



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

ANNUAL REPORT FOR THE FINANCIAL YEAR 2020/2021

*Prepared and Issued Pursuant to Article 254(1) of the Constitution of
Kenya and Section 90 of the Public Service Commission Act, 2017*

SEPTEMBER 2021:

06 OCT 2021

DAY:

Wednesday

TABLED
BY:

Majesty P. P. W. W.

CLERK-AT
THE-TABLE:

Lorna M. M.

VISION

A Citizen-Centric Public Service

MISSION

To transform the public service
for efficient and effective service
delivery

CORE VALUES

Citizen Focus
Professionalism
Innovation
Teamwork

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✉ P.O Box 30095, 00100, Nairobi, Kenya, Harambee Avenue

☎ Telephone: +254 (020) 2223901-5, 2227471-5

📠 Fax: +254 (020) 2214791

📱 Mobile: +254-724-253807, +254-735-800282

☎ Contact Center No. 0204865000

🌐 Website: www.publicservice.go.ke

✉ psck@publicservice.go.ke

📘 Facebook page: Public Service Commission

🐦 Twitter: @PSCKenya

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ACRONYMS

BPR	Business Process Re-engineering
CFS	Citizen Facing Services
EBS	Elder of the Burning Spear
F/Y	Financial Year
GESDeK	Governance for Enabling Service Delivery and Public Investment in Kenya
HR	Human Resource
HRM&D	Human Resource Management and Development
ICT	Information and Communications Technology
IGS	Inter-Government S
ILO	International Labour Organization
IT	Information Technology
JDAC	Job Descriptions Advisory Committee
KADP	Kenya Accountability Devolution Programme
KENGEN	Kenya Electricity Generating Company
KSG	Kenya School of Government
MDAs	Ministries, Departments and Agencies
MGH	Moran of the Golden Heart
NMS	Nairobi Metropolitan Services
PDTP	Presidential Digital Talent Program
POEA	The Public Officer Ethics Act, 2003
PSEA	Public Service Excellence Awards
PSIP	Public Service Internship Programme
PWDs	Persons with Disabilities
RRI	Rapid Results Initiative
SAGAs	Semi-Autonomous Government Agencies
SCAC	State Corporations Advisory Committee
SRC	Salaries and Remuneration Commission
TIA	Training Impact Assessment
TVET	Technical and Vocational Education and Training
USSD	Unstructured Supplementary Service Data
VC	Vice Chancellor

PREFACE



The 2020/2021 Financial Year was significant in the Commission's calendar in many ways. It was during this period that the Commission made unprecedented milestone achievements in the service delivery and reform continuity front despite the challenges of the Covid-19 Pandemic. On behalf of the Commission, I am pleased to share through this report, our experiences and how we surmounted the challenges thereof in the hope that the lessons learnt could provide valuable insights on navigating unforeseen crisis situations with minimal disruptions to service delivery.

During this period, the Commission reviewed organization structures of 47 Ministries, Departments and Agencies in an endeavour to make them fit-for-purpose. We also implemented the recommendations of the succession management report which had been pending for a number of years. The exercise focused on two key areas; filling gaps within the grading structure and promoting staff who had stagnated in one grade.

The Commission, upon request by the National Assembly Committee on Administration and National Security, developed the Draft Public Service Human Resource Management Bill that, once enacted, will harmonize human resource practice in the entire public service. The Commission also developed and published the Public Service Commission (Performance Management) Regulations, 2021 to provide guidelines for performance management in the public service. All these initiatives are a clear demonstration that the Commission is on course towards the realization of efficient and effective service delivery to citizens.

I am happy to report that despite the disruptions of Covid-19 pandemic, our service delivery has not been fundamentally affected or experienced the severe effects witnessed in other sectors. Instead, critical areas of our operations have benefitted from the innovative approaches that we deployed to mitigate the potential effects of the pandemic on operational efficiency. For example, the recruitment and selection function quickly adopted digital technology and on-line platforms, thereby enabling the Commission to process and deliver much more than what we were delivering before the onset of Covid-19 Pandemic. The pandemic hastened our transition to digital platforms in areas where we had earlier planned for a gradual medium-term change as projected in the Commission's Strategic Plan (2019 – 2024). In a number of areas, it has created opportunity for more efficient and effective ways of delivering services to the citizens. I therefore encourage other public service institutions to take advantage of the emerging IT platforms in order to provide even better services to citizens.

The 2020/2021 Financial Year was also significant to the Commission because it is during this period that we lost our chairman Mr Stephen Kinyanjui Kirogo, barely three years into his six-year term at the helm of the Commission. The late Kirogo had a very clear vision for the public service, a vision encapsulated in the mantra that he coined

and which he was very passionate about - *Reform, Perform and Transform Kenya*. This mantra was about placing the citizen at the centre of service delivery, building a public service grounded on values and principles of public service as laid out in the Constitution, and improving public service productivity. To address these challenges, Mr Kirogo was deeply committed to finding ways to improve the efficiency and effectiveness of service delivery, providing value for money by improving the quality of services and reducing the costs involved in availing those services. The achievements realised this far therefore attests to his pragmatic vision and the strong foundation he laid that enabled a smooth transition and continuity in the Commission following his demise.

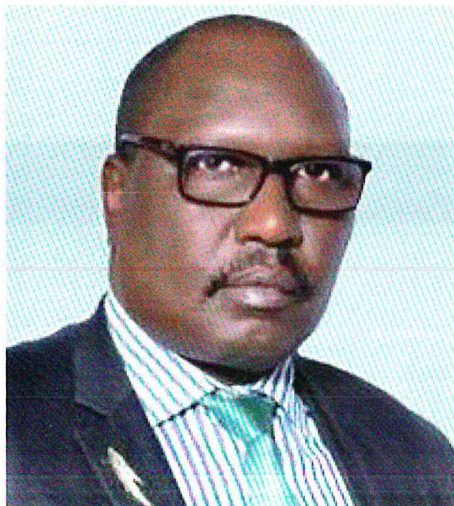
Encouraged by the progress we have made in 2020/2021 as highlighted in this report, I am

confident that our transformation agenda will guarantee all citizens access to quality public services, give voice to their needs and create opportunity for improved service delivery through feedback mechanisms. This commitment is too important to be left to chance or to public servants and institutions alone. The success of the transformation agenda requires cross-sectoral collaborations and commitment, not only of all public institutions, but also of the private sector.



**CPA CHARITY SELEINA KISOTU, EBS
VICE-CHAIRPERSON
PUBLIC SERVICE COMMISSION**

ACKNOWLEDGMENTS



This report highlights the overall performance of the Commission and the progress made in the execution of its constitutional mandate during the financial year 2020/2021. The Report was prepared in compliance with Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act, 2017 that requires the Commission to give an account of how it expended the resources allocated during the financial year.

The report marks the 2nd cycle under the Commission's transformational Strategic Plan 2019-2024. It is also the 7th successive submission under the Constitution of Kenya 2010. Preparation of this report was completed over a period of two months under difficult circumstances owing to the Covid-19 pandemic. On behalf of the Commission, I wish to acknowledge with deep appreciation the commitment exhibited by all actors both in the Commission and in Ministries, Departments and Agencies (MDAs). The contribution by MDAs in the provision of quarterly data enriched the report immensely.

We are grateful to the Commission Vice Chairperson Charity Kisotu for steering the

Commission through the transition period following the demise of our Chairman and ably guiding the Commission despite the challenges posed by the pandemic. The Commissioners provided strategic guidance which helped shape the report.

Special thanks go to the Annual Report Steering Committee chaired by Commissioner Dr. Reuben Chirchir and Commissioners Dr. Mary Mwiandi and Dr. Joyce Nyabuti as members for providing guidance and quality control for the report.

We also thank the inter-departmental secretariat task team comprising Dr. Sylvester Obong'o (Director, Performance and Service Delivery Transformation), George Mukabi (Acting Director, Board Management Services), Musa Cherogony (Deputy Director, Legal Services), Browne Kutswa (Deputy Director, Public Communication), Simon Mwangi (Deputy Director, PSIP), Rebecca Kiplagat (Deputy Director, Finance), Joshua Mwiranga (Deputy Director, Performance Contracting), Daniel Oliech (Acting Deputy Director, Performance Monitoring & Evaluation), Phoebe Gor (Assistant Director, Performance Monitoring and Evaluation), Joseph Kenei (Assistant Director, Planning), Alex Koros (Assistant Director, Monitoring and Evaluation), Olgah Owuor (Assistant Director, HRM&D), Melda Mboya (Principal Office Administrator, E&MCS) and Mutati Kithonga (Intern, PSIP).

We are also grateful to all the Heads of Directorates and staff of the Commission and all stakeholders who participated in the preparation of this report at various stages.

A handwritten signature in black ink, appearing to be 'Dr. Simon K. Rotich'.

Dr. SIMON K. ROTICH, CBS
SECRETARY/CEO
PUBLIC SERVICE COMMISSION

STEPHEN KIROGO – A TRIBUTE

Mr Stephen Kinyanjui Kirogo was appointed as the Chairman of the Public Service Commission by His Excellency President Uhuru Kenyatta in August 2018 following a competitive recruitment process to replace Prof Margaret Kobia who had earlier been appointed Cabinet Secretary for Public Service, Youth and Gender Affairs. He served the Commission diligently until his death on Friday 14th May, 2021.

Mr. Kirogo, had a very clear vision for the public service and the role of the Commission in the fulfilment of the vision. He joined the Commission at a time when the previous strategic plan period was coming to an end and this prompted him to quickly take charge of the development of a new strategic plan that would reflect his vision of a citizen-centric public service.

As chairman, Mr Kirogo was charismatic and visionary. He was hands-on, deeply spiritual and with unfettered empathy for the welfare of public servants. His sense of humour was exceptional and he had this peculiar way of making difficult situations look so easy with his assuring moto that *'Nothing is impossible'*. Despite his high office, Mr. Kirogo was compassionate and humane when dealing with public servants. He often cautioned Commission staff handling staff matters to always remember that they were not dealing with files, but real people and families and that no public servant should leave the service bitter. Under his stewardship, hundreds of public servants who had stagnated were promoted to higher levels in their respective cadres.

His short three-year stint as chairman of the Commission witnessed rapid transformations through his initiation of ground-breaking reforms



The late Stephen Kirogo addressing the inaugural cohort of interns in October 2019

with monumental impact to the entire public service. He spearheaded far-reaching reforms in the pensions department with the ultimate objective of ensuring a seamless transition from salary to pensions. He was pained that a retired public officer had to wait for years before receiving

a pension after years of committed service. The pension reforms sought to alleviate the pain suffered by pensioners seeking to access their hard-earned benefits after years of toil working as public servants but who were now at the mercy of a few unscrupulous fellow public servants



Dr. Joseph Kinyua, Head of Public Service signs the condolence book for the late Chairperson of the Public Service Commission, Stephen Kirogo on 17th May, 2021 at the Public Service Commission in Nairobi. Looking on is the Vice-Chairperson, Charity Kisotu.



PSC vice chairperson Charity Kisotu (centre) and commissioners Dr Reuben Chirchir (left) and Dr Mary Mwiandi (right) jointly lay wreaths on the grave of the late Stephen Kirogo at his Sipili home in Laikipia County on Friday 21st May 2021.

who demanded kickbacks in exchange for the pensioners' legitimate demand for services.

The first phase of the pension reforms entailed clearing a huge backlog of unpaid claims at the pensions department. This was successfully achieved during the 100-day Rapid Results Initiative which saw over 10,000 claims processed and over ksh.40 billion paid in record time. In Mr. Kirogo's words, this was payment to real people and families who had worked diligently for their government and deserved better treatment. In his honour, the Commission will ensure that the pension reforms move to the next phase of reviewing the lengthy documentation and clearance processes at the MDAs and the subsequent phase of system integration to ensure seamless transition from salary to pension is achieved.

Mr. Kirogo had compassion for the plight of young jobless university graduates who needed work experience to enter the job market. This made him to approach parliament to fund a paid internship programme that would place young graduates to gain work experience for a period of 12 months in the public service. The Public Service Internship Programme which has to date enrolled three cohorts and on-boarded 10,000 graduate interns was made possible because of Mr. Kirogo's compassion for the youth and his networking skills. At the time of his death, he had similarly initiated other collaboration initiatives with a Korean Institute focusing on mindset change and the Emerging Public Leaders to develop a fellowship programme

for newly recruited young public servants so as to enhance their employability chances.

