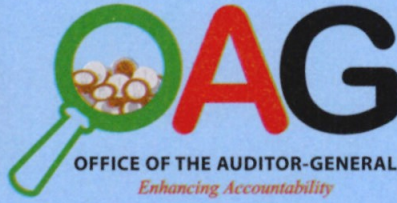


REPUBLIC OF KENYA



REPORT

THE NATIONAL ASSEMBLY PAPERS LAID	
DATE: 08 APR 2026	DAY: WEDNESDAY
TABLED BY: Hon. DIDO RASO, MP	ON BEHALF OF LOM
CLERK-AT-THE-TABLE: J. LEMERELLE	

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PUBLIC SERVICE COMMISSION

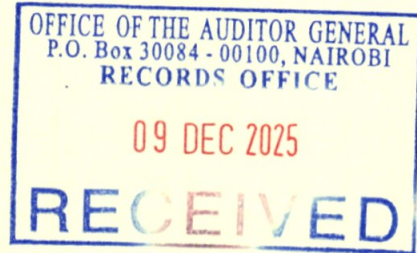
**FOR THE YEAR ENDED
30 JUNE, 2025**



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION



ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30TH JUNE, 2025

*Transitional IPSAS Financial Statements under the International Public Sector Accounting
Standards (IPSAS)*

PUBLIC SERVICE COMMISSION
Annual Report and Financial Statements for the year ended June 30, 2025.

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1. Acronyms and Definition of Key Terms

A: Acronyms and Abbreviations

<i>CS</i>	<i>Cabinet Secretary</i>
<i>PS</i>	<i>Principal Secretary</i>
<i>CBK</i>	<i>Central Bank of Kenya</i>
<i>ICPAK</i>	<i>Institute of Certified Public Accountants of Kenya</i>
<i>IPSAS</i>	<i>International Public Sector Accounting Standards</i>
<i>OCOB</i>	<i>Office of the Controller of Budget</i>
<i>OAG</i>	<i>Office of the Auditor General</i>
<i>OSHA</i>	<i>Occupational Safety and Health Act of 2007</i>
<i>PFM</i>	<i>Public Finance Management</i>
<i>PPE</i>	<i>Property Plant & Equipment</i>
<i>PSASB</i>	<i>Public Sector Accounting Standards Board</i>
<i>SAGAs</i>	<i>Semi-Autonomous Government Agencies</i>
<i>TNT</i>	<i>The National Treasury</i>
<i>WB</i>	<i>World Bank</i>
<i>PSIP</i>	<i>Public Service Internship Programme</i>
<i>AGPO</i>	<i>Access to Government Procurement Opportunities</i>
<i>SDGs</i>	<i>Sustainable Development Goals</i>
<i>BETA</i>	<i>Bottom-Up Economic Transformation Agenda</i>
<i>SMEs</i>	<i>Small and Medium Enterprises</i>
<i>AU</i>	<i>African Union</i>
<i>ICT</i>	<i>Information Communication Technology</i>
<i>PPADA</i>	<i>Public Procurement and Asset Disposal Act</i>
<i>PFMA</i>	<i>Public Finance Management Act</i>

B: Definition of Key Terms

Fiduciary Management: Members of Management who are directly entrusted with the entity's financial resources.

Comparative Year: The prior year's financial data that is presented alongside the current year's data in financial statements for the purpose of comparison and analysis.

Accrual Accounting: An accounting method that records revenue and expenses when they are earned or incurred regardless of when cash is received or paid.

2. Key MDA Information and Management

(a) Background Information

The Public Service Commission is established under Article 233 of the Constitution of Kenya. The Commission consists of a chairperson, vice-chairperson and seven other members appointed by the President with the approval of the National Assembly. The Commissioners serve on full-time basis for a non-renewable term of six years.

(b) Mandate

The powers and functions of the Commission as set out under Article 234 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 referred to in Articles 10 and 232 are complied with in the public service;
- (i)* Hear and determine appeals in respect of county governments' public service; and
- (j)* Perform any other functions and exercise any other powers conferred by national legislation.

Other functions and powers of the Commission include: -

- (a)** Nomination of persons to the Judicial Service Commission (JSC) and Salaries Remuneration Commission (SRC) under Articles 171(2) and 230(2){b} respectively;
- (b)** Recommendation of persons to be appointed as Principal Secretaries under Article 155 (3) (a);
- (c)** Receiving and processing of petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);

- (d) Receiving petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act; and
- (e) Protection of public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution.

The Public Service Commission Act, 2017 and Public Service Commission Regulations, 2020 prescribe the manner in which the Commission fulfils its mandate.

ii) Vision, Mission and Core Values

Vision:

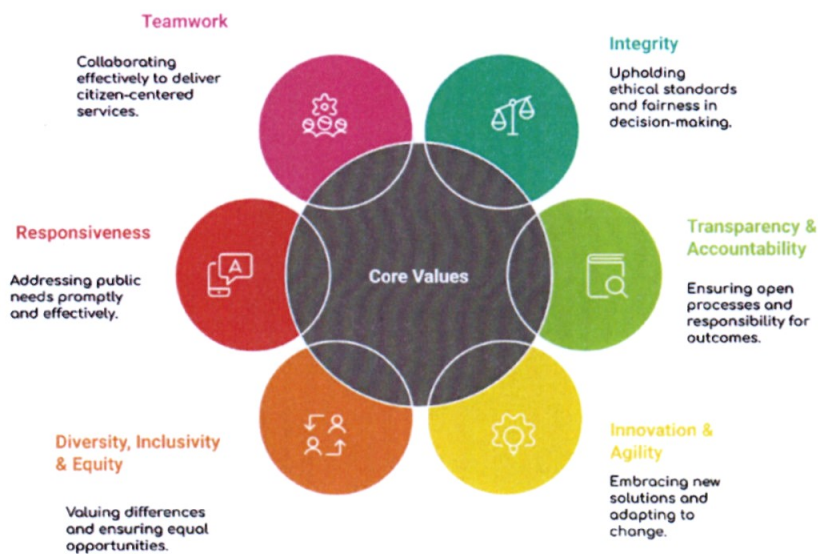
A values-driven citizen-centric Public Service.

Mission:

To ensure an efficient, effective, ethical and inclusive public service for delivery of quality services to the citizenry.

Core Values:

From Code of Conduct and Ethics (Juma)



Motto:

Public Service with Integrity.

(c) Key Management

i) The Commission

The Commission Board sets the general policy and strategic direction of the Commission. It establishes robust governance frameworks for ensuring sound financial management of the Commission's resources. The commission oversees the activities of the Management to ensure that public resources allocated to the Commission are utilized effectively and efficiently. In executing its Constitutional mandate, the Commission carries out its business through Eight Board committees. Each committee other than the Audit Committee is chaired by a commissioner, and draws membership from among the commissioners and secretariat services from the Heads of Functions. The Audit Committee consists of two independent members, a National Treasury Representative and a Commissioner. Each committee has specific terms of reference based on the Commission mandate.

ii) The Secretariat

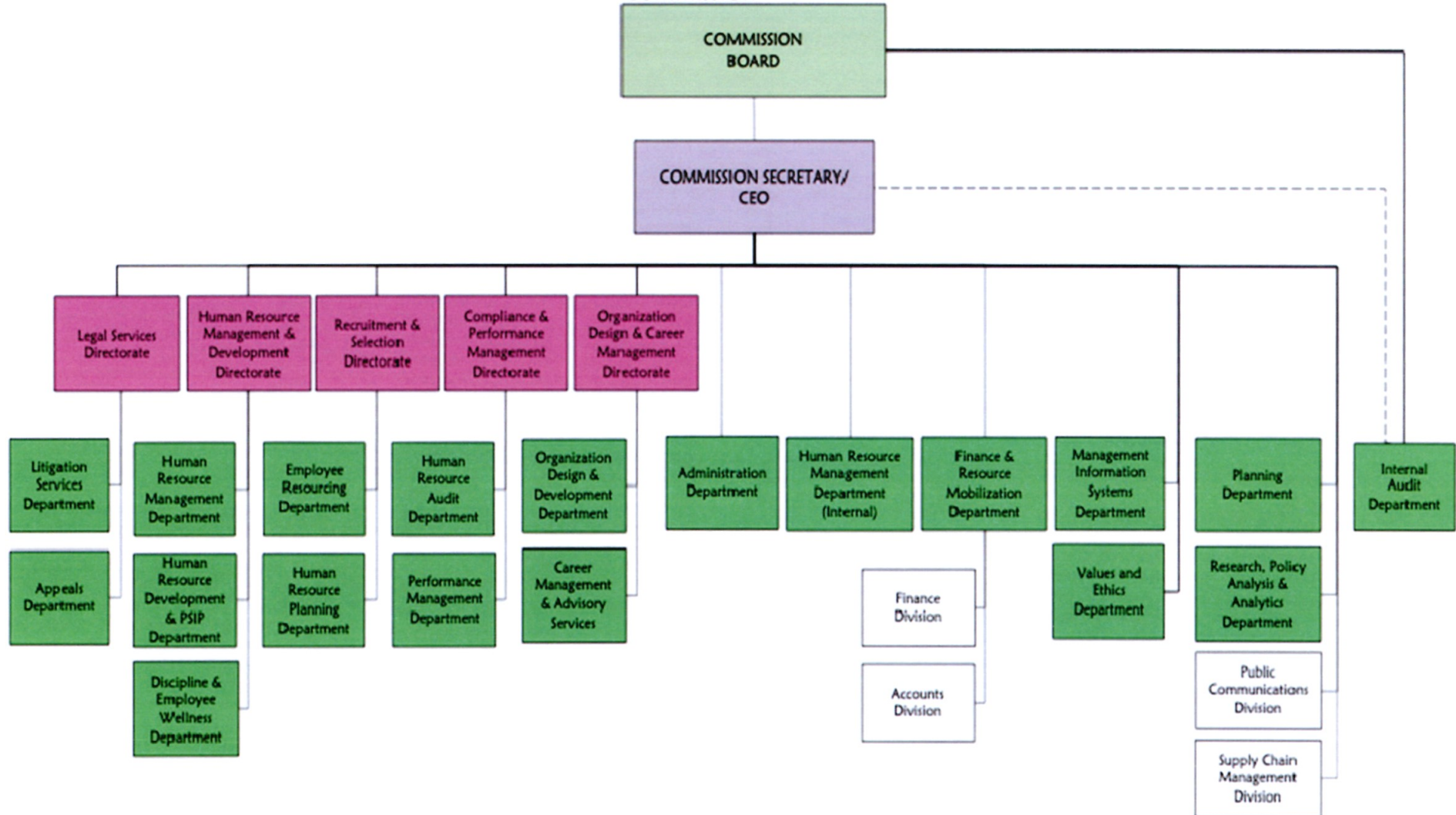
The Chief Executive Officer who is the Secretary to the Commission is the head of Secretariat and the Accounting Officer for the Commission. The Secretary is responsible for the day to day management of the Commission and is assisted by Deputy Commission Secretaries and Directors.

iii) Commission's Organizational Structure

The Commission's organizational structure consists of five directorates and sixteen (6) departments.

Organogram

Figure 1: Approved Organization Structure for Public Service Commission



PUBLIC SERVICE COMMISSION**Annual Report and Financial Statements for the year ended June 30, 2025.****(d) Fiduciary Management**

The key management personnel who held office during the financial year ended 30th June 2025 and who had direct fiduciary responsibility were:

No	Designation	Name	Date of Appointment
1.	Accounting Officer /Ag-Secretary/ Chief Executive Officer	Remmy Mulati, MBS <i>Up to 2nd August 2024</i>	3 rd April 2024
2.	Accounting Officer /Secretary /Chief Executive Officer	Paul Famba, MBS	3 rd August 2024
3.	Deputy Commission Secretary – Corporate Services	Remmy Mulati, MBS <i>Up to 31st January 2025</i>	1 st August 2019
4.	Deputy Commission Secretary – Recruitment & Selection	Sally J.Tanui	9 th January 2025
5.	Ag.Deputy Commission Secretary – Human Resource Management & Development Ag. Deputy Commission Secretary – Human Resource Management & Development	Joan Machayo,OGW <i>Up to 19th January 2025</i> Simon Mwangi	9 th January 2025
6.	Deputy Commission Secretary Organizational Design and Career Management	John Muriungi	9 th January 2025
7.	Deputy Commission Secretary – Legal Services	Jacqueline Manani, OGW	9 th January 2025
	Deputy Commission Secretary – Compliance and Performance Management	Dr.Sylvester O.Obongo	9 th January 2025
8.	Director Finance & Resource Mobilization Deputy Director Finance	CPA Maina Njoroge <i>Up to 2nd June 2025</i> Simiyu Njalale	2 nd June 2022 11 th April 2024
9.	Director Administration	Gerald Kuhaka OGW	17 th October 2018
10.	Director HRM Internal	Carol Kiget <i>Up to 9th January 2025</i>	9 th January 2025
11.	Director HRM Internal	Emily Njue	9 th January 2025
12.	Deputy Director Supply Chain Management	Patrick Malakwen	21 st December 2018
13.	Deputy Director Accounts (Head of Accounting Unit)	CPA Joseph M. Njoroge	11 th April 2024

(e) Fiduciary Oversight Arrangements

Section 12 of the Public Service Commission Act, 2017 allows the Commission to establish such Committees as may be necessary to carry out its functions and the exercise its powers. The Commission has established eight (8) Board Committees, each except the Audit Committee comprising of at least two Commissioners and Members of the Secretariat to support the Committees. The Commission also establishes adhoc Committees as and when need arises. The recommendations from the Committees are tabled before the Commission Board for consideration and final decision.

The following are the Commission Board Committees and their membership:

S/No.	Committee/Members	Role
	<i>Public Service Values, Governance, and Performance</i>	
	<i>Mwanamaka A. Mabruki, CBS</i>	<i>Chair</i>
	<i>Dr. Francis O. Owino, CBS</i>	<i>Member</i>
	<i>Dr. Irene Asienga</i>	<i>Member</i>
2.	<i>Terms and Conditions of Service and Human Resource Development</i>	
	<i>Dr. Francis O. Owino, CBS</i>	<i>Chair</i>
	<i>Dr. Irene Asienga</i>	<i>Member</i>
	<i>Mr. Harun Hassan, EBS</i>	<i>Member</i>
	<i>Mr. Boya Molu, EBS</i>	<i>Member</i>
3.	<i>Appeals Committee</i>	
	<i>Mr. Boya Molu, EBS</i>	<i>Chair</i>
	<i>Dr. Irene Asienga</i>	<i>Member</i>
	<i>Mrs. Joan Machayo, MBS</i>	<i>Member</i>
4.	<i>Human Resource Planning, Recruitment and Selection</i>	
	<i>Mr. Francis Meja</i>	<i>Chair</i>
	<i>Mrs. Joan Machayo, MBS</i>	<i>Member</i>
	<i>Dr. Francis O. Owino, CBS</i>	<i>Member</i>
	<i>Mr. Harun Hassan, EBS</i>	<i>Member</i>
5.	<i>Organizational Design and Career Development</i>	
	<i>Mrs. Joan Machayo, MBS</i>	<i>Chair</i>
	<i>Mwanamaka A. Mabruki, CBS</i>	<i>Member</i>

PUBLIC SERVICE COMMISSION
Annual Report and Financial Statements for the year ended June 30, 2025.

S/No.	Committee/Members	Role
	<i>Mr. Boya Molu, EBS</i>	Member
	<i>Mr. Francis Meja</i>	Member
6.	<i>Finance, Planning, Partnerships and General Purposes</i>	
	<i>Dr. Irene Asienga</i>	Chair
	<i>Mwanamaka A. Mabruki, CBS</i>	Member
	<i>Mr. Harun Hassan, EBS</i>	Member
7.	<i>Public Affairs, Communication and Digital Transformation</i>	
	<i>Mr. Harun Hassan, EBS</i>	Chair
	<i>Mr. Francis Meja</i>	Member
	<i>Ms. Mary Kimonye, CBS</i>	Member
8.	<i>Audit Committee</i>	
	<i>CPA James M. Mutua, CS (Independent)</i>	Chair
	<i>CPA Taslim M. Wason (Independent)</i>	Member
	<i>Boya Molu, EBS (Commissioner, PSC)</i>	Member
	<i>CPA Jane K. Micheni (National Treasury Representative)</i>	Member

Audit Committee

The Commission Audit Committee is established in line with Section 73 (5) of the PFM Act, 2012 and operationalized by Regulation 174 of the PFM Regulations, 2015. The Committee whose tenure of three years began on 19th June 2024, is responsible for providing oversight on the Commission's governance, risk management, and internal control processes.

The Committee which is mandated to meet on a quarterly basis held four meetings during the 2024/2025 Financial Year.

Budget Implementation Committee

The Committee is established in accordance with the National Treasury Circular on guidelines for implementation of budget. The Committee is required to meet bi-weekly and is responsible for overseeing the budget implementation and regularly advises the Accounting Officer on the performance of the Commission's budget. During the period under review, the Committee held eight meetings.

Budget implementation committee is constituted under the following terms of reference:

1. To review and consider the cash flow plans- this shall involve a regular review of the Ministerial cash plan and approval of any changes to the initial cash flow plan to be communicated to the National Treasury;
2. To review the utilization of cash limits and consider any changes as may be required;
3. To review the utilization of donor funds voted for the MDA;
4. To advise the Accounting Officer on any challenges related to the budget implementation;
5. To review and recommend reallocation of expenditures;
6. To review and approve the submission of the expenditure returns for the MDAs and recommend actions to be taken;
7. To participate in Sector Working Groups; and
8. To prepare the budgets for MDAs in consultation with Heads of Departments.

Commission Human Resource Advisory Committee

The Committee is responsible for making recommendations to the Authorized Officer on various aspects of Human Resources Management and Development and convenes on a monthly basis.

(f) Public Service Commission Headquarters

Public Service Commission

Commission House
Harambee Avenue
P. O. Box 30095 - 00100
NAIROBI, KENYA

(g) Contacts

Telephone: (254) 020 2223901-5, 2227471-5
E-mail: psck@publicservice.go.ke
Website: www.publicservice.go.ke

(h) Public Service Commission Bankers

Central Bank of Kenya

Haile Selassie Avenue
P.O. Box 60000
City Square 00200
Nairobi, Kenya

(i) Independent Auditors

Auditor-General

Office of the Auditor General
Anniversary Towers, University Way
P.O. Box 30084
GPO 00100
Nairobi, Kenya

(j) Principal Legal Adviser

Deputy Commission Secretary, Legal Services
Public Service Commission
Commission House
Harambee Avenue
P. O. Box 30095 - 00100
NAIROBI, KENYA

3. Profile of Commission Board

Amb. Anthony M. Muchiri, CBS – Chairperson



Amb. Anthony Mwaniki Muchiri is the Chairperson of the Public Service Commission. He was sworn into office on 22nd December 2021 for a six-year term following his appointment as chairperson by His Excellency the President with the approval of the National Assembly.

Amb. Muchiri is a career public servant, having served as Kenya’s Ambassador to Cuba and concurrently as High Commissioner/Ambassador/PR of Kenya to Jamaica, Barbados, St. Kitts & Nevis, Guyana, Dominican Republic,

CARICOM Secretariat since July 2018.

He joined the public service in 1984 as an administrator and rose through the ranks as Assistant Inspector (Inspectorate of State Corporations), Assistant Secretary (Ministry of Information & Broadcasting, and Ministry of National Guidance & Political Affairs), Second Secretary (Ministry of Foreign Affairs), and Chef de Cabinet to the Permanent Secretary, Secretary to the Cabinet and Head of the Public Service.

Between 2003 and 2018, he served in various diplomatic missions abroad and Ministry of Foreign Affairs as Counsellor and Deputy Chief of Mission (Kenya Mission to the United Nations, Geneva, 2003-2005); Deputy Chief of Mission, Embassy of the Republic of Kenya to the Arab Republic of Egypt (2005 -2007); Deputy Director, Administration – Ministry of Foreign Affairs (2007-2010); Ambassador of Kenya to Libya (2010-2014); Ambassador/Advisor, Office of the Principal Secretary, Ministry of Foreign Affairs (2015-2016); and Chargé d’ Affaires, Kenya Embassy, Havana, Cuba (2016-2018).

He holds a Global Executive MBA degree from the United States International University, Nairobi; Bachelor of Commerce Degree, Nagpur University, India; and Post Graduate Diploma in International Relations, University of Nairobi.

He has also undertaken numerous professional studies including Advanced Public Administration (Kenya Institute of Administration), Post Graduate Diploma in Diplomatic Studies (University of Oxford, UK), Certificate in Peace making and Preventive Diplomacy,

UNITAR-IPA Fellowship Program in Peace making & Preventive Diplomacy, Africa-Egypt Diplomatic Training Program (Institute for Diplomatic Studies, Egypt), and Leaders in Development Managing Political and Economic Change (Harvard University).

Amb. Muchiri was decorated with the Chief of the Order of the Burning Spear (CBS) by His Excellency the President in recognition of his distinguished service to the nation.

Mary W. Kimonye (Mrs), CBS – Vice Chairperson



Mary Wanjira Kimonye was appointed Vice Chairperson of the Public Service Commission by His Excellency the President with approval of the National Assembly, and sworn into office on 20th January, 2025. She deputizes the Chairperson of the Commission. She is also a member of the Commission's Standing Committee on Public Affairs, Communication and Digital Transformation.

Mrs Kimonye is a public servant of longstanding. She has held several key positions and roles as a leader, management strategist, scholar and trainer in both public and private sectors. Prior to her appointment as vice chairperson of the Commission, Mrs Kimonye was the Head of Governance and Public Service Reforms and Re-engineering in the Executive Office of the President.

She previously served in various positions in the public sector from 2007 to 2023 as Technical Advisor, Public Sector Reform Secretariat in the Office of the President; Chief Executive Officer, Brand Kenya Board; Advisor, Special Projects and Strategic Initiatives in the Ministry of Public Service, Youth and Gender; Principal Administrative Secretary, State Department for Public Service; and Principal Secretary, State Department for Public Service. She has also been a lecturer at the University of Nairobi, School of Business.

Mrs Kimonye has wide experience in training and management consultancy, having undertaken numerous assignments in strategy development, marketing, strategic planning, project planning, customer care, civic education and private-public sector

relations for various institutions. She served as a national project coordinator for the National Council of Women (NCWK) civic project sponsored by USAID, DFID and Embassy of Finland; Kenya Women's Representative to the East African Sub-Regional Support Initiative (EASSI); Trainer for the political leadership development programme under the Friedrich Ebert Foundation; and as a rapporteur in various conferences and seminars for NGOs and quasi-government institutions, among others.

