.4.3 Staff Secondment

The Commission seconded to other public service organizations three officers namely Principal ICT officer to Laikipia County Government, Assistant Director/HRM&D to Nyeri County Government, and Senior Clerical Officer to NG-CDF to assist in knowledge and skills transfer in those public institutions.

In turn, the Commission received six officers from various MDAs on secondment to boost its skills and knowledge base namely DD/Performance & Management (Executive Office of the President); DD/Performance & Management, Senior Economist [1] and Senior HRM Assistant (The National Treasury); Senior Clerical Officer – HRM (Interior and Coordination of National Government); and Senior HRM Officer (Ministry of Environment and Forestry).

### 3.4.4 Appointments on Contract Terms

Six officers were appointed on contract terms to various positions as Presented in Table 3-24.

**Table 3-24: Summary of Appointments on Contract Terms by Designation as at 30th June 2020**

Grade	Designation
PSC 5	PA to the CEO
PSC 4	Research Assistant/PA to the Chairman
PSC 3	HRM Assistant
PSC 7	Deputy Director Planning
PSC 1	Support Staff
PSC 1	Driver

### 3.4.5 Exit from the Commission

Four officers exited the Commission upon attaining the mandatory retirement age of 60 years, another four exited at the end of their contract period, two transferred back to the service and one died.

### 3.4.6 Staff Welfare Matters and Work Environment Improvement

#### a) Staff Welfare Matters

The Commission implemented a number of initiatives aimed at improving staff welfare matters as follows:

#### i). Medical Scheme

The Commission runs a comprehensive medical scheme for staff members that covers both inpatient and outpatient and is renewed on a yearly basis.

#### ii). Group Personal Accident (GPA) insurance and Work Injury Benefits Act (WIBA)

Implemented Group Personal Accident Insurance and Work Injury Benefits Act cover which was renewed.

#### iii). Pension Scheme

Implemented a contributory pension scheme for staff where staff contributes 10% and the Commission (employer) 20% of the staff basic salary. In addition, the Commission provided Group Life Insurance Cover for the staff.

#### iv). HIV/AIDS and Drug and Substance Abuse Programmes

The Commission carried out the following programmes in the fight against HIV/AIDS and Drug and Substance Abuse:

- a) provision of support to the infected and affected; and
- b) provision of care and counseling support to staff affected by Alcohol, Drugs and Substance Abuse.

#### v). Mortgage and Car Loans Scheme Funds

The Commission approved 11 mortgage loan requests and 3 car loan requests from staff. It also disbursed Ksh 60 million and Ksh 15 million towards boosting the mortgage and car loan scheme accounts respectively that are administered by KCB bank.

#### b) Work Environment Improvement

The following activities were implemented to facilitate improvement of work environment at the Commission: -

- i). Refurbishment and Maintenance of Commission's offices and physical facilities:-
  - a) Refurbishment of PSC Leased Offices at Bruce House and Sanitary Fittings, Plumbing, Drainage, Firefighting Equipment and Mechanical Related Works at the Commission House;
  - b) Supply, Installation and Commissioning of Work-Out Gymnasium Equipment (Phase

- 2) at the Commission House on 7th Floor of New Office Block; and
- c) Modernization of Interview and Selection Board Rooms including Hansard recording equipment for County Appeals
- ii). Statutory Work Place Audits and Safety Measures:-
  - a) Carried out Annual Occupational Safety and Health Audit at the Public Service Commission in compliance with Section 11(1) of the Occupational Safety and Health Act (OSHA), 2007;
  - b) Carried out Annual Environmental Audit at the Public Service Commission in compliance with the Environmental Management & Coordination Act (EMCA), 1999;
  - c) Carried out Baseline Work Place Risk Assessment at the Public Service Commission in compliance with Section 6 (3) of the Occupational Safety and Health Act (OSHA), 2007;
  - d) Conducted a mock fire drill at PSC building to test the serviceability of firefighting facilities and assess level of staff preparedness in case of fire disasters;
- iii). Signed an MOU with International Youth Fellowship - South Korea for Mindset Education Training of the Public Servants
- iv). Involved International Youth Fellowship - South Korea in the induction programs for PSIP interns
- v). Partnered with Absa and Co-operative Banks and a combined total of Ksh 12.3 million was donated by the two banks towards the PSIP induction programme.
- vi). Participated at the Commonwealth Association of Public Administration and Management- General Members and Special Resolution Meeting in London;
- vii). Administered JICA Development Scholarship - JDS Questionnaire for JICA support.
- viii). Signed an MOU with the People's Republic of China on Human Resource Capacity development.

The Commission held discussions with various Development Partners on possible areas of collaboration on Performance Management. These included;

### 3.4.7 Collaboration, Cooperation and Partnership with Stakeholders, Regional and International Bodies

The Commission enhanced its collaboration and linkages with international institutions for human resource capacity building through exchange programmes as follows:

- i). Prepared and submitted a proposal on Human Resource Capacity development to GRIPS Japan for support
- ii). Signed an MOU with Kenya School of Government on administration of PSC promotional examinations and E-learning
- i). United Nations Office for South to South Cooperation (UNOSSC) on public service delivery transformation, including technology and innovation, embedding SDG Agenda in public service, capacity building of civil service, and public administration reform;
- ii). World Bank (Kenya Accountable Devolution Programme & Governance for Enabling Service Delivery and Public Investment in Kenya (GESDeK)
- iii). Japan International Corporation Agency on Japan Human Resource Development Scholarship Programme
- iv). Universal Service Fund - leveraging on ICT to improve service delivery

The Commission participated in the following forums;

- v). Constitutional Commissions and Independent Offices Annual Forum – Gained Peer to peer lessons, knowledge transfer, and building joint strategies
- vi). National Wage bill Conference – was part of the Steering committee and presented a technical paper on Performance
- vii). Association of African Public Services Commissions (AAPSCOMS) Secretariat – hosted Stakeholder engagement on planning of AAPSCOMS Conference that was to be held in August 2020
- viii). Public Service Innovation Week (PSIW) – Collaborated with Telkom Kenya, IBM, GovTech Africa, Cisco to plan for PSIW.

### 3.4.8 Performance Management

In order to monitor and measure staff performance and output, the Commission prepared:

- i. Annual Work Plan 2019/2020.
- ii. Performance Contract Agreements
- iii. 2018/2019 Strategic Plan & Performance Contract Evaluation Report whose implementation status index was established at 57.2%

### 3.4.9 Promote Constitutionalism

The Commission's focus on citizens is derived from the constitution which places all powers in the hands of citizens. Although the foundations for promoting constitutionalism—good governance and citizen focused service delivery are laid out in the Constitution, the Commission has developed tools and instruments to ensure realization of this objective. These include

#### a) Public Service Commission Regulations 2020.

The Commission developed the Public Service Commission Regulations 2020 which were gazetted on 28th January, 2020 and approved by Parliament on 25th February, 2020. The Regulations provide a framework to operationalize the Public Service Commission Act 2017 with details on the operations, procedures and guidelines necessary for the effective and efficient management of the public service.

#### b) Performance Management Regulations

The Commission developed draft Public Service Management Regulations. The purpose of the Regulations is to improve efficiency and effectiveness in the public service. The draft Regulations have been circulated to stakeholders who have already given their inputs. The validation workshop for the Regulations did not take place due to the COVID-19 restrictions.

#### c) Litigation Matters

By end of the period under review, there were 296 cases against the Commission pending in various courts. Majority of the cases were at the Employment and Labour Relations courts.

Most of the cases relate to the Commission's exercise of disciplinary control and handling of Appeals from County Governments Public Service Boards.

### 3.4.10 Development and Implementation of Corporate Communication Strategy

The Commission initiated a process of developing its communication strategy and branding guidelines by engaging a consultant to deliver the strategic documents. Further, the Commission developed and unveiled a new logo which was done through a public competition. The Commission unveiled its corporate colours aimed at boosting its corporate image.

### 3.4.11 Leveraging ICT in the operations of the Commission

The need to create an efficient and effective government combined with the requirements around embracing new responsibilities and improving citizen services online, has significantly increased the attention being given to leveraging on information technology in the Public Service Commission. Traditionally, the development of public services has had to consider digital and non-digital channels, but the on-set of Covid-19 pandemic has pushed the Commission to rapidly move away from paper-based solutions and face-to-face service delivery, instead it is accelerating digitization of service delivery to enable remote access. To cope with the high demands on the IT infrastructure and ensure continuity in service delivery, the Commission upgraded its internet bandwidth from the existing 50MBPS to 200MBPS. So far the following progress has been made:

#### a) Online job applications

Prior to COVID-19 pandemic, the Commission operated both paper based system and an online on-line jobs application system. However, the Government protocols introduced as COVID-19 mitigation measures which reduced face to face interactions also affected the paper based applications. On-line job application is, therefore, the only available option. To date over 512,183 applicants have submitted their applications for various vacancies advertised in the public service. Out of this, 281,755 were male while 230,428 were female.