Mr. Kirogo had a simple down-to-earth demeanour, easily mingled with all and kept an open-door policy in his relationship with people to the extent that any citizen, regardless of status, was able to access him at his office. He was deeply touched by the plight of citizens who were constantly complaining about inefficiency in the public service and this drove him to pursue the agenda of putting the citizen at the centre of public service delivery. He never ceased to remind commissioners and staff that if citizens were unhappy, then the public service was not working for them. Indeed, he worked very well with the current Commissioners all of whom joined the Commission some four months after he had assumed his position as chairman. He also had a great working relationship and regard for the secretariat staff that he found at the Commission and together made tremendous progress in the discharge of the mandate of the Commission.

Mr Kirogo's demise was not only a loss to his immediate family but to many people from all walks of life with whom he interacted in his various capacities and impacted their lives in profound ways. The Commission will endeavour to immortalize his great works by ensuring that his vision and dream of a better public service that is fit-for-purpose, dynamic and citizen-centric is realized.

COMPOSITION OF THE COMMISSION



CPA Charity S. Kisotu, EBS,
Vice Chairperson



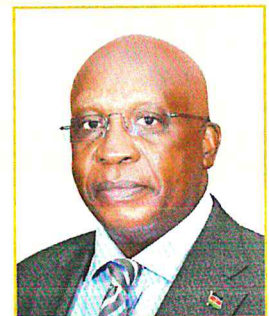
Dr. Joyce K. Nyabuti, PhD
Commissioner



Amb. Salma A. Ahmed
Commissioner



Ms. Joan A. Otieno
Commissioner



Amb. Patrick S. Wamoto,
EBS Commissioner



Dr. Mary C. Mwiandi, PhD
Commissioner



Mr. Andrew M. Muriuki
Commissioner



Dr. Reuben K. Chirchir, PhD
Commissioner



Dr. Simon K. Rotich, CBS,
Commission Secretary/ CEO

EXECUTIVE SUMMARY

The 2020/2021 PSC Annual Report is anchored on the provisions of the Constitution and the Public Service Commission Act, 2017. The report is the Commission's accountability mechanism to His Excellency the President, Parliament and citizens and partners.

The organization and layout of this report is in five chapters. Chapter one explores the mandate of the Commission, the role of public service, national development, and planned activities for the year. Chapter Two details the extent of progress with Delivery of the Commission Mandate. In Chapter Three, the report focuses on Commission Capacity and Capability. Chapter Four concentrates on Commission Financial Performance while Chapter Five presents Achievements, Challenges and Lessons Learnt.

The report gives an account of the outputs, results and impacts of the Commission's work in discharging its mandate; elevating its own capacity and capability; how it appropriated resources; and the achievements, challenges and lessons learnt during implementation of programmes.

Data and information for this report was compiled from submissions from MDAs and the Commission's records from day-to-day operations. The report was prepared over an eight-week period encompassing draft, reviews and validation.

Delivery of the Commission Mandate

This 2020/2021 Annual Report presents an assessment of the extent to which the Commission has delivered on the following seven mandate areas: establishment and abolition of offices in the public service; appointments; internship programmes in the public service; review of human resource management strategy; exercise of disciplinary control; ethical and values-based public service; and efficiency and effectiveness in the public service.

Establishment and Abolition of offices in the Public Service: During the period under review, the Commission responded to its function on Establishment and Abolition of offices in the Public Service by receiving and reviewing requests on establishment of offices from Constitutional Commissions, Independent Offices, State Offices and County Public Services. The Commission reviewed organizational structures and staff establishment in 47 MDAs over the 2020/2021 FY. In addition, the Commission filled posts through promotions, appointments and review of organization structures to ensure that public service institutions are equipped to perform.

Appointments: During the report year, the Commission undertook appointments through recruitment into new positions, re-designations and promotions. Total new officers appointed were 5,324 comprising 2,521 (47%) males and 2,803 (53%) females. PWDs were 132, constituting 2.5% of officers recruited.

The Commission advertised and conducted interviews for eight vacant positions at senior management levels for seven Public Universities. Additionally, 253 officers drawn from 32 cadres in various MDAs were re-designated.

The Commission promoted 7,415 officers comprising 2,984 (40%) female and 4,431 (60%) male to various grades through competitive interview processes. Of these, 49 (0.8%) were PWDs. In addition, under succession management, the Commission processed promotions for 32,107 officers to address stagnation and gaps in the grading structure.

Internship in the Public Service: The Public Service Internship Programme (PSIP), an initiative of the Public Service Commission, was established at the beginning of the 2019/2020 Financial Year. The PSIP programme is central to the Commission's commitment to revamp and deepen youth involvement in the public service,

as a key reform measure for the achievement of the Government agenda on youth unemployment. The programme has been implemented over the last two years and recruited a total of 9,760 interns in three cohorts; Cohort I (3,119), Cohort II (2,441) and Cohort III (4,200). In addition, 400 interns were recruited under the Presidential Digital Talent Programme (PDTP). The Veterinary Internship Programme recruited 950 interns who were trained to enhance the country's capacity in veterinary extension work, as well as anchor the professional development of the interns.

Human Resource Management Strategies:

The Commission continuously reviews and develops human resource policies, guidelines and instruments to ensure efficient and improved human resource management practices for efficient service delivery. During the report period, the Commission initiated the development and review of policies and Human Resource instruments that included the Human Resource Master Plan for the Service and Circulars on promotion on merit, mandatory retirement age and date of birth.

The Master Plan specifically seeks to support forecasting and planning of human resource interventions over the next ten years. It will facilitate human resource management processes such as identification, recruitment and selection, performance management, learning and development and exit and succession management.

Technical Support to MDAs: In order to strengthen the human resource management function, the Commission provided technical assistance to Kenya Accountants and Secretaries National Examinations Board, Kenya Electricity Generating Company (Kengen), Ministry of Labour and Commission for Administrative Justice in the development of their human resource policy documents. Further, the Commission collaborated with the Salaries and Remuneration Commission (SRC) to undertake a review of allowances in the public service; review of remuneration and benefits policy; and the third cycle of the job evaluation exercise.

Training and development in the Public Service:

The Commission contributed to public service human resource development by undertaking

the following activities: issued the annual training policy statement and guidelines on implementation of FY 2020/2021 training programmes; developed a framework for Training Impact Assessment (TIA) for use by MDAs; developed an induction programme for the Technical and Vocational Education and Training (TVET) trainers and principals; conducted training needs assessment for the TVET trainers and designed a training programme; organized workshops for Heads of HR for better understanding and implementation of HR policies and regulations in the service; trained 39 officers from 19 MDAs on Business Process Re-engineering (BPR); and trained 3,368 officers comprising 1,614 (48%) female and 1,754 (52%) male in various programmes by MDAs; of these, 26 (0.8%) were PWDs.

County Appeals: County Government public officers and citizens who are dissatisfied or affected by a decision relating to discharge of human resource functions made by county government public service are afforded the constitutional and statutory right to appeal to the Commission for redress. During the reporting year, the Commission heard and determined 319 (79%) appeal cases out of a total of 405 received.

Ethical and Values-Based Public Service:

Values and principles of governance and public service underpin the foundation that informs, guides, and determines behaviour and attitude of public servants. During the report period, the Commission undertook the following activities aimed at entrenchment and compliance with these values and principles: promotion of a values-based and ethical public service; evaluation and reporting on values and principles; declaration of income, assets and liabilities; and collaborating with other institutions in the promotion of integrity in the service.

Investigation, monitoring and evaluation of the organization, administration and personnel practices of the public service:

The Commission seeks to ensure that its decisions are implemented and that Authorized Officers exercising delegated powers comply with the law and the standards set by the Commission. To this end, the Commission has put in place measures to investigate, monitor and evaluate discharge of human resource

functions. Measures in this regard include: (i.) development of a framework for compliance audit, Investigation, monitoring and evaluation to ensure uniformity in carrying out the function; and (ii) monitoring the implementation of Commission's decisions, policies and regulations under the delegated authority in MDAs. The exercise revealed that 99% of the 13,084 decisions of the Commission and 95 % of the 8,394 decisions of MHRMACs had been implemented.

Promotion of constitutionalism: This was achieved through ensuring compliance with relevant legislation; public service performance management regulations; public service human resource management bill; enhancing accountability at the Commission; and ensuring expeditious dispensation of court cases and county appeals.

Efficiency and Effectiveness in the Public Service: This function is at the very core of the Commission's mandate. It represents a higher-order Key Result Area for virtually all dimensions of the organization's mandate. The Commission undertook the following initiatives to enhance service delivery efficiency and effectiveness: training MDAs on business processes re-engineering; review of business processes in MDAs; Rapid Results Initiative (RRI); and supported evidence-based decision making through the dissemination of research findings.

Commission Capacity and Capability

Success with the attainment of the Commission's organizational mandate, strategic goals and targets partly depends on its capacity and capability in terms of resources, means, enabling systems and policies. The following activities were undertaken to enhance the Commission's capacity to deliver its mandate:

Staffing: Two officers were employed on local agreement contract, 15 officers were seconded to the Commission from various MDAs while 137 Secretariat Staff were promoted to higher grades. Seven officers were re-designated while two retired. The Commission has a staffing complement of 231 against an authorized establishment of 415. Among the in-post, the females were 111 (48%) while male were 120 (52%). The Commission has

7 PWDs, constituting 3.03% of all staff. In terms of ethnic diversity, the Commission secretariat is made up of 23 ethnic groups.

Skills development: The Commission sponsored and also received sponsorships for staff to attend group seminars, workshops and conferences. These investments translated to improved skills, knowledge and attitudes among staff.

Improvement of terms and conditions of service: The Commission undertook a number of initiatives aimed at staff motivation and improvement of working conditions. These include review of commission structure; implementation of staff welfare programmes such as medical insurance, personal accident cover and provision of car loan and mortgage scheme; and establishment of a well-equipped gym.

Collaboration, cooperation and partnership: Collaborations towards the attainment of the Commission's mandate was achieved by working closely with the Ministry of Public Service and Gender and the Salaries and Remuneration Commission. Supporting partnerships were forged with the International Labour Organization (ILO); the Parliamentary Service Commission and ABSA Bank.

Performance management: During the reporting year, the Commission re-invigorated internal performance management through the preparation of work plans for the 2020/2021 FY; revision and application of the performance management tools and cascading of performance contracting across Commission Directorates and Departments.

Corporate communication strategy: The Commission developed a communication and branding strategy to support the implementation of the Commission's Strategic Plan 2019-2024 and operationalized a service delivery contact centre.

Leveraging ICT in the operations of the Commission: Impacts of the Covid-19 crisis demonstrated the value of ICT integration in service delivery continuity and improvement. Interventions in this effort encompassed establishment of remote interview centres; automated shortlisting of applicants; conducting virtual interviews; and scaling the implementation of ERP modules.

Financial Performance for the Year 2020/2021

During the 2020/2021 Financial Year, the Commission received a total allocation of Kshs.1,196 Million towards its core recurrent and capital costs.

In addition, Kshs.1,000 Million went into personnel emolument costs for interns in the Public Service Internship Programme (PSIP). The Commission's budget utilization efficiency index remains significantly high at 98% or higher. In all cases, the few instances of non-utilization of budget allocations were due to factors beyond the Commission's control.

On the accountability side, the Commission exhibited best industry practices in financial reporting and taxation practices as evidenced by the unqualified audit opinion on the Commission's audited financial statements for the 2019/2020 Financial Year. In terms of best tax administration practices, the Commission was crowned with the Taxpayers Winner's Award 2020, by KRA, in the Public Sector category, during a virtual ceremony presided over by H.E. President Uhuru Kenyatta. From the foregoing, PSC presents an outstanding and compelling public sector example in the area of public finance management in a manner that is consistent with provisions of the PFM Act and other accountability and integrity legislation.

In recognition of the need to bridge its persistent budget deficit gap, the Commission endeavoured to fundraise through a number of initiatives. Efforts at resource mobilization included: preparation of proposals for resource mobilization to World Bank and the International Labour Organization; mobilization of Ksh 44 million through GESDEK-World Bank to support achievement of PSC mandate; Continued engagement with Parliament and The National Treasury for increased funding under the Public Finance Management Reforms Programme to fund selected Commission activities.

Notwithstanding the Commission's best efforts at coping with limited budgetary allocation, a

budget deficit of Ksh 6 Billion persists at levels that threaten the attainment of the Commission's overall institutional mandate.

