

REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

# **ANNUAL REPORT FOR THE FINANCIAL YEAR 2017/2018**

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

**September, 2018**

## VISION

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

## MISSION

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

## CORE VALUES

Professionalism, Fairness, Equity and Diversity , Integrity, Transparency and Accountability, Team Spirit, Creativity and Innovation and Excellence

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## ABBREVIATIONS AND ACRONYMS

AAPAM	:	African Association of Public Administration and Management
AAPSCOM	:	Association of African Public Service Commission
ABNJ	:	Areas Beyond National Jurisdiction
AC	:	Air Conditioning
ACMAD	:	African Center of Meteorological Application for Development
ACP	:	African Caribbean and Pacific
ACT Kenya	:	Act Change Transform Kenya
AD	:	Assistant Director
AERC	:	African Economic Research Consortium
Ag.	:	Acting
AGPO	:	Access to Government Procurement Opportunities
AIA	:	Appropriation in Aid
AIC	:	African Inland Church
AIDS	:	Acquired Immune Deficiency Syndrome
AOs	:	Administrative Officers
ASAL	:	Arid and Semi-Arid Land
CAPAM	:	Commonwealth Association of Public Administration and Management
CAS	:	Chief Administrative Secretary
CBA	:	Collective Bargaining Agreement
CBK	:	Central Bank of Kenya
CBS	:	Chief of the Order of the Burning Spear
CEMIRIDE	:	Centre for Minority Rights and Development
CEO	:	Chief Executive Officer
CMA	:	Capital Markets Authority
CPS	:	Certified Public Secretary
CPSB	:	County Public Service Board
CS	:	Cabinet Secretary
CSR	:	Corporate Social Responsibility
Dip.	:	Diploma
DPP	:	Director of Public Prosecutions
DPSM	:	Directorate of Public Service Management
E.A	:	East Africa
EAC	:	East African Community
EBS	:	Elder of the Order of the Burning Spear
EMBA	:	Executive Master's in Business Administration
ENSDA	:	Ewaso Ngiro South Development Authority
ERP	:	Enterprise Resource Planning
ESAMI	:	Eastern and Southern African Management Institute
FiRe	:	Financial Reporting
GHRIS	:	Government Human Resource Information System
GoK	:	Government of Kenya
GPA	:	Group Personal Accident
HIV	:	Human Immunodeficiency Virus
HND	:	Higher National Diploma
HR	:	Human Resource
HRM&D	:	Human Resource Management & Development
HRM	:	Human Resource Management
HRMO	:	Human Resource Management Officer
HSC	:	Head of State Commendation
ICDC	:	Industrial and Commercial Development Corporation
ICPAK	:	Institute of Certified Public Accountants of Kenya
ICT	:	Information Communication Technology

IEC	:	Information Education Communication
IFAS	:	Institute of Food and Agricultural Sciences
IFMIS	:	Integrated Financial Management Information System
IGRTC	:	Intergovernmental Relations Technical Committee
IHRM	:	Institute of Human Resource Management
IOC	:	Indian Ocean Commission
IRA	:	Insurance Regulatory Authority
IRMF	:	Institutional Risk Management Framework
ISO	:	International Organization for Standardization
IT	:	Information Technology
JICA	:	Japan Agency for International Cooperation
JE	:	Job Evaluation
KAPAM	:	Kenya Association of Public Administration and Management
KBL	:	Kenya Breweries Limited
KEMI	:	Kenya Education Management Institute
KENTTC	:	Kenya Tsetse Fly Trypanosomiasis Eradication Council
KENYA-RE	:	Kenya Reinsurance
KEPTAP	:	Kenya Petroleum Technical Assistance Project
KICC	:	Kenyatta International Conference Centre
KIRDI	:	Kenya Industrial Research and Development Institute
KISE	:	Kenya Institute of Special Education
KOICA	:	Korea International Cooperation Agency
KRA	:	Kenya Revenue Authority
KSG	:	Kenya School of Government
KYEP	:	Kenya Youth Empowerment Project
KWS	:	Kenya Wildlife Services
LVSWSB	:	Lake Victoria South Water Service Board
M&E	:	Monitoring and Evaluation
MA	:	Master of Arts
MBS	:	Moran of the Order of the Burning Spear
MDAs	:	Ministries, Departments and Agencies
Met.	:	Meteorological
MGH	:	Moran of the Order of the Golden Heart
MHRMAC	:	Ministerial Human Resource Management Advisory Committee
Msc.	:	Master of Science
NCPWD	:	National Council for Persons with Disability
NCOs	:	Non-Commissioned Officers
NESP	:	National Education Sector Plan
NEMA	:	National Environment Management Authority
NGO	:	Non-governmental Organization
NITA	:	National Industrial Training Authority
NSSF	:	National Social Security Fund
NYS	:	National Youth Service
PDTP	:	Presidential Digital Training Programme
PECO	:	Proficiency Examination for Clerical Officers
PFM	:	Public Financial Management
PhD	:	Doctor of Philosophy
POEA	:	Public Officer Ethics Act
PPOA	:	Public Procurement Oversight Authority
PSASB	:	Public Sector Accounting Standards Board of Kenya
PSC	:	Public Service Commission
PSEA	:	Public Service Excellence Awards
PSOYA	:	Public Servant of the Year Award
PWD	:	Persons with Disability
RMO	:	Records Management Officer

RSS	:	Republic of South Sudan
SAGAs	:	Semi-Autonomous Government Authorities
SDGs	:	Sustainable Development Goals
SEMDS	:	Staff Establishment Management Database System
SHRMO	:	Senior Human Resource Management Officer
SIDA	:	Swedish International Development Agency
SPAS	:	Staff Performance Appraisal System
SRC	:	Salaries and Remuneration Commission
TOT	:	Training of Trainers
UK	:	United Kingdom
US	:	United States
USA	:	United States of America
WIBA	:	Work Injury Benefits Act
Wi-Fi	:	Wireless Fidelity
WTO	:	World Trade Organization

## FOREWORD



On behalf of the Public Service Commission, I am pleased to present the 2017/18 Annual Report. This is the seventh report since the coming into effect of the Constitution of Kenya in 2010. This report is in compliance with Article 254(1) of the Constitution that requires the Commission to prepare and submit a report to the President and Parliament at the end of each financial year. Section 90 of the PSC Act, 2017 also obligates the Commission to submit a report within three months following the closure of the financial year.

**Going forward, the Commission will build on the progress so far made and renew its focus on deepening a performance culture in the public service**

This report covers operations, financial statements and achievements of the Commission in the delivery of its mandate as spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. The mandate entails establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service. The Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act, 2015 and other relevant legislations in discharging its mandate.

The report coincides with the end of the six-year term of the current Commissioners namely; Vice Chairperson Amb. Peter Ole Nkuraiya, Dr. Judith Bwonya, Patrick Gichohi, Titus Ndambuki, Prof. Michael Lokuruka, Veronicah Birgen, Catherine Omweno and Lawrence Nyalle who served during the transition period under the leadership of Prof. Margaret Kobia.

Prof. Kobia led the Commission from January, 2013 until January, 2018 when she was appointed Cabinet Secretary, Ministry of Public Service, Youth and Gender Affairs and was succeeded by Amb. Nkuraiya in an acting capacity. During this period, significant progress was made towards the realization of the Commission's mandate. Specifically, the Commission developed many policies and guidelines to manage the Human Resource in the public service, developed a new legal framework culminating in the enactment of PSC Act, 2017, developed and implemented the Values and Principles Framework for effective promotion and compliance with values and principles in Article 10 and 232, restructured the Secretariat to enable the Commission effectively discharge its expanded mandate, supported devolution through capacity building of County Public Service Boards and ensured seamless transfer of service for officers performing devolved functions.

These achievements, among others have been realized through the hard work and commitment of the Commissioners and Secretariat as well as

Authorized Officers to whom the Commission has delegated its authority and functions. I wish to express my sincere appreciation for their cooperation which has led to great achievements by the Commission.

Going forward, the Commission intends to build on the progress so far made and renew its focus on deepening a performance culture in the public service. The Commission's top priority will be to enhance the productivity of the public service through the implementation of a performance management framework that ensures everyone is on measurable targets that are specific and time bound.

In recognition that resources are scarce and given the many competing priorities in government, the Commission will put in place measures to ensure optimal utilization of resources to eliminate wastage. We will also endeavor to ensure that there is continuous improvement for efficiency and effectiveness in service delivery.

Recognizing that any successful organization has to be anchored on proper positive values, we will endeavour to promote an ethical and honest culture geared towards the transformation of the public service to one that is responsive and fit for purpose, exhibiting a

high regard for values, ethics, standards and respect for professionalism. We envisage to construct a future public service able to thrive on hard work, honesty and integrity.

To achieve this, the Commission will continue to work closely with all stakeholders in line with our vision of transforming the public service to be dynamic, professional, efficient and effective for the realization of national development goals. Specifically, the Commission will focus on supporting the Government in the realization of the Big Four Agenda priorities by ensuring provision of quality human resource.

Finally, I note with appreciation that the preparation of the 2017/18 Annual Report has been a joint effort by the Commissioners and the Secretariat. They have worked tirelessly to ensure the report is ready in time for submission as required by law. I am grateful to them for this achievement.



**Stephen K. Kirogo, CBS**  
**Chairperson**  
**PUBLIC SERVICE COMMISSION**

## PREFACE



The 2017/2018 financial year presented the Commission with an opportunity to serve the people of Kenya through the support we provide to institutions under our mandate. Kenyans expect quality services from public institutions that are funded through the taxes they pay. In this regard, the Commission undertook various steps during the year under review in an effort to meet these expectations. These included establishment of offices, review of organizational structures, provision of competent human resource, automation of appraisal system, capacity building, development of a framework for uniform norms and standards in human resource management and implementation of a framework for promotion and evaluation of values and principles among others.

Additionally, the Commission continued to support devolution through provision of technical and advisory services to County Public Service Boards and County Assembly Service Boards in areas of human resource management. These measures enabled the Commission to enhance efficiency and effectiveness of the public service.

During the year under review, the Commission achieved a budget absorption rate of 98.9%.

During the 16<sup>th</sup> edition of the Financial Reporting Award ceremony held in November, 2017, the Commission was awarded Second Runners-up position for the Financial Year 2015/2016, in the Independent and Constitutional Offices category. This is a reflection of the Commission's sound and prudent management of financial resources translating to better service delivery.

In order to boost staff morale and productivity, the Commission operationalized a new staff mortgage and car loan facility, provided medical insurance cover including work injury benefit and group personal accident cover for all staff, opened a health and fitness gym as part of staff welfare, healthy lifestyle and work-life balance, introduced a contributory pension and gratuity scheme and leveraged on international sponsorships for staff capacity building.

I thank the Chairperson Mr. Stephen Kirogo, former Chairperson Prof. Margaret Kobia, Vice Chairperson Amb. Peter Ole Nkuraiyia and the Commissioners for providing strategic direction, without which these achievements would not have been realized. I also recognize the commitment and hard work of the secretariat staff in facilitating the operations of the Commission during the period under review.

The Commission encountered some challenges, key among them being reduced exchequer financing when compared to the Commission's real annual budget requirements, high cost of litigation arising from increased court cases against the Commission and MDAs and high unemployment rate among the youth leading

**During the year under review, the Commission achieved a budget absorption rate of 98.9%. During the 16th edition of the Financial Reporting Award ceremony held in November, 2017, the Commission was awarded Second Runners-up position for the Financial Year 2017/2018, in the Independent and Constitutional Offices category**

to an over-subscription of the few positions available in the public service.

This report is organized into six chapters. Chapter one provides the background information on the Commission and functions. Chapter two highlights the delivery of the Commission's mandate, chapter three covers the collaborations, networks and partnerships while chapter four outlines the financial and audit reports. Chapter five outlines the challenges and opportunities while chapter six presents the way forward.

Finally, I wish to thank the Inter-departmental task team led by Mr. Gabriel Juma for the excellent work in preparing this report.



**Dr. Alice A. Otwala, (Mrs.), CBS  
Commission Secretary/Chief Executive Officer  
PUBLIC SERVICE COMMISSION**

## ACKNOWLEDGMENT



The Public Service Commission has a broad mandate which includes establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service.

During the period under review, the Commission recorded significant progress in the delivery of its mandate as highlighted in this report. This success is attributable to the leadership of the Commission under the stewardship of immediate former Chairperson Prof. Margaret Kobia, and the Commissioners namely; Dr. Judith Bwonya, Patrick Gichohi, Titus Ndambuki, Prof. Michael Lokuruka, Veronicah Birgen, Catherine Omweno and Lawrence Nyalle. I sincerely acknowledge their role in providing strategic direction to the Commission and the public service in general.

In the execution of its mandate, the Commission has delegated some of its powers and functions to Authorized Officers in MDAs who have played a critical role in the discharge of the delegated function. We are grateful to them for their contribution towards the realization of the Commission's mandate.

I also wish to recognize the hard work and commitment of the secretariat staff in facilitating the operations of the Commission under the leadership of the Secretary/CEO Dr. Alice Otwala.

The preparation of this report commenced in July 2018 with the appointment of an inter-departmental technical team. The process entailed collection, collation, validation and analysis of data from MDAs and other key stakeholders. In this regard, I wish to thank the Commissioners, Secretary/CEO and Directors for their invaluable input and feedback that has enriched the quality and content of this report.

Finally, I congratulate the Inter-departmental team for the timely preparation of this report. The team led by Mr. Gabriel Juma and comprising George Mukabi, Browne Kutswa, Christine Baari, Joseph Kenei, Jeremiah Kagwe, Caroline Kiget, Rebecca Kiplagat, Hannah Mwangi and Jethro Mosoti worked tirelessly to ensure that the report was delivered within the statutory timelines.

A handwritten signature in black ink, appearing to read 'Peter Ole Nkuraiya'.

**Amb. Peter Ole Nkuraiya, CBS**  
**Vice Chairperson**  
**PUBLIC SERVICE COMMISSION**

## COMPOSITION OF THE COMMISSION



**Stephen K. Kirogo, CBS**  
Chairperson



**Amb. Peter Ole Nkuraiya, CBS,**  
Vice Chairperson  
(Ag. Chairperson Jan 2018- 30th June 2018)



**Titus M. Ndambuki, CBS**  
Commissioner



**Patrick G. Gichohi, CBS**  
Commissioner



**Catherine R. Omweno, MBS**  
Commissioner



**Veronica Birgen, MBS**  
Commissioner



**Dr. Judith E. Bwonya, MBS**  
Commissioner



**Lawrence Nyalle, MBS**  
Commissioner



**Prof. Michael N.I Lokuruka, EBS**  
Commissioner



**Dr. Alice A. Otswala (Mrs), CBS**  
Secretary/CEO

## EXECUTIVE SUMMARY

This is the seventh Annual Report of the Commission since the coming into effect of the Constitution of Kenya in 2010. The report is prepared pursuant to Article 254(1) of the Constitution and Section 90 of the PSC Act, 2017 which requires Commissions to prepare and submit a report to the President and Parliament after the end of each financial year. It covers the period 1st July, 2017 to 30th June, 2018.

The Commission's cumulative expenditure for the Financial Year 2017/18 was Kshs.1,351,822,000 comprising recurrent expenditure of Kshs.1,347,512,620 and development expenditure Kshs.4,309,380 which translated to a budget absorption rate of 98.9%.

The Commission reviewed organization structures for 11 MDAs and created 5,809 posts. Further, 8,089 persons were appointed to various positions in the public service out of which 1,446 were new entrants while 6,643 were promotional appointments. The two thirds gender rule was met in appointments and there was an increase of PWDs promoted compared to the previous year.

The Government with the assistance of Development partners sponsored 6,430 officers for training in various programmes to build capacity and improve service delivery.

The Commission held the third Annual Public Service Excellence Award (PSEA) ceremony where eight public servants and one team were recognized for exemplary performance.

As part of the implementation of the SRC Job Evaluation Report, the Commission developed salary structures for civil servants, uniformed officers in the Prisons Service and the National Youth Service. The new salary structure was implemented with effect from 1st July, 2017.

The Commission submitted to the President and Parliament the evaluation report on values and principles for the financial year 2016/17 which indicated an improved compliance rate of 70%; and recorded an improved compliance level of 11% with regard to the two-year financial declarations.

The Commission collaborated and networked with several development partners, agencies and professional associations in various forums at local, regional and international levels. These engagements presented the Commission and the service with opportunities for capacity building, benchmarking, sharing experiences and ideas in areas of common interest.

In discharging its mandate, the Commission encountered challenges among them inadequate budgetary support to facilitate planned programmes and activities, high costs of litigation arising from increased court cases, inadequate ICT infrastructure leading to slow uptake of automated SPAS across the service, reduction in training funds hampering acquisition of mandatory professional skills and competences required for career growth and development.

Moving forward, the Commission will upscale programmes to transform the public service for the realization of national development goals and improved service delivery. These will include: Implementation of a competency based approach to recruitment and selection at every level; development and implementation of a Human Resource Management and Development Master Plan; re-orientation of training to focus more on skill based courses; review and implementation of the Performance Management Framework to embrace accountability mechanisms and real time productivity enhancement initiatives; development of procedures to convert

**The Commission collaborated and networked with several development partners, agencies and professional associations in various forums at local, regional and international levels**

Commission's decisions on County Appeals into court orders in collaboration with the Judiciary; development of a Citizen Service Delivery Charter and automation of the declaration of income, assets and liabilities to allow online declarations.

The Commission recognizes the contribution of MDAs, devolved units and other key stakeholders in the delivery of the Human Resource function. We will escalate our engagement with them in order to address emerging human resource issues in fulfilment of the Commission's mandate.



CHAPTER ONE  
**MANDATE AND STRUCTURE  
OF THE COMMISSION**

# CHAPTER ONE

## MANDATE AND STRUCTURE OF THE COMMISSION

This chapter outlines the mandate, functions and powers, vision and mission, structure, training and welfare programmes of the Commission.

### 1.1 Mandate of the Commission

The Public Service Commission is an independent Commission established under Article 233 of the Constitution of Kenya. The mandate of the Commission is spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act, 2017, Public Service (Values and Principles) Act, 2015 among other relevant legislations.

### 1.2 Functions and Powers of the Commission

The Commission is charged with the following functions and powers:

- a. establishment and abolition of offices in the public service;
- b. appointment of persons to hold or act in those offices, and to confirm appointments;
- c. exercising disciplinary control over and removal of persons holding or acting in those offices;
- d. promotion of national values and principles of governance; and values and principles of 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. development of 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 reporting to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 are complied with in the public service;
- j. hearing and determining appeals in respect of county governments' public service;
- k. nominating persons to the Judicial Service Commission and Salaries and Remuneration Commission under Articles 171(2)(g) and 230(2)(b)(i) respectively;
- l. recommending persons to be appointed as Principal Secretaries under Article 155(3)(a);
- m. 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);
- n. protection of public officers against victimization and discrimination while discharging their duties; and
- o. Performing any other functions and exercising any other powers conferred by national legislation.

The Commission functions and powers above (a to j) does not apply to the following:

- i). State Offices;
- ii). Offices of High Commissioners and Ambassadors;

- iii). Offices subject to Parliamentary Service Commission, Judicial Service Commission, Teachers Service Commission and National Police Service Commission;
- iv). Office in the service of a County Government except hearing and determining of appeals; and
- v). Appointment of personal staff of the President or retired President except with their consent.

### 1.3 Scope of Responsibility

The Commission is responsible for all human resource matters in MDAs and the Office of the Attorney General and Department of Justice. The Commission's role in promotion, compliance, evaluation and reporting on values and principles in Articles 10 and 232 of the Constitution goes beyond MDAs and the Office of the Attorney General and Department of Justice to cover staff of the following institutions: -

- a. Constitutional Commissions and Independent Offices: Gender and Equality Commission, Kenya National Commission on Human Rights, National Lands Commission, Independent Electoral and Boundaries Commission, Commission on Revenue Allocation, Salaries and Remuneration Commission, Office of the Auditor General and the Controller of Budget.
- b. Statutory Commissions and Authorities:  
National Cohesion and Integration Commission, Commission on Administrative Justice, Inter-Governmental Relations Technical Committee, Director of Public Prosecutions, Ethics and Anti-Corruption Commission, Witness Protection Agency, Energy Regulatory Commission, Kenya Law Reform Commission, Commission for University Education and Independent Police Oversight Authority.
- c. Any other public entity not excluded under Article 234(3).

### 1.4 Composition and Organizational Structure of the Commission

The Commission consists of a Chairperson, Vice Chairperson and seven (7) other members appointed by the President with the approval of the National Assembly.

The Commission is assisted by a secretariat headed by the Commission Secretary/CEO in the discharge of its mandate. The Secretary/CEO is appointed by the Commission in accordance with Article 233(6) of the Constitution and section 15(2) of the PSC Act, 2017. The Secretary/CEO is the accounting and authorized officer of the Commission. As Secretary, the CEO is responsible for execution of Commission decisions. The secretariat provides technical and operational support to the Commission.

The secretariat is organized into the Office of the Secretary/CEO assisted by two Deputy Commission Secretaries and eight Directorates and Internal Audit Unit:

- a. Deputy Commission Secretaries
  - i) Deputy Commission Secretary (Corporate Services)
  - ii) Deputy Commission Secretary (Technical Services)
- b. Directorates
  - i) Establishment and Management Consultancy Services
  - ii) Recruitment and Selection
  - iii) Compliance and Quality Assurance
  - iv) Human Resource Management and Development
  - v) Finance and Planning
  - vi) Corporate Services
  - vii) Legal Services
  - viii) Board Management Services
- c. Internal Audit

Appendix 1 shows the organogram of the Commission.

## 1.5 Staff Establishment

### 1.5.1 Composition of Staff

During the period under review, the Commission complied with two thirds gender rule in appointments at various levels. The Commission had 220 members of staff, out of whom 107 (49 %) were male 113 (51%) were female. Six (3%) members of staff were Persons with Disabilities (PWDs). The distribution of the secretariat staff by designation and gender is as shown in Table 1-1, Figures 1-1 and 1-2.

#### Distribution of Staff by Ethnicity

Pursuant to Article 232(1)(h) that requires representation of Kenya's diverse communities, the Commission had 21 ethnic groups up from 20 in the year 2016/17. Twenty five officers (11%) were from the minority and marginalized communities. The distribution of staff by ethnicity is as shown in Table 1-2.

### 1.5.2 Staff Secondment

As at 30<sup>th</sup> June, 2018, four officers were on secondment from the Commission to other

public service organizations to provide as well as acquire critical skills while six officers from various State Departments were on secondment to the Commission.

### 1.5.3 Staff Appointments and Promotions

Fifteen officers comprising 13 male and two female were appointed to various posts. Of the 15, one officer was from the Gabra community increasing the number of officers from the marginalized and minority communities in the Commission from 24 to 25.

Sixteen officers were promoted to various grades of which six were male and ten were female. Of those promoted, one was PWD and two were from the marginalized and minority communities.

### 1.5.4 Staff Exits

Six officers exited the Commission service out of whom four retired on attainment of the mandatory retirement age of sixty years, one resigned while one was dismissed.

**Table 1-1: Composition of Secretariat Staff by Designation, Salary Scale and Gender**

Designation	Male	Female	Total No. of officers
Top management			
CEO	0	1	1
Deputy Commission Secretary	1	1	2
Director	4	2	6
<b>Total</b>	<b>5 (56%)</b>	<b>4 (44%)</b>	<b>9</b>
Middle management			
Deputy Director	14	10	24
Assistant Director	16	14	30
Snr Officer	17	16	33
<b>Total</b>	<b>47 (52%)</b>	<b>40 (48%)</b>	<b>87</b>
Technical Officers			
Officer	18	42	60
Assistant Officer	20	13	33
Div Assistant Officer I	12	9	21
Div Assistant Officer II	5	5	10
<b>Total</b>	<b>55 (44%)</b>	<b>69 (56%)</b>	<b>124</b>
<b>Total</b>	<b>107 (49%)</b>	<b>113 (51%)</b>	<b>220</b>

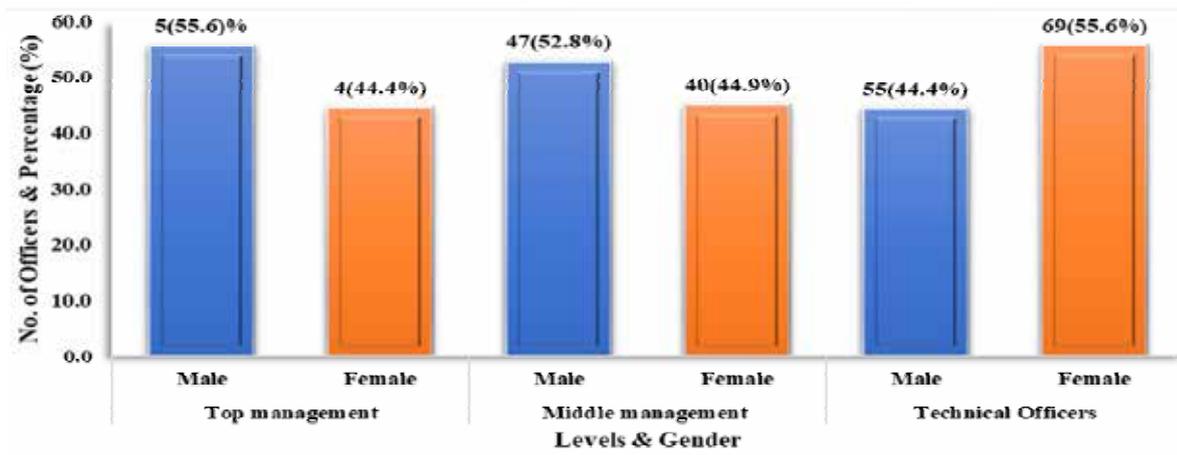


Figure 1-1: Analysis of Composition of Secretariat Staff by Levels and Gender

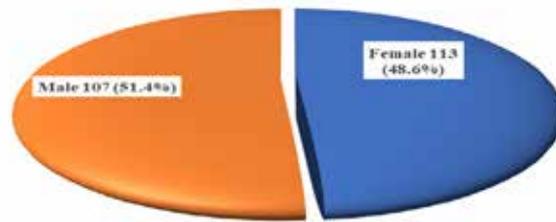


Figure 1-2: Distribution of PSC Staff by Gender

Table 1-2: Distribution of PSC Staff by Gender and Ethnic Groups as at 30th June, 2018

S/No	Ethnic Groups	Male	Female	Total No. of Officers
1.	Gabra	1	0	1
2.	Embu	3	1	4
3.	Kenyan Somali	1	1	2
4.	Kalenjin	11	11	22
5.	Kamba	13	7	20
6.	Kikuyu	25	31	56
7.	Kisii	6	13	19
8.	Kuria	1	1	2
9.	Luhya	10	20	30
10.	Luo	16	14	30
11.	Maasai	5	2	7
12.	Mbeere	1	0	1
13.	Meru	4	6	10
14.	Mijikenda	3	1	4
15.	Nubi	0	2	2
16.	Pokomo	1	0	1
17.	Rendille	0	1	1
18.	Samburu	2	0	2
19.	Taita	1	1	2
20.	Teso	1	1	2
21.	Turkana	2	0	2
<b>Totals</b>		<b>107</b>	<b>113</b>	<b>220</b>

## 1.6 Training Programmes

### 1.6.1 Capacity Building for Commissioners and Staff

During the year under review, the Commission trained staff using exchequer funding and through support from development partners namely; the Government of Australia and the Peoples Republic of China. The training programmes equipped the Commissioners and staff with skills and competencies in various fields including leadership, governance, human resource management, performance management and general operations of the Commission. There were eight programmes consisting of individual and group courses and 12 workshops and conferences. In total, there were 111 training opportunities, out of which 56 went to male and 55 to female officers.

The distribution of the training opportunities by programme, grade, gender and ethnicity is as shown in Tables 1-3 and 1-4.

### 1.6.2 Conferences, Workshops and Seminars

The Commission participated in conferences, seminars and workshops at local, regional and international levels. These forums enhanced participant skills on corporate governance, board effectiveness, networking, financial management and internal audit.

The Commissioners and staff participated in the Civil Service Effectiveness Index High Level Conversation, Corporate Governance and Board Effectiveness in the UK, Globalization and CSR Leadership Summit in Dubai, 5<sup>th</sup> General Assembly of AAPSCOM conference in South Africa, ICPAK, IHRM and Internal Audit in Kenya.

Table 1-3: Distribution of Training Opportunities

S/ No.	Training Programmes	Training Institution/ Venue	Grade	Male	Female	Total Trained	Training Cost (Kshs.)
<b>i. Individual Trainings</b>							
1.	Senior Management Course	Kenya School of Government	4-5	8	5	13	1,024,400
2.	Secretarial Management Course	Kenya School of Government Nairobi	3-4	0	4	4	301,600
3.	Strategic Leadership Development Programme	Kenya School of Government	4-6	9	6	15	1,383,000
				17	15	32	2,709,000
<b>ii. Group Courses</b>							
4.	Fellowship on "Strengthening public service performance and building capacity in effective governance"	University of New castle New South Wales Australia	Commissioners, the CEO and senior secretariat staff - grade 8-9	5	4	15	Funded by Australian Government
5.	Fellowship on "Strengthening networked leaders to promote integrity and effective governance while combating corruption"	Griffins University, Australia	Secretariat staff Grade 7-8	2	1	3	Funded by Australian Government
6.	Trustee Development Program on Pensions Management	College of Insurance in Nairobi	Commissioner	1	1		
7.	2018 seminar on Government Governance and Human Resource Development for Kenya"	Ministry of Commerce, Hangzhou City, Zhejiang Province, China	Commissioners Staff- 5-9	2	1	25	Funded by the Peoples Republic of China
8.	Wellness, health and prevention and management of HIV/AIDS Psychological Health Services	PSC Wellness and Health Committee Naivasha	4-7	9	13		
				3	4	7	
<b>Totals</b>				<b>28</b>	<b>29</b>	<b>57</b>	

Table 1-4: Distribution of Training Opportunities by Ethnicity

S/No.	Ethnic Group	Group training Opportunities	Individual short courses/conferences*	Total training opportunities
1.	Embu	1	0	1
2.	Kalenjin	10	2	12
3.	Kamba	4	2	6
4.	Kikuyu	16	9	25
5.	Luhya	13	7	20
6.	Luo	15	2	17
7.	Kisii	8	4	12
8.	Maasai	5	2	7
9.	Meru	1	0	1
10.	Turkana	2	0	2
11.	Somali	1	2	3
12.	Nubi	0	1	1
13.	Mijikenda	3	1	4
<b>Total</b>		<b>79</b>	<b>32</b>	<b>111</b>

Notes\*: Short course is any programme lasting less than 6 months

### 1.6.3 Internship Opportunities at the Commission

The internship policy and guidelines for the public service allows for engagement of interns in the public service with an objective of providing the youth with an opportunity to acquire workplace experience to enhance employability and professional development. The Commission in partnership with the Presidential Digital Talent Programme (PDTP) offered internship opportunities to seven interns for a period of one year.

### 1.7 Welfare Programmes

To improve staff motivation and productivity, the Commission implemented the following welfare programmes:

- i) comprehensive inpatient and outpatient medical insurance for all Commissioners and staff;
- ii) Group Personal Accident (GPA) insurance and Work Injury Benefits cover under Work Injury Benefits Act (WIBA);
- iii) Contributory Pension Scheme and Group Life Insurance cover for the staff;

- iv) HIV/AIDS Management and Drug and Substance Abuse prevention;
  - a. training of the newly appointed committee on Staff Welfare Programme,
  - b. provision of support to the infected and affected, and
  - c. provision of care and counseling support to staff affected by Alcohol, Drugs and Substance Abuse,
- v) Workout gymnasium for Commissioners and staff; and
- vi) Mortgage and car loan schemes for staff.