Among the special assignments she has undertaken are the Presidential Taskforce for Modernization of the Government Press as a member; Chair of the National Defense College; Chair of the East and South African Management Institute (ESAMI) Board; Chairperson of the Selection Panel for the Recruitment of the Controller of Budget; Chairperson of the Selection Panel for the Recruitment of the Chairperson of the Salaries and Remuneration Commission; and Chairperson of the National Technical Committee for Kenya's Participation in the 2012 Olympics.

Mrs Kimonye holds a Master of Business Administration and Bachelor of Commerce degree from the University of Nairobi and is currently pursuing doctoral studies at the same university. She has attended numerous courses and training including Government and Image Building (Institute for Public Sector Administration, London), Enhancing Leadership skills for a Democratic Society (Mississippi Consortium for International Development), Gender Perspectives in Health (AMREF/KMWA), and Trainer of Trainers in Economic Empowerment, Lobbying and Advocacy Skills (DFID/NCWK).

In recognition of her distinguished service to the nation, Mrs Kimonye was awarded the Moran of the Order of the Burning Spear (MBS) by His Excellency the President.

Canon Dr. Francis O. Otieno, PhD, CBS - Commissioner



Appointed Member of the Public Service Commission, on 20th January, 2025, Canon Dr. F.O. Owino is a Public Sector Leadership, Governance and Values expert spanning over 35 years of public service experience rising from a District Officer in 1990 to Principal Secretary position, the apex civil service position in the Government of the Republic of Kenya in 2018. He served as Principal Secretary

State Departments of Public Service and Youth Affairs, State Department for Industrialization, State Department for Fisheries, Aquaculture and Blue Economy, and State Department for Crop Development and Agricultural Research. In 2009, Canon Dr. Owino was appointed the pioneer Director National Cohesion and Values in the Executive Office of the President a position he served up to 2018. Prior to being Director he previously served in the National Government Administration traversing the Rift Valley, Nairobi, Western and Coast regions of Kenya.

Canon Dr. Owino holds a Doctorate in Peace and Conflict Studies from the Masinde Muliro University of Science and Technology (2013), Masters of Business Administration (Strategic Management) from Kenya Methodist University (2008) and a Bachelors of Arts (B.A.) from the University of Nairobi (1989). In addition, he holds a Diploma in Contemporary Public Administration Management (Galilee Israel, 2013) Peace and Conflict Consultant (Germany, 2015), Certificate in Guidance and Counselling (University of Nairobi ,2005), Managing Private Partnership Programme, ESAMI (Tanzania, 2013), Pro Active Management ESAMI (Tanzania, 2011), Strategic Leadership Development Programme , (KIA, Kenya, 2008), Senior Management Seminar, (KIA, Kenya, 2005) Advance Public Administration Course (KIA, Kenya, 2005) and Training of Trainers Course (KSG, 2016). In addition, he underwent a Paramilitary training (APTC) and a Leadership Course at the Mt. Kenya School of Adventure both in 1998 besides having trained as a Serviceman (National Youth Service, Gilgil, 1986).

He has been Associate Facilitator at the Kenya School of Government (KSG, Kenya) on Accounting Officers Program and Leadership, Program for National Transformation focusing on Leadership, National Values and Development amongst other programs. He has also lectured in various institutions around the country including Rongo University, Kisii University and Masinde Muliro University of Science and Technology. Canon Dr. Owino has Co -Authored a book titled Understanding National Cohesion in Kenya and is Member of the Kenya Association for Public Administration and Management (KAPAM). In 2019 he was awarded Chief of the Order of the Burning Spear (CBS) and collated Honorary Canon of the ACK Diocese of Southern Nyanza on 20th October, 2024.

Francis M. Meja - Commissioner



Commissioner Francis Mooko Meja was appointed Member of the Public Service Commission by His Excellency the President with approval of the National Assembly and sworn into office on 20th January, 2025. He chairs the Commission's Standing Committee on Human Resource Planning, Recruitment and Selection and is also a member of the Standing Committee on Public Affairs, Communication and Digital Transformation, and Organizational Design and Career Development.

Prior to his appointment, Commissioner Meja was a member of the Muranga University Council. He previously served as Director General of the National Transport and Safety Authority, and Registrar of Motor Vehicles.

Commissioner Meja has a wealth of knowledge and expertise in strategic management, having been in the transport and banking sectors for over 15 years. He is a specialist in information technology, road transport and transport logistics.

Commissioner Meja holds a Master of Business Administration degree in Strategic Management from the University of Nairobi and a Bachelor of Arts in Economics and Public Administration from the University of Marathwada in India.



**Mwanamaka A. Mabruki, CBS -
Commissioner**

Commissioner Mwanamaka Amani Mabruki was appointed Member of the Public Service Commission by His Excellency the President with approval of the National Assembly and sworn into office on 20th January, 2025. She chairs the Commission's Standing Committee on Public Service Values, Governance, and Performance, and is also a member of the Standing Committee on Finance, Planning, Partnerships and General Purposes, and Organizational Design and Career Development.

Commissioner Mwanamaka is an economist with over 20 years of experience in various leadership positions. She is also a public policy expert with deep interest in local economic development, trade, and regional integration. She is passionate about gender equality issues, notably the economic empowerment and protection of women and girls.

Commissioner Mwanamaka previously served as Principal Secretary in the State Department for East African Community and State Department for Devolution and Gender Affairs. As Principal Secretary, she directed initiatives aimed at promoting national development and public policy agenda.

While at the State Department of Devolution, she spearheaded the development of the Devolution Policy. She was also instrumental in the preparation of the framework for the implementation of programs aimed at eliminating Gender-Based Violence in the State Department for Gender Affairs.

Her illustrious working career includes a stint as the Managing Director Kenya National Shipping Line. She also served as the head of corporate development at Kenya Ports Authority.

Commissioner Mwanamaka is pursuing a doctorate degree in economics at the University of Nairobi where she graduated with Master of Arts and Bachelor of Arts degrees in Economics. She also holds a Diploma in Senior Port Management and has attended several top management courses both locally and internationally.

In recognition of her contribution to national development, Commissioner Mwanamaka was awarded the Chief of the Order of the Burning Spear (CBS) by His Excellency the President in 2015.

Dr Irene K. Asienga, OGW – Commissioner



Dr. Irene Koech Asienga was appointed Member of the Public Service Commission by His Excellency the President with approval of the National Assembly and sworn into office on 20th January, 2025. She chairs the Commission's Standing Committee on Finance, Planning, Partnerships and General Purposes and is also a member of the Standing Committee on Public Service Values, Governance, and Performance, and Terms and Conditions of Service and Human Resource

Development.

Commissioner Asienga has over 15 years of experience in research, teaching and administration. Prior to joining the Commission, Dr Asienga had a sojourn with the Commission on Revenue Allocation, and at the same time worked as a Senior Lecturer and Director of Kabarak University, Nairobi Campus.

During her tenure at Kabarak University, she was responsible for mentoring, teaching, grading and supervising students. She was also involved in preparation and implementation of the campus strategic plan, coordination of academic programs, supervision of teaching and non-teaching staff, academic advising, marketing the campus programs, drawing up annual reports for the campus and preparation of annual estimates of income and expenditure. She is a former Dean, Business School and Head of Commerce Department at the same university.

Commissioner Asienga holds a doctorate degree in Economics from the University of Strathclyde, Scotland, UK; a Master of Arts in Economics from the University of Malawi and a Bachelor of Arts in Economics. She has interests in environmental, agricultural and development economics and has published widely in peer-reviewed journals.

Harun M. Hassan, EBS – Commissioner



Commissioner Harun Maalim Hassan was appointed Member of the Public Service Commission by His Excellency the President with approval of the National Assembly and sworn into office on 20th January, 2025. He chairs the Commission’s Standing Committee on Public Affairs, Communication and Digital Transformation. He is also a member of the Standing Committee on Finance, Planning, Partnerships and General Purposes; Human Resource Planning, Recruitment and Selection; and Terms and Conditions of Service and Human Resource Development.

Commissioner Hassan has more than 20 years of experience in public service, civil society and community work. Prior to his appointment as a member of the Commission, he was the Chief Executive Officer of the National Council for Persons with Disabilities – a state agency mandated to champion and protect the rights of persons with disabilities in Kenya.

He previously served as a District Officer in the Office of the President, and also as an Administrative Secretary in the State Department for Industrialization.

Following a tragic road accident that made him a permanent wheelchair user, he co-founded the Northern Nomadic Disabled Persons Organization (NONDO), the first organization dedicated to advocating for the rights and inclusion of marginalized persons with disabilities in the nomadic counties of Kenya – serving as Honorary Director.

Commissioner Hassan has sat on various boards, including as a member of the Governing Council of the Management University of Africa and Commissioner at the World Disability Union - an umbrella organization of over 400 organizations from 91 countries. He is a member of the Association for Research on Non-profit Organizations and Voluntary Action (ARNOVA), a US-based global think-tank of scholars, educators and practice leaders, and the Association for Research on Civil Society in Africa (AROCSA), which promotes excellence in research and practice of civil societies to propel continental development. He is also a Ford Foundation Fellow at Indiana University, USA and an alumnus of the prestigious International Visitors Leadership Programme (IVLP) – a global exchange programme by the United States Department

of State that has been fostering leadership, governance strategies and international collaboration since 1940 – with previous alumni including former Presidents Daniel Moi, Mwai Kibaki, Ghana’s John Kufuor, Tanzania’s Mwalimu Julius Nyerere among other distinguished personalities.

In addition, Commissioner Hassan is a social justice commentator and opinion columnist with The Daily Nation. He has authored a book titled ‘*Behind the Wheels: Changing the Disability Narrative*’, published by the Kenya Literature Bureau that tells the story of disability, inclusion and mainstreaming in the Kenyan context.

Commissioner Hassan holds a Masters of Arts Degree in Public Administration from Indira Gandhi National Open University and a Bachelor of Environmental Studies from Kenyatta University. He is also a recipient of the Elder of the Order of the Burning Spear (EBS) from His Excellency the President in recognition of his distinguished service to the nation.

Joan A. Machayo, OGW – Commissioner



Commissioner Joan Andisi Machayo was appointed Member of the Public Service Commission by His Excellency the President with approval of the National Assembly and sworn into office on 20th January 2025. She chairs the Commission’s Committee on Organizational Design and Development and Career Management and is also a member of the Committee on Human Resource Planning, Recruitment and Selection, and Appeals Committee.

Prior to her appointment as a member of the Commission, Commissioner Ms. Machayo was the Deputy Commission Secretary responsible for human capital development in the public Service. She rose through the ranks in the Commission’s Human Resource Management and Development directorate as a Deputy Director, Director and Deputy Commission Secretary.

Commissioner Machayo is an authority in human capital management and development with extensive knowledge and practice in the subject area. She has contributed immensely to human resource policy development and strategy in the public service, shaping Public Policy HR governance and transformation initiatives in government.

She has previously represented the Commission Secretary/CEO in the National Employment Authority Board, the Kenya Health Human Resource Advisory Council, and in the inaugural Board of Trustees that operationalized the Public Service Superannuation Fund. She was in the core team that transitioned the Human Resources on Implementation of Devolution in 2013.

Commissioner Machayo holds a Master of Business Administration (MBA) and Bachelor of Arts degrees from the University of Nairobi. She is a Certified Secretary and a member of the Institute of Human Resource Management (IHRM). In recognition of her distinguished service to the nation, she was awarded the Order of the Grand Warrior (OGW) by His Excellency the President.

Boya Molu, EBS – Commissioner



Commissioner Boya Molu was appointed Member of the Public Service Commission by His Excellency the President with approval of the National Assembly and sworn into office on 20th January, 2025. He chairs the Commission's Standing Committee on Appeals. He is also a member of the Standing Committee on Terms and Conditions of Service, and Human Resource Development, Organizational Design and Career Development, as well as the Audit Committee which is responsible for providing oversight on the Commission's governance, risk management, and internal control processes.

Commissioner Molu is a career public servant with over 20 years' experience in Human Resource Management, Election Management, Democracy and Public Sector Governance. Prior to his appointment as a member of the Public Service Commission, Commissioner Molu had served in the Independent Electoral and Boundaries Commission (IEBC) as a Commissioner from January 2017 to January 2023 where he chaired the Human Resource and Administration Committee, and the Finance and Procurement Committee. He was also a member of IEBC's Election Operations Committee, Voter Education, and the Legal Committee.

His career as a human resource management and development professional includes a stint at the Judiciary of Kenya as a Deputy Director, Human Resources and Administration. He joined the Judiciary from the Central Bank of Kenya where he rose through the ranks to the position of Senior Human Resource Officer.

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Commissioner Molu holds a Master of Business Administration in Human Resource management (MBA-HR), Bachelor of Business Administration, Higher National Diploma in Human Resources from the Kenya Institute of Human Resource Management (IHRM), and Certificate in Strategic Leadership Development Program from Kenya School of Government. He is a member of IHRM where he served on the Governing Council from 2011 to 2015.

Commissioner Molu is the recipient of the Elder of the Order of the Burning Spear (EBS) from His Excellency the President in recognition of his distinguished service to the nation.

Commissioner Molu holds a Master of Business Administration in Human Resource management (MBA-HR), Bachelor of Business Administration, Higher National Diploma in Human Resources from IHRM, and Certificate in Strategic Leadership Development Program from Kenya School of Government. He is a member of Kenya Institute of Human Resource Management (IHRM) where he served on the Governing Council from 2011 to 2015.

Commissioner Molu is the recipient of the Elder of the Order of the Burning Spear (EBS) from His Excellency the President in recognition of his distinguished service to the nation.

4. Profile of Accounting Officer

Paul Famba, MBS, Commission Secretary/CEO



Mr. Paul Famba was appointed Secretary/Chief Executive of the Public Service Commission with effect from 1st August 2024. Before his appointment, he was the Secretary of Administration at the Ministry of Interior and National Administration since January 2023.

Mr Famba is a career administrator with credentials and a record of accomplishments in public service, spanning 29 years. He started his career in public service in 1995 as a Research Assistant at the University of Nairobi,

before joining the civil service in 1997 as a District Officer.

He rose steadily through the administrative ranks in the public service to the position of Secretary of Administration. His deep understanding of government administration saw him successfully implement various government programmes.

Mr. Famba holds a Master of Arts degree in Peace and Conflict Management from Kenyatta University and a Bachelor of Arts degree from the University of Nairobi. He has successfully served in various national assignments in different capacities. He was a member of the Multi-Agency Team for Mapping, Verification and Valuation of Mature/Over-Mature Forest Plantations from April 2020 to January 2021, and the Joint Secretary of the Inter-Faith Council on National Response to Corona Virus Pandemic from June 2020 to October 2022.

He served as the Alternate Director for Principal Secretary of the State Department for Internal Security and National Administration at the Tourism Promotion Fund Oversight Board and a member of the Presidential Task Force on the Development of Kenya Home of Human Origins Museum and Science Park since January 2024. He is a member of the Kenya Association of Public Administration and Management (KAPAM)

Mr. Famba is a recipient of the Order of the Grand Warrior of Kenya (OGW) and Moran of the Order of the Burning Spear (MBS) in recognition of his distinguished service to the nation.

5. Statement by The Vice Chairperson of the Commission



I am glad to present the Public Service Commission's Annual Report and Financial Statements for the year ended 30th June, 2025.

The Public Service Commission is responsible for over 600 institutions spanning across six service sectors namely Ministries and State Departments, all the Constitutional Commissions and Independent Offices except those excluded under Article 234(3); State Corporations and SAGAs, Statutory Commissions and Authorities; all Public Universities and Technical and Vocational Education and Training Institutes (TVETIs).

During the Financial Year 2024/2025, the life of Strategic Plan 2019-2024 ended on 30th June 2024 and the Commission embarked on the preparation of the Strategic Plan's summative evaluation report. The Commission also laid the grounds for the development of its second Strategic Plan, 2024/25 - 2029/30.

The 2019-2024 strategic plan was anchored on the theme "Reform, Perform and Transform Kenya," with a vision of establishing a "Citizen-Centric Public Service." The mission was to transform the public service for efficient and effective service delivery.

During the period under review, the Commission recruited a new Secretary/CEO Mr. Paul Famba, who assumed office with effect from 1st August 2024. In addition, the term of the Vice-Chairperson and seven Commissioners came to an end in January 2025. A new team of Commissioners (Vice-Chairperson and seven Commissioners) was sworn in and assumed office on 20th January 2025. The new Team was inducted and also underwent a one week corporate governance training organized by the Institute of Certified Public Secretaries.

During the review period, the Commission prepared a summative evaluation report that was submitted to the President in January 2025. The report reflected the general level of programme performance, gaps identified, challenges faced and lessons learnt.

I wish to note that the Commission that assumed office in January 2019 recorded an overall performance score of 48.2% against a backdrop of reduced Commission budget, frequent budget cuts and the COVID-19 pandemic.

Key successes included the introduction of the Public Service Internship Programme (PSIP) and the Public Service Emerging Leadership Fellowship Programme. The Commission also implemented several public service reforms programmes and initiatives, including the development of essential policies, regulations and guidelines that enhanced governance and accountability. In order to improve service delivery, the Commission standardized the Common Service areas and issued a circular for public institutions to review and adopt the standards.

Public Service Commission benefited with an additional budget of ksh.33,623,337 from supplementary budget estimates during the year.

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However, Commission was not able to finalize the recruitment of Cohort 3 of the Public Service Emerging Leaders Fellowship (PSELF) despite receiving applications from eligible officers in the service. The Commission also faces inadequate office accommodation for its officers. The Commission continued to grapple with instances of mandate encroachment by other government agencies despite the many court judgements that have shed clarity on the mandate of the Commission in state Corporations.

During the year, the Commission was allocated a total budget of Kshs. 3,655,853,354 Of which Ksh.2,978,961,684 was for personnel emoluments; Ksh.676,891,670 for operations and maintenance; and there was no budget for development. This compared to a total budget of Ksh 3,585,540,162 during the 2023/2024 FY.

For the financial year 2024/25, out of the approved budget of Ksh. 3,655,853,354 the actual expenditure was Ksh3,535,146,267 resulting in an absorption rate of 97%.

In order to build internal capacity to deliver on the mandate, the Commission finalized the review of the organizational design that culminated in the new structure (Organogram). The Commission also recruited 52 officers in various cadres. The reforms reflected in the new structure are consistent with the Commission's motivation to improve its internal processes and systems that anchor service delivery.

I hope that the National assembly and the National Treasury will favourably consider the Commission's annual requests for enhanced budget allocations for full implementation of its mandate. The Commission will also reach out to development partners to support some of its programmes. Special thanks goes to the National Treasury, National Assembly, development partners and stakeholders for their continued support and cooperation during the reporting period.

In addition, I would like to thank my fellow Commissioners for their steadfast support, commitment and stewardship. Finally, I wish to recognize all the secretariat staff under the able leadership of the Accounting Officer for their devotion, diligence and commitment throughout the reporting period.



.....
Mary W. Kimonye (Mrs), CBS
Vice Chairperson Public Service Commission

6. Statement by the Accounting Officer



During the period under review, the Commission set out to implement 234 activities in its Annual Work Plan. These activities were executed through five budget programs. Namely: General Administration, Planning, and Support Services; Human Resource Management and Development; Governance and National Values; Performance and Productivity Management; and Administration of Quasi-Judicial Functions.

The budget estimates meant for implementation of planned targets was Kshs. 3,655,853,354. A total of Kshs. 3,535,146,267 was spent during the period, translating to a budget absorption rate of 97%.

The key achievements during the period include:

The Commission hosted the 6th Conference of the Association of the African Public Service Commissions (AAPSCOMS) at Nairobi Safari Park Hotel from 6th to 8th November 2024. During this conference, the Commission Chairperson was appointed the President and therefore the Commission has an opportunity to advance the goals of the Public Service across Africa.

The new team of Commission Vice-Chairperson and seven Commissioners assumed office on 20th January 2025. The new Board Members were inducted and also attended a one-week training on corporate governance.

The Commission finalized the review of the organizational structure that culminated in the new staff establishment. The Commission also recruited 52 officers in various cadres. The reforms reflected in the new structure are consistent with the Commission's motivation to improve its internal processes and systems that anchor service delivery.

