



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION
COMMISSION HOUSE

PUBLIC SERVICE COMMISSION

ANNUAL REPORT

2013/2014





PUBLIC SERVICE COMMISSION

ANNUAL REPORT

FOR THE FINANCIAL YEAR 2013/2014

*Prepared and issued in accordance with Article 154 (1) of the Constitution and
Section 28 of The Public Service Commission Act, 2012*

Vision

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

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Mission

To transform the Public Service to become professional, efficient and effective for the realization of national development goals.

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Paper Land
by leader of
Parliament
for
Public Service
Commission
on Wednesday
17/3/2015
[Signature]

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LIST OF ABBREVIATIONS AND ACRONYMS

ACP	African Caribbean and Pacific Countries
BSC	Balanced Score Card
CBA	Collective Bargaining Agreement
CBS	Chief of Burning spear
CID	Criminal Investigation Department
CMC	Cooper Motors Corporation
CPA (K)	Certified Public Accountants Kenya
CPS (K)	Certified Public Secretary Kenya
CPSBs	County Public Service Boards
IFMIS	Integrated Financial Management Information System
EA	East Africa
ERP	Enterprise Resource Planning
EU	European Union
HR	Human Resource
HSC	Head of State Commendation
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information Communication Technology
IEC	Information Education Communication
ITSA	Institute of Trade Standards Administration
KAPAM	Kenya Association for Public Administration and Management
KEMRI	Kenya Medical Research Institute
KENAO	Kenya National Audit Office
KIM	Kenya Institute of Management
KSG	Kenya School of Government
MBA	Masters in Business Administration
MEd	Master of Education
MTPII	Medium Term Plan II
NHIF	National Hospital Insurance Fund
NYS	National Youth Service
OGW	Order of Grand Warrior
PMG	Pay Master General
POEA	Procurement Oversight and Evaluation Authority
PSB	Preliminary Selection Board
PSC	Public Service Commission
PWD	Persons With Disability
UK	United Kingdom
USA	United States of America

PSC MEMBERS AS AT JUNE 30TH 2013



Prof. Margaret Kobia, PhD, CBS
Chairperson



Amb. Peter O. Ole Nkuraiya, CBS
Vice Chairperson



Dr. Judith Bwonya,
Member



Catherine R. Omweno,
Member



Prof. Michael N.I.
Lokuruka PhD,
Member



Veronica Birgen,
Member



Patrick G. Gichohi, CBS
Member



Titus M. Ndambuki,
CBS
Member



Lawrence Nyalle,
Member



Alice A. Otwala, CBS,
Secretary/CEO

Message from the Chairperson of PSC



On behalf of Public Service Commission (PSC). I am pleased to present the Commission's 2013/2014 Annual Report. This report has been prepared in fulfillment of Article 254(1) of the Constitution which requires each independent Commission to prepare and submit a report on its operations and activities at the end of each financial year to H.E the President and the Parliament.

The Report outlines the work and the achievements of the Commission during the period between 1st July 2013 and 30th June 2014.

During the period under review, the Commission endeavoured to deliver on its mandate in accordance with existing rules and regulations and as stipulated under Article 232 of the Constitution of Kenya by providing a competent human resource, promoting good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service.

As envisaged in the Constitution, a dynamic and multi-skilled Public Service that is professionally managed is essential for the delivery of quality services to the citizens and to the achievement of National Goals and Vision 2030. The Commission has put in place strategies and programmes for development of skills and competencies and issued policies and guidelines on human resource management to ensure that Public Service functions are carried out with the highest professional standards in order to achieve the transformation that is required to fulfill this vision. These strategies are outlined in the Commission's Strategic Plan (2013 – 2018) which sets out the strategic direction of the Commission for the next five years.

To ensure effectiveness and efficiency in the County Public Service Boards the Commission inducted the members on matters of human resource management and also provided them with the necessary technical support. During the period under review the Commission recruited two hundred and forty six (246) persons into the service and promoted eight thousand five hundred and sixty (8560) persons to various positions in different state departments and also established offices in the Executive Office of the President and the National Youth Service. In addition, the Commission empowered the authorized officers in management

of human resource by expanding the scope of delegated powers and functions from job groups L to P.

I take this opportunity to thank the PSC members, the secretariat and those involved in PSC subcommittees and working groups for the support they have provided to enable PSC deliver on its mandate. Continued efforts will further fast track execution of its mandate and achieve a multi-skilled Public Service that is professionally managed to deliver quality services to the citizens and facilitate achievement of the national development goals and Vision 2030.

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

Foreword by the Secretary /CEO PSC



The PSC achieved great milestones in the decisions it made and through the policies and guidelines that it issued to the Public Service during the year under review. This was characterised by embracing and implementing the government reform initiatives and delivery on core PSC statutory functions.

The expertise of the members enabled the Commission to recommend changes in policy direction to the government in view of prevailing and prospective management circumstances and trends. The Commission also had an opportunity to assess whether its current mandate, activities and policies guiding its operations are delivering targeted performance and results.

In compliance with its mandate as provided in the Constitution the Commission put in place modalities to ensure that equal opportunities were afforded for appointments, training and advancement to men, women and Persons living with disabilities (PWDs), and that the issue of ethnic balance was observed.

Further, the Commission restructured its Secretariat into the office of the secretary and five technical directorates were formed for effective discharge of the Commission's expanded mandate. The Commission supported the implementation of the ministries' and state departments' Strategic plans by ensuring that qualified persons were appointed in accordance with the requests of various government departments and agencies. The appointed staff were deployed to operational departments as well as various flagship projects in Ministries and Departments. This contributed greatly to improved service delivery.

Mrs. Alice A. Otwala, CBS
Secretary/Chief Executive Officer

Executive Summary

This is the annual report of the Public Service Commission(PSC) for the financial year 2013/14. The report outlines the activities and achievements of PSC from 1st July 2013 upto 30th June 2014. The Annual Report remains a major tool for PSC to disseminate information to stakeholders on its annual activities. The Commission, under Article 254(1) of the Constitution is required to prepare and submit a report on its operations and activities to the President and Parliament at the end of each financial year. It is in compliance with this requirement, that the Commission has prepared this report. The Annual Report 2013/14, which is the third since the promulgation of the Constitution highlights the Commission's mandate, establishment, funding, achievements, challenges and the way forward.

This report is divided into five chapters. Chapter one gives the background information of the Commission, vision, mission and functions. Chapter two gives the financial statements for the 2013/14 Financial Year while chapter three covers the performance of the Commission on its mandate. Chapter four outlines the milestones and challenges while chapter five provides the way forward.

The mandate of the Commission is set out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution of Kenya. It entails provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service as underpinned in Article 232.

The Commission is financed under Vote 207 of the Budget Estimates of Expenditure of the Republic of Kenya. During the year under review, the Commission was allocated a total of Kshs. 882 million of which Kshs. 675 million was for recurrent expenditure and Kshs. 207 million was for development expenditure. The funds were utilized on various programmes and activities under the mandate of the Commission during the year.

During the year under review, the Commission appointed 246 persons to the public service of which 141 (57%) were male and 105 (43%) were female. A total of 8,560 officers from various cadres were also promoted in several ministries. Three thousand nine hundred and fifty (46%) were male while four thousand six hundred and ten (54%) were female. Three male officers and one female officer were persons with disabilities.

In line with the provisions of Part IV of the Public Officer Ethics Act, 2003, which requires every public officer to submit a declaration of his income, assets and liabilities, the Commission administered Declaration of Income, Assets and

Liabilities to 195,654 officers out of the expected 317,724 officers translating to a compliance rate of 87%. A total of 28,070 officers did not comply. The variance of about 94,000, is as a result of the secondment of officers to the county public service during the transition to devolved government and whose declaration returns had not been received by the time the returns were compiled.

The Commission also developed and issued various policies and guidelines on human resource management to ensure efficiency and effectiveness of the Public Service, held consultative meetings with County Public Service Boards and hosted foreign Public Service Commissions for benchmarking purposes and sharing of experiences. The Commission facilitated the appointment of Chairpersons and Members of the Kenya Law Reform Commission and the Universal Service Advisory Council in the Ministry of Information, Communication and Technology. During the period under review the Commission received, compiled and analysed information on Training and Manpower Development for over four thousand officers who were sponsored for various training programmes in the service including postgraduate courses aimed at equipping them with the requisite skills and competencies.

The Fourth Schedule of the Constitution mandates the National Government to provide capacity building and technical assistance to the counties to facilitate devolution. In line with this provision, the Commission in collaboration with the Ministry of Devolution and Planning, the Transition Authority and other agencies facilitated County Governments through development of guidelines on management of human resource and sensitization of County Public Service Boards on matters relating to their mandate. In addition, the Commission seconded a total of 446 and 60,695 officers from various cadres to the Transition Authority and the County Governments to help operationalize the county governments.

In the discharge of its mandate, the Commission faced a number of challenges key among them being delay in the enactment of the Revised Public Service Commission Act and legislation to institutionalize and operationalize values and principles stipulated in Articles 10 and 232 and inadequate funding for its programmes.

In line with the Constitution, the Commission is expected to transform the public service for efficient and effective service delivery. Going forward, the Commission will continue to play an oversight role in human resource management in the public service by, progressively developing, reviewing and issuing human resource management policies, regulations and guidelines to the service; empowering the authorized officers to enable them manage the human resource functions in a

more efficient and effective manner; implementing an elaborate monitoring and evaluation framework that will provide feedback on the implementation of the human resource functions in the public service.

The Commission will also adopt a multifaceted approach in the promotion of values and principles in the public service and will engage institutions of learning with a view to having values and principles integrated in their respective curricula. In the spirit of cooperation, collaboration and consultation, the Commission will provide further technical support to the CPSBs by organizing exchange programmes.

In the discharge of its mandate, the Commission will continue to work closely with government ministries, state departments, agencies and other key stakeholders to address emerging challenges in an effort to meet the expectations of Kenyans.

Working Methods and Strategies of the PSC

The Commission conducts its business through seven committees. Each of these committees have specific terms of reference. In addition, adhoc committees are formed to deal with specific issues as and when the need arises. During the year under review, the Committees held meetings to deliberate and make recommendations on human resource issues relating to its mandate. The respective terms of reference of the committees of the Commission are as follows:

(i) Finance, Planning and General Purpose

- a. Making proposals on strategic direction of the Commission;
- b. Providing guidance on implementation and sustainability of the ISO 2008:9001 certification process;
- c. Making proposals on re-structuring and staffing of the Commission secretariat;
- d. Monitoring implementation of the Commission's strategic plan;
- e. Analysing quarterly reports on implementation of the strategic plan and performance contract;
- f. Analysing the budget proposals for the commission; and
- g. Proposing modalities for collaboration and cooperation between the Commission and other Public Service Commissions in the region and other bodies.

The Committee held a total of five (5) meetings during the year under review.

(ii) Audit, Governance and ICT

- a. Propose guidelines for carrying out investigation;
- b. Propose monitoring and evaluation framework for discharge of the Human Resource function;
- c. Propose guidelines for examining the organization efficiency and effectiveness;
- d. Analyze investigation, monitoring and evaluation reports and any other relevant documents before presentation to the Commission;

- e. Make appropriate recommendations emanating from the reports in e above to facilitate decision making;
- f. Initiate review of the existing human resource audit manuals for the service;
- g. Make proposals on improvement in the discharge of delegated powers;
- h. Make proposals on automating the Commission's operations;
- i. Develop mechanisms for evaluating the adequacy of Human Resource Management Procedures with regard to issues relating to risk management, control and governance;
- j. Develop policy proposals of embracing ICT in the discharge of Commission's mandate;
- k. Identify, evaluate and propose modalities of mitigation of risks in the discharge of human resource functions;
- l. Develop a Risk Management Policy framework, and
- m. Address any other matter relating to the functions.

The Committee held a total of nine (9) meetings during the year under review.

(iii) Capacity and Capability Development

- a. Align the HRD policies to the Constitution and Vision 2030;
- b. Develop modalities of carrying out training impact assessment in the Public Service;
- c. Develop policies for promotion of Article 232(1)(i) as it relates to training;
- d. Analyze training needs assessment reports from state departments;
- e. Review and develop policies on training of senior managers, talent management, mentoring and coaching.
- f. Develop mechanisms for collaborating with various training institutions on human resource development;
- g. Address all matters relating to the Commission's administered examinations; and
- h. Address any other matter relating to the Human Resource Development function.

The Committee held a total of ten(10) meetings during the year under review.

(iv) Compliance and Quality Assurance

- a. Propose programmes and activities for promotion of Values and Principles referred to in Articles 10 and 232 throughout the public service;
- b. Propose modalities for monitoring the extent to which the programmes in a are promoting the Values and Principles of public service;
- c. Receive and analyze preliminary reports to the President and Parliament on the extent to which the Values and Principles are complied with in the public service;
- d. Propose mechanisms for reviewing codes of conduct in the public service;
- e. Validate the reports before presentation to the Commission;
- f. Analyze the wealth declaration reports and make appropriate recommendations;
- g. Review policy issues related to disciplinary control in the Public Service and recommend as appropriate;
- h. Analyze the quarterly discipline case reports and make appropriate recommendations;
- i. Propose a way forward relating to the discipline cases that have been outstanding for many years;
- j. Develop a structured system of handling discipline cases; and
- k. Address any other matter relating to the functions.

The Committee held a total of nine (9) meetings during the year under review.

(v) Terms and Conditions of Service

- a. Take stock of the existing terms and conditions of service;
- b. Work out modalities of receiving and reviewing terms and conditions of service;
- c. Develop an institutional frame work of reviewing terms and conditions of service;
- d. Develop guidelines on review of terms and conditions of service for release to the service;

- e. Develop modalities/mechanisms of engaging trade unions in negotiations for improvement of terms and conditions of service;
- f. Develop proposals on linkages with the Salaries and Remuneration Commission, and other relevant institutions.

The Committee held a total of sixteen (16) meetings during the year under review.

(vi) Human Resource Planning, Recruitment and Selection

- a. Making proposals for reviewing the Recruitment and Selection policy in the public service;
- b. Analyze and scrutinize the Human Resource Plans and indents submitted by various state departments and make appropriate recommendations;
- c. Establishment of offices in the public service and abolition of offices in the public service;
- d. Analyze requests on appointments and promotions and make appropriate recommendations; and
- e. Propose criteria for ensuring that all appointments comply with Article 27(8), 54, 55, 56, 232(1) (i).

The Committee held a total of eleven (11) meetings during the year under review.

(vii) Transition and Devolution Matters

- a. Develop policy guidelines for formal secondment, transfer and deployment and other related issues of officers currently serving in the counties;
- b. Develop mechanisms for transferring officers across counties and from the national government to the county government through consultations at inter-governmental level;
- c. Work in collaboration with Transitional Authority and other related government agencies to ensure smooth transition to devolved system;
- d. Handle appeals in respect of county government public service;
- e. Develop policy guidelines, norms and standards on handling appeals in respect of county government public service;
- f. Develop a data base for all the public officers serving in the counties and national governments;

The Committee held a total of twelve (12) meetings during the year under review.



His Excellency President Uhuru Kenyatta arrives to launch PSC Policy documents

CHAPTER ONE

INTRODUCTION

1.1 Preamble

The Commission is established under Article 233 of the Constitution and consists of a Chairperson, Vice Chairperson and seven other members appointed by the President with the approval of the National Assembly. The Commission derives its mandate from the Constitution. The Constitution under Article 254(1) requires each Commission and holder of an Independent Office to prepare and submit a report to the President and Parliament after the end of each financial year. This report is prepared in accordance with this provision.

1.2 Mandate of the Commission

The mandate of the Commission is set out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution of Kenya. It entails provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service as underpinned in Article 232.

1.3 Functions of the Commission

The functions of the Commission as set out in Article 234 of the Constitution are ;

- 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 mentioned in Articles 10 and 232 are complied with in the public service;
- i. Hear and determine appeals in respect of county governments' public service;

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

- a. State Offices;
- b. Offices of High Commissioners and Ambassadors;
- c. Offices subject to Parliamentary Service Commission, Judicial Service Commission, Teachers Service Commission, National Police Service Commission;
- d. Office in the service of a County Government except hearing and determining of appeals;
- e. Appointment of personal staff of the President or retired President except with the consent of the President;
- j. Nominating persons to the Judicial Service Commission and Salaries Remuneration Commission under Articles 171(2) and 230(2){b} respectively;
- k. Recommending persons to be appointed as Principal Secretaries under Article 155(3)(a);
- l. Receiving petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2)(3) and (4);
- m. Protection of public officers against victimization and discrimination while discharging their duties under Article 236; and
- n. Performing any other functions and exercise any other powers conferred by national legislation

1.4 Scope of Responsibility

In the discharge of its functions, the Commission is responsible for the eighteen ministries, Office of the Attorney-General and Department of Justice in the National Government. However, for the function of Promotion, Compliance Evaluation and Reporting on Values and Principles referred to in Articles 10 and 232 of the Constitution, the Commission is also responsible for the following:

- a. Two hundred and eighteen (218) State Corporations;
- b. Ten (10) Commissions and Independent Offices;
- c. Two (2) Statutory Commission and Authority; and
- d. Any other public entity not excluded under Article 234(3).

1.5 Size of the Public Service

- a. The Public Service falling under the scope of the Commission comprises of over two hundred and forty thousand (240,000) employees broken down as follows:
 - b. Ministries and State Departments- fifty seven thousand (57,000)
 - c. On secondment to County Public Service –ninety five thousand (95,000)
 - d. State Corporations-ninety thousand nine hundred and ninety five (90,995)
 - e. Independent Commissions and Offices including Statutory Commissions and Authorities (not excluded under Article 234 (3))- Nine hundred and ninety four (994)

NB: *It is important to note that the scope of the Public Service is dynamic and continues to change from time to time due to establishment and abolition of offices, reorganization and restructuring of Government and natural attrition. The database on Human Resource is continuously updated through baseline surveys, biometric data capture, Human resource audits and Payroll audits.*

1.6 The Role of the Commission in Realization of the Kenya Vision 2030

Kenya's development agenda is guided by the Constitution and Kenya Vision 2030. The Constitution provides for equitable distribution of resources and opportunities through creation of a devolved system of government.