#### b) Virtual meetings, interviews and webinars

The Commission adopted online remote interviewing for shortlisted candidates and 3,462 candidates were interviewed virtually, through Cisco Webex and Google Meet platforms. Further the use of SMS messaging system was adopted to send notifications on interview schedules for shortlisted candidates. The Commission also

conducted webinars for about 600 officers from various MDAs who included heads of human resource management and officers handling governance matters on national and public service values and principles.

#### c) Citizens Service Delivery Contact Centre

The Commission established a Citizens Service Delivery Contact Centre to receive real time feedback on service delivery concerns across the entire public service and act upon them expeditiously in collaboration with MDAs. MDAs designated by letter a combined total of 181 officers at senior management levels to act as contact/liason persons with the Commission in regard to providing real time solutions to the issues raised by the citizens through a digital interface platform. Full operationalization of the Contact Centre was delayed by the onset of COVID-19 pandemic and subsequent lock-down that interrupted the planned training of the designated liaison officers in all MDAs.

#### d) Rebranding the Commission's Website

The Commission rebranded the corporate website in line with the new corporate identity and made it interactive with users. The site allows for application of jobs online and the applicants can check the status of their applications.

#### e) Hearing and Determination of Appeals from County Governments

Article 234 (i) of the Constitution mandates the Commission to hear and determine appeals in respect of county governments' public service. To effectively discharge this mandate, the Commission installed Hansard recording and storage equipment in the board room.

#### f) Other activities

The Commission in collaboration with Telkom Kenya began developing the Public Service Digital Marketplace where public service staff can access apps and solutions. The apps and solutions will be provided by local innovators targeting all areas of

the public service with a view to enhancing service delivery.

### 3.4.12 Resource Mobilization and Prudent Management of Resources

The implementation of the Commission's core programmes and activities have been mainly financed by the Government through the National Treasury within the Medium Term Expenditure Framework. During the FY 2019/2020, the Commission engaged other development partners and the private sector for financing of some of its activities. Under the Public Finance Management Reform (PFMR) programme, the Commission received funding to implement some of its human resource management and development activities while ABSA Bank and Cooperative Bank extended financial support during the induction of Interns under the Public Service Internship Programme.

### 3.4.13 Submission of Statutory Reports

The Commission prepared and submitted the following reports:

- i). Annual Report on operations for FY 2018/2019 to the President and Parliament within statutory deadline of 30th September 2019 pursuant to Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act, 2017;
- ii). Compliance with Values and Principles pursuant to Article 234 (2) (h); and
- iii). Financial Report to Auditor General for the FY 2018/2019

### 3.4.14 Financial Performance for the Year 2019/20

The Commission has consistently utilized its allocated financial resources effectively in the past as evidenced by budget absorption of over

90 percent and receipt of unqualified audit opinions from the Auditor General for the past financial audits. Further, the Commission has been the recipient of the Financial Reporting (FiRe) Award, emerging second runners-up for the awards of 2016-2018 and overall winner in year 2019 in the category of Independent offices and Constitutional Commissions. This demonstrates the Commission's commitment to prudent utilization of allocated resources.

However, in spite of its good track record in prudent utilization of resources, it has been unable to implement most of the planned programmes because of massive underfunding. There has been a huge gap, not only between what the Commission has been requesting and what is approved, but between what is approved and the amount finally released. This affects delivery of planned programmes and services to citizens.

#### i. Approved Budget for 2019/20 Financial Year

The aforementioned activities were implemented under four programmes namely; General Administration, Planning and Support Services; Human Resource Management and Development; Governance and National Values; and Performance and Productivity Management, which were allocated Kshs.2.38 billion. This comprised Kshs.2.35 billion and Kshs.22.48 million for recurrent and development estimates. However, the Commission was unable to implement some of its planned programmes due to insufficient funding and impact of the Covid-19 pandemic. Notably, the Commission budgetary allocation was reduced by Kshs.115.7 million comprising of recurrent and development estimates of Kshs. 72.7 million and Kshs. 43 million respectively in Supplementary II of 2019/20 financial year due to the Covid-19 intervention measures. The approved allocation by programme is as shown in Table 3-25.

**Table 3-25: FY 2019/20 Budgetary Allocation by Programmes**

S/No	Programme Title	Amount (Ksh. Million)
Programme 1	General administration, planning and support services	1,948.43
Programme 2	Human resource management and development	255.79
Programme 3	Governance and national values	146.11
Programme 4	Performance and productivity management	25.27
<b>Total</b>		<b>2,375.60</b>

The General administration, planning and support services programme incorporates the entire development budget of Ksh. 22.48 million and Ksh. 1 billion for the Public Service Internship Programme.

ii. **Budget Performance for 2019/20 Financial Year**

The cumulative expenditure was Kshs.2.25 billion, representing an absorption rate of 94.8% broken down into Recurrent expenditure of Kshs.2.23

billion and Development expenditure of Kshs.22.52 million. This drop in budget absorption rate from 98.3% in FY 2018/19 to 94.8% in FY 2019/20 is largely attributed to the Covid-19 pandemic restrictions which compelled the Commission to scale down its planned activities in the 3rd and 4th quarter of the 2019/20 financial year. The summarized budget financial performance by economic classification is as shown in Table 3-26.

**Table 3-26: Summary Budget Performance by Economic Classification FY 2019/20**

Title	Printed Estimates 2019/20	Actual Expenditure 2019/20	Overall Absorption Rate
Recurrent	Kshs.	Kshs.	Percentage (%)
Compensation of Employees	1,663,088,166	1,578,248,962	94.90
Use of goods and services	540,901,887	503,215,682	93.03
Other grants and transfers	-		0.0
Social Security Benefits	75,082,647	74,460,642	99.17
Acquisition of Assets	74,045,800	73,950,682	99.87
<b>Gross Recurrent</b>	<b>2,353,118,500</b>	<b>2,229,875,968</b>	<b>94.76</b>
AIA	520,000	155,550	0
<b>Net Recurrent</b>	<b>2,352,598,500</b>	<b>2,229,875,968</b>	<b>99.3</b>
<b>Development</b>			
Acquisition of Assets	22,480,000	22,521,369	100.18
<b>Gross Development</b>	<b>22,480,000</b>	<b>22,521,369</b>	<b>100.18</b>
<b>Total</b>	<b>2,375,598,500</b>	<b>2,252,397,337</b>	<b>94.81</b>

Un-audited Financial Statements for the Period ended 30<sup>th</sup> June, 2020

The Commission in compliance with Section 81(3) of the Public Financial Management Act, 2012 and Section 90(2)(a) of the Public Service Commission Act, 2017 has prepared the financial statements for the year ended 30<sup>th</sup> June 2020. The financial statements will be submitted to the Auditor General by 30<sup>th</sup> September 2020 as per the Act.

iv. **Implication of the Budget on Delivery of Commission's Mandate**

Successful implementation of the Commission's mandate as spelt out in its strategic Plan 2019-2024 is dependent upon availability and effective utilization of the resources. During the period under review, implementation was hampered by inadequate budgetary provision to the Commission in comparison to the Strategic Plan financial requirements as depicted in Table 3-27.

**Table 3-27: Financial Requirement Vs Allocation by Key Result Areas and Strategic Objectives (Amount in Kshs. Million)**

Key Result Area	Strategic Objective	Financial Requirement	Allocation	Variance
Efficient Public Service Delivery	Improving Performance and Productivity	262.0	2.5	259.5
	Improve Service Delivery	343.0	39.0	304.0
	Improve Human Resource Management Practices	5,986.0	1,175.3	4,810.7
<b>Total</b>		<b>6,591.0</b>	<b>1,216.8</b>	<b>5,374.2</b>
Ethical and values-based Public Service	Promote Constitutionalism, Values and Principles	1,018.0	42.3	975.7
		<b>Total</b>	<b>1,018.0</b>	<b>42.3</b>
Capacity of the Commission to Deliver on its Mandate	Build Commission's Internal Capacity	2,109.0	1,116.5	992.5
<b>Total</b>		<b>2,109.0</b>	<b>1,116.5</b>	<b>992.5</b>
<b>Grand Total</b>		<b>9,718.0</b>	<b>2,375.6</b>	<b>7,342.4</b>

### 3.5 ALLOCATION OF PROCUREMENT OPPORTUNITIES TO SPECIAL GROUPS

The Public Procurement and Asset Disposal Regulations, 2020 require public institutions to allocate at least 30% of procurement of goods, works and services to special groups namely youth, women and persons living with disabilities. Public Institutions are required to submit biannual reports on status of implementation of Access to

Government Procurement Opportunities to these groups to the Public Procurement Regulatory Authority (PPRA).

The Commission had a total procurement budget of Kshs.275,307,546 out of which Kshs. 82,592,263.80 was allocated to special groups. At the end of the period under review, a total of Kshs. 73,219,584.40 worth of goods and services had been procured from special groups, translating to 88.7% absorption rate of the total funds allocated as presented in Table 3-28.