Full attainment of the Commission's mandate, goals and target, as articulated in its Strategic Plan 2019-2024, therefore calls for enhanced budgetary allocation by the National Treasury. This will ensure that the Commission gets the much-needed resource preparation and internal capacity and capability to pivot and midwife the much-needed reforms and transformation of Kenya's Public Service in a way that is consistent with the aspirations of Kenya Vision 2030 on a medium income economy.

Achievements, Challenges and Lessons Learnt

The Commission recruited 4,200 interns that were placed in 191 MDAs. A framework for training impact assessment for use in MDAs and training manual for revised administrative officers examination syllabus was developed. In addition, the Commission provided technical support to 13 county governments, determined 167 discipline cases from MDAs and 342 appeal cases from 15 county governments, recruited 8,522 officers for various MDAs, developed PSC performance management regulations and draft public service human resource management bill, received and investigated eight complaints, and developed and implemented Commission's communications strategy and branding guidelines.

Among the challenges experienced include Covid-19 pandemic and resource related constraints.

Some of the key lessons learnt that could shape future policies, programme design and implementation strategies were that risk management practices be mainstreamed in key programmes, regular reviews of planned programmes be undertaken, seeking of alternative sources of funding outside exchequer and the need for harnessing information technology to enhance service delivery.

CHAPTER 1 INTRODUCTION

1.0 Preamble

Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act, 2017 requires the Commission to report annually to the President and to Parliament by 30th September. This report is the 2nd under the Commission's Transformation Agenda and the 7th successive submission under the Constitution of Kenya 2010.

This report builds on last year's report which among others, detailed the Commission's Transformation Agenda envisaged in the Strategic Plan 2019-2024. It presents details of initiatives and activities undertaken by the Commission aimed at ensuring that the Service remains on course to realize the long-term goal of delivering efficient and effective public services to the citizens.

1.1 Mandate of the Commission

The mandate of the Public Service Commission is derived from Article 234 of the Constitution of Kenya 2010, the Supreme Law of the land. The operationalization of functions and powers of the Commission, its activities and its relations with public service organizations, citizens and the public are, further articulated in the statutes and regulations. Specifically, under article 234, the constitution assigns the Commission the following functions and powers:

- a. Subject to the Constitution and legislation;
 - i) Establish and abolish offices in the public service, and
 - ii) Appoint persons to hold or act in those offices, and to confirm appointments;
- b. Exercise disciplinary control over and remove persons holding or acting in those offices;
- c. Promote the values and principles referred to in Articles 10 and 232 throughout the public service;
- d. Investigate, monitor and evaluate the organization, administration and personnel practices of the public service;
- e. Ensure that the public service is efficient and effective;
- f. Develop human resources in the public service;
- g. Review and make recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service;
- h. Evaluate and report to the President and Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the public service;
- i. Hear and determine appeals in respect of county governments' public service; and
- j. Perform any other functions and exercise any other powers conferred by national legislation.

Other functions and powers include: -

- i) Nomination of persons to the Judicial Service Commission and Salaries Remuneration Commission under Articles 171(2) and 230(2){b} respectively;
- ii) Recommendation of persons to be appointed as Principal Secretaries under Article 155 (3) (a);
- iii) Receiving and processing of petitions for the removal of the Director of Public prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);
- iv) Receiving petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with

Section 37 of the Political Parties Act;

- v) Protection of public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution.
- vi) Recruitment of senior officers for public universities; and
- vii) Recruitment of Ethics and Anti-Corruption Commission commissioners.

The Public Service Commission thus, as per the Constitution, is the institution charged with the responsibility for providing strategic leadership and guidance on human resource management and development, developing and instituting measures that ensure efficient and effective performance in service delivery as well as promoting values and principles and a culture of citizen-centricity in the public service. These are key mandates in ensuring successful implementation of development policies.

1.2 The Role of Public Service in National Development

In Kenya, there are several reasons why public sector efficiency and effectiveness is critical to broader economic outcomes. These include:

- i. The public sector being the largest employer at both the national and county levels of government;
- ii. The catalytic role of the public sector to the private sector, other profit and non-profit entities of the economy; and
- iii. The public sector is a regulator and major investor in several sectors of the economy.

These factors mean that improvements in public sector performance can have significant economic implications. The Public Service Commission Transformation Agenda is aimed at facilitating improvements in performance and productivity through the efficient and effective use of resources.

The Public Service is thus a central pillar and enabler in national development, supporting the functioning, governance and prosperity of a country. Public service institutions, by virtue of

their mandates, are responsible for actualizing the government agenda. At its best, the Public Service is flexible and agile, responding quickly and effectively to new priorities and changing demands. Continuously reforming the Public Service to ensure it discharges its responsibility efficiently and effectively has therefore been a central agenda in government policy since independence.

Whereas the primary focus of the reform has been shifting from time to time, depending on the political, economic and social challenges of the day, the declared commitment of the Government to public service reforms has always remained constant. Inculcating and promoting values of Public Service professionalism, impartiality, objectivity, integrity and honesty, that enables it to serve successive governments, is at the heart of establishing an enabling environment for the Service to effectively contribute to national development.

1.3 Reform Focus

In execution of its mandate under the Constitution of Kenya 2010, the Commission is engaged in both policy change and policy reforms. Policy changes have focused on implementing incremental shifts in dealing with existing structures as well as introducing new and innovative policies in areas such as succession management. Policy reform on the other hand has targeted improving the performance of existing systems and of assuring their efficient and equitable response to citizens' needs. The Public Service Commission transformation agenda is an initiative of unprecedented scope. It is driven by increasing demand by citizens for better services in an environment of dwindling resources, accelerating technological change, changing demographics, a growing demand for openness, transparency and accountability, and evolving staff expectations.

It is within this rapidly changing environment that whereas migration to digital and on-line channels was initially envisaged as gradual medium to long term strategies, it has since been implemented as emergency measures. The emergence of Covid-19 pandemic, originally thought to be a temporary disruption, is becoming a more permanent feature, as a result migration to digital and technology options had to be fast-tracked to become the

norm, rather than the exception. The migration of a significant number of Public Service Commission delivery platforms in the 2020/2021 Financial Year from face to face to digital on-line channels was therefore a radical shift in implementation of a delivery strategy that was planned for the medium to long term.

This report highlights measures taken by the Commission in the financial year 2020/2021 to mitigate the adverse impacts of the pandemic and how the Commission is re-positioning itself to sustainably remain on the path to transform the public service to be Citizen-Centric, efficient and effective in delivery of services. The activities by the Commission in the last reporting period were aimed at laying the foundation for the Transformation Agenda. They were, therefore, geared towards and supporting the creation of "A Fit-for-Purpose Public Service". The key activities undertaken towards realization of this goal during the 2020/2021 financial year include:

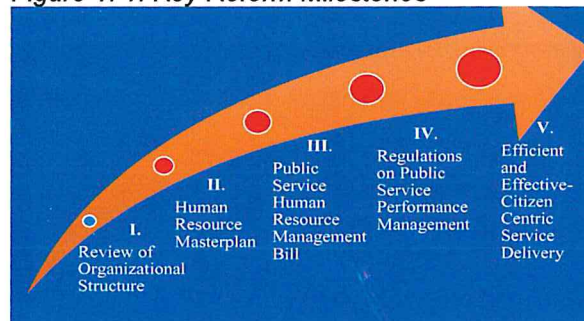
- i) Extensive review of organizational structures in Ministries and State Departments;
- ii) Initiation of development of a Human Resource Masterplan;
- iii) Development of the Public Service Human Resource Management Bill; and
- iv) Undertaking activities towards finalization of the Regulations on Performance Management.

The reforms to revamp human resource management and improve service delivery are among the priority areas for the Commission. Moving forward, the Commission is positioning itself strategically in order to overcome the emerging challenges in the service. It envisages a public service that institutionalizes innovation and continuous improvement of service delivery and quality.

The Commission had to rapidly turn to technology and develop online platforms for its interviews, adopted online meetings and conferencing as well as working from home for some staff members without compromising service delivery standards. The Commission leveraged and continues to improve its use of technology going forward to

sustain the enhanced culture of technological innovations that is becoming a prominent platform for service delivery across the public service. Figure 1.1 below represents key reform milestones.

Figure 1. 1: Key Reform Milestones

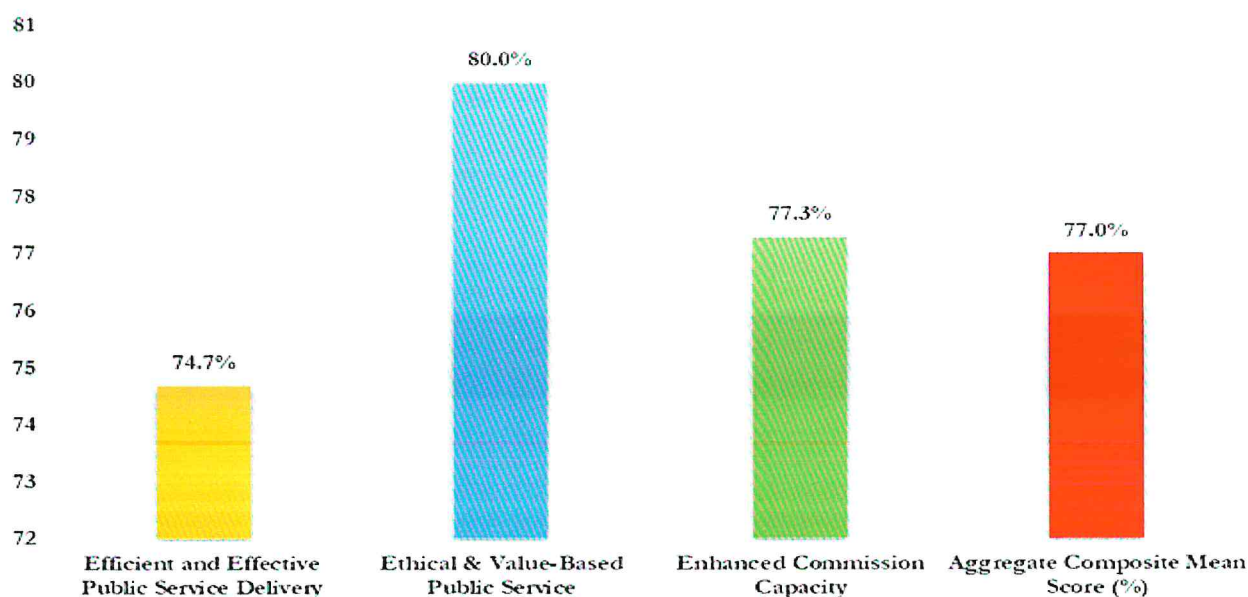


1.4 Planned Activities for Financial Year 2020/2021

The activities in the Annual Work Plan were implemented through four programme areas in the budget namely: Human Resource Management and Development; Governance and National Values; Performance and Productivity Management; and General Administration, Planning and Support Services. In total the Commission planned to implement a total of 162 activities in the four programme areas. The approved budget to implement the planned targets for the financial year was Kshs. 2,196.03 Million.

At the end of the implementation period a total of Kshs. 2,155.31 Million had been expended on implementation of planned activities, programmes and projects translating to an absorption rate of 98.2%. Out of 162 planned activities, a total of 150 (92.6%) activities were implemented while 12 (7.4%) activities were not implemented due to various reasons. Out of the 150 activities implemented, 97 (59.9%) activities achieved 100% implementation rate, while 53 (32.7%) performed below the set targets level i.e. achievement level below 100% while 12 (7.4%) planned activities did not take off. The overall implementation index for the Commission was 77.0%. This was a commendable performance given the challenging implementation environment. Figure 1.2 below gives a summary of implementation by programme area.

Figure 1.2: Overall Implementation by Programme Area



Under the Efficient and Effective Public Service Delivery Programme Area, a total of 36 activities were planned for implementation, out of which 19 activities were implemented 100%, 15 activities were at different stages of implementation and attracted a score of 52.7% while 2 activities were not implemented. Under Ethical and Value-Based Public Service Programme Area, a total of 14 activities were planned for implementation, out of which 8 activities were accomplished 100% while 6 activities were at different stages of implementation. In the Key Result Area of Enhanced Commission Capacity; 112 activities had been planned for implementation across the 16 delivery units supporting this Programme Area. 70 activities were implemented 100%, 32 were at different stages of implementation, while 10 were not implemented.