The Kenya Vision 2030, whose goal is to create a "globally competitive and prosperous country with a high quality of life for all Kenyans by 2030", aims at transforming Kenya into "a newly-industrialized, middle income country, with a high quality of life to all its citizens in a clean and secure environment". The Vision is implemented through five year Medium Term Plans, the first Medium Term Plan (2008-2012) was concluded in June, 2012. The second MTP (2013-2017) builds on the gains of the first MTP (2008-2012) and expounds on the manifesto of the Jubilee government. The plan was launched on 3rd October, 2013 and its theme

is “Transforming Kenya: Pathway To Devolution, Socio-Economic Development, Equity and National Unity”.

The Commission as a government employment agency plays a significant role in driving the national development agenda as it provides the necessary human resource to implement the national programmes and projects as outlined in the Kenya Vision 2030 and other government initiatives.

During the year under review, the Commission made deliberate efforts to ensure equity in appointments, promotions and training in the service for men and women, members of ethnic groups and persons with disability.

The Commission promoted good governance through among others,

- i. Implementation of the Public Officer Ethics Act, 2003;
- ii. Promotion of national values and principles of good governance and values and principles of public service; and
- iii. Preparation of 2012/13 report on promotion of values and principles and the extent to which they were complied with in the public service and submitted to the President and Parliament.

The Commission further put in place mechanisms for consultation, cooperation, collaboration and partnership with county governments in the discharge of human resource functions. It facilitated devolution by supporting county governments. In this regard, the Commission provided technical and professional assistance in human resource management and development matters to all the 47 counties.

1.7 Vision, Mission and Core Values

1.7.1 Vision

To be the lead Service Commission in the provision, management and development of competent human resource in the Public Service.

1.7.2 Mission

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

1.7.3 Core Values

The Commission is guided by the following core values in the discharge of the mandate:

- i. **Integrity**- Adherence to impeccable and beyond reproach professional and personal standards in the conduct of its affairs.
- ii. **Professionalism** – undertakes duties without compromising standards and values
- iii. **Equity and Diversity** - Consistently directs effort to build an all inclusive public service work force.
- iv. **Team spirit** - Maintains a high degree of co-operation and team work.
- v. **Transparency and Accountability** - Upholds openness and takes responsibility for actions in the discharge of the mandate.
- vi. **Creativity and innovation** - Continuously applies new ideas, methods and technology in the discharge of its mandate.
- vii. **Continual Improvement** - Embraces continuous learning for performance improvement.

6 1.8 Organization Structure of the Commission

In the discharge of its mandate, the Commission is assisted by a secretariat headed by Commission Secretary/CEO appointed by the Commission as provided for under Article 233(5). During the year under review, the Commission undertook a major restructuring of the secretariat to enable it deliver on the expanded mandate. Consequently, the secretariat was organized into: the Office of the Secretary and five technical Directorates namely; Recruitment and Selection, Human Resource Management and Development, Establishment and Management Consultancy Services, Compliance, Audit and Quality Assurance and Finance and Planning. The following are the functions of the office of the Secretary/CEO and the respective Directorates:

1.8.1 Office of the Commission Secretary/CEO

This office is headed by Commission Secretary/CEO and comprises Legal and Internal Audit Units; and two support service directorates namely; Corporate Services and Board Management Services. The office provides strategic direction and oversight in general administration, corporate logistics, legal services and internal human resource management to the Commission.

(a) Corporate Services

The Directorate is responsible to the Secretary/Chief Executive for providing

oversight in general administration, corporate logistics and internal human resource management. The main functions of the directorate are:

- i. Coordination of the Commission's general administration and corporate logistics;
- ii. Provide oversight role on general office services and transport;
- iii. Oversee human resource management and development in the Commission;
- iv. Coordination of staff performance management and appraisal;
- v. Oversee the implementation of communication strategy;
- vi. Oversee the implementation of ISO certification; and
- vii. Coordination of Strategic planning and budget preparation.

(b) Legal Services Unit

The Unit is responsible to the Commission Secretary/CEO for:

- i. Formulating and implementing of legislative policies for the Commission;
- ii. Providing legal advice to the Commission;
- iii. Preparing legal briefs, legal opinions and papers for Commission Committees and Directorates;
- iv. Reviewing and drafting legal documents and instruments; and
- v. Liaising with Attorney General and other external lawyers on litigation matters.

(c) Internal Audit

The Unit is responsible to the Commission Secretary/CEO for:

- i. Appraising the prudence of utilization of resources in the Commission;
- ii. Liaising with Kenya national Audit Office, Internal Auditor General on all professional auditing matters;
- iii. Ensuring that operations of the Internal Audit functions are within the recognized internal auditing standards;
- iv. Ensuring that risks are appropriately identified and managed;
- v. Ensuring Government Policies and Procedures and other laws and regulations are followed; and

- vi. Ensuring that financial, managerial and operational information is accurate and reliable and program objectives are achieved and are consistent with government objectives.

(d) Board Management Services

The Directorate is responsible to the Commission Secretary/CEO for:

- i. Receipt, Scrutiny and analysis of all recommendations submitted by the Ministries and State Departments;
- ii. Preparation of agenda for the Commission;
- iii. Preparation of briefs and notes;
- iv. Preparation of minutes of the Commission's meetings; and
- v. Preparation of decision letters.

1.8.2 Recruitment and Selection

The Directorate is responsible to the Commission Secretary/CEO for development and review of guidelines on recruitment and processing of appointments, promotions and recommendations for appointment of persons to hold Constitutional offices in the Public Service. The process entails the following:

- i. Processing of indents and advertising;
- ii. Analysing applications for Commission's decisions;
- iii. Providing secretarial services to the Preliminary Selection Boards (PSBs);
- iv. Scheduling of interviews and inviting short listed candidates for interviews; and
- v. Presentation of selection board reports to the Commission Board for decision.

1.8.3 Human Resource Management and Development

The Directorate is responsible to Commission Secretary/CEO for:

- i. Formulating, interpreting and monitoring of human resource management and development policies, rules, regulations, and procedures in the Public Service;
- ii. Developing of Human resources in the Public Service;

- iii. Developing and implementing performance management systems in the public service;
- iv. Developing and reviewing human resource planning guidelines and succession management strategy for the public service;
- v. Reviewing and making recommendations on terms and conditions of service for public service;
- vi. Developing discipline and appeals policies and exercising disciplinary control;
- vii. Establishing systems for hearing and determining appeals from county governments;
- viii. Embracing best practices in human resource management and development; and
- ix. Promoting employee wellness and effective counseling services.

1.8.4 Establishment and Management Consultancy Services

The Directorate is responsible to Commission Secretary/CEO for:

- i. Advising on Public Sector Establishment and Staff complement to ensure effective service delivery;
- ii. Offering Management consultancy for Ministries and Public sector institutions to ensure efficiency in service delivery;
- iii. Advising on the need to restructure and establish appropriate organization structures;
- iv. Analyzing results of Institutions Job evaluations and schemes of service; and
- v. Partnering with stakeholders and development partners to support Public Sector Reforms.

1.8.5 Compliance Audit and Quality Assurance

The Directorate is responsible to Commission Secretary/CEO for:

- i. Promoting national values and principles of governance;
- ii. Promoting values and principles of public service;
- iii. Promoting good governance, ethics and integrity in the public service in accordance with POEA and Leadership and Integrity Act;

- iv. Evaluating and preparing report to the President and Parliament on public service compliance with values and principles provided under Articles 10 and 232 of the Constitution of Kenya;
- v. Investigating, monitoring and evaluating the organization, administration and personnel practices of the public service; and
- vi. Monitoring compliance with service regulations, policies and guidelines.

1.8.6 Finance and Planning

The Directorate is responsible to Commission Secretary/CEO for:

- i. Providing technical guidance and secretarial services in analysing the strategic direction of the Commission including preparing, implementing and evaluating the Commission's strategic objectives, strategies and programmes;
- ii. Advising on the link between the Commission's strategic plans, strategic objectives, programmes and activities to budgeting and optimal resource requirements;
- iii. Providing professional advice on financial and related matters;
- iv. Providing technical leadership and coordination role in the Commission's annual estimates preparation process with internal and external stakeholders;
- v. Providing managerial accounting support to the programmes, time scheduling and costing for effective programme planning and execution;
- vi. Analysing and preparing the periodic performance and reporting to the Commission;
- vii. Providing technical expertise in projects preparation for development partner support to the Commission;
- viii. Providing technical and professional services for supply chain management activities to realize effectiveness, efficiency and value for money;
- ix. Maintaining proper books of accounts and reporting on utilization of allocated funds;
- x. Advising on utilization and management of Information, Communication and Technology;
- xi. Collaborating with other government agencies and other development partners for resource mobilization;

- xii. Custodian of the Commission's assets and minimizing its exposure to liabilities; and
- xiii. Undertaking risk assessment and managing the same by ensuring institutionalisation of adequate internal control systems.

1.9 Staff Establishment

1.9.1 Employees by Gender

The Commission comprises of two hundred and eleven (211) members of secretariat staff. One hundred and eleven (111) 53% are female while one hundred (100) 47% are male employees. Five of the 211 members of staff are persons living with various forms of disability. The Commission therefore complied with the Constitutional principle that not more than two-thirds of the employees are of the same gender.

The distribution of members of secretariat by gender is as shown in Table 1-1 and figure 1.1.

Table 1.1: Distribution of staff by gender

Gender	Number	Percentage (%)
Female	111	53
Male	100	47
Total	211	100

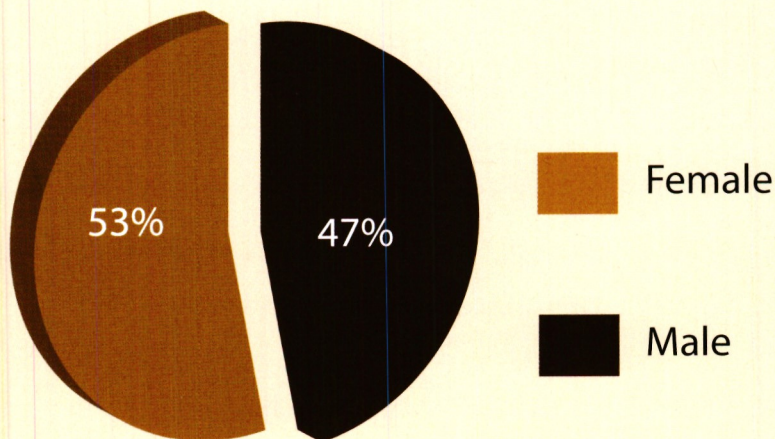


Figure 1.1: Distribution of Officers by Gender

1.9.2 Staff Distribution by Salary Scale

Majority of the staff - one hundred and twelve (112) 53.1% - fall under PSC Scales

3 and 4 as shown in Table 1-2 and Figure 1-2 respectively.

Table 1.2: Composition by Job Salary Scale

Designations	Salary Scale	Number of Officers
CEO	Scale 9	1
Director	Scale 8	7
Deputy Director	Scale 7	19
Assistant Director	Scale 6	22
Senior Officer	Scale 5	22
Officer I	Scale 4	76
Officer II	Scale 3	36
Assistant Officer	Scale 2	17
Divisional Assistant	Scale 1	11
Total		211

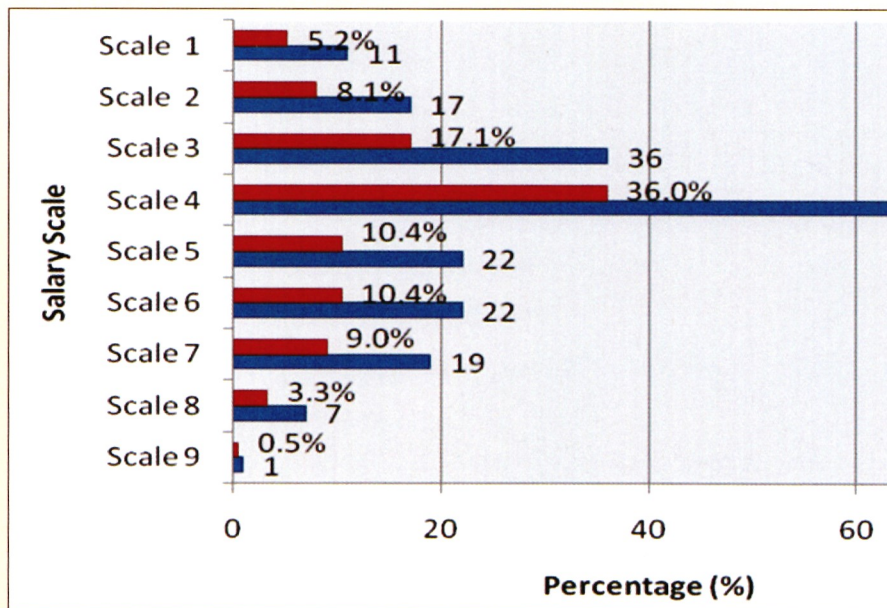


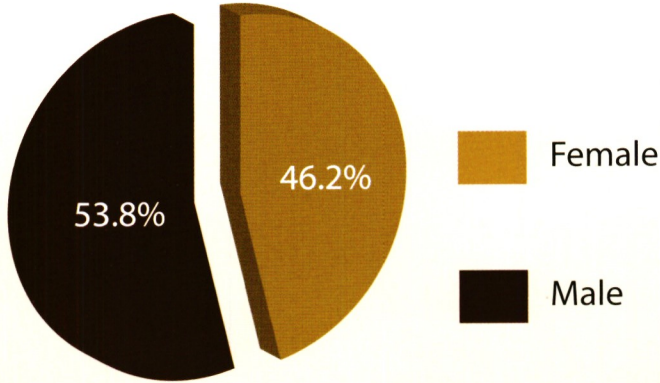
Figure 1.2: Distribution of Staff by Salary Scales

1.10 Staff Appointed for the Commission

In an effort to improve its capacity, the Commission appointed thirteen (13) officers, of which six (46.2%) were female while seven (53.8%) were male. Five (5) of these were appointed at the level of director, five (5) at deputy director level and three (3) at assistant director level. The distribution of appointed staff by gender and post is as shown in Table 1.3 and Figures 1.3 and 1.4 respectively.

Table 1.3: Distribution of Appointed staff by gender in 2013/14

Post	Male	Female	Total
Directors	3	2	5
Deputy Directors	3	2	5
Assistant Directors	1	2	3
Total	7	6	13

**Figure 1.3: Distribution of Appointed Staff by gender in 2013/14**

1.11 Staff Training

1.11.1 Training programmes

During the year under review a total of thirty four training programmes were offered to staff. Thirty five (35) officers were trained in courses lasting more than six months, forty four(44) on courses lasting less than six months while majority of the staff attended group training, conferences and workshops.

**Chairperson and staff of Commission at a past training**

The distribution of the training opportunities by programmes and gender is as shown in Table 1.4.

Table 1.4: Distribution of the training opportunities by programmes and gender

S/No.	Training Programmes Individual Training	No. (%) Trained by Gender		Total Trained
		Male	Female	
A.	Long Courses			
1.	Masters Degree	8	9	17
2.	Rehabilitation Training for Visually impaired	0	1	1
3.	Higher National Diploma HRM	1	1	2
4.	Secretarial Upgrading Certificate	0	1	1
5.	Secretarial Assistant Certificate	0	2	2
6.	Higher National Diploma Computer Studies	1	2	3
7.	Higher National Diploma Secretarial Management Studies	0	2	2
8.	Certified HR Consultant Course	1	2	3
9.	Diploma in Counseling	0	1	1
10.	Diploma in Monitoring and Evaluation	1	0	1
11.	Certificate in Records Management	1	0	1
12.	CPA	1	0	1
B.	Short Courses			
13.	Report Writing	0	1	1
14.	Management Presentation	0	1	1
15.	Change Leadership	0	1	1
16.	Annual HR Conference	0	1	1
17.	Performance Management	1	0	1
18.	Safety and Security	1	0	1
19.	Senior Management Course	3	15	18
20.	Executive Secretary	0	3	3
21.	Supervisory Skills Development	0	10	10
22.	Strategic Leadership Development Programme	0	2	2
23.	Human Resource Performance Audit	0	1	1
24.	Refresher Defensive Driving	3	0	3

S/No.	Training Programmes	No. (%) Trained by Gender		Total Trained
	Individual Training			
25.	Pre retirement Course	1	0	1
	Group Courses			
1.	Effective Records Mgt	3	7	10
2.	Strategic Plan and Change	97	85	182
3.	Mainstreaming Environmental Issues	11	3	14
4.	Workplace First Aid	14	11	25
5.	Induction Programme	9	2	11
6.	Sensitization on staff Pension	65	82	147
7.	Catering Course	0	5	5
8.	Balanced Score Card	4	2	6
9.	Sensitization on Job Evaluation	98	110	208

1.11.2 Training by Ethnicity

The Commission staff comprises twenty two (22) ethnic groups. During the year under review, training opportunities were spread across all the ethnic groups as shown in table 1-5.