Table 1: Financial Allocations and Budget Expenditures by Financial Year

Budget	Financial Allocations by Financial Year (Original and Final Allocations (Kshs))				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<i>Original Budget</i>	2,125,040,000	2,390,471,009	2,582,140,000	3,720,800,000	3,622,230,017
<i>Final Budget</i>	2,196,033,432	2,390,471,009	2,478,761,991	3,585,540,162	3,655,853,354
<i>Total Expenditure</i>	2,153,583,139	2,291,949,937	2,378,892,224	3,364,818,348	3,535,146,267
Budget utilization	98%	96%	96%	94%	97%

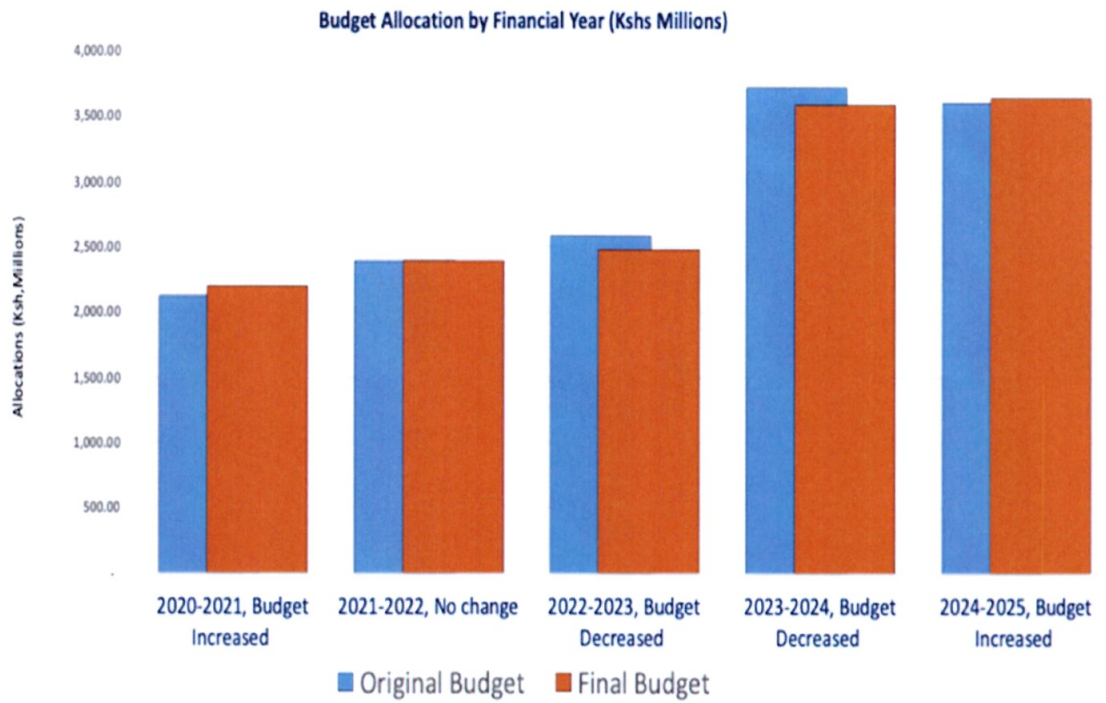


Figure 1: Original Vs Final Budget for the Financial Years 2020/21-2024/25

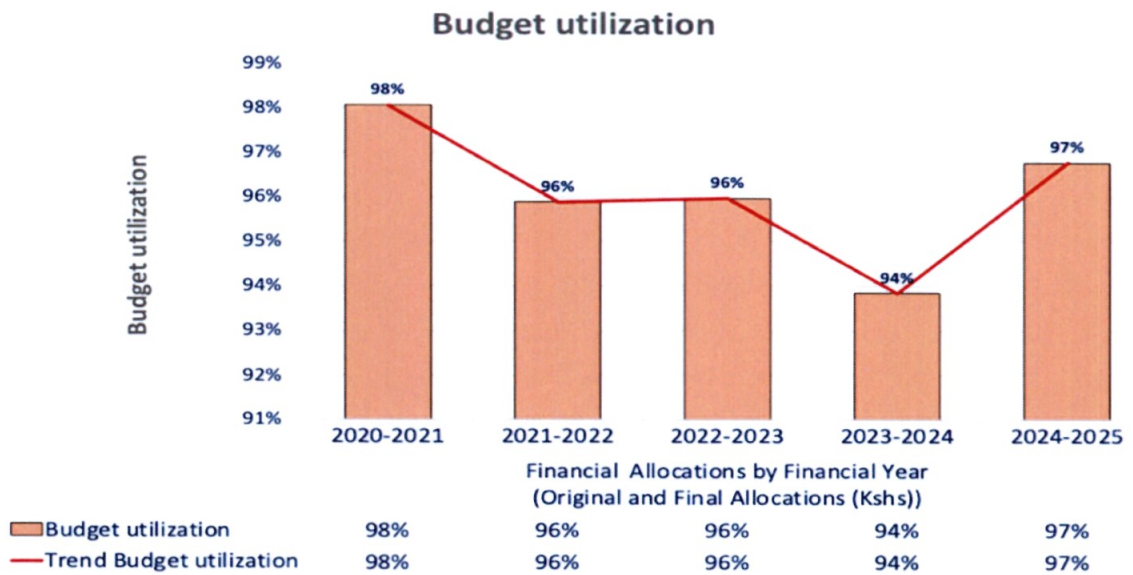


Figure 2: Budget Utilization Trends for the Financial Years 2020/21-2024/25

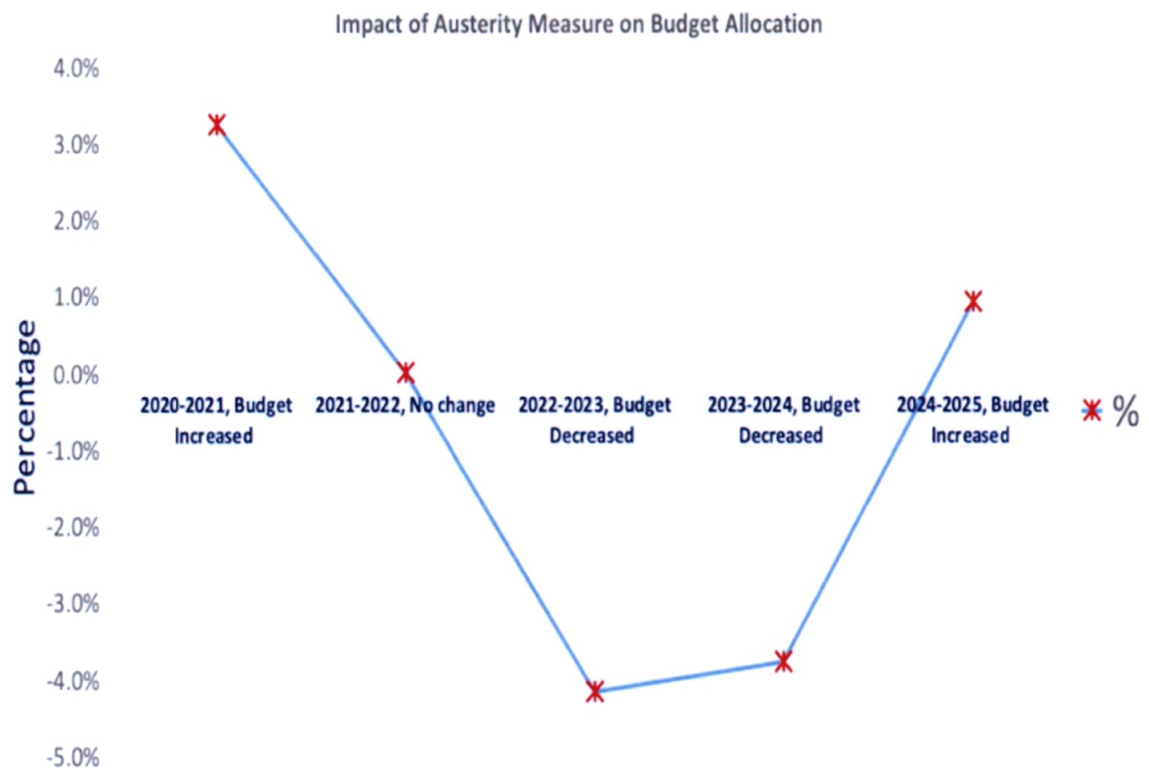


Figure 3: Impact of Austerity on the Budget Allocation for Implementation of Commission's Programmes

Table 2: Compensation to Employees

Item Description	Compensation of employees Allocations by Financial Year (Ksh Millions)				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Compensation of employees- PSC Staff	661.86	728.84	886.84	941.49	1,069.61
Compensation of employees- PSIP Interns	959.60	982.98	912.90	1,692.42	1,828.82
Total	1,621.46	1,711.82	1,799.74	2,633.91	2,898.43

**% Representation of compensation of employees by PSC
and PSIP**

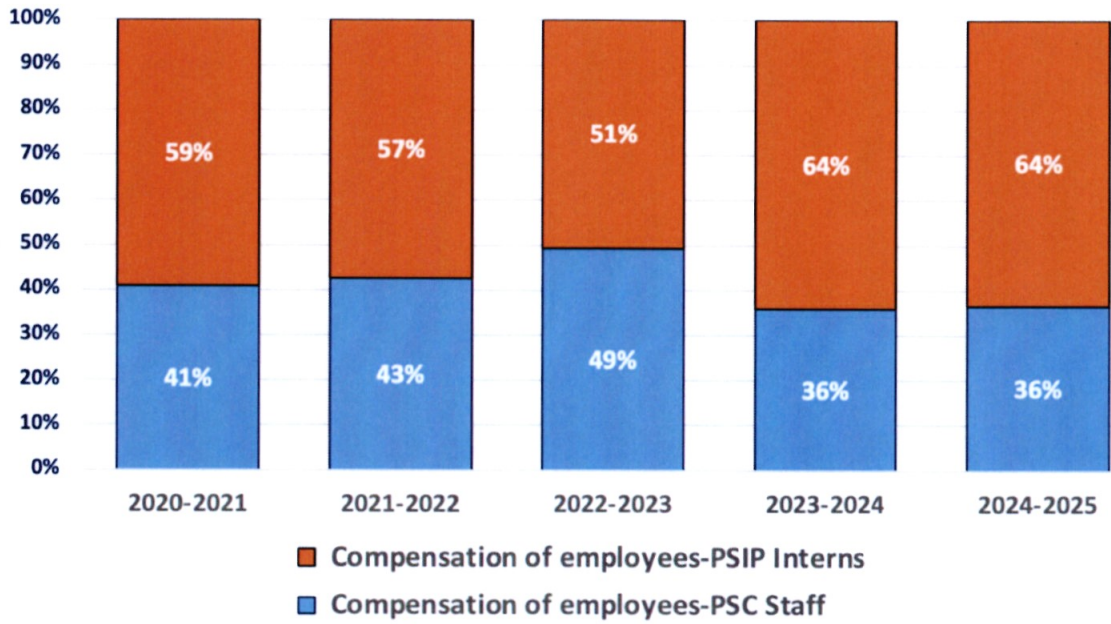


Figure 4: Proportion of Compensation of PSC Staff and PSIP Interns

Paul Famba, MBS
Accounting Officer
Public Service Commission

7. Statement of Performance Against Predetermined Objectives for FY 2024/2025

7.1 Introduction

Section 81(2)(f) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the accounting officer presents a statement of performance against the predetermined objectives of the Ministry, Department or Agency (MDA). This requirement is intended to promote accountability by ensuring that public resources are used effectively and for their intended purposes.

To support the realization of its mandate, the Commission implemented the Strategic Plan (2019–2024), anchored on the following key strategic objectives:

1. Improve Performance and Productivity;
2. Improve Service Delivery;
3. Improve Human Resource Management Practices;
4. Promote Constitutionalism, Values and Principles; and
5. Build Commission’s Internal Capacity.

Expenditure in the financial year 2024/25 was aligned to the realization of the strategic objectives outlined in the Strategic Plan 2019–2024. These objectives were linked to specific programmes, outcomes, outputs, and performance indicators. Implemented programmes were reported against actual achievements, using the programme performance format provided in the table 3 below, to demonstrate progress towards the attainment of the predetermined objectives.

The Commission Annual Work plan had five key programmes and several sub-programmes for execution during the financial year 2024/25. These programmes were General administration and planning; Human Resource Management and Development; Performance and productivity management; Governance and National Values; and Administration of Quasi-Judicial functions. The programme performance at the end of the financial year 2024/25 is reflected in Table 3.

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Table 3: Programme performance

Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
General Administration, Planning and Support Services	Build Commissions' Internal Capacity	Enhanced Capacity	Staff welfare programmes implemented	No. of WIBA and Group Life contracts renewed	2	2	0	2	2	0	Renewed and awarded WIBA and Group Life Benefit contract to G.A Insurance Ltd <ul style="list-style-type: none"> • WIBA Kshs- 3,684,484.00 • Group Life- Kshs. 16,468,640.00
				No. of Medical Covers contracts renewed	2	2	0	2	2	0	<ul style="list-style-type: none"> • Awarded Medical Insurance Cover for Secretariat to Britam Insurance • Awarded Medical Insurance Cover for Commissioners to Jubilee Insurance
				No. of staff requests funded for mortgage loan scheme	8	8	0	12	12	0	<ul style="list-style-type: none"> • Funded a total of 8 officers under the scheme and disbursed a total of Kshs. 52.24 million in 2023/24 FY; • 1 request of Kshs 9.71 million received and processed in FY 2024/25; • Contract awarded to Family Bank Limited in FY 2024/25; • Transition process from KCB to Family Bank on-going; • Three (3) applications received and processed. Kshs. 20,500,000 was disbursed in FY 2025/26

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
				% of staff requests funded for mortgage loan scheme	100	0	100	100	100	0	<ul style="list-style-type: none"> No staff requests were made in FY 2023/24 FY One request received and processed amounting Kshs. 2,500,000 in FY 2024/25
			Gym services to staff facilitated	% of staff requests for gym services facilitated	100	100	0	100	100	0	<ul style="list-style-type: none"> The Commission engaged a service provider to provide gym services to staff
			Membership to professional Bodies facilitated	No. of Staff & Commissioners facilitated	72	72	0	80	80	0	<ul style="list-style-type: none"> Staff with registered the following professional bodies were facilitated <ul style="list-style-type: none"> ICIFA; ICPAK; LSK; KENASA; ICT; ILA; PRSK; Economists Society of Kenya; and IHRM
			Membership to health clubs for Commissioners & CEO facilitated	No. facilitated	10	2	8	10	5	5	<ul style="list-style-type: none"> Two (2) requests were received processed in FY 2023/24 Five (5) requests were received and processed amounting to Kshs. 2,571,000 in FY 2024/2025 Membership to health clubs was not fully funded due budgetary constraints arising from implementation of austerity measures
			Staff training projections prepared and staff trained	No. of Staff trained	240	93	147	236	236	0	<ul style="list-style-type: none"> FY2023/24 <ul style="list-style-type: none"> Two (2) staff – Senior Management Course

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
											○ Ninety (90) Officers attended various workshops & Conferences
			<ul style="list-style-type: none"> • FY 2024/25 <ul style="list-style-type: none"> ○ 18 Officers attended various conferences and workshops; 5 –staff attended HR conference; 43 staff Induction Course for new staff; 6 staff attended SLDP and 236 Staff sensitization by Commissioners on values, ethics and integrity 								•
			Adequate working tools and equipment provided to Staff	No. of Desktops acquired	25	25	0	25	25	0	<ul style="list-style-type: none"> • Acquired 10 new desktop computers from Konza Technopolis to support ICT Operations in the Commission • Acquired fifteen (15) new desktop computers and fifteen (15) Laptops to support ICT Operations in the Commission
				No. of Heavy & medium duty printers acquired	16	16	0	16	16	0	<ul style="list-style-type: none"> • Acquired five (5) heavy duty printers for use by the Public Service Internship Programme (PSIP), Legal, Accounts, Finance and Administration Directorates • Acquired eleven (11) medium duty printers for use in various Directorates
			Information resources acquired	No. of books acquired and other library materials requested by staff purchased	400	184	216	459	215	244	<ul style="list-style-type: none"> • The demand for books requested by staff annually, could not be addressed due to inadequate budgetary provision
			Uneconomical and unserviceable	No. of vehicles	-	-	-	8	6	2	<ul style="list-style-type: none"> • Disposal process completed: 6 vehicles disposed at



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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
			vehicles disposed	assessed and disposed							<i>Kshs.6, 201,000 and 2 vehicles pending disposal</i>
			Facilities and equipment repaired & maintained	% of Facilities and equipment repaired & maintained	100	100	0	100	100	0	<i>Lifts, vehicles, printers and building repaired and maintained</i>
			Communication strategy provisions implemented	% of PSC communication strategy implemented	100	100	0	100	100	0	<i>Implemented various provisions of PSC strategy to promote corporate image, brand identity and</i>
			Annual Report on operations of the Commission prepared and submitted to President and Parliament	Annual Report	1	1	0	1	1	0	<i>Prepared and submitted an annual report to President and Parliament pursuant to Article 254 (1) of the Constitution of Kenya & Section 90 of the PSC Act.</i>
			Complaints from CAJ resolved	No. of Complaints received and resolved	88	34	54				<ul style="list-style-type: none"> • <i>Processed 88 public complaints, resolved 34(39%) cases while 54 (61%) cases were pending in FY 2023/2024</i> •
			PPR, PBB & Subsector Reports Prepared and Submitted to National Treasury	No. of Reports	3	3	0	6	6	0	<i>Prepared and submitted to the National Treasury annually the following reports; Programme Performance Review (PPR), Programme Based Budget (PBB) & Subsector</i>
			Prepared	Evaluation	-	-	-	1	1	0	<i>Prepared a Summative</i>

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
			Summative Evaluation for the Strategic Plan 2019-2024	Report							<i>Evaluation of the Strategic Plan 2019-2024</i>
			Strategic Plan 2024-2029 Prepared	Strategic Plan 2024-2029	-	-	-	1	1	0	<i>Draft Strategic Plan 2024-2029 approved by the Commission Board for stakeholder engagement</i>
			R&S & PSIP systems Automated	No. of systems Automated	-	-	-	3	2	1	<i>Automated modules in R&S and PSIP system for Application, shortlisting, appointment, and deployment</i>
Human Resource Management & Development	Improve Service Delivery	Efficient & Effective service delivery	Organizational structures & Grading Structures reviewed	No. of MDAs	54	54	0	115	115	0	<ul style="list-style-type: none"> • FY 2023/24 Reviewed the organizational and grading structures for 54 MDAs, State Corporations and Independent Offices in the public service
			<ul style="list-style-type: none"> • FY 2024/25; Reviewed the organizational structures for 61 MDAs, State Corporations, and Independent Offices in the public service 								•
			Reviewed Staff Establishment for Ministries, State Departments, and State Corporations	No. of MDAs	49	49	0	84	84	0	<ul style="list-style-type: none"> • Approved career guidelines for 23 Ministries and State Departments and 26 State Corporations in 2023/24 FY • Approved career guidelines for 2 Ministries and State Departments and 33

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
											<i>State Corporations in 2024/25 FY</i>
			Career Guidelines Developed/reviewed	No. of MDAs	10	10	0	50	50	0	<ul style="list-style-type: none"> • FY 2023/24 <ul style="list-style-type: none"> ○ Reviewed career guidelines for 10 State Corporations • FY 2024/25 <ul style="list-style-type: none"> ○ Reviewed career guidelines for 40 State Corporations
			Technical Support on HR matters provided to County Governments	No. of Counties Supported	10	4	3	10	3	7	<ul style="list-style-type: none"> • In 2023/24 • Supported Nairobi, Bomet, Kwale, Laikipia, and Mombasa Counties
			Recruitment for MDAs undertaken	Gender ratio (female to male ratio)	33:67	44:56	+11%	33.67	46:54	+13	<ul style="list-style-type: none"> • FY 2023/2024 <ul style="list-style-type: none"> • Appointed a total of 3,992 officers to various roles within the service comprising of 1,759(44.1%) female and 2233(55.9%) male officers • FY2024/25 • Appointed a total of 4,148 officers in MDAs comprising of 1,953(47.1% male and 2,195 female (52.9%)
				% of total PWDs appointed	5%	1.7%	-3.3%	5%	3.8%	-1.2%	<ul style="list-style-type: none"> • Appointed 69(1.7%) (PWDs in 2023/24FY • Appointed a total 238 (5.7%) PWDs in 2024/2025FY

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
			Senior management for public universities recruited	No. of Chancellors recruited	7	7	0	10	10	0	Forwarded the names of recommended list candidates to the CS MoE for onward transmission to the President for appointment decision for <ul style="list-style-type: none"> • FY 2023/24 ○ 7 positions of Chancellor, in 7 Public Universities • FY 2024/25 ○ 3 positions of Chancellor, in 3 Public Universities
				No. of VCs recruited	17	17	0	20	20	0	Forwarded the names of candidates to the Chairperson of the University Council for appointment in consultation with the Cabinet Secretary for Education, for appointment of persons to fill <ul style="list-style-type: none"> • 17 positions for the post Deputy Vice Chancellor in 17 public university in FY 2023/24 • 3 position for the post Deputy Vice Chancellor in 3 public university in FY 2024/25
				No. of DVCs recruited	1	1	0	34	34	0	Forwarded the names of candidates to the Chairperson of the University Council for appointment in consultation with the Cabinet Secretary for Education, for appointment of persons to fill:- <ul style="list-style-type: none"> • 1 position for the post

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
											<p><i>Deputy Vice Chancellor in 1 public university in FY 2023/24</i></p> <ul style="list-style-type: none"> <i>33 positions for the post Deputy Vice Chancellor in 26 public universities in FY 2024/25</i>
				No. of Principals & Deputy principals recruited	0	0	0	2	2	0	<p><i>Forwarded the names of candidates to the Chairperson of the University Council for appointment in consultation with the Cabinet Secretary for Education, for appointment of persons to fill 2 positions for the post Deputy Vice Chancellor in 2 public universities in FY 2024/25</i></p>
			Promotion of Officers in Ministries and State Departments undertaken	No. of staff Promoted in MDAs	2,602	2,602	0	3,611	3,611	0	<ul style="list-style-type: none"> <i>Promoted a total of 2,602 officers to fill vacant positions in MDAs, comprising of 1230 Female (47.3%) and 1372 Male (52.7%) in 2023/24 FY</i> <i>Promoted a total of 1,009 officers to fill vacant positions in MDAs, comprising of 370 Female (36.7%) and 639 Male (63.3%) in 2024/25 FY</i>
			PSIP Interns recruited and deployed to MDAs	No. of Interns appointed	10,000	8,650	-1,350	20,000	12,050	-7,950	<ul style="list-style-type: none"> <i>Recruited 8,650 interns under PSIP and deployed to 270 public institutions in FY 2023/24</i> <i>Recruited 3,400 interns under PSIP and deployed to</i>

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
											<p>over 200 public institutions in FY 2024/25</p> <ul style="list-style-type: none"> Variance between targeted and no. of intern is due to inadequate budget provision, since each year the programmes attracts over 40,000 applicants
			Discipline cases from MDAs processed and finalized	% of cases finalized	100%	65%	35%	100%	70%	30%	<ul style="list-style-type: none"> Processed a total of 404 disciplinary cases from various MDAs, with 296 cases finalized in 2023/24 FY A total of 303 Disciplinary cases were received from MDAs, and 198 (65%) cases were finalised in 2024/25 FY
			Promotional examinations administered	No. of Candidates registered and sat for the administrative examination	559	451	108	791	677	114	<ul style="list-style-type: none"> A total of 559 candidates sat for the examinations in FY2023/24, with 451 (81%) passing and 107 (19%) referred in various subjects. One candidate was found to have committed an irregularity, resulting in the cancellation of the results. A total of 232 candidates sat for the examinations in FY2024/25, and 216 (94%) candidates passed, while 16 (4%) failed in various subjects. The variance is attributed to candidates who did not pass the examinations or results were cancelled due to malpractices
				No. of Candidates	422	288	134	1,301	961	340	<ul style="list-style-type: none"> A total of 422 candidates sat for the tests and 288 (68%)

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
				registered and sat for Proficiency examination for Clerical Officers							<p>passed successfully, while 134 (32%) in FY2023/24.</p> <ul style="list-style-type: none"> A total of 879 candidates sat for the tests in the 2024/25 fiscal year. Of these, 673 (76%) passed, while 205 (23%) were referred in various subjects. Further, one (1) candidate was found to be involved in examination malpractices, resulting in the cancellation of his results. The variance is attributed to candidates who did not pass the examinations or results were cancelled due to malpractices
	Improve Human Resources Practices	Improved Service delivery	Technical support provided to MDAs	No. of MDAs supported	25	25	0	33	33	0	<ul style="list-style-type: none"> Supported 25 MDAs in 2023/24 FY and 8 MDAs in 2024/25 FY
			Reviewed R&S application systems	No. of Tools Reviewed	-	-	-	2	2	0	<ul style="list-style-type: none"> Introduced an interface for viewing the status of advertised posts in the recruitment and selection system Updated the online application form to: <ul style="list-style-type: none"> Restrict applicants who do not meet the minimum qualifications to submit applications; Prompt applicants to capture all the required personal details, Prompt applicants to capture their qualifications before submitting their