### 1.8 Work Environment

During the year under review, the Commission carried out the following work environment improvement programmes:

- i) refurbishment of the old Commission building;
- ii) replacement of old and unserviceable passenger carrier lift at the old Commission building;

- iii) biannual mock fire drills and servicing of fire-fighting facilities;
- iv) health and safety audits in compliance with Occupational Safety and Health Act, 2007 and Environment Management and Coordination Act, 1999;
- v) Information Communication Technology projects focusing on continuous improvement in infrastructure to enhance connectivity and data as well as systems availability, namely:-
  - a. video conferencing facility in two boardrooms as a platform for online interviewing of candidates in the diaspora,
  - b. established a Data Centre which conforms to international standards to enhance data storage and security of information technology equipment and devices,
  - c. overhauled the Local Area Network and upgraded internet linkage in the Commission to improve quality of communication, and
  - d. implemented a records management system for efficient storage, processing and retrieval of data and information.



CHAPTER TWO  
**EXECUTION OF THE  
MANDATE**

## CHAPTER TWO

# EXECUTION OF THE MANDATE

This chapter outlines the mode of execution and analyses the extent to which the Commission's mandate was implemented during the period under review.

### 2.1 Commission Board

The Commission discharges its mandate through the Commission Board and Committees, and also Authorized Officers through delegation as provided for in Section 31 of the PSC Act, 2017. The Commission Board sets general policy and strategic direction of the Commission. It comprises the Chairperson, Vice Chairperson and seven other members with the Secretary/Chief Executive Officer as the secretary to the Board. The Board discharges its mandate through weekly meetings during which it makes decisions on various human resource matters in the Public Service. To ensure all decisions made by the Board are within the law, the Commission relies on sound opinions and advisories from the Commission's Legal Counsel. During the period under review, the Commission held 41 board meetings.

Prof. Kobia led the Commission from January 2013 until January 2018 when she was appointed Cabinet Secretary, Ministry of Public Service, Youth and Gender Affairs. Amb. Nkuraiya took over in an acting capacity, pending appointment of a substantive chairperson. Under her leadership, major progress was made towards the realization of the Commission's mandate.

### 2.2 Committees of the Commission

The Commission has nine Committees out of which eight are standing Committees while one is a statutory Committee. Each of the standing committee is chaired by a Commissioner and draws membership from the Commission and senior secretariat staff. The committees and their respective terms of reference are as follows:-

- a) **Finance, Planning and General-Purpose Committee**
- i) Develops proposals on strategic direction of the Commission;

- ii) Monitors implementation of the Commission's strategic plan and performance contract;
- iii) Formulates proposals on re-structuring and staffing of the Commission Secretariat;
- iv) Analyses the budget proposals for the Commission and make recommendations for approval;
- v) Proposes modalities for collaboration and cooperation between the Commission and other Public Service Commissions in the region and other bodies;
- vi) Oversees the implementation and sustainability of the ISO 2015:9001 certification process; and
- vii) Addresses any other matter related to the function.

b) **Devolution and Establishment Matters Committee**

- i) Develops and review policy guidelines for secondment, transfer, deployment and other related issues of officers serving in the counties;
- ii) Develops mechanisms for transfer of officers to and from the national government and across counties;
- iii) Develops and reviews policy guidelines, norms and standards on handling appeals in respect of county government public service;
- iv) Develops a database for all the public officers serving in the counties and national governments; and
- v) Addresses any other matter related to the function.

c) **Human Resource Planning, Recruitment and Selection Committee**

- i) Makes proposals for review of the recruitment and selection policy in the public service;

- ii) Analyses and scrutinizes indents submitted by state departments and make appropriate recommendations;
- iii) Analyses requests on appointments and promotions and make appropriate recommendations;
- iv) Proposes criteria for ensuring that all appointments comply with the Constitution;
- v) Handles appeals on recruitment from the counties; and
- vi) Addresses any other matter related to the function.

**d) Terms and Conditions of Service Committee**

- i) Takes stock of the existing terms and conditions of service;
- ii) Develops modalities of receiving and reviewing terms and conditions of service;
- iii) Develop an institutional framework for reviewing terms and conditions of service;
- iv) Develops guidelines on review of terms and conditions of service for release to the service;
- v) Develops modalities/mechanisms of engaging trade unions in negotiations for improvement of terms and conditions of service;
- vi) Develops proposals on linkages with the Salaries and Remuneration Commission, and other relevant institutions;
- vii) Proposes mechanisms for reviewing qualifications in the public service;
- viii) Recommends for approval schemes of service and other career guidelines for release to the service;
- ix) Reviews policy issues related to disciplinary control in the public service; and
- x) Addresses any other matter related to the function.

**e) Capacity and Capability Development Committee**

- i) Aligns the Human Resource Development (HRD) policies to the Constitution and Vision 2030;
- ii) Develops modalities of carrying out training impact assessment in the Public Service;
- iii) Analyses training reports from ministries and state departments;

- iv) Develops mechanisms for collaboration with various training institutions on human resource development;
- v) Addresses all matters relating to the Commission's administered examinations; and
- vi) Addresses any other matter relating to the Human Resource Development function.

**f) Compliance and Quality Assurance Committee**

- i) Proposes programmes for promotion of values and principles in Articles 10 and 232 of the Constitution;
- ii) Proposes modalities for monitoring and evaluating the effectiveness of the programmes in promoting the values and principles in the public service;
- iii) Receives and analyses the preliminary reports to the President and Parliament on the extent to which values and principles are complied with in the public service;
- iv) Proposes mechanisms for reviewing codes of conduct in the public service;
- v) Analyses the wealth declaration reports and make appropriate recommendations;
- vi) Analyses reports on investigation, monitoring and evaluation of the organization, administration and personnel practices in the public service;
- vii) Makes appropriate recommendations emanating from the reports in (vi) above to facilitate decision making;
- viii) Proposes monitoring and evaluation framework for discharge of the Human Resource function;
- ix) Makes proposals on improvement in the discharge of delegated powers;
- x) Identifies, evaluates and proposes modalities of mitigation of risks in the discharge of human resource functions; and
- xi) Addresses any other matter related to the function.

**g) Information Communication Technology (ICT) Committee**

- i) Formulation of ICT strategy and standards of the Commission;
- ii) Formulation of the ICT policy to discharge the Commission's mandate;

- iii) Develop network and partnership with government and industry on best ICT practices.
  - iv) Facilitate implementation of the National ICT master plan;
  - v) Supports and facilitates development of ICT technology in public service in areas such as Artificial Intelligence, Block chain Cryptography, Cloud computing and Big data;
  - vi) Oversees implementation of the ICT Risk Management Policy;
  - vii) Automation of the Commission's operations and activities;
  - viii) Oversight the ICT steering committee;
  - ix) Risk management of the ICT function;
  - x) Advice the Commission and MDAs on ICT related issues;
  - xi) Development of the ICT profession in public service;
  - xii) Perform any other ICT residual functions.
- h) County Appeals Committee**
- i) Hears appeals in respect of county government public service;
  - ii) Ensures procedural fairness; and
  - iii) Makes recommendations to the Commission for determination and decision.

**i) Audit Committee**

In compliance with section 73(5) of the Public Finance Management Act, 2012 and the Kenya Gazette notice number 40 of 2016, the Commission re-constituted the statutory Audit Committee. This is an advisory committee that assists the Commission and the Secretary/CEO with respect to financial reporting, adequacy and effectiveness of Commission's risk management, internal controls, governance processes, and audit affairs. The Committee comprises of two members from the private sector, a representative of the National Treasury, one Commissioner and head of Commission's Internal Audit as the Secretary. The Committee is chaired by a representative of the private sector and its terms of reference are as follows:

- i) approves the internal audit unit charter;
- ii) reviews the charter of the internal audit function and recommend to the Commission for adoption;

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

### 2.3 Inter-Agency Committees

The Commission collaborates with MDAs, County Governments, relevant trade unions and professional bodies on human resource matters through inter-agency Committees. These include:

**a) Consultative Committee on Terms and Conditions of Service**

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

During the year under review, the Committee guided the process of nomination, selection and recognition of best performing public servants under the Public Service Excellence Award Scheme (PSEA) 2017.

**b) Inter - Agency Committee on Health Workers Human Resource Matters**

The Committee comprises representatives of the Council of Governors, Office of the Attorney General and Department of Justice, the National Treasury, Ministry of Devolution and Arid and Semi-Arid Lands, Ministry of Health and Public Service Commission. The Committee is charged with responsibility of handling issues emanating from health workers at both National and County Governments with regard to training and development, transfer and postings, salary disparities, grading structure and promotions among other issues. The Committee meets on ad-hoc basis as and when need arises.

**b) Inter-Agency Committee on implementation of the Job Evaluation Report for the Public Service**

The Inter-Agency Committee on implementation of the Job Evaluation (JE) results for the Public Service was constituted to spearhead the exercise in the Civil Service. The team comprised three Commissioners, two from Public Service Commission and one from the Salaries and Remuneration Commission) and technical officers from the National Treasury, Ministry of Public Service, Youth and Gender Affairs, State Law Office and Department of Justice, SRC and PSC.

During the year under review, the Committee implemented Phase I and II of the proposed four phase salary review for the Civil Service in the National Government, provided technical support in the implementation and drafted a 17-tier grading structure for the Civil Service, County Governments, National Youth Service and the Prisons Service.

**2.4 Delegation of Powers and Functions**

Article 234(5) of the Constitution and Section 31 of the PSC Act, 2017 provides for delegation of Commission powers and functions to any member, officer, body or authority in the Public Service. The scope of delegated authority covers recruitment, promotion, re-designation, declaration of income assets and liabilities, transfers and disciplinary control at designated levels as spelt out in the delegation of Public

Service Commission Human Resource Powers and Functions instrument. In addition, the delegated authority extends to promotion of values and principles training and other human resource management and development related functions.

During the period under review, the Commission continued to monitor the implementation of delegated powers to ensure compliance with the law, policies, procedures and guidelines.

**2.5 Implementation of the Mandate**

During the period under review, the Commission performed various functions in the delivery of its mandate as follows:

**2.5.1 Establishment and Abolition of offices in the Public Service**

**a) Review of Organization structures and Staff Establishment**

The Commission continuously reviews organizational structures to align them with their respective functions in accordance with Article 234(2)(a)(i) of the Constitution and Part IV of the Public Service Commission Act, 2017. The establishment of offices in the public service aims at ensuring that functions are allocated or transferred to appropriate bodies to eliminate duplications and overlaps.

During the year under review, the Commission reviewed organizational structures for 11 MDAs namely; Office of the Deputy President, the National Treasury, Kenya Prisons Service (Civilian Cadre), Ministries of Health, Interior and Coordination of National Government, State Departments for Social Protection, Fisheries and Blue Economy, Energy, Public Works, Basic Education and Petroleum. The review of organizational structures was prompted by gazettelement of additional National Government units at the County level, review of workload analysis and the need to align structures with the functions assigned in the Executive Order No.1 of 2018. The review resulted in establishment of 5,809 posts as shown in Table 2-1.

Table 2-1: Distribution of Established Posts in MDAs

S/No.	Ministry/Department	No. of Posts Established
1.	State Department for Basic Education	10
2.	Ministry of Interior and Coordination of National Government	3,528
3.	Office of the Deputy President	94
4.	Kenya Prisons Service (Civilian Cadre)	1,836
5.	The National Treasury	174
6.	State Department for Public Works	50
7.	State Department for Fisheries & Blue Economy	43
8.	State Department for Social Protection	4
9.	Ministry of Health	70
<b>Total</b>		<b>5,809</b>

#### b) Staff Establishment Management Database System (SEMDS)

The Commission rolled out a new Staff Establishment Management Database System (SEMDS) to promote efficiency and effectiveness in storage and retrieval of staff data. The system aims at enhancing seamless access of information by the user departments. As at 30th June 2018, 42 MDAs had been trained on the use of the system.

#### 2.5.2 Appointments and Promotions

The Commission is mandated under Article 234(2)(a)(ii) of the Constitution and Part VI of the Public Service Commission Act, 2017 to appoint persons to hold or act in offices in the public service. These appointments are based on constitutional requirement of merit while affording adequate and equal opportunities for men, women, members of all ethnic groups and persons with disabilities. Further, considerations are based on aptitude, suitability, prescribed qualifications, provable experience and integrity as provided for in section 36(1) (a-e) of the Public Service Commission Act, 2017. In order to enhance efficiency in recruitment, the Commission has in accordance with Article 234(5), delegated recruitment, at entry level for lower cadres at Job Groups 'A' to 'G' and promotion of officers in Job Groups 'A' to 'P' to the Authorized Officers.

##### a) Appointments

During the period under review 8,089 persons were appointed to various positions in the public

service out of which 1,446 were new entrants while 6,643 were promotional appointments. Gender composition of the 8,089 appointments was 2,699 (33%) female and 5,390 (67%) male. The Constitution under Article 27(8) provides that not more than two thirds of the appointive positions shall be of the same gender. In this regard, the Commission realized the acceptable Constitutional ratio of male to female in appointments.

In compliance with Articles 27(6) and 56(c) of the Constitution and section 36(4) of the PSC Act, 2017, the Commission has put in place deliberate affirmative action policy to appoint and promote persons from the marginalized and minority groups. Consequently, of the total appointments, 1,227 (15%) were from the marginalized and minority groups.

##### b) New Entrants

Of the 1,446 officers appointed into the service, 1,017 (70%) were male while 429 (30%) were female: 16 (1.1%) were PWDs (comprising 14 males and two females), and 318 (22%) were from the marginalized and minority communities.

The Commission has undertaken affirmative action in recruitment to ensure representation of the PWDs through continuous engagement with the National Council for Persons with Disabilities (NCPWD). The percentage of PWDs appointed rose from 0.5% in the F/Y 2016/17 to 1.1% in the year under review. This shows positive progress towards attainment of the Constitutional requirement of 5%.

Table 2-2: Comparative Analysis for New Entrants for the Financial Years 2015/16 to 2017/18

Financial Year	Total No. of Officers	Gender			Minority/ Marginalized		PWDs %	PWDs by Gender			
		Female	%	Male	%	No.		%	Female	Male	
		Marginalized		%							
2015/16	1,525	644	42.2	881	57.8	368	24	18	1.2	10	8
2016/17	5,181	1,984	38.3	3,197	61.7	1,220	23.5	26	0.5	10	16
2017/18	1,446	429	29.7	1,017	70.3	318	22.0	16	1.1	2	14

The Commission has implemented the Diversity Management Policy and undertaken deliberate affirmative action programs to ensure inclusivity and representation of the minority and marginalized groups in appointments in the civil service. This resulted to appointment of 318 (22%) officers from the marginalized and minority groups. Table 2-2 shows a trend analysis on appointment for new entrant by gender, disability, minority and marginalized groups.

The distribution of the appointments by gender, disability and ethnicity is as shown in Table 2-3 and Appendix II.

#### c) Promotions

During the year under review, 6,643 serving officers comprising 4,373 (66%) male and 2,270 (34%) female were promoted to various grades in the civil service thus meeting the two thirds gender requirement. Out of the 6,643 that were promoted, 42 (1%) were PWDs comprising 31 male and 11 female while 909(14%) were from the marginalized and minority communities.

The comparative distribution of officers promoted by gender, disability, minority and marginalized groups and ethnicity is as shown in Tables 2-4, 2-5 and 2-6 and Appendix III.

#### d) Appointments on Contract

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

During the year under review, the Commission appointed 594 officers on contract terms in 42 State Departments. Out of the 594 officers appointed, 388 (65%) were male and 206 (35%) female. The distribution of officers appointed on contract is shown in Table 2-7 and Figure 2-1.

### 2.5.3 Recommendations for Appointment

#### a) Principal Secretaries

Article 155(3)(a) of the Constitution requires the Commission to recommend persons for appointment to the position of Principal Secretary. In accordance with this provision, the Commission recommended 184 persons for nomination and subsequent consideration for appointment.

#### b) Member, Salaries and Remuneration Commission

Article 230(2)(b) of the Constitution requires the Commission to recommend persons for appointment to the position of member, Salaries and Remuneration Commission. In accordance with this provision, the Commission recommended two persons for consideration out of whom Hon. Dalmás Otieno was subsequently appointed by the President.

### 2.5.4 Support to Constitutional Offices

#### a) Office of the Director of Public Prosecutions (DPP)

The Commission provided secretariat services to the Selection Panel that was appointed by the President to recommend persons for appointment to the position of Director of Public Prosecutions. Names of the top three candidates were forwarded to the President for consideration for appointment.

Table 2-3: Distribution of New Entrants by Ethnicity, Gender and Disability Status

Ethnic Name	Total No. of Officers	Female	Male	Female (PWD)	Male (PWD)
Bajun	2	0	2		
Basuba	10	4	6		
Boran	14	5	9		
Burji	4	1	3		
Dorobo	5	2	3		
Embu	25	12	13		1
Gabra	5	2	3		
Kalenjin	194	53	141		4
Kamba	145	49	96	1	
Kenyan Arab	2	0	2		
Kenyan Asian	1	1	0		
Kenyan Somali	31	3	28		1
Kikuyu	268	81	187		3
Kisii	105	32	73		
Konso	2	0	2		
Kuria	17	7	10		
Luhya	153	45	108		2
Luo	156	43	113		1
Maasai	42	10	32	1	
Mbeere	12	4	8		
Meru	81	26	55		
Miji Kenda	57	21	36		1
Njemps	4	1	3		
Nubi	2	1	1		
Orma	2	0	2		
Other Kenyan	1		1		
Pokomo	8	0	8		
Rendille	7	1	6		
Samburu	7	4	3		
Swahili-Shirazi	1	0	1		
Taita	29	6	23		
Taveta	3	2	1		
Teso	21	5	16		1
Tharaka	15	5	10		
Turkana	15	3	12		
<b>Total</b>	<b>1,446</b>	<b>429</b>	<b>1,017</b>	<b>2</b>	<b>14</b>

Table 2-4: Comparative Analysis for Promotional Post in MDAs by Gender, Disability, Minority and Marginalized for the Period 2015/16-2017/18

Financial Year	Total No. of Officers	Gender				Minority & Marginalized				PWDs	
		Female	%	Male	%	No.	%	No.	%	Female	Male
2015/16	4,948	2,008	40.6	2,940	59.4	752	15.2	18	0.4	5	13
2016/17	7,860	2,349	29.9	5,511	70.1	1,611	20.5	11	0.1	3	8
2017/18	6,643	2,270	34.2	4,373	65.8	909	13.7%	42	0.6	11	31

Table 2-5: Distribution of Promotions by Ethnicity

Ethnic Name	Total No. of Officers	Female	Male	Female PWD	Male PWD
Bajun	12	4	8		
Basuba	14	1	13		
Boni Sanye	3	1	2		
Boran	95	26	69		1
Burji	5	3	2		
Dorobo	7	1	6		
Elmolo	1		1		
Embu	103	42	61		
Gabra	4	2	2		
Kalenjin	888	287	601	1	5
Kamba	660	229	431	1	2
Kenyan Arab	4	3	1		
Kenyan Somali	177	25	152		
Kikuyu	1733	666	1067	4	8
Kisii	517	151	366	1	
Kuria	32	10	22		
Luhya	776	264	512	2	3
Luo	727	245	482	2	10
Maasai	81	29	52		1
Mbeere	20	10	10		
Meru	322	128	194		
Miji Kenda	158	50	108		
Njemps	5	1	4		
Nubi	2	1	1		
Orma	4	2	2		
Other Kenyan	8	5	3		
Pokomo	29	7	22		
Rendile	4		4		
Samburu	29	7	22		
Swahili-Shirazi	8	3	5		
Taita	109	45	64		
Taveta	7	3	4		
Teso	45	11	34		
Tharaka	10	3	7		
Turkana	44	5	39		1
<b>Total</b>	<b>6,643</b>	<b>2,270</b>	<b>4,373</b>	<b>11</b>	<b>31</b>

Table 2-6: Distribution of Marginalized/Minority Ethnic Groups, Appointed and Promoted to Various Positions in the Public Service for the Period 2015/16 - 2017/18

S/No	Ethnic Group	Appointed			Promoted			Totals
		2015/16	2016/17	2017/18	2015/16	2016/17	2017/18	
1.	Bajun	6	21	2	4	10	12	55
2.	Basuba	5	10	10	5	8	14	52
3.	Boni Sanye	0	6		0	1	3	10
4.	Boran	14	70	14	62	131	95	386
5.	Burji	6	9	4	4	5	5	33
6.	Dorobo	7	12	5	1	2	7	34
7.	El Molo	0	0		0	2	1	3
8.	Gabra	7	24	5	0	20	4	60
9.	Kenyan Arab	1	4	2	2	2	4	15
10.	Kenyan Asian	0	0	1	0	1		2
11.	Kenyan European	1	1		0	1		3
12.	Kenyan Somali	37	288	31	131	378	177	1042
13.	Konso	0	0	2	0	0		2
14.	Kuria	18	37	17	13	40	32	157
15.	Leysan	0	0		0	1		1
16.	Maasai	73	166	42	81	210	81	653
17.	Mbeere	9	26	12	16	31	20	114
18.	Miji Kenda	73	176	57	109	207	158	780
19.	Njemps	7	7	4	0	3	5	26
20.	Nubian	3	3	2	0	1	2	11
21.	Orma	2	10	2	0	17	4	35
22.	Pokomo	11	32	8	16	42	29	138
23.	Rendile	2	17	7	3	14	4	47
24.	Sakuye	1	6		1	0		8
25.	Samburu	13	58	7	31	66	29	204
26.	Swahili Shirazi	3	9	1	20	6	8	47
27.	Taita	16	52	29	71	107	109	384
28.	Taveta	4	11	3	4	10	7	39
29.	Teso	15	43	21	17	48	45	189
30.	Tharaka	8	9	15	4	25	10	71
31.	Turkana	26	112	15	19	70	44	286
32.	Walwana	0	1		0	0		1
<b>Totals</b>		<b>368</b>	<b>1,220</b>	<b>318</b>	<b>614</b>	<b>1,459</b>	<b>909</b>	<b>4,888</b>

Table 2-7: Distribution of Officers Appointed on Contract by Level and Gender

Job Group	Female	%	Male	%	Total
A-D	2	20	8	80	10
E-H	17	27.9	44	72.1	61
J-M	124	38.8	196	61.2	320
N-Q	27	39.7	41	60.3	68
R & Above	36	26.7	99	73.3	135
<b>Total</b>	<b>206</b>		<b>388</b>		<b>594</b>

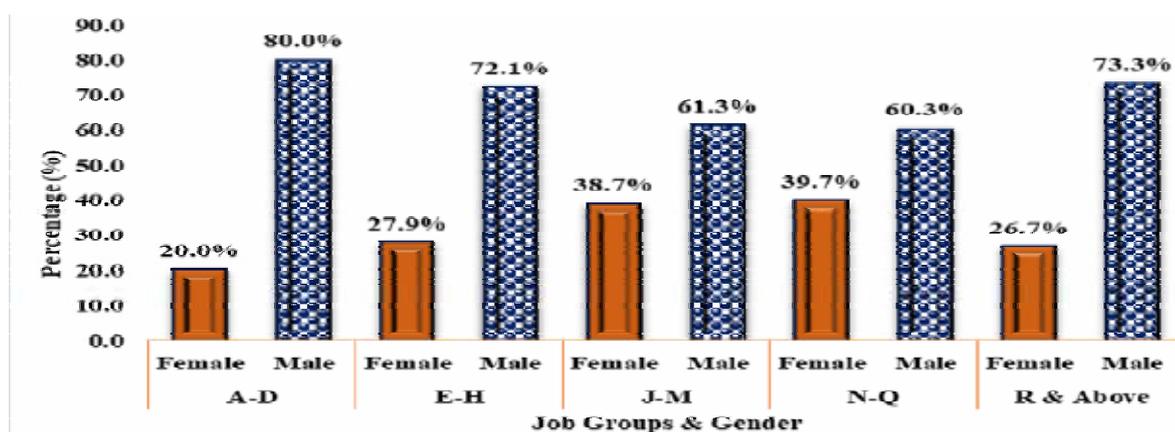


Figure 2-1: Analysis of Appointments on Contract in MDAs by Job Groups and Gender

**b) National Gender and Equality Commission**

The Commission participated in the recruitment of the Chairperson and Members of the National Gender and Equality Commission. The panel submitted 13 names, three for the position of Chairperson and ten for the position of members to the President for consideration for appointment.

**c) Commission on Administrative Justice**

The Commission participated in the recruitment of the Chairperson and Members of the Commission on Administrative Justice (Office of the Ombudsman). The panel submitted seven names of candidates to the President for consideration and appointment.

**2.5.5 Promotion and Evaluation of Values and Principles**

Article 234(2)(c) of the Constitution mandates the Commission to promote Values and Principles in Articles, 10 and 232 throughout the public service. The Public Officer Ethics Act, 2003 provides for the prescription of the code of conduct and ethics for the public service under its jurisdiction and the administration of financial disclosures for the public officials,

their spouse(s) and dependent children. Section 63 of the Public Service Commission Act, 2017 also requires the Commission to promote values and principles within the public service by, among others: integrating the values and principles in the regulations, procedures and policies, educating public officers and the public about the values and principle, formulating and implementing programmes that create awareness to the public and public officers of their civic responsibilities to uphold values and principles, assessing and reporting on the public bodies compliance on their obligations under international treaties and conventions on good governance, integrity and anti-corruption, and collaborating with other institutions to promote and protect the values and principles of governance in the public service.

During the year under review, in compliance with these provisions, the Commission carried out the following activities:

- a) **Promotion of Values and Principles:**
  - i) Sensitized directors of human resource management and integrity officers in MDAs on the legal framework for integrity in the public service, the framework for implementation

of the values and principles of the public service, the status of the implementation of the 2012 to 2016 values and principles reports and the revised code of conduct (Legal Notice No. 54 of 2016) and the Administrative Procedures (Legal Notice No. 53 of 2016).

- ii) Donated trophies that were presented to the winning teams on values and principles thematic areas during the 59th Edition of the Kenya National Drama and Film festival held in Lenana School in April 2018.

#### **b) Evaluation and Reporting on Values and Principles**

In compliance with Article, 234(2)(h) and Section 64 of PSC Act, 2017, evaluated and submitted to the President and Parliament a report on the levels of public service compliance with values and principles for the period 2016/17 in December 2017. The report revealed that the overall compliance index score for the 164 public institutions evaluated under the nine thematic areas improved by 2%, up from 68% in 2015/16 to 70% in 2016/17. Performance by service sector was as follows:

- i) Statutory Commissions and Authorities- 75%.
- ii) State Corporations and SAGAs - 72%.
- iii) Independent Offices and Constitutional Commissions -71%.
- iv) Ministries and State Departments - 63%.
- v) Declaration of Income Assets and Liabilities

#### **c) Declaration of Income, Assets and Liabilities**

The Public Officer Ethics Act, 2003 designate the Public Service Commission as the responsible Commission for the administration of the Act with respect to all Public organizations not excluded under Article, 234(3) of the Constitution. The Public bodies includes Ministries, State Departments, Commissions and Independent Offices. It is also responsible for all other entities for whom no responsible Commission is prescribed.

The administration of wealth declarations is regulated under Legal Notice No. 53 of 8th

April 2016 which provide for procedures for the declaration of Income, Assets and Liabilities. The scope of responsibility spans over 250 Public Institutions and affects over 200,000 Public Officers. The declaration of Income, Assets and Liabilities is a tool for management of conflict of interest and for promoting accountability and transparency in the management of public affairs.

#### **i) Bi-annual Declarations**

During the year under review, the Commission administered the 2015/2017 every-two-year declarations in November and December 2017 and received the returns of the Income, Assets and Liabilities forms from 229 Public bodies comprising Ministries/State Departments, State Corporations, Independent Offices and Commissions by 31st January 2018. The returns were analyzed to establish the level of compliance to Part IV of POEA, 2003.

#### **Compliance Level**

A total of 187,028 out of 190,835 officers in 229 public institutions submitted returns resulting in a compliance level of 98%. At institutional level, 229 institutions submitted returns out of the expected 286, resulting in a compliance level of 80% for institutions. The distribution of compliance level by institution is shown in Table 2-8 and Appendix IV-VII.

#### **ii) Initial and Final Declarations**

Section 27(3) of the Public Officer Ethics Act, 2003 makes provision for declaration of income, assets and liabilities within thirty days of entry into the service (Initial Declaration) and within thirty days after ceasing to be a public officer (Final Declaration).

During the year under review, 1,087 officers from 39 State Departments made initial declarations on entering the service while 892 officers from 32 State Departments made final declarations of income, assets and liabilities on exiting the service as shown in Appendices VIII and IX.

#### **2.5.6 Evaluation of Human Resource Practices in the Public Service**

The Constitution under Article 234(2)(d) requires the Commission to investigate, monitor and evaluate the organization, administration and

Table 2-8: Distribution of Overall Compliance Level by Category

S/No.	Public Organizations Category	No. of Organizations	Total Number of Officers in the Payroll	Total Number of Officers who Complied	Total Number of Officers who did not Comply	Compliance Level (%)	Non-Compliance Level (%)
1	Ministries and State Departments	48	86,356	84,639	1,717	98	2
	Contract appointees in State Departments	15	126	59	67	47	53
2	State Corporations	170	99,941	98,205	1,736	98	2
	Board of Directors State Corporations	140	640	519	121	81	19
	Contract appointees in State Corporations	36	1,207	1,078	129	89	11
3	Commissions and Independent Offices	11	2,560	2,524	36	99	1
	Contract Appointees in Commissions and Independent Offices	2	5	4	1	80	20
<b>Totals</b>		<b>229</b>	<b>190,835</b>	<b>187,028</b>	<b>3,807</b>	<b>98</b>	<b>2</b>

human resource management practices of the Public Service. In discharging this function, the Commission undertook the following activities:

#### a) Investigations

The Commission carried out investigations on various complaints on human resource matters. Seventy four complaints were received from MDAs on alleged corruption, poor management, harassment at the place of work, failure to be shortlisted for interviews, lack of promotion and harassment of the public by a civil servant, unfairness in promotion, misuse of union remittances, failure to be paid allowances, confirmation in appointment, deployment, reinstatement, payment of dues and inefficiency in service delivery. One of the 74 investigations was initiated by the Commission to assess performance before renewal of contract. Based on the findings and recommendations, 41 cases were finalized while 33 were ongoing.

#### b) Human Resource Audit

During the period under review, the Commission audited MDAs on the performance of delegated functions and implementation of Commission's decisions. The audits focused on appointments, promotions, re-designations, retirement and disciplinary control among others.

##### i) Re-designations

Re-designation refers to the movement of a public officer from one career path or cadre to another at a grade equal to or substantially equal to the one held before the movement, to facilitate the public officer's career progression and job satisfaction.

During the year under review, the Commission re-designated 227 officers in various cadres out of whom 93 (41%) were male and 134 (59%) female. Of the 227 officers re-designated, 148 were in Job Groups 'E' to 'H' and 79 in Job groups 'J' to 'M' as shown in Table 2-9 and Figure 2-2.

Table 2-9: Distribution of Re-designations by MDAs and Gender

Ministry	State Department	Job Group E-H		Job Group J-M		Total
		Female	Male	Female	Male	
EAC and Northern Corridor Development	East African Community			1		1
Environment and Forestry	Environment and Forestry	1				1
Agriculture, Livestock, Fisheries and Irrigation	Livestock	3		3		6
Defence	Defence	3	5	16	3	27
Education	Early Learning and Basic Education	19	22	7	6	54
	University Education	1	2			3
	Vocational and Technical Training	1	1	2	1	5
Foreign Affairs	Foreign Affairs	19	8	3	11	41
Health	Health	2	5	2	3	12
Industry Trade and Cooperatives	Cooperatives				1	1
	Industrialization	3		2		5
	Trade		1	1		2
Water and Sanitation	Water			1		1
Information, Communication and Technology	Broadcasting and Telecommunications	1				1
	Information Communication Technology	1				1
Interior and Coordination of National Government	Immigration and citizen Services,	8	4			12
	Correctional Services			1		1
Labour and Social Protection	Labour				1	1
	Social Protection	1	1	3	1	6
Lands and Physical Planning	Lands and Physical Planning	4	9	1		14
Presidency	Cabinet	3	1			4
	State House	4				4
	Office of the Deputy President			1	1	2
Public Service, Youth & Gender Affairs	Gender Affairs	1	1			2
	Public Service and Youth Affairs	2	1	2		5
Sports, Culture and Heritage	Sports Development	2		1		3
The National Treasury and Planning	National Treasury	2		1	1	4
Tourism and Wildlife	Tourism	1	1			2
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works	2			1	3
	Infrastructure	2			1	3
<b>Total</b>		<b>86</b>	<b>62</b>	<b>48</b>	<b>31</b>	<b>227</b>

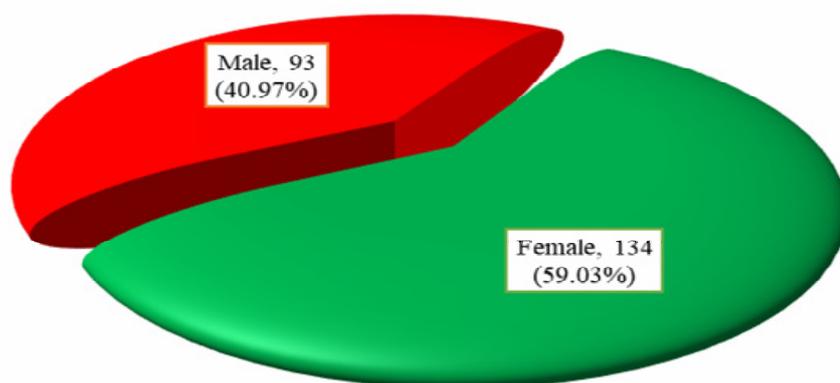


Figure 2-2: Analysis of Officers Who Re-Designated in MDAs by Gender

### ii) Secondment of Staff

Secondment is an arrangement in which a pensionable employee is temporarily released from an organization within the public service to another organization which does not have reciprocal pension arrangements, to provide critical skills or acquire new skills while preserving the pension rights of the employee.