1.5 Structure of the Report

The report is presented in five chapters. Each chapter presents a specific theme and communicates specific aspects of the delivery of the Commission mandate. Chapter one is the

Introduction which has highlighted the purpose of the report, the mandate of the Commission as spelt out in the Constitution, and the Commission's reform focus. Chapter Two is the central part of the report. It presents the implementation of all aspects of the mandate as stipulated under the Public Service Commission Act 2017. The Chapter reports the implementation of the mandate organised by programme areas as planned in the strategic plan and the annual work plan. Chapter Three focuses on the Commission's internal capacity, efforts undertaken to ensure that the Commission is equipped to deliver on its mandate and the challenges it is facing, while Chapter Four looks at Budget and financial performance.

Chapters two, three and four are therefore closely related, since they present what the Commission did in fulfilment of its mandate, its capacity and preparedness and lastly financial resources it expended in the delivery of that mandate. The last chapter presents achievements, challenges, and lessons learnt.

CHAPTER 2 DELIVERY OF THE COMMISSION MANDATE

2.0 Introduction

This chapter presents an assessment of the extent to which the Commission has delivered on the following mandate areas: establishment and abolition of offices in the Public Service, appointments, internship programmes in the Public Service, review human resource management strategy, exercise of disciplinary control, ethical and value-based public service, efficiency and effectiveness in the Public Service.

2.1 Establishment and Abolition of Offices in the Public Service

Establishment and abolition of offices in the public service is a critical and strategic function that the Commission is charged with under article 234(2)(a)(i) of the Constitution. Establishment of offices entails creation or review of organization structures and staff establishment, based on requests by MDAs, reorganization of government, and



The Chairperson of the Selection Panel for the recruitment of TSC chairperson and members Mr Thomas Koyier taking the oath of office during the inauguration ceremony at the Commission House, assisted by PSC's Director of Legal services Jacqueline Manani on 1st March 2021.

when deemed necessary. During this Covid-19 pandemic period, the Government has stepped in as the responder of last resort, supporting the citizens and helping to mitigate many of the health and economic consequences of the Covid-19 pandemic. The Commission devised creative solutions to deal with shortage of human resources in the health and other critical areas to enable access to services and to mitigate societal harm. These efforts have seen establishment of offices in the public service and hiring of staff to provide essential services that are targeted at facilitating recovery and building resilience in the long term.

Towards this goal, the Commission received requests from Constitutional Commissions, Independent Offices, State Offices and County Public Services. In addition, the Commission filled posts through promotions, appointments and review of organization structures to ensure that public service institutions are equipped to perform.

2.1.1 Review of Organizational Structures

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. Organization structures drive the delivery of the core mandate of organizations and therefore facilitate efficient and effective management processes for achievement of their strategic intent. The review of organizations by the Commission ensures that the structures reflect their core functions, demarcates activities and roles of players within the organizations, aligns inputs, processes, skills and objectives to realize the visions of organizations and clarifies the roles and linkages of institutions to internal and external players. During the FY 2020/2021, the Commission reviewed organizational structures and staff establishment in 47 MDAs as summarized in Table 2.1 below and details in Annex I.

Table 2.1: Distribution of Reviewed Organizational Structures and Staff Establishment

MDA	No. of Institutions
Ministry and State Departments	37
Agencies and other Offices	10
Total	47

2.2 Appointments

Appointments to public offices under the purview of the Public Service Commission are in line with the provisions of 234(2) (a) (ii) of the Constitution and Part V of the Public Service Commission Act, 2017. The Commission undertook appointments through recruitment and selection into new positions, re-designations and promotions.

2.2.1 Recruitments

Recruitment and selection is a critical mandate of the Commission which aims at matching in-post numbers to the establishment. Ultimately, this is expected to lead to improvements in performance and productivity in the public service. The Commission is charged with availing Human Resources to MDAs, Constitutional Commissions and Independent Offices as prescribed under Article 232 on appointments in the public service. Recruitments are done in strict adherence to

the requirements of Section 36 (1) of the Public Service Commission Act 2017, which requires that, in selecting candidates for appointment or promotions, the Commission or other lawful appointing authority shall have regard to — (a) merit, equity, aptitude and suitability; (b) the prescribed qualifications for holding the office; (c) the efficiency of the public service; (d) the provable experience and demonstrable milestones attained by the candidate; and (e) the personal integrity of the candidate.

The Commission similarly aims to increase the number of Persons with Disabilities (PWDs) in the Public Service to 5 % in line with constitutional requirements. In aligning to the Constitutional principles of gender equity, recruitments by the Commission are based on the two third gender rule provided for in Article 27 (8) of the Constitution. Similar efforts have been put towards the inclusion of minorities and marginalized groups in the public

service as contemplated in Article 27(4) and Article 232 of the Constitution. This is done through review and implementation of strategies for recruitment of PWDs, minorities and marginalized groups.

The Public Service Commission additionally undertakes recruitments on behalf of Public Universities pursuant to the provisions of Section 35(1) (a) (v) of the Universities Act, 2012 and Miscellaneous Amendment Act, 2018. The Act gives the Commission the responsibility of competitively recruiting and recommending persons for appointment by University Councils to the positions of Vice-Chancellors, Deputy Vice-Chancellors, Principals and Deputy Principals of Constituent Colleges. Further, Section 38 of the Universities Act requires the Commission to forward the top three candidates, from a list of five identified by the Senate for appointment as Chancellor, to the Cabinet Secretary for onward transmission to the President for appointment.

2.2.1.1 New Appointments in MDAs

The Commission advertised vacant positions in the public service through its website, newspapers with wide circulation and in some cases on radio and TV. Advertisements were also sent to the National Council for Persons with Disabilities,

Council of Governors, Regional Commissioners and County Commissioners. Total new officers appointed were 5,324 which comprised 2,521 (47%) males and 2,803 (53%) females. PWDs were 132, constituting 2.5% of officers recruited.

Apart from direct recruitment done by the Commission, MDAs also undertake recruitment under delegated authority at entry level for lower cadres at CSG 16 - 13/Job Group 'D' - 'G'. In the review period, a total of 3,198 officers comprising 1,594 (49.8%) female and 1,604 (50.2%) male were recruited into various cadres, of these, 18(0.56 %) were PWDs.

The Commission is progressively implementing the 5% Constitutional requirement for PWDs in appointments. In an effort to meet this threshold, it has continuously considered 100% of PWDs who meet the minimum requirements for the advertised positions. The Commission appointed 150 (1.8 %) PWDs out of a total of 8,522 officers recruited into the Service in various cadres.

Table 2.2 presents a summary of new appointments undertaken by the Commission directly and those done through MDAs under delegated authority. The details of recruitment per state department are shown in Annex II.

Table 2.2: Distribution of Newly Appointed Officers in MDAs

Appointments	Total	Female	Male	PWD
New Entrants - direct appointments	5,324	2,803	2,521	132
New entrants - delegated authority	3,198	1,594	1,604	18
Total No. of Appointments	8,522	4,397	4,125	150
Percentage (%)	100	52	48	1.8

2.2.1.2 Recommendations for Appointment

During the FY 2020/2021, the Commission recommended candidates for appointment for five Statutory Bodies and one State Department. The names of selected nominees were forwarded to the respective Appointing Authority for appointment to various positions. Table 2.3 presents the distribution of the 20 appointments under this function.

2.2.1.3 Recruitment of Senior Management Staff for Universities

The Commission advertised and conducted interviews for 8 vacant positions at senior management levels for 7 public universities. The names of selected candidates for the positions of Chancellors were forwarded to the President for appointment. Names of candidates for Positions of Vice-Chancellor, Deputy Vice-Chancellor, Principals and Deputy Principals of Constituent Colleges were forwarded to respective University Councils for appointment in consultation with

Table 2.3: Distribution of Appointments to Statutory Bodies and State Department

S/No.	Institution	Position	No. of Nominees
1.	Power of Mercy	CEO	1
2.	Kenya Trade Remedies Agency Board	Chairperson	1
3.	Office of the Data Commissioner	Data Commissioner	1
4.	Office of the Registrar of Political Parties	Registrar of Political Parties	1
		Assistant Registrar of Political Parties	3
5.	Kenya Law Reform Commission	Chairperson	1
		Member	2
6.	Universal Service Advisory Board	Chairperson	1
		Member	8
7	State Department for CBC	Principal Secretary	1
Total No.			20

the Cabinet Secretary. Table 2.4 presents recruitments for Senior Management Levels for public universities.

2.2.2 Re-designations

Re-designation is 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 horizontal mobility. The main objective of re-designation is to ensure public servants are placed in the right positions to get the maximum output while increasing their level of satisfaction. 253 officers drawn from Registration, Hospitality, and Human Resource Cadres as shown in Annex III. In addition, 806 officers were re-designated to various cadres by authorized officers in MDAs under delegated authority as detailed in Annex IV.

Table 2.4: Recruitments for Senior Management Levels for Public Universities

Institution	Positions	No. of Position	No. of candidates
Technical University of Mombasa	Chancellor	1	2
Chuka University	Chancellor	1	2
Jaramogi Oginga Odinga University of Science & Technology	Deputy Vice-Chancellor (Planning, Administration & Finance)	1	3
Taita Taveta University	Vice Chancellor	1	3
Kaimosi Friends University College	Deputy Principal	1	6
University of Nairobi	Deputy Vice-Chancellor (Human Resource & Administration)	1	7
	Deputy Vice-Chancellor (Finance planning and Development)	1	5
Kenyatta University	Deputy Vice-Chancellor (Academic)	1	6
Total		8	44

2.2.3 Promotion of officers in the Public Service

Promotion of officers is a human resource function aimed at ensuring that officers ascend to higher positions in the grading structure based on merit. The promotions that were made were intended to fill staffing gaps, boost morale, and improve retention and service delivery. The Commission promoted public officers through a competitive process, and the succession management programme. In addition, there are cadres whose

promotions are dependent on passing specific examinations administered by the Public Service Commission.

2.2.3.1 Promotions

The Commission promoted 7,415 Officers comprising 2,984 (40%) female and 4,431 (60%) male to various grades. Of these, 49 (0.75) were PWDs. Table 2.5 presents the distribution of promotions by MDAs.

Table 2.5: Distribution of Officers Promoted by MDA and Gender

MDAs	Female	Male	Total
Agriculture	47	43	90
Arid and Semi-Arid Lands (ASALs)	28	34	62
Broadcasting and Telecommunications	2	7	9
Cabinet Affairs	49	38	87
Cooperatives	13	15	28
Correctional Services	164	187	351
Culture and Heritage	26	18	44
Defence	45	88	133
Devolution	34	29	63
Early learning and Basic Education	95	12	107
Early Planning and Basic Education	343	674	1017
East African Community	30	28	58
Energy	18	32	50
Environment and Forestry	49	56	105
Fisheries, Aquaculture and Blue Economy	10	17	27
Fisheries, Aquaculture, and Blue Economy	0	2	2
Foreign Affairs	128	152	280
Gender	6	14	20
Health	1	7	8
Housing and Urban Development	98	77	175
ICT and Innovation	37	50	87
Immigration	70	34	104
Industrialization	4	11	15
Infrastructure	109	309	418
Interior	207	327	534
Labour	106	150	256
Lands and Physical planning	452	784	1236
Livestock	64	65	129
Mining	17	24	41
National treasury	19	11	30

MDAs	Female	Male	Total
Office of Attorney General and Department for Justice	11	6	17
Office of Deputy President	1	5	6
Petroleum	9	14	23
Petroleum and mining	0	1	1
Planning	55	51	106
Prisons	28	90	118
Public Service	29	15	44
Public Works	27	51	78
Regional and Northern Corridor Development	5	7	12
Shipping and Maritime	12	23	35
Social Protection	32	48	80
Sports	20	16	36
State House	15	18	33
Tourism	15	12	27
Trade	71	98	169
Transport	18	30	48
Treasury	228	464	692
Vocational and Technical Training	54	109	163
Water, Sanitation and Irrigation	55	56	111
Wildlife	6	11	17
Youth Affairs	22	11	33
Total	2,984	4,431	7,415

2.2.3.2 Succession Management

The Commission undertook massive promotions as part of the Commission's decision to address succession gaps which had been exacerbated by the decade-long freeze on employment in the 90s to early 2000s. The promotions will address staffing gaps in the grading structures, aging workforce, stagnation of staff, mismatch of skills and jobs, high staff turnover in some key cadres and shortage of

relevant skills and competences. The promotions will fill gaps at various ranks, consequently boosting morale, improving retention, performance and productivity for efficient and effective service delivery. The Commission processed promotions for 32,107 officers distributed across 192 cadres managed under different administrators of schemes of service spread across the civil service as shown in Table 2.6 and Annex V.