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
											<p>applications.</p> <ul style="list-style-type: none"> ○ Prompt applicants to capture their employment history before submitting their applications.
			Academic and Professional certificates Authenticated	No. of Institutions imitated verification of KNEC Certificates	222	91		234	161		<ul style="list-style-type: none"> • To-date, Two Hundred Thirty-Four (234) institutions including both the Educational and Technical Training Institutions and MDAs have complied – some finalized the exercise while others ongoing. • Seventy (70) MDAs have been verified as Not Authentic in 2024/25 FY
				No. of Officers Certificates verified and found forged	29,314	787		50,000	1,000		<ul style="list-style-type: none"> • Out of about Fifty Thousand (50000) cases referred to KNEC by MDAs for authentication, more than 1,000 thousand have been confirmed to have been forged to date
Governance & National Values	Promote Constitutionalism, Values, and Principles	Good Governance, Efficiency, and Effectiveness in the Public Service	Public institutions evaluated on the Extent to which values and Principles have been implemented	No. of Institutions Evaluated	555	523	32	585	508	77	<ul style="list-style-type: none"> • A total of 523 public organizations in FY 2022/23 were evaluated from six service sectors, namely: Constitutional Commissions and Independent Offices (10); Ministries and State Departments (52); Public Universities (39); State Corporations and Semi-

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
											<ul style="list-style-type: none"> Autonomous Government Agencies (SAGAs) (210); Statutory Commissions and Authorities (8), as well as Technical and Vocational Education Training Institutions (TVETIs) (206).
			<p>A total of 508 public organizations in FY 2023/24 were evaluated from six service sectors, namely: Constitutional Commissions and Independent Offices (10); Ministries and State Departments (51); Public Universities (36); State Corporations and Semi-Autonomous Government Agencies (SAGAs) (204); Statutory Commissions and Authorities (8), as well as Technical and Vocational Education Training Institutions (TVETIs) (199).</p>								<ul style="list-style-type: none">
			Values and Ethics compliance level improved	% compliance index	100%	46.0%	54%	100	43.8%	56.2%	<ul style="list-style-type: none"> The overall Values and Ethics compliance index for 2022/23 FY was 46% and 43.8% in 2023/24 FY
			Values and Principles promoted and Evaluation Reports disseminated	No. of Officers sensitized	2,053	2,053	0	5,169	5,169	0	<ul style="list-style-type: none"> Sensitized 2,053 officers in 556 MDAs in August, 2023 Sensitized 3,116 officers in MDAs in March 2025 on Evaluation findings for the 2023/24
			MDAs Audited on compliance with HR Administrative and organizational policies	No. of MDAs audited	54	54	0	54	54	0	<ul style="list-style-type: none"> Audited 54 MDAs on compliance with HR Administrative and organizational policies
			Conducted payroll Audits	No. of institutions Audited	5	2	5	10	5	5	<ul style="list-style-type: none"> Undertook payroll Audits in 3 Counties, namely Garissa, Nandi, Lamu counties, and Othaya-Mukurweini Water and Sanitation Company The county's government requested the Commission to provide technical support
			Citizen satisfaction survey conducted	No. of counties	-	-	-	47	29	18	<ul style="list-style-type: none"> Conducted a Citizen satisfaction survey and impact

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
				covered							<i>evaluation report, which covered 29 counties</i>
Performance and productivity management	Improve performance and productivity	Efficient and Effective Service delivery to the public	INEC members recruited and trained	No. of Officers Recruited	50	-	50	50	-	50	<ul style="list-style-type: none"> • Advertisement for the post of Independent Negotiation & Evaluation Committee (INEC) Members, but recruitment was not concluded due to budgetary constraints
			Public Service Excellence Award Scheme (PSEA) Award Scheme developed	Public Service Excellence Award Scheme (PSEA)	1	1	-	1	1	-	<ul style="list-style-type: none"> • Developed Draft Public Service Excellence Award Scheme
			Staff Performance Appraisal System (SPAS) Guidelines Reviewed	Staff Performance Appraisal System (SPAS) Guidelines	-	-	-	1	0	1	<ul style="list-style-type: none"> • Review of SPAS guidelines was not accomplished due to budgetary Constraints
Administration of Quasi-Judicial Function	Build Commission's Internal Capacity	Commission capacity enhanced	Public Service Commission (State Corporations and Public Universities Appeals Procedures) Regulations, 2024 gazetted	Public Service Commission (State Corporations and Public Universities Appeals Procedures) Regulations, 2024	-	-	-	1	0	1	<ul style="list-style-type: none"> • Public Service Commission (State Corporations and Public Universities Appeals Procedures) Regulations, 2024, were submitted to parliament for approval to be finalized in Q1 of 2025/26 FY
			County appeals cases heard and determined	No. of county appeal Cases determined	134	78	56	242	120	122	<ul style="list-style-type: none"> • A total of 134 appeals were received from County Governments, and a total of 78 were finalized in 2023/24 FY • The directorate received 108 matters and 42 finalized in 2024/25 FY
			State Corporations	No. of appeal	33	12	11	44	22	22	<ul style="list-style-type: none"> • The Commission received

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Budget Program	Strategic Objective	Outcome	Output	Output indicator	Achievement for the 2023/2024 FY			Cumulative Achievement by end of 2024/2025 FY			Remarks
					Target	Actual	Variance	Target	Actual	Variance	
			and Public Universities appeal cases heard and determined	cases determined							<p><i>a total of 33 disciplinary appeals, out of which 12 appeals were considered and finalized in 2023/24 FY</i></p> <ul style="list-style-type: none"> • Received a total of 11 appeal cases and 10 cases were finalized in 2024/25 FY
			State Corporations and Public Universities sensitized on Guidelines on Public Service Commission (State Corporations and Public Universities) Disciplinary Appeal Procedures	No. of participants	-	-	-	500	120	380	<ul style="list-style-type: none"> • A total of 120 targeted stakeholders participated in a virtual webinar
			Legal advisories and opinions provided on various matters related to the mandate	% of Advisories provided	100	100	0	100	100	0	<ul style="list-style-type: none"> • Timely legal advisories on all matters concerning court cases

8. Governance Statement

Introduction

The Public Service Commission is a corporate body established under Article 233 of the Constitution and consists of Chairperson, a Vice Chairperson and seven other Members appointed by the President with the approval of the National Assembly. They serve for a non-renewable term of 6 Years.

Mandate of the Commission

The functions of the Commission are prescribed in Article 234 of the Constitution and include:

- (a) establishing and abolishing offices in the public service;
- (b) appointing persons to hold or act in public offices, and to confirming appointments;
- (c) exercising disciplinary control over and remove persons holding or acting in those offices;
- (d) promoting the values and principles referred to in Articles 10 and 232 throughout the public service;
- (e) investigating, monitoring and evaluating the organization, administration and personnel practices of the public service;
- (f) ensuring that the public service is efficient and effective;
- (g) developing human resources in the public service;
- (h) reviewing and making recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service;
- (i) evaluating and 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;
- (j) hearing and determining appeals in respect of county governments' public service; and
- (k) performing any other functions and exercise any other powers conferred by national legislation.

The Constitution further bestows upon the Commission other functions which include the following:

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- a. Nominating persons to the Judicial Service Commission and Salaries Remuneration Commission under Articles 171(2) and 230(2){b} respectively;
- b. Recommending persons to be appointed as Principal Secretaries under Article 155 (2) (a); and
- c. 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).

Constitution of the Commission

Upon appointment and assumption of office, the Vice- Chairperson and the seven Commissioners underwent induction first, internally where they received briefs from various directorates to build their understanding on the Commission's legal and institutional framework and the strategic plan. As the government works as one whole, and the Commission, in the discharge of its duties, interacts with other government organizations. For this reason, the induction was also facilitated by external facilitators drawn from other government institutions to enable them to understand the whole of the government approach and the symbiotic relationship between the Commission and some key government agencies.

Additionally, the Commissioners were taken through a comprehensive corporate governance training organized by the Institute of Certified Secretaries (ICS). Some of the topics covered included: Overview of Corporate Governance; Relationship between Commissioners and Management; Effective Management of Meetings; Meritocracy and Fairness in Public Service; Principles of Independence & Interdependence in Constitutional Commissions; Ethical Leadership and Culture; Effective Committees – Structure, Composition and Operation; Emotional Intelligence and Boardroom Dynamics. At the end of the training the Commissioners committed to mainstream ethics, inclusion, and performance Accountability in the public service.

Corruption Prevention

Corruption prevention within the Commission is guided by a broad legal and policy framework, including the Constitution, Ethics and Anti-Corruption Commission Act (2011), Leadership and Integrity Act (2012), Bribery Act (2016), and various international conventions like UNCAC and AUCPCC. The EACC Guidelines (2023) also provide operational direction.

In line with these instruments, the Commission established the Corruption Prevention Committee (CPC) and the Integrity Assurance Officers Committee in October and November 2024 respectively. In fulfilment of their ToRs, the following progress have been realized:

- (a) Training of the Corruption Prevention Committee, IAOs and PSC Senior Management
- (b) Established corruption reporting channels for the staff and the public to report any corruption activities witnessed at the Commission (a dedicated email address and mobile number)

- (c) Installation of Corruption Prevention Boxes and Suggestion Boxes at strategic places in the Commission premises (Old and new building).
- (d) Reviewed and adopted the Citizen Service Delivery Charter (External and Internal) in order to improve service delivery.

The Commission is supported by a secretariat under the leadership of the Commission Secretary/ Chief Executive Officer. The Secretary is appointed by the Commission on a five year term renewable one. The Commission determines the terms of service for the rest.

Commission Committees

Section 12 of the Public Service Commission Act, 2017 allows the Public Service Commission to establish committees for purposes of better carrying out its functions. Pursuant to this section, the Commission has established eight standing committees. The Committees comprise of commissioners as members and the secretariat and are assigned specific functions. The Committees process the issues related to their mandate and make recommendations which are considered by the Commission full board before adoption as the Commission's decision.

The Committees are:

a). Public Service Values, Governance, and Performance

This Committee is assigned the following functions: promotion and evaluation of values and principles under articles 10 and 232 of the Constitution; investigating, monitoring and evaluating the organization, administration and personnel practices in the public service and ensuring the service is efficient and effective.

Terms of Reference

- (i) Develop, monitor and evaluate the implementation of programmes for the promotion of values and principles in Articles 10 and 232 of the Constitution and submit reports to the Board for approval and implementation;
- (ii) Consider the report on the evaluation on the extent to which the values and principles have been complied with in the Public Service and make recommendations to the Board for approval and adoption;

- (iii) Review of policies, legislations and guidelines on the implementation of Values, Principles and ethical standards in the public service;
- (iv) Capacity building and technical support on values and ethics in the public service;
- (v) Establishment of collaborative linkages and partnerships with relevant stakeholders in the public service and private sector;
- (vi) Review of implementation framework on values and principles in MDAs;
- (vii) Training of focal point persons on implementation of values, principles and ethics in the public service;
- (viii) Digitalization of declaration of income, assets and liabilities (wealth declaration);
- (ix) Consider, validate and submit to the Board reports on Investigation, Monitoring and Evaluation and Human Resource Audit for approval and implementation;
- (x) Consider reports on the implementation of Public Service Code of Conduct and Ethics and compliance with declaration of income, assets and liabilities and make recommendations to the Board for approval;
- (xi) Consider reports on the implementation of Commission decisions and make recommendations to the Board for approval and implementation;
- (xii) Review of Policy guidelines on the discharge of mandate by the Directorate and make recommendations to the Board for approval and implementation;
- (xiii) Consider proposals for establishment of external structures in consultation with key actors to drive public service performance, service delivery improvement and public service transformation for approval by the Commission Board;
- (xiv) Consider proposals for review of the National Performance Management Framework
- (xv) and make recommendations for approval by the Commission Board;
- (xvi) Consider proposals for service delivery improvement programmes in the public service and make recommendations for approval by the Commission Board;
- (xvii) Consider proposals for development of policies for performance improvement and make recommendations for approval by the Commission Board;
- (xviii) Consider proposals for development of guidelines on service delivery standards and make recommendations to the Commission Board for approval;
- (xix) Consider submissions of service delivery standards from MDAs and make recommendations to the Commission Board for approval;

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- (xx) Consider proposals for review of guidelines on performance contracting and make recommendations to the Commission Board for approval;
- (xxi) Consider proposals on terms of reference of the Independent Negotiation; and Evaluation Committee and make recommendations to the Commission Board for approval
- (xxii) Consider proposals for review of Staff Performance Appraisal and guidelines and make recommendations to the Commission Board for approval;
- (xxiii) Consider proposals for review of guidelines for Public Service Excellence Award Scheme and make recommendations to the Commission Board for approval; and,
- (xxiv) Consider any other matters as may be referred to the Committee by the Board.

During the FY 2024/2025 this Committee held seven meetings.

b). Terms and Conditions of Service and Human Resource Development Committee

This Committee is assigned the function of reviewing and making recommendations to the national government on conditions of service.

Terms of Reference

- (i) Develop and review manuals, guidelines and standards on human resource management;
- (ii) Undertake research on emerging issues on terms and conditions of service and make recommendations to the Commission Board for approval;
- (iii) Recommend policy guidelines for reviewing terms and conditions of service to the Commission Board for approval;
- (iv) Consider reports on the review of terms and conditions of service of the Civil Service and make recommendations to the Commission Board for approval;
- (v) Propose institutional framework/linkages with the Salaries and Remuneration Commission and other relevant institutions for consideration and approval by the Commission Board;
- (vi) Oversee appointments, promotions, transfers, retirement and removal of Public Officers;
- (vii) Consider proposals on the effective management of the Public Service Internship Programme (PSIP) and make recommendations to the Commission Board for approval;
- (viii) Review career management policies in the public service and make recommendations to the Commission Board for approval;
- (ix) Consider reports on training needs assessments, training projections and training impact assessment from MDAs and make recommendations to the Commission Board for approval;

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- (x) Propose annual training policy statements on implementation of training programmes by MDAs and make recommendations to the Commission Board for approval and release to the service;
- (xi) Consider proposals on modalities for collaborating with various training institutions on human resource development and make recommendations to the Commission Board for approval;
- (xii) Consider the status of implementation of the Commission's administered promotional examinations and make recommendations to the Commission Board for approval;
- (xiii) Consider proposals for mobilization of resources for training and development and make recommendations to the Commission Board for approval.
- (xiv) Consider proposals on orientation and induction programmes for the public service and make recommendations to the Commission Board for approval;
- (xv) Develop policy and guidelines for management of the Public Service Emerging Leaders Fellowship Programme (PSELF);
- (xvi) Consider proposals for capacity building and technical support to County Governments and make recommendations to the Commission Board for approval; and,
- (xvii) Address any other related matter as may be referred to the Committee.

c). Appeals Committee

This Committee is assigned the function of hearing and determining appeals from the County Public Service and hearing and determining disciplinary appeals from Public Universities and State Corporations.

Terms of Reference

- (i) Hear appeals from County Governments Public Service and make recommendations to the Commission Board for determination;
- (ii) Consider appeals from State Corporations and Public Universities and make recommendations to the Commission Board;
- (iii) Develop and review regulations, manuals, guidelines and standards on appeal matters; and,
- (iv) Address any other relevant matter as may be referred to the Committee.

During the FY 2024/2025 this Committee held eleven meetings and disposed of 204 number appeals.

d). Human Resource Planning, Recruitment and Selection Committee

This Committee is assigned the function of appointing persons to hold or act in a public office and recommending persons for appointment including recommending to the President persons to be appointed as Principal Secretaries.

Terms of Reference

- (i) Consider proposals from MDAs on annual recruitment plans, develop an annual recruitment calendar and make recommendations to the Commission Board for approval;
- (ii) Consider proposals for reviewing the recruitment and selection policy in the public service and make recommendations to the Commission Board for approval;
- (iii) Consider indents submitted by MDAs and make recommendations to the Commission Board for approval;
- (iv) Consider requests on appointments and promotions and make recommendations to the Commission Board for approval;
- (v) Consider proposals on criteria for appointments and promotions and make recommendations to the Commission Board for approval;
- (vi) Receive and consider names of nominees of persons recommended by university senates for appointment as Chancellors and make recommendations to the Board for approval;
- (vii) Process requests from university councils for recruitment of Vice-Chancellors of Public Universities and Principals and Deputy Principals of constituent colleges; and
- (viii) Address any other relevant matter as may be referred to the Committee.

During the FY 2024/2025 this Committee nine meetings.

e). Organizational Design and Career Development

This Committee is responsible for the implementation of the function of establishing and abolishing offices and reviewing and making recommendations on qualifications in the public service.

Terms of Reference

- (i) Consider proposals on development and review of organizational structures for MDAs and make recommendations to the Commission Board for approval;
- (ii) Consider proposals for development and review of staff establishment for MDAs and make recommendations to the Commission Board for approval;

- (iii) Consider proposals for review of career guidelines for MDAs and make recommendations to the Commission Board for approval; and,
- (iv) Address any other relevant matter as may be referred to the Committee.

f). Finance, Planning, Partnerships and General Purposes Committee

This Committee is responsible for monitoring implementation of the Commission's Strategic Plan and reviews and makes proposals on the organization structure that will help the Commission deliver on its mandate.

Terms of Reference

- (i) Consider proposals on the strategic direction of the Commission and make recommendations to the Commission's Board for approval;
- (ii) Consider reports on status of implementation of the Commission's strategic plan, work plans and performance contract and make recommendations to the Commission Board for approval;
- (iii) Consider proposals on review of organizational structure and staffing level of the Commission Secretariat, career progression and make recommendations to the Commission Board for approval;
- (iv) Consider budget proposals, procurement plans and cash flow projections for the Commission and make recommendations to the Commission Board for approval;
- (v) Consider proposals on modalities for collaboration, partnerships, networks and cooperation between the Commission and other institutions and make recommendations to the Commission Board for approval;
- (vi) Consider management reports on a regular basis; and,
- (vii) Address any other related matter as may be referred to the Committee.

During the FY 2024/2025 this Committee held five meetings starting February, 2025.

g). Public Affairs, Communication and Digital Transformation Committee

The public affairs committee facilitates the realization of article 35 of the Constitution on access of information held by the commission to the public. It is also responsible for the Commission's corporate image, branding and efficient and effective service delivery through digital transformation.

Terms of Reference

- (i) Consider reports on the status of implementation of the Commission's Communication and Branding Strategy and make recommendations to the Commission Board for approval;
- (ii) Ensure compliance with the Access to information Act, 2016;
- (iii) Oversee implementation of the Public Service Commission Communication Strategy;
- (iv) Identify reputational risks and opportunities and recommend to the Board mechanisms to ensure a positive image of the Commission brand;
- (v) Identify and recommend to the Board strategies to reposition the Commission's influence and subject matter authority in line with its constitutional mandate;
- (vi) Recommend measures to promote brand identity and visibility of the Commission including corporate social responsibility activities;
- (vii) Review proposals on strategic communication narratives and recommend to the board execution strategies to influence public opinion;
- (viii) Provide oversight management of the Citizens' Service Delivery Contact Centre, website and online conversations for feedback and advise the board on pertinent issues of concern to citizens;
- (ix) Media and stakeholder relations management through strategic engagement and information sharing.
- (x) Oversee automation of the Commission's operations and activities; and;
- (xi) Consider reports on status of implementation of the ICT Risk Management Policy and related ICT Policies and make recommendations to the Commission Board for approval.

During the FY 2024/2025 this Committee held four meetings.

h). Audit Committee

The Audit Committee is established pursuant to section 75(3) of the Public Finance Management Act, 2012 and is operationalized by PFM Regulation 174. The independent Committee whose membership, mandate and tenure is provided for in Gazette Notice No. 2691 of 15th April 2016, provides an independent oversight on the Commission's governance, risk management, and internal control processes.

Terms of Reference

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

During the FY 2024/2025 this Committee held four meetings.

i). Senior Management Meeting

The Senior Management Meeting, chaired by the Commission Secretary/CEO, brings together Deputy Commission Secretaries, Directors who report directly to the CEO, the Head of the Procurement Division, and the Head of Internal Audit. The meeting is held every Monday to review and follow up on the implementation of operations within the Commission Secretariat.

Standing Committees under Commission Secretariat

Standing committees are established to enhance the efficiency and effectiveness of the Commission's operations by providing focused oversight, enabling specialization, and supporting the implementation of its constitutional and statutory mandate. They facilitate informed decision-making, promote accountability and transparency, and ensure timely review and execution of key functions such as finance, human resource management, compliance, and performance monitoring.

The Standing Committees are:

- (i) Budget Implementation Committee (BIC);
- (ii) Commission Human Resource Management & Advisory Committee (CHRMAC);
- (iii) Staff Mortgage and Car Loan Scheme Management Committee;
- (iv) Employee Performance Management Committee;
- (v) Corruption Prevention Committee;
- (vi) Integrity Assurance Officers Committee;
- (vii) Complaints and Access to Information Committee;
- (viii) Asset and Liability Management Committee;
- (ix) Productivity Mainstreaming Committee; and
- (x) Board of Trustees of the PSC Staff Pension Scheme.

Employee Performance Management Committee (EPMC)

This committee is responsible for coordination of performance management and appraisal on behalf of the authorized officer. It ensures the performance contracts are entered into and cascaded to lower levels. Each employee should be appraised at the end of every financial year and a reward or sanction recommended to address the performance gaps. It receives reports and reviews the institutional performance on a quarterly basis. It has in its membership all departmental heads with the head of human resource as its secretary. It operates in line with PSC performance Management Regulations (2021). Planning and human resource departments provide the committee with institutional and staff performance reports.

Nominations to the Committee were done by the Commission Secretary in September 2024 for the financial year 2024/25 though its effect fullness has not yet been achieved in supporting performance management in the Commission.

Corruption Prevention Committee

The Committee was established in October 2024.

The responsibilities of the Corruption Prevention Committee are:

- (i) Develop, implement, review and monitor corruption prevention framework (corruption prevention policy, whistle-blowing protection mechanism, gifts and conflict of interest registers, codes of conduct and ethics and reporting mechanisms);
- (ii) Prepare annual corruption prevention plan (resource mobilization and responsibilities);

- (iii) Coordinate bribery and corruption risk assessment and management;
- (iv) Handle complaints on alleged corruption and unethical conduct;
- (v) Coordinate preparation and submission of quarterly reports to the Commission;
- (vi) Identify and recommend training needs on ethics, integrity and anticorruption;
- (vii) Collaborate and cooperate with anti-corruption stakeholders;
- (viii) Supervise activities of the Integrity Assurance Officers; and
- (ix) Monitor and evaluate the effectiveness of anti-corruption initiatives.

During the period under review the Committee held three meetings.