Table 1.5: Distribution of Training Opportunities by Ethnicity

S/No.	Ethnic group	No. of Officers	No. of training opportunities in Short Courses	No. of training opportunities in Long Courses*	Total No. of training opportunities	Ratio
1.	Embu	6	18	0	18	1:3
2.	Gureeh	1	3	1	4	1:4
3.	Kalenjin	15	51	3	54	1:4
4.	Kamba	24	95	5	100	1:4
5.	Kikuyu	52	140	9	149	1:3
6.	Kisii	16	63	1	64	1:4
7.	Kuria	2	7	0	7	1:4
8.	Luhya	32	84	5	89	1:3
9.	Luo	27	90	10	100	1:4
10.	Maasai	6	16	0	16	1:3
11.	Mbere	2	3	0	3	1:2
12.	Meru	9	28	0	28	1:3
13.	Mijikenda	3	9	1	10	1:3
14.	Nubians	3	8	0	8	1:3
15.	Pokomo	2	10	0	10	1:5

S/No.	Ethnic group	No. of Officers	No. of training opportunities in Short Courses	No. of training opportunities in Long Courses*	Total No. of training opportunities	Ratio
16.	Pokot	2	4	0	4	1:2
17.	Rendille	1	4	0	4	1:4
18.	Samburu	2	4	0	4	1:2
19.	Somali so -State	1	2	0	2	1:2
20.	Taita/Taveta	2	7	0	7	1:4
21.	Teso	2	2	0	2	1:1
22.	Turkana	1	3	0	3	1:3
TOTAL		211	652	35	687	1:3

Notes*: Long Course ≥ 6 months, Short course < 6 months

1.11.3 Training For Persons with Disability

Five (5) 2.4% of the Commission staff are living with various forms of disabilities. During the year under review, two (2) opportunities for long courses and nine (9) opportunities for short courses were provided to this category of staff as shown in Table 1-6.

Table 1.6: Distribution of Training opportunities for Persons with Disability

S/No.	Training Programmes	No. of PWDs Trained		Total
		Male	Female	
	Long Courses			
1.	Masters	1	0	1
2.	Rehabilitation for visually impaired	0	1	1
	Short Courses			
3.	Sensitization on Strategic Plan and Change Management	1	2	3
4.	Workshop on Staff Pension Scheme	1	2	3
5.	Job Evaluation Sensitization	1	2	3

Compliance with the Constitution

The Commission adhered to the Constitutional principle of affording adequate and equal opportunities for training of men and women; the members of all ethnic groups; and persons with disabilities. In addition, the Commission complied with the five (5) days training policy for public servants having accorded officers long and short term courses.

1.12 Retirement

During the year under review two (2) officers at Director and Assistant Director levels, salary scales 8 and 6 respectively retired from the service.

1.13 HIV/AIDS Programme

The Commission contributed to national efforts in the fight against HIV/AIDS prevalence and drug abuse, through advocacy and undertaking a number of programmes and activities aimed at creating awareness and behaviour change. Such programmes included holding family open days, distribution of IEC materials and condoms for safe sex, Video shows, educational Programmes, provision of support to the infected and affected.

1.14 Working Tools, Equipment and Transport Facilities

During the period under review, the Commission was facilitated with vehicles and other working tools. The staff were also facilitated with 100 Desktop computers, 40 Laptops and 35 Printers to improve productivity.

1.15 Improvement of Work Environment

The Commission undertook various projects during the reporting period, focusing on improvement of the work environment, security and office accommodation with the following key achievements:

(i) Office space capacity

The members of the Commission and secretariat staff are accommodated in Commission house and leased offices at Bruce House, Nairobi. This office space is inadequate and has necessitated construction of a new building. During the year, the Commission continued with the construction of the nine storey office block with basement parking at a contract sum of Kshs. 329,633,279/=. The project is scheduled for completion by 14th December 2014.

(ii) Equipment and Facilities

During the period under review, the Commission was facilitated with vehicles and other working tools. The staff were also facilitated with 100 Desktop computers, 40 Laptops and 35 Printers to improve productivity.

(iii) Security

Seven (7) Administration Police Officers were deployed to Commission House for day and night security duties. This greatly improved the security preparedness and vigilance at the Commission House.

(iv) Disaster preparedness

Routine inspections were carried out of the fire alarm/smoke detection systems and fire fighting equipment for disaster preparedness.



His Excellency President Uhuru Kenyatta during the launch of PSC policy documents

CHAPTER TWO

BUDGET ALLOCATION AND EXPENDITURE FOR 2013/2014

2.1 Funding of Programmes

During the year under review, the Commission was financed under Vote 207 of the Budget Estimates of Expenditure of the Republic of Kenya. It was initially allocated a gross amount of **Kshs. 1 billion** comprising of a Recurrent estimate of **Kshs. 718 million** and Development estimates of **Kshs. 290 million**. However, during the first revised estimates in January 2014, the Recurrent estimates was revised to **Kshs. 678 million** while Development budget was revised to **Kshs. 232 million**.

In the second revised estimates in June 2014, the recurrent and development budget were further reduced to **Kshs. 675 million** and **Kshs. 207 million** respectively. This translated to a total allocation of **Kshs. 883 million**, out of which the Commission utilized **Kshs 886 million**, representing approximately 100 per cent budget absorption.



The USAID officials courtesy call to the commission

The overall excess expenditure of **Kshs. 3,695,054** was attributed to an IFMIS human error in the second revised estimate in which positive **Kshs. 5 million**, was posted as negative of **Kshs. 5 million**. This resulted to a reduction of the approved net estimates by the same amount in some items on whose commitments and expenditure of **Kshs. 3,695,054** had already been incurred.

From the recurrent sum of **Kshs. 675 million**, **Kshs. 417 million** was used on compensation of employees while **Kshs. 258 million** was used on operations and maintenance. The development sum of **Kshs. 206 million** was spent on construction of additional offices against an allocation of **Kshs. 207 million**, representing 99.8% absorption.

The summary of budgetary allocation and expenditure is presented in Table 2.1.

Table 2.1: Summary of Budgetary Allocation for Financial Year 2013/2014 by Sub Programmes in Kshs.

Heads	Recurrent Expenditure Summary	Original Estimates 2013/14	Revised Estimates 2013/14	Actual Expenditure	Absorption %
207000100	Secretariat (Compensation to Employees)	418,246,273	417,156,405	417,156,404	100
	General Office Services	101,943,047	85,975,697	90,619,324	105.4
	Aids Control Unit	3,521,550	2,138,250	2,112,062	98.8
	Legal Services	10,659,000	6,554,000	6,524,639	99.6
	Sub total (CEO's Office)	534,369,870	511,824,352	516,412,429	
	Finance and Planning				
	Information Communication Unit	9,477,500	6,779,750	6,899,103	101.7
	Financial Management & Procurement	8,364,000	6,744,000	6,710,801	99.5
	Planning, Research & Statistics	9,849,090	5,830,590	5,802,349	99.5
	Sub total	27,690,590	19,354,340	19,412,253	100.3
	Gross Headquarters	562,060,460	531,178,692	535,824,682	100.9
207000200	Establishment and Appointments	23,465,100	21,964,600	21,840,102	99.4
207000300	Compliance and Quality Assurance	31,883,500	28,483,500	28,265,255	99.2
207000400	Human Resource Management and Development	21,993,325	20,993,325	20,835,525	99.3
207000500	Establishment and Management Services	48,667,175	43,227,175	43,130,034	99.7
207000600	Human Resource Development	29,680,473	29,680,473	29,461,470	99.3
	Total Vote R207	717,750,033	675,527,765	679,357,068	100.6
	Less A-I-A	8,000,000	10,783,650	10,917,900	101.3
	Net Expenditure	709,750,033	664,744,115	668,439,168	100.6
D207	Development Expenditure				
207000101	Secretariat (construction of building)	290,000,000	207,000,000	206,223,623	99.6

Heads	Recurrent Expenditure Summary	Original Estimates 2013/14	Revised Estimates 2013/14	Actual Expenditure	Absorption %
	Gross Expenditure	1,007,750,033	882,527,765	885,580,691	100.4

2.1.1 Budget Allocation and Expenditure for FY 2013/2014 by Items

An analysis of budgetary allocation and expenditure by budgetary items is shown in Table 2.2.

Table 2.2: Summary of Budgetary Allocation and Expenditure by Items

No s	Items	Printed Estimates 2013/14	Revised Estimates 2013/14	Actual Expenditure 2013/14	Absorption %
1	2110100 Compensation to Employees	418,246,273	417,156,405	417,156,404	99.9
2	2210100 Utilities Supplies and Services	5,100,000	5,100,000	5,099,466	99.9
3	2210200 Communication Supplies & Services	8,729,500	11,343,150	11,512,873	99.9
4	2210300 Domestic Travel and Subsistence and Other Transportation Costs	27,515,948	26,105,948	26,063,233	99.8
5	2210400 Foreign Travel and Subsistence and Other Transportation Costs	3,966,666	3,966,666	3,966,660	99.9
6	2210500 Printing, Advertising and Information Supplies and services	46,087,000	44,366,000	44,221,083	99.7
7	2210600 Rental of Produced Assets	10,578,531	10,578,531	10,578,531	100
8	2210700 Training Expenses (including capacity building)	66,021,625	48,176,125	48,260,444	100.2
9	2210800 Hospitality, Supplies and Services	33,026,465	32,433,715	32,293,809	99.6
10	2210900 Insurance Costs	4,250,000	5,690,000	5,688,921	99.9
11	2211000 Specialized materials and Supplies	24,947,500	8,547,500	8,515,645	99.6
12	2211000 Office and General Supplies and Services	11,172,825	11,072,825	11,182,180	100.9
13	2211200 Fuel Oil and Lubricants	2,368,100	3,368,100	3,368,100	100

No s		Items	Printed Estimates 2013/14	Revised Estimates 2013/14	Actual Expenditure 2013/14	Absorption %
14	2211300	Other Operating Expenses	35,773,100	30,086,300	29,734,269	98.8
15	2220100	Routine Maintenance- Vehicles and Other Transportation Costs	1,428,000	1,928,000	1,912,498	99.2
16	2220200	Routine Maintenance – Other Assets	6,970,000	6,970,000	6,864,182	98.05
17	2620100	Membership Fees and Dues and Subscriptions to International organizations	850,000	850,000	850,000	100
18	2710100	Gratuity - Civil Servants	272,000	272,000	265,237	97.5
19	3110300	Refurbishment of Buildings	6,970,000	6,970,000	6,855,901	98.4
20	3110800	Overhaul of Vehicles and Other Transport equipment	510,000	510,000	510,000	100
21	3110900	Purchase of Household and Institutional Equipment	612,000	612,000	611,827	99.9
22	3111200	Rehabilitation & Renovation of Plant, Machinery and Equipment	314,500	314,500	312,805	99.5
23	3111111	Purchase of Specialised Plant ,Equipment	2,040,000	2,040,000	2,033,000	99.7
		Gross in Kenya shillings	717,750,033	678,457,765	677,857,068	
23	352300	Receipt from Sale of Inventories (A-I-A)	(8,000,000)	(10,783,650)	(10,917,900)	-
TOTAL			709,750,033	667,647,115	666,939,168	

2.2 Financial Statement for the Period ended 30th June, 2014

In compliance with values and principles of prudent financial management as stipulated in the Constitution and the Public Finance Management Act, 2012, the Commission has prepared the financial statement of voted funds for the Financial

Year 2013/14 and has submitted the report to the Auditor General. The extracts of the Financial Statements are attached as Appendix I.

2.3 The Auditor General's Report for the FY ended 30th June 2013

The Auditor General audited the Financial Statements of the Public Service Commission, Vote 207, pursuant to Article 229(4)(d) of the Constitution of Kenya and Section 8 of Public Audit Act, 2003. The Statements comprised of Assets and Liabilities for Recurrent, Development and Deposit as at 30th June, 2013. In his report on the observations of the Statement of Assets and Liabilities for Recurrent Vote 207, the Auditor General observed that: "The statement reflects Paymaster General Account (PMG) balance of Kshs. 2,732,704.25 while the cash book reflects Kshs. 3,147,688.90 resulting in a variance of Kshs. 414,984.65. Further, excluded from the PMG balance of Kshs. 2,732,704.25 was payments in cash book not in bank statements totalling Kshs. 207,758,067.65. In addition, the reconciliation statements reflected payments in Bank statement not in cash book of Kshs. 57,973.30. No explanations had been provided as to why the long outstanding items had not been cleared. Consequently, the accuracy and validity of PMG balance of Kshs. 2,732,704.25 in the statement as at 30th June 2013 could not be confirmed". In view of this, the Auditor General expressed his independent audit opinion as follows.

2.3.1 Qualified Opinion - Financial Statement for Recurrent Vote 207

Except for the effect of the matters described in the basis for qualified opinion paragraph 2.3 above, the Auditor General observed that the financial statements presented fairly, in all material respects, the financial position of Public Service Commission as at 30th June 2013, and of its operations for the year then ended, in accordance with Government Financial Regulations and Procedures and the Public Finance Management Act, 2012.

2.3.2 Unqualified opinion – Financial Statement for D207 and Deposits

The two (2) financial statements present fairly, in all material respects, the financial position of Public Service Commission as at 30th June, 2013, and of its operations for the year then ended, in accordance with Government Financial Regulations and Procedures and the Public Finance Management Act, 2012.

2.3.3 Response to the Auditor's Qualified Opinion:

The Auditor General gave Qualified Audit Opinion on the Financial Statements of Recurrent Vote (R207). In response, the Accounting Officer explained that the reason for the qualified audit opinion was based on prior years' uncleared items in

the Statement of Assets and Liabilities as at 30th June, 2013. The long uncleared items were not related with the year under reference but continue to affect the balances in the Statement of Financial position in subsequent years.

Arising from the Auditor General's Opinion, it is clear that:-

- i. The Accounting Officer had put in place adequate and reliable Internal Control Systems and kept proper books of accounts;
- ii. The Commission followed and complied with Government Financial Regulations and Procedures, The Public Audit Act, 2003, Public Procurement and Disposal Act, 2005 and the Public Procurement and Disposal Regulations 2006; and
- iii. Except for the old cases in the Statement of Assets and Liabilities of Recurrent Vote 207 which are awaiting the National Treasury's authority for clearance, the Auditor General established that the financial statements presented fairly, in all material respects, the financial position of the Public Service Commission as at 30th June, 2013.



Malawi PSC officials courtesy call PSC

CHAPTER THREE

PERFORMANCE OF THE COMMISSION ON ITS MANDATE

3.1 Introduction

During the year under review, the Commission discharged its mandate and functions in accordance with the Constitution and other existing regulations. The Commission's effort were complemented by the Authorized officers who discharged the various human resource functions under delegated powers. The Commission made major strides in the performance of its functions as shown below.

3.2 Performance of the Commission on its functions as stipulated in the Constitution

3.2.1 Establishment and abolition of offices in the Public Service

The Commission under Article 234(a)(i) of the Constitution is mandated to establish and abolish offices in the public service. This entails ministries and departments making requests to the Commission for approval of establishment and/or abolition of offices in the public service. In addition, the Commission approves organizational structures and staff career development guidelines for ministries and departments in the National Government.

(a) Establishment of Offices

The Commission approved establishment of five posts for the Executive Office of the President and four posts for the National Youth Service as presented in Table 3.1.

Table 3.1: Offices Established in the Public Service in 2013/14 Financial Year

S/No	Post	Number	Job Group
Executive office of the President			
1.	Director, Branding and Events	1	S
2.	Director, Digital Strategy	1	S
3.	Head, Social Media	1	P
4.	Editor, Digital TV	1	P
5.	Forum Administrator	1	N
Sub Total		5	-
National Youth Service			
i).	Director General	1	PG 15
ii).	Director	3	PG 14
Sub Total		4	
Grand Total		9	

(b) Review and Validation of Organization Structures

The Commission reviewed, validated and approved for implementation of the organization structures for the following ministries/departments in line with the Constitution and Executive Order No. 2 of 2013:

(a) Departments:

- i. The National Treasury;
- ii. Office of the Attorney General and Department of Justice;
- iii. The National Youth Service;

(b) Ministries

- i. Interior and Coordination of National Government;
- ii. Foreign Affairs and International Trade;
- iii. Education, Science and Technology;
- iv. Health;
- v. Environment, Water and Natural Resources;
- vi. Information, Communication and Technology;
- vii. Sports, Culture and the Arts;
- viii. Labour, Social Security and Services;
- ix. Energy and Petroleum;
- x. Agriculture, Livestock and Fisheries; and
- xi. Industrialization and Enterprise Development.

(c) Staff Career Development Guidelines

The Commission, reviewed and approved 47 schemes of service for various cadres for The National Treasury and Ministries of Devolution and Planning; Education, Science & Technology; Health; East Africa Affairs, Commerce and Tourism; and Interior and Coordination of National Government.

3.2.2 Appointment of Persons to Hold or Act in Offices in the Public Service

The Commission is mandated under the Constitution to consider merit as the basis for appointment in the public service while affording adequate and equal opportunities for appointment, at all levels of the public service, of men and women; the members of all ethnic groups; and persons with disabilities. The Commission has put in place deliberate measures to progressively build an all inclusive public service where among others all ethnic groups are represented in appointments.

During the year under review a total of 242 persons were appointed of which 63 were new entrants into the service. A total of 437 promotional posts were

advertised for competitive filling of which 179 were filled. Two hundred and fifty eight (258) posts were not filled due to lack of suitable candidates. Of the 242 persons appointed four (4) were persons with disability as indicated in Table 3.2. Officers promoted were from 41 counties while the recruited officers were from 33 Counties as presented in Appendix II.

Table 3.2: Distribution of Appointments by Gender and by Persons with Disability

Category	Total No. of Vacancies	Total No. Appointed	Gender				PWD		%	No. of Vacancies filled	Variance
			Male	%	Female	%	M	F			
New entry	63	63	20	31.7	43	68.3				63	0
Promotional Posts	437	179	104	58.1	71	39.7	3	1	2.2	179	258
Total	500	242	124	50.8	114	47.1	3	1	2.1	242	258

(a) Recommendation and Facilitation of Appointments for Constitutional Offices

The Kenya Law Reform Commission Act, 2013 Section 11 requires the Commission to facilitate the panel for selection of persons for appointment to the Kenya Law Reform Commission, while the Kenya Information and Communications (amendment) Act, 2013(No. 41a of 2013) section 39 (11) requires the Commission to recommend persons for appointment to posts in the Universal Service Advisory PSC (K).