**Table 3-28: Distribution of Procurement Opportunities to Special Groups**

Category of Special Group	No. of Contracts Awarded	Amount (Kshs.)	Percentage (%)
Youth	95	39,646,674.40	54.1
Women	60	25,915,355.00	35.4
PWDs	13	7,657,555.00	10.5
<b>Total</b>	<b>168</b>	<b>73,219,584.40</b>	<b>100</b>
<b>Total amount allocated to special groups and absorption rate (%)</b>		<b>82,592,263.80</b>	<b>88.7%</b>

During the period under review, the Commission disposed idle and unserviceable assets in accordance to Public Procurement and Disposal Act, 2015 and raised A.I.A amounting to Ksh. 276,450. Further, the Commission is in the process of developing a comprehensive procurement procedures manual to guide on procurement of goods, works and services.

### 3.6 INTERNAL CONTROLS AND AUDITS

The Commission is required to comply with the Public Finance Management Act 2012 as well as the Public Finance Management Regulations, 2015. The Act requires all Government entities to put in place appropriate arrangements for conducting internal audit according to the guidelines of the Accounting Standards Board.

The Commission has established an Audit Committee in compliance with the National Treasury guidelines. The members of the committee are Ms. Ruhu Loise Gathoni (Independent member and Committee Chair), Commissioner Andrew Muriuki, Mr. Onyango George Magomba (Independent member), Mr. Caleb Bulili (National Treasury Representative) and Pariken Sankei (Chief Internal Auditor and Committee Secretary). The Internal Audit Division reports to the Commission Board through the Audit Committee as provided for in the Public Finance Management Act, 2012.

The Internal Audit Division carried out financial and non-financial audits to establish the effectiveness of internal control systems and overall risk management. The areas audited during the period were; pending bills, Discipline and Appeals Division, ICT Division and Recruitment and Selection Directorate. The reports on the audited areas were shared and discussed with the Commission Management for the implementation of the recommendations so as to enhance efficiency and effectiveness in the operations of the Commission. Quarterly audit reports were also prepared and tabled before the Audit Committee and subsequently before the Commission Board.

### 3.7 PARLIAMENTARY OVERSIGHT

In executing its oversight role, the National Assembly Departmental Committee on Administration and National Security held several meetings with the Commission. In addition, Parliament raised a number of questions which the Commission was required to answer. Majority of the questions were raised by the Senate Standing Committee on Labour and Social Welfare. The summary of the questions raised by Parliament and the Commission responses is presented in Appendix III.

### 3.8 CHALLENGES

The Commission is a key player in national development. However, its contribution is hampered by a number of challenges including:

**a. Inadequate Budgetary Allocation:**

The Commission planned for Ksh. 9.7 Billion for implementation of programmes in 2019/2020. However, it was allocated Ksh. 2.38 Billion of which Ksh. 1 billion was ring-fenced for payment of stipend to the interns. This was far much less than what it had requested, resulting in shelving of a number of important programmes. There is a serious need for improving public service through development of staff competencies and the development and dissemination of improved working methods, procedures, tools and systems (IT) together with better overall coordination and planning.

**b. Levels of IT Penetration**

The need to improve citizen experience by offering services online has significantly increased the Commission's attention to leveraging on information technology in the delivery of services. The Commission is facing out paper-based solutions and face-to-face services in several areas, such as job applications where for example, about 200 positions, attracts up wards of 50,000 applicants. Instead it is accelerating

online services that can be accessed remotely. However, whereas the Commission has been striving to move as many operations as possible on to information technology platforms, many parts of the country are still not covered by mobile telephone or internet network. In addition, a good number of citizens do not have gadgets or devices that can run some of the services the Commission is now offering online.

**c. Capacity of County Public Service Boards**

Many County Public Service Boards do not have adequate capacity to handle matters related to their mandates. As a result, a number of issues which could have been conclusively handled in these Boards end up being referred to the Commission.

**d. Embracing a 'Whole of Government Approach'**

Most of public service institutions involved in the service delivery improvement chain are still inward looking. They are focusing on their narrow mandates and functions at the expense of the entire service delivery chain that yields the ultimate results. A whole of Government Approach emphasizes a shift from single-purpose organizational focus towards a more integrated approach to public service delivery. Figure 3-5 illustrates graphically factors driving whole government approach.

**Figure 3-5: Factors Driving Whole of Government Approach**



Working together as a public service and engaging citizens in wide-ranging dialogue is becoming especially important in the context of developing inclusive citizen centered sustainable development. Integrated policy approaches, enabled by cohesive institutional mechanisms and modern technology, contribute to the overall objectives of long-term development objectives.

- e. Team Spirit: One element that plays an important role in the success of a transformation agenda but does not get as much attention as budget, capacity and others yet in reality is extremely paramount in achieving success, is esprit de corps. Esprit de corps is a show of loyalty and attachment that also embodies a sense of commitment. After years of retrenchment and recruitment at higher levels from outside the service, the camaraderie and ethical culture that help to establish the identity of career public servants has been gradually waning.
- f. Institutional Capacity: The ability of the public service to deliver efficiently and effectively is determined by its institutional capacity- which can be seen in terms of three key elements: policy capacity, implementation authority and operational efficiency. For the last decade, these has been weakened by a number of factors:

- i). Inability to attract and retain top talent: The public service has been losing top talent to the private sector and multi-national organizations due to unfavorable terms and conditions of service. Whereas, the same period has also seen a huge influx of senior people joining the public service from outside, their deployment has not benefited the service delivery agenda.
- ii). Devolution: The “Big-Bang” approach to implementing devolution led to transfer of some critical staff to help in setting up those units. There was not enough time to transition the transfer of functions smoothly. The resulting scenario has been that of spreading too thin on the ground. The National Government therefore lacks critical skills, while at the same time the devolved units do not have enough of the same. This has mainly been manifested in the health sector and infrastructure.

In addition, the ‘delivery structures’ which were created at the time of implementing devolution had not been tested, and a lot of challenges are now emerging. The perennial fights between the county assemblies and the Executive is a case in point. The relationship between the County Public Service Board and the Office of the Governor is another.

# PICTORIAL



PSC Chairman Mr. Stephen Kirogo addressing pioneer interns under the PSIP during their induction program at Kasarani Sports Complex in Nairobi in December, 2019



A cross section of the interns follow proceedings during the induction program held in December, 2019

# PICTORIAL



Commissioner Dr. Mary Mwiandi speaks to new PSIP interns deployed to PSC during a sensitization workshop at Commission House in October 2019



Deputy Director Performance Contracting Mr. Joshua Njagi delivers a presentation to PSC staff during the sensitization program on the Commission's new Strategic Plan 2019-2024, in October 2019

# PICTORIAL



Public Service Commission Secretary/CEO Mr. Simon Rotich in consultations with Homa- Bay County Assembly officials during their visit to the Commission on 8th August, 2019



The Ambassador of the People's Republic of China to Kenya Mr. Wu Peng (2nd right) visited the Public Service Commission to discuss areas of collaboration with the Commission on 25th September, 2019

# PICTORIAL



Commissioner Amb. Salma Ahmed planting a tree in Ngong forest during the 2020 Africa Public Service Day



International Youth Fellowship Director in charge of Mind Set Training, South Korea Dr. Kim Ki Sung during a courtesy visit to PSC

# PICTORIAL



PSC Chairman Mr. Stephen Kirogo addressing members of the Republic of Niger's Rapid Result Initiatives Approach Team at a Nairobi hotel



Makueni County Commissioner Mr. Maalim Muhamed receiving 1st runners up award in the Citizen focus category

# PICTORIAL



PSC Vice Chairperson Ms Charity Kisotu, and Nairobi Metropolitan Services Health Secretary Dr. Josephine Kibaru conducting online interviews at Commission House Nairobi, on 29th April 2020



Head of Public Service Dr Joseph Kinyua presents an appointment letter to one of the interns from the second cohort. Standing behind the intern in PSC Chairman Stephen Kirogo



# PART FOUR: TRANSFORM

## TRANSFORMING CITIZENS' LIVES

### 4.1 Introduction

The Public Service Commission Strategic Plan 2019-2024 presents a roadmap that is envisioned to transform and reinvent the Public Service to play a central role in national development. The strategy falls within the framework of the Big Four Agenda, which outlines the Government's plans to deliver by 2022 up to 1 million affordable new homes, achieve 100% universal health coverage, food and nutrition security and increase the contribution of manufacturing to 20% of GDP. The public service is expected to play a central role in galvanizing economic sectors towards the realization of this goal. To effectively play this role, the public service must be transformed from an inward looking service to a citizen focused, efficient and effective service, staffed with ethical, competent, professional, and motivated staff as drivers of sustainable human development.