Integrity Assurance Officers Committee

The Committee was established in November 2024 and is charged with the following responsibilities:

- (i) Provide secretariat services to the Corruption Prevention Committee;
- (ii) Conduct Bribery and Corruption Risk Assessments and develop Risk Mitigation Plan;
- (iii) Develop and implement action plan for the Corruption Prevention Plan.
- (iv) Train and sensitize staff on integrity and anti-corruption;
- (v) Prepare and submit progress reports to Corruption Prevention Committee; and
- (vi) Record and present to the Corruption Prevention Committee reports on corruption and unethical conduct.

During the review period the Committee held three meetings.

Complaints and Access to Information Committee

The C&ATI Committee was established to ensure the Commission's compliance with the Complaints Handling Legal Framework for public institutions which is drawn from the Constitution of Kenya (2010) and enabling legislation such as the Commission on Administrative Justice (CAJ); the Fair Administrative Justice Act; the Public Officers Ethics Act; the Leadership and Integrity Act; and the Public Service (Values and Principles) Act.

In addition, the Kenya Public Sector Complaints Handling Guide (2016) developed by CAJ requires public sector institutions to establish complaints-handling mechanisms by having a complaints desk; establishing a complaints department; having an institutional ombudsman; establishing a standing

and/or ad hoc committee; and appointing an officer responsible for complaints. Further, the Access to Information Act, No. 31 of 2016 gives effect to the right of access to information under Article 35 of the Constitution.

Terms of Reference for the Complaints and Access to Information Committee:

- a) Each member of the committee shall be responsible for updating the complaints and information request registers in the respective directorates;
- b) The committee shall meet monthly (on or before the fifth day after the end of every month) to consolidate complaints, resolutions, and information requests against the Commission across all directorates;
- c) Update management on progress, challenges and the way forward on complaints handling and information requests;
- d) Give feedback to management on the trends of complaints and information requests and recommend remedial action;
- e) Document awareness creation initiatives on complaints handling framework and service delivery charter reporting template (as provided by CAJ); develop and propose a draft format/guideline that persons seeking information from the Commission can follow to apply for the information (information request form) for management consideration and approval;
- f) Develop and propose a draft procedure for handling complaints and information requests for management consideration and approval;
- g) Submit monthly reports to Director, Public Communication; for review and direction as it may apply;
- h) Prepare quarterly reports on inventory and status of all complaints against the Commission; for review by senior management; and escalation to Commission Board as it may apply;
- i) Prepare quarterly reports on inventory and status of all complaints against the Commission; for review by Director, Public Communication and submission to the CAJ; and
- j) Any other applicable/relevant matter(s) as may be assigned.

During the period under review, the committee held two meetings.

Asset and Liability Management Committee

The committee comprises the head of administration, head of accounting, head of finance, head of procurement and relevant technical officers. This Committee oversees the functions of Assets and Liability Unit which is chaired by the secretariat and coordinator of the standing committee.

Terms of Reference

- a). Ensure compliance with Assets and Liabilities management policy by The National Treasury and the policy guidelines developed by the National Treasury;
- b). Monitor and evaluate Assets and Liabilities performance;
- c). Assess and ensure optimal asset levels of the entity as guided by National Treasury guidelines;
- d). Institutionalise a risk-based and life-cycle asset management approach;
- e). Submit the Assets and Liabilities updated inventory and registers to the Accounting Officer for signature and subsequent forwarding to the National Treasury;
- f). Ensure harmonized and accurate reporting on Assets and Liabilities;
- g). Ensure reliable information system on Assets and Liabilities performance;
- h). Ensure that Assets and Liability audit queries are resolved effectively; and
- i). Any other function relating to Assets and Liabilities.

The committee has held two meetings.

Staff Mortgage and Car Loan Scheme Management Committee

The Staff Mortgage and Car Loan Scheme Management Committee is established to manage the day-to-day running of the Mortgage and Car Loan Scheme. The Committee's terms of reference are:-

- a). Preparation of work plan and budget for the Committee;
- b). Procurement/identification of service providers;
- c). Sensitization of staff on the Mortgage Scheme Fund;
- d). Receiving and processing of applications for loans in accordance with the existing terms and conditions of borrowing;
- e). Oversight and supervision of the day to day running of the fund;
- f). Maintenance of proper books and records of accounts of the income and expenditure, assets and liabilities of the funds;
- g). Receive gifts and donations, grants or endowments made to the fund;
- h). Considering and recommending approval of annual report and financial statements to the Authorized officer; and
- i). Quarterly reporting on the operations of the scheme.

The Committee comprises seven (7) Members, inclusive of the Chair and Secretary. The Scheme Committee draws membership from the following Departments: Administration, Finance, Human Resource Management (Internal), Accounts, Planning, Legal Services and Research, Policy analysis & Analytics Department. The Committee is chaired by the Director, Administration and the Director, Human Resource Management (Internal) is the Secretary.

During the period under review, the Committee held eleven meetings.

Commission Human Resource Management & Advisory Committee (CHRMAC)

The Commission Human Resource Management Advisory Committee is established to make recommendations to the Authorized Officer under the following terms of reference:

- (i) Recruitment, selection and appointment;
- (ii) Performance management;
- (iii) Promotions;
- (iv) Confirmation in appointment;
- (v) Training and Development;
- (vi) Training Impact Assessment;
- (vii) Management of skills invent
- (viii) Establishment and Complement control;
- (ix) Payroll management;
- (x) Deployment;
- (xi) Promotion of Values and Principles of Public Service;
- (xii) Promotion of values and Principles of Public Service;
- (xiii) Recommendation for secondments and unpaid leave;
- (xiv) Recommendation for retirement under 50 years rule;
- (xv) Recommendation for retirement on medical grounds;
- (xvi) Recommendation for re-designation;
- (xvii) Recommendation for renewal of contract;

(xviii) Discipline;

(xix) Pension administration; and

(xx) Quarterly returns on the discharge of the Human resource function.

The Committee is chaired by the Director, Administration and the Director, HRM&D (Head of HRM Internal) Department is the Secretary. Other Members of the Committee are drawn from the following Departments: Board Management Services, HRM&D, Organization Design & Career Management, Compliance and Performance Management, Values and Ethics, Legal Services, Recruitment and Selection and Planning.

The Committee held five meetings during the period under review. Recommendations of the Committee approved by the Authorized officer were implemented accordingly.

Board of Trustees of the Public Service Commission Staff Pension Scheme

The functions of the Board of Trustees of the Public Service Commission Staff Pension Scheme are derived from the Retirement Benefits Act, Trust Deed and Rules, 2014.

The functions of the Board of Trustees of the Public Service Commission Staff Pension Scheme are:

- i). Management of the Public Service Commission Staff Pension Scheme on behalf of the sponsor and staff;
- ii). To ensure service providers (Enwealth Financial Services — Scheme Administrator, Gen Africa — Fund Manager and Cooperative Bank — Custodian) are coordinated in the management of scheme affairs;
- iii). Assume governance responsibilities adapted to suit the needs of the scheme;
- iv). Manage member and beneficiaries' benefits including discharge of pensioners;
- v). Maintain and keep under review scheme policy documents;
- vi). Undertake member education and communication;
- vii). Ensure compliance with the Retirement Benefits Act and all applicable Regulations;
- viii). Update the Commission Board on the performance of the Scheme; and
- ix). Convene Annual General Meeting(s) — Financial Statements and Auditor's report.

During the period under review, the Board of Trustees of the Public Service Commission Staff Pension Scheme held 5 meetings.

9. Management Discussion and Analysis

Appointments and Promotions

Appointments and promotions in the public service Under Article 232(1)(g)(h)&(i) of the Constitution, all appointments and promotions in the public service shall be based on fair competition and merit, the appointments shall comprise of all diverse Kenyan communities. Further it is a requirement that public institutions shall afford adequate and equal opportunity to men and women, members of all ethnic communities and Persons with Disabilities.

In the 2024/2025 FY there were 4148 appointments made by the commission out of which 2,269 (54.7%) were female and 1, 897(45.3%) were male, 230(5.54%) were PWDs. The two-third gender principle, and the 5% requirement on PWDs were achieved. On ethnic representation, 38 and 31 ethnic communities, as recognized in the 2009 Kenya National Population Census, were represented in appointments and promotions respectively.

The appointments and promotions made by the Commission during the 2024/2025 year, disaggregated by ethnicity, are presented in figure 5 Below:

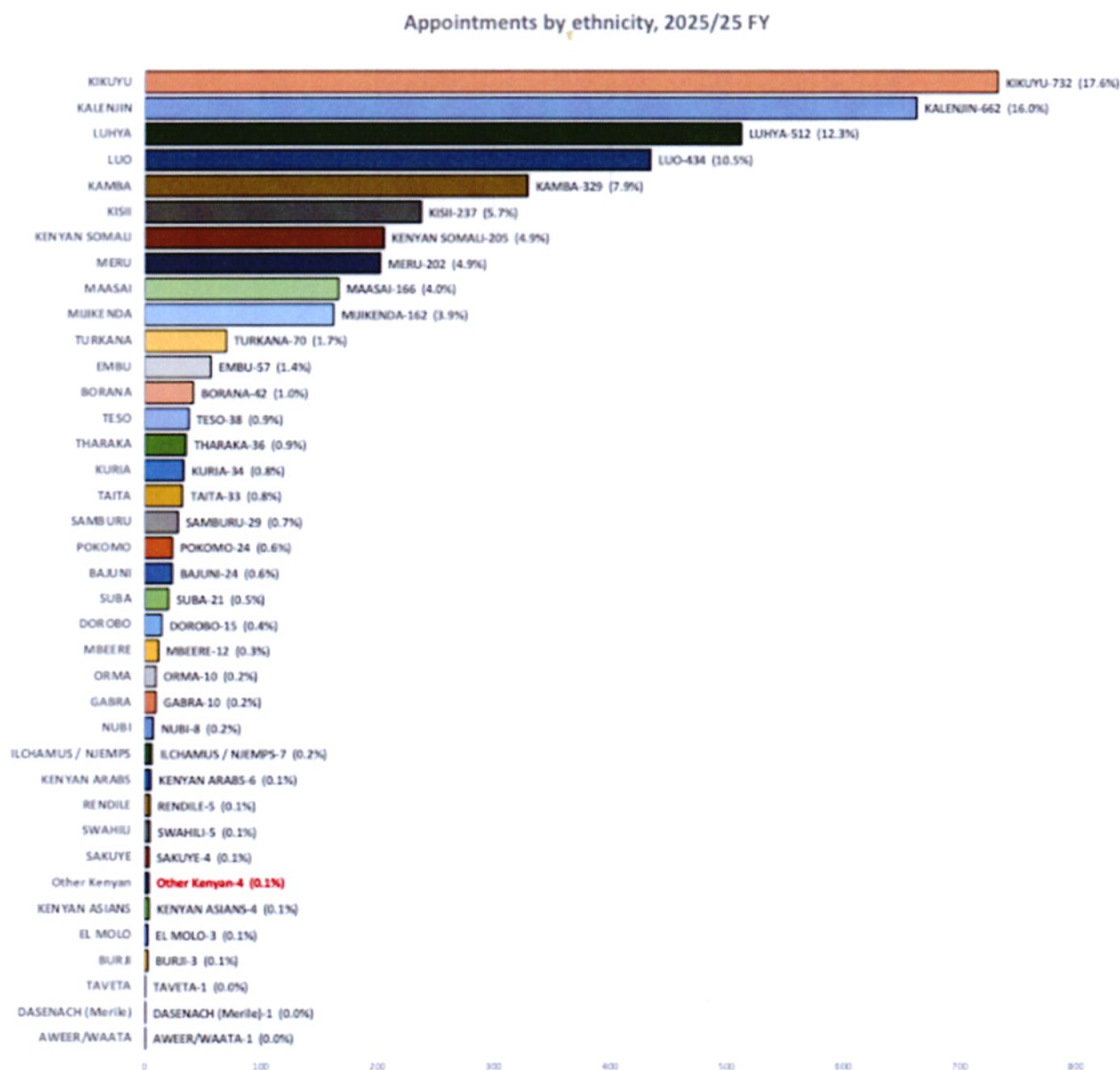


Figure 5: Appointments made by the commission during the FY/2024/2025 disaggregated by ethnicity

Promotions by ethnicity, 2025/25 FY

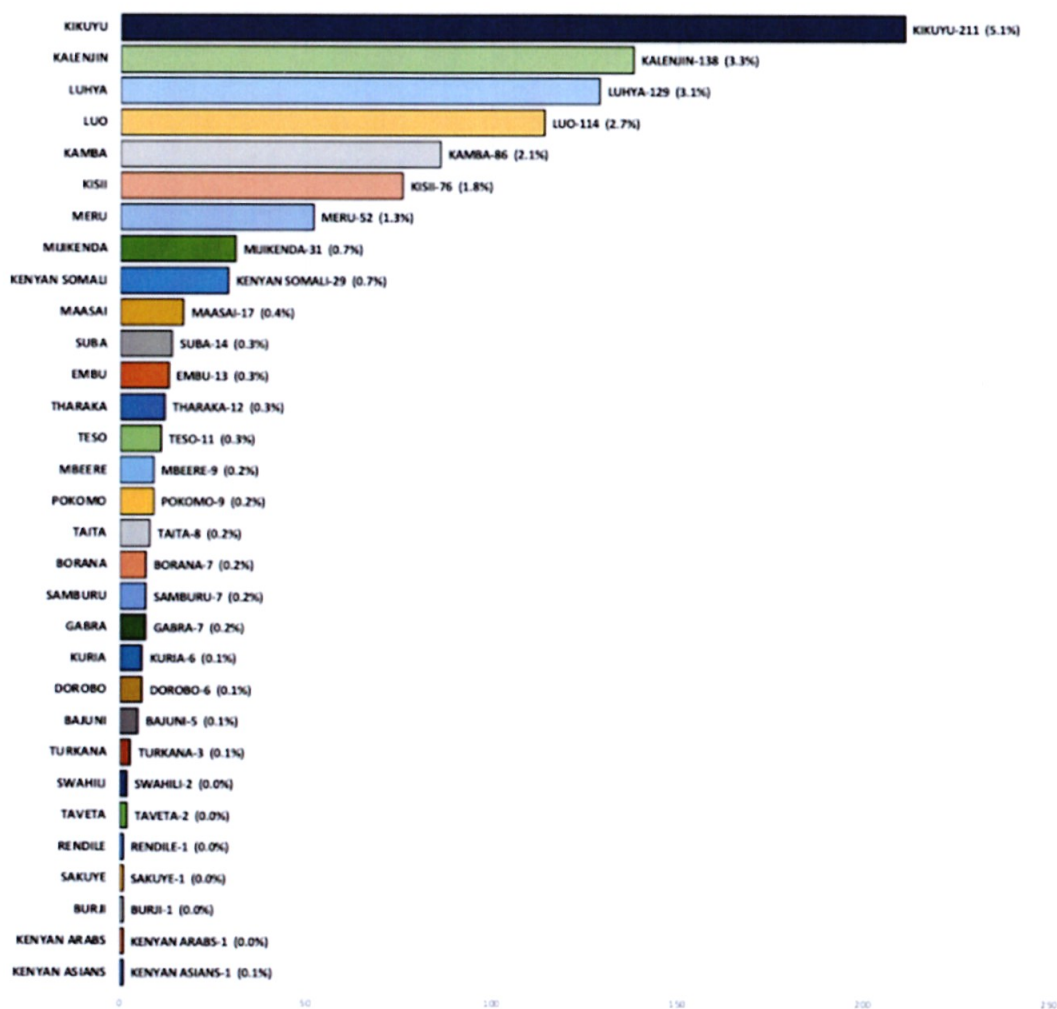


Figure 6: Promotions made by the Commission during the Year under Review Disaggregated by Ethnicity

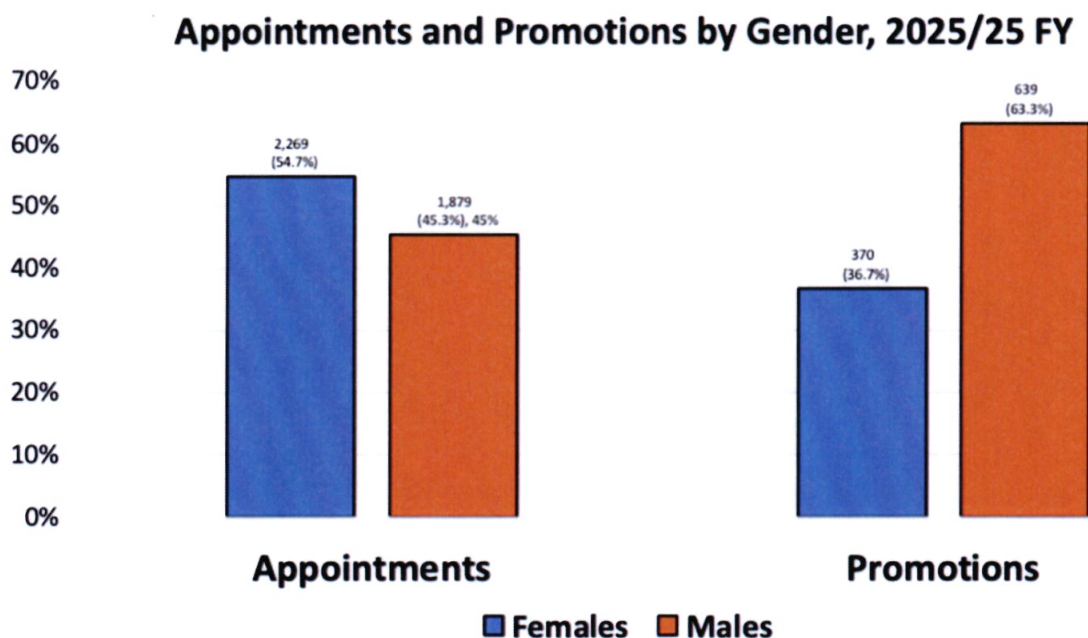


Figure 7: Appointments and Promotions Made in the Year 2024/2025 Disaggregated by Gender

Recruitment under delegated authority

The Commission is allowed under article 234(5) to delegate any of its functions to delegate, in writing, with or without conditions, any of its functions and powers under this Article to any one or more of its members, or to any officer, body or authority in the public service. Consequently, the Commission has delegated some of its functions to authorized officers through issuance of delegation instruments. To ensure compliance with Constitutional requirements, the Commission monitors the appointments made under delegated authority. In the year under review:

- (a) A total of **788** officers were appointed under delegated authority out of which two hundred and eight four 284 (36.04% were females and five hundred and four 504 (63.96%) were male we and respectively. There were five (5),(0.63%.) Persons with Disabilities (PWD) appointed.

- (b) Candidates drawn from thirty-two (32) out of the forty-six (46) ethnic groups reported in the 2019 population census report were recruited. Minority and Marginalized communities represented include Ajuran (1), Bajuni (2), Borana (16), Burji (2), Gabra (5), Kuria (6), Mbeere (8), Pokomo (8), Rendile (6), Sakuye (1), Samburu (5), Suba (4), Swahili (2), Tharaka (8), Turkana (12), Walwana/Malakote (1).

Statement on Compliance with Reservation and Preference Schemes (AGPO)

A. Background

In line with Section 157 (12) & (13) of the Public Procurement and Asset Disposal Act, 2015 (PPADA) and Regulation 144 of the Public Procurement and Asset Disposal Regulations, 2020 (PPADR), public entities are required to reserve a minimum of 30% of the annual procurement budget for enterprises owned by Youth, Women, and Persons with Disabilities (PWDs), collectively referred to as Special Groups. This is implemented under the Access to Government Procurement Opportunities (AGPO) programme, intended to promote inclusivity and economic empowerment.

B. Policy Implementation by the Public Service Commission

The Public Service Commission has institutionalized measures to ensure compliance with the above legal provisions. These include:

- Maintaining a register of prequalified AGPO suppliers.
- Allocating tenders to special groups based on fair competition within the reserved category.
- Tracking and reporting on awards made to youth, women, and PWD-owned enterprises.
- Training procurement officers and user departments on the AGPO framework.
- Incorporating AGPO targets in annual procurement plans.

D. Challenges Encountered

- Limited number of AGPO-certified suppliers in certain specialized procurement categories.
- Delays in submission of compliance documents by suppliers.
- Low capacity among some special group suppliers to execute large or complex contracts.

E. Mitigation Measures and Recommendations

- Continuous sensitization and capacity-building of AGPO suppliers.
- Encouraging joint ventures between AGPO suppliers and established firms.
- Early planning and ring-fencing of procurement opportunities in the annual procurement plan.
- Periodic review of internal procurement procedures to strengthen AGPO delivery.

F. Conclusion

The Public Service Commission remains committed to the full implementation of the reservation and preference scheme as provided in the PPADA, 2015 and PPADR, 2020. The achievements during the year under review underscore this commitment, and the Commission continues to enhance systems and practices that support youth, women, and PWDs in accessing government procurement opportunities.

Major risks facing the organization

1. High rates of unemployment- the demand for public service jobs viz a viz the available opportunities
2. Financial Risk
3. Technological risk/cybersecurity risk
4. Political interference
5. Low public confidence
6. Litigation risks
7. Encroachment of Commission mandate

Material arrears in statutory and other financial obligations

The Commission paid all pending bills for the financial year 2023-2024 amounting to Ksh. 41.1M. In addition, the management complied with Public Financial Management Legal Framework and National Treasury Guidelines. There were no material arrears on financial obligations.

Statutory deductions are mandatory contributions that employers must deduct from their employees' wages or salaries and remit to various government bodies. These deductions are a legal requirement, ensuring that employees contribute to social welfare programs, taxes, and other statutory obligations as stipulated by Kenyan law. Public Service Commission paid the following statutory deductions in the Financial Year 2024-2025.

Table 4: Programme performance

FINANCIAL YEAR 2024-2025 STATUTORY AMOUNT PAID-KSHS									
STATUTORY OBLIGATIONS	PAYE	FRINGE BENEFITS	HELB	HOUSING LEVY		NHIF	NITA	NSSF	
	Employee Contributions	Employer Contributions	Employee Contributions	Employer Contributions	Employee Contributions	Employee Contributions	Employee Contributions	Employer Contributions	Employee Contributions
PSC STAFF	231,801,660	5,738,444	335,988	13,542,140	13,821,178	19,764,805	148,500	3,190,240	3,233,000
PSIP INTERNS	12,802,549			25,994,295	25,994,124	51,313,397	3,165,400	74,783,520	74,783,520
TOTAL	244,604,209	5,738,444	335,988	39,536,435	39,815,302	71,078,202	3,313,900	77,973,760	78,016,520

Review of the Economy and Sector

During the year under review, Kenya's economy grew at a slower pace of 4.7%, down from 5.7% the previous year, as the country grappled with fiscal consolidation, elevated debt service obligations, and significant socio-political unrest. The macroeconomic stability was sustained, with inflation declining to 4.5%, aided by improved food supply and monetary easing. In response to revenue shortfalls and limited borrowing space, the government revised the national budget from KES 4.188 trillion to KES 3.92 trillion, narrowing the fiscal deficit to 4.9% of the GDP. These conditions significantly shaped the operating environment for the Commission as reflected in budget rationalization.