During the year under review, 756 officers were seconded to and from various government institutions, agencies and other organizations. Of the 756 seconded officers, 726 were from

Ministries and State Departments to County Governments, State Corporations, Independent Offices and Commissions, National Government special projects; International Organizations and the Government of South Sudan, while 30 were seconded from other Public Institutions to Ministries and Departments. Majority, 396 (55%), of the officers seconded from Ministries and State Departments were in Job groups 'J' to 'M'. The distribution of secondments is as shown in Tables 2-10, 2-11 and Figure 2-3.

Table 2-10: Distribution of Officers Seconded from Ministries and State Departments by Categories of Institutions, Levels and Gender

Categories	Job Group A-D	Job Group E-H		Job Group J-M		Job Group N-Q		Job Group R & Above		Total
	Male	Female	Male	Female	Male	Female	Male	Female		
Constitutional Commissions	2	6	13	24	42	7	18	2	1	115
County Governments	6	26	56	46	126	13	37	1	2	313
Independent Offices				3	2	1	1			7
International Organizations				3	3		5	1	1	13
Projects / Programmes	3	3	17	13	22	9	15	1	1	84
State Corporations	3	12	22	44	56	12	20	3	6	178
Universities		1		4	8		3			16
<b>Total</b>	<b>14</b>	<b>48</b>	<b>108</b>	<b>137</b>	<b>259</b>	<b>42</b>	<b>99</b>	<b>8</b>	<b>11</b>	<b>726</b>

Table 2-11: Distribution of Seconded Officers from other Institutions to Ministries and State Departments by Gender

Ministry	State Department	Institution Seconded from	Total	Female	Male
Foreign Affairs	Foreign Affairs	KBC	1		1
		Kenya RE	1		1
Industry Trade and Cooperatives	Trade	Export Promotion Council	1		1
Petroleum & Mining	Mining	NSSF	1		1
Public Service, Youth & Gender Affairs	National Youth Service	Public Service Youth and Gender Affairs	1		1
The National Treasury and Planning	National Treasury	AERC	4		4
		CBK	3	1	2
		CMA	2		2
		IRA	1	1	
		KRA	1		1
The Presidency	Cabinet	Not Provided	11	2	9
		Kenya National Examination Council	1		1
Tourism and Wildlife	Wildlife	KWS	2		2
<b>Total</b>			<b>30</b>	<b>4</b>	<b>26</b>

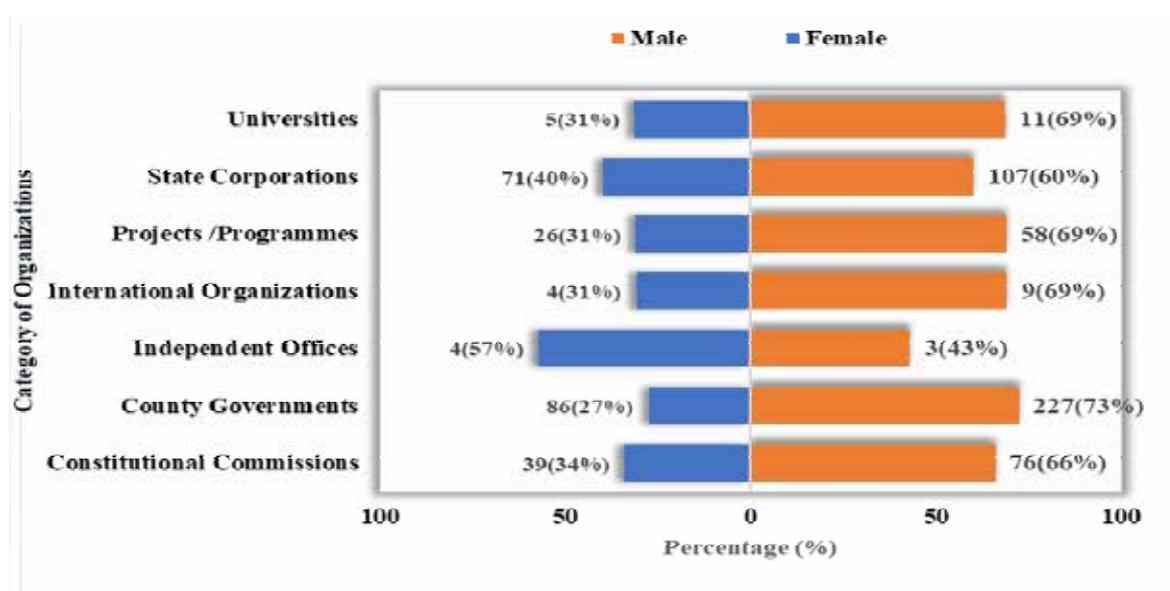


Figure 2-3: Analysis of Officers Seconded from MDAs by Category of Organizations and Gender

## iii) Exit of Officers from the Service

Public officers exit service through resignation, dismissal, retirement among others. During the year, 3,493 officers from 47 State Departments exited the service out of which 2,497 (71%) were

male and 996 (29%) were female. Majority, 1,733 (50%) of the exits are in job groups 'J' to 'M'. The distribution of officers who exited the service by MDA, gender and mode of exit is as shown in Table 2-12, Figure 2-4 and Appendix X and XI.

Table 2-12: Distribution of Officers who Exited the Service by MDA, Gender and Mode of Exit

Nature of Exit	Gender	Job Group						Total
		A-D	E-H	J-M	N-Q	R & Above	Not Provided	
<b>50 Year Rule</b>								
	Female		16	12		2		30
	Male	1	24	19	7	1		52
<b>Dismissal</b>								
	Female		6	2	1			9
	Male	3	65	13	1			82
<b>Expiry of Contract</b>								
	Female			335		2		337
	Male		1	410	1	7		419
<b>Mandatory Retirement Age</b>								
	Female	3	299	180	37	23	5	547
	Male	26	825	680	139	57	20	1,747
<b>Medical Grounds Public Interest</b>								
	Female		1					1
	Male		1					1
<b>Resignation</b>								
	Female		6	6				12
	Male		6	4	1			11
Retirement on marriage ground	Female				1			1
Termination of contract	Male					1		1
<b>Transfer of Service</b>								
	Female		4	6		1		11
	Male		6	2	1			9
<b>Natural Attrition</b>								
	Female	1	28	13	5		1	48
	Male	6	104	51	8		6	175
<b>Total</b>		<b>40</b>	<b>1,392</b>	<b>1,733</b>	<b>202</b>	<b>94</b>	<b>32</b>	<b>3,493</b>

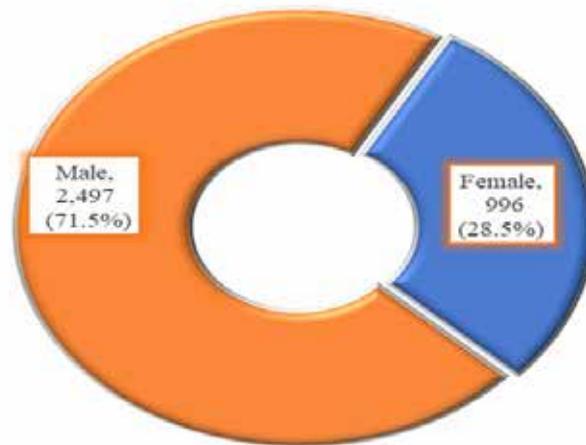


Figure 2-4: Analysis of Officers who Exited the Service by Gender

### 2.5.7 Efficiency and Effectiveness in the Public Service

The Constitution under Article 234(2)(e) require the Commission to ensure that the Public Service is efficient and effective. Further, Section 62 of the Public Service Commission Act, 2017 requires the Commission to set standards in service delivery for evaluating performance in the public service, evaluate the core functions of public bodies or institutions, set performance contract guidelines, provide guidelines on performance appraisal systems, evaluate performance agreements and investigate and make recommendations on complaints on inefficiency and ineffectiveness in service delivery.

The Commission has put in place a robust monitoring and evaluation framework, performance management system, grievance-handling mechanisms, among others.

During the year under review, in an effort to enhance efficiency and effectiveness in service delivery, the Commission:

- a) built capacity for improved service delivery in the MDAs through appointment of officers at various levels, as well as enhancing leadership and operational capabilities through training and development.
- b) held the third Annual Public Service Excellence Award (PSEA) ceremony where eight public servants and a team on development of Veterinary Vaccines from State Department of Livestock were recognized for exemplary performance.

The best performers were from the State Departments of Agriculture, Livestock, Fisheries, Environment, Interior, Energy and East African Integration. The categories of the awards were on: Citizen-Focused Service Delivery, Public Service Values and Ethics, and Innovation for Efficiency and Productivity.

- c) initiated consultative engagements with the National Assembly and the National Treasury on reviewing restrictions on recruitment at entry level in the Public Service to address succession management challenges.
- d) held consultative workshops with Chairpersons of the Ministerial Human Resource Management Advisory Committees (MHRMACs) and Directors and Deputy Directors of Human Resource Management and Development on the state of human resource management and development in the service.
- e) issued advisories to the service on human resource matters including appointments/promotions, secondment, leave of absence, transfer of pensionable service, renewal of contracts, reinstatement into the service, working conditions, development and review of HR policy documents for state corporations. Other advisories were on application of HR policies and guidelines, union matters, upgrading of officers, payment of allowances, HR planning and succession management, retirement, staff performance appraisal and translation of terms of service.

- f) continued with the implementation of automated Staff Performance Appraisal System (SPAS) using Government Human Resource Information System (GHRIS) as a performance management facilitation tool. However, the uptake was low at 31% necessitating further interventions.
- g) collaborated with the Ministry of Public Service, Youth and Gender Affairs in developing a framework for uniform norms and standards for purposes of standardizing human resource practices in the Public Service.
- h) developed the Public Service Commission Regulations to operationalize the PSC Act, 2017.

the Constitutional and Human rights division of the High Court. The cases were filed by officers who were aggrieved by decisions of the Ministerial Human Resources Management Advisory Committees (MHRMAC), staff unions, Non-Governmental Organizations and individuals on public interest litigation. The cases were mainly premised on allegations of unfair dismissals, breach of the Constitution and on the general exercise of the Commission’s constitutional mandate.

Out of the 40 new cases and others pending before the courts from previous years, 20 judgments and eight rulings were delivered by the various courts across the country out of which, two of the judgments came from the Court of Appeal.

### 2.5.8 Litigation

In the year 2017/2018, forty new cases were filed against the Commission, both at the Employment and Labour relations’ court and at

At the close of the year under review, there were 332 cases for and against the Commission pending before different courts across the country as shown in Table 2-13 and Figure 2-5.

Table 2-13: Distribution of Court Cases by Age

Period	No. of Cases
1992-1995	5
1996-1999	2
2000-2003	17
2004-2007	18
2008-2011	48
2012-2015	140
2016-2018	102
<b>Total</b>	<b>332</b>

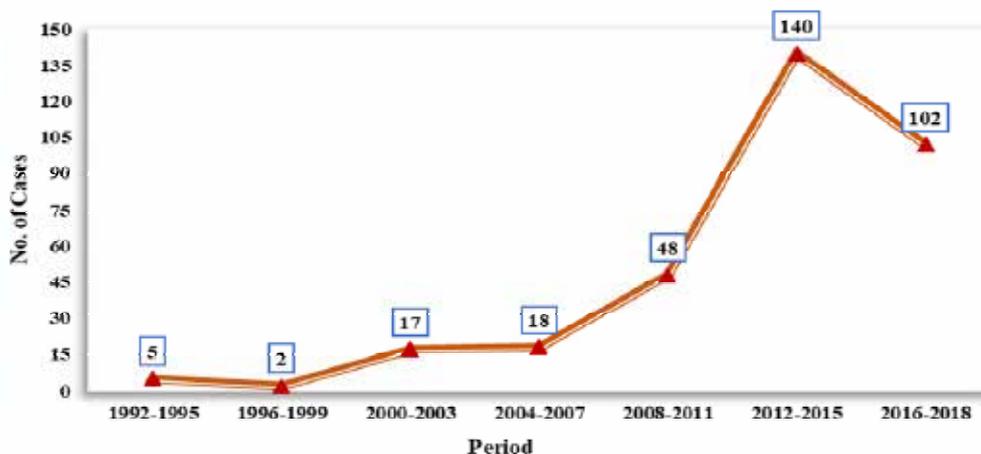


Figure 2-5: Analysis of Pending Court Cases by Age

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

The Constitution in Article 234(2)(g) mandates the Commission to review and make recommendations on conditions of service, code of conduct and qualifications of public officers. Further, section 53(4) of the PSC Act, 2017, requires the Commission to establish a framework for the continuous review of the conditions of service of the public service by taking into account the priorities and changing needs of the public service.

During the year under review, the Commission undertook the following in regard to this function:

#### a) Conditions of Service

The SRC Job Evaluation report was implemented in part through the development of the salary structures for Civil Servants, uniformed officers in Prisons and National Youth Services with effect from 1st July, 2017 while phase II was implemented with effect from 1st July, 2018.

#### b) Qualifications

A Guide for Career Management in the Civil Service was developed. It provides a linkage between an officer's performance and career advancement and adopts a job classification based on complexity of roles and competencies required to undertake work at various levels.

As part of the Guide, the Commission finalized the competency framework which sets out the aspirations of a Public Service that is responsive, prompt, efficient, effective, impartial and equitable in provision of services.

### 2.5.10 Human Resource Development

The Commission is mandated under Article 234(2)(f) of the Constitution to develop human resources in the public service. Section 56 of the PSC Act, 2017 requires the Commission to review and issue human resource training and development policy and guidelines, ensure training needs analysis, projections and annual assessments are undertaken as well as monitor and evaluate effectiveness of training programmes.

During the year under review, the Commission undertook a number of human resource development activities directly and through delegated powers as follows:

#### a) Internship Programmes in the Public Service

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

##### i) Internship in MDAs

The Internship Policy and Guidelines for the Public Service 2016, requires that all internship opportunities be declared to the Commission and made public and that selection of interns should be guided by the principles of merit, fairness and inclusivity.

Eight hundred and sixty four interns were engaged in MDAs in various cadres out of whom 422 (49%) were male while 442 (51%) were female as shown in Table 2-14 and Figure 2-6.

##### ii) The Presidential Digital Talent Programme (PDTP)

The programme is a collaboration between the Government and private sector that engages ICT graduates through an internship programme designed to build their ICT capabilities, ready for the ICT market. It was borne out of the need for Government to enhance its capacity to use ICT for effective service delivery and provide training ground for potential employees and affordable ICT labour pool for both public and private sector organizations. Under the programme, 400 interns were recruited and deployed to various Public Service institutions at both national and county levels and private sector institutions.

#### b) Training Programmes

The Constitution mandates the Commission to train and develop public officers for among others continuous improvement of professional knowledge and skills needed for better performance of duties by public bodies. The cours-

Table 2-14: Distribution of Interns by MDAs and Gender

Ministry	State Department	Gender		Total
		Female	Male	
Environment and Forestry	Environment and Forestry	5	4	9
Foreign Affairs	Foreign Affairs	124	83	207
Health	Health	251	274	525
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	32	27	59
Petroleum & Mining	Mining	5	3	8
Tourism and Wildlife	Wildlife	12	14	26
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works	9	10	19
	Transport	4	7	11
<b>Total</b>		<b>442</b>	<b>422</b>	<b>864</b>

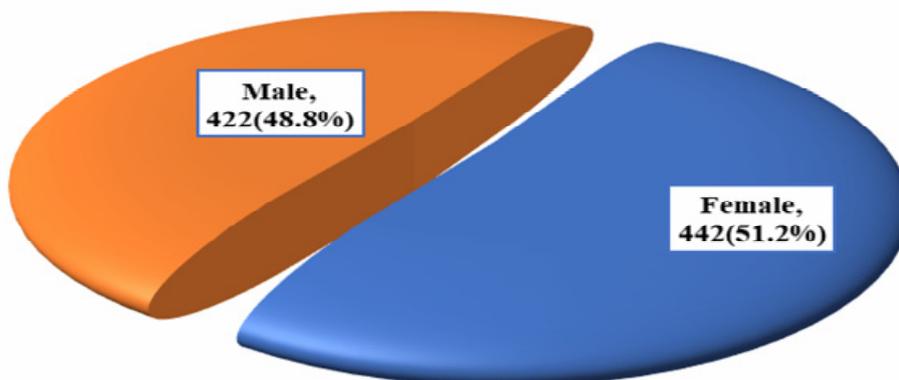


Figure 2-6: Analysis of Interns Engaged in MDAs by Gender

es included:- Basic ICT skills, Project Planning and Management, Emotional Intelligence and Leadership Development, Environmental Impact Assessment, Performance Management, Strategic Leadership Development, Senior Management Course and Security Awareness thus building capacity in these areas.

The total number of officers trained in the year under review was 6,430 both Government and donor sponsored. The gender composition of the 6,430 officers trained consisted of 3,752 (58%) male and 2,678 (42%) female. Of the 6,430 officers trained, 5,882 were Government sponsored, 29 self-sponsored while 519 were sponsored by various donors.

**i. Individual Training in MDAs by Programme, Sponsor and Funding (Long Courses)**

Four hundred and sixty five officers were sponsored for long courses at PhD, masters, bachelors, higher diploma, diploma and certificate levels in various fields. The gender distribution consisted of 218 (47%) female and 247 (53%) male officers. Majority, (94%) of officers trained were Government sponsored while 6% were self-sponsored. The courses equipped officers in skills and competencies in various fields including Medicine, Law, Human Resource Management, Climate Change, Geology, Engineering, Finance, Accounts, Records Management and Nursing. The distribution of long training is as shown in Table 2-15, Figure 2-7 and Appendix XII.

Table 2-15: Distribution of Officers Trained in Individual Programmes

Levels	GoK	Self	Total No. of Officers	%	Total Cost (Ksh.)
	No. of Officers	No. of Officers			
PhD	5		5	1	2,895,400
Masters	160	14	174	37	135,276,799
Bachelors	7	5	12	3	6,470,000
Postgraduate Diploma	12		12	3	2,894,000
Diploma	169	7	176	38	51,486,760
Higher National Diploma	56	3	59	13	12,492,350
Certificate	26	1	27	6	4,194,181
<b>Total No. of Officers</b>	<b>435 (94%)</b>	<b>30 (6%)</b>	<b>465</b>	<b>100</b>	
<b>Total Cost (Ksh)</b>	<b>210,896,590</b>	<b>4,812,900</b>			<b>215,709,490</b>

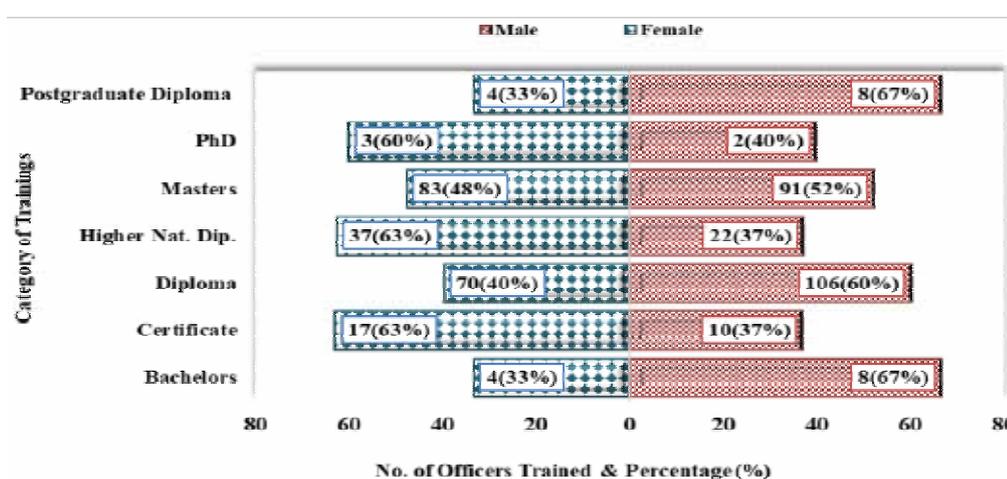


Figure 2-7: Analysis of Long Training in MDAs by Category of Training and Gender

#### ii. Individual Training in MDAs by Programme, Sponsor and Funding (Short Courses)

One thousand and seventy four officers were sponsored for short courses at an approximate cost of Ksh.134 million. The courses included customer care, negotiation and mediation, supervisory, senior management, Strategic Leadership and Development Programme (SLDP), housekeeping, human resource management, finance, accounts, pre-

retirement, project management and secretarial management among others. The gender distribution was 512 (48%) female and 562 (52%) male officers. The courses equipped the officers with critical skills and competencies necessary for career progression and discharge of their duties. The distribution of short courses is as shown in Tables 2-16, 2-17 and Appendix XIII.

Table 2-16: Distribution of Short Courses by Type of Course and Gender

Type of Course	Female	Male	Total
Accounts	6	4	10
Report Writing	1	1	2
Conferences, Workshops & Seminars	20	24	44
Economics	1	5	6
Employee Wellness Programmes	3	1	4
Hospitality	1	1	2
HRM&D Programmes	14	5	19
ICT	2	6	8
Induction	3	5	8
Leadership	72	127	199
Leather Works		14	14
Legal	4	3	7
Management	319	305	624
Monitoring & Evaluation	1	1	2
Pre-retirement	2	11	13
Proficiency	3		3
Public Relations and Customer Care	26	4	30
Records Management	8	3	11
Security	3	7	10
Skills Improvement	11	30	41
Training of Trainers	3	3	6
Technician	7	2	9
Telephone Operators	2		2
<b>Total</b>	<b>512</b>	<b>562</b>	<b>1,074</b>

Table 2-17: Distribution of Officers Trained in Short Courses by MDA and Cost

S/No.	Ministry/State Department	GoK No. of Officers	Cost (Ksh.)	Self No. of Officers	Cost (Ksh.)	Total No. Officers	Total Cost (Ksh.)
1	Broadcasting and Telecommunications	56	6,971,640.00			56	6,971,640.00
2	Cabinet Office	35	3,044,896.00			35	3,044,896.00
3	Cooperatives	7	1,241,920.00			7	1,241,920.00
4	Correctional Services	21	2,988,165.00	1	167,620.00	22	3,155,785.00
5	Crop Development and Agricultural Research	30	-			30	-
6	Culture and Heritage	4	474,440.00			4	474,440.00
7	Defence	49	-			49	-
8	Development of the ASALs	9	2,156,240.00			9	2,156,240.00
9	Devolution	19	140,360.00			19	140,360.00
10	Early Learning and Basic Education	74	7,713,244.00			74	7,713,244.00
11	East African Community(EAC)	8	1,723,740.00			8	1,723,740.00

S/No.	Ministry/State Department	GoK	Cost (Ksh.)	Self	Cost (Ksh.)	Total No. Officers	Total Cost (Ksh.)
12	Fisheries, Aquaculture and Blue Economy	16	6,878,430.00			16	6,878,430.00
13	Foreign Affairs	98	12,631,472.00			98	12,631,472.00
14	Gender Affairs	30	4,192,000.00			30	4,192,000.00
15	Health	2	356,120.00			2	356,120.00
16	Housing, Urban Development and Public Works	13	1,870,000.00			13	1,870,000.00
17	ICT	8	2,067,243.00			8	2,067,243.00
18	Immigration and Citizen Services,	3	262,000.00			3	262,000.00
19	Infrastructure	53	5,519,256.00			53	5,519,256.00
20	Interior	21	5,070,000.00			21	5,070,000.00
21	Irrigation	2	335,240.00			2	335,240.00
22	Lands and Physical Planning	74	5,032,000.00			74	5,032,000.00
23	Mining	7	889,140.00			7	889,140.00
24	National Youth Service	85	10,566,660.00			85	10,566,660.00
25	Office of the Attorney General & Department of Justice	64	8,787,140.00			64	8,787,140.00
26	Office of the Deputy President	10	844,012.00			10	844,012.00
27	Planning	44	12,984,660.00			44	12,984,660.00
28	Prisons Service	14	840,994.00			14	840,994.00
29	Public Service and Youth Affairs	30	2,289,468.00			30	2,289,468.00
30	State House	15	1,721,791.84			15	1,721,791.84
31	Tourism	6	658,700.00			6	658,700.00
32	Trade	23	2,766,600.00			23	2,766,600.00
33	Transport	26	2,613,650.00			26	2,613,650.00
34	University Education	13	6,089,384.00			13	6,089,384.00
35	Vocational and Technical Training	3	1,991,040.00			3	1,991,040.00
36	Water and sanitation	17	1,227,500.00			17	1,227,500.00
37	Environment and Forestry	4	147,500.00			4	147,500.00
38	Labour			6	793,012.00	6	793,012.00
39	Industrialization	36	3,710,056.00			36	3,710,056.00
40	Livestock	2	335,240.00			2	335,240.00
41	Petroleum	12	982,723.00			12	982,723.00
42	Shipping and Maritime	18	1,093,618.00			18	1,093,618.00
43	Wildlife	6	2,258,200.00			6	2,258,200.00
	<b>Total</b>	<b>1067</b>	<b>133,466,482.84</b>	<b>7</b>	<b>960,632.00</b>	<b>1,074</b>	<b>134,427,114.84</b>

**iii. Development Partners Capacity Building Support**

Development partners play an important role in capacity development by supplementing exchequer allocation for capacity building programmes in the public service. In the year under review, 519 officers were trained in various courses by key development partners amongst them the Governments of Japan, China, USA, Britain, India, Australia, Israel, Netherlands, Tanzania, Saudi Arabia, Thailand, Egypt; African Development Bank; World Trade Organization; Japan International Corporation Agency; World Bank and the Arab League. Of the 519 officers trained, 320 (62%) were male and 199 (38%)

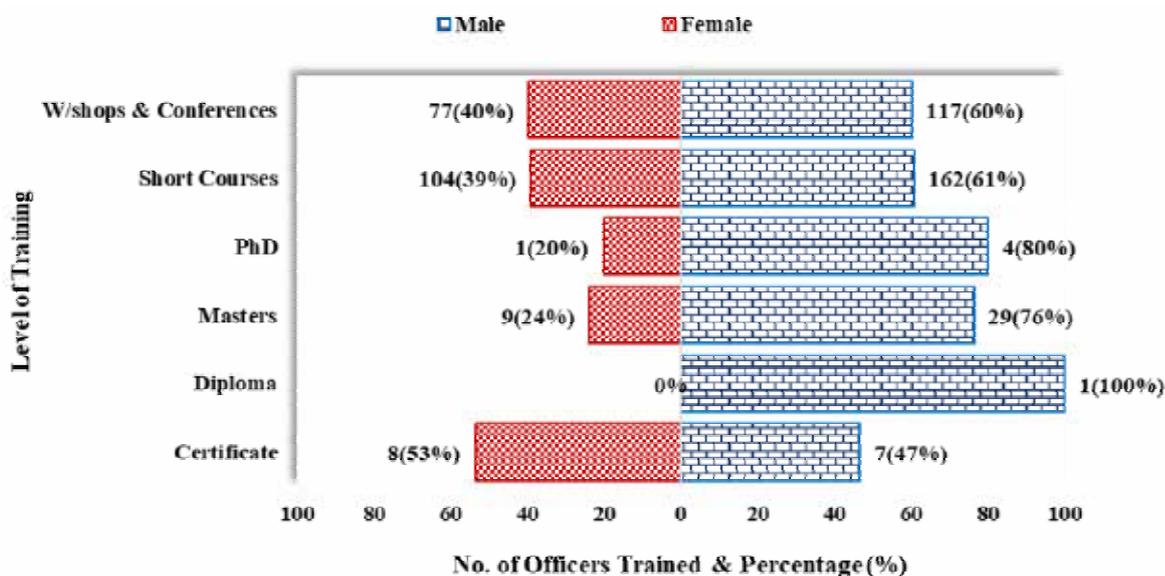
female. Table 2-18, Appendix XIV and XV shows the distribution of sponsored programmes by MDAs, gender and development partners while Table 2-19 and Figure 2-8 is a summary of distribution of long, short and donor sponsored courses by ethnicity.

**iv. Group Training in MDAs by Programme**

A total 4,372 officers attended various group training programmes out of which 2,623 (60%) were male and 1,749(40%) were female. The distribution of training by MDAs and gender is as shown in Table 2-20.

**Table 2-18: Distribution of Officers Trained by Development Partners by Level, Sector and Gender**

Level	Sector	Female	Male	Total
PhD	Economics	1	4	5
Masters	Development, Engineering, Law, Economics, Health, Agriculture, Environment, Psychology, Business, Water Resource, public policy, Education, Trade information sciences and Management	9	29	38
Diploma	Management	0	1	1
Certificate	ICT	8	7	15
Short Courses	Agriculture, Commerce, Communication, Education, Energy, Environment, Finance, Human Resource management, ICT, International Relations, Leadership, Legal, Manufacturing, Security, Tourism, Transport, Urban planning, Water	104	162	266
Workshops, Seminars & Conferences	Agriculture, Commerce, Communication, Education, Energy, Environment, Finance			
	Governance, Human Resource management, ICT, International Relations, Leadership, Legal, Security, Transport and Water	77	117	194
<b>Total</b>		<b>199</b>	<b>320</b>	<b>519</b>



**Figure 2-8: Analysis of Training Sponsored by Development Partners in MDAs by Category of Training and Gender**

Table 2-19: Summary of Distribution of Training for Long, Short and Donor Sponsored Courses by Ethnicity and Gender

Ethnic Name	Female	Male	Total
Bajun	1	3	4
Basuba	1		1
Boran	4	4	8
Dorobo	0	1	1
Embu	15	14	29
Kalenjin	71	120	191
kamba	114	122	236
Kenyan Arab	2	2	4
Kenyan Asian		4	4
Kenyan Somali	7	22	29
Kikuyu	358	407	765
Kisii	30	58	88
Kuria	1	1	2
Luhya	121	125	246
Luo	94	131	225
Maasai	11	10	21
Mbeere	2	2	4
Meru	60	45	105
MijiKenda	10	30	40
Njemps	1	0	1
Nubian	1	0	1
Other Kenyan	3	0	3
Pokomo	3	6	9
Rendille		1	1
Samburu	1	1	2
Taita	15	10	25
Taveta	1	1	2
Teso	0	6	6
Tharaka	0	2	2
Turkana	2	1	3
<b>Total</b>	<b>929</b>	<b>1,129</b>	<b>2,058</b>

Table 2-20: Distribution of Group Training in MDAs by Type of Course and Gender

Type of Course	Female	Male	Total
AAPAM Young Professionals Network Forum	1	1	2
Fingerprint Science	34	38	72
Basic ICT Skills	11	7	18
Project Planning and Management	36	56	92
Automated Staff Performance Appraisal System Program and HIV/AIDS Control	322	314	636
Certified Human Resource Professional	1		1
Communication Skills	5	3	8
Public Relations & Customer Care	48	19	67
Corporate Reorganization Change Management	3		3
Driver's Refresher course	3	96	99
Emotional Intelligence and Leadership Development	6	3	9
Employee Health and Wellness	3		3
Environmental Impact Assessment	2	7	9
E-Payments & Change Management Workshop	64	63	127
Fire Marshalls Training	17	22	39
First AID Training	15	16	31
Food Processing Training	1		1
Humanize the Workplace for Productivity: Achieve Vision 2030	2	2	4
IFMIS Training Programme	3	20	23
Induction	381	475	856
Interpersonal Skills & Etiquette	12	11	23
ISO 9001:2015 Standard	9	11	20
Leadership & Integrity Regulation Training	5	47	52
MHRMAC Sensitization	8	7	15
National Education Sector Plan (NESP) Review Team Training	17	14	31
Non-commissioned Officers (NCOs) Development	132	622	754
Pensions and Records Management Training	13	7	20
Performance Enhancement Workshop	6	22	28
Pre-retirement	118	177	295
Proficiency Training	2		2
Records/ Secretarial Management	16	5	21
Security Awareness and Customer Care Seminar for Front Line Staff	5	16	21
Constitutional Values and Principles, Financial Declarations and Revised Code of Conduct and Ethics, 2016	35	28	63
Personal Development/Financial Wellness	16	22	38
Strengthening Guidance & Counseling Services in the Public Service	18	18	36
Civil Servants Housing Scheme Fund	10	5	15
Supervisory Skills Development	314	375	689
Trainer of Trainers (TOT)	28	45	73
Management of Gender Based Violence	13	17	30
Value Added Fishery Product Development and Market System Construction for Developing Countries	1	1	2
Work Planning	13	31	44
<b>Total</b>	<b>1,749</b>	<b>2,623</b>	<b>4,372</b>

### c) Promotional Examinations

The Commission through the Kenya School of Government administered the following promotional examinations during the year under review:

#### i. Proficiency Examination for Clerical Officers

A total of 501 candidates sat for the examination out of whom 226 (45%) were male while 275 (55%) female. Of the 501 candidates, 347 (69%) passed, out of whom 165 (48%) were male while 182 (52%) were female. One hundred and fifty-four (31%) candidates were referred in various subjects with 61(40%) being male and 93 (60%) female.