Table 2.6: Distribution of Promotions through Succession Management in MDAs by the Commission

Administrator of the Scheme of Service	No. of Officers Promoted
Arid and Semi-Arid Lands (ASALs)	1
Broadcasting and Telecommunication	366
Cooperatives	21
Correctional Services	698
Crop Development	29
Culture and Arts	433

Administrator of the Scheme of Service	No. of Officers Promoted
Devolution	4
Early Learning and Basic Education	742
Environment and Forestry	214
Fisheries and Blue Economy	10
Foreign Affairs	276
Gender Affairs	32
Government Press	158
Housing and Urban Development	114
Industrialization	32
Infrastructure	1,099
Interior and Citizen Services	11,966
Labour	167
Lands & Physical Planning	877
Livestock	171
National Registration Bureau	395
Office of AG & Dept Of Justice	40
Petroleum and Mining	120
Planning	319
Prisons	96
Public Service	10,219
Public Works	235
Shipping and Maritime	4
Social Protection	630
State Department for ICT & Innovation	312
Tourism	17
Trade	122
Transport	8
Treasury	1,928
University Education	6
Vocational and Technical Training	11
Water, Sanitation and Irrigation	59
Youth Affairs	176
Total	32,107

2.3 Public Service Promotional Examinations

Promotional examinations in the Public Service for officers in the public service are designed to test the candidates' grounding, knowledge and experience

in matters relating to the philosophy, culture, organization and ethos guiding the operations and functions of Government. The Commission conducted the following examinations as shown in Table 2.7.

Table 2.7: Distribution of Candidates who Sat Promotional Examinations in FY2020/21

Name of Examination	No. of Candidates	%
Proficiency Examinations for the Clerical Officers	429	91.8
Administrative Officers Examinations	32	6.9
Assistant Legal Metrology Officers' Examination	6	1.3
Total	467	100.0

2.4 Internship in the Public Service

Internship in the Public Service is based on the concept of experiential learning and has increasingly become a useful pathway for the youth to understand the Service more deeply, drawing them to consider careers in the Public Service. The government supports a number of internship programmes in the public service by funding, equipping, providing space and supervision for the interns who are deployed to State Departments and State Corporations. While some of the internship programmes are focused on specific disciplines and regulated by the laws that govern the specific professions, others target the general graduate population. Three Internship Programmes namely; Public Service Internship Programme (PSIP), Presidential Digi-Talent Programme (PDPT) and the Veterinary Interns Programme recruited and deployed interns to various institutions.

2.4.1 Public Service Internship Programme (PSIP)

The Public Service Internship Programme (PSIP), was established at the beginning of the 2019/2020 Financial Year. The PSIP programme is central to the Commission's commitment to revamp and deepen youth involvement in the public service, as

a key reform measure for the achievement of the Government agenda on youth unemployment. The programme is also a key pillar in national cohesion, as interns are drawn from all the 290 constituencies in Kenya. The year-long programme mainly involves deployment to Ministries, Departments and Agencies (MDAs), intense specialized training, and certification. In addition, the interns will work with seasoned mentors for career guidance and life skills.

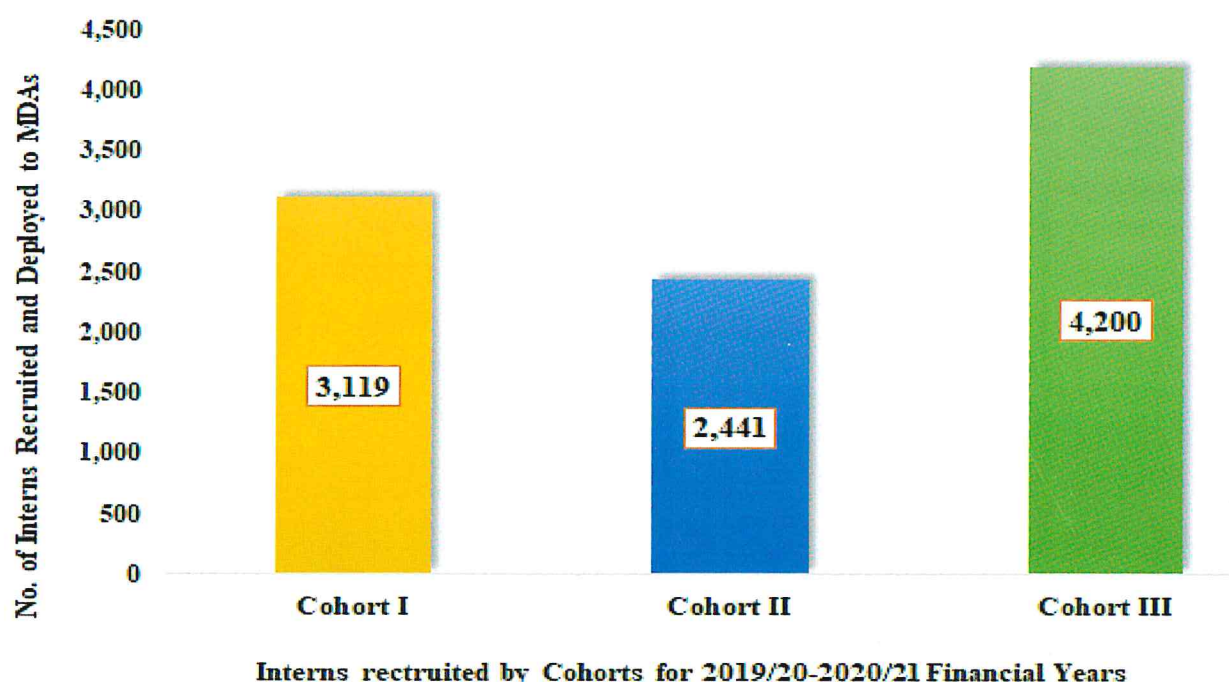
The programme has been implemented since August 2019 and recruited a total of 9760 Interns in Three Cohorts. Cohort I (3,119), Cohort II (2,441) and Cohort III (4,200). During this period, promising results, both in terms of developing administrative skills and enriching the learning and work experience, have been evident. Indeed, a good number of the interns have progressed into full time employment in all sectors of the economy. Figure 2.1, illustrates the Cohort intake trend for recruitment of Interns from 2019/2020 to 2020/2021 Financial Years.

The Commission recruited Four Thousand, Two Hundred (4,200) interns and deployed them in Ministries, Departments and Agencies, including Commissions and State Corporations. Table 2.8 shows the total number of applicants for the programme and the distribution of those shortlisted and appointed by gender.

Table 2.8: PSIP Applicants, Shortlisted and Appointed

Cohort	Total Number of Applicants	Short Listed			Appointed			PWDs		
		Total	F	M	Total	F	M	Total	F	M
3rd	32,427	6,938	3,165	3,773	4,200	1,988	2,212	52	17	35
		100.0	45.6	54.4	100	47.3	52.7	100	32.7	67.3

Figure 2.1: Cohort Intake Trend for Recruitment of Interns



The number of internship applicants who were eventually recruited and deployed was 13% of the total applicants. The low absorption of applicants is attributed to budgetary constraints. The distribution of interns deployed to 191 MDAs is as shown in Annex VI. Table 2.9 provides a summary

of placement of interns by category of public institutions. Ministries and State Departments absorbed 3,151 interns while 1,948 were placed in State Corporations while Public Universities absorbed 340 interns.

Table 2.9: Placement of Interns in Public Institutions by Category and Gender

Category of Public Service Institution	No. of Interns	Female	Male
Constitutional Commissions and Independent Offices	117	52	65
Ministries and State Departments	1,288	578	710
State Corporations	2,384	1,156	1,228
Public Universities	411	198	213
Total	4,200	1,984	2,216

From October, 2019 to June 2021, the number of interns who have transitioned into employment stands at Five Hundred and Eighteen (518). Table 2.10 presents the number of interns absorbed into institutions.

2.4.2 Presidential Digital Talent Programme (PDTP)

The Presidential Digital Talent Program (PDTP) is a transformative ICT programme conceived by H.E. the President as the vehicle to build capacity within government to ensure effective service delivery and create the next generation of globally

Table 2.10: Transition of PSIP interns into Employment

New Appointments	Female	Male	Total
Ministries and State Departments	163	287	450
County Governments	9	25	34
Agencies	12	17	29
Public University		1	1
Independent Commissions	3	1	4
Total	187	331	518



A section of the first cohort of PSIP interns deployed at PSC during the debriefing session at the Commission's ICT Training Centre at the end of their twelve months internship period on 4th February, 2021.

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

The Commission was part of the team that worked together with other partners to actualize the concept and officers from the Commission were involved in the interviewing process. So far, 1,700 interns have benefited from the programme over the last five years. 400 PDTP interns were recruited on the basis of merit, regional/county distribution, gender and PWD representation.

2.3.3 Veterinary Internship Programme

The Commission granted authority to the State Department for Livestock to recruit 950 interns

trained in the veterinary field to enhance the country's capacity in that field, as well as professional development. This is in line with the Veterinary Surgeons and Veterinary Paraprofessionals Act, 2011, which requires that all graduating veterinary surgeons and paraprofessionals undergo a one-year internship before registration to practice.

2.5 Human Resource Management Strategies

The Commission continuously reviews and develops human resource policies, guidelines and instruments to ensure efficient and improved human resource management practices for efficient service delivery. The Commission initiated development or review of the following policies and Human Resource instruments:

2.5.1 Human Resource Masterplan for the Public Service

The Commission initiated the development of a Human Resource Master Plan for the Public Service. The Master Plan will support forecasting and planning of human resource interventions over the next ten (10) years. It will facilitate human resource management processes such as identification, recruitment and selection, performance management, learning and development and exit management. Once finalized, the Masterplan will provide a comprehensive framework for an

integrated approach to determining the human resources requirements in the public service and design strategies to address identified gaps.

2.5.2 Circulars

The Commission issues circulars from time to time to guide the Service on various human resources management issues. The circulars are aimed at providing information, guidance, rules, and/or background information on legislative or procedural matters. The Commission issued the following circulars:

a) *Promotions on Merit*

To streamline promotions in the Public Service to be in line with the existing laws and regulations, the Commission issued a circular on promotion on merit. The circular emphasized that with effect from 1st January, 2021, all promotions shall be based on a competitive process, subject to availability of vacancies and in accordance with the provisions of existing legislations.

b) *Mandatory Retirement Age*

To stem the influx of requests for extensions of service beyond mandatory retirement age, the Commission issued a circular stating that with effect from 1st January, 2021 no approval shall be granted on extension of service upon attainment of the mandatory retirement age of Sixty (60) years, and sixty-five (65) years for persons with disability.



Heads of Human Resource Management in MDAs and PSC Commissioners and Staff pose for a group photo during a sensitization exercise on the Human Resource Masterplan for the Public Service at Kenya School of Government in Nairobi, 13th May 2021

c) Date of Birth

To clarify confusion in the Public Service caused by the variance between the Service circulars and guidelines on determination of date of birth for purposes of retirement and the provisions of the Births and Deaths Registration Act and the Evidence Act, the Commission issued a circular guiding that the date of birth for a public officer is the date on his/her Certificate of Birth with effect from 1st January, 2021.

2.6 Technical Support to Ministries, State Departments and Agencies (MDAs)

In an effort to strengthen governance and institutionalize norms and standards, the Commission gives advisories on matters related to appointments, promotions, secondment, leave of absence, transfer of pensionable service, renewal of contracts, working conditions, and development and review of human resource policy documents. The Commission provided a total of sixty-eight (68) advisories to Counties and MDAs.

In order to strengthen the human resource management function, the Commission provided technical assistance to Kenya Accountants and Secretaries National Examinations Board, Kenya Electricity Generating Company (Kengen), Ministry of Labour and Commission for Administrative Justice in the development of their human resource policy documents.

Further, the Commission collaborated with the Salaries and Remuneration Commission (SRC) to undertake the following:

- i) Review of allowances in the Public Service;
- ii) Review of remuneration and benefits policy; and
- iii) The third cycle of the Job Evaluation exercise.