The Commission falls under the Public Administration and International Relations (PAIR) Sector, which is one of the ten MTEF budget sectors. The sector comprises 24 sub-sectors, 17 autonomous government agencies, and 35 SAGAs. Within this sector, the Commission remained central to strengthening institutional performance, in the midst of heightened public demand for transparency, accountability, equity, and responsiveness. Further, the Commission continued to oversee and manage over 242,000 public officers in 585 public institutions by ensuring merit-based recruitment, fair promotion practices, and accountability across the public service. Through the Public Service Internship Programme (PSIP), the Commission recruited 6,500 interns, supporting youth empowerment and building a skilled workforce for the economy.

The Commission aligned its operations strategically with key national priorities including Kenya Vision 2030, the Fourth Medium-Term Plan (2023–2027), and the Bottom-Up Economic Transformation Agenda (BETA). The Commission played a critical role by appointing skilled human capital to drive transformation across priority sectors such as agriculture, health, MSMEs, housing, and the digital economy. At the global and regional levels, the Commission contributed to the realization of SDG 16 (strong institutions), SDG 5 (gender equality), and SDG 8 (decent work), while reinforcing commitments to the African Union’s Agenda 2063 and the EAC Vision 2050, all of which emphasize ethical governance and public sector effectiveness.

Despite economic constraints and political turbulence, the Commission upheld its mandate by ensuring that public service institutions remained professional, citizen-centric, and results-oriented. During the year under review, the Commission reinforced its role in ensuring public trust, improving service delivery, and advancing Kenya’s broader development goals through a values-driven, high-performing public sector.

Future Developments

In the Commission 2024/25 strategic plan evaluation report, office accommodation was identified as one of the key challenges facing the Commission and therefore has a negative impact on service delivery. Further, in the spirit of taking services closer to its clients and citizens it was found that centralization of Commission services in Nairobi inhibits easy access of its services.

Decentralization of Commission Services

In line with the lessons learnt from Covid 19 and to ensure business continuity during emergency and disasters, the Commission through its strategic plan 2025-29 intends to automate its services by moving certain interactive functions to online platforms. Facilities video conferencing, automated application for jobs and shortlisting are some of the activities that the Commission intends to develop.

The current office block was developed in the 1960’s and therefore needs to adopt the current ESG requirements. Developing a new office block which meets environmental standards with energy harnessing being a major priority area. The institution should ensure that workplace environment conditions meet OSHA standards.

The building should also conform to the requirements set in the Persons with Disability Act, 2025 in terms of accessibility. It should also meet the necessary conditions required to support young mothers in the form of lactation rooms.

A public service wide policy framework will be needed to support inter-generational working conditions and the challenges brought by increasing numbers of workers referred to as Gen Z and Gen Alpha. A flexible working environment and its impact on performance and productivity is a desirable reform initiative in line with changes in labour practices globally.

10. Environmental and Sustainability Reporting

The Public Service Commission is committed to promoting excellence, integrity, and accountability in public service delivery, in line with its vision of a Values-Driven Citizen-Centric Public Service and its mission To Ensure an Efficient, Effective, Ethical, and Inclusive Public Service for the Delivery of Quality Services to the Citizenry. Guided by its constitutional mandate and strategic objectives, the Commission integrates environmental and sustainability principles into its operations to promote responsible environmental management, enhance employee well-being, and contribute to national development goals. Environmental and sustainability reporting forms a key part of these efforts, enabling the Commission to track progress, demonstrate accountability, and continuously improve its practices in line with national and global sustainability standards

A) Sustainability Strategy and Profile

The Commission's sustainability strategy focused on integrating sustainability principles into its operations and promoting sustainable practices within the public service. This included developing internal capacity for sustainability planning, training staff, and creating frameworks for integrating environmental considerations.

Digitalization is vital for the delivery of efficient, seamless, and cost-effective public services that are responsive to the needs of citizens and businesses. It accelerates the achievement of the Sustainable Development Goals (SDGs) and social agenda, promotes transparency, and reduces corruption. The second pillar of the Information Communication Technology (ICT) Digital Masterplan 2022-2032 emphasizes the need for digitizing and automating government records. It also calls for integrating and increasing the interoperability of government services and reviewing and automating all critical government services. The Commission will leverage technology to improve service delivery by upgrading and integrating the ICT systems, and migrating its services to online platform.

Due to an increase in litigation, the Commission recruited more staff in the legal unit. This enabled the Commission to cut costs of hiring lawyers and effectively handle all the litigation cases.

The Commission also developed a three-year affirmative action programme for all the institutions under its jurisdiction. Effective implementation of the affirmative action programme will lead to creation of an inclusive and diverse public service, and enhance national unity. The Commission's

further hope is to mainstream implementation of values and principles to ensure an ethical and valued-based public service.

The Commission strengthen its internal capacity to ensure it operates optimally and ensure staff are equipped with knowledge, competencies and skills necessary to integrate sustainability into their work processes.

The Commission remained focused on ethical governance, digital transformation, inclusive human capital development, environmental responsibility, and strategic partnerships. Activities were aligned with the Constitution of Kenya, Vision 2030, BETA, the SDGs, and AU Agenda 2063.

The Commission achieved 98% budget absorption, recruited 52 additional staff, on boarded new Commissioners, and instituted anti-corruption measures during the reporting period.

The Commission continued to carry out regular repairs and maintenance of its physical facilities.

The Commission undertook key infrastructure repairs aimed at enhancing environmental efficiency and optimizing the use of office space. This included the deployment of staff to offices allocated to newly appointed Commissioners to facilitate organization and ensure continuity in service delivery. In addition, newly recruited staff were provided with adequate office space and the necessary tools of trade to enable them to perform their duties effectively.

B) Environmental Performance /Climate Change/ Mitigation of Natural Disasters

The Commission maintained a clean, safe, and functional work environment through the engagement of professional cleaning services and ensured timely payment of the service provider and overhead utility costs, including electricity, water, and sewage. Waste management was regularly facilitated in coordination with the Nairobi County Government.

To promote energy and water conservation, the Commission ensured that all lighting and water points were switched off during non-working hours. Additionally, the use of pooled water dispensers was adopted across the Commission offices in place of individual plastic water bottles. This initiative supports efforts to reduce plastic waste and minimize the Commission's environmental footprint.

The Commission also ensured the sustainability of office operations by conducting regular servicing and maintenance of its standby generator (350 KVA). This aimed at mitigating disruptions in electric power supply and ensuring uninterrupted continuity of business operations and service delivery. These efforts contribute to creating an environment that supports sustainable institutional performance.

These efforts supported operational efficiency and aligned with the Commission's commitment to sustainability and responsible resource management. The Commission recognizes the need to adapt to the changing environment through continuous reforms in culture, infrastructure and internal processes. Continuous review of policies to accommodate demographic and technological changes has seen the Commission leverage ICT to improve service delivery.

Although no direct climate change mitigation projects were implemented during the reporting period, these ongoing infrastructure improvements contributed to long-term operational resilience and institutional sustainability.

C) Employee Welfare

The Public Service Commission is committed to ensure that the terms and conditions of service of its workforce are competitive in order to attract, motivate and retain a skilled and productive workforce that ensures quality service delivery.

The Commission is responsible for various functions aimed at enhancing the effectiveness of the Public Service and its mandate is derived from Articles 233 and 234 of the Constitution. In delivering its mandate of appointing persons to public offices including appointments of the commission staff, the various constitutional, policy and regulatory guidelines on recruitment in the public service were adhered to. These include but not limited to: Article 232 of the Constitution of Kenya, 2010, the Public Service Commission Act, 2017, the Employment Act, 2007, the Fair Administrative Actions Act, 2015, the Public Service Commission Regulations, 2020 and, the Public Service Commission Human Resource Policies and Procedures Manual, 2016.

Article 232 of the Constitution requires that appointments of persons to Public institutions be undertaken on the basis of fair competition and merit; representation of Kenya's diverse communities; adequate and equal opportunities to all gender, youth, members of all ethnic groups,

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persons with disabilities and minorities. In accordance with this provision and in line with section 36 of the Public Service Commission Act, the Commission appointed 52 new officers to fill various posts in the Commission during the Financial Year which comprised 30(57.7%) female and 22(42.3%) male. Among the appointed officers, 4 (7.7%) were persons with disabilities. An analysis of appointments by ethnicity, disability status and gender over the last six years is shown in Table 3:

Table 5: Analysis of Appointments by Gender and Disability status

Gender	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Female	3(37.5%)	6(33.3%)	7(50.0%)	10 (62.5%)		30 (57.7%)	56(50.9%)
Male	5 (62.5%)	12(66.7%)	7(50.0%)	6(37.5%)	2 (100.0%)	22 (42.3%)	54(49.1%)
PWD	-		1 (7.1%)	1 (6.3%)		4(7.7%)	6(5.5%)

Table 6: Analysis of Appointments by Ethnicity

Ethnicity	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Totals
Bajun						1 (1.9%)	1 (0.9%)
Bajuni						2 (3.8%)	2 (1.8%)
Embu				1 (6.3%)		2 (3.8%)	3 (2.7%)
Kalenjin	2 (25.0%)	3 (16.7%)	3 (21.4%)	1 (6.3%)		12 (23.1%)	21 (19.1%)
Kamba	1 (12.5%)	1 (5.6%)	2 (14.3%)	3 (18.8%)		4 (7.7%)	11 (10.0%)
Kikuyu	3 (37.5%)	4 (22.2%)	3 (21.4%)	4 (25.0%)		4 (7.7%)	18 (16.4%)
Kisii		2 (11.1%)	1 (7.1%)	2 (12.5%)	1 (50.0%)	5 (9.6%)	11 (10.0%)
Kuria			1 (7.1%)			1 (1.9%)	2 (1.8%)
Luhya	1 (12.5%)	2 (11.1%)	1 (7.1%)	3 (18.8%)		5 (9.6%)	12 (10.9%)

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Ethnicity	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Totals
Luo	1 (12.5%)	2 (11.1%)	1 (7.1%)	1 (6.3%)	1 (50.0%)	7 (13.5%)	13 (11.8%)
Mbeere				1 (6.3%)			1 (0.9%)
Meru		1 (5.6%)	2 (14.3%)			2 (3.8%)	5 (4.5%)
Mijikenda		1 (5.6%)					1 (0.9%)
Sakuye						1 (1.9%)	1 (0.9%)
Samburu		1 (5.6%)				1 (1.9%)	2 (1.8%)
Swahili-Shirazi						1 (1.9%)	1 (0.9%)
Taita		1 (5.6%)					1 (0.9%)
Teso						1 (1.9%)	1 (0.9%)
Tharaka						2 (3.8%)	2 (1.8%)
Turkana						1 (1.9%)	1 (0.9%)
Total	8 (100.0%)	18 (100.0%)	14 (100.0%)	16 (100.0%)	2 (100.0%)	52 (100.0%)	110 (100.0%)



Figure 8: Recruitment trend by number of staff appointed

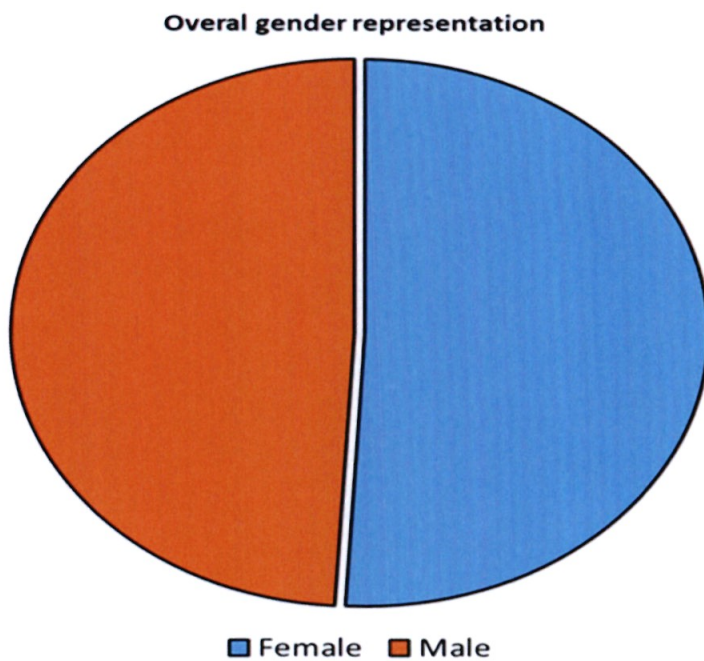


Figure 9: Overall Gender Representation in recruited staff

Stakeholder Engagement

The Commission while conducting recruitment ensured that all potential applicants were accorded equal opportunities and reached the widest pool of candidates by advertising vacancies in accordance with Section 37 of the Public Service Commission Act. The Commission collaborated with key stakeholders including the National Treasury, the State Department for Public Service and other MDAs in executing its mandate of appointing persons to public offices. It is worth noting that the Commission has applied a citizen-centric approach through internal and external engagement to promote transparency, informed policy making and enhance the effectiveness and efficiency of the public service.

Recruitment of Commission Staff

Regulation 32 of the Public Service Commission Regulations, 2020 on affirmative action requires public institutions to review their recruitment policies to ensure that the mode of advertisement of job vacancies, the pre-selection and conducting of interviews do not disadvantage any particular group and take deliberate measures to on-board marginalized groups. The Commission placed advertisements in newspapers with wide circulation, digital platforms, social media and also used vernacular radio stations to reach the marginalized communities. The Commission also recruited a HR professional who is also trained in sign language interpretation to address the needs of persons with hearing impairment.

Review of Policies

The Commission reviewed various policy documents to enhance efficiency in the delivery of its constitutional mandate. Among the key documents reviewed are the Public Service Commission Strategic Plan, the Organizational Structure and Staffing Levels, and the Citizen Service Delivery Charter.

Skill Development and Career Management

Article 234 (2) (f) of the Constitution mandates the Public Service Commission to develop human resources in the public service. The Commission initiated the development of Career Progression Guidelines for the Secretariat staff, a tool that will encourage employee growth and development and enhance succession management in the Commission. Officers whose career lines require them

to be members of a professional body were facilitated by the Commission in order to develop their professional knowledge and skills.

The Commission recognizes career management as a continuous process geared towards building capacity with a view to retaining skilled, competent and dedicated staff. In order to continuously improve professional knowledge and skills needed for better performance of duties, the Commission facilitated training to various officers in line with their professional and role requirements. The various trainings implemented include Professional Development programs, Induction training for newly appointed staff and Commissioners and skills developments training. A total of 32 officers underwent various individual training while 144 participated in various group training sponsored by the Commission.

Performance Management

The Commission recognizes staff performance appraisal as a critical component of the human resource management function in the Commission. The overall objective is to manage and improve performance by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance. The Commission is guided by Section G of the Human Resource Policies and Procedures Manual (2016) in carrying out performance management functions. The Commission Secretary signed a performance contract with the Commission Board which provided the basis for setting targets for the Secretariat staff during the financial year. Staff were appraised based on their targets which were derived from the institution's mandate, functions and strategic objectives of the Commission.

Staff Welfare

The Commission implemented various measures to promote staff welfare, accessibility, and inclusivity. These included the customization of one washroom to accommodate persons living with disabilities, as well as the designation of a dedicated room for use by lactating mothers. Additionally, the Commission competitively procured a new medical cover for its staff. Further, the Commission continued to: remit its contribution towards the staff pension scheme, provide loans to staff under the Car loan and Mortgage Scheme, facilitate club membership to eligible staff, procure Group Life and Group Personal Accident Cover for staff and maintain staff gymnasium facilities.

d) Operational Practices

The Commission is committed to upholding the highest standards of integrity, accountability, and transparency in all supply chain and supplier engagement practices. In compliance with the provisions of the Public Finance Management Act, 2012 (PFMA), the Public Procurement and Asset Disposal Act, 2015 (PPADA) and the Public Procurement and Asset Disposal Regulations, 2020 (PPADR), the Commission ensures that procurement and supplier relations are conducted responsibly.

Ethical Procurement and Contract Management

The Commission ensures that all procurement processes are conducted in a transparent, fair, and competitive manner in accordance with Section 44 of the PPADA and Regulation 16 of the PPADR. Supplier selection is guided strictly by objective criteria in terms of quality, reliability, compliance with specifications, and value for money. All contracts are entered into with clear terms, mutual consent, and legal soundness as per PPADA Section 135, and managed in compliance with the ethical standards as prescribed under Section 6 of the PFMA.

Unethical practices such as favouritism, collusion, bribery, or conflict of interest are strictly prohibited and subject to disciplinary action in line with PFMA regulations and PSC Code of Conduct.

Honouring Contracts and Commitments

The Commission upholds integrity and good faith in its contractual obligations with suppliers. Compliance with contract terms such as delivery timelines, quality benchmarks, and agreed pricing is strictly monitored. Amendments to existing contracts are made transparently, with justification and prior approval where required, ensuring both parties are fairly represented and legally protected in accordance with Section 139 of the PPADA.

Fair Payment Practices

The Commission ensured that all payment obligations to suppliers were fulfilled within the stipulated contractual timelines as provided in Sections 5 and 15 of the PFMA. Internal controls and performance audits have hastened processing of payments. In so doing, the Commission supports small and medium enterprises (SMEs) and promotes economic inclusion as required by Section 155 of PPADA.

Supplier Engagement and Communication

The Commission maintained a constructive and open engagement with all suppliers. Regular performance evaluations and consultative meetings are held in line with Regulation 21 of PPADR, to ensure alignment with contractual deliverables, foster continuous improvement, and identify areas for innovation.

Supplier Code of Conduct

All suppliers were required to adhere to the Commission's Supplier Code of Conduct, which aligns with the Public Procurement Regulatory Authority (PPRA) guidelines and international best practices. This code addresses standards related to human rights, labor laws, environmental protection, anti-corruption, and fair business practices. Compliance was monitored through routine audits, and breaches resulted in... being blacklisted and ... had their contracts terminated, as prescribed under Sections 62 and 64 of the PPADA.

e) Community Engagements

The Commission's Corporate Social Responsibility (CSR) activities during the year under review were primarily focused on initiatives that support climate change adaptation and promotion of its constitutional mandate on values and principles of public service.

In this regard, staff from the Public Service Commission took part in a tree-planting exercise at the Dairy Training Institute in Naivasha on September 15, 2024 in commemoration of the "Plant Your Age" Day, which was observed globally on September 14, 2024.

Organized by the Green Africa Foundation, the initiative encourages people from diverse backgrounds to plant trees corresponding to their age and nurture these trees. This effort supports the goal of achieving 10% tree coverage as stipulated in Kenya's 2010 Constitution and Vision 2030. The campaign runs annually throughout the short rain season.

The "Plant Your Age" campaign aims to foster the growth and unification of tree-planting efforts in Kenya, Africa, and globally. Staff of the Dairy Training Institute joined the PSC team in the tree-planting activity.



Above: The Principal DTI, Mr. Abraham Biwott (standing left), and the PSC Values and Ethics Director, Mr. Wesley Kipnetich (standing 4th right), along with the DTI and PSC staff, pose with tree seedlings before planting them.

In order to encourage adherence to the tenets of an orderly society that is value-laden, the Commission donated trophies to be awarded to institutions that best captured integrity themes in their compositions and artistic expression through music, drama and dance during the 63rd Kenya National Drama & Film Festival. The competition was held at Lions School, Melvin Jones Academy and Menengai High School in Nakuru county from 7th to 17th April 2025. The act of sponsoring trophies for the competition went beyond the functional duty of the Commission, instead choosing to be part of a moral campaign to instil integrity values at an early age of the country's youthful population, inspired by the spirit of "catch them young".

The Commission donated four giant trophies that were awarded to four identified institutions whose winning items had values and principles as primary messages.

11. Statement of Management Responsibilities

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

The Accounting Officer in charge of the Public Service Commission is responsible for the preparation and presentation of the Public Service Commission's financial statements, which give a true and fair view of the state of affairs of the Public Service Commission for and as at the end of the financial year ended on June 30, 2025. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period, (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Public Service Commission, (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud, (iv) safeguarding the assets of the Public Service Commission; (v) selecting and applying appropriate accounting policies, and (vi) making accounting estimates that are reasonable in the circumstances.

The Accounting Officer in charge of the Public Service Commission accepts responsibility for the Commission's financial statements, which are transitional to Accrual Basis Method of Financial Reporting, using appropriate accounting policies in accordance with International Public Sector Accounting Standards (IPSAS). The Accounting Officer is of the opinion that the *Public Service Commission's* financial statements give a true and fair view of the Commission's transactions during the financial year ended June 30, 2025, and of the Public Service Commission financial position as at that date. The Accounting Officer further confirms the completeness of the accounting records maintained for the Public Service Commission which have been relied upon in the preparation of the Public Service Commission financial statements as well as the adequacy of the system of internal controls.

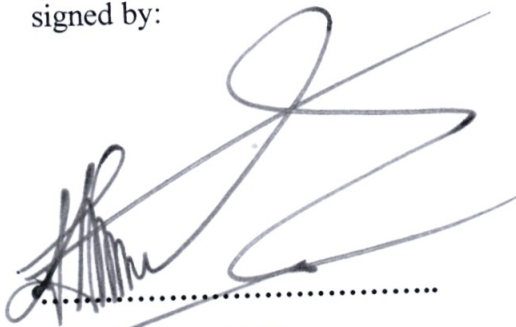
The Accounting Officer in charge of the Public Service Commission confirms that the Commission has complied fully with applicable Government Regulations and the terms of external financing

PUBLIC SERVICE COMMISSION
Annual Report and Financial Statements for the year ended June 30, 2025.

covenants (where applicable), and that the Commission's funds received during the year under audit were used for the eligible purposes for which they were intended and were properly accounted for. Further, the Accounting Officer confirms that the Public Service Commission's financial statements have been prepared in a form that complies with relevant accounting standards prescribed by the Public Sector Accounting Standards Board of Kenya.

Approval of the financial statements

The Public Service Commission's financial statements were approved on 20th August, 2025 and signed by:

A handwritten signature in black ink, appearing to read 'Paul Famba', is written over a horizontal dotted line. The signature is stylized and extends above the line.