#### ii. Administrative Officers Examination

Four hundred and nine candidates sat for the examination out of whom 225 (55%) were male and 184 (45%) were female. Of the 409 candidates, 297 passed, out of whom 167 (56%) were male while 130 (44%) female. One hundred and twelve candidates were referred in various subjects of which 58 (52%) were male and 54 (48%) female.

Overall performance for the two examinations is as shown in Table 2-21 and Figure 2-9.

Table 2-21: Performance by Examination and Gender

Examination Type	Pass			Referrals			Total
	Total	Male	Female	Total	Male	Female	
Proficiency Examination for Clerical Officers	347	165	182	154	61	93	501
Administrative Officers	297	167	130	112	58	54	409
<b>Total</b>	<b>644</b>	<b>332</b>	<b>312</b>	<b>266</b>	<b>119</b>	<b>147</b>	<b>910</b>

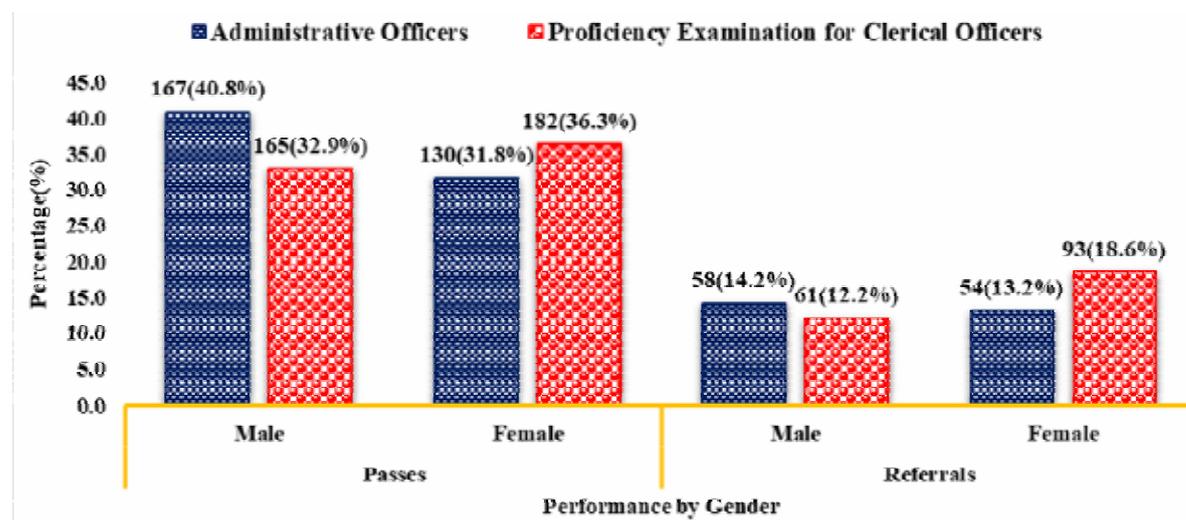


Figure 2-9: Analysis of Performance by Examination Type and Gender

**2.5.11: Disciplinary Control in the Public Service**

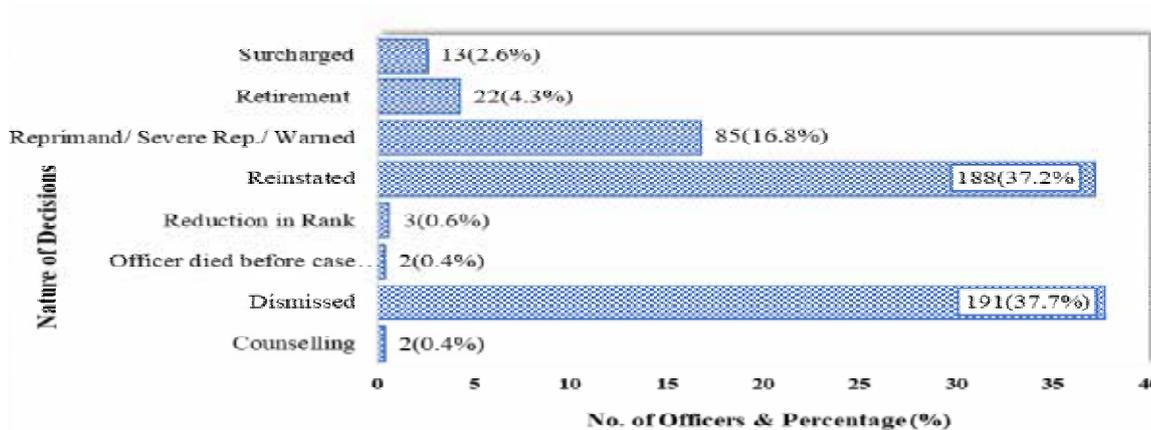
The Commission under Article 234(2)(b) of the Constitution is mandated to exercise disciplinary control over and remove persons holding or acting in offices in the public service. Part XII of the Public Service Commission Act, 2017 also vests power to exercise disciplinary control over public officers with the Commission.

Disciplinary control is a corrective initiative that aims at ensuring that public officers maintain high standards of ethics and work performance.

During the period under review, the Commission received 1,109 cases out of which 980 were initial discipline cases while 129 were appeal cases. All the 129 appeal cases were heard and determined. Out of the 980 initial discipline cases, 506 were finalized while 474 were ongoing. The distribution of the finalized cases and the decisions made is as shown in Table 2-22 and Figure 2-10.

**Table 2-22: Distribution of Finalized Discipline Cases by Decision**

S/No	Nature of Decision	No. of Decisions	%
1.	Counselling	2	0.4
2.	Dismissed	191	37.7
3.	Officer died before conclusion of the case	2	0.4
4.	Reduction in Rank	3	0.6
5.	Reinstated	188	37.2
6.	Reprimand/Severe Reprimand/Warning	85	16.8
7.	Retirement (Medical, Mandatory, 50 year rule, Public interest)	22	4.3
8.	Surcharged	13	2.6
<b>Total</b>		<b>506</b>	<b>100.0</b>



**Figure 2-10: Analysis of Finalized Discipline Cases by Nature of Decision**

### 2.5.12 Appeals in Respect of County Governments Public Service

The Constitution under Article 234(2) (i) mandates the Commission to hear and determine appeals from County Governments Public Service. The appeals relates to the following human resource matters including appointments, promotions, human resource development, disciplinary control, remuneration, retirement, and other terms and conditions of service. Further, Part XV of the Public Service Commission Act, 2017 spells out the procedures to be followed in making appeals to the Commission. The Act requires that a person shall exhaust the jurisdiction of the Commission before filing legal proceedings in court in respect of matters within the jurisdiction of the Commission.

During the year under review, the Commission received and determined 51 appeal cases from 11 County Governments' Public Service namely; Elgeyo-Marakwet, Kitui, Kisumu, Kilifi, Kajiado, Laikipia, Makueni, Murang'a, Nairobi, Narok and Uasin Gishu.

## 2.6 Summary of Key Achievements

### a) Appointments

In appointments and promotions, the Commission met the two thirds gender requirement and increased the number of PWDs promoted compared to 2016/17 as follows:

- i) Out of the 1,446 officers appointed, 16 were PWDs comprising 14 male and 2 female, while 318 (22%) were from the marginalized and minority communities. Gender distribution of the appointed officers comprised of 1,017 (70%) male and 429 (30%) female.
- ii) Out of the 6,643 that were promoted, 42 were PWDs comprising 31 male and 11 were female while 909 (21%) were from the marginalized and minority communities. Gender distribution of the promoted officers comprised 4,373 (66%) male and

2,270 (34%) female. The number of PWDs promoted increased by 31 officers from 11 in 2016/17 to 42 in 2017/18.

### b) National and Public Service Values and Principles

- i) The compliance rate improved by 2% from 68% in the financial year 2015/16 to 70% in 2016/17. The 2016/17 Public Service Values and Principles Compliance Evaluation Report was submitted to the President and Parliament in December, 2017.
- ii) Attained a compliance level of 98% on the two-year financial declarations representing an improvement of 11% from the previous declaration of 87%.

### c) Performance Management

Held the third Annual Public Service Excellence Award (PSEA) ceremony where eight public servants and a team on development of veterinary vaccines from the State Department of Livestock were recognized for exemplary performance. The categories of the awards were on:- *Citizen-Focused Service Delivery, Public Service Values and Ethics, and Innovation for Efficiency and Productivity.*

### d) Human Resource Management and Development

- i) Developed Job Evaluation based salary structures for implementation of Phase 2 of the SRC Job Evaluation report for Civil Servants, uniformed officers in Prisons and National Youth Services with effect from 1st July 2018.
- ii) Sponsored 6,430 officers for training in various programmes to build capacity and improve service delivery. Of those trained, 3,752 (58%) were male and 2,678 (42%) female.

### e) Legal Services

Finalized PSC draft Regulations 2018 to operationalize the PSC Act, 2017.



*Deputy Director Compliance and Quality Assurance Mr Wessley Kipngetich conducts a sensitization workshop on Public Service Values and Principles at Kenya Utalii College in March 2018 as part of a campaign to sensitize all public institutions.*



*Former Chairperson Public Service Commission, Prof Margaret Kobia addressing the official opening session of the Stakeholders Validation Workshop on the PSC Regulations 2018. Once gazetted, the Regulations will give effect to the PSC Act, 2017*



CHAPTER THREE  
**COLLABORATIONS, NETWORKS  
AND PARTNERSHIPS**

## CHAPTER THREE

# COLLABORATIONS, NETWORKS AND PARTNERSHIPS

This chapter highlights the relationships the Commission has fostered at international, regional and local levels and the benefits thereof. It recognizes that collaborations, networks and partnerships are crucial for the success of organizations with regard to opportunities for benchmarking, sharing experiences and exchange of ideas in areas of common interest. These engagements enabled the Commission to enhance skills and competences in key human resource areas as well as share experiences with the collaborating entities.

During the year under review, the Commission collaborated with several development partners, agencies, professional associations in various engagements and forums. These included:

### 3.1 Australian Government Fellowship Programme

The Australian Government Fellowship Programme aims at deepening partnerships between Australian organizations and developing countries as part of her overall economic diplomacy and international

relation goals. It also aims at strengthening partnerships and links between Australian and partner organizations in developing countries in support of Australia's economic and international relations policy. The programme targets current and future leaders and mid-career professionals who can influence priority development and foreign affairs policies in their respective countries.

During the review period, two groups from the Commission attended the fellowships in February and March 2018 at the Griffins



*Commissioners and senior management staff of the Commission display their graduation certificates at the end of a two weeks Australian Government Fellowship Programme at the University of Newcastle University in Australia in March, 2018.*

University, Brisbane and Newcastle University, Sydney. The themes for the fellowships were “Strengthening networked leaders to promote integrity and effective governance while combating corruption” and “Strengthening public service performance and building capacity in effective governance” respectively. Through these programmes, the Commission strengthened its partnership with the Australian Government resulting into an MOU on collaboration in applied research, capacity building, devolution in public service, leadership development and exchange programs. In addition, officers were exposed to emerging trends and approaches of combating corruption, promotion of values and principles of good governance and performance management.

The themes for the fellowships were “Strengthening networked leaders to promote integrity and effective governance while combating corruption” and “Strengthening public service performance and building capacity in effective governance” respectively.

### 3.2 Seminar on Governance and Human Resource Development for Kenya

This seminar was attended by participants drawn from the Commission and MDAs at the Certification Centre for Commerce of Zhejiang Province, China from 29<sup>th</sup> May to 18<sup>th</sup> June 2018. The Seminar, funded by the Peoples Republic of China, aimed at enhancing participants’ knowledge on governance and human resource management. The seminar also discussed recruitment processes and placement of job seekers through a centralised job market. Key learning points from the seminar were improving the recruitment process by introduction of a written examination as a form of assessment and placement of applicants through a centralised recruitment bureau.

### 3.3 Public Administration International (PAI) Workshop

The Commission participated in a high level workshop, dubbed “Next Generation Human Resources seminar”, held from 18<sup>th</sup> to 22<sup>nd</sup> June, 2018 in London under the theme “Transforming



A Chinese facilitator (standing) takes Kenyan and Tanzanian participants through a training session at the Certification Centre of Commerce in Hangzhou, China in June, 2018. Also in the picture (from right front row) are Commissioners Prof Michael Lokuruka and Catherine Omweno. Others in attendance were Commissioner Lawrence Nyalle, Deputy Commission Secretaries, Directors, Deputy Directors and Assistant Directors from the Commission and MDAs.

People Management in the Public Sector”. The seminar aimed at developing public sector human resource by empowering participants to appreciate different ways other public sector organizations manage and develop their human resources and the best people management practices for nurturing talent. It also addressed practical issues concerning restructuring and modernization of human resources as well as creating and maintaining high performance teams.

### 3.4 Corporate Governance and Board Effectiveness Workshop

The Commission participated in a one week high level Corporate Governance and Board Effectiveness workshop in London, United Kingdom from 21<sup>st</sup> to 25<sup>th</sup> May, 2018. The workshop explored critical elements of corporate governance including decision-making structures supporting corporate governance, organizational behavior and culture, Board effectiveness, challenges and how to leverage on risk management in addressing organizational performance.

### 3.5 Africa Association for Public Administration and Management (AAPAM)

The Africa Association for Public Administration and Management (AAPAM) is an international professional association for African public administrators and managers. The Commission is a corporate member and actively participates in the activities of the Association.

During the year under review, the Commission participated in the 38<sup>th</sup> Annual Roundtable Conference of the African Association for Public

The Commission participated in a high level workshop, dubbed “Next Generation Human Resources seminar”, held from 18th to 22nd June, 2018 in London under the theme “Transforming People Management in the Public Sector”



*Commissioner Patrick Gichohi (3<sup>rd</sup> right), CEO Dr Alice Otwala and participants from other countries in a discussion session during the High Level Workshop on Transforming People Management in the Public Sector in London in June, 2018.*

Administration and Management held on 6<sup>th</sup> to 10<sup>th</sup> November, 2017 in EL Jadida, Kingdom of Morocco. The theme of the conference was “Transformed Leadership: Managing National Resources to achieve the Objectives of Africa Agenda 2063 and the Sustainable Development Goals”.

### 3.6 African Association of Public Service Commissions (AAPSCOM)

Kenya was elected Vice Chairperson of AAPSCOM for a two-year term to represent the East African region during the 5<sup>th</sup> General Assembly held in Johannesburg, South Africa from 13<sup>th</sup> to 15<sup>th</sup> March, 2018. AAPSCOM is a regional professional association for African Public Service Commissions whose purpose is to collaborate, share experiences and best practices in order to promote good governance and improve service delivery in Africa.

The election of the Commission to this important position was in recognition of Kenya’s strong adherence to the ideals of public service in line with AAPSCOM’s objectives. This position presents the Commission an opportunity to promote solidarity among African Commissions by fostering relationships towards a shared vision on public administration

and management, develop and implement capacity building programmes, strengthen linkages and networks with international and regional bodies in order to facilitate the implementation of intergovernmental goals applicable to the public service.

The Commission participated in the conference and made three presentations on the mandate of the Public Service Commission of Kenya, Ethics and Integrity in Public Service Leadership and the role of African Public Services Commissions in attaining Sustainable Development Goals (SDGs).

### 3.7 Collaboration with Professional Bodies

The Commission recognizes the important role played by professional bodies in ensuring adherence to professional standards as spelt out in their respective codes of conduct. The Framework for Implementation of Values and Principles in the Public Service emphasizes the need for the Commission to work closely with regulated professional bodies to promote high ethical standards, professionalism and good governance practices in the public service.

The Commission participates in seminars, workshops and conferences and receives delegations where matters of common interests are discussed. In this regard:



*PSC Vice Chairperson Amb. Peter Ole Nkuraiya, (seated 2<sup>nd</sup> right) and Commissioner Veronica Birgen (seated right) among other participants during the Corporate Governance and Board Effectiveness workshop in London in May, 2018.*

- i) The Commission presented a paper on values and leadership during the 34<sup>th</sup> Annual Institute of Certified Public Accountants of Kenya (ICPAK) seminar held in Mombasa in May, 2018.
- ii) Officials of the Institute of Certified Public Secretaries of Kenya (ICPSK) paid a courtesy call on the Commission in March, 2018 to lobby for increased collaboration between the association and the Commission.
- iii) Delegations from the Public Service Commission of Namibia, University of Newcastle, Australia and the National Police Service Commission of Kenya paid a courtesy call on the Commission.

#### a) East African Community (EAC) Ad-hoc Service Commission

The East African Community (EAC) constituted an Ad-hoc Service Commission in 2016 to address human resource matters of the EAC. Consequently, the Commission nominee continued to represent the Commission as member of the Ad-hoc Service Commission. The Commission handled a number of HR issues including recruitment of various categories of staff and workload analysis for the EAC. Two Kenyans were appointed to the five established positions under the EAC Science and Technology Commission, while 14 were shortlisted for various positions under EAC organs and institutions.

#### b) Parliamentary Service Commission

The Commission made a presentation on recruitment, promotion and discipline procedures in the public service during the induction programme for the newly appointed members of the Parliamentary Service Commission in Mombasa in March 2018. The

### 3.8 Technical Support

The Commission provided technical support and advisory services to the East African Community Ad-hoc Service Commission, Parliamentary Service Commission, Council of Governors and County Governments as follows:



*Commissioner Catherine Omweno (right) receives official documents following Kenya's election as Vice President of AAPSCOMs from outgoing President Richard Sizani of South Africa during the 5<sup>th</sup> General Assembly meeting in Johannesburg.*



*South Africa's Minister for Public Service and Administration Ms Ayanda Dlodlo (3<sup>rd</sup> Right) and other delegates pose for a group photo after the official opening of the 5<sup>th</sup> General Assembly meeting of AAPSCOM in Johannesburg in March, 2018. The Commission was represented by Commissioner Catherine Omweno (in brown dress, 2<sup>nd</sup> row), Deputy Commission Secretary/Corporate Services Simon Rotich and Deputy Directors Gabriel Juma and Dr Sylvester Obong'o.*

theme of the programme was *"Understanding the mandate of the Parliamentary Service Commission: Towards an efficient and effective fifth Commission"*.

### c) County Governments

The fourth schedule of the Constitution on distribution of functions between the National Government and County Governments provide for capacity building and technical assistance to the Counties. This in effect allows the Commission to support Counties on human resource matters.

The Commission participated in the County Public Service Boards' National Consultative Forum held at the Kenya School of Government. The forum provided the Commission and the County Public Service Boards an opportunity to interact and share experiences on common

norms and standards in the discharge of human resource functions at both levels of Government.

In addition, the Commission participated in the 5<sup>th</sup> Devolution Conference held from 23<sup>rd</sup> to 27<sup>th</sup> April, 2018 in Kakamega County under the theme *"Sustainable, productive, effective and efficient governments for results delivery."* The conference objective was to share experiences, challenges and lessons learnt in the last four years, celebrate successes of devolution and set clear targets for devolution for the next five years. It provided a platform for stakeholders in devolution to evaluate performance of both levels of government in matters of policy, law, accountability, good governance, and service delivery, among others.

Further, the Commission offered advisory and consultancy services on various human resource

matters to County Governments. The advisory services related to issues such as extension of secondment from National to County Government, transfer of pensionable service, confirmation in appointment, promotions, assignment of duties on deployment, upgrading, stoppage of salary, creation of posts, development/review scheme of service, stagnation, discipline and terms and conditions of service.

**d) Council of Governors**

The Commission held various consultative meetings with:

- (i) Inter Governmental Relations Technical Committee (IGRTC), Ministry of Interior and Coordination of National Government and the Council of Governors on delineation of the concurrent function of Betting, Lotteries and Gaming culminating into the ongoing review of the scheme of service for betting, lotteries and gaming cadre; and

- (ii) Various stakeholders on development of a legal framework for a pension scheme for officers working in the County Governments. The pension scheme will facilitate transfer of pensionable service of public officers serving at the devolved units.

**e) Kenya School of Government (KSG)**

The Commission works closely with the Kenya School of Government to develop and promote career growth of officers through administration of promotional examinations and mounting courses such as SLDP and SMC. The Commission is represented by a Commissioner in the KSG Council. The school is established under Section 5(2) of the KSG Act, 2012 to provide training, consultancy and research services among others.



*Commission Secretary/CEO Dr Alice Otswala delivers a presentation on Recruitment, Promotion and Discipline Procedures in the Public Service during the induction workshop for members of the Parliamentary Service Commission in Mombasa on 17<sup>th</sup> March, 2018. Also in the picture is National Assembly Speaker Hon. Justin Muturi (right).*



*Some of the delegates (in white) who visited the Commission's exhibition stand at Kakamega High School during the 5th devolution Conference in April 2018 are briefed by PSC officials Caroline Kiget and Steve Okumu on the mandate of the Commission*



## CHAPTER FOUR

# FINANCIAL AND AUDIT REPORTS

This chapter presents the report of the Auditor General for the Financial Year 2016/17, the Financial Reporting (FiRe) Award for Fiscal Year 2015/16, the Budget Performance for the Financial Year 2017/18, Un-audited Financial Statements for the period ended 30<sup>th</sup> June 2018, report on Access to Government Procurement Opportunities (AGPO) and the Internal Controls and Audit of the Commission for the Financial Year ended 30<sup>th</sup> June, 2018.

### 4.1 Auditor General's Report for the Financial Year Ended 30<sup>th</sup> June, 2017

Section 81(4)(a) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the accounting officer for a National Government Entity shall prepare financial statements in respect of that entity. 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. Pursuant to this provision, the Commission prepared and submitted to the Auditor General the financial statement for the Financial Year 2016/17 by 30<sup>th</sup> September 2017.

The Auditor General audited the financial statements of the Commission and issued an unqualified opinion in his report dated 30<sup>th</sup> April, 2018. In the report, the Auditor General opined that the financial statements were prepared in accordance with the International Public Sector Accounting Standards (Cash Basis) and complied with the Public Finance Management Act, 2012 and Public Service Commission Act, 2017, presented in all material aspects, the Financial Position of the Public Service Commission as at 30<sup>th</sup> June, 2017. The Auditor General's Report is in Appendix XVI.

### 4.2 The Financial Reporting (FiRe) Award, Fiscal Year 2015/16

The Financial Reporting (FiRe) Award is a prestigious and coveted award in East Africa for financial reporting. The Award is geared towards promoting financial reporting excellence, fostering sound corporate

governance practices, and enhancing corporate social investment and environmental reporting. It also promotes integrated reporting through enhanced accountability, transparency and integrity in compliance with appropriate financial reporting framework and other disclosures on governance. The framework also complies with principles of Public Finance in Article 201 and National Values and Principles of Governance in Article 10 of the Constitution.

The award is presented every year by the joint promoters involving the Capital Markets Authority (CMA), Institute of Certified Public Accountant of Kenya (ICPAK), Nairobi Securities Exchange (NSE) and Public Sector Accounting Standards Board of Kenya (PSASB). The 16<sup>th</sup> edition of the Financial Reporting Award ceremony was held on 17<sup>th</sup> November, 2017 at Carnivore Grounds themed "Inspiring Confidence through Excellence in Financial Reporting and Corporate Governance in East Africa". During the ceremony, the Commission was awarded Second Runners-up position for the Financial Year 2015/2016 in Independent and Constitutional Offices category. The Commission has received this award for three consecutive years demonstrating commitment and dedication to proper financial reporting in accordance with the PFM Act, 2012.

### 4.3 Budget Performance for the Financial Year 2017/18

During the year under review, the Commission had three programmes namely, general administration, planning and support services; human resource management and development; and governance and national values which were allocated gross estimates of Kshs.1.37 billion comprising of recurrent



*Commission Secretary/CEO Dr Alice Otwala and other Commission staff during the 16th edition of the Financial Reporting Award ceremony in Nairobi on 17th November, 2017 where the Commission scooped the Second Runners-up position for the Financial Year 2015/2016 in Independent and Constitutional Offices category.*

estimates of Kshs.1.36billion and development estimates of Kshs.8.9 million. The Commission utilized Kshs.1.352 billion, representing 98.9% budget absorption rate comprising of Kshs1.348 billion or 99.2% and Kshs.4.3 million or 48% for recurrent and development estimates, respectively.

From the recurrent expenditure of Kshs.1.348 billion, Kshs.572 million or 42% was used on

compensation of employees while Kshs.528 million or 39% was used on operations and maintenance. The development sum of Kshs.4.3 million was used for settlement of part payment towards replacement of passenger lift car in the old Commission House. The summarized budget performance is as shown in Table 4-1 and Figures 4-1 and 4-2.

**Table 4-1: Summary Budget Performance 2017/18 FY**

Title and Details	Printed Estimates 2017/18	Expenditure 2017/18	Overall Absorption Rate
<b>Recurrent</b>	<b>Kshs.</b>	<b>Kshs.</b>	<b>Percentage (%)</b>
Compensation of Employees	573,000,000	572,004,010	99.8
Use of goods and services	528,342,400	523,414,796	99.1
Other grants and transfers	2,000,000	1,482,984	74.1
Social Security Benefits	108,423,600	104,747,613	96.6
Acquisition of Assets	147,234,000	145,863,217	99.1
<b>Gross Recurrent</b>	<b>1,359,000,000</b>	<b>1,347,512,620</b>	<b>99.2</b>
AIA	500,000	-	0
Net Recurrent	1,358,500,000	1,347,512,620	99.2
<b>Development</b>	<b>Kshs.</b>	<b>Kshs.</b>	<b>Percentage (%)</b>
Acquisition of Assets	8,986,779	4,309,380	48
<b>Gross Development</b>	<b>8,986,779</b>	<b>4,309,380</b>	<b>48</b>
<b>TOTAL</b>	<b>1,367,486,779</b>	<b>1,351,822,000</b>	<b>98.9</b>

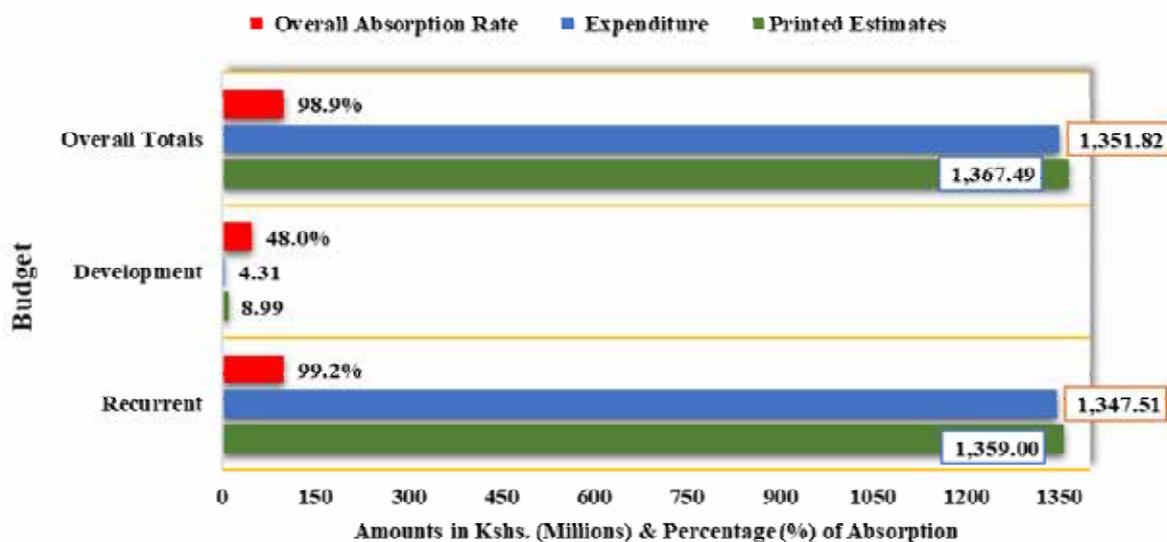


Figure 4-1: Overall Budget Performance

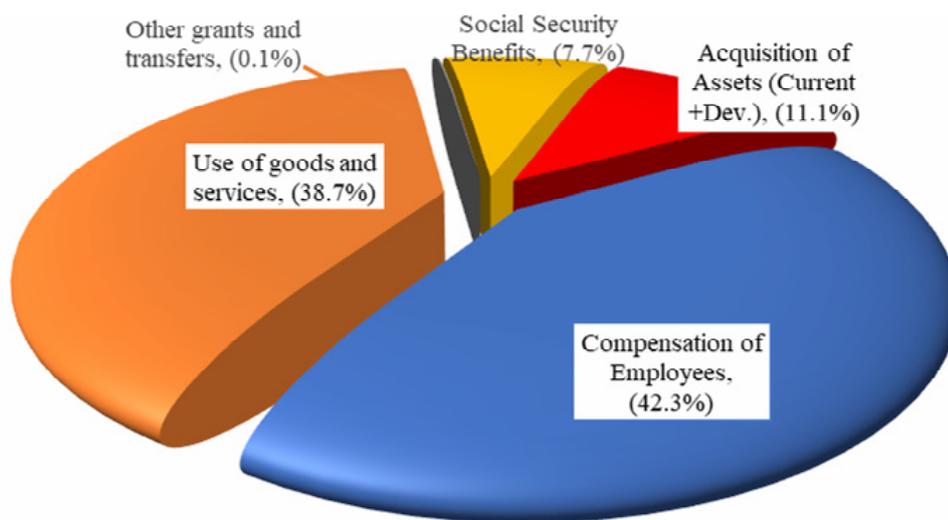


Figure 4-2: Summary of Expenditure by Economic Classification

#### 4.4 Un-audited Financial Statements for the Period Ended 30<sup>th</sup> June, 2018

Public Financial Management Act, 2012 Section 81(3) requires the Accounting Officer for the National Government Entity to prepare the financial statements of the entity in form that

complies with relevant accounting standards as prescribed by the Public Sector Accounting Standards Board of Kenya from time to time.