Entrenching performance management culture at all levels of government is the first step and a key pillar in the wider strategy of improving public service delivery by establishing service-wide momentum for performance and productivity while building sustainability mechanisms of programs and initiatives. The new strategy, built around the mantra of - REFORM, PERFORM AND TRANSFORM, embraces a Whole-of-Government Approach. It is a drive that is aimed at ensuring that ordinary citizens can access quality public

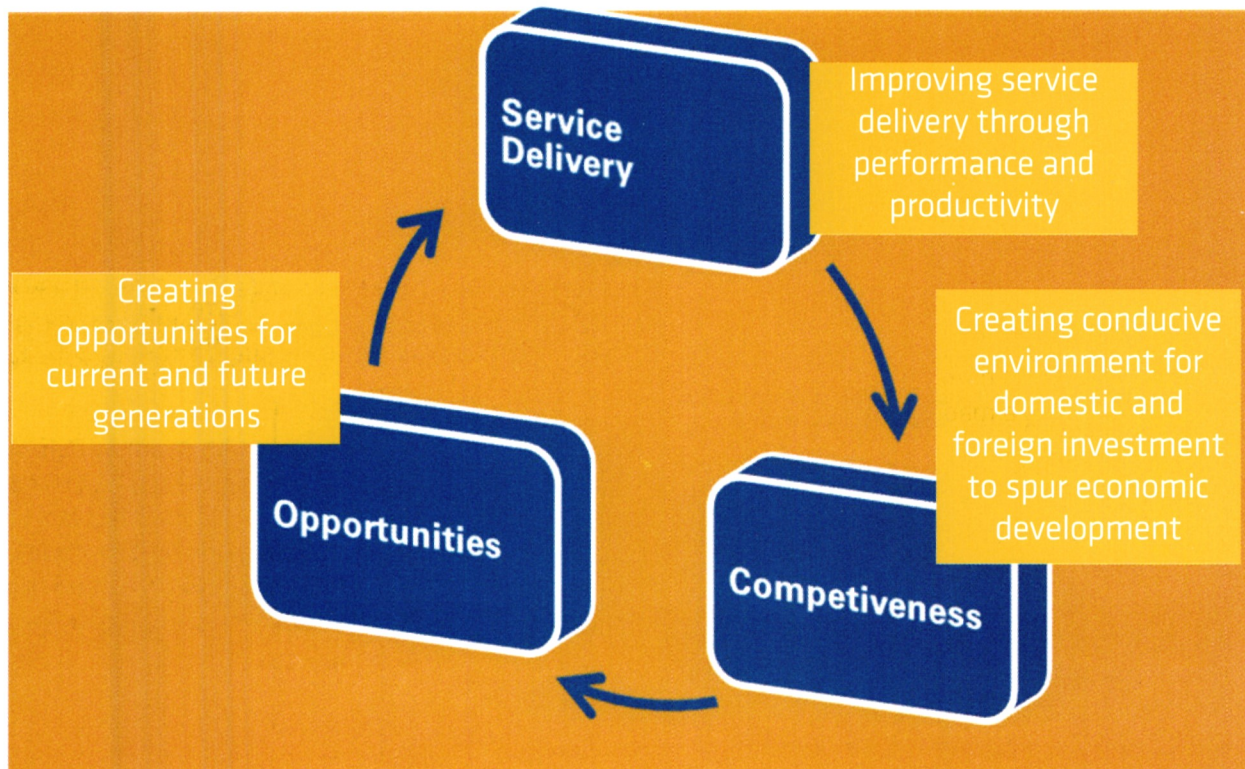
services, voice their needs and offer an opportunity to improve service delivery through effective feedback channels and continuous improvement as shown in Figure 4-1.

The Commission is making significant progress on the path towards "Creating a fit-for-purpose public service" that not only plays a central role in development but also significantly eases citizens' service delivery pain-points. Towards that end the following achievements are worth sharing in this year's 2019/2020 Annual Report:

### 4.2 Human Resource Management

The human resource is central to the attainment of both the long-term development vision 2030 of transforming Kenya to a "newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment" and the medium term goal of delivering on the Big Four Agenda. These are unprecedented ambitious undertakings, posing huge challenges to the capacity of government to deliver in scope, importance and urgency. To deliver on these expectations, public servants must be innovative and futuristic. They must strive for better solutions and have a strong motivation as an essential ingredient in ensuring a sense of purpose.

**Figure 4-1: Whole of Government Approach of Ensuring Citizens Access Quality Public Services**



To address the emerging challenges, the Commission undertook a number of reforms in management of human resources which are expected to drive performance, enhance service delivery and facilitate attainment of the national development goals. The reforms target two areas of human resource management. The first is systems, processes and procedures which have been hindering growth and the second aspect focuses on enhancing the capacity of public servants to adapt and respond proactively to the constantly changing environment and demands by citizens for effective and efficient service delivery. Some of the reforms undertaken and expected to transform human resource management include:

a. **Abolishing Schemes of Service:** The constantly evolving work and labor market environment necessitated a review of the Schemes of service. It was becoming

evident that linear career path in which public servants started at the bottom of the career ladder, and gradually rose to senior positions was becoming the exception rather than the rule in many cases, especially with the highly talented. Subsequently, the Public Service Commission working closely with key stakeholders is developing career guidelines in place of Schemes of Service whose basic principle is to focus promotion on performance and productivity, rather than longevity in a grade.

b. **Succession Management Gaps:** Closing the succession management gaps and addressing stagnation is an on-going exercise. To facilitate progression the Commission, issued a circular to the service on "Review of Requirements for Promotion of Senior Officers in the Civil

Service" dated 11th March, 2020. In that Circular, the Commission suspended the requirements of the Strategic Leadership (SLDP) and Masters Degree as parameters for promotion to senior positions.

This policy directive is designed to allow for promotion of several officers who have stagnated due to the above requirements and hence boost morale and improve performance.

- c. **Employment on Contract:** For a long time, public servants have been engaged on permanent and pensionable terms, and in line with most career bureaucracies, employment was for life. The permanent and pensionable terms served the public service very well in the past as it came with many advantages, especially on prospects for career progression, retention of institutional memory and enabling of the organization to plan long term with staff.

However, emerging imperatives of human resource management which has among other things placed career management primarily in the hands of the employee, decision to stay or not to stay cannot solely be based on the aspect of being employed on permanent and pensionable terms. In addition being permanent and pensionable has seen creeping of complacency among public servants leading to lower performance and productivity.

Employment on contract takes into account the strategic value of the prospective employee before a contract is offered. It is expected to invigorate performance and improve productivity by ensuring that deliverables on employment are clearly spelt out in the contract. It will also enhance accountability and allow those who do not wish to stay in the public service to leave without losing their pension.

Trends in human resource recruitment shows that, by 2022, up to 75% of those entering the job market will be millennials, with 54% of the

millennials believing that they will have between 2-5 employers in their working life while another 25% saying they will have up to 6 employers in their working life. Attracting this highly talented group into the public service can therefore prove a big challenge. At one level, this challenge has been partially addressed by the introduction of the Public Service Superannuation Scheme, which takes effect from January, 2021. Young people wishing to join the public service can therefore join without fear of losing their pension, whenever they want to leave.

The Public Service Commission is aware that the public service cannot reach its full potential and contribute to national development without the right talent management strategies in place. Developing appropriate fit-for-purpose structures is one thing. Staffing the structures with the right people at every level and doing so in a cost-effective and timely manner for the entire public service is a mammoth task. Attracting the right people and placing them into the right positions goes beyond recruitment and calls for careful acquisition of talent. The human resource management reforms the Commission is implementing are aimed at ensuring that the public service not only has the right people in the right place at the right time, but also that, the people appointed to occupy those positions have suitable knowledge, skills and experience to deliver on their job responsibilities.

### 4.3 Pension Reforms

The Public Service Commission in collaboration with the National Treasury and the Ministry of Public Service and Gender Affairs, launched a programme to transform pensions processing in July 2019. The programme is being implemented in three phases. The first phase implemented in this reporting period 2019/2020 was about clearing the long standing backlog of payments. The second phase will focus on review and re-engineering of the existing processes, procedures and the legal framework and the third phase

on systems integration to ensure a seam-less transition to the pension payroll. The ultimate objective of the reform process is hence to ensure there is no break in the earning of the pensioner upon retirement from service.

Through the 100-day Rapid Results Initiative launched on July 25, 2019, the following achievements were recorded:

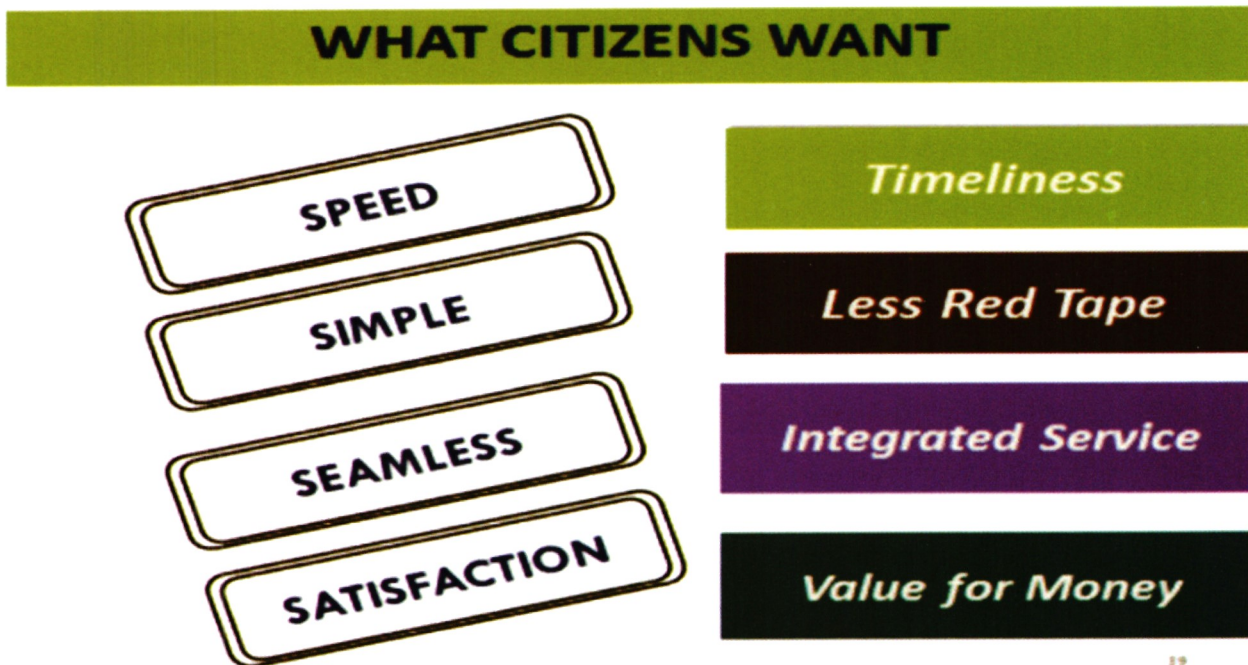
- i. Over 10,000 backlog cases dating back to 2008 had been processed and paid;
- ii. Over ksh.40 billion paid as lump sum in addition to almost an equivalent amount paid as monthly pension.