(i) Kenya Law Reform Commission

The Commission in accordance with the Kenya Law Reform Commission Act, 2013 Section 11 facilitated the panel that recommended names of persons for consideration for appointment to fill the post of chairperson and five (5) posts of member of the Kenya Law Reform Commission to the President as follows:-

S/No	Name	Gender	County
1.	Chairperson		
2.	Mbage Njuguna Ng'ang'a	Male	Kiambu
3.	Josephine Odira Sinyo	Female	Homa Bay
4.	Wilfred Nyaundi Konosi	Male	Kisii
Member			
1.	Doreen Nkatha Muthaura	Female	Isiolo
2.	Njoki Kahiga, OGW	Female	Muranga

S/No	Name	Gender	County
3.	Charles Otieno Konyango	Male	Siaya
4.	Dr. Eric Aligula Magolo	Male	Vihiga
5.	Moses Bwana Ng'ela	Male	Migori
6.	Wilfred Nyaundi Konosi	Male	Kisii
7.	Danson Buya Mungatana, MGH	Male	Tana River
8.	Lucy Wanja Julius	Female	Tharaka Nithi

(ii) Universal Service Advisory PSC (K)

The Commission in accordance with the Kenya Information and Communications (Amendment) Act, 2013(No. 41a of 2013) section 39 (11)recommended to the Cabinet Secretary, Ministry of Information, Communication and Technology names of persons for consideration to fill the post of chairperson and eight posts of member of the Universal Service Advisory PSC (K) as follows:-

S/No	Name	Gender	County
Chairperson			
1.	Peter Munywoki Mutie	M	Machakos
2.	Catherine Ngahu, EBS	F	Nyeri
3.	Dr. Jane Chepng'eno	F	Kericho
4.	Zadock Mukambi Soita	M	Kakamega
Member			
1.	Towett Josephine Chepkurui	F	Nandi
2.	John Walubengo Nyongesa	M	Bungoma
3.	Masaviru Rodah Awinja	F	Kakamega
4.	Dr. Thomas Senaji, PhD	M	Nandi
5.	Eng. John Nge'the Kariuki	M	Kiambu
6.	Okong'o Odiwuor J. Kennedy	M	Migori
7.	Gecheo Nixon Mageka	M	Kisii
8.	Amb. Godo Wellington Pakia, CBS,OGW	M	Tana River
9.	Samuel Gitonga Mutungi	M	Meru
10.	Pauline N. Mwangangi	F	Kiambu
11.	Cecilia Njoki Muhoho	F	Kiambu
12.	Buyekane James Muhati	M	Kakamega
13.	Michael Maina Itote	M	Nyeri
14.	Wangiros James Long'ole	M	Turkana
15.	Gordon Otieno Ogutu	M	Homa Bay

S/No	Name	Gender	County
16.	Bett Joseph Arap	M	Bomet

3.2.3 Promotion of Values and Principles in the Public Service

The Commission under Article 234(2)(c) is mandated to promote the values and principles referred to in Articles 10 and 232 throughout the Public service. The Commission is also required under Article 234(2)(h) to undertake compliance evaluation on the extent to which these values are complied with in the public service and report to the President and Parliament. The Constitution binds all public institutions to comply with the national values and principles of governance and the values and principles of the public service as provided for under the two Articles.

The enabling legislations in the discharge of the function are the Public Service Commission Act, 2012, the Public officer Ethics Act, 2003 and the Leadership and Integrity Act, 2012. In line with this Constitutional mandate, the Commission undertook a number of activities in an effort to promote and enhance compliance with the values and principles.

(a) Promotional Activities

During the year under review the Commission participated in the development of the Public Service Bill on Values and Principles that is now before Parliament awaiting enactment; developed a monitoring and evaluation framework for purposes of tracking promotion and evaluation of compliance with values; reviewed Code of Conduct and Ethics for Public Officers to align it to the Constitutional values and principles, rendering it enforceable to the individual public officer's level; reviewed the Public Officer Ethics Act (Public Service Commission) Administrative Procedures; reviewed Guidelines on Declaration of Income, Assets and Liabilities, and the administration of declarations of income, assets and liabilities.

In addition to these activities, the Commission sensitized a total of 509 liaison officers on Public Officer Ethics Act, 2003 on integrity and ethical issues in the public service. During the sensitization, emphasis was put on promotion and compliance with values and principles in Articles 10 and 232. Table 3-3 shows the number of officers sensitized by institutions.

Table 3.3: Distribution of officers Sensitized by category of Institutions

S/No.	Venue	Category of Institution	No. of Organizations represented	No. of Officers Sensitized
1.	Kisumu	Ministries/State Departments	7	56
		Parastatals	14	19
		County Governments	10	53
		Sub Total	31	128
2.	Nakuru	Ministries/State Departments	3	11
		Parastatals	11	14
		County Governments	13	45
		Sub Total	27	70
3.	Meru.	Ministries/State Departments	5	16
		Parastatals	9	13
		County Governments	5	13
		Sub Total	19	42
4.	Mombasa	Ministries/State Departments	10	33
		Parastatals	12	13
		County Governments	6	17
		Sub Total	28	63
5.	Nairobi	Ministries/State Departments	29	66
		Parastatals	93	124
		County Governments	7	16
		Sub Total	129	206
		Grand Total	234	509

(b) Declaration of Income, Assets and Liabilities

The Commission administered the financial declaration forms for the declaration period 2011/13 in line with the provisions of Part IV of the Public Officers Ethics Act, 2003. Ministries and Departments are expected to ensure that officers comply with this provision. A person who fails to comply is guilty of an offence and is liable on conviction to a fine not exceeding One Million Shillings or to imprisonment for a term not exceeding one year or both.

The total number of officers that were expected to comply in the 2011/2013 declaration period were 317,724, however only 198,310 (89%) officers complied with the provision of the Act. The total number of officers who did not comply were 25,414 (11%).

(c) Compliance and Non-Compliance by Organization

A total of 240 ministries, departments and agencies complied while 47 did not representing 83.6% and 16.4% respectively. The non-compliance was mainly from some parastatals and county governments. The compliance level is as shown in table 3.4 and figure 3.1.

Table 3.5: Compliance and Non-Compliance by organization

Aspect of Compliance	No. of Organizations	Percentage (%)
Organizations that complied	240	83.6
Organizations that did not comply	47	16.4
Total	287	100.0

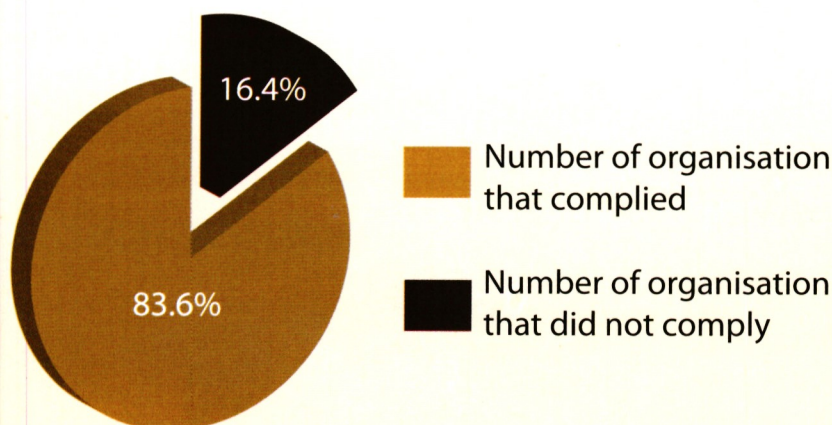


Figure 3.4: Percentage of officers who did not comply and those who complied

(d) Compliance and Non-compliance by officers

A total of 195,654 (87%) officers complied while 28,070 (13%) officers did not comply as presented in table 3.5 and figure 3.2.

Table 3.5: Compliance Level by officers

No. of officers	No. of Officers	%
Number of officers who complied	195,654	87.0
Number of officers who did not comply	28,070	13.0
Variance of officers on payroll and those who declared	94,000*	-
Number of officers on payroll as at 31st October	317,724	100.0

Note: *The high number of 94,000 officers captured in the pay roll and not captured in the compliance record In 2011- 2013 declaration period, is as a result of the secondment of officers to county public service during the transition to devolved government and whose declaration returns had not been received by the time the declaration returns were compiled.

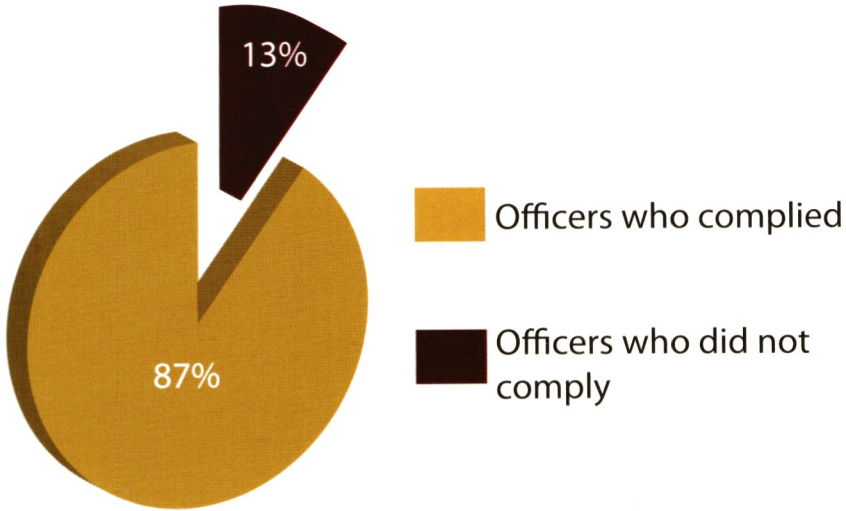


Figure 3.2: Overall Compliance on Declaration of Incomes, Assets and Liabilities by individual officers

3.2.4 Investigate, Monitor and Evaluate the Organization, Administration and Personnel Practices of the Public Service

Under Article 234(2)(d) of the Constitution, the Commission is mandated to investigate, monitor and evaluate the organization, administration and personnel practices of the Public Service. Under this function the Commission audited various aspects of human resource management in ministries and state departments. These included new appointment, promotions, redesignations, stagnations, retirement and disciplinary control.

(a) New appointments

A total of one hundred and eighty three (183) employees were appointed under delegated powers during the period under review. This comprised of 121(66%) male officers and 62(34%) female officers, all from 21 ethnic groups as represented in tables 3.6 and 3.7.

Table 3.6: Distribution of appointments under delegated powers by Ministry/ State departments and Gender

S/No.	Ministry	State Department	No. of officers	Gender			
				Male	%	Female	%
1	Presidency	State House	6	4	67	2	33
		Office of The Deputy President	90	67	74	23	26
2	Office of AG & Department of Justice	N/A	47	28	60	19	40
3	Industrialization & Enterprise Development	N/A	12	9	75	3	25
4	Interior & National coordination	Home Affairs	26	13	50	13	50
5	Land, Housing & Urban Development	N/A	2	0	0	2	100
TOTAL			183	121	66	62	34

Table 3.7: Distribution of Appointments under Delegated Powers by Ethnicity

S/ NO	Ethnic Group	Ministry/Department						% of Ethnic Representation	
		State House	Office of the Deputy President	Office of the AG & Dept of Justice	Industrialization	Lands, Housing & urban Dvt.	Home Affairs	Total	%
1	Bajun	0	0	0	0	0	1	1	0.6
2	Embu	0	1	0	0	0	0	1	0.6
3	Kamba	0	4	2	0	2	2	10	5.5
4	Kikuyu	5	5	10	3	0	4	27	14.8
5	Mbere	0	0	1	0	0	1	2	1.1
6	Meru	0	3	1	1	0	1	6	3.3
7	Kisii	1	1	6	2	0	1	11	6.0
8	Pokot	0	0	0	1	0	0	1	0.6
9	Kuria	0	3	0	0	0	0	3	1.6
10	Luhya	0	11	9	2	0	6	28	15.3
11	Mijikenda	0	0	0	0	0	1	1	0.6
12	Pokomo	0	0	0	0	0	1	1	0.6
13	Taita	0	3	0	0	0	0	3	1.6
14	Luo	0	3	8	0	0	3	14	7.7

S/ NO	Ethnic Group	Ministry/Department						% of Ethnic Representa- tion	
		State House	Office of the Deputy President	Office of the AG & Dept of Justice	Indus- trializa- tion	Lands, Housing & urban Dvt.	Home Affairs	Total	%
15	Kalenjin	0	49	10	3	0	2	64	35.0
16	Masai	0	2	0	0	0	0	2	1.1
17	Samburu	0	0	0	0	0	1	1	0.6
18	Turkana	0	0	0	0	0	1	1	0.6
19	Boran	0	2	0	0	0	0	2	1.1
20	Somoli-so- state	0	1	0	0	0	1	2	1.1
21	Other Kenyan	0	2	0	0	0	0	2	1.1
TOTAL		6	90	47	12	2	26	183	100.0

(b) Promotions

During the period under review, eight thousand three hundred and eighty one (8,381) officers were promoted in various ministries and departments under delegated powers of which 3,843(46%) were male and 4,538(54%) were female, as reflected in table 3.8.

Table 3.8: Distribution of Promotions Under Delegated Powers by Ministry and State Departments

Ministry	State Department	No. of Officers	Gender			
			Male	%	Female	%
Presidency	State House	63	44	69.8	19	30.2
	Office of the Deputy President	23	5	21.7	18	78.3
Devolution and Planning	Directorate of Devolution, Northern Kenya (ASAL) and Special Programmes	65	36	55.4	29	44.6
	Directorate of Planning, National Development Vision 2030,NYS, Youth Development and Gender	271	186	68.6	85	31.4
Office of Attorney General and Department of Justice	Office of Attorney General and Department of Justice	10	3	30.0	7	70.0

Ministry	State Department	No. of Officers	Gender			
			Male	%	Female	%
Labour, Social Security and Services	Labour, Social Security and Services	560	282	50.4	278	49.6
Agriculture, Livestock and Fisheries	Agriculture	107	46	43.0	61	57.0
	Livestock	532	333	62.6	199	37.4
	Fisheries	67	21	31.3	46	68.7
Energy and Petroleum	Energy and Petroleum	109	64	58.7	45	41.3
Industrialization and Enterprise Development	Industrialization and Enterprise Development	224	127	56.7	97	43.3
Interior and National Coordination	Interior	2,999	841	28.0	2158	72.0
	Home Affairs	47	13	27.7	34	72.3
	Prisons	15	7	46.7	8	53.3
Mining	Mining	59	38	64.4	21	35.6
East African Affairs, Commerce and Tourism	East African Affairs	17	9	52.9	8	47.1
	Commerce & Tourism	142	83	58.5	59	41.5
Foreign Affairs & International Trade	Foreign Affairs & International Trade	125	66	52.8	59	47.2
Sports, Culture and The Arts	Sports, Culture and The Arts	131	78	59.5	53	40.5
Education, Science and Technology	Higher Education, Science and Technology	51	21	41.2	30	58.8
	Education	1,622	860	53.0	762	47.0
Information, Communication and Technology	Information, Communication and Technology	53	30	56.6	23	43.4
Transport and Infrastructure	Transport	76	34	44.7	42	55.3
	Infrastructure	310	197	63.5	113	36.5
The National Treasury	The National Treasury	123	85	69.1	38	30.9
Land, Housing and Urban Development	Land, Housing and Urban Development	85	33	38.8	52	61.2
Environment, Water and Natural Resources	Environment and Natural Resources	65	34	52.3	31	47.7
	Water and Irrigation	287	208	72.5	79	27.5
Health	Health	143	59	41.3	84	58.7
TOTAL		8,381	3,843	46	4,538	54

(c) Redesignations

A total of two hundred and seventy (270) officers were re-designated horizontally to various cadres. Out of the total number re-designated, 138 (51%) officers were male while 132 (49%) were female. The distribution of officers redesignated to various cadres is as shown in figure 3.3.

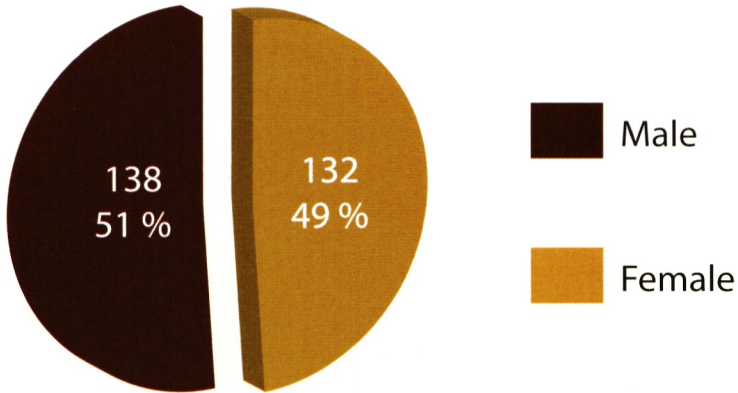


Figure 3.3: Redesignations of officers in Ministries and Departments

(d) Career Progression

A total of twenty one thousand six hundred and thirty four (21,634) officers had served in one grade for five years and above. The stagnation was attributed to lack of vacancies, inadequate funding and failure by the officers to meet the professional qualifications required in their respective career progression among others. The Commission has however put in place measures to address the problem including development of new schemes of service and review of existing ones as well as training on required qualifications. The distribution of number of officers by period of stagnation is as shown in table 3.9 and figure 3.4.

Table 3.9: Distribution of Officers by period of Stagnation

Years served on Grade	Number of Officers	Percentage (%)
5 to 9	13,002	60
10 to 14	3,360	16
15 and above	5,272	24
Total	21,634	100

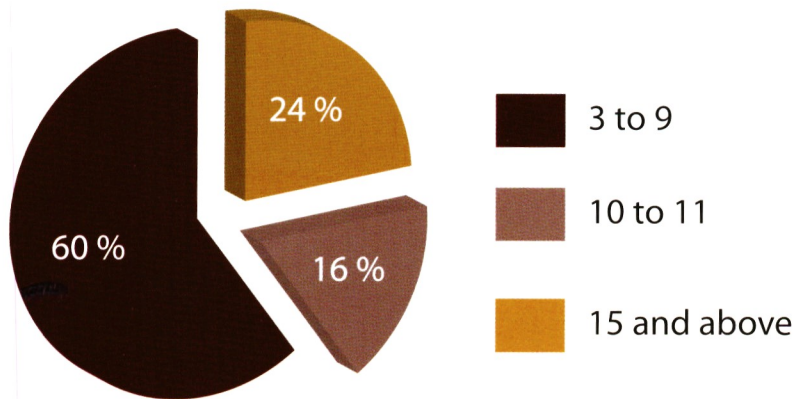


Figure 3.4: Distribution of Officers who have Stagnated by Number of years

(e) Exit from the Service

A total of 1,710 officers exited the service on various grounds which included; normal retirement, resignations, dismissals, medical grounds among others. Out of the 1,710 officers who exited the service, 1,402 (82%) were male while 308 (18%) were female. The distribution of officers who exited the service by ministry and gender is as shown in table 3.10 figure 3.5.