Paul Famba, MBS
Accounting Officer
Public Service Commission

REPUBLIC OF KENYA



Telephone: +254-(20) 3214000
Email: info@oagkenya.go.ke
Website: www.oagkenya.go.ke

HEADQUARTERS
Anniversary Towers
Monrovia Street
P.O Box 30084-00100
NAIROBI

REPORT OF THE AUDITOR-GENERAL ON PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE, 2025

PREAMBLE

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

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

An Unmodified Opinion is issued when the Auditor-General concludes that the financial statements are fairly presented in accordance with the applicable financial reporting framework. The Report on the Financial Statements should be read together with the Report on Lawfulness and Effectiveness in the Use of Public Resources, and the Report on Effectiveness of Internal Controls, Risk Management and Governance.

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

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying transitional IPSAS financial statements of Public Service Commission set out on pages 1 to 33, which comprise of the statement of financial position as at 30 June, 2025 and the statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual amounts for the year then ended and a summary of significant

accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the accompanying transitional IPSAS financial statements present fairly, in all material respects, the financial position of Public Service Commission as at 30 June, 2025 and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) including the transitional provisions permitted under IPSAS 33 and comply with the Public Finance Management Act, 2012 and The National Treasury and Economic Planning Circular No.3 of 14 April, 2025.

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Public Service Commission in accordance with ISSAI 130 on the Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

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

Other Matter

Unresolved Prior Year Matters

In the prior year audit report, four (4) issues were raised under Report on Lawfulness and Effectiveness in Use of Public Resources. These include; non-compliance with one-third of basic salary rule, employees above the mandatory retirement age, recruitment of retirees for consultancy services and construction of additional offices (Phase 2) on the 5th floor at the Commission's old office block. Review of the status during audit in financial year 2024/2025 revealed that the matters remained unresolved.

Other Information

Management is responsible for the Other Information set out on page iii to lxxxiii which comprise of Key Entity Information and Management, Chairperson of the Commission Statement, Statement by the Accounting Officer, Corporate Governance Statement, Management Discussion and Analysis, Environmental and Sustainability Reporting, Statement of Management Responsibilities and the Statement of Performance Against Predetermined Objectives. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the Commission's financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work I have performed, I conclude that there is a material misstatement of this Other Information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the Other Information and accordingly, I do not express an audit opinion or any form of assurance conclusion thereon.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN THE USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, except for the effects of the matters described in the Basis for Conclusion on Lawfulness and Effectiveness in the Use of Public Resources section of my report, I confirm that nothing else has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis for Conclusion

1. Non-Compliance with Climate Regulations

Review of documents at the Commission revealed that the Commission did not integrate the climate change action plan into its sectoral strategies, action plans and other implementation projections for its legislative and policy functions. In addition, the Commission has not designated a unit with sufficient staff and financial resources and/or appointed a senior officer to coordinate climate change functions as per the requirements of Climate Change Amendment Act, 2023.

In the circumstances, Management was in breach of the law.

2. Procurement of Integrated Management Information System

As previously reported, the Commission commenced procurement of an Integrated Management Information System (IMIS) in the financial year 2015/2016. The tender was awarded to a local company at a sum of Kshs.97,022,400 and contract was signed on 07 December, 2015. While the Commission had anticipated that the IMIS would automate all the operations and services of the Commission including interface with the public, it was noted that the system had not moved from a test to a live environment.

Further, there was no Uniform Resource Locator (URL) to a live environment, no evidence of commissioning of the IMIS, nor recent/live report resulting in incomplete system implementation. In addition; Financial Management and Project Management, Asset

Management, Human Capital Management and Recruitment and Selection Modules have not been developed. Management has not explained why the implementation of the system has stalled nor instituted measures to ensure the IMIS is completed and commissioned as intended.

In the circumstances, it was not possible to confirm whether the public has obtained value for money on the expenditure of Kshs.67,887,380 incurred to date on the Integrated Management Information System.

The audit was conducted in accordance with ISSAI 3000 and ISSAI 4000. The standards require that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements comply in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, except for the effects of the matters described in the Basis for Conclusion on Effectiveness of Internal Controls, Risk Management and Governance section of my report, I confirm that nothing else has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

1. Failure to Conduct Induction Training

Audit review revealed that interns for the Cohort 6 and Cohort 7 were deployed to the Ministries, Departments and Agencies (MDAs) without undergoing induction training as per the requirement of Human Resource Policies and Procedures Manual for the Public Service Section H.6 and Internship Policy and Guidelines for the Public Service, 2016. Although Management indicated that plans were underway to conduct an online induction by mid-July 2025 for cohort 7 who reported in mid-March, April and May 2025, that had not been done as at the time of audit.

In the circumstances, the effectiveness of the goals of the public service internship program may not be realized.

2. Lack of Motor Vehicle Ownership Documents

Review of the motor vehicles register and supporting documentation revealed that some six (6) motor vehicles currently in use by the Commission do not have logbooks to prove ownership.

In the circumstances, the effectiveness in asset management could not be confirmed.

The audit was conducted in accordance with ISSAI 2315 and ISSAI 2330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal controls, risk Management and overall governance were operating effectively in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of the Management and those Charged with Governance

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for maintaining effective internal controls as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and governance.

In preparing the financial statements, Management is responsible for assessing the Commission's, ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management is aware of the intention to cease operations.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

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

Those charged with governance are responsible for overseeing the Commission's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

My responsibility is to conduct an audit of the financial statements in accordance with Article 229(4) of the Constitution, Section 35 of the Public Audit Act, 2015 and the International Standards of Supreme Audit Institutions (ISSAIs). The standards require that, in conducting the audit, I obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes my opinion in accordance with Section 48 of the Public Audit Act, 2015. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a

material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015.

Further, I am required to submit the audit report in accordance with Article 229(7) of the Constitution.

Detailed description of my responsibilities for the audit is located at the Office of the Auditor-General's website at: <https://www.oagkenya.go.ke/auditor-generals-responsibilities-for-audit/>. This description forms part of my auditor's report.


FCPA Nancy Gathungu, CBS
AUDITOR-GENERAL

Nairobi

02 December, 2025

13. Statement of Financial Performance for the year ended 30 June 2025

Item Description	Notes	Financial Year 2024-2025
		Kshs
Revenue from non-exchange transactions		
Transfers from Exchequer	6	3,541,219,820
Total		3,541,219,820
Miscellaneous income	7	13,885,956
Total		13,885,956
Total revenue		3,555,105,776
Expenses		
Employee costs	8	2,898,428,697
Use of goods and services <i>see Appendix III</i>	9	365,725,519
Commissioners Expenses	10	47,114,801
Depreciation and amortization expense	11	17,380,006
Total expenses		3,328,649,023
Surplus/Deficit for the year		226,456,753
Net Surplus/Deficit		226,456,753


The Financial Statements set out on pages one to thirty nine were signed by:


.....

Mary W. Kimonye (Mrs), CBS
Vice Chairperson Public Service Commission


.....

Paul Famba, MBS
Accounting Officer
Public Service Commission

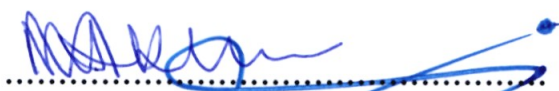

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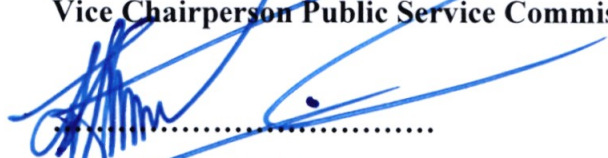
Joseph M. Njoroge
Head of Accounting Unit
ICPAK M/No. 6386

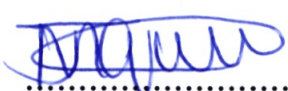
14 Statement of Financial Position as at 30 June 2025

Item Description	Notes	Financial Year 2024-2025	Opening Statement 1st July 2024
		Kshs	Kshs
Assets			
Current Assets			
Cash and Cash equivalents	12	21,066,523	5,631,031
Receivables from Exchange Transactions	13	58,098,881	218,679
Total Current Assets		79,165,403	5,849,711
Non-Current Assets			
Property, Plant and Equipment	14	109,334,220	0
Intangible Assets	17	3,715,505	0
Total Non- Current Assets		113,049,725	
Total Assets (a)		192,215,128	5,849,711
Liabilities			
Current Liabilities			
Trade and Other Payables		0	39,672,229
Refundable Deposits	19	73,272	4,104,484
Current Provision	20	3,975,306	0
Total Current Liabilities		4,048,577	43,776,713
Non-Current Liabilities			
Non-Current Provisions		1,071,665	1,071,665
Total Non- Current Liabilities		1,071,665	1,071,665
Total Liabilities (b)		5,120,243	44,848,378
Net Assets (a-b)		187,094,885	(38,998,668)
Accumulated Surplus		187,094,885	(38,998,668)
Net Assets		187,094,885	(38,998,668)

The financial statements set out on pages three to four were signed by:


.....
Mary W. Kimonye (Mrs), CBS
Vice Chairperson Public Service Commission


.....
Paul Famba, MBS
Accounting Officer
Public Service Commission


.....
Joseph M. Njoroge
Head of Accounting Unit
ICPAK M/No. 6386

15 Statement of Changes in Net Assets for the year ended 30 June 2025

Item Description	Accumulated Surplus	Reserves	Capital Fund	Total
Fund balance as at 30th June 2024	1,745,227			1,745,227
Adjustment:	0			
Recognition of Assets and Liabilities				
Pending bills-Payables	(39,672,229)			(39,672,229)
Provisions	(1,071,665)			(1,071,665)
As at July 1, 2025	(38,998,668)			(38,998,668)
Return to Exchequer	(363,200)			(363,200)
Surplus/ deficit for the year	226,456,753			226,456,753
As at June 30, 2025	187,094,885			187,094,885

16. Statement of Cash Flows for the year ended 30 June 2025

Item Description	<i>Financial year 2024-2025</i>	
	Notes	Kshs
Cash flows from operating activities		
Receipts		
Transfers from exchequers		3,541,219,820
Other income		13,885,956
Total receipts		3,555,105,776
Payments		
Employee costs		2,894,453,391
Use of goods and services		467,309,162
Transfers to other Government Entities		
Commissioners Expenses		47,114,801
Total payments		3,408,877,354
Net cash flows from/(used in) operating activities		146,228,422
Cash flows from investing activities		
Purchase of PPE		(124,856,474)
Purchase of Intangible Assets		(5,573,257)
Sale of investments		
Net cash flows from/(used in) investing activities		(130,429,731)
Cash flows from financing activities		
Return to Exchequer		(363,200)
Net cash flows from financing Activities		
Net increase/(decrease) in cash & Cash equivalents		15,435,491
Cash and cash equivalents at 1 July, 2024	12	5,631,031
Cash and cash equivalents at 30 June, 2025	12	21,066,523

This statement has been prepared using direct method as preferred by the PSASB.

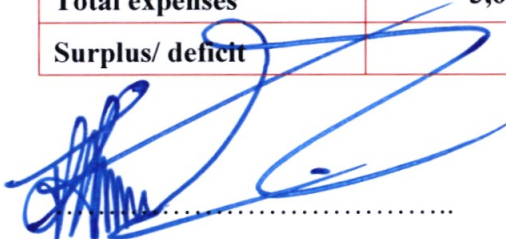
PUBLIC SERVICE COMMISSION

Annual Report and Financial Statements for the year ended June 30, 2025.

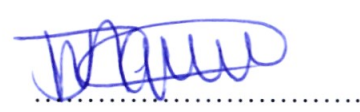
17. Statement of Comparison of Budget and Actual amounts for the year ended 30 June 2025

Recurrent and Development Combined

Description	Original budget	Adjustments	Final budget	Actual on a comparable basis	Budget utilization difference	% of utilization
	A	B	C=a+b	D	E=c-d	F=d/c %
Revenue						
Transfers from exchequer	3,607,230,017	33,623,337	3,640,853,354	3,541,219,820	99,633,534	97%
Other income	15,000,000	-	15,000,000	13,885,956	1,114,044	93%
Total revenue	3,622,230,017	33,623,337	3,655,853,354	3,555,105,776	100,747,578	97%
Expenses						
Employees Costs	3,009,618,889	- 30,657,205	2,978,961,684	2,894,453,391	84,508,293	97%
Use of goods and services	569,131,528	- 34,661,858	534,469,670	499,249,275	35,220,395	93%
Commissioners Expense	0	0	0			0
Total recurrent expenses	3,578,750,417	- 65,319,063	3,513,431,354	3,393,702,666	119,728,688	97%
Capital items						
Acquisition of PPE	43,479,600	98,942,400	142,422,000	141,443,600	978,400	99%
Intangible assets	0	0	0			0
Total expenses	43,479,600	98,942,400	142,422,000	141,443,600	978,400	99%
Development						
Total expenses	3,622,230,017	33,623,337	3,655,853,354	3,535,146,267	120,707,087	97%
Surplus/ deficit				19,959,510		



Paul Famba, MBS
Accounting Officer
Public Service Commission



Joseph M. NJoroge
Head of Accounting Unit
ICPAK M/No. 6386

Reconciliation Table

Item	Operating	Financing	Investing	total
Actual amounts on comparable basis presented in the budget and actual comparative statement	19,959,510	0	0	19,959,510
Timing differences	5,631,032	0	0	5,631,032
Classification differences	(4,524,018)	0	0	(4,524,018)
Actual in the statement of cashflows	21,066,523	0	0	21,066,523

Budget Notes:

1. The changes in the budget from the original amount of Ksh. 3,622,230,017.00 to final Ksh. 3,655,853,354.00 was occasioned by an additional of Ksh. 33,623,337.00 which was done through supplementary budget estimates during the year.
2. The actual budget utilization does not tie up to the value reported in the statement of cash flows due timing difference amounting to Ksh. 5,631,031.45. This has been reconciled as per the above table.

18 Notes to the Financial Statements

1. Establishment

The Public Service Commission is established by and derives its authority and accountability from The Constitution of Kenya, Chap. 13, Part 2, Public Service Commission Act, Article 233. The Public Service Commission is wholly owned by the Government of Kenya and is domiciled in Kenya. The Public Service Commission principal activity is Establishment and abolition of offices in the public service, create human resource policies and practices, Appointment of persons to public offices, Recommendations for Appointments to Public universities, Promotions and Exercise Discipline where and when necessary (Article 234 of the Constitution).

2. Statement of Compliance and Basis of Reporting

Statement of compliance

These financial statements have been prepared in accordance with the Public Finance Management Act, 2012 and The Public Service Commission has taken advantage of the transitional provisions under IPSAS 33 and therefore these 1st year financial statements are transitional and the following elements Inventories, Assets and Liabilities of the financial statements have not been recognised as Commission has taken advantage of the transition provisions outlined in IPSAS 33. The Commission has opted on a phased approach of transition, to achieve this, has formed Assets and Liabilities Management Committee and Assets Management Units to undertake the process of identifying, valuing of the assets in readiness to full transition in the 3rd year.

For the purpose of these financial statements, the Public Service Commission has been categorized as a Schedule 1 national government MDA in line with Section 4 of the Public Finance Management Act, 2012 read together with Regulation 211 (2) of the Public Finance Management (National Government) Regulations, 2015. Schedule 1 national government entities include Ministries, Departments, Agencies, constitutional institutions and independent offices. MDAs are reporting entities whose primary objective is to provide policy and coordination of government services.

The use of public resources by Public Service Commission is primarily governed by Chapter 12 of the Constitution, the relevant Appropriation Act, the Public Finance Management Act, of 2012, and the Public Procurement and Disposal Act, of 2015.

These financial statements were authorized for issue by the Accounting Officer on 5th August 2025.

Notes to the Financial Statements (Continued)

In addition, there is Standing Committee comprising of heads of key departments/directorates spearheading the transition project. A dedicated team is also working on Inventory Management System to ensure proper records and data by the end of 2nd year of Accrual Reporting.

Reporting period

The reporting period for these financial statements is for the period ended 30th June 2025.

Basis of preparation

These financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period on an accrual basis unless otherwise specified (for example, the Statement of Cash Flows). Under an accrual basis, revenues are recognised when rights to assets are earned or levied rather than when cash is received, and expenses are recognised when obligations are incurred rather than when they are settled. The financial statements have been prepared and presented in Kenya Shillings to the nearest shilling. The accounting policies adopted have been consistently applied to all the years presented.

Critical accounting judgements

IPSAS requires accounting judgements to be made in determining accounting policies that impact the presentation of these financial statements. The most critical of these judgements, and their impact, are:

Recognition of revenue

A revenue is an increase in the net financial position, other than increases arising from ownership contributions. Revenue is required to be measured when the event occurs and when recognition criteria (probable inflow of resources and ability to reliably measure their value) are met. Judgment is required to determine if these criteria are met, particularly where limited evidence is available at the time the revenue is earned.

Recognition of non-exchange expenses and liabilities

A liability is a present obligation of Public Service Commission for an outflow of resources that results from a past event. Expenses (and other liabilities) are recognized when there is a present obligation (legal or constructive) as a result of a past event. An outflow of resources embodying economic benefits will probably be required to settle the obligation and a reliable estimate of the

obligation can be made. Judgement is required in assessing each of these conditions, and therefore reporting if an expense and a present obligation should be reported.

The Public Service Commission pursues a number of policy targets and outcomes. However, the commitment to these targets and outcomes, generally, do not of themselves constitute a present obligation unless the Public Service Commission is clear on the cost it intends to incur, when payment will be made, and to whom and as a consequence has raised a valid expectation. As a consequence, liabilities are not reported for costs associated with the Public Service Commission policy objectives and targets. Where a policy choice gives rise to an obligation that exists independently of the Public Service Commission future actions, expenses (and other related liabilities) are recognized for that policy.

Purpose and nature of financial instruments

Judgment is required in determining whether financial assets (including investment in securities and advances) and financial liabilities are held for trading or to provide a return through interest and principal transactions. Depending on that judgment, financial instruments will be reported at fair value or on an amortized cost basis.

Climate change obligations

Kenya's current National Determined Contribution (NDC) to deliver on the goals of the Paris Agreement sets a headline target of a 32 per cent emission reduction by 2030 relative to the business-as-usual scenario of 143 MtCO₂eq. MDAs commitment to climate change action does not constitute a present obligation on the balance sheet but are disclosed separately.

Physical assets

An asset is a resource presently controlled by the MDA as a result of a past event. The primary reason for holding property, plant and equipment and other assets is for their service potential rather than their ability to generate cash flows. Because of the types of services provided, a significant proportion of assets used by public sector entities including roads, national parks, heritage buildings etc are specialized in nature. There may be a limited market for such assets and so judgement is required on measurement. Judgment is also required whether assets are held for commercial purposes or public benefit purposes.

Notes to the Financial Statements (Continued)

3. Adoption of New and Revised Standards

i) *New and amended standards and interpretations in issue effective in the year ended 30 June 2024.*

There were no new and amended standards issued in the financial year.

ii) *New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2024.*

Standard	Effective date and impact:
IPSAS 43	<p><i>Applicable 1st January 2025</i></p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cash flows of an MDA.</p> <p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p> <p><i>This is not relevant to the Public Service Commission.</i></p>
IPSAS 44: Non- Current Assets Held for Sale and Discontinued Operations	<p><i>Applicable 1st January 2025</i></p> <p>The Standard requires,</p> <p>Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and:</p> <p>Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.</p> <p><i>This is not relevant to the Public Service Commission.</i></p>
IPSAS 45- Property Plant and Equipment	<p><i>Applicable 1st January 2025</i></p> <p>The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as assets if they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets,</p>

Standard	Effective date and impact:
	<p>implementation guidance and illustrative examples. The standard has clarified existing principles e.g valuation of land over or under the infrastructure assets, under- maintenance of assets and distinguishing significant parts of infrastructure assets.</p> <p><i>This standard will assist the Commission in knowing the value of the Assets accumulated over the year.</i></p>
<p>IPSAS 46 Measurement</p>	<p>Applicable 1st January 2025</p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ul style="list-style-type: none"> i. Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used. ii. Clarifying transaction costs guidance to enhance consistency across IPSAS; iii. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures. <p>The standard also introduces a public sector specific measurement bases called the current operational value.</p> <p><i>This standard will assist the Commission in achieving True and Fair financial positions since the assets will be reported in the fair value, thus improve comparability and transparency.</i></p>
<p>IPSAS 47- Revenue</p>	<p>Applicable 1st January 2026</p> <p>This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an MDA shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flow arising from revenue transactions.</p> <p><i>This is not relevant to the Public Service Commission.</i></p>
<p>IPSAS 48- Transfer Expenses</p>	<p>Applicable 1st January 2026</p> <p>The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public</p>

Standard	Effective date and impact:
	sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers. <i>This is not relevant to the Public Service Commission.</i>
IPSAS 49- Retirement Benefit Plans	<i>Applicable 1st January 2026</i> The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to public sector employees and other eligible participants. The standard sets the financial statements that should be presented by a retirement benefit plan. <i>This is not relevant to the Public Service Commission.</i>

iii) Early adoption of standards

The Public Service Commission did not early – adopt any new or amended standards in the financial year.

4. Summary of Significant Accounting Policies

a) Revenue recognition

i) Revenue from non-exchange transactions

Fees, taxes and fines

The Public Service Commission recognizes revenues from fees, taxes and fines when the event occurs and the asset recognition criteria are met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the MDA and the fair value of the asset can be measured reliably.

ii) Revenue from exchange transactions

Rendering of services

The Public Service Commission recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. The stage of completion is measured by reference to labour hours incurred to date as a percentage of total estimated labour hours. Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable.

b) Budget information

The original budget for FY 2024/25 was approved by the National Assembly on 13th June, 2024. Subsequent revisions or additional appropriations were made to the approved budget in accordance with specific approvals from the appropriate authorities. The additional appropriations are added to the original budget by the Public Service Commission upon receiving the respective approvals in order to conclude the final budget. Accordingly, the Public Service Commission recorded additional appropriations of 33,623,337.00 on the 2024/2025 budget following the governing body's approval. The Public Service Commission's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on accrual basis using a classification based on the nature of expenses in the statement of financial performance, whereas the budget is prepared on a cash basis. The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by presentation to be on the same basis as the approved budget. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts. In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget. A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts and the actuals as per the statement of cash flows has been presented under section II, 'Financial information' of these financial statements.

c) Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the Public Service Commission recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

d) Right of use asset

The right-of-use assets comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses. Whenever the MDA incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognized and measured under IPSAS 21 or IPSAS 26. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories. Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the MDA expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease. The right-of-use assets are presented as a separate line in the statement of financial position.

e) Intangible assets

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred. The useful life of the intangible assets is assessed as either finite or indefinite.

f) Research and development costs

The Public Service Commission expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when the Commission can demonstrate:

- i) The technical feasibility of completing the asset so that the asset will be available for use or sale
- ii) Its intention to complete and its ability to use or sell the asset
- iii) How the asset will generate future economic benefits or service potential
- iv) The availability of resources to complete the asset
- v) The ability to measure reliably the expenditure during development.