2.7 Stakeholder Collaborations

The Salaries and Remuneration Commission (SRC) was established under Article 230 of the Constitution to set and regularly review remuneration and benefits for State Officers and to advise on remuneration and benefits in respect of other public officers. In undertaking its mandate, SRC partners with other stakeholder institutions to ensure that the outcome of any process results from consultations and mutual respect for other institutions' mandates.

The Commission collaborated with SRC and other institutional stakeholders to develop a policy framework for streamlining the management of allowances so as to improve transparency, accountability, equity and fairness in payment of allowances; and to ensure affordability and fiscal sustainability of the public sector wage bill. Further, the Commission contributed in the development of the Remuneration Guidelines for the Public Sector, 2020, whose aim is to provide a policy instrument that operationalizes the remuneration and benefits principles.

The Commission also participated in SRC's Third cycle of the Job Evaluation exercise, as well as the Job Descriptions Advisory Committee (JDAC) task of developing Job Descriptions for State Officers and Secretariat of the Public Service Commission.

2.8 Training and Development in the Public Service

The mandate of developing human resources in the public service is operationalized through Section 56 of the Public Service Commission Act, 2017 and regulated under PSC Regulations 2020. Training and development programmes are designed to enhance employee performance, boost productivity, reduce turnover, and generally improve organizational culture. The Commission contributed to the public service human resource development by undertaking the following activities:

- i) Issued the annual Training Policy Statement and Guidelines on Implementation of FY 2020/2021 Training Programmes;

- ii) Developed a framework for Training Impact Assessment (TIA) for use by MDAs;
- iii) Developed an Induction Programme for the Technical and Vocational Education and Training (TVET) Trainers and Principals;
- iv) Conducted Training Needs Assessment for the TVET trainers and designed a Training Programme;
- v) Organized workshops for Heads of HR to for better understanding and implementation of HR policies and regulations in the service;
- vi) Trained 39 Officers from 19 MDAs on Business Process Re-engineering (BPR); and
- vii) Trained 3,368 officers comprising 1,614(48%) female and 1,754 (52%) male in various programmes by MDAs. of these 26 (0.8%) were PWDs.

2.9 Exercise of Disciplinary Control

Exercising disciplinary control is a human resource management function that is aimed at ensuring maintenance of high standards of integrity, upholding the dignity of the office which officers hold and contributing to performance improvement and productivity. Disciplinary process is initiated at MDA level and forwarded to the Commission to ensure that due process was followed in handling the cases before finalization.

The Commission received 265 disciplinary cases from 13 MDAs, out of which 167 cases were determined while 98 cases had not been finalized as shown in Table 2.11.

Table 2.11: Distribution of Discipline Cases from MDAs

Name of MDA	No. of Cases Received	No. of Cases Determined	No. of Cases not Finalized
Interior	102	67	35
Prisons	93	57	36
Lands	8	5	3
Agriculture	2	1	1
Defence	2	1	1
Transport	1	1	0
State Corporations Advisory Committee (SCAC)	15	12	3
Education	10	5	5
Health	8	8	0
Devolution	3	1	2
National Treasury	14	7	7
Labour	4	2	2
Environment	3	0	3
Total	265	167	98

Out of 167 disciplinary cases determined and decisions made, 22 cases were initial discipline cases while 145 were application for review/appeal cases. Analysis of disciplinary cases finalized shows that a total of 22 cases were on dismissal from service while 7 cases were on

retirement on age grounds. Of the 106 appeals on disciplinary cases, 41 of them were allowed while 65 appeal cases were disallowed. Decision made on 32 disciplinary cases on application for reviews, 8 cases were allowed while 24 cases were disallowed as presented in Table 2.12.

Table 2.12: Distribution of Disciplinary Cases Determined from MDAs by Decision and Nature

Decision Made	Nature		Total No. of Cases
	Initial	Appeal/ Reviews	
Appeals allowed	0	41	41
Appeals disallowed	0	65	65
Reviews allowed	0	8	8
Reviews disallowed	0	24	24
Dismissed	22	0	22
Retired on age grounds	0	7	7
Totals	22	145	167

2.10 County Appeals

County Government public officers and citizens who are dissatisfied or affected by a decision relating to discharge of human resource function made by county government public service may appeal to the Commission for redress. During

this year, the Commission received a total of 374 appeal cases from 15 County Governments and 342 cases were tabled to the Commission Board and determined. Out of 342 appeal cases determined, 284 appeal cases were allowed while 58 were disallowed as presented in Table 2.13.

Table 2.13: Distribution of Appeals Cases from County Governments Received and Determined

Name of County	No. of Cases Received	No. of Cases Determined	Appeals Allowed	Appeals Disallowed
Kakamega	60	50	1	49
Uasin Gishu	9	7	3	4
Tharaka Nithi	4	3	3	0
Bomet	1	1	1	0
Nairobi	7	2	0	2
Kisumu	1	1	0	1
Turkana	0	0	0	0
Kirinyaga	276	276	276	0
Vihiga	3	2	0	2
Laikipia	4	0	-	-
Nyeri	3	0	-	-
Kilifi	3	0	-	-
Samburu	1	0	-	-
Nyandarua	1	0	-	-
Murang'a	1	0	-	-
Total	374	342	284	58

2.11 Exit from the service

Public servants exit service through retirement under the '50 Year' Rule, Mandatory age of Sixty (60) and 65 years and medical grounds; death,

transfer of service, dismissal, termination of contract, abolition of office. During the period, 4,664 Officers exited the service in 48 MDAs as shown in Table 2.14 and Annex VII.

Table 2.14: Distribution of Officers Exited Service in MDAs and Nature of Exits

Nature of Exit	No. of Officers	%
Mandatory age requirement	3,592	77.0
Death	509	10.9
End of contract	245	5.3
50 year rule	151	3.2
Dismissal	130	2.8
Resignation	27	0.6
Transfer	12	0.3
Total	4,666	100.0

2.12 Ethical and Value-Based Public Service

Values and principles underpin the foundation that informs, guides, and determines behaviour and attitude. In performing their duties, public servants are expected to observe the values and principles in the Constitution. The purpose of entrenching the values and principles in the Constitution is to ensure that there is equity; equality and inclusion in service delivery and that citizen who are the taxpayers get value for money through quality services.

2.12.1 Promotion of a Value-Based and Ethical Public Service

The Commission promoted values and ethics in the public service through the following activities:

- Development and dissemination of IEC materials on values and principles through the media;
- Mainstreaming values and principle in induction and other training programs;
- Sensitization of 600 participants from public institutions on the online submission and evaluation tool for values and principles; and
- Collaborating with other government agencies instituting and supporting deterrent measures such as disciplinary action, prosecution and asset recovery.



PSC Deputy Director Compliance and Quality Assurance Dr. Gabriel Juma engages NACADA senior management staff on Values, Principles and Ethical requirements in Public Service during a sensitization session at Kenya Institute of Curriculum Development (KICD) in June 2021

2.12.2 Evaluation and Reporting on Values and Principles

The Commission evaluated 291 MDAs out of a target of 300 MDAs on Implementation and Compliance with Values and Principles from five sectors; namely Constitutional Commissions and Independent Offices, Ministries and Departments, State corporations and SAGAs, Statutory Commissions and Authorities, and Public Universities. The overall Compliance Index for all the public institutions evaluated was 42.3%, a marginal decline of 0.1% compared to 2018/19. Subsequently a report was submitted to the President and Parliament in compliance with Article 234(2)(h) and Section 64 of PSC Act 2017. The report (in English and Kiswahili) was disseminated to MDAs and the public.

Table 2.15: Submission of Initial and Final Declarations FY2020/2021

Submissions by service sectors	Initial	Final	Totals	%
Ministries/ State Departments	91	58	149	16.8
State Corporations	448	289	737	83.2
Total No. of Records	539	347	886	100.0

2.12.4 Collaborating with Other Institutions in the Promotion of Integrity in the Service

As part of the wider collaboration with other government agencies involved in the promotion

2.12.3 Declaration of Income, Assets and Liabilities

The declaration of income, assets and liabilities is a tool for the management of conflict of interest and for promoting accountability and transparency in the management of public affairs. Public officers are required to make declarations on income, assets and liabilities within 30 days of being appointed to the service, thereafter every designated disclosure year and finally 30 days after exiting the Service.

Table 2.15 below presents the initial and final declaration of Income, Assets and Liabilities received from MDAs.

of Ethics and Integrity in the Public Service, the Commission received 60 requests from various agencies to provide information on declaration of Income, Assets and Liabilities as shown in Table 2.16.

Table 2.16: Request for declaration records 2020/2021 F/Y

Requesting Agency/ Individual	No. Records	%
EACC	21	35.0
KRA	23	38.3
DCI	10	16.7
Asset Recovery Agency	6	10.0
Total number of records requested	60	100.0



EACC Chairperson Arc. Bishop (Rtd) Eliud Wabukala presenting copies of Sessional Paper No. 2 of 2018 (National Ethics and Anti-Corruption Policy) to the late PSC Chairman Mr. Stephen Kirogo on 7th October, 2020 at KICC Nairobi.

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

To ensure that decisions made by the Commission are implemented and that authorized officers exercising comply with the law and the standards set by the Commission in various government policies and circulars, the Commission has put in place measures to investigate, monitor and

evaluate discharge of human resource functions. In this regard, the Commission has:

- i) Developed a framework for compliance Audit, Investigation, Monitoring and Evaluation to ensure uniformity in carrying out the function.
- ii) Monitored the implementation of Commission's decisions, policies and regulations under the delegated authority in MDAs. The exercise revealed that 98.8 % of the 13,084 Commission's decisions and 95 % of the 8,394 MHRMAC decisions were implemented as shown in Table 2.17 and Annexes VIII and IX respectively.

Table 2.17: Distribution of PSC and MHRMAC Decisions in MDAs and Implementation Status

Decisions	No. of Decisions	No. Implemented	% of Implementation
PSC Decisions	13,085	12,924	98.8
MHRMAC Decisions	8,394	7,986	95.1
Total	21,479	20,910	97.4

- iii) Conducted a payroll audit in ten (10) State Departments and prepared a report for implementation.
- iv) Undertook annual compliance audits on the discharge of delegated authority and disseminated the reports to MDAs for implementation.
- v) Received and investigated eight (8) complaints relating to appointment/recruitment, promotion, payment of commuter allowance, performance and stagnation from 4 MDAs (Interior 4 cases, Fisheries 2 cases, ICT 1 and Education 1 case).

2.14 Efficiency and Effectiveness in the Public Service

The Commission undertook the following initiatives to enhance service delivery;

a) *Training MDAs on Business Processes Re-engineering*

A total of 39 officers were trained on Business Process Re-engineering (BPR) and designated as BPR Champions in their respective MDAs. BPR involves fundamental rethinking and radical redesign to cause dramatic improvement of the current service delivery.

b) *Review of Business Processes in MDAs*

The Commission reviewed business processes in Postal Corporation of Kenya, Directorate of Immigration Services and State Department for Planning. The review identified processes for re-engineering in those institutions.

c) *Rapid Results Initiative (RRI)*

The Commission launched 100-day Rapid Result Initiatives (RRI) at Postal Corporation of Kenya to enhance efficiency in mail, courier, distribution, financial/payment and agency services in pursuit of the Corporation's quest to provide innovative and trusted postal, logistics and payment services that delight customers and create value to its stakeholders. The launch of the first wave of RRI led to impressive growth of revenues across several business lines of the Corporation.

d) *Performance Management Framework*

The Commission developed the Performance Management Framework for the National Government. The framework is expected to herald a whole of government approach working towards delivery of targeted results to citizens.

e) *Integrated Performance Management System*

Developed a concept on Integrated Performance Management System in National Government whose aim is to streamline and properly sequence performance management processes in the public service.

f) *Evidence-Based Decision Making*

The shift towards evidence-based policymaking has seen significant progress in recent years at the Commission. Evidence-based policymaking has two goals: to use what is already known from program evaluation to make policy decisions and to build more knowledge to better inform future decisions. The approach prioritizes rigorous research findings, data, analytics, and evaluation of new innovations and inertia around the status quo.

The Commission is increasingly using research findings to inform new policies or improve effectiveness of existing programs, supporting data collection and analysis for research and management. In this regard, the Commission established a Research and Policy Analysis Unit to strengthen use of evidence-based approaches.