Table 3.10: Distribution of Officers who Exited the Service by Form of Exit

S/No.	Mode of exit	No. of officers	Percentage (%)
1	Normal Retirement	638	37.3
2	Resignations	95	5.6
3	Dismissals	196	11.5
4	Medical Grounds	5	0.3
5	Others	776	45.4
TOTALS		1710	100.0

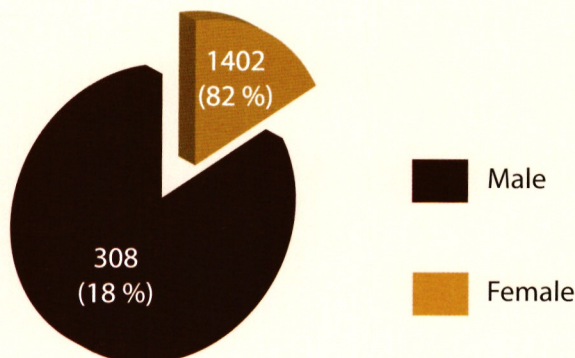


Figure 3.5: Distribution of officers who exited the service by Gender

3.2.5 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

Article 234(2)(h) mandates the Commission to evaluate and report to the President and Parliament on the extent to which values and principles referred to in Articles 10 and 232 are complied with in the Public Service. In line with this provision the Commission evaluated the level of compliance with values and principles and prepared the 2012/13 Report to the President and Parliament. The report was submitted to the President and Parliament on 27th December, 2013.

3.2.6 Ensure the Public Service is Efficient and Effective

In order to ensure the public service is efficient and effective, the Commission expanded the delegated powers from Job Group L to P thus giving ministries and state departments more control over human resource matters and developed and issued the following policies and guidelines to the public service:

(i) Policy on Re-designations and career progression.

The policy addresses re-designation and career progression for officers who attain additional qualifications while in the service. The objective of the policy is to provide direction on the effective date of re-designations, seniority, and supersession.

(ii) Guidelines on strengthening of National government coordination function at the county level

The objective of the policy is to empower offices of the County Commissioners including enhancing their human resource capacity to effectively discharge the National government coordination function at the county level.

(iii) Guidelines on management of seconded staff to counties

The objective of the policy is to standardise and harmonize management of seconded staff in the counties. The key provisions of the policy are guidelines on promotions, transfers, discipline, training, pensions, allowances and protection of the seconded staff.

(iv) Policy on Decentralization of the Human Resource Function

The objective of the policy is to decentralize the human resource function from the Commission to ministries and departments and to empower Authorized Officers to effectively manage the human resource function by having control over staff in their respective ministries and state departments.

(v) Policy on Recruitment under Delegated Powers

The objectives of the guidelines are to enable ministries and state departments ensure that every recruitment in the public service is aligned to the Constitution, Kenya's Vision 2030 and adopt best practices in human resource management. The guidelines provide direction on requirements before undertaking recruitment including funding, staff establishment, compliance with Schemes of Service, waivers and procedure of undertaking recruitment under delegated powers.

(vi) Policy and regulations on Hearing and Determining Appeals from County Government Public Service.

The main aim of the policy is to ensure consistency, uniformity, fairness and efficiency in hearing and determining appeals from the county public service. The policy provides for institutional framework, criteria, procedures and modalities for hearing and determining appeals by the Commission. The regulations provide a detailed step by step procedure for lodging, processing, hearing and determining the appeals; and communication of the Commission's decision.

(vii) Guidelines on Declaration of Income, Assets and Liabilities

The guidelines were reviewed in order to comply and be fully aligned with the Constitution especially Chapter six on Leadership and Integrity. The reviewed administrative procedures provide a uniform approach to declaration.

(viii) Code of Conduct for Officers in the Public Service

The code was reviewed in order to comply and be fully aligned with the Constitution especially Chapter six on Leadership and Integrity and to enhance transparency and accountability among public officers.

(ix) Delegation Instrument to County Public Service Boards and County Assembly Service Boards on Discipline of Seconded Officers to the County Governments

The main objective of the Policy is to assist the County Governments manage the disciplinary control function of officers seconded to the Counties. The Policy highlights includes powers of the County Public service Board, punishments, rights of officers to fair hearing, handling of appeals and applications for reviews and the role of the Commission.



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courtesy call to the Commission**

3.2.7 Petition for Removal of Director of Public Prosecution

The Commission received four petitions from two organizations and two individual Kenyans. The four petitions raised the same allegations. The Commission developed draft guidelines for handling of the petitions.

3.2.8 Review and Make Recommendations to the National Government in Respect of Conditions of Service

The Commission constituted and gazetted as per section 13(2) of the Public Service Commission Act, 2012 a Consultative Committee on Terms and Conditions of Service of Officers in the Public Service. The main objective of the Committee is to review and make recommendations on terms and conditions of service to the National Government. The Committee developed an inception report which formed the basis of reviewing terms and conditions of service for civil servants serving in the National Government.

3.2.9 Hear and Determine Appeals in Respect of County Government Public Service

During the year under review the Commission received a total of five appeal cases. Three of the cases were heard and determined in September, 2014 while determination of the other two cases is awaiting submission of relevant information from the County Public Service Boards. The distribution of the cases is as shown in table 3.11.

Table 3.11: Distribution of Appeal Cases Received

County	No. of Cases Received	Male	Female	Other (e.g. Institution)	No. of Cases Determined
Uasin Gishu	2	2	0	0	2
Kitui	1	0	0	1	1
Nairobi	1	1	0	0	0
Kakamega	1	1	0	0	0
Total	5	4	0	1	3

3.2.10 Develop Human Resources in the Public Service

The Commission under Article 234(2)(f) is mandated to develop human resource in the public service. In line with this provision, the Commission undertook a number of human resource development activities directly and also through ministries and departments under delegated powers as follows:

(a) Capacity Development by the Commission

(i) Induction of Principal Secretaries

The Commission in collaboration with the Ministry of Devolution and Planning held a two day induction workshop for the appointed Principal Secretaries at the Kenya School of Government- Nairobi from 12th to 13th July 2013. It was attended by 26 Authorized Officers. The overall objective of the Induction Programme was to develop a common understanding among the Principal Secretaries on their role as Authorized Officers, as well as the Commission's operations and facilitate bonding and networking.

(ii) Induction Programme for County Public Service Boards

During the transition period the National Government under schedule 4 of the Constitution is required to provide capacity building and technical assistance to the county governments to ensure seamless transfer of services to the devolved system of government. In line with this provision, the Commission in collaboration with the Transition Authority and the Ministry of Devolution and Planning rolled out an induction programme for the chairpersons and members of the County Public Service Boards. The purpose of the programme was to create a common understanding on the roles and functions of the Public Service Commission and County Public Service Boards. The Programme was carried out in two phases. The pilot phase was held at Kenya School of Government (KSG) on 9th and 10th September, 2013 for CPSBs of Nairobi, Kiambu, Meru, Muranga and Isiolo. The

second phase was rolled out for the other counties between 16th and 24th September 2013. All counties participated and a total of 433 participants attended the induction workshops.

(iii) Sensitization of Chairpersons of Ministerial/Departmental Human Resource Management Advisory Committees (M/DHRMAC) and Heads of Human Resource Management Units In State Departments

The Commission sensitized Chairpersons of Ministerial/Departmental Human Resource Management Advisory Committees (M/DHRMAC) and Heads of Human Resource Management Units in State Departments on effective discharge of delegated powers and functions. The sensitization was held at the Kenya School of Government-Nairobi from 3rd– 4th October, 2013. The main objective of the workshop was to ensure synergy and a harmonized approach to the discharge of the delegated powers and functions as well as facilitate networking of the various actors involved in the discharge of Commission’s mandate. The workshop was attended by a total of 75 participants.

(b) Capacity Development by Ministries and Departments under Delegated Powers

Over four thousand officers were sponsored for various training programmes in the service. The training programmes were geared towards equipping the officers with the requisite skills and competencies. Over one hundred and ninety (190) and twenty seven (27) officers, were sponsored for Masters and PhD programmes respectively both locally and abroad. The distribution of number of officers sponsored by ministry, programme, gender and ethnicity is as shown in tables 3.12 and 3.13 and Appendix III.

Table 3.12: Distribution of number of Officers trained by Ministry and Gender

S/ No.	Ministry/State Department	Number of Officers Trained		
		Male	Female	Total
1.	Mining	76	32	108
2.	Defence	198	122	320
3.	Environment, Water and Natural Resources (State Department of water and Irrigation)	146	52	198
4.	State Department of Livestock	171	111	282
5.	State Department of Fisheries	29	17	46
6.	Energy and Petroleum	261	118	379

S/ No.	Ministry/State Department	Number of Officers Trained		
		Male	Female	Total
7.	Planning	63	39	102
8.	Information, Communication and Technology	105	148	253
9.	Agriculture	251	147	398
10.	National Treasury	176	161	337
11.	Education, Science and Technology	821	584	1405
12.	State Department of transport	41	62	103
13.	Lands, Housing and Urban Development	110	47	157
Total		2448	1640	4088

Table 3.13: Distribution of officers Sponsored for Masters and PhD Programmes by Ministry and Gender

Ministry/State Department	Masters			PhD		
	Male	Female	Total	Male	Female	Total
Fisheries	2	3	5	2	0	2
National Treasury	11	3	14	0	0	0
Education, Science and Technology	15	5	20	4	3	7
Defence	1	0	1	0	0	
Water and Irrigation	8	6	14	1	1	2
Agriculture	17	10	27	2	2	4
Planning	15	3	18	1	0	1
Devolution	5	7	12	1	1	2
Mining	2	2	4	0	0	0
Energy and Petroleum	1	2	3	0	0	0
Livestock	32	11	43	4	4	8
Labour, Social Security and Services	15	8	23	1	0	1
Information, Communication and Technology	3	1	4	0	0	0
Lands, Housing and Urban Development	2	1	3	0	0	0
Total	129	62	191	16	11	27

3.2.11 Donor Funding on Capacity Development

During the year under review, development partners sponsored various training and development programmes through offering scholarships and attachments to officers in the public service. The following countries and International Organizations among others, sponsored officers for courses in various fields as shown in table 3.14. The Commission appreciates the support given by the development partners in capacity building and other human resource management and development matters.

Table 3.14: Distribution of Scholarships by Sponsor and Field of Study

S/ No	Sponsor	Field of Study	No. of Scholarships
1.	Egyptian Government	Agriculture & Related Fields	1
		Agribusiness	1
2.	Germany /Germany Academic Exchange Service (DAAD)	Economics	1
		Aquatic Studies	2
		Environment	1
3.	Government of Australia	Agriculture & Related Fields	2
		Agribusiness	3
		Agricultural Engineering	1
		Human Resource	1
4.	Government of India	Rural Development	1
		Food Security	1
		Natural Resources	1
		Agricultural Technology	1
5.	Government of Netherlands	Agriculture & Related Fields	1
		Rural Development	1
		Urban Development	1
		General Science	1
6.	IGAD	Geology	1
7.	Government of Israel/Israel Agency for International Co-operation (IAIC)	Agriculture & Related Fields	2
		Rural Development	1
		Aqua Culture	3
8.	Italian Government	Irrigation	3
		Agriculture & Related Fields	1
		Natural Resources	1

S/ No	Sponsor	Field of Study	No. of Scholarships
9.	Japan International Co-operation Agency (JICA)	Agribusiness	1
		Agriculture & Related Fields	10
		Rural Development	6
		Agricultural Technology	1
		Food Security	1
		Information Communication Technology	1
		Capacity Development	18
		Project Management	11
		Electrical Engineering	1
10.	Korean International Co-operation Agency (KOICA)	Aqua Culture	1
		Agriculture & Related Fields	1
		Survey and Mapping	2
		Rural Development	1
11.	NEPAD- FAO	Capacity Development	2
12.	Peoples Republic of China	Business Management	4
		Agricultural Extension	4
		Agriculture & Related Fields	8
		Information Communication Technology	1
		Rural Development	4
		Aqua Culture	3
13.	Republic of South Africa	Agriculture & Related Fields	1
		Maritime	1
14.	SIDA	Capacity Development	2
15.	Switzerland Government	Natural Resources	2
16.	UN Habitat	Urban Development	2
17.	UNICEF	Risk Management	1
18.	USAID	Urban Development	1
		Agricultural Marketing	2
19.	World Bank	Project Management	1
		Human Resource	3
		Resource Management	2
		Business Management	2
Totals			134

3.2.12 Promotional Examinations

The Commission administered Administrative Officers Examination, Proficiency Examination for Clerical Officers, Occupational Test Examination for Telephone Operators and Assistant Legal Metrology Officers Examination Parts I and II. The examinations are important in the career progression of the officers and also test their ability to apply their knowledge, skills and experience in their work environment.

(a) Overall Performance

In the year 2013/2014 a total of 1,148 officers sat and passed the Commission's administered examinations and were therefore eligible for promotion to the next grade. The overall performance of the examinations is as shown in table 3-15 and figure 3.6.

Table 3.15: Performance on examinations administered by the Commission during 2013/14

Examination	No. of candidates	Pass		Referrals	
		No.	%	No.	%
Administrative Officer's	51	26	51	25	49
Proficiency	2407	1110	46	1297	54
Occupational Test	11	5	45	6	55
Assistant Legal Metrology Officers Examination Part I	11	7	63.6	4	36.4
Total	2480	1148	46	1332	54

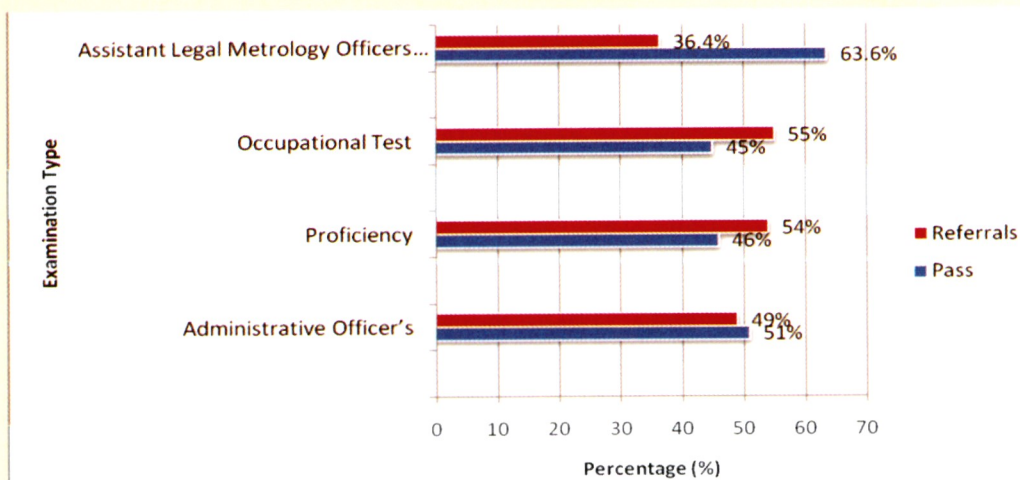


Figure 3.6: Performance on examinations administered by the Commission during 2013/14

(b) Analysis of performance by Gender

Out of the 1148 candidates who were awarded a pass, 583 were male while 565 were female, representing 51 % and 49 % respectively. This is reflected in table 3.16 and figure 3.7.

Table 3.16: Analysis of performance by Gender

Candidates		Total	Pass		Total	Referrals		Total
Male	Female		Male	Female		Male	Female	
1109	1371	2480	583	565	1148	526	806	1332
45%	55%	100%	51%	49%	100%	40%	60%	100%

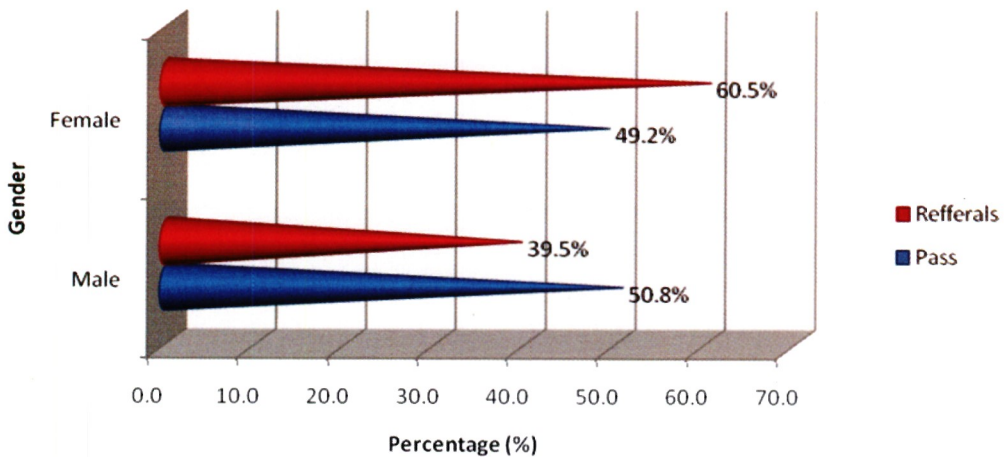


Figure 3.7: Analysis of Performance by Gender

(a) Transfer of the Commission's Promotional Civil Service Examinations

The Commission, following the redefining of its mandate under the Constitution found it necessary to gradually transfer the administration of promotional examinations to other Institutions as follows:

- i. The Administrative Officers Examination, Proficiency Examination for Clerical Officers and the Occupational Examination for Telephone Operators be transferred to the Kenya School of Government with effect from November, 2014; and
- ii. The Assistant Legal Metrology Officer's Examinations Parts I and II be transferred to the Institute of Trade Standards Administration (ITSA) under the department of Weights and Measures in the Ministry of East African Affairs, Commerce and Tourism with effect from April, 2015.