Beyond the clearing of the pension payment backlog, the Commission is working with the

National Treasury in re-engineering of the payment processes, creating a backward linkage with Ministries, Departments and Agencies and monitoring processing to ensure adherence to legal requirement that claims are processed and forwarded nine months before retirement date. In addition, the Commission is collaborating with key stakeholders in integration of human resource management systems namely Government Human Resource Information System (GHRIS), the Integrated Payroll and Personnel Database (IPPD) and the Pension Management System (PMS).

The ultimate objective is to make it possible for those retiring from the public service to experience a seamless transition from salary to pension without the delays being experienced currently.

**Figure 4-2: What Citizens Want**



## 4.4 Public Service Internship Program

The Public Service Internship Programme is planned, structured, and managed by the Commission to provide work experience for young university graduates for a period of twelve months. The internship is a practical programme to assist with the continuous development of workplace experience to enable young graduates transition in to the labor market.

Education is an essential link with the formal economy via the labour market. Research data shows that 5,341,182 or 38.9 percent of the 13,777,600 young Kenyans are jobless, further widening the gulf between the rich and the poor. Unemployment rate has risen so high that in every 10 young people, close to 4 are jobless with requisite qualifications. Without deliberate strategies, the situation may lead to youth being demoralized from pursuing university education or turn to criminal activities.

## 4.5 Leveraging on Information Technology

Traditionally, public service transformation considered digital and non-digital channels for enhancing service delivery, but Covid-19 means the latter is rapidly taking a backseat. Consequently, paper-based solutions and face-to-face services are increasingly becoming an exception at the Commission. There is instead an accelerated demand for digitized services that can be accessed remotely. The Commission is therefore focusing on the creation of seamless integration across complimentary services, Citizens Service Delivery Contact Center channels, and Artificial Intelligence profiling of interactions, such as automating applications for recruitment and selection.

In order to prepare for this new reality, the Commission has already upgraded its internet bandwidth from 50MBPS to 200MBPS in

readiness for increased on-line service delivery. Already 512,183 applications for various advertised vacancies have been online and 3,462 interviews were conducted, using mainly WebEx and Google Meet platforms.

The use of digital technologies is therefore an integrated part of our modernization and innovation strategies, aimed at creating public value through the engagement of a broad ecosystem of stakeholders and offers us a chance to better respond to citizen demands. Specifically, the Commission intends to increase access to public services through IT platforms by providing information and services as and where needed, particularly focusing more on the unserved and the underserved. The objective of this approach is

- i). To achieve transparency and accountability in public service delivery;
- ii). To improve the quality and effectiveness and efficiency of public service delivery; and
- iii). To require explicit service delivery obligations be met by service providers, and implement mechanisms to ensure performance and accountability.

Adoption of IT in service delivery and the 'Whole of Government Approach will enable the Commission to implement the "once only principle" which considers that citizens should only provide the same information once to the government, hence the need for collaboration with other agencies in this journey. Currently, citizens spend a lot of time giving information that already sits in a government institutional data-base. The basic information required when a person applies for birth certificates, identity cards, passports and related documents are basically the same. Sharing such information, will enable public institutions to reduce the time taken to collect and verify such information individually, thereby reducing the turn-around time for service delivery. Through the widespread adoption of the "once only principle" and progressive data exchange among public

sector institutions, the government will better understand citizens' needs and facilitate digitally enabled service delivery.

## 4.6 Need for Stakeholder Support and Participation

The Public Service Commission is adapting a Whole-of-Government approach in the implementation of the Transformation Agenda. The purpose of the whole-of-government approach is to create a culture that facilitates a shared vision between public service agencies both at the national and county government levels. Inter and intra-government coordination and cooperation is expected to strengthen the ability to deliver as one system rather than a collection of separate components. It will establish a unified effort between government agencies to maximize all available resources, personnel, funding, and equipment and supplies in a collaborative effort.

Specifically, the Commission has special requests to the two institutions which receive this report.

- a. **National Assembly:** Even though financial resources may not be the single most important factor that determines success of reforms, it is very important. Reduced budgetary allocation below the planned levels is a major contributor to delayed implementation. The centrality of public service contribution to national development should be reflected in government's investment in developing the sector.
- b. **The Presidency:** The support of the Center of Government - the institution or group of institutions that provide direct

support to the President in managing the government's top priorities, is crucial in the implementation of the whole-of-government approach in public service transformation initiatives. Its centrality to any reform being undertaken is because it is in charge of the following functions: 1. Strategic Management; 2. Coordinating policy design and implementation; 3. Monitoring and improving performance; 4. Managing the politics of policies; 5. Communicating results and accountability.

The ultimate objective of the Public Service Commission transformation agenda is about ensuring that the public service is efficient and effective, citizen focused and drives national development. The planned activities in FY 2019/2020 were about laying of the first building blocks to the envisaged transformation. The activities that were implemented comprised a range of programmes geared towards encouraging innovation in public service delivery, improving policies and services delivery to citizens.

Consequently, we are laying special emphasis on three critical pillars for success. One, human resource management, emphasizing on performance and productivity improvements, both at institutional and individual levels; second, clear linkages between our service delivery goals to citizens' are clearly articulated as a means of better achieving national development priorities. Lastly we are leveraging on IT to improve and ensure our service delivery initiatives are efficient and effective. Nevertheless, public service transformation is not an initiative for one or just a few institution; it is an effort that requires cross-sectoral collaborations and commitment of all public servants.

# APPENDICES

## Appendix I: Detailed Annual Work Plan for 2019/20FY

### PROGRAMME 1: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

#### PROGRAMME OUTCOME: IMPROVED SERVICE DELIVERY FOR ATTAINMENT OF NATIONAL DEVELOPMENT GOALS FY 2019/20

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget (Million)	MEANS OF VERIFICATION
			GOK	
1.	Implement the Job Evaluation Recommendations	Roll out the new grading structure	0.4	New 17 tier grading structure
2.	Implement the Framework for Career Management in the Public Service Training	Review Job designations for conversion	1.5	New Designation titles
3.	Job descriptions and Job Specifications rationalized	Rationalize Job descriptions and Job Specifications to align with the new grading structure	2.5	Career Progression guidelines New Job Descriptions and Specifications New Competency Requirements
4.	MDAs Trained	Conduct training on the framework for career management and the new grading structure	3.0	A report on Training
5.	Develop a framework for uniform norms and standards in HRM for the public service applicable to both levels of government in accordance with Article 235 of the Constitution	Develop policy on application of uniform norms and standards in HRM for the public service	1.5	Policy on Public Service Human Resource Management
6.	Public Service Human Resource Management Bill	Prepare Bill on framework of uniform norms and standards for the entire public service applicable to both levels of government	3.0	Bill on Public Service Human Resource Management

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget (Million)	MEANS OF VERIFICATION
			<b>GOK</b>	
7.	Capacity building and technical support to County Governments	Provide technical support to County Public Service officers in County Governments	10.9	Reports on technical support on HR matters
8.	Review MDAs organization structures and offices	Review organizational structures and establish posts in MDAs	1.5	Reports on approved organization structures and established offices
9.	Determine optimal staffing levels	Review staff establishment levels in MDAs	2.0	Reports on optimal staffing levels in MDAs
10.	Positions advertised and reports on appointments publicized	Advertise PSC positions through print and electronic media channels as well as through government administrative units	0.2	<ul style="list-style-type: none"> <li>• Adverts.</li> <li>• Emails</li> <li>• Newspapers</li> <li>• Correspondences</li> </ul>
11.	Recruited personnel in place	Undertake recruitment for the MDAs	0.2	Recruitment and Selection Reports
12.	Candidates recommended for appointment to various constitutional posts	Undertake recruitment for Constitutional Commissions and Independent Offices	2.2	Recruitment and Selection Reports
13.	Reviewed R&S processes implemented	Review and implement the recruitment and selection process	1.84	Reviewed R & S processes
14.	PWDs, minority and marginalized groups recruited	Identify, review and implement strategies for recruitment of PWDs, minority and marginalized groups	1.6	Recruitment and Selection Reports
15.	Proportionate employment opportunities	Review and implement the formula for availing employment opportunities in the civil service	1.1	Reports on recruitment and selection
16.	TVET institutions supported	Provide technical support for recruitment of TVETs institutions	0.2	Reports on recruitment for TVETs