2.15 Promotion of Constitutionalism

In executing its mandate, the Commission strictly adhered to the requirement of the Constitution, in addition, it carried out the following activities to promote constitutionalism, rule of law and good governance. These include:

i) *Ensuring Compliance with Relevant Legislation*

A two-day sector-based virtual forum to disseminate the PSC Act 2017 and PSC Regulations 2020

and sensitize MDAs was conducted with 1,497 participants in attendance.

ii) Public Service Performance Management Regulations

In order to entrench performance management in legislation, the Public Service Commission developed draft Public Service (Performance Management) Regulations in accordance with Section 92 of the PSC Act 2017. The regulations were finalized and were awaiting gazettment and approval by parliament.

iii) Public Service Human Resource Management Bill

The Draft Public Service Human Resource Management Bill was developed to provide a framework for uniform norms and standards in the management of human resources in the entire public service.

iv) Enhancing Accountability at the Commission

The Commission put in place a Conflict-of-Interest Register where any form of conflict of interest is declared and recorded.

v) Ensuring Expeditious Dispensation of Court Cases and County Appeals

A total of 66 cases were filed in various courts against the Commission during the period under review. The total number of Judgements and Rulings delivered were 35 and they included those from previous years. The number of cases pending against the Commission by the end of the reporting period was 474. Most of the cases are at the Employment and Labour Relations courts and relate to the Commission's exercise of its constitutional mandate, disciplinary control and handling of appeals from County Governments Public Service Boards.

CHAPTER 3 COMMISSION CAPACITY AND CAPABILITY

3.0 Introduction

This chapter highlights the internal capacity and capability of the Commission and how it has impacted delivery of its broader mandate across the entire public service. The chapter is anchored on Key Result Area Number 3 of the Commission's Strategic Plan 2019-2024 which outlines the capacity enhancement activities the Commission planned to carry out in the 2020/2021 Financial Year. Enhanced Commission capacity is a key success factor to achieving the desired transformation in delivery of services to the citizens.

The following activities were undertaken to enhance the Commission's capacity to deliver its mandate:

3.1 Staffing

Human resource is a critical asset for the execution of an organization's goals. To discharge its

mandate effectively, the Commission has strived to ensure optimum staffing, proper management, placement and utilization of the human resource in its establishment and that staff are capacitated sufficiently to be able to deliver to the expectations of the citizens.

(a) Secretariat Staff

The Secretariat staff as at 30th June, 2021 was 231 against an authorized establishment of 415. Among the in-posts, the female gender was 111 (48%) and male was 120 (52%). Out of these 7 members of staff constituting 3% were PWDs.

The variance between the authorized establishment and the in-post has put considerable pressure on the Commission's ability to deliver on its Mandate. The distribution of staff by designation, salary scale and gender is as shown in Table 3.1.

Table 3.1: PSC Staff Designations and Grade Levels

Designation	PSC Scale	Male	Female	Total
CEO	10	1	0	1
Deputy Commission Secretary	9	1	1	2
Director	8	4	2	6
Deputy Director	7	18	6	24
Assistant Director	6	29	31	60
Senior Officer	5	20	40	60
Officer	4	23	14	37
Assistant Officer	3	15	9	24
Division Assistant Officer 1	2	7	6	13
Division Assistant Officer II	1	1	1	2
Total		119	110	v

(b) Staff Age and Gender Profile

On the age profile, 99 of the 231 Secretariat Staff are aged 50 years and above (42%), compared

to 93 officers that are in the age bracket of 40-49 years and 41 officers under 40 years. Cognizant of this fact and its significance for succession

management, the Commission has embarked on a restructuring program to address the gaps.

Out of the 231 staff, male officers were 120 (52%) compared to 111 (48%) female officers.

Table 3.2: Staff Age Profile

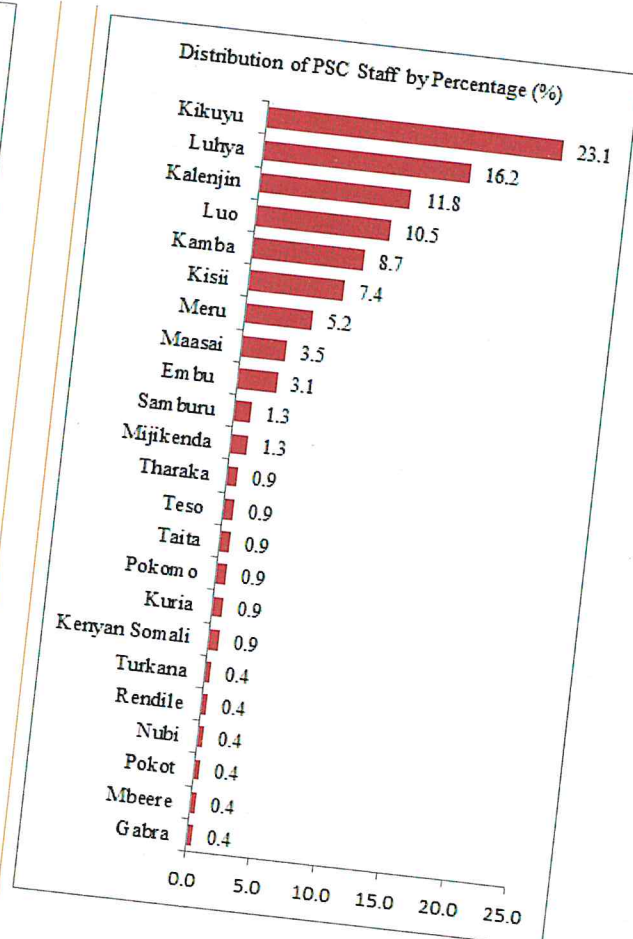
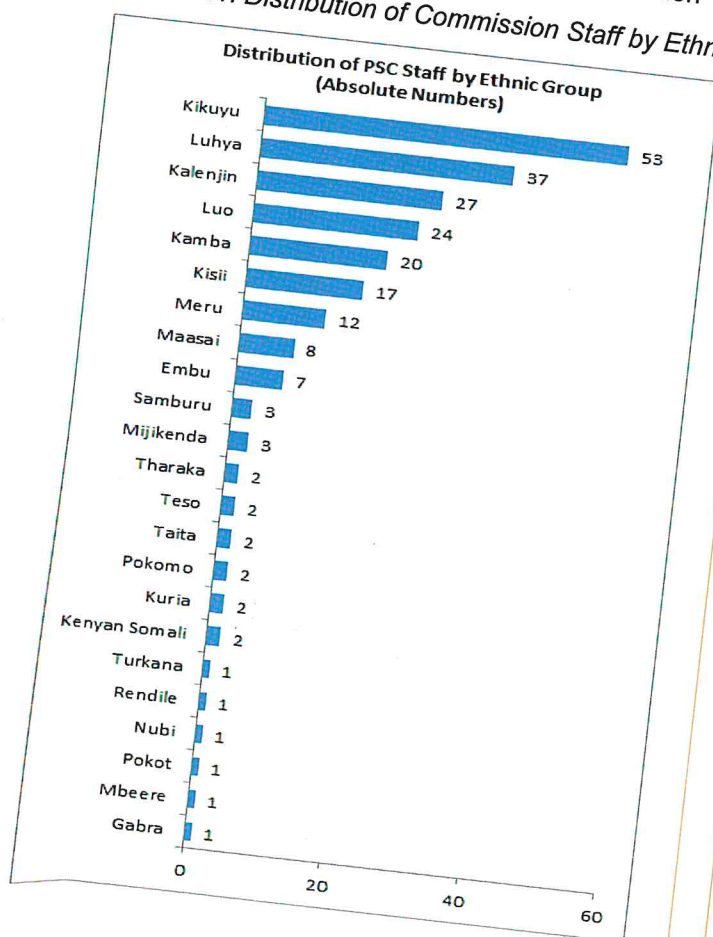
Age Brackets	No. of Officers	
20 to 29	2	0.8
30 to 39	37	16.0
40 to 49	93	40.26
50 Yrs and above	99	42.86
Grand Total	231	100

(c) Staff Composition by Ethnicity

The Commission is progressively addressing its levels of diversity by ensuring better representation

by county, region, ethnicity and minority status. The secretariat was made up of staff from 23 ethnic groups as illustrated in Figure 3.1.

Figure 3.1: Distribution of Commission Staff by Ethnicity



Appointments

Due to its human resource capacity, the Commission employed two officers on local terms.

Promotions

The Commission has over the years experienced management challenges partly

3.3: Distribution of Officers promoted to higher grades at the Commission

Current PSC Grade	No. of officers promoted
7	3
6	35
5	38
4	31
3	21
2	7
3	2
	137

Re-designation

The Commission re-designated seven officers to new positions that matched the new skills and qualifications they had acquired and who had also

demonstrated ability to perform the duties assigned to the new positions. Re-designation was also a measure to address the succession management gaps in the Commission. The number of officers re-designated is as indicated in Table 3.4.

Table 3.4: Distribution of Re-designated at the Commission

Former designation	New designation	No. of Officers Re-designated
Principal Assistant Office Administrator PSC 5	Principal Human Resource Management & Development Officer PSC 5	1
Principal Assistant Office Administrator PSC 5	Principal Administration Officer PSC 5	1
Senior Executive Secretary PSC 5	Principal Public Communication Officer PSC 5	1
Clerical Officer, PSC 3	Human Resource Management & Development Assistant PSC 3	1
Senior Executive Secretary PSC 5	Principal Administration Officer PSC 5	1
Senior Office Administrator PSC4.	Senior Human Resource Management & Development Officer, PSC 4	1
Reception Assistant I, PSC 3	Public Communications Officer, PSC 3	1
Total		7

(g) Secondment

Staff Secondment is aimed at enhancing the capacity, exposure and knowledge base of both the Commission Secretariat and the MDAs. Four

Commission officers were seconded to other public organizations while the Commission received 15 officers from MDAs under similar arrangements. The distribution of staff on secondment is as shown in Tables 3.5 and 3.6.

Table 3.5: Distribution of Officers Seconded from the Commission to other Organizations by Gender and Designations

Designation	Gender	PSC Scale	Seconded to:
Assistant Director/ ICT	M	6	National Police Service Commission
Assistant Director/HRM & D	M	6	County Government of Nyeri
Assistant Director/HRM & D	F	6	Ministry of Public Service and Gender
Principal ICT officer	F	5	County Government of Laikipia
Senior Clerical Officer	M	2	National Government –Constituency Development Fund
Principal Driver	M	4	Ministry of Public Service and Gender

Table 3.6: Distribution of Officers seconded to the Commission from Other Public Institutions by Designation and Gender

Designation	Gender	PSC Scale	MDA seconded from
Senior HRM Officer	F	4	State Department for Fisheries, Aquaculture and the Blue Economy
Senior Accountant	M	4	State Department for Arid and Semi-Arid Lands
Principal Monitoring and Evaluation Officer	F	5	State Department for Labour
Principal HR Auditor	M	5	State Department for Public Service
Principal EMCS Officer	F	5	State Department for Public Service
Senior HRM Officer	F	4	State Department for Public Service
Principal HRM Officer	M	4	State Department for Technical and Vocational Training
Principal HRM Officer	M	5	State Department for Labour
Principal HRM Officer	F	5	State Department for Labour
Principal HRM Officer	M	5	State Department for Gender
Principal HRM Officer	F	5	State Department for Cooperatives
Principal HRM Officer	M	5	Ministry of Defence
Senior Internal Auditor	M	4	The National Treasury
Driver	M	2	Ministry of Foreign Affairs

(h) Exit from the Commission

Public officers exit the service through different ways including retirement, resignation, termination of contracts, abolition of office, re-organization of government offices and dismissal. Six officers exited from the Commission on attainment of mandatory retirement age.