In compliance to these provisions, the Commission prepared financial statements for the year ending 30th June 2018 as detailed in Table 4-2 to 4-8. The notes to the Financial Statements are at Appendix XVII

Table 4-2: Un-audited Statement of Receipts and Payments

	Note	2017-2018	2016-2017
		Kshs	Kshs
<b>RECEIPTS</b>			
Exchequer releases	1	1,349,822,285	1,263,100,000
Proceeds from Sale of Assets	2	311,750	748,668
Other Receipts	3	535,231	535,231
<b>TOTAL RECEIPTS</b>		<b>1,350,669,266</b>	<b>1,264,383,899</b>
<b>PAYMENTS</b>			
Compensation of Employees	4	572,004,010	568,152,985
Use of goods and services	5	523,414,796	403,971,585
Subsidies			
Transfers to Other Government Units			
Other grants and transfers	6	1,482,984	1,000,000
Social Security Benefits	7	104,747,613	94,658,221
Acquisition of Assets	8	150,172,596	178,380,065
Other Payments	9	0	7,033,232
<b>TOTAL PAYMENTS</b>		<b>1,351,821,999</b>	<b>1,253,196,088</b>
<b>SURPLUS/DEFICIT</b>	<b>18</b>	<b>(1,152,733)</b>	<b>11,187,811</b>

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

	Note	2017-2018	2016-2017
		Kshs	Kshs
<b>FINANCIAL ASSETS</b>			
Cash and Cash Equivalents			
Bank Balances	10	13,933,431	18,356,383
Cash Balances	11	106,933	39,563
Total Cash and cash equivalent		14,040,364	18,395,946
Accounts receivables - Outstanding Imprests	12	585,655	277,733
<b>TOTAL FINANCIAL ASSETS</b>		<b>14,626,019</b>	<b>18,673,679</b>
<b>FINANCIAL LIABILITIES</b>			
Accounts Payables - Deposits and retentions	13	9,261,262	9,650,857
<b>NET FINANCIAL ASSETS</b>		<b>5,364,756</b>	<b>9,022,822</b>
<b>REPRESENTED BY</b>			
Fund balance b/fwd	14	9,022,822	4,868,242
Prior year adjustment	15	(2,505,333)	(7,033,232)
Surplus/Deficit for the year	18	(1,152,733)	11,187,811
<b>NET FINANCIAL POSITION</b>		<b>5,364,756</b>	<b>9,022,821</b>

Table 4-4: Un-audited Statement of Cash Flows as at 30th June, 2018

		<b>2017-2018</b>	<b>2016-2017</b>
	Notes	Kshs	Kshs
Receipts for operating income			
Exchequer Releases	1	1,349,822,285	1,263,100,000
Other Revenues	3	0	535,231
Payments for operating expenses			
Compensation of Employees	4	572,004,010	568,152,985
Use of goods and services	5	523,414,796	403,971,585
Other grants and transfers	6	1,482,984	1,000,000
Social Security Benefits	7	104,747,613	94,658,221
Other Expenses	9	-	7,033,232
		1,201,649,403	1,074,816,023
Adjusted for:			
Changes in receivables		(307,922)	(185,666)
Changes in payables		(389,595)	(7,223,285)
Adjustments during the year			
Prior Year Adjustments	15	(2,505,333)	(7,033,232)
Net cash flow from operating activities		145,505,264	174,377,025
<b>CASHFLOW FROM INVESTING ACTIVITIES</b>			
Proceeds from Sale of Assets	2	311,750	748,668
Acquisition of Assets	8	(150,172,596)	(178,380,065)
Net cash flows from Investing Activities		(149,860,846)	(177,631,397)
<b>CASHFLOW FROM BORROWING ACTIVITIES</b>			
Proceeds from Domestic Borrowings			
Proceeds from Foreign Borrowings			
Repayment of principal on Domestic and Foreign borrowing			
Net cash flow from financing activities			
<b>NET INCREASE IN CASH AND CASH EQUIVALENT</b>		<b>(4,355,582)</b>	<b>(3,254,372)</b>
Cash and cash equivalent at beginning of the year		18,395,946	21,650,317
Cash and cash equivalent at end of the year		14,040,364	18,395,945

Table 4-5: Summary Statement of Appropriation: Recurrent and Development Combined as at 30th June, 2018

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
<b>RECEIPTS</b>						
Exchequer releases	1,418,500,000	(51,013,221)	1,367,486,779	1,349,822,285	17,664,494	99
Proceeds from sale of non-financial Assets (A-I-A)	500,000	-	500,000	311,750	188,250	62
Other Receipts - Training Levy				535,231	(535,231)	
<b>TOTAL RECEIPTS</b>	<b>1,419,000,000</b>	<b>(51,013,221)</b>	<b>1,367,986,779</b>	<b>1,350,669,266</b>	<b>17,317,513</b>	<b>99</b>
<b>PAYMENTS</b>						
Compensation of Employees	573,000,000	-	573,000,000	572,004,010	995,990	99.8
Use of goods and services	513,342,400	15,000,000	528,342,400	523,414,796	4,927,604	99.0
Other grants and transfers	2,000,000	-	2,000,000	1,482,984	517,016	74.1
Social Security Benefits	108,423,600	-	108,423,600	104,747,613	3,675,987	96.6
Acquisition of Assets	222,234,000	(66,013,221)	156,220,779	150,172,597	6,048,182	96
Other Payments						
<b>TOTAL PAYMENTS</b>	<b>1,419,000,000</b>	<b>(51,013,221)</b>	<b>1,367,986,779</b>	<b>1,351,822,000</b>	<b>16,164,779</b>	<b>99</b>
Surplus/ Deficit				(1,152,734)	1,152,734	

Table 4-6: Summary Statement of Appropriation: Recurrent for the Financial Year Ended 30th June, 2018

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
<b>RECEIPTS</b>						
Exchequer releases	1,358,500,000	-	1,358,500,000	1,344,822,285	13,677,715	99.0
Proceeds from Sale of Assets	500,000	-	500,000	311,750	188,250	62
Other Receipts				535,231	(535,231)	
<b>TOTAL RECEIPTS</b>	<b>1,359,000,000</b>	<b>-</b>	<b>1,359,000,000</b>	<b>1,345,669,266</b>	<b>13,330,734</b>	<b>99%</b>
<b>PAYMENTS</b>						
Compensation of Employees	573,000,000	-	573,000,000	572,004,010	995,990	99.8
Use of goods and services	513,342,400	15,000,000	528,342,400	523,414,796	4,927,604	99.0
Other grants and transfers	2,000,000	-	2,000,000	1,482,984	517,016	74.1
Social Security Benefits	108,423,600	-	108,423,600	104,747,613	3,675,987	96.6
Acquisition of Assets	162,234,000	(15,000,000)	147,234,000	145,863,217	1,370,783	99
Other Payments	-	-	-	-	-	-
<b>TOTAL PAYMENTS</b>	<b>1,359,000,000</b>	<b>-</b>	<b>1,359,000,000</b>	<b>1,347,512,620</b>	<b>11,487,380</b>	<b>99</b>
Surplus/Deficit	-	-	-	(1,843,354)	1,843,354	-

Table 4-7: Summary Statement of Appropriation: Development for the Financial Year Ended 30th June, 2018

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
RECEIPTS						
Exchequer releases	60,000,000	(51,013,221)	8,986,779	5,000,000	3,986,779	55.6
Proceeds from Sale of Assets						
Other Receipts						
<b>TOTAL RECEIPTS</b>	<b>60,000,000</b>	<b>(51,013,221)</b>	<b>8,986,779</b>	<b>5,000,000</b>	<b>3,986,779</b>	<b>55.6</b>
PAYMENTS						
Compensation of Employees						
Use of goods and services						
Other grants and transfers						
Social Security Benefits						
Acquisition of Assets	60,000,000	(51,013,221)	8,986,779	4,309,380	4,677,399	48
Other Payments						
<b>TOTAL PAYMENTS</b>	<b>60,000,000</b>	<b>(51,013,221)</b>	<b>8,986,779</b>	<b>4,309,380</b>	<b>4,677,399</b>	<b>48</b>
Surplus/Deficit				690,620	(690,620)	

Table 4-8: Budget Execution by Programmes and Sub-Programmes for the Financial Year Ended 30th June, 2018

Programme/Sub-programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	2018		2018	June 30, 2018	
	Kshs	Kshs	Kshs	Kshs	Kshs
Programme1: General Administration, Planning and Support Services	1,062,143,639	(36,013,221)	1,026,130,418	1,011,759,283	14,371,135
Sub-programme 1: Administration	1,019,344,265	(36,013,221)	983,331,044	969,015,206	14,315,838
Sub-programme 2: Board Management Services	42,799,374	-	42,799,374	42,744,077	55,297
Programme 2: Human Resource Management and Development	202,189,957	0	202,189,957	201,280,791	909,166
Sub-programme 1: Establishment and Management Consultancy Services	77,245,443	-	77,245,443	76,772,566	472,877
Sub-programme 2: Human Resource Management	63,769,611	-	63,769,611	63,739,841	29,770
Sub-programme 3: Human Resource Development	61,174,903	-	61,174,903	60,768,384	406,519
Programme 3: Governance and National Values	154,666,404	(15,000,000)	139,666,404	138,781,922	884,482
Sub-programme 1: Compliance and Quality Assurance	110,648,455	(15,000,000)	95,648,455	95,020,480	627,975
Sub-programme 2: Ethics Governance and National values	44,017,949	-	44,017,949	43,761,442	256,507

#### 4.5 Access to Government Procurement Opportunities (AGPO)

The Public Procurement and Disposal (Preference and Reservations) (Amendment) Regulations, 2013 require public entities to allocate at least 30% of procurement of goods, works and services to micro and small enterprises owned by youth, women and persons with disabilities.

During the year under review the Commission recorded an 8% improvement in allocation to special groups under the AGPO programme. Out of a total procurement budget of Kshs.399,871,564, Kshs.92,940,861 (23.24%) was allocated to special groups compared to Kshs 62,280,121 in the previous year as shown in Table 4-9.

Table 4-9: Comparative Analysis of Distribution of Procurement Opportunities among Special Interest Groups

S.No.	Category	2017/18 FY		2016/17 FY	
		Amount Allocated (Kshs)	Percentage (%)	Amount Allocated (Kshs)	Percentage (%)
1	PWDs	12,915,334	13.9	8,488,985	13.6
2	Women	39,489,819	42.5	23,701,714	38.1
3	Youth	40,535,708	43.6	30,089,422	48.3
<b>Total</b>		<b>92,940,861</b>	<b>100</b>	<b>62,280,121</b>	<b>100</b>
Overall Procurement 2017/18 FY		399,871,564		406,754,328	
Percentage of allocation of opportunities		23.24%		15.31%	

#### 4.6 Internal Controls and Audit

The Commission has an established Internal Controls and Audit Unit in compliance with the Public Finance Management Act, 2012 and Public Finance Management Regulations, 2015. During the year under review, the Commission reconstituted the Audit Committee and brought on board two members from the private sector.

The Unit carried out financial and non-financial audits to establish the effectiveness of internal control systems and overall risk management of the Commission in carrying out its core constitutional mandate. The audit report findings and recommendations

were implemented to enhance efficiency and effectiveness in the operations of the Commission.

*In conclusion, the Commission achieved a budget absorption rate of 98.9% in the implementation of its programme; received Financial Reporting (FiRe) Award for second runners-up position in Public Sector (Cash Basis category) under the Independent and Constitutional Offices category for the third consecutive year and un-qualified audit opinion from the Auditor General for 2016/17 financial statements for prudent management of the Commission's voted funds.*



CHAPTER FIVE  
**CHALLENGES AND  
OPPORTUNITIES**

## CHAPTER FIVE

# CHALLENGES AND OPPORTUNITIES

This chapter outlines the challenges the Commission encountered during the year under review in the performance of its mandate. The chapter also points out the various opportunities which the Commission can exploit to improve service delivery. These challenges and opportunities are grouped into various categories as shown in Sections 5.1 and 5.2.

### 5.1 Challenges

During the year under review, the Commission faced challenges outlined below:

- (a) Financial**
  - i) Inadequate budgetary support to facilitate planned programmes and activities in the Commission.
  - ii) Austerity measures by the National Treasury thus affecting implementation of key programmes.
- (b) Legal**
  - i) High costs of litigation arising from increased court cases against the Commission and MDAs.
  - ii) Lack of a legal framework for public participation in policy making process.
- (c) Performance Management**
  - i) Inadequate and inaccessible ICT infrastructure especially in the far flung areas and downtime of GHRIS leading to low access and low uptake of automated SPAS across the service; and
  - ii) Exodus of technical staff in cadres such as engineers, architects, surveyors and doctors to private sector and foreign countries resulting in shortage of staff in such core areas thus affecting service delivery. This has been compounded by an aging workforce leading to loss of experienced and skilled officers.
- (d) Human Resource Management and Development**
  - i) Low response to job advertisements among PWDs leading to challenges in complying with the Constitutional requirement of allocating 5% of employment opportunities to persons living with disabilities. The Commission has endeavoured to address this challenge through making deliberate efforts to reach out to the PWDs by engaging with the National Council for Persons with Disability (NCPWD) and County Governments, encouraging PWDs to apply for advertised jobs as well as implementing affirmative action during appointments.
  - ii) Reduction in training funds has hampered acquisition of mandatory professional skills and competences required for career growth and development of officers resulting in increased requests by MDAs for grant of temporary waivers.
- e) Systemic**
  - i) Lack of coordinated multi sectoral approach in the promotion of values and principles.
  - ii) Lack of a value-based culture in the public service thus impacting negatively on service delivery.
  - iii) High unemployment rate amongst the youth leading to high competition for the few advertised positions in the service.

## 5.2 Opportunities

In spite of the aforementioned challenges, the Commission has identified a number of opportunities which will be exploited to improve service delivery. These include:

### a) Goodwill by Kenyans

The Commission enjoys goodwill from the Kenyan public as evidenced by the expansion of its mandate during the constitution making process. This apparent confidence makes it possible to execute its mandate with relative ease.

### b) Relationship with Development Partners and Sister Commissions

The Commission enjoys good relationship with development partners and other sister commissions making it possible to get support in form of capacity building, skills

transfer, benchmarking visits and exchange programmes. In particular the fellowship programmes have opened up collaboration space and helped share best practices.

### c) Engagement with County Governments

The Commission having existed for over 50 years has gained a wealth of experience in human resource management matters and county governments look upon the Commission for guidance, technical support and advisory services on human resource matters and values and principles. This gives the Commission an upper hand in determining norms and standards of the public service.

### d) Relationship with Parliament

The Commission enjoys cordial relationship with the Parliament thus providing a platform for engaging on legislation, operations and other human resource matters relating to the public service.



CHAPTER SIX  
**WAY FORWARD**

## CHAPTER SIX WAY FORWARD

This chapter presents the measures that the Commission will take in the next 12 months to improve on the delivery of its mandate in an effort to transform the public service. The initiatives are categorized into human resource management and development, performance management, monitoring and evaluation, implementation of the legal framework, resource mobilization, support to County Governments, technological development, governance, and corporate communication as shown in Table 6-1.

Table 6-1: Strategies for Improvement of Service Delivery

S/No	Category	Strategy
1.	Human Resource Management and Development	<p>Develop, review, issue, monitor and evaluate human resource policies and guidelines to align them to the Public Service Commission Act, 2017, PSC Regulations and emerging trends in human resource management.</p> <p>Implement a competency based approach to recruitment and selection at every level.</p> <p>Develop and mainstream competency based tests in the career progression guidelines in order to build capacity, skills and competencies for the service.</p> <p>Introduce other forms of assessment such as psychometric testing to fast track recruitment process and enhance quality of appointees.</p> <p>Develop and implement a Human Resource Management and Development Master Plan to streamline staffing and address the recurrent succession management challenges in the service.</p> <p>Monitor the implementation of Diversity Management Policy to enhance inclusivity in the Public Service.</p> <p>Engage the National Treasury to allocate more resources for recruitment at entry grades to address succession management in the public service.</p> <p>Collaborate with stakeholders to ensure discipline cases are heard and determined in accordance with the laid down procedure and within the stipulated period.</p> <p>Engage MDAs in execution of delegated functions such as appointments, promotions and human resource development to ensure compliance with relevant legislations.</p> <p>Monitor implementation of the Internship Policy for the Public Service to give more youth an opportunity to gain experience in the world of work thereby enhance their skills development and competitiveness in the job market.</p> <p>Engage the National Treasury with a view to introduce a budget line in all MDAs to support internship programmes.</p> <p>Collaborate with the Kenya School of Government to enhance the skills capacity of the public service.</p> <p>Re-orient training to focus more on skill based courses to enhance career progression and competency among public servants.</p>

S/No	Category	Strategy
		Monitor implementation of the training function in the Public Service to ensure the government gets value for resources invested and recommend appropriate capacity building programmes.
		Strengthen human resource capacity in the Commission for effective discharge of its mandate and improved service delivery.
2.	Performance Management	Develop a Performance Management Framework to embrace accountability mechanisms and real time productivity enhancement initiatives.
		Introduce productivity improvement programmes to ensure performance based career growth.
		Increase uptake of SPAS by continuous interventions and sensitization.
		Implement the recommendations of the Job Evaluation Report for the civil service.
		Review career progression guidelines to ensure clear job descriptions and specifications at each level in the service.
		Engage professional bodies in the management of various professionals to enhance professionalism in the service.
3.	Monitoring and Evaluation	Strengthen the oversight role of the Commission through implementation of a robust Investigation, Monitoring and Evaluation framework.
		Review the delegation of powers and functions instrument to the Authorized Officers to ensure effective and efficient discharge of delegated powers and functions.
4.	Implementation of the Legal Framework	Operationalize the Public Service Commission Act, 2017, by finalization and release of the Public Service Commission Regulations, 2018.
		Liaise with the Attorney General's Office and external legal counsel to facilitate fast-tracking and finalization of pending court cases.
		In collaboration with the Judiciary, develop procedures to convert Commission's decisions on County Appeals into court orders as envisaged under Section 89 of the PSC Act, 2017.
		Develop policy and legislation on uniform norms and standards in the public service to give effect to Article 235 of the Constitution.
5.	Resource Mobilization	Engage the National Treasury and Parliament to allocate adequate funds for the Commission's programmes.
		Engage development partners for technical support towards the achievement of the Commission's programmes.
		Explore alternative sources of funding to complement exchequer allocations.
6.	Support to County Governments	Promote uniform norms and standards across the public service by closely collaborating with County Governments on HR practices.
		Undertake capacity building programmes for County Governments Public Service on the management of human resource to enhance delivery of their mandate.
7.	ICT Development	Leverage on ICT to ensure seamless flow of HR services for efficient and effective service delivery to the citizens.

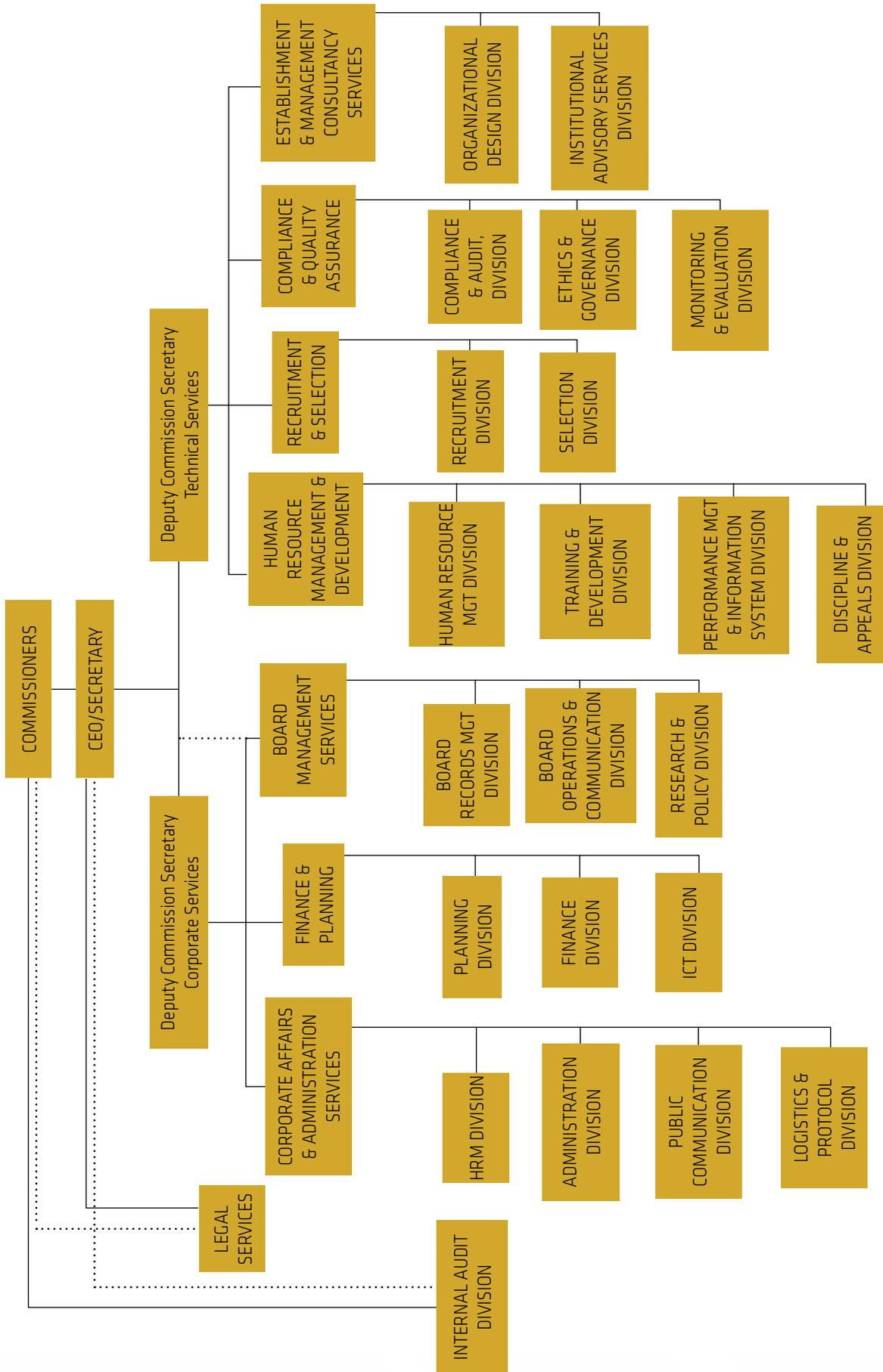
S/No	Category	Strategy
		In consultation with stakeholders, explore modalities of upgrading the Government Human Resource Information System (GHRIS) infrastructure to increase reliability and access to facilitate implementation of automated HR functions.
		Operationalize the Enterprise Resource Planning (ERP) for improved service delivery.
8.	Governance	Implement the Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service for a value driven public service.
		Work closely with relevant stakeholders to enact the Public Service Values and Principles Regulations to operationalize the Public Service Values and Principles Act, 2015.
		Finalize the Public Service Values and Principles Policy.
		Develop a framework for a Citizen Service Delivery Charter that will prescribe the minimum service delivery standards, lead times and cost of services to improve efficiency in service delivery.
		Undertake annual citizen satisfaction surveys to determine citizen satisfaction levels with service delivery.
		Automate the declaration of income, assets and liabilities to allow online declarations.
9.	Corporate Communication	Review and implement the Public Service Commission Communication Strategy for effective management of information and enhanced corporate image.



## APPENDICES

# APPENDICES

## Appendix I : PSC Organogram



## Appendix II: Distribution of the Appointments by Gender, Disability and Ethnicity

<b>Agriculture, Livestock, Fisheries and Irrigation</b>	<b>State Department</b>	<b>Total No. of Officers</b>	<b>Female</b>	<b>Male</b>	<b>Female PWD</b>	<b>Male PWD</b>
Agriculture, Livestock, Fisheries and Irrigation	Agriculture	27	11	16		1
	Livestock	1		1		
Defence	Defence	103	41	62		
East African Community (EAC) and Regional Development	East African Community (EAC)	7	2	5		
	Labour	96	60	36	1	
Education	Early Learning and Basic Education	50	19	31		1
	Vocational and Technical Training	1		1		
Health	Health	1		1		
Industry Trade and Cooperatives	Cooperatives	19	3	16		
Interior and Coordination of National Government	Immigration and citizen Services,	4	1	3		
	Interior	253	57	196		
National Treasury and Planning	National Treasury	168	74	94	1	4
Petroleum & Mining	Mining	53	9	44		
Presidency	Cabinet	1	1			
	Correctional Services	3	1	2		
Public Service Commission	Public Service Commission	6	2	4		
Public Service, Youth & Gender Affairs	Public Service and Youth Affairs	2	2			
Sports, Culture and Heritage	Culture and Heritage	10	5	5		
Tourism & Wildlife	Tourism	2	1	1		
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing and Urban Development	35	6	29		
	Infrastructure	537	122	415		4
	Public Works	66	12	54		3
	Shipping and Maritime	1		1		
<b>Total</b>		<b>1,446</b>	<b>429</b>	<b>1,017</b>	<b>2</b>	<b>14</b>

## Appendix III: Distribution of Promotions by MDAs, Gender and Disability

Ministry	State Department	Total No. of Officers	Female	Male	Female (PWD)	Male (PWD)
Agriculture, Livestock, Fisheries and Irrigation	Agriculture	27	5	22		
	Crop Development and Agricultural Research	30	8	22		
	Fisheries, Aquaculture and Blue Economy	12	6	6		
	Irrigation	16	3	13		1
	Livestock	21	3	18		
Defence	Defence	208	94	114	1	
Devolution & the ASALS	Development of ASAL	7	3	4		
	Devolution	28	15	13	1	
East African Community (EAC), Labour and Regional Development	East African Community(EAC)	41	26	15		
	Labour	78	19	59		1
	Social Protection	115	62	53		3
Education	Basic Education	76	36	40		
	Early Learning and Basic Education	292	127	165		
	Education	1	0	1		
	University Education	11	9	2		
	Vocational and Technical Training	28	14	14		
Energy	Energy	119	26	93	1	
Environment and Forestry	Environment and Forestry	24	11	13		
Foreign Affairs	Foreign Affairs	95	32	63		1
Health	Health	183	91	92	1	1
Industry Trade and Cooperatives	Cooperatives	68	18	50		1
	Industrialization	63	22	41		
	Investment and Industry	31	5	26	1	2
	Trade	28	6	22		
Information, Communication and Technology	Broadcasting and Telecommunications	21	10	11		
	ICT and Innovation	10	3	7		
Interior and Coordination of National Government	Coordination of National Government	72	10	62	1	2
	Correctional Service	25	14	11		1
	Immigration and citizen Services,	480	256	224		
	Interior	1357	357	1000		4
	Prisons	66	23	43		
Lands and Physical Planning		234	106	128		
National Treasury & Planning	National Treasury	576	151	425	3	5
	Planning	22	13	9		
	Planning & Statistics	10	3	7		

Ministry	State Department	Total No. of Officers	Female	Male	Female (PWD)	Male (PWD)
Office of the Attorney General and Department of Justice	Office of the Attorney General and Department of Justice	185	110	75		
Petroleum and Mining	Mining	23	13	10		
	Petroleum	17	8	9		
Presidency	Cabinet	19	8	11		
	Inspectorate of State Corporations	11	3	8		
	Office of the Deputy President	14	5	9		
	State House	68	15	53		
Public Service Commission		17	8	9		1
Public Service, Gender & Youth Affairs	Gender Affairs	16	9	7		
	National Youth Service	1000	184	816	1	1
	Public Service & Youth Affairs	228	122	106	1	1
South Sudan		1	0	1		
Sports, Culture and Heritage	Culture and Heritage	20	14	6		
	Sports Development	10	6	4		
Tourism and Wildlife	Tourism	24	13	11		
	Wildlife	9	5	4		
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development	112	40	72		
	Infrastructure	292	90	202		1
	Public Works	52	3	49		4
	Shipping and Maritime	8	3	5		
	Transport	17	11	6		
Water & Sanitation	Water and sanitation	25	13	12		1
<b>Total</b>		<b>6,643</b>	<b>2,270</b>	<b>4,373</b>	<b>11</b>	<b>31</b>

## Appendix IV: Compliance level per Ministry, Department and Agency

S/No	Name of Institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers who Submitted on time	No. of Officers who did not Submit	Compliance %	Non-Compliance %
1	State Department of Information Communication Technology	108	101	7	94	6
2	State Department of Public Service and Youth Affairs	915	899	16	98	2
3	State Department of Natural Resources	107	107	0	100	0
4	State Department of East Africa Cooperation and Integration	153	153	0	100	0
5	State Department of Transport	178	178	0	100	0
6	State Department of Water Services	544	544	0	100	0
7	State Department of Lands and Physical Planning	2,851	2,812	39	99	1
8	Office of the Deputy President	243	220	23	91	9
9	State Department of Immigration and Registration of Persons	6,823	6,334	489	93	7
10	State Department of Labour	583	547	36	94	6
11	Kenya Prisons Services	23,957	23,740	217	99	1
12	State Department of Planning and Statistics	336	336	0	100	0
13	State Department for Social Protection	1,643	1,612	31	98	2
14	State Department for Education	5,771	5,428	343	94	6
15	State Department for Cooperative	151	150	1	99	1
16	State Department for Correctional Services	1,350	1,345	5	100	0
17	State Department for Gender Affairs	140	140	0	100	0
18	State Department for Interior	18,898	18,800	98	99	1
19	State Department for Irrigation	163	149	14	91	9
20	State Department for Maritime & Shipping	46	46	0	100	0
21	State Department for Petroleum	39	39	0	100	0
22	State Department for Sports	201	170	31	85	15

S/No	Name of Institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers who Submitted on time	No. of Officers who did not Submit	Compliance %	Non-Compliance %
23	State Department for University Education	201	199	2	99	1
24	State Department Vocational Training	179	179	0	100	0
25	State Department for Energy	391	389	2	99	1
26	State Department for Public Works	470	468	2	100	0
27	State Department for Arts & Culture	304	302	2	99	1
28	Ministry of Defence	1,744	1,617	127	93	7
29	Ministry for Mining	465	463	2	100	0
30	State Department of Fisheries and blue Economy	243	240	3	99	1
31	Ministry Of Health	2,373	2,361	12	99	1
32	Ministry of Tourism	160	156	4	98	3
33	State Department of Broadcasting and Telecommunication	406	404	2	100	0
34	State Department of Environment	840	838	2	100	0
35	State Department of Infrastructure	1,897	1,853	44	98	2
36	State Department of Special Programmes	162	162	0	100	0
37	State Department of Trade	351	340	11	97	3
38	State Department of Investment and Industry	454	452	2	100	0
39	State Department of Devolution	145	144	1	99	1
40	Cabinet Office	382	357	25	93	7
41	Ministry of Foreign Affairs	840	818	22	97	3
42	Office of the Attorney General and Department of Justice	869	869	0	100	0
43	State Department of Housing & Urban Development	773	751	22	97	3
44	State Department of Livestock	1,371	1,310	61	96	4
45	State House	683	682	1	100	0
46	National Youth Service	1,976	1,962	14	99	1
47	National Treasury	2,638	2,638	0	100	0
48	State Department of Agriculture	839	835	4	100	0
<b>Totals</b>		<b>86,356</b>	<b>84,639</b>	<b>1,717</b>	<b>98</b>	<b>2</b>

## Appendix V: Compliance Levels for Commissions and Independent Offices

S/No.	Name of Institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
1	National Land Commission	449	417	32	93	7
2	Office of the Controller of Budget	119	119	0	100	0
3	Office of the Auditor General	1,246	1,246	0	100	0
4	Commission on Administrative of Justice	69	69	0	100	0
5	Gender Equality Commission	78	78	0	100	0
6	Kenya Law Reforms Commission	66	66	0	100	0
7	Salaries Remuneration Commission	68	68	0	100	0
8	Public Service Commission	211	211	0	100	0
9	Kenya National Commission of Human Rights	134	133	1	99	1
10	National Cohesion & Integration Commission	64	61	3	95	5
11	Commission on Revenue Allocation	56	56	0	100	0
<b>Total</b>		<b>2,560</b>	<b>2,524</b>	<b>36</b>	<b>99</b>	<b>1</b>