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget (Million)	MEANS OF VERIFICATION
			GOK	
17.	Recruitment guidelines for public universities	Develop guidelines for recruitment of VCs & DVCs of public universities and Principals and Deputy Principals of Constituent Colleges	1.0	Approved recruitment and selection guidelines
18.	VCs and DVCs of public universities and Principals and Deputy Principals of Constituent Colleges appointed	Recruitment of VCs and DVCs for public universities and Principals and Deputy Principals of Constituent Colleges	0.4	Recruitment and Selection Reports
19.	Discipline manual	Review and disseminate the discipline manual	2.0	<ul style="list-style-type: none"> <li>• Discipline manual</li> <li>• Attendance register</li> </ul>
20.	Discipline and appeals cases determined	Determine discipline and appeals cases from MDAs	1.0	<ul style="list-style-type: none"> <li>• Decision letters</li> <li>• Board Reports</li> </ul>
21.	County appeals cases determined	Determine County Appeals cases	1.0	<ul style="list-style-type: none"> <li>• Decision letters</li> <li>• Board Reports</li> </ul>
22.	Human Resource Master Plan for the Public Service	Develop Human Resource Master Plan for the Public Service	3.0	Human Resource Master Plan
23.	Guidelines on employment on contract in the public service	Develop and disseminate guidelines on employment on contract in the public service	1.0	Guidelines on employment on contract
24.	Reviewed terms and conditions of service	Review of terms and conditions of service in the public service	0.5	Reports on terms and conditions of service
25.	Delegation Instruments and stakeholder engagement	Review of the delegation Instruments to SCAC, Ministries and MPSYGA	0.1	Revised delegation instruments
26.	Framework for accountability for HR practitioners in MDAs	Develop and disseminate framework for accountability for HR practitioners in MDAs	1.5	Accountability framework for HR practitioners Dissemination reports

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget (Million) GOK	MEANS OF VERIFICATION
27.	Framework for outsourcing Human Resources for Health	Develop and disseminate a framework for outsourcing Human Resources for Health services in public institutions	1.5	Framework for outsourcing HR for Health
28.	MDAs and county governments supported	Capacity building and technical support on HR matters, to MDAs at national and county governments	5.0	<ul style="list-style-type: none"> <li>• Reports on MDAs and County governments supported</li> <li>• Attendance register</li> </ul>
29.	Public Service Excellence Awards (PSEA)	Conduct Public Service Excellence Awards (PSEA) nomination process	5.0	<ul style="list-style-type: none"> <li>• PSEA Report</li> <li>• Awards</li> <li>• Certificates</li> </ul>
30.	Public Service Training policy statement	Formulate and issue an annual training policy statement	0.1	<ul style="list-style-type: none"> <li>• Annual training circular</li> <li>• Policy statement</li> </ul>
31.	Approved training projections for MDAs	Receive and analyze annual training plans from MDAs	0.1	<ul style="list-style-type: none"> <li>• Training projections reports</li> <li>• Training returns</li> </ul>
32.	Interns recruited and placed	Recruitment and Placement of Interns in MDAs	10.2	Recruitment and Selection reports
33.	Interns inducted	Induction of interns in MDAs	6.0	<ul style="list-style-type: none"> <li>• Induction programme reports</li> <li>• Attendance register</li> </ul>
34.	Stipend paid	Payment of stipend for Interns	1,000	Payroll
35.	Mentors and Supervisors trained	Training of Mentors and Supervisors	6.0	Training reports
36.	Internship Management System	Develop an Internship Management System	6.2	Functional IMS
37.	Reviewed policy on internship programme	Review of policy on Internship for the public service	2.0	Internship Policy
38.	M&E Reports	Monitoring and Evaluation	6.0	M&E Reports

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget (Million)	MEANS OF VERIFICATION
			<b>GOK</b>	
39.	Training impact assessment Framework	Develop a framework for training impact assessment	1.26	Framework for TIA document
40.	Training impact assessment report	Undertake training impact assessment of learning and training	1.0	TIA report
41.	Training programmes for the public service	Develop and implement an e- learning and other training programmes for the public service in collaboration with KSG	4.1	<ul style="list-style-type: none"> <li>• MoU's</li> <li>• Reports</li> <li>• Curriculum</li> <li>• e-learning training platform</li> </ul>
42.	Promotional examinations results	Manage administration of promotional examinations	7.0	<ul style="list-style-type: none"> <li>• Report on administered examinations</li> <li>• Kenya gazette publication</li> <li>• Certificates</li> </ul>
43.	Curriculum for Commission examinations reviewed and disseminated	Review and disseminate examination syllabus for Commission examinations	5.0	<ul style="list-style-type: none"> <li>• Reviewed curriculum</li> <li>• Dissemination report</li> </ul>
44.	Induction programmes for public servants	Develop induction programmes for public servants	2.0	Induction programmes for different public service cadres in the
45.	International institutions engagement/capacity building support	Establish linkages and exchange programmes with international institutions through capacity building proposals for their support	0.2	<ul style="list-style-type: none"> <li>• Reports on supported programmes</li> <li>• Proposals</li> </ul>

PROGRAMME 2: GOVERNANCE AND NATIONAL VALUES

PROGRAMME OUTCOME: GOOD GOVERNANCE, EFFICIENCY AND EFFECTIVENESS IN THE PUBLIC SERVICE

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget GOK	Means of Verification
46.	MDAs audited	Undertake annual compliance audit for State Departments	5.2	Compliance audit Reports, Management letters
47.	State Departments' payrolls audited	Undertake payroll audit in State Departments	1.50	Audit Reports
48.	MDAs' investigated	Undertake ad hoc investigations in MDAs	0.5	Investigation reports Board Papers
49.	A framework for compliance Audit, Investigation, Monitoring and Evaluation	Develop a framework for compliance Audit, Investigation, Monitoring and Evaluation in line with the legal and policy framework	4.0	Manual
		Train officers from Ministries, Departments and Agencies.	4.0	Attendance Registers, Training Reports
50.	MDAs Compliance with HR, Administrative and organizational policies	Monitor MDAs on compliance with HR, Administrative and organizational policies	1.8	<ul style="list-style-type: none"> <li>Quarterly Monitoring Reports</li> <li>Board Resolutions</li> </ul>
51.	Citizen Service Satisfaction level	Conduct a survey to establish citizen satisfaction levels	11.0	Citizen Service Satisfaction Report
52.	MDAs assessed	Conduct an Evaluation of the effectiveness of selected HR policies in MDAs	2.0	<ul style="list-style-type: none"> <li>Evaluation Report</li> <li>Board Resolution</li> </ul>

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget GOK	Means of Verification
53.	Promotional programmes on the Constitutional Values and Principles	Prepare and implement promotional programmes on the Constitutional Values and Principles	2.0	Programmes on the values and principles
54.	Report on compliance with constitutional values and principles	Prepare and Submit the evaluation report to the President and Parliament.	8.3	Compliance report
		Disseminate the report to public	1.5	No. of Reports printed
55.	Translated/transcribed annual values & principles report	Translate the annual values and principles report into braille and/or Kiswahili languages	2.0	Dissemination report
56.	Citizen service delivery standards	Develop the citizen service delivery standards	2.0	Citizen service delivery standards
57.	Annual Conference on Governance in the Public Service	Hold an annual conference on governance of the public service	3.0	<ul style="list-style-type: none"> <li>• Conference Report</li> <li>• Attendance Register</li> <li>• Conference resolutions</li> </ul>
58.	MDAs trained on the Financial Disclosures	Train officers in MDAs on administration of financial disclosures	1.6	Attendance Register
59.	MDAs submitted financial disclosures	Administer financial disclosures to officers in the service	0.2	<ul style="list-style-type: none"> <li>• Declaration forms</li> <li>• Compliance status report</li> </ul>
60.	Digitalize Financial Disclosure records	Establish a digital records management system for financial disclosure records for archiving	4.7	Digital Registry Records