3.2.13 Exercise of Disciplinary Control in the Public Service

The Commission under Article 234(2)(b) is mandated to exercise disciplinary control over and remove persons holding or acting in offices in public service. Disciplinary control is geared towards ensuring that public officers have high standards of ethical conduct and work performance. Disciplinary control entails receipt, processing and finalization of disciplinary cases and appeals submitted by ministries and departments for Commission's determination.

(a) Nature of Discipline cases

The Commission received a total of 430 disciplinary cases from ministries and state departments of which 82(19%) were for female officers and 348(81%) were for male officers. An analysis of the 430 cases, revealed that majority of the offences that were committed, (226 cases), related to absence from duty without lawful authority. The distribution of disciplinary cases by nature of offence and gender is as shown in table 3.17.

Table 3.17: Distribution of disciplinary cases by nature of offence and gender

S/No	Nature of Offence	Gender		Total
		F	M	
1.	Abscondment of duty	4	17	21
2.	Absence from duty without lawful authority	16	52	68
3.	Being dishonest & failure to observe the Code of Conduct & Ethics part ii No. 9	0	1	1
4.	Conviction in a court of law	4	11	15
5.	Desertion of duty	26	111	137
6.	Embezzlement of PSC (K) funds	0	1	1
7.	Forgery of certificates	19	8	27
8.	Gross misconduct	12	123	135
9.	Misappropriation of funds	0	1	1
10.	Negligence of duty	0	1	1
11.	Performance & dereliction of duty	0	1	1
12.	Poor record of service	1	19	20
13.	Prejudice of Good conduct	0	2	2
	Total	82	348	430

(b) Discipline Cases by Ministry and Gender

The distribution of discipline cases by ministry and gender reveals that the ministry of Interior and Co-ordination of National Government had the highest number of cases comprising 148, followed by the ministries of Health, Devolution and Planning and Environment, Water and Natural Resources which had 85, 69 and 32 cases respectively. All the ministries and state departments had more cases of male officers than female officers except the ministries of Foreign affairs and Labour, Social Security and Services. The distribution of discipline cases by ministry and gender is as shown in table 3.18.

Table 3.18: Distribution of Discipline cases by ministry and gender

S/ No.	Ministry/Department	Gender		Total
		F	M	
1.	Interior and Co-ordination of National Government	9	139	148
2.	Health	25	60	85
3.	Devolution and Planning	24	45	69
4.	Environment water and Natural Resources	2	30	32
5.	Lands, Housing and Urban Development	3	19	22
6.	Agriculture, Livestock and Fisheries	4	14	18
7.	Labour, Social Security and Services	6	5	11
8.	Education Science and Technology	2	7	9
9.	National Treasury	1	7	8
10.	Defence	0	5	5
11.	East african Affairs, Commerce and Tourism	1	4	5
12.	Attorney General and Department of Justice	0	4	4
13.	Foreign Affairs	4	0	4
14.	Energy and Petroleum	0	2	2
15.	Public Service Commission	1	1	2
16.	Forestry and Wildlife	0	1	1
17.	Industrialization and Enterprise Development	0	1	1
18.	Information Communication and Technology	0	1	1
19.	Kenya national Audit	0	1	1
20.	The National Treasury	0	1	1
21.	Transport and Infrastructure	0	1	1
	Total	82	348	430

(c) Nature of Commission's Decisions on Discipline Cases

Out of the 430 cases received, 375 (87%) cases were finalized while 55 (13%) cases were deferred to the financial year 2014/2015. The Commission made various decisions on the 375 cases finalized as shown in table 3.19.

Table 3.19: Distribution of Discipline Cases by Decisions

S/No	Nature of decision	Number
1.	Allowed	30
2.	Be paid all his dues	1
3.	Compliance and quality assurance directorate to give feedback on implementation of all commission's decisions	1
4.	The period an officers was away pending reinstatement be treated as leave without pay	1
5.	Directed to carry out investigations	1
6.	Disallowed	180
7.	Disallowed and closed	35
8.	Dismissed	69
9.	Noted that implementation of Commissions' Decision was undertaken	2
10.	Referred back to authorised officer	25
11.	Reinstated to the service	2
12.	Reinstated back to interdiction until appeal against court conviction is heard	1
13.	Rejected Authorized Officers' recommendation	13
14.	Rejected Authorized Officers' recommendation and dismissed	1
15.	Retired under fifty year rule	1
16.	Retired in public interest	9
17.	Set aside Authorized Officers' decision to dismiss	2
18.	Terminated temporary appointment	1
	Total	375

Key among them was that 69 officers were dismissed from the service; 9 officers retired from the service in the public interest; 21 appeals were allowed and 180 disallowed; 9 applications for review were allowed and 35 were disallowed; while 13 Authorized Officers' recommendations were rejected.

(d) Pending Court Cases on Disciplinary Matters

During the year under review, there were one hundred and thirty six (136) cases pending before the courts filed against the Commission and various ministries challenging the Commission's decision to discipline public officers in the service. The Commission has given the Attorney General appropriate instructions to facilitate finalization of the cases.

3.2.14 Protect the Rights of Public Officers and Enhance Justice and Fairness in the Public Service

In an effort to protect the rights of public officers and enhance justice and fairness in the public service, the Commission held consultative meetings with the trade union representing the health workers.

Further, the Commission received 12 complaints on disciplinary cases from individual officers and the Commission on Administrative Justice. These cases were investigated and responded to. Among the 12 cases, only one case had elements of victimization and discrimination and the Commission reinstate the officer in the service.

3.2.15 Provision of Technical assistance to County Governments

(a) Managing Transition in the Public Service

The Commission in collaboration with the Ministry of Devolution and Planning, County Governments, Transition Authority and other government agencies constituted a Technical Committee to guide on establishing a pension scheme for county staff. A report containing recommendations on pension scheme for County public staff was presented to the Council of governors and other stakeholders on 31st March 2014 for approval.

(b) Secondment of Staff

The Commission seconded officers in various cadres to the Transition Authority and the County Governments and issued guidelines to facilitate the management of the seconded staff.

(i) Secondment of Staff to Transition Authority

The Commission seconded a total of four hundred and forty six (446) officers, of which 352 (79%) were male and 94 (21%) were female to the Transition Authority to assist Counties put in place structures to operationalize the County Governments. The staff were seconded for periods ranging between one and three years. The distribution of the seconded staff by gender and posts is as shown in table 3.20.

Table 3.20: Distribution of seconded staff to the Transition Authority by gender and Posts

No.	Post	Gender				Total
		Male	%	Female	%	
1.	County Transition Coordinators	28	71.8	11	28.2	39
2.	Interim County Secretary	37	80.4	9	19.6	46
3.	Interim Clerk of County Assembly	33	86.8	5	13.2	38
4.	Interim County Head of Human Resource Management	32	68.1	15	31.9	47
5.	Interim Human Resource/Payroll Manager	22	55.0	18	45.0	40
6.	Interim County Information Communication Technology Manager	33	76.7	10	23.3	43
7.	Interim County Chief Officer (Finance)	32	78.0	9	22.0	41
8.	Interim Head of County Treasury (Accounting)	40	85.1	7	14.9	47
9.	Interim Head of County Internal Audit	38	88.4	5	11.6	43
10.	Interim Head of County Supply Chain Management	45	95.7	2	4.3	47
11.	Interim Sergeant – At - Arms	7	100.0	0	0.0	7
12.	Interim Editor of Hansard	2	100.0	0	0.0	2
13.	Interim Deputy County Assembly Clerk	3	50.0	3	50.0	6
	TOTAL	352	78.9	94	21.1	446

(ii) Secondment Staff from the National Government to County Governments

A total of 60,695 officers from various Ministries and the State Departments were seconded to the 47 County Governments to perform the devolved functions. The Ministry of Health had the highest number of officers seconded with 42,621, followed by the Ministry of Agriculture, Livestock and Fisheries with 11,228 officers while the Ministries of Sports Culture and the Arts and Interior and coordination of National Government with 259 and 170 officers respectively. The Distribution of seconded staff to the County Governments by Ministry is as shown in Table 3.21.

Table 3.21: Distribution of seconded staff to the County Governments by Ministry

MINISTRIES	DEPARTMENTS											Grand Total		
	Agriculture	Betting Control and Lottery	Co-operative Development	Culture	East African Affairs	Fisheries	Health	Internal Trade	Lands, Housing and Urban Development	Livestock Development	Planning		Sports	Water
Agriculture, Livestock and Fisheries	5,286					1,119				4,806				11,228
Devolution and Planning									377					377
Industrialization and Enterprise Development			681											681
East African Community Affairs, Commerce and Tourism					3			318						321
Environment, Water and Natural Resources												2,967		2,967
Health							42,621							42,621
Interior and Co-ordination of National Government		170												170
Lands, Housing and Urban Development										2,088				2,088
Sports, Culture and Arts				77								182		259
Grand Total	5,286	170	681	77	3	1,119	42,621	318	2,088	4,806	377	182	2,967	60,695



Management receiving their performance contract from their Chairperson

CHAPTER FOUR

MILESTONES AND CHALLENGES

4.1 Milestones

The Commission achieved the following:-

1. Facilitated the appointment of Chairpersons and Members of Kenya Law Reform Commission and Universal Service Advisory Council;
2. Upgraded the online Recruitment and Selection Database System thus reducing paper work and enhancing accessibility to the Commission's services;
3. Expanded the scope of delegated powers and functions from Job Group L to P, thus empowering Authorized Officers in management of human resource matters;
4. Sensitized Authorized Officers and heads of human resource management in ministries and state departments to enable them implement the expanded delegated authority;
5. Developed and issued various policies and guidelines on human resource management to ensure efficiency and effectiveness of the Public Service;
6. Recruited 246 persons in to the service of which 140(57%) were male and 106(43%) female;
7. Promoted 8560 persons in various ministries of which 3,947(46%) were male and 4,613(54%) were female. Of these, 4 female officers promoted were persons with disability;
8. Established five offices in the Executive office of the President and four offices in the National Youth Service;
9. The Commission held consultative meetings with County Public Service Boards and hosted foreign Public Service Commissions who visited the Commission for purposes of benchmarking and sharing experiences;
10. Provided technical assistance on human resource matters to other public organisations such as Teachers Service Commission, KENAO, National Intelligence Service (NIS) and County Public Service Boards;
11. Inducted County Public Service Boards on matters of human resource management; and
12. Re-engineered the Commission's website to make it easily accessible, navigable, more informative and user friendly.

4.2 Challenges

The Commission faced a number of challenges in the discharge of its Constitutional mandate in the public service. These included:

1. Inadequate funding for Commission's programmes;
2. Freezing of recruitment in the service thus affecting succession management;
3. Delay in the enactment of the revised Public Service Commission Act and Regulations;
4. Delay in enactment of legislation to institutionalize and operationalize values in Articles 10 and 232;
5. Inadequate office accommodation for both the Commission and secretariat staff;
6. Undefined organizational structures and staff establishment in ministries and departments;
7. High staff turnover among the professional cadres e.g. doctors, nurses;
8. Delay in determining disciplinary cases by law courts thus affecting human resource planning and straining the budget in case of reinstatement; and
9. Storage of completed declaration of income, assets and liabilities forms.



His Excellency the President Uhuru Kenyatta launches PSC Policy document

CHAPTER FIVE WAY FORWARD

5.1 Transformation of the National Public Service

The Commission is mandated to transform the public service to be a professional, ethical, efficient and effective service in order to meet the expectations of Kenyans. In an effort to achieve this the Commission will take deliberate measures as follows:

5.1.1 Restructuring the National Public Service

During the year under review, the Commission in collaboration with the Ministry of Devolution and Planning constituted a capacity assessment and rationalization programme committee to develop a strategy for capacity assessment and rationalization of the public service as well as implementation guidelines. The strategy entails a criteria for determining and ensuring an optimal staffing level across the national and county public service. The Commission will progressively implement the strategy to transform the Public service for effective and efficient service delivery.

5.1.2 Aligning the Human Resource Management Policies and Instruments to the Constitution

The Commission will adhere to the Constitutional provisions and other relevant legislation in the discharge of its mandate. To this end, the Commission will progressively develop, review and align all human resource management policies, regulations, guidelines, among other instruments to the Constitution.

5.1.3 Delegation of Powers and Functions

In line with the spirit of devolution of power and authority, the Commission will gradually delegate its powers and functions to Ministries and Departments while maintaining accountability. In this regard, the Commission will empower the authorized officers to enable them manage the human resource functions in a more efficient and effective manner. On delegation, the Commission will strengthen its capacity to undertake the oversight role to ensure that the delegated powers and functions are discharged in line with existing laws, policies and legislation for effective service delivery. To effectively play this role, the Commission will implement an elaborate monitoring and evaluation framework. The framework will provide direction on auditing, investigating and reporting on the implementation of the human resource functions in the public service. Further the Commission will put in place measures to ensure that Authorised Officers discharge the delegated powers and functions in accordance with the regulations. This will include introducing an accountability framework.

5.1.4 Public Participation in Policy Making

The Commission recognizes the critical role played by the public and other key stakeholders in policy making. In this respect, the Commission will develop and issue a comprehensive policy on public involvement in policy development and review. This policy will provide a framework for effective engagement of the public and other key stakeholders.

5.1.5 Promotion of Values and Principles in Articles 10 and 232

Embracing values and principles in Articles 10 and 232 is a major step towards transforming the public service. To enhance compliance with the values and principles, the Commission will develop strategies and programmes for promotion and compliance. In doing so, the Commission shall, among others, adopt a multifaceted approach which will involve both the electronic and print media; and engage institutions of learning with a view to having values and principles integrated in their respective curricula.

5.2 Devolution and Transition Matters

Schedule four of the Constitution mandates the National Government to provide capacity building and technical assistance to the counties to facilitate devolution. In line with this provision, the Commission in collaboration with the Ministry of Devolution and Planning, Transition Authority and other agencies facilitated County Governments through development of guidelines on management of human resource and sensitization of County Public Service Boards on human resource management matters. Moving forward, the Commission will, in the spirit of cooperation, collaboration and consultation, engage the CPSBs further by organizing exchange programmes to provide technical support. This arrangement will give the Commission an opportunity to, where necessary, assist the boards develop appropriate structures and systems for effective discharge of their mandates.



His Excellency President Uhuru Kenyatta and CS devolution and planning with PSC members

PROFILES OF PSC MEMBERS

PROFILE OF PSC MEMBERS

During the year under review, the Commission comprised of a Chairperson, Vice Chairperson and seven Commissioners. The Commission is assisted by a Secretariat headed by Commission Secretary who is appointed by the Commission pursuant to Article 233(6)(b). The members of the Commission possess a wide range of skills and competencies including Finance, Human Resource Management, Education, Accounting, Economics, ICT and Medicine. The profiles of the Commission's Chairperson, Vice Chairperson, Commissioners and the Secretary/CEO are as shown below:

Prof. Margaret Kobia PhD, CBS, Chairperson, Public Service Commission



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

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

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

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

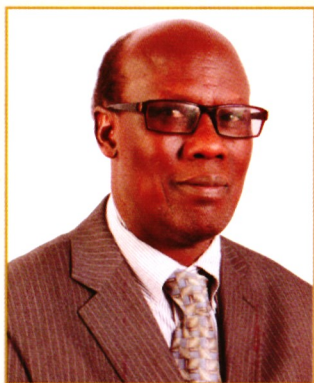


He is a career diplomat who prior to his appointment served in various Kenya's Missions abroad including Harare Zimbabwe, Uganda, Stockholm Sweden, Paris France, Kenya's Ambassador to the Kingdom of Belgium, the Grand Duchy of Luxembourg, and Kenya's Permanent Representative to the European Union. While in Brussels, he was the chairman of the sub-committee on trade and tariffs and co-chairman of African Caribbean and Pacific Group of states (ACP)/European Union (EU) Committee on Trade and Commodity Protocols. He was leader of the Kenyan delegation to the signing of the Partnership Agreement in 2000 (Cotonou Agreement) between the European Union and the ACP group of states. He also served as chairman of the ACP committee on trade that negotiated the ACP/EU waiver in the World Trade Organization (WTO) Doha Round 2001.

As the Kenya's High Commissioner to the Republic of Uganda, he was in charge of the Great Lakes Region and was in the lead team that negotiated the Burundi Peace Agreement as well as the East African Cooperation negotiations leading to the signing of the protocol that gave birth to the East African Community.

He also served as the Secretary/Chief Executive Officer of the Commission for the Implementation of the Constitution and Permanent Secretary in the Ministries of East African Community and Foreign Affairs. He has been awarded First Class Order of the Chief of the Burning Spear (CBS) in recognition of his distinguished service.

Prof. Michael N.I. Lokuruka, Ph.D, Commissioner



Professor Michael N.I. Lokuruka holds a Ph.D. in Food Science from Cornell University USA, a Masters degree in Food Science and Technology from Reading University UK and a Bachelors Degree in Food Science and Technology from the University of Nairobi. He also possesses a Postgraduate Diploma in Fish processing from Trondheim, Norway and Food Technology (Jerusalem). Prior to his appointment he served for over 23 years at Egerton and Karatina Universities as Researcher, Lecturer and Chairman of Department and Consultant to the Food and Fisheries Industry. He

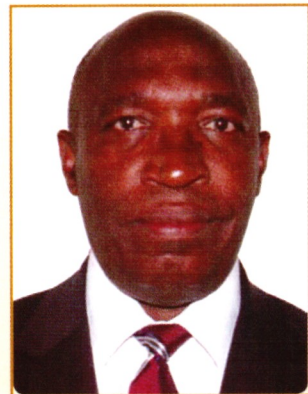
also served as Food Science Researcher and Food Quality Controller, Processor and General Manager (1979 – 2012).