Following initial recognition of an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete, and the asset is available for use. It is amortized over the period of expected future benefit. During the period of development, the asset is tested for impairment annually with any impairment losses recognized immediately in surplus or deficit.

a) Financial assets

Classification of financial assets

The Public Service Commission classifies its financial assets as subsequently measured at amortised cost, fair value through net assets/ equity or fair value through surplus and deficit on the basis of both the Commission's management model for financial assets and the contractual cash flow characteristics of the financial asset. A financial asset is measured at amortized cost when the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding. A financial asset is measured at fair value through net assets/ equity if it is held within the management model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. A financial asset shall be measured at fair value through surplus or deficit unless it is measured at amortized cost or fair value through net assets/ equity unless an MDA has made irrevocable election at initial recognition for particular investments in equity instruments.

Subsequent measurement

Based on the business model and the cash flow characteristics, the Commission classifies its financial assets into amortized cost or fair value categories for financial instruments. Movements in fair value are presented in either surplus or deficit or through net assets/ equity subject to certain criteria being met.

Amortized cost

Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest, and that are not designated at fair value through surplus or deficit, are measured at amortized cost. A gain or loss on an instrument that is subsequently measured at amortized cost and is not part of a hedging relationship is recognized

in profit or loss when the asset is de-recognized or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

Fair value through net assets/ equity

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through net assets/ equity. Movements in the carrying amount are taken through net assets, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognized in surplus/deficit. Interest income from these financial assets is included in finance income using the effective interest rate method.

Trade and other receivables

Trade and other receivables are recognized at fair values less allowances for any uncollectible amounts. Trade and other receivables are assessed for impairment on a continuing basis. An estimate is made of doubtful receivables based on a review of all outstanding amounts at the year end.

Fair value through surplus or deficit

Financial assets that do not meet the criteria for amortized cost or fair value through net assets/ equity are measured at fair value through surplus or deficit. A business model where the MDA manages financial assets with the objective of realizing cash flows through solely the sale of the assets would result in a fair value through surplus or deficit model.

Impairment

The Public Service Commission assesses, on a forward-looking basis, the expected credit loss ('ECL') associated with its financial assets carried at amortized cost and fair value through net assets/equity. The Commission recognizes a loss allowance for such losses at each reporting date. Critical estimates and significant judgments made by management in determining the expected credit loss (ECL) are set out in *Note xx*.

b) Financial liabilities

Classification

The Public Service Commission classifies its liabilities as subsequently measured at amortized cost except for financial liabilities measured through profit or loss.

Summary of Significant Accounting Policies (Continued)

g) Inventories

Inventory is measured at cost upon initial recognition. To the extent that inventory was received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventory is its fair value at the date of acquisition. Costs incurred in bringing each product to its present location and conditions are accounted for, as follows:

- i) Raw materials: purchase cost using the weighted average cost method.
- ii) Finished goods and work in progress: cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity but excluding borrowing costs.

After initial recognition, inventory is measured at the lower of cost and net realizable value. However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost. Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange, or distribution. Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the Public Service Commission.

h) Provisions

Provisions are recognized when the Public Service Commission has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Public Service Commission expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

i) Contingent liabilities

The Public Service Commission does not recognize a contingent liability but discloses details of any contingencies in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

j) Contingent assets

The Public Service Commission does not recognize a contingent asset but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Commission in the notes to the financial statements. Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognized in the financial statements of the period in which the change occurs.

k) Nature and purpose of reserves

The Public Service Commission creates and maintains reserves in terms of specific requirements.

Changes in accounting policies and estimates.

The Public Service Commission recognizes the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

l) Employee benefits

Retirement benefit plans

The Public Service Commission provides retirement benefits for its employees and directors. Defined contribution plans are post-employment benefit plans under which an MDA pays fixed contributions into a separate MDA (a fund), and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable. Defined benefit plans are post-employment benefit plans other than defined-contribution plans. The defined benefit funds are actuarially valued tri-annually on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on proportional basis to all participating employers. The contributions and lump sum payments reduce the post-employment benefit obligation.

m) Related parties

The Public Service Commission regards a related party as a person or an MDA with the ability to exert control individually or jointly, or to exercise significant influence over the *MDA*, or vice

versa. Members of key management are regarded as related parties and comprise the directors, the CEO and senior managers.

n) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year.

o) Comparative figures

In preparing these financial statements, the Public Service Commission has elected to apply paragraph 79 of IPSAS 33, which allows for the election by an MDA to present one statement of financial performance, one statement of cash flow, one statement of net assets and the statement of financial position and an opening statement of financial position as at the time of first-time adoption of the accrual basis of accounting.

p) Subsequent events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2025.

5. Significant Judgments and Sources of Estimation Uncertainty

The preparation of the Public Service Commission's financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods. State all judgements, estimates and assumptions made:

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Public Service Commission based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances

arising beyond the control of the MDA. Such changes are reflected in the assumptions when they occur. IPSAS 1.140.

Useful lives and residual value

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- a) The condition of the asset based on the assessment of experts employed by the MDA.
- b) The nature of the asset, its susceptibility and adaptability to changes in technology and processes.
- c) The nature of the processes in which the asset is deployed.
- d) Availability of funding to replace the asset.
- e) Changes in the market in relation to the asset

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions is included in Note 40.

Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

6. Transfers from Exchequer

Nature of transfer	Amount recognized to Statement of Financial performance	Amount deferred under deferred income	Total transfers Period ended Sep*/Dec*/March*/June* 20xx
	Kshs	Kshs	Kshs
Recurrent	3,541,219,820	-	3,541,219,820
Total	3,541,219,820	-	3,541,219,820

7. Other Incomes

Description	F/Y 2024-2025
	Kshs
Sale of incidental goods	1,000,000
Administrative fees and charges	12,885,956
Total other income	13,885,956

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Administrative fees and charges refers to fees collected for administering proficiency exams for clerical officers recognized as Appropriation in Aid, A – I - A, Sale of incidental goods relates to boarded items sold in accordance PPDA requirements.

8. Employee Costs

Description	<i>F/Y 2024-2025</i>
	Kshs
Basic salaries of permanent employees	891,862,331
Basic wages of temporary employees	1,828,820,452
Personal allowances – part of salary	26,746,821
Pension and other social security contributions	21,799,545
Employer contributions to compulsory national social security schemes	125,224,242
Gratuity provision	3,975,306
Employee costs	2,898,428,697

8b Employee cost-Statement of Cash flow

Description	<i>F/Y 2024-2025</i>
	Kshs
Employee Costs-for Statement of performance	2,898,428,697
less Provisions for Gratuity	(3,975,306)
Employee cost -statement of cash flow	2,894,453,391

Notes to the Financial Statements (Continued)

9. Use of Goods and Services

Description	Ksh.
Utilities, supplies and services	5,188,190
Communication, supplies and services	28,188,893
Domestic travel and subsistence	54,729,064
Foreign travel and subsistence	4,739,255
Printing, advertising, and information supplies & services	67,767,381
Rentals of produced assets	10,954,531
Training expenses	32,221,027
Hospitality supplies and services	52,658,484
Insurance costs	107,982,614
Specialized materials and services	4,704,172
Office and general supplies and services	20,593,347
Fuel Oil and Lubricants	3,091,694
Routine maintenance – vehicles and other transport equipment	5,762,432
Routine maintenance – other assets	12,108,284
Other operating expenses	41,445,105
	452,134,475

10. Commissioner's Expenses

Description	F/Y 2024-2025
	Kshs
Medical Insurance	8,087,919
Induction and Training	2,644,999
Domestic travel/Expressway	13,916,416
Foreign Travel	5,001,628
Other Operating Expenses:	
Health clubs	1,553,318
Other Allowances:	
Fuel and Lubricants	8,617,306

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Routine Maintenance of m/vehicles	5,108,292
Communication and services	2,184,923
Total Commissioner's Expenses	47,114,801
Total	

11. Depreciation and Amortization Expense

Description	F/Y 2024-2025
	Kshs
Property, plant and equipment	15,522,254
Intangible assets	1,857,752
Total	17,380,006

12. Cash and Cash Equivalents

Description	F/Y 2024-2025	Opening statement 1 st July 2024
	Kshs	Kshs
Recurrent Account	19,621,165	363,547
Development Account		313,790
Deposits Account	73,272	4,104,484
CBK 165	700,000	700,000
Cash on Hand	672,086	149,210
Total	21,066,523	5,631,031

12(a) Detailed Analysis of the Cash and Cash Equivalents

		F/Y 2024-2025	Opening statement 1 st July 2024
Financial Institution	Account number	Kshs	Kshs
Recurrent Account			
CBK001	1000181297	19,621,165	363,547
Development Accounts			
CBK002	1000182199		
Deposits Accounts	1000182113	73,272	313,790
Mobile Money Accounts			
Sub- Total		19,694,436	677,337
Grand Total		19,694,436	677,337

13. Receivables from Exchange Transactions

Description	F/Y 2024-2025		Opening statement 1 st July 2024	
	Kshs		Kshs	
Other exchange debtors	174,143		218,679	
Prepayments:				
Water and Sewerage	1,652,576		0	
Electricity	1,020,377		0	
Rentals of produced assets	2,344,963			
Fuel and Lubricants	3,899,701		0	
Hospitality supplies and services	360,180		0	
Medical Insurance	47,609,793		0	
Training expenses	402,966		0	
Domestic travel and subsistence (expressway)	460,039			
Other exchange debtors			0	
Total Receivables	58,098,881		218,679	
a) Current receivables	174,143		0	
b) Non-current receivables			0	
Total receivables (a+b)	58,098,881		218,679	

13 (a) Ageing analysis for Receivables

Description	F/Y 2024-2025		Opening statement 1 st July 2024	
	Kshs		Kshs	
	Current FY	% of the total	1 st July	% of the total
Less than 1 year	58,098,881	100%		
Between 1- 2 years				
Between 2-3 years				
Over 3 years				
Total (a+b)	58,098,881	100%		

Notes to the Financial Statements (Continued)

14. Property, Plant and Equipment

Item	Land	Buildings	Motor vehicles	Furniture and fittings	Computers & ICT Equipment	Other	Total
Depreciation Rate		0.020	0.125	0.125	0.300	0.125	
Cost	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs
Opening Bal as 1st July 2024							
Additions		1,480,500	122,803,074		572,900		124,856,474
Disposals							
Transfer/Adjustments							
As At Jun 2025		1,480,500	122,803,074		572,900		124,856,474
Depreciation And Impairment							
Depreciation	-		15,350,384		171,870		15,522,254
Disposals	-						
Impairment	-						
Transfer/Adjustment	-						
As At	-		15,350,384		171,870		15,522,254
Net Book Values							
Opening Bal as at 1st July 20xx							
As At xx, 20xx		1,480,500	107,452,690		401,030		109,334,220

Notes to the Financial Statements (Continued)

14(b)

Description	Cost	Accumulated Depreciation	NBV
	Kshs	Kshs	
Land			
Buildings	1,480,500	-	1,480,500
Motor Vehicles, Including	122,803,074	15,350,384	107,452,690
Computers And Related Equipment	572,900	171,870	401,030
Total	124,856,474	15,522,254	109,334,220

Valuation

Items of PPE are valued at Historical cost at the point of recognition in the financial statements. Where historical cost is not available or the item has been acquired at, PPE has been valued at the current operational value which is the amount the MDA would pay for the remaining service potential of an asset at the measurement date.

15. Right- of-use assets

Description	<i>Buildings</i>	<i>Motor vehicles</i>	<i>Plant and equipment</i>	<i>Total</i>
	Kshs	Kshs	Kshs	Kshs
Cost				
As at 1 July 20xx				
Additions				
As at 30 Sept/Dec/ March/June 20xx				
Accumulated Depreciation				
As at 1 July 20xx				
Charge for the year				
As at 30 Sept/Dec/ March/June 20xx				
Carrying Amount				
As at 30 Sept/Dec/ March/June 20xx				

16. Intangible Assets

Description	F/Y 2024-2025
	Kshs
Cost	
At beginning of the year	5,573,257
At end of the year	5,573,257
Opening Bal 1st July	
At beginning of the year	1,857,752
Amortization	
At end of the year	1,857,752
At end of the year	
NBV	3,715,505

17. Trade and Other Payables

Description	F/Y 2024-2025		Opening Statement 1 st July 2024	
	Kshs		Kshs	
Trade payables	0		39,672,229	
Total trade and other payables	0		39,672,229	
Ageing analysis: (Trade and other payables)	Current FY	% of the Total	1st July	% of the Total
Under one year				
1-2 years			39,672,229	100%
2-3 years				
Total (tie to above total)			39,672,229	

18. Refundable Deposits and Prepayments

Description	F/Y 2024-2025		Opening Statement 1 st July 2024	
	Kshs		Kshs	
Customer deposits	73,272		4,104,484	
Total deposits	73,272		4,104,484	
Ageing analysis: (Refundable deposits)	Current FY	% of the Total	1st July	% of the Total
Under one year				
1-2 years				
2-3 years	73,272	100%		
Over 3 years		%	4,104,484	100%
Total	73,272		4,104,484	

Notes to the Financial Statements (Continued)

19. Provisions

Description	Leave provision	Bonus provision	Gratuity Provision	Other provision	Total
	Kshs	Kshs	Kshs	Kshs	Kshs
Opening bal 1st July	0	0	1,071,665	0	1,071,665
Additional provisions			3,975,306		3,975,306
Total provisions year end	0	0	5,046,971	0	5,046,971
Current Provisions			3,975,306		3,975,306
Non-current Provisions			1,071,665		1,071,665
Total provisions period end			5,046,971		5,046,971

Notes to the Financial Statements (Continued)

Financial Risk Management

The MDA's activities expose it to a variety of financial risks including credit and liquidity risks and effects of changes in foreign currency. The MDA's overall risk management programme focuses on unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels of risk. The MDA does not hedge any risks and has in place policies to ensure that credit is only extended to customers with an established credit history.

The MDA's financial risk management objectives and policies are detailed below:

i) Credit risk

The Public Service Commission has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Credit risk arises from cash and cash equivalents, and deposits with banks, as well as trade and other receivables and available-for-sale financial investments. Management assesses the credit quality of each customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external assessment in accordance with limits set by the directors. The amounts presented in the statement of financial position are net of allowances for doubtful receivables, estimated by the Commission's management based on prior experience and their assessment of the current economic environment.

The carrying amount of financial assets recorded in the financial statements representing the Commission's maximum exposure to credit risk without taking account of the value of any collateral obtained is made up as follows:

Description	Total amount	Fully performing	Past due	Impaired
	Kshs	Kshs	Kshs	Kshs
Receivables from exchange transactions	58,098,881	58,098,881		
Receivables from non-exchange transactions				
Bank balances	21,066,522	21,066,522		
Total	79,165,403	79,165,403		

The customers under the fully performing category are paying their debts as they continue trading. The credit risk associated with these receivables is minimal and the allowance for uncollectible amounts that the MDA has recognised in the financial statements is considered adequate to cover any potentially irrecoverable amounts. The Commission has no significant concentration of credit risk on amounts due.

ii) Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Commission's management, who have built an appropriate liquidity risk management framework for the management of the MDA's short, medium and long-term funding and liquidity management requirements. The Commission manages liquidity risk through continuous monitoring of forecasts and actual cash flows.

The table below represents cash flows payable by the Commission under non-derivative financial liabilities by their remaining contractual maturities at the reporting date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

iii) Market risk

The Commission has put in place an internal audit function to assist it in assessing the risk faced by the Commission on an ongoing basis, evaluate and test the design and effectiveness of its internal accounting and operational controls.

Market risk is the risk arising from changes in market prices, such as interest rate, equity prices and foreign exchange rates which will affect the Commission's income or the value of its holding of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Overall responsibility for managing market risk rests with the Audit and Risk Management Committee. The MDA's Finance Department is responsible for the development of detailed risk management policies (subject to review and approval by Audit and Risk Management Committee) and for the day-to-day implementation of those policies. There has been no change to the MDA's exposure to market risks or the manner in which it manages and measures the risk.

a) Interest rate risk

Interest rate risk is the risk that the MDA's financial condition may be adversely affected as a result of changes in interest rate levels. The MDA's interest rate risk arises from bank deposits. This exposes the MDA to cash flow interest rate risk. The interest rate risk exposure arises mainly from interest rate movements on the MDA's deposits.

Management of interest rate risk

To manage the interest rate risk, management has endeavoured to bank with institutions that offer

Favourable interest rates.

Financial Risk Management

Sensitivity analysis

The MDA analyses its interest rate exposure on a dynamic basis by conducting a sensitivity analysis. This involves determining the impact on profit or loss of defined rate shifts. The sensitivity analysis for interest rate risk assumes that all other variables, in particular foreign exchange rates, remain constant. The analysis has been performed on the same basis as the prior year. Using the end of the year figures, the sensitivity analysis indicates the impact on the statement of comprehensive income if current floating interest rates increase/decrease by one percentage point as a decrease/increase of KShs xxx (20XX: KShs xxx). A rate increase/decrease of 5% would result in a decrease/increase in profit before tax of KShs xxx (20XX – KShs xxx)

Fair value of financial assets and liabilities

a) Financial instruments measured at fair value.

Determination of fair value and fair values hierarchy

IPSAS 30 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs reflect market data obtained from independent sources; unobservable inputs reflect the *MDA's* market assumptions. These two types of inputs have created the following fair value hierarchy:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities. This level includes listed equity securities and debt instruments on exchanges.
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs). This level includes equity investments and debt instruments with significant unobservable components. This hierarchy requires the use of observable market data when available. The *MDA* considers relevant and observable market prices in its valuations where possible.

The following table shows an analysis of financial and non- financial instruments recorded at fair value by level of the fair value hierarchy:

There were no transfers between levels 1, 2 and 3 during the year. Disclosures of fair values of financial instruments not measured at fair value have not been made because the carrying amounts are a reasonable approximation of their fair values.

iv) Capital Risk Management

The objective of the MDA's capital risk management is to safeguard the MDA's ability to continue as a going concern. The MDA capital structure comprises of the following funds:

Description	Kshs
Revaluation Reserve	xxx
Retained Earnings	xxx
Capital Reserve	xxx
Total Funds	xxx
Total Borrowings	xxx
Less: Cash And Bank Balances	(xxx)
Net Debt/(Excess Cash And Cash Equivalents)	xxx
Gearing	xx%

20. Related Party Disclosures

Nature of related party relationships

Entities and other parties related to the *MDA* include those parties who have ability to exercise control or exercise significant influence over its operating and financial decisions. Related parties include management personnel, their associates and close family members.

21. Events after the Reporting Period

There were no material adjusting and non- adjusting events after the reporting period.

22. Ultimate And Holding MDA

The Public Service Commission's ultimate parent is the Government of Kenya.

23. Currency

The financial statements are presented in Kenya Shillings (Kshs) and is rounded off to the nearest shilling.

PUBLIC SERVICE COMMISSION

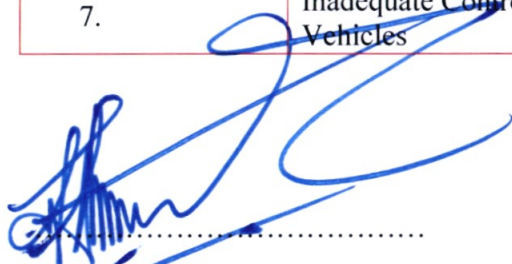
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19. Appendix

Appendix 1: Implementation Status of Auditor-General's Recommendations

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor.

Reference No. on the external audit Report	Issue / Observations from Auditor	Management comments	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
1.	Unresolved Prior Year Matters		Unresolved	
2.	Irregular Recruitment of Staff		Unresolved	
3.	Retention of Retired Officers in Service		Unresolved	
4.	None-Compliance with the one-Third of Basic Salary Rule		Unresolved	
5.	Procurement for the Supply, Installation, Implementation, and Commissioning of an Integrated Management Information System (IMIS)		Unresolved	
6.	Construction of Additional Offices (Phase 2) on the 5 th floor, at the Commission's Old office Block		Unresolved	
7.	Inadequate Controls in Use of Motor Vehicles		Unresolved	



**Paul Famba, MBS
Secretary/CEO
Public Service Commission**

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Appendix II: Fixed Asset Register

Asset class	Historical Cost b/f (Kshs) Previous Year	Additions during the year (Kshs)	Disposals during the year (Kshs)	Transfers in/(out) during the year	Historical Cost c/f (Kshs) Current Year
Land					433,318,263.30
Buildings and structures	431,837,763.30	1,480,500			433,318,263.30
Transport equipment	245,788,745.80	122,803,074			368,591,819.80
Office equipment, furniture and fittings	97,990,398.00				97,990,398.00
ICT Equipment	171,140,192.50	572,900			171,713,092.50
Machinery and Equipment	27,560,747.65				27,560,747.65
Intangible assets	6,222,379.45	5,573,257			11,795,636.45
Work in Progress					
Total					1,110,969,957.70

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Appendix III: Use of Goods and Services as presented in Statement of Performance

Description	IFMIS	ADJUSTMENTS-Prior year Trade payables paid during the year Year	Prepayments	Items Expensed under Acquisition of Assets	ADJUSTED USE OF GOODS
		KSH	KSH	KSH	KSH
Utilities, supplies and services	5,188,190	(779,800)	(2,672,954)		1,735,437
Communication, supplies and services	28,188,893			2,171,626	30,360,520
Domestic travel and subsistence	54,729,064	(1,102,985)	(460,039)		53,166,040
Foreign travel and subsistence	4,739,255				4,739,255
Printing, advertising, and information supplies & services	67,767,381	(120,000)			67,647,381
Rentals of produced assets	10,954,531		(2,344,963)		8,609,567
Training expenses	32,221,027		(402,966)		31,818,061
Hospitality supplies and	52,658,484				

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services		(776,000)	(360,180)		51,522,304
Insurance costs	107,982,614		(47,609,793)		60,372,821
Specialized materials and services	4,704,172				4,704,172
Office and general supplies and services	20,593,347	(36,013,840)		4,666,370	(10,754,123)
Fuel Oil and Lubricants	3,091,694		(3,899,701)		(808,006)
Routine maintenance – vehicles and other transport equipment	5,762,432	(70,504)		4,169,073	9,861,001
Routine maintenance – other assets	12,108,284	(243,600)		6,800	11,871,484
Other operating expenses	41,445,105	(565,500)			40,879,605
	452,134,475	(39,672,229)	(57,750,596)	11,013,869	365,725,519

Note:

The figures include the transactions paid as prepayments during the year and Commissioners Expenses. To reflect what has been reported under statement of financial performance, adjustments (has been made as per the table 10 (Commissioners Expenses) and table 14(Receivables from Exchange Transactions).