PROGRAMME NAME 3: PERFORMANCE AND PRODUCTIVITY MANAGEMENT

PROGRAMME OUTCOME: EFFICIENT AND EFFECTIVE SERVICE DELIVERY TO THE PUBLIC

S/NO	PROJECTED OUTPUT	ACTIVITIES	Approved Budget GOK	Means of Verification
61.	Status report and recommendations	Undertake business process review in the MDAs delivering Big Four Agenda and other identified MDAs and make recommendations for improvement	1.0	Report on: <ul style="list-style-type: none"> <li>Reviewed processes in MDAs</li> <li>Rapid Results Initiaves</li> </ul>
62.	Performance management policy framework	Review and disseminate policy framework for performance management	1.5	<ul style="list-style-type: none"> <li>Performance Management Framework</li> <li>Training reports</li> </ul>
63.	Public Service Reforms and Transformation strategy	Develop and implement a Public Service Reforms and Transformation strategy	1.2	Public Service Reforms and Transformation strategy
64.	Service delivery improvement programmes	Develop and implement Service delivery improvement programmes	2.5	Service delivery improvement programmes report
65.	No. of reform initiatives adopted/ implemented	Undertake research for innovative, efficient and effective service delivery	1.0	Research findings and recommendations report
66.	Presidential rewards and recognition system	Establish and implement an institutional Presidential rewards and recognition system for improved service	1.5	Presidential rewards and recognition policy

## Appendix-II: Placement of Interns in Public Institutions for FY2019/20

Category	Public Institutions	Total No. Of interns	Female	Male
Constitutional Commissions and Independent Offices	Commission On Administrative Justice	3	3	
	Commission On Revenue Allocation	5	4	1
	National Gender And Equality Commission	8	5	3
	National Police Service Commission	9	4	5
	Public Service Commission	64	28	36
	Salaries & Remuneration Commission	1		1
<b>Total</b>		<b>90</b>		<b>46</b>
Ministries and State Departments	Attorney General Department Of Justice	16	11	5
	Broadcasting And Telecommunication	269	156	113
	Cabinet Affairs Office	13	5	8
	Cooperatives	23	13	10
	Correctional Services	69	29	40
	Crop Development And Agricultural Research	88	26	62
	Culture And Heritage	67	40	27
	Defence	1	1	
	Devolution and Development Of The ASALS	44	21	23
	Early Learning And Basic Education	222	93	129
	East African Community And Regional Development	74	37	37
	Energy	32	10	22
	Environment & Forestry	46	23	23
	Fisheries And Aquaculture And The Blue Economy	40	18	22
	Foreign Affairs	71	44	27
	Government Chemist	6	1	5
	Health	213	90	123
	Housing And Urban Development	56	13	43
	ICT & Innovation	44	16	28
	ICT Authority	60	21	39
Industrialization	44	21	23	
Infrastructure	82	30	52	

Category	Public Institutions	Total No. Of interns	Female	Male
	Insurance Regulatory Authority	7	5	2
	Interior and Citizen Services	217	117	100
	Interior and Co-ordination	122	62	60
	Irrigation	35	12	23
	Labour	113	56	57
	Lands And Physical Planning	94	35	59
	Livestock	193	77	116
	Mining	67	21	46
	National Treasury	82	44	38
	National Youth Service	165	61	104
	Office Of The Deputy President	14	6	8
	Petroleum	14	5	9
	Planning	24	8	16
	Public Service and Gender Affairs	35	23	12
	Public Works	58	24	34
	Shipping And Maritime Service	19	11	8
	Social Protection, Pensions & Senior Citizens Affairs	111	53	58
	Sports	23	9	14
	State House	21	8	13
	State Law Office	8	7	1
	The National Treasury	1	1	
	Tourism	33	16	17
	Trade	36	19	17
	Transport	15	7	8
	Water & Sanitation	49	17	32
	Youth Affairs	15	8	7
<b>Total</b>		<b>3,151</b>	<b>1,431</b>	<b>1,720</b>
Paratats	Agricultural Development Corporation	3	2	1
	Agriculture And Food Authority	3	1	2
	Anti Doping Agency	4	4	
	Anti-FGM Board	10	4	6
	Athi Water Works	3	2	1
	Bomas Of Kenya	2	2	
	Brand Kenya	1		1

Category	Public Institutions	Total No. Of interns	Female	Male
	Capital Market Authority	18	7	11
	CEMASTEK	11	7	4
	Coast Development Authority	13	8	5
	Commodities Fund	20	7	13
	Competition Authority Of Kenya	5	2	3
	Council Of Legal Education	2		2
	Engineers Board Of Kenya	5	2	3
	Ewaso Ng'iro North Development Authority	14	6	8
	Ewaso Nyiro South Development Authority	13	5	8
	Export Processing Zones Authority	6		6
	Export Promotion Council	9	3	6
	Industrial And Commercial Development Corporation	2	1	1
	KEMSA	14	8	6
	Kenya Academy of Sports	14	8	6
	Kenya Accountants and Secretaries National Examination Board	14	5	9
	Kenya Agricultural and Livestock Research Organization	9	5	4
	Kenya Airports Authority	2	2	
	Kenya Broadcasting Corporation	34	18	16
	Kenya Bureau Of Standards	8	6	2
	Kenya Civil Aviation Authority	2	1	1
	Kenya Copyright Board	14	8	6
	Kenya Dairy Board	5	2	3
	Kenya Education Management Institute	6	1	5
	Kenya Electricity Transmission Company Limited	28	12	16
	Kenya Export Promotion Branding Agency	2		2
	Kenya Ferry Services Ltd.	4	1	3
	Kenya Forest Service	100	49	51
	Kenya Forestry Research Institute	2		2
	Kenya Girl Guide Association	3	3	
	Kenya Health Inspectorate	4	3	1
	Kenya Industrial Property Institute	6	2	4
	Kenya Institute Of Curriculum Development	25	9	16
	Kenya Institute Of Mass Comm.	12	6	6

Category	Public Institutions	Total No. Of interns	Female	Male
	Kenya Institute Of Special Education	3	2	1
	Kenya Investment Authority	18	9	9
	Kenya Law Reforms Commission	6	2	4
	Kenya Marine And Fisheries Research Institute	7	5	2
	Kenya Maritime Authority	24	11	13
	Kenya Meat Commission	28	15	13
	Kenya Medical Research Institute	12	6	6
	Kenya Medical Training College	27	10	17
	Kenya National Bureau Of Statistics	17	10	7
	Kenya National Highway Authority	30	11	19
	Kenya National Shipping Line	1		1
	Kenya National Trading Corporation Ltd.	4	3	1
	Kenya Plant Health Inspectorate Services	17	8	9
	Kenya Ports Authority	6	1	5
	Kenya Power And Lighting Company	38	14	24
	Kenya Prisons Service	66	30	36
	Kenya Rural Roads Authority	4		4
	Kenya Safari Lodges & Hotels	5	5	
	Kenya School Of Adventure And Leadership	1		1
	Kenya School Of Government	47	23	24
	Kenya School Of Law	13	6	7
	Kenya Technopolies Development Authority	2		2
	Kenya Tourism Board	3	2	1
	Kenya Trade Network Agency	14	6	8
	Kenya Tsetse & Trypanosomiasis Eradication Council	2		2
	Kenya Universities And Colleges Central Placement Service	5	2	3
	Kenya Universities Fund	1	1	
	Kenya Urban Roads Authority	13	4	9
	Kenya Utalii College	16	8	8
	Kenya Veterinary Board	3	1	2
	Kenya Veterinary Vaccine Production Institute	12	6	6
	Kenya Water Institute	21	8	13
	Kenya Water Towers Agency	8	3	5

Category	Public Institutions	Total No. Of interns	Female	Male
	Kenya Wildlife Service	39	21	18
	Kenya plant Health Inspectorate Service	4	2	2
	Kenyatta National Hospital	1		1
	Kerio Valley Development Authority	7	4	3
	Kessulo	1	1	
	Lake Basin Development Authority	32	13	19
	Lake Victoria North Water Works Development Agency	10	2	8
	Lake Victoria South Water Development Agency	2	1	1
	Lake Victoria South Water Works Development Agency	5	2	3
	Moi Teaching & Referral Hospital	14	8	6
	Nairobi Center For International Arbitration	4	1	3
	National Aids Control Council	8	3	5
	National Bio Safety Authority	7	2	5
	National Centre For International Arbitration	6	3	3
	National Commission For Science Technology And Innovation	14	6	8
	National Construction Authority	51	11	40
	National Council For People With Disabilities	73	27	46
	National Council For Population & Development	12	6	6
	National Crime Research Centre	14	5	9
	National Employment Authority	9	5	4
	National Environment Management Authority	66	30	36
	National Environment Trust Fund	2	2	
	National Government Constituency Development Fund	2	1	1
	National Hospital Insurance Fund	44	19	25
	National Irrigation Board	6	3	3
	National Museums Of Kenya	125	56	69
	National Oil Corporation Of Kenya	1		1
	National Quality Control Laboratories	11	6	5
	National Research Fund	5	2	3
	National Water Harvesting And Storage Authority	10	5	5
	New KCC	10	2	8