## Appendix VI: Compliance Levels for State corporations

S/No	Name of institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
1	Rural Electrification Authority	320	311	9	97	3
2	Chemelil Sugar	683	680	3	100	0
3	Kenya Urban Roads Authority	276	276	0	100	0
4	Kenya Education Management Institute	64	64	0	100	0
5	Tourism Fund	218	202	16	93	7
6	Public Financial Management Reforms Secretariat	21	21	0	100	0
7	Tourism Finance Corporation	55	54	1	98	2
8	National Council for Population and Development	89	88	1	99	1
9	Kenya Water Institute	169	169	0	100	0
10	NG- CDF Board	314	314	0	100	0
11	Kenya Power	11,283	11,194	89	99	1
12	Kenya Revenue Authority	4,903	4,845	58	99	1
13	Anti-Doping Agency of Kenya	17	17	0	100	0
14	Athi Water Services Board	60	60	0	100	0
15	Council of Legal Education	41	40	1	98	2
16	Export Promotion Council	49	49	0	100	0
17	Kenya Copyright Board	46	46	0	100	0
18	Kenya Electricity Transmission Company Limited	550	547	3	99	1
19	Kenya Film Classification Board	45	45	0	100	0
20	Kenya Investment Authority	66	66	0	100	0
21	Kenya Industrial Estates	233	223	10	96	4
22	Kenya Institute of Mass Communication	95	94	1	99	1
23	Kenya Medical Supplies Authority	722	722	0	100	0
24	Kenya National Accreditation Services	37	36	1	97	3
25	Kenya Railways	211	211	0	100	0
26	Kenya Tourism Board	86	86	0	100	0
27	Kenya Universities and Colleges Central Placement Services	33	33	0	100	0
28	Kenya Veterinary Vaccines Production Institute	168	168	0	100	0
29	Kenyatta National Hospital	4,550	4,429	121	97	3
30	Lake Basin Development Authority	261	250	11	96	4
31	National Commission for Science, Technology and Innovation	26	25	1	96	4

S/No	Name of institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
32	National Crime Research Centre	27	27	0	100	0
33	National Environment Management Authority	398	396	2	99	1
34	National Oil Corporation	222	222	0	100	0
35	National Sports Fund	37	37	0	100	0
36	Nepad Kenya Secretariat	30	30	0	100	0
37	New Kenyatta International Convention Centre	135	135	0	100	0
38	Railway Training Institute	76	76	0	100	0
39	National Housing Corporation	228	228	0	100	0
40	Kenya Airport Authority	1,987	1,986	1	100	0
41	Kenya Broadcasting Corporation	1,077	1,069	8	99	1
42	Kenya Trade Network Agency	69	67	2	97	3
43	Kenya Vision 2030 Secretariat	22	22	0	100	0
44	Kenya Accountant & Secretaries National Examination (KASNEB)	129	127	2	98	2
45	Kenya Utalii College	551	549	2	100	0
46	Agricultural Development Corporation	325	313	12	96	4
47	Agricultural Finance Corporation	514	504	10	98	2
48	Agro-Chemical Food	263	262	1	100	0
49	Anti-Counterfeit Authority	74	74	0	100	0
50	Biosafety Authority	40	39	1	98	3
51	Bomas Of Kenya	165	162	3	98	2
52	Brand Kenya	31	31	0	100	0
53	Capital Market Authority	109	109	0	100	0
54	Coast Development Authority	131	131	0	100	0
55	Coast Water Services Board	204	203	1	100	0
56	Commission for Higher Education	95	95	0	100	0
57	Competition Authority	59	59	0	100	0
58	Consolidated Bank	271	271	0	100	0
59	Kenya Film Commission	23	22	1	96	4
60	Geothermal Development Corporation	1,077	1,068	9	99	1
61	Industrial & Commercial Development Corporation (ICDC)	58	58	0	100	0
62	Information Communication Technology Authority	223	223	0	100	0
63	Kenya Agricultural & And Livestock Research Organization - (KALRO)	2,640	2,640	0	100	0
64	Kenya Cultural Centre	18	18	0	100	0
65	Kenya Ferry	284	284	0	100	0

S/No	Name of institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
66	Kenya Forestry Research Institute	993	984	9	99	1
67	Kenya Industrial Property Institute	84	84	0	100	0
68	Kenya Marine & Fisheries Research Institute	796	785	11	99	1
69	Kenya Nuclear Electricity Board	59	59	0	100	0
70	Kenya Ports Authority	6,960	6,909	51	99	1
71	Kenya Roads Board	71	71	0	100	0
72	Kenya Water Towers Agency	44	44	0	100	0
73	Kenya Plant Health Inspectorate Service - KEPHIS	333	333	0	100	0
74	Kenya Institute Of Public Policy Research Analysis (KIPPRA)	68	66	2	97	3
75	Kenya Industrial Research & Development Institute - (KIRDI)	345	345	0	100	0
76	Kenya National Bureau Of Statistics	508	508	0	100	0
77	Kenya National Examination Council - KNEC	417	416	1	100	0
78	Konza Development Authority	26	26	0	100	0
79	Kerio Valley Development Authority	463	446	17	96	4
80	Lake Victoria South Service Board	54	54	0	100	0
81	Lake Victoria North Service Board	2,840	2,840	0	100	0
82	Kenya Maritime Authority	126	123	3	98	2
83	Kenya Medical Training College	1,963	1,956	7	100	0
84	National Aids Control Council	150	146	4	97	3
85	National Cereals & Produce Board	835	835	0	100	0
86	National Construction Authority	258	258	0	100	0
87	National Council For Persons With Disabilities	99	99	0	100	0
88	Kenya National Library	663	663	0	100	0
89	National Museums Of Kenya	1,028	965	63	94	6
90	National Trading Corporation	63	59	4	94	6
91	National Water Pipeline and Corporation	229	222	7	97	3
92	National Hospital Insurance Fund - NHIF	1,819	1,819	0	100	0
93	National Irrigation Board	288	288	0	100	0
94	New Kenya Cooperative Creameries Ltd.	1,689	1,431	258	85	15

S/No	Name of institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
95	National Social Security Fund (NSSF)	1,388	1,382	6	100	0
96	National Transport and Safety Authority - NTSA	713	705	8	99	1
97	Nursing Council of Kenya	45	45	0	100	0
98	Nyayo Tea Zones Development Corporation	512	510	2	100	0
99	East African Portland Cement	1,236	1,224	12	99	1
100	Privatization Commission	34	32	2	94	6
101	Privatization Fund	15	14	1	93	7
102	Public Procurement Regulatory Authority	64	64	0	100	0
103	The Sacco Societies Regulatory Authority (SASRA)	70	70	0	100	0
104	Kenya School Of Law	145	140	5	97	3
105	Sports Kenya	121	121	0	100	0
106	Tana and Athi Rivers Development Authority - TARDA	363	360	3	99	1
107	Tanathi Water Services Board	42	42	0	100	0
108	Tourism Regulatory Authority	51	49	2	96	4
109	Water Services Trust Fund Board (WSTF)	60	60	0	100	0
110	United Nations Education Scientific & Cultural Organization (UNESCO)	35	35	0	100	0
111	Water Services Regulatory Management Authority (WARMA)	755	754	1	100	0
112	Water Services Regulatory Board (WASREB)	34	34	0	100	0
113	Women Enterprise Fund	57	57	0	100	0
114	Agricultural & Food Authority (AFFA)	540	462	78	86	14
115	Energy Regulatory Commission	86	86	0	100	0
116	Ewaso Ngiro North Development Authority	164	164	0	100	0
117	Higher Education Loans Board - HELB	102	102	0	100	0
118	Moi Teaching & Referral Hospital	3,712	3,541	171	95	5
119	Nzoia Sugar Company	1,099	958	141	87	13
120	Unclaimed Financial Assets Authority - UFAA	35	35	0	100	0
121	School Equipment Production Unit	36	36	0	100	0

S/No	Name of institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
122	Ewaso Ngiro South Development Authority	114	114	0	100	0
123	IDB Capital	21	21	0	100	0
124	Jomo Kenyatta Foundation	123	122	1	99	1
125	Kenya Civil Aviation Authority	769	769	0	100	0
126	Kenya Ordinance Factories Corporation	320	320	0	100	0
127	Kenya Institute Of Curriculum Development	360	359	1	100	0
128	Kenya Literature Bureau	201	201	0	100	0
129	Kenya National Assurance Company	9	9	0	100	0
130	Kenya Rural Roads Authority	655	655	0	100	0
131	Kenya School Of Government	481	481	0	100	0
132	Nairobi Centre For International Arbitration	22	22	0	100	0
133	National Communication Secretariat	17	17	0	100	0
134	National Drought Management Authority	302	265	37	88	12
135	National Industrial Training Authority	514	514	0	100	0
136	Northern Water Service Board	34	34	0	100	0
137	Numerical Machining Complex Ltd	129	129	0	100	0
138	Postal Corporation Of Kenya	3,135	3,127	8	100	0
139	Youth Enterprise Development Fund	335	332	3	99	1
140	Local Authorities Provident Fund - LAPFUND	81	81	0	100	0
141	National Control Against Alcohol And Drug Abuse - NACADA	96	96	0	100	0
142	Kenya Reinsurance Corporation	154	153	1	99	1
143	Bukura Agricultural College	129	128	1	99	1
144	Kenya National Shipping Line Ltd	16	16	0	100	0
145	Retirement Benefits Authority	53	52	1	98	2
146	Kenya Seed Company	475	475	0	100	0
147	Engineers Board of Kenya	22	22	0	100	0
148	Communications Authority Of Kenya	271	271	0	100	0
149	Kenya Pipeline Company Limited	1,914	1,854	60	97	3
150	Kenya Bureau Of Standards	996	994	2	100	0

S/No	Name of institution	No. of Officers in the Payroll as at 31 Oct 2017	No of officers submitted on time	No. of Officers who did not submit	Compliance %	Non-Compliance %
151	Pyrethrum Processing Company Of Kenya	179	179	0	100	0
152	Kenya Forest Services	4,888	4,832	56	99	1
153	Kenya Wildlife Services	4,943	4,941	2	100	0
154	Kenya Post Office Saving Bank	697	696	1	100	0
155	Intergovernmental Relations Technical Committee	8	8	0	100	0
156	Independent Policing Oversight Authority (IPOA)	123	122	1	99	1
157	Kenya Dairy Board	139	138	1	99	1
158	Kenya National Highways Authority (KENHA)	532	532	0	100	0
159	Kenya Institute Of Special Education	140	139	1	99	1
160	Rift valley Water Services Board	33	30	3	91	9
161	Kenya Medical Research Institute	905	708	197	78	22
162	Anti - FGM Board	1	1	0	100	0
163	Insurance Regulatory Authority	79	79	0	100	0
164	Commodities Fund	45	44	1	98	2
165	Tana Water Services Board	80	80	0	100	0
166	Kenya Animal Genetics Resource Centre	115	88	27	77	23
167	Technical and Vocational Educational and Training Authority - TIVETA	1	1	0	100	0
168	Kenya Electricity Generating Company Limited (Kengen)	2,546	2,465	81	97	3
169	Muhoroni Sugar Company Limited	602	602	0	100	0
170	Pest Control Products Board	69	69	0	100	0
		99,941	98,205	1,736	98	2

## Appendix VII: Non-Compliant Organizations

S/No	Organization
1	Kenya Medical Laboratory Technician and Technologists Board
2	Kenya Scouts Association
3	Hotels and Restaurant Authority
4	Media Council Of Kenya (MCK)
5	Child Welfare Society
6	Simlaw Seeds Company
7	National Council for Children Services
8	Community Development and Trust Fund
9	Kenya Citizens and Foreign Nationals Management Services
10	Transport Licensing Appeal Tribunal
11	Kenya Medical and Dentist Practitioners Board
12	Office of the Director of Public Prosecution
13	Kenya Agricultural Productivity Project
14	LAPSSET Corridor Development Authority
15	Kenya Deposit Insurance Corporation
16	Policy Holders Compensation Fund
17	Universities Funding Board
18	Kenya Wines Agencies Limited (KWAL)
19	South Nyanza Sugar Company Limited (SONY)
20	Kenya Safari Lodges and Hotels Ltd
21	Kenya Leather Development Council
22	Business Registration Service (BRS)
23	Export Processing Zones Authority (EPZA)
24	NGOs coordination Board
25	Pharmacy & Poisons Board
26	Kenya Veterinary Board
27	Kenya Academy of sports
28	National Quality Control Laboratory
29	Regional Centre for Ground Water Resources, Education, Training and Research in East Africa
30	Kenya Tsetse and Trypanosomiasis Eradication Council
31	Micro & Small Enterprises Authority
32	Kenya Yearbook Editorial Board
33	National Youth Council
34	Technical and Vocational Education and Training Curriculum Development Assessment & Certification Council (TVETCDACC)
35	Animal Technicians Council
36	Institute of Human Resource Management
37	Tourism Research Institute
38	Golf Hotel Kakamega
39	Sunset Hotel Kisumu
40	Kabarnet Hotel Ltd
41	Mt. Elgon Lodge
42	Kenya National Innovation Agency
43	Nairobi International Financial Centre Authority

<b>S/No</b>	<b>Organization</b>
44	Kenya Institute of Supplies Management
45	National Mining Corporation
46	Private Security Regulatory Authority
47	Special Economic Zones Authority
48	Kenya Trade Remedies Agency
49	State Food Reserve Oversight Board
50	National Employment Authority
51	Human Resource Management Professionals Board
52	Kenya National Qualifications Authority
53	National Cancer Institute of Kenya
54	Kenya Meat Commission
55	Fish Marketing Authority
56	Kenya Fisheries Services
57	Fish Levy Trust Fund

## Appendix VIII: Distribution of Initial Declaration of Income, Assets and Liabilities by MDAs

Ministry	State Department	Declaration on entry
Agriculture, Livestock, Fisheries and Irrigation	Crop Development and Agricultural Research	32
	Fisheries, Aquaculture and Blue Economy	5
	Irrigation	3
	Livestock	0
Defence	Defence	74
Devolution and the ASALs	Devolution	3
East African Community (EAC) and Regional Development	East African Community	10
Education	Early Learning and Basic Education	75
	University Education	3
	Vocational and Technical Training	5
Energy	Energy	4
Environment and Forestry	Environment and Forestry	3
Foreign Affairs	Foreign Affairs	44
Health	Health	0
Industry Trade and Cooperatives	Cooperatives	4
	Industrialization	3
Interior and Coordination of National Government	Correctional Services	8
	Interior	0
	Immigration and citizen Services	4
Lands and Physical Planning	Lands and Physical Planning	0
Labour and Social Protection	Labour	48
	Social Protection	74
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	60
Petroleum & Mining	Mining	93
	Petroleum	0
Presidency	Cabinet Office	3
Public Service Youth and Gender Affairs	Public Service and Youth Affairs	0
Sports, Culture and Heritage	Culture and Heritage	3
	Sports Development	5
The National Treasury and Planning	National Treasury	21
	Planning	4
Tourism and Wildlife	Tourism	4
Transport, Infrastructure, Housing, Urban Development and Public Works	Infrastructure	481
	Shipping and Maritime	2
	Transport	3
	Public Works	0
	Housing and Urban Development	0
<b>Total</b>		<b>1,087</b>

## Appendix IX: Distribution of Final Declaration of Income, Assets and Liabilities by MDAs

Ministry	State Department	Declaration Status		
		Declared	Not Declared	Total
Environment and Forestry	Environment and Forestry	19		19
Agriculture, Livestock, Fisheries and Irrigation	Fisheries, Aquaculture and Blue Economy	8		8
	Irrigation	3		3
Defence	Defence	66		66
Devolution and the ASALs	Devolution	11		11
East African Community (EAC) and Regional Development	East African Community(EAC)	7		7
Education	Early Learning and Basic Education	192		192
	University Education	6	1	7
	Vocational and Technical Training	4		4
Energy	Energy	4		4
Industry, Trade and Cooperatives	Cooperatives	3		3
	Industrialization	20		20
	Trade	12	1	13
Interior and Coordination of National Government	Correctional Services	9	14	23
	Immigration and citizen Services,	124	4	128
	Prisons Service	7		7
Labour and Social Protection	Labour	27		27
	Social Protection	56	28	84
National Treasury	National Treasury	7		7
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	32		32
Sports, Culture and Heritage	Culture and Heritage	17	2	19
	Sports Development	6		6
The National Treasury and Planning	National Treasury	16		16
	Planning	10	3	13
The Presidency	Cabinet Office	5	3	8
	State House	1	1	2
Tourism and Wildlife	Tourism	9		9
	Wildlife	4		4
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works	21	6	27
	Infrastructure	168		168
	Shipping and Maritime	3		3
	Transport	15		15
<b>Total</b>		<b>892</b>	<b>63</b>	<b>955</b>

## Appendix X: Distribution of Exits by Ministry, State Department and Nature

Ministry	State Department	Nature of Exit											Total
		50 Year Rule	Death	Dismissal	Expiry of Contract	Mandatory Requirement Age	Medical Grounds	Public Interest	Resignation	Retirement on marriage ground	Termination of contract	Transfer of Pensionable Service	
Agriculture, Livestock Fisheries and Irrigation	Crop Development and State Department for Agricultural Research	3	5			30							38
	Fisheries, Aquaculture and Blue Economy		1			9							10
	Irrigation		1			3							4
	Livestock	11	15	1	67	189			1			7	291
Community (EAC) and Regional Development	East African Community(EAC)				1								1
Defence	Defence				76								76
Devolution and the ASALS	Development of the ASALS				1								1
	Devolution				14								14
East Community (EAC) and Regional Development	East African Community(EAC)				8								8
Education	Early Learning and Basic Education	3	4	2	169	16							194
	University Education	1	2	3		4			1				11
	Vocational and Technical Training			1		1							2
Energy	Energy			2		25			1				28
Environment and Forestry	Environment and Forestry	3				42							45
Foreign Affairs	Foreign Affairs		1			38							39
Health	Health	19	45	3	28	692	1	11	1			9	809
Industry Trade and Cooperatives	Cooperatives				5								5
	Industrialization				21								21
	Trade				17								17
Information, Communication and Technology	Broadcasting and Telecommunications				14								14
	Information Communication Technology				4								4

Ministry	State Department	Nature of Exit										Total	
		50 Year Rule	Death	Dismissal	Expiry of Contract	Mandatory Requirement Age	Medical Grounds	Public Interest	Resignation	Retirement on marriage ground	Termination of contract		Transfer of Pensionable Service
Interior and Coordination of National Government	Correctional Services				43								43
	Immigration and citizen Services,				157								157
	Interior	22	13	76	130	195			7		1		444
	Prisons	2				308							310
Labour and Social Protection	Labour					52							52
	Social Protection		12			57							69
Lands and Physical Planning	Lands and Physical Planning		80	2		102			1				185
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	2	4			27						3	36
Petroleum & Mining	Mining	1				9		1					11
	Petroleum					3							3
Public Service, Youth & Gender Affairs	Gender Affairs					3							3
	National Youth Service	2	5			65							72
	Public Service and Youth Affairs		2			19							21
The National Treasury and Planning	National Treasury		6	1		93						1	101
	Planning					14							14
The Presidency	Cabinet					10							10
	State House					4							4
Tourism and Wildlife	Tourism					9							9
	Wildlife					7							7
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works	7	8		1	33			1				50
	Infrastructure	4	16			192							212
	Shipping and Maritime		1			3							4
	Transport	2	2			8							12
Water and Sanitation	Water and Sanitation					7							7
Sport, Culture and Heritage	Culture and Heritage					19							19
	Sports Development					6							6
<b>Total</b>		<b>82</b>	<b>223</b>	<b>91</b>	<b>756</b>	<b>2,294</b>	<b>1</b>	<b>1</b>	<b>23</b>	<b>1</b>	<b>1</b>	<b>20</b>	<b>3,493</b>

## Appendix XI: Distribution of Exits by Ministry, State Department, Levels and Gender

Ministry	State Department	Level 1 (A-D)		Level 2 (A-D)		Level 3 (J-M)		Level 4 (N-Q)		Level 5 (R & Above)		Not Provided		Total
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Agriculture, Livestock Fisheries and Irrigation	Crop Development and State Department for Agricultural Research				18		16		4					38
	Fisheries, Aquaculture and Blue Economy				8		2							10
	Irrigation				1		3							4
Agriculture, Livestock and Fisheries	Livestock			98		160		24		9				291
Defence	Defence					76								76
Devolution and the ASALS	Development of the ASALS					1								1
	Devolution					14								14
East Community (EAC) and Regional Development	East African Community (EAC)					9								9
Education	Early Learning and Basic Education			10		179		2		3				194
	University Education			7		4								11
	Vocational and Technical Training			1					1					2
Energy	Energy			23		5								28
Environment and Forestry	Environment and Forestry			37		8								45
Foreign Affairs	Foreign Affairs	1		34		3		1						39
Health	Health	3	17	150	187	95	210	17	87	15	22	6		809
Industry Trade and Cooperatives	Cooperatives						5							5
	Industrialization						21							21
	Trade						17							17
Information, Communication and Technology	Broadcasting and Telecommunications						14							14
	Information Communication Technology						4							4
Interior and Coordination of National Government	Correctional Services						43							43
	Immigration and citizen Services,						157							157
	Interior		4		200		210		13		12		5	444
	Prisons		1		194		108		4		3			310
Labour and Social Protection	Labour				34		16		2					52
	Social Protection				33		33		2		1			69

Ministry	State Department	Level 1 (A-D)		Level 2 (A-D)		Level 3 (J-M)		Level 4 (N-Q)		Level 5 (R & Above)		Not Provided		Total
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Lands and Physical Planning	Lands and Physical Planning		2		110		55		13		4		1	185
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice				27		9							36
Petroleum & Mining	Mining				9		2							11
	Petroleum				1		2							3
Public Service, Youth & Gender Affairs	Gender Affairs				1		1						1	3
	National Youth Service				32		17		12		4		7	72
	Public Service and Youth Affairs				7		10		1		2		1	21
Sports Culture & Heritage	Sports Development				4				1		1			6
	Culture and Heritage				11		7		1					19
The National Treasury and Planning	National Treasury		1		31		60		2		6		1	101
	Planning				1		13							14
The Presidency	Cabinet				2		7						1	10
	State House				1		3							4
Tourism and Wildlife	Tourism						9							9
	Wildlife				2		5							7
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works		1		11		29		2		6		1	50
	Infrastructure		9		96		82		12		5		8	212
	Shipping and Maritime		1		3									4
	Transport				6		5		1					12
Water and Sanitation	Water and sanitation				2		4		1					7
<b>Total</b>		<b>4</b>	<b>36</b>	<b>360</b>	<b>1,032</b>	<b>554</b>	<b>1,179</b>	<b>44</b>	<b>158</b>	<b>28</b>	<b>66</b>	<b>6</b>	<b>26</b>	<b>3,493</b>

## Appendix XII: Distribution of Long Courses by MDA, Specialization and Gender

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total	
Agriculture, Livestock, Fisheries and Irrigation	Crop Development & Agricultural Research	Certificate	Certificate in Food & Beverage		1	1	
		Diploma	Diploma in Counselling Psychology	1		1	
		Higher National Diploma	Higher Diploma in Secretarial Management	1		1	
		Masters	Masters of Public Administration	1		1	
			MSc. Entrepreneurship		1	1	
	Fisheries, Aquaculture and Blue Economy			Masters in Entrepreneurship		1	1
				Masters of Business Administration		1	1
				Masters of Science in Environmental and Natural Resources		1	1
	Irrigation	PhD	PHD in climate change adaption		1	1	
Defence	Defence	Diploma	Diploma in Purchasing and Supply Management		1	1	
		Higher National Diploma	Higher Diploma in Palliative Care	1		1	
Devolution and the ASALs	Devolution		Higher diploma in Human Resource Management	2		2	
Education	Early Learning and Basic Education	Certificate	CPA	1		1	
		Diploma	Diploma in Public Administration	1		1	
		Higher National Diploma	Higher Diploma in Secretarial Management	1		1	
		Masters	Masters in Education Management & Curriculum Management		1	1	
	University Education	Certificate	CHRP	1		1	
				Sign language Course (Advanced)	2		2
		Diploma	Diploma in Human Resource Management	1		1	
			Higher National Diploma	Higher Diploma	2		2
		PhD	PHD in Education planning		1	1	
			PHD in Horticulture	1		1	
	Vocational and Technical Training	Diploma	Diploma in Human Resource Management		1	1	
Energy	Energy		Diploma in Water Engineering		1	1	
		Masters	Masters in Energy Management		1	1	
Health	Health	Bachelors	Bachelor of Commerce	1		1	
			Bachelor of Medicine & Surgery		1	1	
			Bachelor of Pharmacy		1	1	

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
			Bachelor of Technology (Food Science and Technology)	1		1
			BSC Nursing Upgrading Course	1		1
			BSC-Clinical Medicine(Comprehensive Optha&Cat Surgery)		2	2
		Certificate	Accident& Emergency in Nursing	1		1
			Kenya Registered Anaesthesia Course		1	1
			KRCHN	6	3	9
			Preceptorship in Renal Nursing		1	1
			Telephone Supervisor Course	1	1	2
			CPA		1	1
		Diploma	Advanced Diploma in Dermato-vereneology		2	2
			Diploma Community Health Nursing	1		1
			Diploma in Neonatal Nursing	1		1
			Diploma in Critical Care		1	1
			Diploma in Renal Nursing	12	4	16
			Upgrading Dip in Nursing	1		1
			Diploma in Psychiatric Nursing	1		1
			Diploma in Records & Archives Management	1		1
			Diploma in Orthopedic Trauma Medicine	3		3
		Higher National Diploma	Higher Dip in Lung & Skin Diseases	1		1
			Higher Dip in Nephrology Nursing	3	1	4
			Higher Diploma in Anesthesia	1	5	6
			Higher Diploma in clinical Med & Surgery		2	2
			Higher Diploma in ENT and Audiology		2	2
			Higher Diploma in Nephrology Nursing	1		1
			Higher Diploma In Psychiatric Nursing	7	5	12
			Higher Diploma Ophthalmic Nursing	1	1	2
			Higher National Dip in Pediatrics		1	1
			Higher National Diploma Reproductive health	1		1

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
			Higher National Diploma in Anesthesia		3	3
		Masters	M A-Ethics & Law		1	1
			Masters Degree in Medical Lab, Science		1	1
			Masters in Clinical Pharmacy	1		1
			Masters in Obstetrics & Gynecology	2		2
			Masters in Orthopedic Surgery		1	1
			Masters in Public Health	3	2	5
			Masters of Arts Clinical Psychology	1		1
			Masters of Business Administration HR	1		1
			Masters of Field Epidemiology	1		1
			Masters of Medicine - Internal Medicine		1	1
			Masters of Medicine Clinical Oncology	3		3
			Masters of Medicine in Child Health and Pediatrics	1		1
			Masters of Medicine in Internal Medicine		3	3
			Masters of Medicine in Obstetrics Gynecology		1	1
			Masters of Medicine in Psychiatry		2	2
			Masters of medicine in Radiology and Imaging		2	2
			Masters of Medicine in Reconstructive and Plastic Surgery		1	1
			Masters of Medicine in Urology		1	1
			Masters of Medicine Neuro Surgery		1	1
			Masters of Medicine Reproductive Health		1	1
			Masters of Pharmacy in Clinical Pharmacy	1		1
			Masters of Science -HRM	1		1
			Masters of Science in Molecular Pharmacology	1		1
			Masters of Science in Nephrology Nursing		1	1
			Masters of Science in Nursing (Midwifery)	2		2
			Masters of Science Nursing, Mental Health and Psychiatry		1	1
			Masters of Medicine & Surgery	3	2	5

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
			MBCH	1		1
			MPH ( Monitoring & Evaluation)	1		1
			MSC General Surgery		2	2
			MSC Health Economics& Policy	1		1
			MSC Medical Microbiology	3		3
			MSC Molecular Pharmacology	1		1
			MSC Nursing	2		2
			MSC Occupational Safety & Health		1	1
			MSC Child Health Pediatrics	2		2
			MSC Health Economics and Policy	1		1
			MSC in Clinical Cytology		1	1
			Msc in International Health	1		1
			MSC Thoracic & Cardiovascular Surgery		1	1
			Msc. Pharmacognosy & Complementary Medicine		1	1
			MSC-Medical Microbiology	1		1
			MSC-Pharmacology and Toxicology	1		1
			Masters of Medicine (Family Medicine)		1	1
			MSC Biomedical science & Technology	2		2
			MSC in Medicine & Psychiatry		1	1
			Msc in Nursing and Medical Surgery		1	1
			MSC Pharmaco-epidemiology & Pharmacovigilance		3	3
			Masters of Medicine Orthopedics &Trauma		1	1
			Masters in applied Human Nutrition		1	1
			Masters in Environmental Health		1	1
			Masters of Medicine Child Health & Pediatrics		1	1
			Masters of Pharmaco-epidemiology	1		1
			Masters of Pharmacy in Clinical Pharmacy	5	2	7
			Masters of Radiation Oncology	1		1
			Masters of Science in Clinical Cytology	1		1
			Masters of Science in Nursing Education	2		2
			Masters in Diagnostic Radiology	1		1
			Masters of Medicine in E .N .T	1		1

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
			Masters of Medicine in Family medicine & Emergency medicine	2		2
			Masters of Medicine in General Surgery		1	1
			Masters of Medicine in Human Pathology	1	1	2
			Masters of Medicine in Internal Medicine	1	2	3
			Masters of Medicine in Obstetrics & Gynecology	2	3	5
			Masters of Medicine in Pediatric & Child Health	3		3
			Masters of Medicine in Plastic Reconstructive & Aesthetic Surgery	1		1
			Masters of Medicine in Radiology & imaging		1	1
			Masters of Medicine in Radiology & Oncology		1	1
			Masters of Medicine in Reproductive Health	1		1
			Masters of Medicine in Urology		2	2
			Masters of Medicine in Anesthesiology		2	2
			Masters of Medicine in Diagnostic Radiology	1		1
			Masters of Medicine in Orthopedic Surgery		5	5
			Masters of Medicine in Pediatrics and Child Health	1	1	2
			Masters of Medicine in Pediatric Surgery		2	2
			Masters of Medicine in Plastic and Reconstructive Surgery	1		1
			Masters of Medicine in Thoracic Cardiovascular Surgery		1	1
			Masters of Medicine in Neuro-surgery		1	1
			Masters of Pharmacy in Industrial Pharmacy		1	1
			Business Administration	1		1
		PhD	PHD in Health System Management	1		1
		Postgraduate Diploma	Post Graduate Dip in Post Basic Operative Nursing	1		1
			Postgraduate dip in Traumatology and Spine Surgery		1	1
Industry, Trade and Cooperatives	Cooperatives	Masters	MA International Relation & Diplomacy	1		1

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
			Msc HRM		1	1
	Trade	Certificate	CHRP	2		2
		Higher National Diploma	Higher Dip in secretarial	2		2
Information, Communication and Technology	Broadcasting and Telecommunications	Certificate	Certified Public Accounts(CPA)	1		1
		Diploma	Diploma in Archives and Records Management	1		1
		Masters	Masters in International Relations & Diplomacy		1	1
			Masters of Business Administration	1		1
			Masters Degree in Leadership & Management		1	1
	ICT		Masters in Arts in Comm.	1		1
			Masters in Business Adm	2		2
			Masters in Business Adm.	1		1
Interior and Coordination of National Government	Correctional Services	Bachelors	Bachelor of business studies – procurement and supplies		1	1
		Certificate	Pastoral training		1	1
			Certificate in sign language	1		1
		Diploma	Diploma in Human Resource Management		1	1
	Immigration and citizen Services,		Diploma in Public Administration		1	1
	Interior		Diploma in Business Management	1		1
			Diploma in Community Development and Social Work		2	2
			Diploma in Human Resource Management		1	1
			Diploma in Public Administration	33	86	119
			Diploma in Social Work and Community Development		1	1
		Masters	Masters Degree in International Relations		2	2
			Masters of Arts in Governance and Ethics		1	1
			Masters of International Studies		2	2
	Prisons Service		Masters Of Science Horticulture		1	1
Lands and Physical Planning	Lands and Physical Planning	Bachelors	Bachelor's Degree in Office Management and Administration	1		1
		Higher National Diploma	Higher diploma in Human Resource Mgt	1		1