Some of his works include: Dairy Projects Monitoring and Evaluation for Davina and Qualispass Consultants (2010)-Central Kenya and Eastern Regions of Kenya; Consultant Trainer for Marine Fish Quality Improvement and Marketing Project for ACT Kenya, sponsored by the European Union (2011-2012); Consultant and Development Trainer for Centre for Minority Rights (CEMIRIDE, Kenya) (2007-2010); Setting up Quality Standards of Lake Victoria and Kenya Marine Fish (2007-2009); Investigating Scombrototoxin Formation in Temperate Fish of New York State (2000-2002) and Kenyan Marine Fish (2001-2003); and HACCP establishment in Fish Factories (Cornell University and New York State Department of Health)-(2000 to 2002). He has published extensively in his field of expertise.

Patrick G. Gichohi, CBS, Commissioner

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

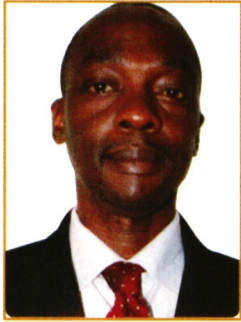
Prior to his appointment Mr. Gichohi had a distinguished Parliamentary career rising to the position of Clerk of the Kenya National Assembly. While serving as Clerk to the National Assembly, he initiated key parliamentary reforms and facilitated Public-Private Sector partnership in the Parliamentary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



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

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

Lawrence Nyalle, Commissioner



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

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

Veronica Birgen, Commissioner

Commissioner Birgen holds a Master of Science degree in Organizational Development from the United States International University and a Bachelor of Arts Degree in Political Science and History from the University of Nairobi. She is also an accomplished professional with over 25 years comprehensive Management experience in both public and private sector.



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



Catherine R. Omweno, Commissioner

Commissioner Catherine Omweno holds a Masters degree in Business Administration from Moi University and a Bachelor of Arts degree from Punjab University, India. She is also a CPS (K) Finalist and a member of the Institute of Certified Public Secretaries.

She has extensive experience in Human Resource Management. Prior to her appointment, she served as a Personnel Officer in various ministries rising to the level of Chief Personnel Officer. She also worked at CARE-Kenya, Jomo Kenyatta Foundation and CMC Group of Companies as Head of Human Resource for 17 years. She also worked briefly with the Institute of Human Resource Management as an Associate Human Resource Consultant and lastly with Spectre International.

Dr. Judith Bwonya, Commissioner

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



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

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

Titus M. Ndambuki, CBS, Commissioner



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

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

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

Mrs. Alice Atieno Otwala, CBS, Commission Secretary/CEO

Mrs. Alice A. Otwala holds a Masters Degree in Public Administration from the Liverpool University (United Kingdom), a Bachelors of Arts Degree from the University of Nairobi and a Post Graduate certificate in Strategic Management from Strathmore University. She has also attended several courses in Public Administration and participated in high level international conferences. She is a member of Kenya Institute of Management (KIM) and Kenya Association for Public Administration and Management (KAPAM).



Prior to her appointment, she served as an administrator in the public service for a period of 31 years in various ministries rising to the position of Deputy Commission Secretary in the Public Service Commission. Her major achievements include

setting up the first Computerization of all administrative Officers Records Project at the Office of the President, developing the first Training Manual for Chiefs and Assistant Chiefs throughout the Country, Steering sensitive Government logistical programmes and most recently steered the restructuring of the Public Service Commission Secretariat to enable it deliver on the Constitutional Mandate as the CEO. She has been awarded MBS and CBS in recognition of her outstanding performance in the Service



APPENDICES

Appendix 1: Reports and Unaudited Financial Statement for the year ended June, 30, 2014

VI. STATEMENT OF RECEIPTS AND PAYMENTS

RECEIPTS	Note	2013-2014 Kshs	2012-2013 Kshs
Transfers from National Treasury	1	871,744,115	799,186,000
Domestic Currency and Domestic Deposits	2	15,510,201	5,024,765
Proceeds from Sale of Assets	3	<u>9,668,510</u>	<u>12,452,054</u>
TOTAL REVENUES		<u>896,922,826</u>	<u>816,662,819</u>
PAYMENTS			
Compensation of Employees	4	417,156,404	215,102,138
Use of goods and services	5	244,430,602	369,919,035
Other grants and transfers	6	864,321	975,000
Social Security Benefits	7	265,237	2,049,490
Acquisition of Assets	8	215,987,265	219,850,437
Other Expenses	9	<u>6,457,944</u>	<u>-</u>
TOTAL PAYMENTS		<u>885,161,774</u>	<u>807,896,100</u>
SURPLUS/DEFICIT		<u>11,761,052</u>	<u>8,766,719</u>

VII. STATEMENT OF ASSETS

	Note	2013-2014 Kshs	2012-2013 Kshs
FINANCIAL ASSETS			
Cash and Cash Equivalents			
Bank Balances	10	22,384,726	11,103,013
Cash Balances	11	559,590	63,425
Advances	12	<u>324,176</u>	<u>341,001</u>
TOTAL FINANCIAL ASSETS		<u>23,268,492</u>	<u>11,507,439</u>
REPRESENTED BY			
Fund balance b/fwd	13	11,507,439	3,926,847
Surplus/Deficit for the year		11,761,052	8,766,719
Prior year adjustments	14	<u>-</u>	<u>(1,186,127)</u>
NET FINANCIAL POSITION		<u>23,268,492</u>	<u>11,507,439</u>

VIII. STATEMENT OF CASH FLOW

	Note	2013-2014 Kshs	2012-2013 Kshs
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts for operating income	1	871,744,115	799,186,000
Transfers from National Treasury			
Payments for operating expenses			
Compensation of Employees	4	(417,156,404)	(215,102,138)
Use of goods and services	5	(244,430,602)	(369,919,035)
Other grants and transfers	6	(864,321)	(975,000)
Social Security Benefits	7	(265,237)	(2,049,490)
Other Expenses	9	<u>(6,457,944)</u>	<u>-</u>
Net cashflow from operating activities		<u>202,569,606</u>	<u>211,140,337</u>
CASHFLOW FROM INVESTING ACTIVITIES			
Proceeds from Sale of Assets	3	9,668,510	12,452,054
Acquisition of Assets	8	<u>(215,987,265)</u>	<u>(219,850,437)</u>
Net cash flows from Investing Activities		<u>(206,318,755)</u>	<u>(207,398,383)</u>
CASHFLOW FROM BORROWING ACTIVITIES			
Domestic Currency and Domestic Deposits	2	<u>15,510,201</u>	<u>5,024,765</u>
Net cash flow from financing activities		<u>15,510,201</u>	<u>5,024,765</u>
NET INCREASE IN CASH AND CASH EQUIVALENT		11,761,052	8,766,719
Cash and cash equivalent at beginning of the year		<u>11,507,439</u>	<u>2,740,720</u>
Cash and cash equivalent at end of the year		<u>23,268,492</u>	<u>11,507,439</u>

IX. SUMMARY STATEMENT OF APPROPRIATION: RECURRENT AND DEVELOPMENT COMBINED

Code	Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation Difference to Final Budget
		a	b	c=a+b	d	e=d-c	f=d/c%
		Kshs	Kshs	Kshs	Kshs	Kshs	Kshs
	Revenues/Receipts						
	Transfers from National Treasury	999,750,033	(128,005,918)	871,744,115	871,744,115	-	100%
35	Proceeds from Sale of Non-Financial Assets (AIA)	8,000,000	2,783,650	10,783,650	9,668,510	(1,115,140)	90%
	Total Revenues/Receipts	1,007,750,033	(125,222,268)	882,527,765	881,412,625	(1,115,140)	100%
	Payments/Expenses						
21	Compensation of Employees	418,246,273	(1,089,868)	417,156,405	417,156,404	(1)	100%
22	Use of goods and services	287,935,260	(36,132,400)	251,802,860	244,430,602	(7,372,258)	97%
26	Other grants and transfers	850,000	-	850,000	864,321	14,321	102%
27	Social Security Benefits	272,000	(5,000,000)	(4,728,000)	265,237	4,993,237	-6%
31	Acquisition of Assets	300,446,500	(83,000,000)	217,446,500	215,987,265	91,459,236	99%
	Other Expenses	-	-	-	6,457,944	6,457,944	>100%
	Total Payments/Expenses	1,007,750,033	(125,222,268)	882,527,765	885,161,774	2,634,009	100%

X. SUMMARY STATEMENT OF APPROPRIATION: RECURRENT

Revenue/Expense Item	Original Budget a Kshs	Adjustments b Kshs	Final Budget c=a+b Kshs	Actual on Comparable Basis d Kshs	Budget Utilisation Difference e=d-c Kshs	% of Utilisation Difference to Final Budget f=d/c %
Revenues/Receipts						
Transfers from National Treasury & Other Government Entities	709,750,033	(45,005,918)	664,744,115	664,744,115	-	100%
Proceeds from Sale of Non-Financial Assets (AIA)	8,000,000	2,783,650	10,783,650	9,668,510	(1,115,140)	89.66%
Total Revenues/Receipts	717,750,033	(42,222,268)	675,527,765	674,412,625	(1,115,140)	100%
21 Compensation of Employees	418,246,273	(1,089,868)	417,156,405	417,156,404	(1)	100%
22 Use of goods and services	287,935,260	(36,132,400)	251,802,860	244,430,602	(7,372,258)	97.07%
26 Other grants and transfers	850,000	-	850,000	864,321	14,321	101.68%
27 Social Security Benefits	272,000	(5,000,000)	4,728,000	265,237	4,993,237	-5.61%
31 Acquisition of Assets	10,446,500	-	10,446,500	9,912,691	(533,809)	94.89%
Other Expenses	-	-	-	3,048,975	3,048,975	>100%
Total Payments/Expenses	717,750,033	(42,222,268)	675,527,765	675,678,231	150,466	100%

XI. SUMMARY STATEMENT OF APPROPRIATION: DEVELOPMENT

Revenue/Expense Item	Original Budget a Kshs	Adjustments b Kshs	Final Budget c=a+b Kshs	Actual on Comparable Basis d Kshs	Budget Utilisation Difference e=d-c Kshs	% of Utilisation Difference to Final Budget f=d/c%
Revenues/Receipts						
Transfers from National Treasury	290,000,000	(83,000,000)	207,000,000	207,000,000	-	100%
Payments/Expenses						
Acquisition of Assets	290,000,000	(83,000,000)	207,000,000	206,074,573	(925,427)	100%
Other Expenses	-	-	-	3,408,969	3,408,969	>100%
Total Payments/Expenses	<u>290,000,000</u>	<u>(83,000,000)</u>	<u>207,000,000</u>	<u>209,483,542</u>	<u>2,483,5429</u>	<u>100%</u>

XII. SUMMARY STATEMENT OF PROVISIONINGS

Details of General Account on Vote	2013 - 2014 Kshs	2012 - 2013 Kshs
GAV Provisioning account balance	<u>33,011,639</u>	<u>13,591,031</u>
Total	<u>33,011,639</u>	<u>13,591,031</u>
Details on Exchequer Account		
Exchequer Provisioning account balance	<u>34,970,348</u>	<u>15,079,578</u>
Total	<u>34,970,348</u>	<u>15,079,578</u>

XIV. NOTES TO THE FINANCIAL STATEMENTS

1 EXCHEQUER RELEASES

Description and reference of the transfer	Date of transfer	2013 - 2014 Kshs	2012 - 2013 Kshs
1st quarter transfer	Jul - Sept 2013	145,500,000	100,000,000
2nd quarter transfer	Oct - Dec 2013	212,000,000	148,000,000
3rd quarter transfer	Jan - Mar 2014	214,000,000	127,000,000
4th quarter transfer	Apr - June 2014	<u>300,244,115</u>	<u>424,186,000</u>
Total		<u>871,744,115</u>	<u>799,186,000</u>

2 DOMESTIC CURRENCY AND DOMESTIC DEPOSITS

	2013 - 2014 Kshs	2012 - 2013 Kshs
Balance b/f		
Construction of additional offices at PSCK - 10% of contract amount	15,126,325	4,603,091
Water seepage in basement floor	-	324,760
Construction of waiting unit for drivers	-	96,914
Replacement of defective booster - 10% of contract amount	173,733	-
Soundproofing of windows and ventilation improvement - 10%	<u>208,335</u>	<u>-</u>
Total	<u>15,510,201</u>	<u>15,024,765</u>

New bank accounts were opened in July 2013. The Ksh. 1,808 was in the account when it was opened as reflected in the bank statement. It has not been established how it arose.

3 PROCEEDS FROM SALE OF ASSETS

	2013 - 2014 Kshs	2012 - 2013 Kshs
Receipts from the Sale of Inventories, Stocks and Commodities	9,668,510	12,452,054
Total	9,668,510	12,452,054

4 COMPENSATION OF EMPLOYEES

	2013 - 2014 Kshs	2012 - 2013 Kshs
Basic salaries of permanent employees	115,685,644	113,250,463
Personal allowances paid as part of salary	<u>301,470,760</u>	<u>101,851,675</u>
Total	<u>417,156,404</u>	<u>215,102,138</u>

5 USE OF GOODS AND SERVICES

	2013 - 2014 Kshs	2012 - 2013 Kshs
Utilities, supplies and services	5,072,028	6,400,000
Communication, supplies and services	9,964,218	11,644,323
Domestic travel and subsistence	25,623,436	28,352,744
Foreign travel and subsistence	3,966,666	2,500,000
Printing, advertising and information supplies & Services	42,919,248	86,571,997
Rentals of produced assets	10,578,531	12,000,000
Training expenses	46,551,251	62,893,705
Hospitality supplies and services	32,091,778	40,628,860
Insurance costs	5,688,921	4,734,507
Specialised materials and services	8,395,138	28,605,110
Office and general supplies and services	10,788,897	18,479,764
Fuel	4,846,660	5,068,450
Other operating expenses	29,075,969	40,550,601
Routine maintenance - vehicles and other		
Transport equipment	1,928,000	2,863,608
Routine maintenance - other assets	<u>6,939,861</u>	<u>18,625,366</u>
Total	<u>244,430,602</u>	<u>369,919,035</u>

6 OTHER GRANTS AND OTHER PAYMENTS

Membership Fees and Dues and Subscriptions to International Organizations	864,321	975,000
Total	<u>864,321</u>	<u>975,000</u>

7 SOCIAL SECURITY BENEFITS

Government pension and retirement benefits	265,237	2,049,490
Total	<u>265,237</u>	<u>2,049,490</u>

8 ACQUISITION OF ASSETS

	2013 - 2014 Kshs	2012 - 2013 Kshs
<u>Non-Financial Assets</u>		
Construction of Buildings	144,510,976	20,168,253
Refurbishment of Buildings	6,855,901	10,724,336
Construction and Civil Works	61,563,597	28,422,778
Purchase of Vehicles and Other Transport Equipment	-	141,215,395
Overhaul of Vehicles and Other Transport Equipment	497,312	386,239

8 ACQUISITION OF ASSETS (CONTINUED)

	2013 - 2014 Kshs	2012 - 2013 Kshs
Purchase of Household Furniture and Institutional Equipment	610,054	981,055
Purchase of Office Furniture and General Equipment	-	7,274,500
Purchase of Specialised Plant, Equipment and Machinery	1,733,000	10,425,512
Rehabilitation and Renovation of Plant, Machinery and Equip.	<u>216,425</u>	<u>252,369</u>
Total	<u>215,987,265</u>	<u>219,850,437</u>

9 OTHER EXPENSES

	2013 - 2014 Kshs	2012 - 2013 Kshs
Transfer to treasury - Exchequer returns	6,299,738	-
Other expenses	193,828	-
General Suspense	(35,622)	-
Domestic Accounts	-	-
	<u>6,457,944</u>	<u>-</u>

Amount of Ksh. 6,299,738 was deducted directly by treasury from the bank

10 BANK ACCOUNTS

Name of Bank, Account No. & currency	Amount in foreign currency	Exchange rate	2013 - 2014	2012 - 2013
			Kshs	Kshs
Central Bank of Kenya Rec A/c no. (1000003596- 2012/13) (1000181297-2013/14)			924,333	2,669,279
Central Bank of Kenya Dev A/c no. (100003097- 2012/13) (10000182199-2013/14)			925,427	3,408,969
Central Bank of Kenya Dep A/c no. (1000123346- 2012/13) (1000182113-2013/14)			<u>20,534,966</u>	<u>5,024,765</u>
Total			559,589.75	11,103,013

11 CASH IN HAND

	2013 - 2014	2012 - 2013
	Kshs	Kshs
PSC Head office	559,590	63,425
Total	<u>559,590</u>	<u>63,425</u>

12 ADVANCES

Name of Officer	Amount		Balance	
	Taken	Surrendered	Balance	Balance
Esther Cheroni	145,196	84,700	60,496	-
Bernard Otieno Ngaa	174,358	58,120	116,238	-
Moses Eliya Isika	77,439	32,275	45,164	-
Leah Osoro	60,000	40,000	20,000	-
Alex Kiprotich Koros	164,556	82,278	82,278	-
2012/2013 Outstanding advances	-	-	-	341,001
Total	<u>621,549</u>	<u>297,373</u>	<u>324,176</u>	<u>341,001</u>

13 BALANCES BROUGHT FORWARD

	2013 - 2014	2012 - 2013
	Kshs	Kshs
Bank accounts	11,103,013	3,590,386
Cash in hand	63,425	16,708
Advances	<u>341,001</u>	<u>319,753</u>
Total	<u>11,507,439</u>	<u>3,926,847</u>

14 PRIOR YEAR ADJUSTMENT

(1,186,127)

15 OTHER IMPORTANT DISCLOSURES

15.1 PENDING ACCOUNTS PAYABLE

	2013 - 2014	2012 - 2013
	Kshs	Kshs
Construction of civil works	<u>2,228,700</u>	-
Total	<u>2,228,700</u>	-

16. PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Reference No. on the external audit Report	Issue / Observations from Auditor	Management comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
1.	The Commission made payments amounting Kshs.48,591,031.20 against funded provision on Development Vote Kshs.35,000,000 resulting in excess of Kshs.13,591,031.20	The original Estimates were more than the Revised	Ezekiel Ohando AD/Finance	Resolved	
2.	Accommodation at Crater have Company Kshs.800,000	Formal Authority was made at the end of Financial Year.	Mr. Ruchuu . PSCMO	Resolved	
3.	Misallocation of Funds Kshs.123,720.00	The expenditure was put to the correct item.	Mrs.Elizabeth Irura , Head of Accounting Unit	Resolved	
4.	GAV – Excess Expenditure over approved Estimates Kshs.13,591,031.20	The exchequer issue for financial year amounted to Kshs.52M against original Kshs.80M	Ezekiel Ohando AD/Finance	Resolved	
5.	Exchequer and GAV balances from previous years outstanding.	Treasury Authority needed to clear the Balances	Head of Accounting Unit, Mrs Elizabeth Irura	Not Resolved	Not known

ANNEX 1 - ANALYSIS OF PENDING ACCOUNTS PAYABLE

Supplier of Goods or Services	Original Amount	Date Contracted	Amount Paid To-Date	Outstanding Balance 2014	Outstanding Balance 2013	Comments
	a	b	c	d=a-c		
Supply of goods						
1. Pillar Audio Visual Services	29,000	29-05-2014		29,000		Cleared in full in 2014/2015
2. Pillar Audio Visual Services	140,940	27-06-2014		140,940		"
3. On Time Technologies	39,250	29-06-2014		39,250		"
4. Emimah Enterprises	116,000	26-06-2014		116,000		"
5. Francjos Enterprises	485,600	06-06-2014		485,600		"
6. Magicwave Communications Ltd	136,460	30-06-2014		136,460		"
7. Magicwave Communications Ltd	1,281,450	30-06-2014		1,281,450		"
Grand Total	2,228,700			2,228,700		

ANNEX 4 – SUMMARY OF FIXED ASSET REGISTER

Asset class	Historical Cost (Kshs) 2013/14	Historical Cost (Kshs) 2012/13
Land		
Buildings and structures		
Transport equipment	184,878,365	57,153,892
Office equipment, furniture and fittings	20,299,550	20,169,550
ICT Equipment, Software and Other ICT Assets	39,411,822	39,281,822
Other Machinery and Equipment		
Heritage and cultural assets		
Intangible assets		
Total	244,589,737	116,605,264

Appendix II: Distribution of Appointments by County and Post

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
PROMOTIONAL								
1.	Baringo	Deputy Director of Youth Training ww		R		1		4
		Director of Budget	T			1		
		Senior Assistant Director Foreign Affairs	Q	1				
		Foreign Service Officer/First Secretary	M	1				
		SubTotal		2	1	1		
2.	Bomet	Senior Assistant Chief Clinical Officer	N	1				
		Subtotal		1				
3.	Bungoma	Assistant Director Foreign Services		P		1		9
		Deputy Director of Fisheries	R		1			
		Foreign Service Officer/First Secretary	M	1				
		Senior Assistant Director of Fisheries	Q	1				
		Senior Assistant Director of Fisheries	Q	1				
		Senior Foreign Service Officer/ Counsellor II	N	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Senior Principal Superintending Engineer (Renewable Energy)	R	1				
		Sports Registrar	S		1			
		SubTotal		6	3			
4.	Busia	Chief Superintendent (Roads)	M	1				9
		Deputy Director of Renewable Energy	Q		1			
		Senior Assistant Chief Nursing Officer	N	1				
		Senior Assistant Commissioner of Sports	Q		1			
		Senior Deputy Director II	PG12		1			
		Assistant Director Foreign Services	P	1				
		Assistant Director Foreign Services	P		1			
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Senior Foreign Service Officer/ Counsellor II	N	1				
		SubTotal		5	4			
5.	Elgeyo-Marakwet	Chief Clinical Officer	R	1				2
		Director of Youth Training	S		1			
		SubTotal		1	1			

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
6.	Embu	Deputy Chief Pharmaceutical Technologist	M		1			4
		Senior Assistant Director of Fisheries	Q		1			
		Senior Assistant Director, Air Transport	Q		1			
		Senior Deputy Chief Litigation Counsel	SLG 7		1			
		SubTotal			4			
7.	Garissa	Deputy Chief Pharmaceutical Technologist	M	1				
		SubTotal		1				1
8.	Homa Bay	Assistant Director, Policy Analysis and Research	P	1				8
		Chief Commission Counsel	PSC 8		1			
		Director of Finance	PSC 8	1				
		Senior Deputy Chief Health Admin. Officer	Q	1				
		Senior Deputy Director II	PG12	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Senior Foreign Service Officer/ Counsellor II	N	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Senior Foreign Service Officer/ Counsellor II	N	1				
		SubTotal		6	2			
9.	Kajiado	Principal Renewable Energy Officer	N	1				
		SubTotal		1				1
10.	Kakamega	Chief Superintendent (Roads)	M	1				8
		Senior Assistant Commissioner of Sports	Q	1				
		Senior Deputy Director II	PG12	1				
		Assistant Director Foreign Services	P	1				
		Assistant Director Foreign Services	P	1				
		Assistant Director Foreign Services	P	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Senior Foreign Service Officer/ Counsellor II	N		1			
		SubTotal		6	2			
11.	Kericho	Deputy Chief Pharmaceutical Technologist	M	1				4
		Foreign Service Officer/First Secretary	M		1			

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Principal Renewable Energy Officer	N	1				
		Senior Deputy Director II	P.G12	1				
		Sub Total		3	1			
12.	Kiambu	Director, HRM & D	PSC 8		1			
		Investigator In-Chief (Operations)	S	1				
		Principal Quantity Survey Assistant	N		1			
		Principal Renewable Energy Officer	N	1				
		Senior Assistant Chief Nursing Officer	N		1			
		Senior Deputy Administrator General II	SLG 6		1			
		Senior Superintending Engineer (Mechanical)	N	1				
		Assistant Director Foreign Services	P	1				
		Assistant Director Foreign Services	P		1			
		Assistant Director Foreign Services	P	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Sub Total		7	6			13
13.	Kilifi	Chief Superintendent (Roads)	M	1				
		Deputy Chief Pharmaceutical Technologist	M		1			
		Sub Total		1	1			2
14.	Kirinyaga	Chief Superintendent (Roads)	M	1				
		Sub Total		1				1
15.	Kisii	Assistant Director Foreign Services	P		1			
		Deputy Chief State Counsel	SLG 6	1				
		Investigator (Operations)	R	1				
		Principal Immigration Officer	N	1				
		Senior Assistant Director Foreign Affairs	Q		1			
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		3	2			5
16.	Kisumu	Chief Superintendent (Roads)	M	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Deputy Director of Fisheries	R		1			
		Director, Establishment and Mgmt Consultancy	PSC 8	1				
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Sub Total		3	1			4
17.	Kitui	Assistant Director Foreign Services	P	1				
		Chief Superintendent (Roads)	M	1				
		Deputy Chief Pharmaceutical Technologist	M	1				
		Director of Renewable Energy	S	1				
		Principal Immigration Officer	N	1				
		Senior Assistant Chief Nursing Officer	N		1			
		Sub Total		5	1			6
18.	Laikipia	Deputy Chief Pharmaceutical Technologist	M		1			
		Sub Total			1			1
19.	Machakos	Assistant Internal Auditor	PSC 6		1			

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Chief Health Records and Information Officer	N	1				
		Chief Superintendent (Roads)	M	1				
		Principal State Counsel	SLG 4	1				
		Senior Assistant Chief Nursing Officer	N		1			
		Senior Deputy Director II	PG12	1				
		Sub Total		4	2			6
20.	Makueni	Chief Superintendent (Roads)	M	1				
		Deputy Director of Renewable Energy	Q	1				
		Director, Shipping and Maritime	S		1			
		Foreign Service Officer/First Secretary	M	1				
		Principal Immigration Officer	N	1				
		Principal Quantity Survey Assistant	N	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		5	2			7

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
21.	Mandera	Assistant Director Foreign Services	P	1				
		Sub Total		1				1
22.	Meru	Assistant Director Foreign Services	P		1			
		Inspector General Corporations	T	1				
		Principal Immigration Officer	N	1				
		Senior Assistant Chief Nursing Officer	N		1			
		Senior Deputy Director II	P.G12		1			
		Sub Total		2	3			5
23.	Migori	Senior Deputy Registrar General II	SLG 6	1				
		Sub Total		1				1
24.	Murang'a	Chief Laboratory Technologist	N					
		Chief Superintendent (Roads)	M	1				
		Deputy Chief Pharmaceutical Technologist	M	1				
		Deputy Chief State Counsel	SLG 6		1			
		Deputy Director of Fisheries	R	1				
		Principal State Counsel	SLG 4		1			
		Senior Deputy Registrar General II	SLG 6		1			

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Assistant Director Foreign Services	P			1		
		Assistant Director Foreign Services	P	1				
		Senior Assistant Chief Nursing Officer	N	1				
		Senior Assistant Chief Nursing Officer	N		1			
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		7	6	1		14
25.	Nairobi	Deputy Director of Fisheries	R		1			
		Deputy Director, Policy Analysis and Research	PSC 7			1		
		Secretary, Industrialization	T	1				
		Senior Deputy Chief Land Registrar	S				1	
		Sub Total		1	1	1	1	4
26.	Nakuru	Chief Superintendent (Roads)	M	1				
		Senior Deputy Director II	PG12	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		2	1			3
27.	Nandi	Principal Legal Officer	PSC 5		1			
		Quality Assurance and Standards Officer	M	1				
		Senior Superintending Geologist (Energy)	P	1				
		Sub Total		2	1			3
28.	Narok	Chief Internal Auditor	PSC 7	1				
		Principal Legal Officer	PSC 5		1			
		Sub Total		1	1			2
29.	Nyamira	Deputy Chief Pharmaceutical Technologist	M	1				
		Principal Immigration Officer	N	1				
		Senior Assistant Director Foreign Affairs	Q	1				
		Senior Assistant Director of Fisheries	Q		1			
		Senior Deputy Chief Health Admin. Officer	Q		1			
		Senior Deputy Director II	PG12	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Sub Total		6	3			9
30.	Nyandarua	Director of Land Surveys	T	1				
		Foreign Service Officer/First Secretary	M		1			
		Senior Assistant Chief Nursing Officer	N		1			
		Sub Total		1	2			3
31.	Nyando	Senior Deputy Chief Litigation Counsel	SLG 7		1			
		Sub Total			1			1
32.	Nyeri	Assistant Director Foreign Services	P		1			
		Chief Engineer Electrical	S	1				
		Deputy Chief Pharmaceutical Technologist	M	1				
		Deputy Director of Fisheries	R		1			
		Deputy Director of Renewable Energy	Q		1			
		Director of Medical Services	U	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Director, Directorate of Compliance and Quality Assurance	PSC 8	1				
		Principal Renewable Energy Officer	N	1				
		Principal Superintending Engineer (Mechanical)	Q	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		6	4			10
33.	Samburu	Principal Renewable Energy Officer	N	1				
		Sub Total		1				1
34.	Siaya	Assistant Director Foreign Services	P		1			
		Senior Assistant Director of Fisheries	Q	1				
		Senior Assistant Director of Fisheries	Q		1			
		Senior Deputy Administrator General II	SLG 6		1			
		Senior Deputy Director II	PG12	1				
		Senior Foreign Service Officer/ Counsellor II	N	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Foreign Service Officer/First Secretary	M	1				
		Foreign Service Officer/First Secretary	M		1			
		Sub Total		4	5			9
35.	Taita Taveta	Senior Deputy Director II	PG12	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		1	1			2
36.	Tana River	Senior Assistant Chief Nursing Officer	N	1				
		Sub Total		1				1
37.	Tharaka-Nthi	Foreign Service Officer/First Secretary	M	1				
		Senior Assistant Commissioner of Sports	Q	1				
		Sub Total		2				2
38.	Trans-Nzoia	Assistant Director Foreign Services	P	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Senior Foreign Service Officer/ Counsellor II	N	1				
		Sub Total		2	1			3

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
39.	Turkana	Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total			1			1
40.	Uasin-Gishu	Deputy Chief Pharmaceutical Technologist	M		1			
		Sub Total			1			1
41.	Vihiga	Assistant Director Foreign Services	P		1			
		Foreign Service Officer/First Secretary	M		1			
		Senior Deputy Director II	P.G12	1				
		Senior Deputy Director II	P.G12	1				
		Senior Principal Superintending Geologist (Energy)	R	1				
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Senior Foreign Service Officer/ Counsellor II	N		1			
		Sub Total		3	4			7
		Grand Total						179

NEW ENTRANTS

1.	Baringo	State Counsel II	SLGI		2			
2.	Bomet	State Counsel II	SLGI		1			
3.	Bungoma	State Counsel II	SLGI	1	2			
4.	Busia	State Counsel II	SLGI		2			
5.	Elgeyo- Marakwet	State Counsel II	SLGI	1				

S/ No	County	Position	J.G	Gender		PWDs		Total
				Male	Female	Male	Female	
6.	Embu	State Counsel II	SLGI		1			
7.	Homa-Bay	State Counsel II	SLGI	1	1			
8.	Kakamega	State Counsel II	SLGI	1	3			
9.	Kericho	State Counsel II	SLGI		2			
10.	Kiambu	State Counsel II	SLGI	1	2			
11.	Kirinyaga	State Counsel II	SLGI	1				
12.	Kisii	State Counsel II	SLGI	1	2			
13.	Kisumu	State Counsel II	SLGI	1	1			
14.	Kitui	State Counsel II	SLGI	1	1			
15.	Laikipia	State Counsel II	SLGI		1			
16.	Machakos	State Counsel II	SLGI	1	1			
17.	Makueni	State Counsel II	SLGI		1			
18.	Meru	State Counsel II	SLGI	1	1			
19.	Migori	State Counsel II	SLGI	1	1			
20.	Mombasa	State Counsel II	SLGI	1				
21.	Murang'a	State Counsel II	SLGI		1			
22.	Nairobi	State Counsel II	SLGI	2	1			
23.	Nakuru	State Counsel II	SLGI	1	3			
24.	Nandi	State Counsel II	SLGI		1			
25.	Narok	State Counsel II	SLGI		2			
26.	Nyamira	State Counsel II	SLGI	1				
27.	Nyandarua	State Counsel II	SLGI		1			
28.	Nyeri	State Counsel II	SLGI	2	1			
29.	Siaya	State Counsel II	SLGI		2			
30.	Tharaka- Nithi	State Counsel II	SLGI		1			
31.	TransNzoia	State Counsel II	SLGI	1	1			
32.	Uasin Gishu	State Counsel II	SLGI		3			
33.	Vihiga	State Counsel II	SLGI		1			
	Total		20	43				63

Appendix III: Distribution of Number of officers sponsored for various Training programmes by Ministry and Ethnicity

S/No	Ethnic Community	Defence	Transport	Fisheries	Mining	Planning	Water	Energy & Petroleum	Agriculture	Education	National Treasury	Labour	Information	DPSM	Foreign Affairs	Totals
1	Bajun	1	0	0	0	0	0	0	0	0	0	1	3	0	0	5
2	Embu	3	3	1	3	1	6	4	13	6	6	6	11	6	0	69
3	Kamba	61	14	8	12	17	15	29	29	161	39	26	18	21	4	454
4	Kikuyu	86	30	12	28	26	87	120	131	390	124	112	67	40	14	1267
5	Mbere	0	3	0	0	1	1	2	4	6	0	1	0	0	0	18
6	Meru	21	3	1	2	2	16	26	23	63	13	21	13	6	1	211
7	Tharaka	0	0	0	0	0	0	0	0	4	0	0	0	0	0	4
8	Kisii	27	11	0	13	6	14	20	29	123	13	27	25	12	3	323
9	Pokot	0	0	0	0	1	1	0	0	5	0	3	0	0	0	10
10	Kuria	0	1	0	0	1	0	0	1	6	0	1	0	0	0	10
11	Luhya	40	13	7	10	17	23	54	54	134	46	59	24	17	15	513
12	Boni	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	Miji Kenda	15	4	0	1	2	0	0	8	41	6	9	14	0	2	102
14	Pokomo	4	0	0	0	0	0	12	1	5	0	1	3	0	0	26
15	Swahili	0	0	0	0	0	0	1	0	7	0	1	0	0	0	9
16	Taita	2	2	4	0	1	8	7	8	13	4	5	5	3	1	63

S/No	Ethnic Community	Defence	Transport	Fisheries	Mining	Planning	Water	Energy & Petroleum	Agriculture	Education	National Treasury	Labour	Information	DPSM	Foreign Affairs	Totals
35	Ajuran	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36	Gosha	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37	Gureeh	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
38	Hawiyah	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39	Ogaden	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3
40	Degodia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41	Somoli-So-State	0	0	0	0	0	0	0	2	0	0	7	0	0	0	9
42	Murulle	0	0	0	0	0	0	0	2	2	0	0	0	0	0	4
43	Other Kenyan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
44	Kenyan Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45	Kenyan European	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
46	Kenya Arab	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
47	Somali	1	1	0	0	1	0	0	0	47	0	0	2	1	0	53
48	Kore	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
49	Ogiek	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50	Oromo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
51	Nubian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
52	Jomvu	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

S/No	Ethnic Community	Defence	Transport	Fisheries	Mining	Planning	Water	Energy & Petroleum	Agriculture	Education	National Treasury	Labour	Information	DPSM	Foreign Affairs	Totals
53	Basuba	1	0	0	0	0	0	0	0	7	0	1	0	0	1	10
54	Giriama	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
55	Non-Kenyan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
56	Not Indicated	0	0	9	0	0	0	2	0	30	0	0	1	6	0	48
	Totals	318	103	55	99	102	197	379	396	1413	337	386	256	146	57	4244