Category	Public Institutions	Total No. Of interns	Female	Male
	Northern Water Works Development Agency	2		2
	Nyayo Tea Zone Development Corporation	29	12	17
	Othaya National Teaching And Referral Hospital	6	2	4
	Pest Control Products Board	8	3	5
	Post Bank	1		1
	Post Training And Skills Development	6	3	3
	Postal Corporation Of Kenya	23	10	13
	President's Award Kenya	12	9	3
	Public Procurement Regulatory Authority	13	7	6
	Retirement Benefits Authority	8	3	5
	Rift Valley Institute Of Science And Technology	5	1	4
	Rural Electrification And Renewable Energy Corporation	26	11	15
	South Nyanza Sugar Company Limited	8		8
	Sports Kenya	8	4	4
	Strategic Food Reserve Trust Fund	1		1
	Tana Water Works Development Agency	2	1	1
	Tarda Headquarters	1		1
	Tourism Fund	2	1	1
	Unclaimed Financial Assets Authority	19	11	8
	University Education And Research	8	3	5
	Uwezo Fund	14	8	6
	Uwezo Fund Oversight Board	166	61	105
	Vocational And Technical Training	6	3	3
	Water Resources Authority	16	8	8
	Water Sector Trust Fund	4	1	3
	Water Service Regulatory Board	12	3	9
	Wildlife	21	11	10
<b>Total</b>		<b>1,948</b>	<b>849</b>	<b>1,099</b>
Public Universities	Bomet University College	1		1
	Dedan Kimathi University Of Science & Technology	70	16	54
	Egerton University	6	3	3
	Jomo Kenyatta University of Agriculture and Technology	26	7	19
	Karatina University	16	10	6

Category	Public Institutions	Total No. Of interns	Female	Male
	Kirinyaga University	3	1	2
	Kisii University	19	8	11
	Maseno University	1	1	
	Masinde Muliro University	2		2
	Meru University Of Science And Technology	32	9	23
	Moi University	5	2	3
	Multimedia University Of Kenya	23	7	16
	Murang'a University	4		4
	Pwani University	31	8	23
	South Eastern Kenya University	1		1
	Technical University Of Kenya	5		5
	The University of Nairobi	59	27	32
	University Of Eldoret	23	7	16
	University Of Embu	13	5	8
<b>Total</b>		<b>340</b>	<b>111</b>	<b>229</b>
Statutory Commissions and Authorities	Independent Policing Oversight Authority	24	8	16
	Inter-Governmental Relation Technical Committee	7	3	4
<b>Total</b>		<b>31</b>	<b>11</b>	<b>20</b>
<b>Grand Total</b>		<b>5,560</b>	<b>2,446</b>	<b>3,114</b>

## Appendix III Schedule of Parliamentary Questions Raised by Senate Standing Committee on Labour and Social Welfare and Commission's Response

S/ No	The Committee of Parliament	The Issue	The Commission's response
1	The Senate Standing Committee on Labour and Social Welfare.	<p>In a letter ref SEN/ SCLSW/2019/51 dated 8th October 2019, the Committee sought a comprehensive report on:</p> <p>a. The status of the pension plans for county government officers who were seconded from national government for functions which were devolved;</p> <p>b. Whether the pension of seconded officers falls under the national or county government.</p>	<p>There are two categories of staff seconded to the county governments. For each category, the pension status is different as shown below:</p> <p>a. Employees of the defunct Local Government.</p> <p>This category of staff retained their former pension arrangements under the existing pension schemes of Local Authorities, Pension Trust (LAP TRUST) and Local Authorities Provident Fund (LAP FUND).</p> <p>The two schemes were closed to new members in 2010 by the National Treasury</p> <p>b. Central government officers who were performing functions which were devolved.</p> <ul style="list-style-type: none"> <li>• The pension for this category of officers is retained in the National Government Pension Scheme.</li> <li>• It is being managed by the National Treasury until such time that the county government pension scheme is operationalized.</li> </ul> <p>c. There is urgent need for Parliament to expedite the enactment of the County Public Pension Scheme</p>

S/ No	The Committee of Parliament	The Issue	The Commission's response
2.	The Senate Standing Committee on Labour and Social Welfare.	In a letter ref SEN/ SCLSW/2019/51 dated 8th October 2019 the Committee sought a comprehensive report on regarding a pronouncement that effective 1st July 2019, government will hire public servants on contract as opposed to permanent and pensionable terms	<ul style="list-style-type: none"> <li>• The shift in policy was necessitated by the need to ensure efficiency and effectiveness of the public service.</li> <li>• The changing dynamics in public service operations call for adoption of new ways to manage human resource which facilitates attraction and retention of the right skills.</li> <li>• The new approach is intended to promote performance and productivity improvement goals which underpin the reform agenda.</li> <li>• The employment on contract model provides flexible terms which allow for retention of performing employees and disengagement of non-performing individuals and is consistent with the employment flexibility concerns of the youthful sector in the labor market.</li> <li>• Comprehensive guidelines on contract employment are being developed by the Commission.</li> </ul>
3.	The Senate Standing Committee on Labour and Social Welfare.	In a letter ref SEN/ SCLSW/2019/71 dated 29th October 2019 the Committee raised an issue regarding clearances required in order to access employment in the public service. The requirements include clearance from various agencies such as Higher Education Loans Board, Credit reference Bureau, Kenya revenue Authority, Ethics and Anti-Corruption Commission	<ul style="list-style-type: none"> <li>• The Commission does not generally have a mandatory condition for applicants to acquire the stated clearances.</li> <li>• However, there are positions whose nature as per the law requires applicants to obtain clearances. Where the requirement is applicable it is usually stated in the advertisement. This is for the purpose of complying with Chapter Six of the Constitution on leadership and integrity, and, the Leadership and Integrity Act, 2012.</li> </ul>

S/ No	The Committee of Parliament	The Issue	The Commission's response
4.	The Senate Standing Committee on Labour and Social Welfare.	<p>In a letter dated ref SEN/SCLSW/2020/13 Dated 28th May 2020 the Committee sought information on mass recruitment of health workers by the Public Service Commission. In particular the Commission was required to:</p> <p>a. Explain the rationale and circumstances behind the decision by the Public Service Commission and the ministry of health to recruit health workers on behalf of county governments.</p>	<p>The Commission's involvement in the recruitment of the health workers, who would be domiciled in the counties was as a result of a Summit resolution in a meeting held on 4th March 2019 at Sagana Lodge.</p> <p>The resolution, which was a result of a joint proposal by the Ministry of Health and the Council of Governors was to address emerging issues in the health sector.</p> <p>The Commission was required to among other things</p> <p>a. Provide support in the rolling out of the Universal Health Coverage programme by the Ministry of health.</p> <p>b. Support COVID 19 emergency response.</p> <p>c. Avail its online recruitment platform for receipt of applications which were later channelled to respective counties. Use of the online platform was for purposes of fast tracking the process.</p>
		<p>d. Provide measures put in place to mitigate the risk of conflict of interest and fragmented chain of command that may be brought about by the national recruitment of health workers who are domiciled at the county level</p>	<p>There will be no conflict of interest.</p> <ul style="list-style-type: none"> <li>For the majority of the counties the Commissions role was limited to receiving applications, sorting them and forwarding to the respective counties</li> <li>With the exception Nairobi Metropolitan Services, Baringo County, Kirinyaga County, Kitui County, Lamu County and Mombasa County which did not have fully constituted County Public Service Boards, the shortlisting, interview and appointment of the health workers was done by the respective County Public Service Boards</li> <li>Even for the counties where the Commission conducted the shortlisting and interviews, the understanding was that these were county employees. They would report to the county and not national government. The Commission only stepped in because the country just like the rest of the world was facing was facing the COVID 19 pandemic and urgent mitigating measures had to be taken.</li> </ul>

S/ No	The Committee of Parliament	The Issue	The Commission's response
		e. Provide the rationale behind the differentiation of the 719 vacancies advertised for Nairobi Metropolitan Services, Baringo, Kirinyaga, Kitui, Lamu and Mombasa Counties versus the 5,089 vacancies advertised in "other counties"	<ul style="list-style-type: none"> <li>• The specified counties did not have operational County Public Service Boards yet there was an urgent need to bring in health personnel to bridge the identified gaps in the face of COVID 19.</li> <li>• The respective counties requested the Commission to undertake the recruitment on their behalf.</li> <li>• However, for the Nairobi Metropolitan Service, this was within the mandate of the Commission following the transfer of the health function to the national government.</li> </ul>
		f. Provide clarification on the status of the recruitment in Homa Bay County including details of the alleged halting of the recruitment process in the county by the Public Service Commission.	<ul style="list-style-type: none"> <li>• The Commission was initially required to recruit for Homa Bay County.</li> <li>• The County subsequently wrote to advise that they had constituted a County Public Service Board.</li> <li>• The Commission forwarded the data on the applicants who had indicated Homa Bay as their county of preference to Homa Bay.</li> </ul>
		g. Provide details of the contractual terms and conditions envisaged under the recruitment.	<ul style="list-style-type: none"> <li>• It was agreed between the ministry and the counties that the health workers would be employed for an initial period of three years.</li> <li>• The agreed consolidated salary for diploma and certificate holders is 50, 000 and 40, 000 respectively</li> <li>• Those employed under the program are eligible to a gratuity of 31% at the end of the contract period.</li> <li>• The program and the terms of service may be reviewed at the end of the current contract period.</li> </ul>

S/ No	The Committee of Parliament	The Issue	The Commission's response
		h. Provide long term sustainability plan for addressing Human resource for health beyond the stipulated contractual period in the advertised recruitment	UHC is a long-term program and government target to progressively increase human resource at all levels.

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