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
		Masters	Master's Degree in Geospatial Information and Remote Sensing	1		1
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	Certificate	Certified Information system (CISA)	1		1
		Diploma	Diploma in Records & Archives Management	2		2
		Masters	Masters of Law	1		1
Petroleum and Mining	Petroleum	Higher National Diploma	Higher diploma in Human Resource Mgt	1		1
		Masters	Msc HRM		1	1
Public Service, Youth & Gender Affairs	National Youth Service	Diploma	Diploma in Records & Archives Management	1		1
		Masters	Msc. in Construction Engineering Management		1	1
	Public Service and Youth Affairs	Diploma	Diploma in Counselor Supervision	1		1
			Diploma in Human Resource Management	1		1
			Diploma in Information Science		1	1
			Diploma in Project and Business Management	1		1
			Diploma in Secretarial Management	1		1
		Higher National Diploma	Higher Diploma in Secretarial Management	4		4
		Masters	Masters of Arts in Development Studies	1		1
			Masters of Business Administration in Procurement and Supplies Chain Management	1		1
			Business Administration	1		1
		PhD	Ph.D in Strategic Management	1		1
The National Treasury and Planning	National Treasury	Certificate	CPA		1	1
		Diploma	Diploma in Public administration		1	1
		Higher National Diploma	Higher Diploma in Secretarial Management	1		1
		Masters	MBA-Strategic Management	1	1	2
			MSc- Commerce-Finance & Accounting		1	1
			Msc HRM		1	1
			Business Administration		2	2

Ministry	State Department	Level of the Course	Field of Specialization	Female	Male	Total
	Planning	Diploma	Diploma in Archives and Records Management	1		1
		Masters	Masters in Management & Organizational Development	1		1
The Presidency	Cabinet Office	Diploma	Diploma in Archives and Records Management	1		1
		Higher National Diploma	Higher Dip-HRM		1	1
		Masters	Msc HRM	1		1
			MSC-HRM		1	1
		Postgraduate Diploma	Post Graduate Dip in peace and cohesion	3	7	10
	Office of the Deputy President	Masters	Business Administration	1		1
	State House	Diploma	Diploma in Hospitality Mgt	1		1
			Diploma in Hotel and Catering Mgt	1		1
			International Premier Diploma In HRM		1	1
		Higher National Diploma	Higher diploma in Human Resource Mgt	1		1
Tourism and Wildlife	Tourism	Diploma	Diploma in Communication		1	1
			Diploma in Records & Archives Management	1		1
		Higher National Diploma	Higher diploma in Human Resource Mgt	1		1
		Masters	MA in Law	1		1
Transport, Infrastructure, Housing, Urban Development and Public Works	Infrastructure	Higher National Diploma	Higher diploma in Human Resource Mgt	1		1
			Higher Diploma in Secretarial Management	1		1
		Masters	Masters Degree Course		1	1
			Masters in Information Science		1	1
		Higher Diploma	Higher diploma in Human Resource Mgt	1	1	2
Water and Sanitation	Water and sanitation	Bachelors	BSc. In Geology		3	3
Foreign Affairs	Foreign Affairs	Masters	Business Administration	1		1
			Masters in International Relations		2	2
		Higher Diploma	Higher Diploma in Secretarial Management	1		1
<b>Grand Total</b>				<b>218</b>	<b>247</b>	<b>465</b>

## Appendix XIII: Distribution of Short courses by MDA, Specialization and Gender

Ministry	State Department	Specialization	Female	Male	Total
Agriculture, Livestock, Fisheries and Irrigation	Crop Development and Agricultural Research	Senior Management Course	6	12	18
		Strategic Leadership Development Programme (SLDP)	6	6	12
	Fisheries, Aquaculture and Blue Economy	Corruption Management in public Procurement		1	1
		Employee Health and Wellness	3		3
		Induction course		1	1
		Leadership Summit		1	1
		Preparation and Interpretation of Financial statements	1		1
		Public Sector Financial Management	1		1
		Public Service Innovation		2	2
		Senior Management Course	1		1
		Strategic Leadership Development Programme (SLDP)	2	1	3
		Transformative Leadership Course		2	2
	Irrigation	Strategic Leadership Development Programme (SLDP)	1	1	2
	Livestock	Strategic Leadership Development Programme (SLDP)	1	1	2
Defence	Defence	Annual Management Accounting Conference		2	2
		Basic Armourers Course	1	5	6
		Dialogue, Negotiation and Mediation	2		2
		IHRM annual congress		1	1
		IPPD System Managers and Operators Training	1	1	2
		Pre-retirement and pension planning		3	3
		Protection of Civilian Course	1	1	2
		Protection of Refugees and IDPs	1	1	2
		Rule of Law Course		1	1
		Safety Equipment Technician Grade II	7	1	8
		Secretarial Management Course	2		2
		Senior Management Course	4	4	8
		Sexual and Gender Based Violence (SGBV) TOT Course	1	1	2
		Strategic Leadership Development Programme (SLDP)	1		1
		Tax Seminar on Public Sector and IPSAS Updates	1	1	2
		Training of Trainers		1	1
		Training on skills improvement for office administrative services personnel	2		2
		Security Sector Reforms		1	1
		Pastry and Bakery Course		1	1

Ministry	State Department	Specialization	Female	Male	Total	
Devolution and the ASALs	Development of the ASALs	Economic Globalization and made in China		1	1	
		HRM &D Programme ESAMI	1	1	2	
			Proactive Management		1	1
			Secretarial Management Course	1		1
			Senior Management Course	3	1	4
		Devolution	Local Perspective to Sustainable Goals		3	3
			Management Development Programme for Executive Assistants	3		3
			Senior Management Course	7	2	9
			Strategic Leadership Development Programme (SLDP)	1	2	3
			Supervisory Skills Development Course	1		1
East African Community (EAC) and Regional Development	East African Community (EAC)	Records Management		1	1	
		Senior Management Course	1		1	
			Strategic Leadership Development Programme (SLDP)		1	1
			Supervisory Skills Development Course	1	1	2
			T.O.T for Civil servants comprehensive medical insurance scheme	1	1	2
			Transport Economics		1	1
Education	Early Learning and Basic Education	Induction for Human Resource and Development Officers		1	1	
		Leadership & Building Programme		1	1	
			Refresher, Defensive and First Courses for Drivers		2	2
			Senior Management Course	29	37	66
			Strategic Leadership Development Programme (SLDP)		2	2
			Telephone Operators Course	1		1
			Training on skills improvement for office administrative services personnel	1		1
Environment and Forestry	Environment and Forestry	Refresher, Defensive and First Courses for Drivers		3	3	
		Senior Management Course	1		1	
Foreign Affairs	Foreign Affairs	Disaster Management Course	1		1	
		Executive Secretarial Course	1		1	
			Female Future Leadership Development Programme	1		1
			Public Relations and Customer Care course	1		1
			Refresher, Defensive and First Courses for Drivers		1	1
			Secretarial Management Course	3		3
			Senior Management Course	22	25	47

Ministry	State Department	Specialization	Female	Male	Total
		Strategic Leadership Development Programme (SLDP)	11	13	24
		Supervisory Skills Development Course	13	4	17
		Transformative Leadership Course		2	2
Health	Health	Telephone Operators Course	1		1
		Conduct of Meetings & Minutes Writing		1	1
Industry Trade and Cooperatives	Industrialization	Senior Management Course	4	15	19
Industry, Trade and Cooperatives	Cooperatives	Management Development Programme for Executive Assistants	1		1
		Public Relations and Customer Care course	2		2
		Senior Management Course		3	3
		Skills Improvement Seminar for Senior Office Administration Services	1		1
	Industrialization	Occupational First Aid Training		1	1
		Refresher, Defensive and First Courses for Drivers		3	3
		Senior Management Course	4		4
		Strategic Leadership Development Programme (SLDP)		4	4
		Supervisory Skills Development Course	3	2	5
	Trade	Labour laws	2	1	3
		Refresher, Defensive and First Courses for Drivers		1	1
		Senior Management Course	3	2	5
		Strategic Leadership Development Programme (SLDP)	2	12	14
Information, Communication and Technology	Broadcasting and Telecommunications	Instructors Training Course	1		1
		Management Skills Development Course		1	1
		Refresher, Defensive and First Courses for Drivers		2	2
		Secretarial Management Course	5		5
		Senior Management Course	10	11	21
		Strategic Leadership Development Programme (SLDP)	7	15	22
		Supervisory Skills Development Course	4		4
	ICT	Corporate Social Responsibility and Accountability Management		1	1
		Fostering the Deployment of Broadband Networks and Services		1	1
		Secretarial Management Course	1		1
		Senior Management Course	1		1
		Strategic Leadership Development Programme (SLDP)	1	1	2
		Supervisory Skills Development Course	2		2

Ministry	State Department	Specialization	Female	Male	Total	
Interior and Coordination of National Government	Correctional Services	Continuing professional development workshop	1		1	
		Effective Supervisory Management	1		1	
		HRM &D Programme ESAMI		1	1	
		Plant Operator Course		1	1	
		Pre-retirement and pension planning	1		1	
		Project Planning and Implementation Programmes		1	1	
		Secretarial Management Course	2		2	
		Senior Management Course	6	3	9	
		Strategic Leadership Development Programme (SLDP)	1		1	
		Supervisory Skills Development Course	3		3	
		Immigration and citizen Services,	Public Sector HR Customer Service Excellence	1		1
			Senior Management Course	1	1	2
		Interior		Senior Management Course	7	4
Telephone Supervisory Course	8			2	10	
Prisons Service				14	14	
Labour and Social Protection	Labour	Senior Management Course		1	1	
		Strategic Leadership Development Programme (SLDP)	1	4	5	
Lands and Physical Planning	Lands and Physical Planning	Senior Management Course	20	54	74	
Ministry of Education	University Education	Computer Service		1	1	
		Contemporary Public Administration Mgt. Programme		1	1	
		Customer Care for Support Staff		1	1	
		Governance, Ethics & Anti-Corruption Reforms	1	1	2	
		Management Development Programme for Executive Assistants	3		3	
		Refresher, Defensive and First Courses for Drivers		1	1	
		Senior Management Course	3		3	
		Strategic Leadership Development Programme (SLDP)		1	1	
		Vocational and Technical Training	International Project Management and Resource Mobilization Course.	1		1
			Project Planning and Implementation Programmes		1	1
	Strategic Organizational Public Communication, Research and Social Media Management.	1		1		

Ministry	State Department	Specialization	Female	Male	Total
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	Development Program for Executive Assistants	1		1
		Public Relations and Customer Care course	1		1
		Senior Management Course	22	12	34
		Strategic Leadership Development Programme (SLDP)	12	6	18
		Supervisory Skills Development Course	10		10
Petroleum & Mining	Mining	Senior Management Course	3	4	7
	Petroleum	Senior Management Course		1	1
Petroleum and Mining		Pre-retirement and pension planning		3	3
		Seminar on taxation of the public sector in Kenya	3	4	7
		Senior Management Course		1	1
Public Service, Youth & Gender Affairs	Gender Affairs	Customer Care and Communication Skills	2		2
		Intelligence & Leadership Dev. Training	2		2
		Senior Management Course	2		2
		Strategic Leadership Development Programme (SLDP)	6	8	14
		Logistics Management	2	8	10
	National Youth Service	Senior Management Course	25	31	56
		Strategic Leadership Development Programme (SLDP)	6	23	29
	Public Service and Youth Affairs	Course on Local Economic Development towards Local Agribusiness Cluster Development	1		1
		Customer Service Management Programme	2		2
		HRM&D Programme ESAMI	1		1
		International Certificate Driving License (ICDL)	1		1
		Legal Personnel for Belt and Road Countries		1	1
		M&E of Projects	1		1
		Monitoring Evaluation Projects		1	1
		Public Relations and Customer Care course	2		2
		Refresher, Defensive and First Courses for Drivers	3	2	5
		Senior Management Course	4	5	9
		Supervisory Skills Development Course	5		5
		Training of Trainers	1		1
Sports, Culture and Heritage	Culture and Heritage	Strategic Leadership Development Programme (SLDP)	1	1	2
		Supervisory Skills Development Course	1	1	2
The National Treasury and Planning	Planning	Gender Equality, Diversity & Management	1		1

Ministry	State Department	Specialization	Female	Male	Total
		HRM &D Programme ESAMI	5	3	8
		Improving Inter-Personal Skills	2	1	3
		Public Relations and Customer Care course	2		2
		Records Management	8	2	10
		Secretarial Management Course	4		4
		Senior Management Course	1	9	10
		Strategic Leadership Development Programme (SLDP)	1	1	2
		Supervisory Skills Development Course	3		3
		Neighborhood Leadership Development Program		1	1
The Presidency	Cabinet Office	Leadership Skills for record managers	2	1	3
		Practical Evaluation of Tenders and Award Workshop		2	2
		Pre-retirement and pension planning	1	3	4
		Proficiency Course for Clerical Officers	3		3
		Public Relations and Customer Care course	5	1	6
		Refresher, Defensive and First Courses for Drivers	1	2	3
		Report Writing	1		1
		Senior Management Course	8		8
		Strategic Leadership Development Programme (SLDP)		2	2
		Supervisory Skills Development Course	1	1	2
		Logistics Management		1	1
	Correctional Services	Secretarial Management Course	1		1
	Office of the Deputy President	Market & Brand Planning	1		1
		Refresher, Defensive and First Courses for Drivers		5	5
		Senior Management Course	2	2	4
	State House	CISCO Certified Network Professional		1	1
		Course in Housekeeping and Techniques	1		1
		Effective Supervisory Management		1	1
		Financial Management for donor funded Project in Devolved Government System Programme		1	1
		Public Relations and Customer Care course	2		2
		Refresher, Defensive and First Courses for Drivers		7	7
		Senior Management Course	1		1
		Supervisory Skills Development Course	1		1
Tourism and Wildlife	Tourism	Administration & Management for Secretaries	1		1
		Secretarial Management Course	1		1
		Senior Management Course		3	3
		Strategic Leadership Development Programme (SLDP)		1	1
	Wildlife	Senior Management Course	2	2	4

Ministry	State Department	Specialization	Female	Male	Total
		Strategic Leadership Development Programme (SLDP)		1	1
		Supervisory Skills Development Course	1		1
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works	Emotional Intelligence and Leadership	1	1	2
		Strategic Leadership Development Programme (SLDP)	2	9	11
	Infrastructure	Project Development and Management Course	1	6	7
		Refresher, Defensive and First Courses for Drivers	2	1	3
		Secretarial Management Course	3		3
		Senior Management Course	7	15	22
		Strategic Leadership Development Programme (SLDP)	2	2	4
		Supervisory Skills Development Course	10	3	13
		Supply chain management course	1		1
	Shipping and Maritime	ICPAK annual conference	1	4	5
		IHRM annual congress	1	2	3
		Induction Training in Public Finance Management	1	2	3
		Pre-retirement and pension planning		2	2
		Public Relations and Customer Care course	2		2
		Senior Management Course	2		2
		Supervisory Skills Development Course		1	1
	Transport	ICPAK annual conference	4	5	9
		IHRM annual congress	3	4	7
		Induction course		1	1
		KENASA Seminar	5		5
		T.O.T for Civil servants comprehensive Medical Insurance Scheme	1	1	2
		Workshop on Public Service Commission Act	1	1	2
Water and Sanitation	Water and sanitation	Accountants Training	6	4	10
		HRM Training	1	1	2
		IHRM annual congress	2		2
		Induction Course for HRM and Development	1		1
		Senior Management Course		1	1
		Skills Improvement Seminar for Senior Office Adm. Services	1		1
<b>Total</b>			<b>512</b>	<b>562</b>	<b>1074</b>



Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Grain Processing & Inspection Technology for Developing Countries	2	1	3
			Hybrid Rice for Developing Countries	1		1
			Market Oriented Agriculture Promotion for Africa (Extension Officer)	1	1	2
	Fisheries, Aquaculture and Blue Economy	Masters	Masters in Fisheries Science	2		2
		PhD	PhD Degree Program		2	2
		Short Course	Agricultural Credit for Sustainable Livelihoods	1		1
			Aquatic Animal Health Management and Quarantine		1	1
			Border Fisheries Inspector's Training	1	1	2
			Financing of Inclusive Agriculture		2	2
			Fish Culture Development	1	2	3
			Gis Application for Coastal Zone Management Course	1		1
			Harmonized Fisheries and Aquaculture Boarder Inspection Manual		2	2
			Linking Farmers to Market: Opportunities and Challenges		1	1
			Management of Technology and Extension for Soil Testing Based Advisory		1	1
			Regional Training on Harmonized Fisheries and Aquaculture Boarder Inspection Manual		2	2
			Strategies for Enhancement of Farmers Income in Dryland Agriculture	1		1
			Value Added Fishery Product Development and Market System Construction for Developing Countries	1	2	3
		Workshops, Seminars & Conferences	Congress-World Seafood	1		1
			Ecosystem Services and Poverty Alleviation (ESPA)		1	1
			Inland Aquaculture and Small Scale inland Aquaculture for Fisheries Officers	1		1
			IOC-Smart Fisheries Ministerial Conference	1	5	6
			IOI-SA Ocean Governance Training Programme for Africa	1		1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Marine Fisheries for African and Middle East Countries	1		1
			Marine Stewardship Council (Msc)		1	1
			Otga/Haedat-Obis Harmful Algal Bloom Datat Training Course	1		1
			Post Harvest Technologies		1	1
			Regional World Bank Mission	1		1
			Regular Process for Global Reporting and Assessment of State of Marine Environmental Including Social Economics Aspect		1	1
			Response of Biological Productivity and Fisheries to Changes in Atmospheric and Oceanographic Conditions in the Upwelling Region Associated With the East African Coastal Current.	1	3	4
			Swiofish 1/Smartfish Regional Observer		2	2
			World Sea Food Congress		3	3
Defence	Defence	Short Course	Dialogue, Negotiation and Mediation	2		2
			Protection of Civilian Course	2	1	3
			Protection of Refugees and IDPs		1	1
			Rule of Law Course		1	1
			Security Sector Reforms		1	1
			Sexual and Gender Based Violence (SGBV) & TOT	1	1	2
			Train The Trainer, Good Governance and Ethics in Government	2	7	9
		Workshops, Seminars & Conferences	Achieving Operational Readiness	1		1
			Civilian Workshop Expertise Development Workshop	7	15	22
			Statistics and Information	1		1
			Statistics and Information for Developing Countries	1		1
			Workshop on Counter Terrorism Strategies Africa at Africa Centre for Strategic Studies		1	1
East African Community (EAC) and Regional Development	East African Community(EAC)	Masters	Masters of International Trade & Development		1	1
		Workshops, Seminars & Conferences	Productive Employment & Decent Work for Sustainable Development		1	1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
Education	Early Learning and Basic Education	Certificate	Counseling Certification Course	7	7	14
		Masters	Masters of Education (Arabic)		1	1
		Short Course	Excellent Teachers Training for Developing Countries		1	1
			Strong Cities Network Annual Conference	1		1
		Workshops, Seminars & Conferences	Capacity Building Training Programme on E-Governance Application Development	1		1
			Education for Sustainable Development	1		1
	University Education		Education Administrators from Developing Countries Course	1		1
	Vocational and Technical Training	Short Course	ICT Application In Higher Education for African Countries		2	2
			Public Private Infrastructure Partnerships Short Courses		1	1
		Workshops, Seminars & Conferences	19th Training Program on Korea's Experience of Science and Training Technology Parks (STP) Training Program)		1	1
Energy	Energy	Masters	Master's Program of Information Schemes and Manufacturing		1	1
		Short Course	Advanced Power System protection		1	1
			Advanced Asset Management	1		1
			Advanced Financial Mngt Programme		1	1
			Climate Change & Risk Management		1	1
			Design of Small Hydro power works		2	2
			Designing HR Policies		1	1
			Kenya Solar Energy Storage Technologies		1	1
			Management Accounting and Budgeting		2	2
			Managing Public Sector Performance in Dev.		1	1
			Operation & Maintenance of Small Hydro	1		1
			Operation, Maintenance & Testing of Distribution of Transformers		2	2
			Photo-voltaic & Energy Efficiency		1	1
			PPP Project Management and Implementation		1	1
			Project & Environmental Management		1	1
			Regional Training on World Bank's New Procurement Framework	1		1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Renewable Energy Training		1	1
			Renewable Energy Utilization And Development for Developing Countries		1	1
			Rural New Energies for Developing Countries		1	1
			Small Hydro-Power and Sustainable Development of Rural Communities for Developing Countries		4	4
			Solar Power Plant Project		1	1
			Strategic Negotiations Programme	1		1
			Strategic Policy Forecasting M & E		3	3
			Utilization of Bio Mass Energy for Developing Countries	1		1
		Workshops, Seminars & Conferences	Astana Expo 2017		2	2
			Capacity Building for Public Procurement Officials in Africa	1	1	2
			Energy Policy		1	1
			Renewable Energy Utilization & Development for Developing Countries		1	1
			Rural New Energies for Developing Countries		3	3
			Small Hydropower Dev. & Mngt.	1	3	4
Environment and Forestry	Environment and Forestry	Masters	Msc. (By Dissertation) in Attribution of Impacts of Climate Extremes in Africa	1		1
			Msc. Atmospheric Environment		1	1
			Msc. Information \Science & Technology		1	1
			Msc. Water Resource Management	1		1
		Short Course	Environmental Management		1	1
		Workshops, Seminars & Conferences	Climate Change and Agricultural Sustainable Development	1	1	2
			Combating Desertification to Strengthen Resilience to Climate Change in Sub-Sahara Africa		1	1
Foreign Affairs	Foreign Affairs	Masters	Masters Degree in Public Policy	1		1
			Masters in International Relations		1	1
Health	Health		International Public Health	1		1
			Radio Diagnosis & Intervention		1	1
Industry Trade and Cooperatives	Industrialization	Short Course	Economic Sufficiency for Developing Countries	1		1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Green Growth in the Manufacturing Sector		2	2
			Special Economic Zones (SEZ) and Industrial Zone (IZ) Development for Promoting Foreign Direct Investment		1	1
		Workshops, Seminars & Conferences	Industrial Park for Dev. Countries	1		1
	Trade	Short Course	WTO trainee & internship Programme		1	1
	Trade	Workshops, Seminars & Conferences	Kenya's Economic Trade and Property Rights Protection	5	4	9
Information, Communication and Technology	Broadcasting and Telecommunications	Short Course	Development Journalism for Non-Aligned and other Developing Countries	1		1
			Science Journalism Workshop	1		1
			Specialised Programme on Internet Working Design and Lan Wan Administration	1		1
		Workshops, Seminars & Conferences	Management of the International Major Media Organizations from African Countries		2	2
			Omnimedia Reporters of Developing Countries	2	1	3
			Senior Level Media Executives of English - Speaking African Countries	1		1
	Information Communication Technology	Short Course	Training Course on Computer Software/Hardware/Network Technology for Developing Countries	1	2	3
		Workshops, Seminars & Conferences	Basic Software Application Technology for Africa English - Speaking Countries	2		2
			Construction of Broadband Networks for Developing Countries	3	2	5
			Construction of Communication Networks in Rural Areas for Developing Countries	3	1	4
			National Development Path and Economic Development for the "Belt and Road" Countries		2	2
			Promoting ICT Planning and Construction Capability for African Countries	2	1	3
Interior and Coordination of National Government	Correctional Services	Masters	Management Studies		1	1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Master'S Degree in Environment Science		1	1
			Master's in Health Psychology		1	1
			Masters Degree in Agricultural Economics		1	1
			Masters in Public Health and Community		1	1
		Short Course	United Nations Std Minimum Rules for the Treatment of Women Offenders	1		1
		Workshops, Seminars & Conferences	Disaster Management and Humanitarian Assistant for Development Countries		1	1
			Handling Non-Conventional Threats for African		1	1
			Handling Non-Conventional Threats for African Countries	2		2
			Modernization System and Social Governance for Development in African Countries	1	1	2
	Immigration and citizen Services,	Diploma	Migration Management Diploma Programme		1	1
		Short Course	Data Communications and IP Technologies	1		1
			Entry-Exit Document Examination	2	3	5
	Interior	Masters	Development Studies		1	1
		Short Course	3D Printing Technology for Developing Countries	3	2	5
			Multimedia and Web-Design Technology		1	1
			Specialized Programme on Big-Data Analytics	4	2	6
			Specialized Programme on E-Governance Application Development	5	6	11
			Telecom Management	1		1
		Workshops, Seminars & Conferences	Alcohol Distribution Management and Promotion for Countries along the Silk Road Economic Belt	1	2	3
			Flood Control and Disaster Relief Techniques and Management for Developing Countries		3	3
			National Ethnic Policy and Practice Along The Belt and Road Countries		2	2
			Non-Emergency Assistance	1	3	4
			Public Administration for Civil Servants of African Countries 1 <sup>st</sup> Phase	1	1	2
	Prisons Service	Masters	MSC Finance		1	1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
Labour and Social Protection	Labour	Short Course	Data Analysis Course Using Stata And Inferential Statistics and Multiple Regression		1	1
			Data Management and Analysis Using CSP		1	1
			Integrated Financial Management Information System and Implementation	1		1
			Labour Market Statistics and Analysis	1		1
			Labour Market Statistics and Analysis	1		1
			Labour Market Statistics and Analysis		1	1
			Leadership, Good Governance and Financial Management in the Public Sector	1		1
			Linux System Administration		1	1
			Management Information Systems and Data Management	1	4	5
			Measuring and Monitoring Informality	1	1	2
			Project Management	1		1
			Project Planning Tools & Implementation		2	2
			Training Needs Assessment and Evaluation	1		1
			Transformative Leadership for Implementing Public Sector Reforms in Africa Esami - Dubai		1	1
		Workshops, Seminars & Conferences	Advanced Anti-Poverty issues in Developing Countries	2	2	4
			Government Governance and Human Resource Development For Kenya	1		1
			Inclusive Growth and Rural Sustainable Poverty Reduction for Developing Countries	2		2
			Productive Employment and Decent Work for Sustainable Development - Phase II	1	1	2
			Public Service and Poverty Reduction for Developing Countries	1	2	3
			The Minimum Standard of Social Security and the Coverage Expanding for Belt and Road Countries	3	2	5
	Social Protection	Short Course	Core Course on Safety Net Protection and Promotion	1		1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Course on Safety Net Protection and Promotion	3		3
Lands and Physical Planning	Lands and Physical Planning	Masters	Science in Geo-Information Science & Earth Observation	1	1	2
		Short Course	Geo-Informatics	1		1
			Geological Survey Information Technology for Developing Countries	1	1	2
			Geo-Spatial Survey and Mineral Resources Management	1	1	2
			Rural Development & Poverty Reduction for Developing Countries	1		1
		Workshops, Seminars & Conferences	Marine Geological Survey And Coastal Environmental Conservation for Developing Countries	1	1	2
Office of the Attorney General & Department of Justice	Office of the Attorney General & Department of Justice	Masters	Masters Degree in Economic Law Program at East China University of Political Science and Law	2		2
			Masters in Business Administration		1	1
		Short Course	Competition Law and Policy - Laying the Foundation for Investment Promotion	1		1
			Course on Ocean Governance and Sustainable Fisheries	1		1
			Criminal Justice Response to Corruption	1		1
			Ministerial Economy and Trade for Caribbean and South Pacific States		1	1
			Training Management on ITEC/ SCAAP Course		1	1
			Trans Atlantic Relations Past, Present and Future		1	1
		Workshops, Seminars & Conferences	Competition Policy and LAE		1	1
			Construction of Broadband Networks for Developing Countries	1		1
			Government and Human Resource Development of Kenya		1	1
			Planning Capacity of Safe City for The Countries along the "Belt and Road" Routes	3	1	4
			Public Administration and Public Policy for Developing Countries		1	1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
Petroleum and Mining	Petroleum	Short Course	Seismic Interpretation - for Oil & Gas	2	6	8
Public Service, Youth & Gender Affairs	National Youth Service	Masters	Engineering		2	2
			Masters in Mngt Science and Engineering		1	1
	Public Service and Youth Affairs	Short Course	Basic Software Application Technology		1	1
			Course on Economy and Trade For Carribean and South Pacific States		2	2
			Course on Human Resource and Construction for English Speaking African Countries	1		1
			Customer Service Management Programme	2		2
			Financial Change and Risk Management	1	1	2
			M&E of Projects	1	1	2
			Public Administration and Public Policy for Developing Countries		2	2
			SOE and Governance for African Speaking Countries	1		1
		Workshops, Seminars & Conferences	Designing and Building Employment Service System for Developing Countries		2	2
			Government Human Resource Management for Senior Officials		1	1
			Human Resource Development and Construction for English Speaking African Counties		1	1
			Management of China's Development Assistant Project for Belt and Road Countries		1	1
			Medium and Long Term Plan for Senior Officers from Developing Countries	1	1	2
The National Treasury and Planning	Planning	PhD	PhD Economics	1	2	3
		Short Course	Business Mgmt System	1	1	2
			Clean Technology	1		1
			Population Sustainable Development & Poverty Reduction for Developing Countries		1	1
			Sino Africa Corporation and Sustainable and Humanitarian Assistance		1	1
		Workshops, Seminars & Conferences	China's Development Experience for Senior Official		1	1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Globalization in Developing Countries	1		1
			Management and Leadership Development Course		2	2
			Sustainable Dev & Poverty Reduction		2	2
The Presidency	Office of the Deputy President	Certificate	Certificate Course in Networking	1		1
Tourism and Wildlife	Tourism	Short Course	Dev. Planning Tourism	3	6	9
			Eco Tourism	1		1
	Wildlife		High Level Workshop on Policy Approach of Bamboo and Rattan in Sustainable Development and South-South Collaboration	1		1
		Workshops, Seminars & Conferences	Capacity Development Project for Sustainable Forest Management in Kenya		3	3
			Combating Desertification to Strengthen Resilience to Climate Change in Sub-Sahara Africa	1	3	4
			High Level Workshop on Policy Approach of Bamboo and Rattan in Sustainable Development and South-South Collaboration		1	1
			High Level Workshop on Policy Approach of Bamboo and Rattan in Sustainable Development and South-South Collaboration 2017		1	1
Transport, Infrastructure, Housing, Urban Development and Public Works	Housing, Urban Development and Public Works	Short Course	Innovations in Urban Planning and Housing	2	15	17
	Infrastructure	Masters	Masters Degree Program		5	5
			Masters Infrastructure		3	3
		Short Course	Advanced Certificate Course on Educational Media Production		1	1
			ITEC -IPT on Human Capabilities	1		1
			ITEC-Management Development Programme on PLC & Industrial Automation		1	1
			Practical Technology on Intelligent Transport System	1	1	2
			Public Private Partnership in High Way Projects		1	1
	Shipping and Maritime		Integrated Maritime Security	2	2	4
			Introduction to Maritime Security and Blue Economy		2	2
			Marine Engineering		1	1

Ministry	State Department	Level	Field of Specialization	Female	Male	Total
			Port Management	3	2	5
	Transport		Finance Management for Donor Funded Projects	1		1
			GSI-Air worthiness		1	1
			Managing Development Project Finance	1		1
			Public Private Partnership	1		1
		Workshops, Seminars & Conferences	Computerised HRM/HRD Systems		1	1
			Construction on Communication Network	1		1
			E-Records		1	1
			Logistics Development & Management from Developing Countries		1	1
			Public Service and Poverty Reduction for Developing Countries	1		1
Water and Sanitation	Water and sanitation	Masters	Masters in Water Resources Management Capacity Improvement		1	1
		Short Course	Advance in Data Processing and Interpretation Applied to Isotope Hydrology Studies		1	1
			Advanced Electronic Records	1	1	2
			Effective Supervisory		1	1
			Financial Management for Donor Funded Projects	1		1
			International Training Programme on Global Human Resource Management	1		1
			Managerial Aspects for ICT	1		1
			Mgt. Development Programme for Administration Officers	1		1
			Strategic Utilization of Hydro-Meteorological Data Observation		1	1
			Water Audit and Rainwater Harvesting in Africa	1	2	3
		Workshops, Seminars & Conferences	Water Resource Mgt. and Small Hydropower Development for the Countries along the "Belt and Road"	1	1	2
			Water Resources Development and Utilization and Water Environment Improvement for African Countries		2	2
<b>Grand Total</b>				<b>199</b>	<b>320</b>	<b>519</b>

## Appendix XV: Distribution of Donor sponsored programmes by Development Partner, Course and Gender

Development Partners/Donor	Level	Female	Male	Total No. of Officers
		No. of Officers	No. of Officers	
African Development Bank	Masters		1	1
Amani Counseling Centre	Certificate	7	7	14
Arab League	Masters		1	1
Australian Government	Masters	1	1	2
	Short Course	2	1	3
	Workshops, Seminars & Conferences	1		1
Catholic Academic Exchange Program	Masters		1	1
China Scholarship Council	Masters	2		2
China Scholarship Council	Masters	1		1
Chinese Government	Masters	3	10	13
	PhD		1	1
	Short Course	28	45	73
	Workshops, Seminars & Conferences	58	67	125
Government of Egypt	Masters		1	1
	Short Course	2	3	5
Government of India	Short Course	20	42	62
	Workshops, Seminars & Conferences		1	1
Government of Israel	Masters		1	1
	Short Course	2		2
	Workshops, Seminars & Conferences	1		1
Government of Japan	Masters		4	4
	Short Course	2	1	3
	Workshops, Seminars & Conferences	1	1	2
Government of Netherlands	Masters	1	1	2
Government of Tanzania	PhD		1	1
Government of Thailand	Short Course	1		1
Indian Ocean Commission (IOC)	Workshops, Seminars & Conferences	1	10	11
INNOPOLIS Foundation	Workshops, Seminars & Conferences		1	1
IORA (International Ocean Rim Association)	Workshops, Seminars & Conferences	1		1
IPSTC	Short Course	5	5	10
Italian Government	Short Course	3	2	5
JICA	Short Course	1	2	3
	Workshops, Seminars & Conferences	2	8	10

Development Partners/Donor	Level	Female	Male	Total No. of Officers
KEPTAP- WORLD BANK	Short Course	2	6	8
KYEOP	Short Course	3	1	4
Marine Stewardship Council (Msc)	Workshops, Seminars & Conferences		1	1
Other Donors	Certificate	1		1
	Diploma		1	1
	Masters	1	6	7
	PhD		1	1
	Short Course	14	27	41
	Workshops, Seminars & Conferences	2	5	7
Postal Corporation	Short Course	1		1
Republic of South Africa	Short Course	2	5	7
Russian Government	Masters		1	1
Saudi Arabian Government	Short Course		1	1
	Workshops, Seminars & Conferences		2	2
SIDA	Workshops, Seminars & Conferences		1	1
United Kingdom	Masters		1	1
	PhD	1	1	2
US Government	Short Course	2	7	9
	Workshops, Seminars & Conferences	8	16	24
World Bank	Short Course	12	12	24
	Workshops, Seminars & Conferences	2	4	6
WTO	Short Course		1	1
Y-MAP Project	Short Course	1	1	2
IMIWEK Project	Short Course	1		1
No. of Officers		199	320	519
<b>Total Cost(Ksh)</b>		<b>12,101,937.00</b>	<b>25,407,969.00</b>	

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NAIROBI

**OFFICE OF THE AUDITOR-GENERAL**

**REPORT OF THE AUDITOR-GENERAL ON PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE 2017**

**REPORT ON THE FINANCIAL STATEMENTS**

**Opinion**

I have audited the accompanying financial statements of the Public Service Commission set out on pages 22 to 40, which comprise the statement of assets as at 30 June, 2017, and the statement of receipts and payments, statement of cash flows and summary statements of appropriation – recurrent, development and combined for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Public Service Commission as at 30 June, 2017, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standard (Cash Basis) and comply with the Public Finance Management Act, 2012 and Public Service Commission Act, 2012.

In addition, as required by Article 229(6) of the Constitution, based on the audit procedures performed, I confirm that public money has been applied lawfully and in an effective way.

**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 30 on Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financials statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**Key Audit Matters**

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

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*Report of the Auditor-General on the Financial Statements of Public Service Commission for the year ended 30 June 2017*

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standard (Cash Basis) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Those charged with governance are responsible for overseeing the Commission's financial reporting process.

### **Auditor-General's Responsibilities for the Audit of the Financial Statements**

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement and weakness when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

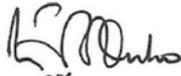
As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances and for the purpose of giving an assurance on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Commission to cease sustaining its services.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Commission to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

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

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



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

**Nairobi**

**30 April 2018**

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*Report of the Auditor-General on the Financial Statements of Public Service Commission for the year ended 30 June 2017*

## Appendix XVII: NOTES TO THE FINANCIAL STATEMENT

## 1. EXCHEQUER RELEASES

Description	2017-2018	2016-2017
	Kshs	Kshs
Total Exchequer Releases for quarter 1	221,543,968	292,000,000
Total Exchequer Releases for quarter 2	390,023,817	322,000,000
Total Exchequer Releases for quarter 3	329,055,000	318,000,000
Total Exchequer Releases for quarter 4	409,199,500	331,100,000
<b>Total</b>	<b>1,349,822,285</b>	<b>1,263,100,000</b>

## 2. PROCEEDS FROM SALE OF ASSETS

	2017-2018	2016-2017
	Kshs	Kshs
Receipts from the Sale of Inventories, Stocks and Commodities	311,750	748,668
<b>Total</b>	<b>311,750</b>	<b>748,668</b>

## 3. OTHER REVENUES

Description	2017-2018	2016-2017
	Kshs	Kshs
Receipts from Administrative Fees and Charges	535,231	535,231
<b>Total</b>	<b>535,231</b>	<b>535,231</b>

## 4. COMPENSATION OF EMPLOYEES

	2017-2018	2016-2017
	Kshs	Kshs
Basic salaries of permanent employees	572,004,010	568,152,985
<b>Total</b>	<b>572,004,010</b>	<b>568,152,985</b>

## 5. USE OF GOODS AND SERVICES

	2017-2018	2016-2017
	Kshs	Kshs
Utilities, supplies and services	11,671,933	10,943,648
Communication, supplies and services	19,434,360	18,685,412
Domestic travel and subsistence	75,519,523	63,465,883
Foreign travel and subsistence	40,091,286	15,924,034
Printing, advertising and information supplies & services	38,568,890	34,830,132
Rentals of produced assets	8,011,827	7,586,790
Training expenses	49,682,973	31,177,519
Hospitality supplies and services	60,068,885	54,757,787
Insurance costs	74,999,998	73,436,466

	2017-2018	2016-2017
	Kshs	Kshs
Specialized materials and services	33,004,435	20,095,731
Office and general supplies and services	16,334,407	12,808,737
Fuel Oil and Lubricants	6,464,998	7,711,123
Other operating expenses	71,400,783	42,320,472
Routine maintenance - vehicles and other transport equipment	4,918,158	4,677,834
Routine maintenance - other assets	13,250,339	5,550,017
Exchange Rate Losses		
<b>Total</b>	<b>523,414,796</b>	<b>403,971,585</b>

#### 6. OTHER GRANTS AND TRANSFERS

Explanation	2017-2018	2016-2017
	Kshs	Kshs
Membership dues and subscriptions to international organizations	1,482,984	1,000,000
<b>Total</b>	<b>1,482,984</b>	<b>1,000,000</b>

#### 7. SOCIAL SECURITY BENEFITS

Explanation	2017 -2018	2016 -2017
	Kshs	Kshs
Government pension and retirement benefits	104,747,613	94,658,221
<b>Total</b>	<b>104,747,613</b>	<b>94,658,221</b>

#### 8. ACQUISITION OF ASSETS

	2017-2018	2016-2017
Non-Financial Assets	Kshs	Kshs
Purchase of Buildings		
Construction of Buildings	-	29,811,989
Refurbishment of Buildings	1,572,380	12,322,464
Construction of Roads		
Construction and Civil Works	4,309,380	8,527,411
Overhaul and Refurbishment of Construction and Civil Works		
Purchase of Vehicles and Other Transport Equipment		
Overhaul of Vehicles and Other Transport Equipment	600,000	495,200
Purchase of Furniture and Institutional Equipment	749,505	585,203
Purchase of Office Furniture and General Equipment	2,732,995	2,066,407
Purchase of ICT Equipment, Software and Other ICT Assets		
Purchase of Specialized Plant, Equipment and Machinery	39,508,337	124,571,391
Rehabilitation and Renovation of Plant, Machinery and Equip.	700,000	
Purchase of Certified Seeds, Breeding Stock and Live Animals		
Research, Studies, Project Preparation, Design & Supervision		
Rehabilitation of Civil Works		

	2017-2018	2016-2017
Non-Financial Assets	Kshs	Kshs
Acquisition of Strategic Stocks and commodities		
Acquisition of Land		
Acquisition of Intangible Assets		
Sub-total	150,172,596	178,380,065
Financial Assets		
Domestic Public Non-Financial Enterprises		
Domestic Public Financial Institutions		
Domestic Lending and On-Lending	100,000,000	
Other Foreign Enterprises		
Foreign Payables - From Previous Years		
Sub-total	100,000,000	
<b>Total</b>	<b>150,172,596</b>	<b>178,380,065</b>

#### 9. OTHER EXPENSES

	2017-2018	2016-2017
	Kshs	Kshs
Budget Reserves		
Civil Contingency Reserves		
Other expenses not classified elsewhere		7,033,232
<b>Totals</b>		<b>7,033,232</b>

#### 10. Bank Accounts

Name of Bank, Account No. & currency	Amount in bank account currency	Indicate whether recurrent, Development, deposit e.t.c	Exc rate (if in foreign currency)	2017-2018	2016-2017
				Kshs	Kshs
Central Bank of Kenya Rec A/c no. 1000181297				954,501	5,678,479
Central Bank of Kenya Dev A/c no. 10000182199				3,717,668	3,027,047
Central Bank of Kenya Dep A/c no. 1000182113				9,261,262	9,650,857
<b>Total</b>				<b>13,933,431</b>	<b>18,356,383</b>

#### 11. CASH IN HAND

	2017-2018	2016-2017
	Kshs	Kshs
Cash in Hand - Held in domestic currency	106,933	39,563
<b>Total</b>	<b>106,933</b>	<b>39,563</b>

## 12. ACCOUNTS RECEIVABLE –SALARY ADVANCES

Description	2017-2018	2016-2017
	Kshs	Kshs
Government Imprests		
Salary advances	585,655	383,481
Suspense		(105,748)
Clearance accounts		
<b>Total</b>	<b>585,655</b>	<b>277,733</b>

## 13. ACCOUNTS PAYABLE

Description	2017-2018	2016-2017
	Kshs	Kshs
Deposits	9,261,262	9,650,857
<b>Total</b>	<b>9,261,262</b>	<b>9,650,857</b>

## 14. FUND BALANCE BROUGHT FORWARD

Description	2017-2018	2016-2017
	Kshs	Kshs
Bank accounts	18,356,383	21,146,657
Cash in hand	39,563	503,660
Accounts Receivables	277,733	92,067
Accounts Payables	(9,650,857)	(16,874,142)
<b>Total</b>	<b>9,022,822</b>	<b>4,868,242</b>

## 15. PRIOR YEAR ADJUSTMENTS

Description of the error	2017-2018	2016-2017
	Kshs	Kshs
Adjustments on bank account balances		
Adjustments on cash in hand		
Adjustments on payables		
Adjustments on receivables		
Others ( <i>specify</i> )	(2,505,333)	7,033,232
<b>TOTAL</b>	<b>(2,505,333)</b>	<b>7,033,232</b>

## 16. RELATED PARTY DISCLOSURES

	2017- 2018	2016- 2017
	Kshs	Kshs
Key Management Compensation	70,870,416	68,751,276
<b>Total Transfers to related parties</b>	<b>70,870,416</b>	<b>68,751,276</b>

## 17. OTHER IMPORTANT DISCLOSURES

Description	2017-2018	2016-2017
	Kshs	Kshs
Construction of buildings		
Construction of civil works	7,906,818	7,340,339
Supply of goods		10,968,499
Supply of services		
<b>TOTAL</b>	<b>7,906,818</b>	<b>18,308,838</b>

## 18. RECONCILIATION OF THE SURPLUS/DEFICIT

Opening Balance: Recurrent in year 2017/2018	
	KSH.
Bank Balance	5,678,479
Cash in Hand	39,563
Development in year 2017/2018	183,027,047
<b>Total</b>	<b>8,745,089</b>
LESS: Surplus/Deficit as per the Receipts and Payments	(1,152,733)
<b>NET SURPLUS FOR THE YEAR</b>	<b>7,592,356</b>



**PROFILES OF PSC  
MEMBERS**

## PROFILES OF PSC MEMBERS

### Stephen K. Kirogo, CBS, Chairperson, Public Service Commission



Mr Stephen Kinyanjui Kirogo is a career administrator with solid credentials and a track record of public service spanning over thirty years. His appointment as Chairperson of the Public Service Commission in August 2018 capped an illustrious career that began in 1984 as an Assistant Secretary in the Office of the President.

Prior to his appointment as PSC Chairperson, Mr Kirogo was the Principal Administrative Secretary/Assistant Secretary to the Cabinet in the Presidency and Cabinet Affairs Office since 2012. He rose steadily through the ranks of the civil service from humble beginnings as Assistant Secretary, District Officer, District Commissioner, Senior Assistant Secretary, Undersecretary, Deputy Secretary/Personal Assistant to Head of the Public Service,

Secretary to the State Corporations Advisory Committee and finally to the position of Principal Administrative Secretary/Assistant Secretary to the Cabinet.

Mr Kirogo holds an Executive Masters in Business Administration (MBA) degree and a Post Graduate Diploma in Business Development from Inoorero University. He also holds a Bachelor of Arts degree and Post Graduate Diploma in Public Relations and Communications from Kenyatta University. He has attended numerous trainings, workshops and seminars locally and internationally.

Mr Kirogo is the Chairman of the Board of Management of Ndurumo Secondary School in Laikipia County, member of the Board of Bahati Girls High School in Nakuru County and Vice Chairman of the Anglican Church of Kenya Parish Council. He is also a member of the Public Relations Society of Kenya and the Public Service Club among other professional and community organizations.

These positions and memberships, coupled with his long public service career, have enabled him to positively impact the lives of many people across the country. He is passionate about improving productivity in the public service through implementation of a measurable performance management framework that is underpinned by values and ethical conduct, performance culture and value for money.

In recognition of his immense contribution to public service, Mr Kirogo was awarded the Order of the Chief of the Burning Spear (CBS) and the Order of the Elder of the Burning Spear (EBS) by His Excellency The President of the Republic of Kenya.

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Amb. Peter O. Ole Nkuraiyia, CBS

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Ambassador Peter Ole Nkuraiyia is the vice chairperson of the Public Service Commission. He chairs the Finance, Planning and General Purpose Committee of the Commission. He held the position of Chairperson of the Commission in an acting capacity from January 2018 following the appointment of Prof. Margaret Kobia as Cabinet Secretary until August 2018 when he handed over to the new chairperson, Mr Stephen Kirogo.

A career diplomat of long standing, Amb. Nkuraiyia had previously served at various levels in the diplomatic service, rising to the position of Permanent Secretary in the Ministry of Foreign Affairs and the Ministry of East African Cooperation respectively. He was Kenya's High Commissioner to Uganda and Ambassador to the Kingdom of Belgium and the Grand Duchy of Luxembourg. He had previously served in Zimbabwe, Sweden and France at different times during his diplomatic career.

Amb. Nkuraiyia served as Kenya's Permanent Representative to the European Union in Brussels. During his tenure in Brussels, he was the Chairman of the African, Caribbean and Pacific Group of states (ACP) sub-committee on trade and tariffs as well as commodity protocols. He was the leader of the Kenyan delegation and signatory to the Partnership Agreement in 2000 (Cotonou Agreement) between the European Union and the ACP Group of States. Ambassador Nkuraiyia was the Chairman of the ACP committee on trade that negotiated the ACP/EU waiver in the World Trade Organization (WTO) Doha Round, 2001.

During his tenure as Kenya's High Commissioner to the Republic of Uganda, Amb. Nkuraiyia was in charge of the Great Lakes Region. He was in the lead team that negotiated the Burundi Peace Agreement as well as the East African Cooperation negotiations leading to the signing of the treaty establishing the East African Community on 30th November 1999.

During the Constitution Review Process that ushered the new Constitution of Kenya 2010, Amb. Nkuraiyia served as the Secretary/Chief Executive Officer of the Commission for the Implementation of the Constitution (CIC). He previously served as the Executive Director of the NGOs Coordination Board and as a member of management boards of several schools.

Amb. Nkuraiyia is a holder of the Presidential First Class Order of the Chief of the Burning Spear (CBS) award in recognition of his distinguished service to the nation. He holds an Executive Business Administration (EMBA) from Jomo Kenyatta University of Agriculture and Technology (JKUAT), a Bachelor of Arts degree in Political Science and Sociology and a Post Graduate Diploma in International Relations from the University of Nairobi.

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## Veronica Murgor Birgen, MBS, Commissioner

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Commissioner Veronica Murgor Birgen chairs the Terms and Conditions of Service Committee of the Public Service Commission. She is the Vice Chair of the Human Resource, Planning, Recruitment and Selection Committee.

She is an accomplished HR professional with over 25 years comprehensive management experience gained from both public and private sector organizations. She has strong background and knowledge of organizational and human resource development.

Commissioner Birgen joined the Commission in January 2013 from Tetralink and Taylor Associates (E.A) where she was a Consultant in organizational restructuring in public sector and international NGOs. She began her career

as an Assistant Secretary in the Office of the President in 1985 and later served in various government ministries before moving to Kenya Tourism Board where she rose to the position of Head of Human Capital and Administration.

Ms Birgen has been a board member of Water Services Regulatory Board (WASREB), Empowering Lives International and Patron of Kaptagat Eco Development Initiative (KEDI), a community-based group advocating for conservation and economic empowerment of the community.

Commissioner Birgen has chaired the Public Service Excellence Award committee for three consecutive years. The Award recognizes public servants for exemplary performance. She chaired the selection panel for the Chairperson and Members of the National Gender and Equality Commission. She is a member of the National Council for Nomadic Education in Kenya.

Commissioner Birgen holds a Master of Science degree in Organizational Development from the United States International University, Bachelor of Arts degree from the University of Nairobi and Higher National Diploma in Human Resource Management from the Institute of Human Resource Management. She is a certified executive coach and a member of Kenya Institute of Management.

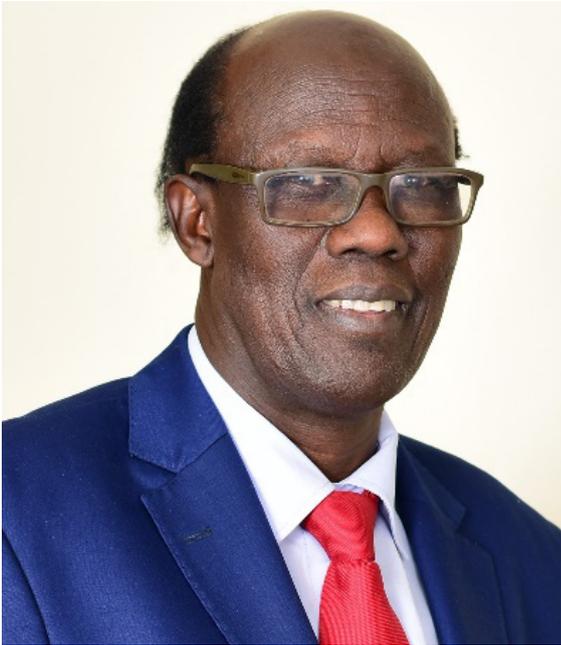
In recognition of her distinguished service to the nation, Commissioner Birgen was decorated with the Moran of the Burning Spear (MBS) state award by His Excellency the President.

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Prof. Michael N.I. Lokuruka, PhD, EBS, Commissioner

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Prof. Michael Lokuruka chairs the Capacity and Capability Development Committee of the Public Service Commission, and is also a member of the Compliance and Quality Assurance Committee of the Commission. He represents the Commission in the Council of the Kenya School of Government, where he serves as chairperson of the human resource committee and also as a member of the Staff Retirement and Benefits Scheme.

Prof. Lokuruka joined the Commission in January 2013, having worked for over 23 years as a Researcher, Lecturer and Chairman of the Departments of Dairy and Food Science and Technology at Egerton University and Food Science and Nutrition at Karatina University.

He also worked in various technical and management roles in Kenya's food and fisheries industries for over eight years. He provided consultancy and training services for the former Ministry of Northern Kenya and Other Arid Lands, ACT Kenya, the Canadian Food Industry, Turkana and Marsabit County Governments, Turkana North Constituency, and the Centre for Minority Rights and Development (CEMIRIDE).

Professor Lokuruka has published extensively in his area of specialization. He is a technical reviewer for leading regional and international journals and currently sits on the editorial board of the African Journal of Food, Agriculture, Nutrition and Development (AJFAND). He also served as Honorary Secretary to the Kenya Institute of Food Science and Technology (KIFST) for six years. He is an active member of management boards of several high schools and tertiary institutions.

He was a member of the Board of Directors of the Kenya Industrial Research and Development Institute (KIRDI) where he served on the Research, Innovations and Development and Human Resources Committees. He is currently spearheading the establishment of the Journal of Food Research and Nutritional Sciences, a publication of the Kenya Institute of Food Science and Technology, in which he is the Founder and Editor-in-Chief. He is an active member of the Omo-Turkana Basin Research Network (OTuRN).

Prof. Lokuruka holds a Doctorate degree (PhD.) in Food Science from Cornell University, USA.

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Catherine R. Omweno, MBS, Commissioner

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Commissioner Catherine Omweno chairs the Human Resource Planning, Recruitment and Selection Committee of the Public Service Commission and is a Trustee of the Defined Contributory Pension Scheme. She currently represents the Commission on the employment and Labour Relations committee of the Judiciary.

Commissioner Omweno is a Human Resource Specialist with extensive experience in the Human Resource management profession. She joined the Commission in January 2013 from Spectre International Limited. She has a wealth of experience gained from her many years of working in the public, NGO and private sectors. She began her career as a Personnel Officer in various government ministries, rising to the level of Chief Personnel Officer and later moved to CARE-KENYA and Jomo Kenyatta Foundation respectively.

Commissioner Omweno also worked as the Group Human Resource Manager at CMC Motors Group for 17 years where she was responsible for the human resource function in the East African region. She is a certified professional trainer and a Certified Secretary.

Commissioner Omweno holds a Master of Business Administration degree from Moi University and a Bachelor of Arts Degree from Punjab University, India.

In recognition of her distinguished service to the nation, Commissioner Omweno was decorated with the Moran of the Burning Spear (MBS) state award by His Excellency the President.

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Lawrence K. Nyalle, MBS, Commissioner

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Commissioner Lawrence Kitti Nyalle chairs the ICT Committee of the Commission and is a member of the Finance, Planning and General Purpose Committee of the Commission. He

also chairs the Board of Trustees of the PSC Staff Defined Contributory Pension Scheme. Prior to joining the Commission in January 2013, Commissioner Nyalle was a Business Consultant. He worked for Afrox Limited in South Africa as a Senior Audit Manager, Africa Region and later as Human Resource Manager. Between 2004 and 2007, he worked as head of audit and risk at BOC Kenya Limited.

Commissioner Nyalle is a Certified Public Accountant of Kenya CPA (K). He is a member of the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Internal Auditors. He has wide experience in Management, Finance, Enterprise Resource Planning (ERP) systems and ICT.

Commissioner Nyalle holds a Masters Degree in Business Administration, a Post Graduate Diploma in Computer Science and a Bachelor of Science Degree from the University of Nairobi. He is a fellow and Alumni of the University of New Castle, Australia.

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 Commissioner Titus M. Ndambuki, CBS, Commissioner
 

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Commissioner Titus Ndambuki chairs the Establishment and Devolution Matters Committee and the County Appeals Committee of the Public Service Commission. He joined the Commission in January 2013 after an illustrious career in the civil service where he rose through the ranks to the level of Permanent Secretary in the Ministry of State for Public Service. He had earlier worked as the Programme Director of the Civil Service Reform Secretariat

As Permanent Secretary, he initiated and presided over the Public Service Reforms including Performance Contracting, Training Revolving Fund, Medical Cover for Civil Servants, Contributory Pension Scheme and adjustment of the retirement age from 55 years to 60 years. He played a leading role in the improvement of the terms and conditions of service for civil servants.

At the continental level, Commissioner Ndambuki is the current Vice President of the African Association of Public Administration and Management (AAPAM) responsible for eastern Africa region and AAPAM headquarters from 2006 until November 2018 when his term will come to an end. He also served as a member of the board of East and Southern Africa Management Institute (ESAMI) from 2006 to 2013. He is currently a member of the Adhoc EAC Service Commission.

On the social front, Commissioner Ndambuki is passionate about the education of the youth. He chairs boards of management of several schools and is also a member of various AIC Church councils.

Commissioner Ndambuki holds a Masters degree in Economics from Williams College (USA), Bachelor of Philosophy degree in Economics and a Bachelor of Science degree in Mathematics and Statistics from the University of Nairobi. He has also attended many courses in management and leadership from various institutions.

In recognition of his illustrious performance and contribution to public service, Commissioner Ndambuki is the proud holder of two state decorations: Head of State Commendation (HSC) and the Chief of the Burning Spear (CBS) awards.

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Patrick G. Gichohi, CBS, Commissioner

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Commissioner Patrick Gichohi is a member of the PSC statutory Audit Committee, Compliance and Quality Assurance Committee and Devolution and Establishment Matters Committee. He joined the Commission in January 2013 after an illustrious 33 years career as a Parliamentary Officer, rising to the position of Clerk of the Kenya National Assembly. As Clerk of the National Assembly, he initiated key parliamentary reforms and facilitated Public-Private Sector partnership in the parliamentary reform programmes. He also served as the Chair of the Society of Clerks in the Commonwealth Parliaments.

Commissioner Gichohi was a member of the Society of the Clerks-at-the-Table in the Commonwealth Parliaments and the Association of the Secretary Generals of Parliament of the Inter Parliamentary Union, Geneva, Switzerland. He also served as Honorary Secretary and Treasurer of the Commonwealth Parliamentary Association (Kenya Branch) and the Inter-Parliamentary Union (Kenya Group).

He was the founder secretary of the Constituencies Development Fund, a position he held from 2004 - 2007. He also served as Secretary Parliamentary Service Commission from 2008 - 2012.

Commissioner Gichohi is a published author and editor of various books on parliamentary procedures and practices and on governance and devolution. Among his titles are 'Handbook on the County Legislative Assemblies of the Republic of Kenya' and 'Considered Speakers' Rulings 1963 - 2007'.

In recognition of his distinguished service to the nation and humanity, Commissioner Gichohi was awarded the State commendation of Chief of the Burning Spear (CBS) and also a Citation by the State of Wisconsin, United States of America. He holds a Bachelor of Education degree from the University of Nairobi and various certificates in management and Parliamentary Procedures and Practices.

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## Dr. Judith E. Bwonya, MBS, Commissioner

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Commissioner Dr. Judith Emboyi Bwonya chairs the Compliance and Quality Assurance Committee of the Public Service Commission. She joined the Commission in January 2013 after a long and illustrious career in the public health sector, spanning 30 years. She began her career in 1983 as a Medical Officer intern at Machakos Hospital following her graduation from the University of Nairobi with Bachelors degrees in Medicine and Surgery.

She returned to the University of Nairobi in 1985 to pursue a Masters degree in Public Health. After graduation in 1987, she worked as a District Medical Officer of Health in various districts in the country from 1988 until 2003 when she was posted to the Ministry of Health head office in Nairobi. She served in the Health Sector Reform Secretariat and later as Head of the Department of Standards and Regulatory Services.

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Commissioner Bwonya was a member of the Task Force that established the Consortium for National Health Research. She was appointed to lead the Ministry team that developed the Draft Health Bill under the Constitution of Kenya 2010.

Commissioner Bwonya is a Registered Public Health Specialist with the Medical Practitioners and Dentists Board of Kenya. Prior to joining the Public Service Commission as a Commissioner, she had accumulated wide and long running experience in board management, having served at different periods as a member of the Clinical Officers' Council, the Medical Practitioners and Dentists Board, Kenya Medical Research Institute Management Board, NHIF Board, Consortium for National Health Research Board of Management and NSSF Medical Board. She also served on the management boards of Moi Vokoli Girls Secondary School and Kegoye Secondary School in Vihiga County. She is currently a member of the Kenya Medical Association and Kenya Medical Women's Association

Commissioner Bwonya co-authored an academic paper that was published in the World Health and Population Report, Volume 13, No. 2 of 2011 titled '*Making Non-discrimination and Equal Opportunity a Reality in Kenya's Health Provider Education System: Results of a Gender Analysis*'. She is listed in the "Who is Who Among Business and Professional Women" in the world (7th Edition of 2000, page 50).

In recognition of her distinguished service to the nation, Commissioner Bwonya was decorated with the Moran of the Burning Spear (MBS) state award by His Excellency the President.

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Dr Alice A. Otwala (Mrs.), CBS, Commission Secretary/ CEO

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Dr. Alice Atieno Otwala is the Secretary/ Chief Executive Officer of the Public Service Commission of Kenya. She heads a secretariat of 200 staff who assist the Commission to fulfill its Constitutional Mandate. Prior to her appointment as Secretary/CEO, she was the Deputy Commission Secretary.

Dr Otwala has extensive experience and practical knowledge of Public Administration spanning over 35 years, having risen through the ranks in various Government Ministries from an Assistant Secretary to her current position.

Her major achievements in her long stint in the public service include setting up the first computerization of all Administrative

Officers Records in the Office of the President, developing the first Training Manual for Chiefs and Assistant Chiefs, relocating the CID Department to its current location with all logistics intact, settling the US Embassy after the Bomb blast of 1998 as head of America's Division in the Ministry of Foreign Affairs and steering the restructuring of the Public Service Commission Secretariat to enable it deliver on its Constitutional Mandate.

Dr Otwala is a member of the Kenya Institute of Management and Kenya Association for Public Administration and Management. She is also a Founder and Patron of Hope Citadel Foundation Missioners of Hope - a community-based organization that supports orphans and the girl-child through education, mentorship and coaching.

Due to her exemplary public service, Dr Otwala received two state decorations - Moran of the Burning Spear (MBS) and Chief of the Burning Spear (CBS) respectively. The Commonwealth University in collaboration with London Graduate School recognized her exceptional service to the society, selflessness and other outstanding contributions through which the lives of many people have been impacted positively and awarded her an Honorary Doctorate degree in Public Administration. Dr Otwala also holds a Masters Degree in Public Administration from Liverpool University in the United Kingdom and a Bachelor of Arts Degree from the University of Nairobi. She is an Alumni of Strathmore Business School where she studied Strategic Management. She is also a trained Counselor and leader of several schools and churches.

## SENIOR MANAGEMENT TEAM



**Simon K. Rotich, MBS,**  
Deputy Commission  
Secretary, Corporate  
Services



**Jane Chege, HSC,**  
Deputy Commission  
Secretary, Technical  
Services



**Remmy N. Mulati,**  
**MBS,** Director, Board  
Management Services



**Dismas O. Ogot,**  
Director, Finance and  
Planning



**Peter M. H. Maina,**  
Director, Recruitment  
and Selection



**Jacqueline Manani,**  
Director, Legal Services



**Simon Wachinga,**  
Director,  
Compliance and  
Quality Assurance



**Jayne Cindy Songole,**  
Director, Establishment  
and Management  
Consultancy Services



**Joan Machayo,**  
Acting Director, Human  
Resource Management and  
Development



**Gerald G. Kuhaka, HSC**  
Acting Director, Corporate  
Services

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**Browne Kutswa,**  
Corporate Communications  
and Media Relations, Member



**Gabriel Juma,**  
Compliance and Quality  
Assurance, Team Leader



**Rebecca Kiplagat,**  
Finance and Planning,  
Member



**Christine Baari,**  
Legal Services,  
Member



**George N. Mukabi,**  
Board Management  
Services, Member



**Caroline Kiget,**  
Corporate Services,  
Secretary



**Jeremiah Kagwe,**  
Establishment  
and Management  
Consultancy  
Services, Member



**Joseph Kenei,**  
Finance and  
Planning, Member



**Jethro Mosoti,**  
Human Resource  
Management and  
Development, Member



**Hannah Mwangi,**  
Recruitment and  
Selection, member