3.2 Skills Development

The Commission sponsored and also received sponsorships for staff to attend group seminars, workshops and conferences leading to improved skills, knowledge and attitudes. The distribution of group seminars, workshops and conferences is as shown in Table 3.7

Table 3.7: Distribution of Workshops, Seminars and Conferences

Category	Participant's Designation	No of participants	Gender		Course Dates and location	Cost (Ksh)
			Female	Male		
Workshop on media relations and engagement	Commissioner	7	4	3	27-28th May 2021 10th June 2021 (Mombasa)	800,000
	CEO	1	2	1		
	Director/DD Legal Director/ HRM&D	3	3			
Workshop on development of a framework on labour productivity measurement	Director/ HRM&D	1	1		24-28th May, 2021 (Naivasha)	Sponsored by the State Department for Labour
Zamara 8th Annual Retirement Conference	Director/ HRM&D	1	1		24th -26th June, 2021 (Mombasa)	Sponsor by the National Treasury
Annual conference for Association of Government Librarians	Assistant Director/ Library	1		1	21st -27th March, 2021 (Kisumu)	200,000
	Principal Assistant Library	1	1			
Sensitization workshop on Project Investment Management for National Government	Director/ Corporate Services	1		1	31st January-6th February, 2021 (Naivasha)	280,000
	Deputy Director/ Finance	1	1			
	Assistant Director/ Planning	1		1		
Business Process Engineering Training	Director	1		1	February, 2021	2.8million
	Deputy Director	3	1	2		
	Assistant Directors	2	1	1		
	Principal Human Resource Management and Development	4	1	3		
Tax Management for Financial Managers	Deputy Director	1	1		26th to 28th May, 2021 (Mombasa)	113,600
Board Remuneration Training	Deputy Director	1		1	22th to 26th February 2021 Mombasa	113,600
Commonwealth Advanced Online training programme in Government Performance Management	Director/ Deputy Director/ Assistant Director Performance & Service Delivery Transformation	3	1	2	25th -29th January 2021	Sponsored by Commonwealth Secretariat



MCK Chairman Maina Muiruri presents a certificate to Vice-chair Charity Kisotu after completing media training at Lake Naivasha Resort on 10th June 2021. The training was conducted by the Media Council of Kenya and attended by commissioners and senior management staff.

3.3 Performance Management

The Commission re-invigorated internal performance management through the preparation of work plans for the 2020/2021 FY; revision and application of the performance management tools and cascading of performance contracting across Directorates and Departments. Reconfiguration of performance management in the Commission is expected to create momentum for renewed focus on the function in the rest of the service.

3.4 Improvement of Terms and Conditions of Service

The Commission continuously reviews the terms and conditions of service to enhance staff motivation and ensure alignment to the changing working conditions. In this regard, the following activities were undertaken:

a) Review of Organization Structure

Organization structures affect an institution's success in carrying out its strategy and objectives. The Commission undertook a review to ensure alignment to achieve maximum performance. Such reviews are undertaken from time to time for continuous improvement opportunities.

b) Staff Welfare Programmes

The Commission undertook the following staff welfare programmes:

- i. Renewed comprehensive in-patient and outpatient medical insurance for Commissioners and Secretariat staff w.e.f 13.2.2021 and 1.10.2020 respectively;
- ii. Renewed Group Personal Accident Insurance and Work Injury Benefits Act cover w.e.f. 1.11.2020;

- iii. Provided a contributory pension scheme and group life insurance for secretariat staff;
- iv. Mortgage and car loan scheme; and
- v. Well-equipped gymnasium for Commissioners and staff.

The staff welfare programmes enabled the Commission to realize better health and general well-being of commissioners and staff, resulting in improved productivity.

3.5 Collaboration, cooperation and partnership with stakeholders and regional and international bodies

Establishment and maintenance of linkages with other organizations presents a major opportunity for knowledge and experience sharing as well as plugging programme implementation budget deficits. During the financial year, the Commission established collaboration, cooperation and partnership relationships with like-minded local and international organizations that helped in the execution of the Commission's mandate as follows:

a) *Ministry of Public Service and Gender*

The Commission partnered with the Ministry of Public Service and Gender on the development of a comprehensive National Integrated Performance Management Policy to streamline and standardize public sector performance management at the National and County government levels. The policy is a guide to performance management and gives renewed impetus to the improvement of service delivery to meet the citizens' rights, needs, and aspirations. The policy will provide strategies, and broad guidelines for the management and coordination of performance in the National Government, County Governments, Constitutional Commissions and Independent Offices, while taking cognizance of their autonomy. It will also ensure integration of existing approaches, tools, and systems for performance management across Kenya's public sector; integration of National and County Governments; Constitutional Commissions

and Independent Offices in the performance management system; and integration of institutions that coordinate performance management for a harmonized framework. The objective of the policy is to ensure harmony and clarity between national, institutional, and individual goal-setting, budgeting and implementation, monitoring, evaluation and reporting of results, rewarding performance and sanctioning non-performance, and ensuring that there is value-for-money from public investments and utilization of the human resources.

b) *Salaries and Remuneration Commission*

The Commission partnered with the Salaries and Remuneration Commission on the implementation of the Resolutions of the National Wage Bill Conference of 2019 whose theme was, Transforming Kenya's Economy through a Fiscally Sustainable Public Wage Bill. Deliberations at the conference focused on the impediments to achieving a fiscally sustainable wage bill and proposed strategies to improve spending efficiencies on the wage bill in order to ensure availability of resources to support the increasing demand for services. The Commission collaborated with other agencies on the resolutions of the conference which include: development of a comprehensive national performance management policy to streamline and standardize public sector performance management at the National and County government levels; development of a National Productivity Policy to measure productivity of the public sector within the performance management implementation framework; and development and embedding a culture that promotes National Values with emphasis on Leadership Accountability, Productivity, Service to the Nation and a strong work ethic.

c) *GOK - World Bank GESDeK Programme*

Governance for Enabling Service Delivery and Public Investment in Kenya (GESDeK) is a Programme-for-Results (PforR) co-financed by the Government of Kenya, World Bank and French Development Agency (AFD). The objective of the programme is to ensure a public financial system that promotes transparency, accountability, equity, fiscal discipline and efficiency in the management and use of public resources for improved service

delivery and economic development. The Commission is one of the core team members, responsible for achievement of: Sustainable and Predictable Fiscal Space to deliver Government Programmes. Mandates and functions are rationalized at the national and county levels and the growth in the wage and pension bill is limited relative to other expenditure and is maintained below 35% of government revenues; and Value for Money, Performance & Accountability in Staffing for Delivery. The other team members responsible for achievement of these result areas include the State Department for Public Service, Salaries and Remuneration Commission (SRC), Government Investment and Public Enterprises (GIPE) from The National Treasury, Inspectorate of State Corporations and Teachers Service Commission (TSC).

The Commission is specifically responsible for the following reform results:

- i) Implementing the rationalization of MDA, State Corporations (SC) and County level mandates, functions, structures, establishments and staffing;
- ii) Ensuring uniform norms and standards are entrenched, for effective performance and productivity of public servants; and
- iii) Ensuring Public Service Human Resource data is consolidated and consistent.

d) International Labour Organization (ILO)

Consultative meetings were held with ILO on Inclusive Growth through Decent Work in the Great Rift Valley Project and Public Private Development Partnership. The purpose of the consultations was to explore the possibility of developing an internship programme that would target youth graduating from tertiary institutions by creating decent jobs resulting from relevant and quality skills provided by selected vocational training centres and other training institutions. The programme would also create decent jobs resulting from new and growing businesses created, improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services e.g. water, education, health, sanitation. The project

is designed with a 10-months inception period to allow for strengthening of the logical framework and private sector engagement.

e) Parliamentary Departmental Committee on Administration and National Security

The Commission partnered with the Parliamentary Departmental Committee on Administration and National Security Pursuant to Standing Order 114(1) to draft the Public Service Human Resource Management Bill. The public service human resource sector environment is currently loaded with conflicting policies and legislation which have brought challenges in making decisions and taking actions that are crucial for transforming the public service. The bill therefore seeks to unify legislation relating to human resource management in order to effectively support the management and delivery of public services both in the National and County Government through: ensuring human resource is managed in public service entities within uniform norms and standards and the values and principles as set out in the Constitution; providing institutions, systems and mechanisms for human resource utilization and development in a manner that best enhances efficient and effective service delivery by public service entities; providing labour mobility between the two levels of government and across public service entities; ensuring public officers with the responsibility of managing human resource are accountable to the public for the management of human resource through Parliament and County Assemblies; and providing for monitoring, evaluation and reporting on human resource management. The bill is currently awaiting stakeholder engagement which is being coordinated by the National Assembly.

g) ABSA Bank

ABSA Bank Kenya made significant contributions to the Commission's capacity building efforts under the Public Service Internship Programme. The bank made a presentation on Personal Financial Management during the induction programme for cohort 3 interns. The presentation centred on prudent financial management and how to avoid financial stress. The Bank also made a financial contribution of Kshs. 2,650,000 to support the training of one hundred (100) PSIP mentors and coaches. The training is scheduled for quarter

2 of the 2021/2022 Financial Year at the Kenya School of Government, Embu Campus. ABSA Bank has been a partner in supporting PSIP since its inception and continues to engage in order to explore possibilities of identifying other areas of support.

h) United Nations/Africa Public Service Day

The United Nations Public Service Day and the Africa Public Service Day is a twin event that

is commemorated on the 23rd of June every year to appreciate the value of public service by highlighting the contribution and role of the Public Service in the development process. The Commission commemorated this day by articulating its mandate and programmes through opinion articles in national newspapers and, also participating in talk shows on radio and television stations. The talk shows enabled the Commission to receive feedback and clarify issues of concern to the citizens in real time.



PSC Commissioner Amb. Patrick Wamoto during a television interview on KTN News to mark the Africa Public Service Day on 23rd June 2021

3.6 Development and implementation of a Corporate Communication Strategy

The Commission's Strategic Plan 2019-2024 anticipates greater visibility for the Commission, increased public awareness of its mandate and programs, and up-scaled stakeholder engagement. In order to actualize this expectation,

the Commission implemented the following strategic activities:

a) Communication and Branding Strategy

The Commission developed for implementation a new corporate communication strategy 2020-2024 and branding guidelines. The communication strategy supports implementation of the Commission's Strategic Plan 2019-2024 while the branding guidelines enable the Commission to have a distinct identity.



PSC Chairman Stephen Kirogo chairs a briefing session with the Communication and Branding Strategy consulting team at the Commission House in September 2020. The four-year strategy was approved for implementation in February 2021.

b) Contact Centre

The Commission operationalized an internal Contact Centre as a first step towards establishment of a service-wide Citizens Service Delivery Contact Centre. The internal contact centre seeks to address citizens' concerns on delivery of the Commission's mandate. The operationalization entailed allocation of a suitable office space, deployment of staff, acquisition of computers and appropriate software, and processing of phone inquiries and feedback by citizens. The feedback is used by the Commission to make evidence-based decisions.

3.7 Leveraging ICT in the operations of the Commission

The Covid-19 pandemic prompted the Commission to fast track its earlier long term ICT implementation strategy as envisaged in the Strategic Plan 2019-2024 in order to mitigate the emergent challenges that threatened continuity in service delivery. In this regard, the following interventions were made during the year:

i) Establishment of remote interview centres

A survey for the establishment of 10 remote interview centres was conducted with the objective of decentralizing Commission services. The remote interview centres are expected to achieve enhanced effectiveness of the recruitment process through reduced operational costs by taking services closer to the people in line with the citizen-centric service delivery model.

ii) Automated shortlisting of applicants and conducting online (virtual) interviews

The Commission shifted from largely manual and in-person means of shortlisting job applicants and conducting interviews to ICT-enabled processes. This has resulted in unprecedented faster and efficient conclusion of recruitment and selection processes leading to higher customer satisfaction and enhanced productivity.

iii) Enterprise Resource Planning (ERP)

The Commission adopted the ERP system in a bid to re-engineer, integrate and automate its core business processes leading to timely decision making, elimination of data silos and duplication of effort. Among the processes that

have been documented are Wealth Declaration, Establishment and Management Consultancy Services, Investigations and Appeals Procedure. Among the processes that have been fully conceptualized and documented for automation but at different levels of implementation are:

- i). Wealth Declaration (Ethics), Investigation, Governance, M&E and Compliance Audit – within the CQ&A Directorate
- ii). Establishment and Career Progression Guidelines Management – within the EMCS Directorate
- iii). Recruitment and Selection – within the R&S Directorate
- iv). Human Resource Development, Performance Management and Discipline and County Appeals Management – within HRM&D Directorate
- v). Support processes including the Legal, Board Management, Internal HR functions, Stores Management, Fleet Management and Records Management.

3.8 Submission of Statutory Reports

The Commission prepared and submitted the following statutory reports within the timelines stipulated by law:

a) Annual Report FY 2019-2020

Complied with Article 254 (1) of the Constitution and Section 90 of the Public Service Commission Act 2017. In accordance with the two provisions, the Commission is required to give an account of its operations to His Excellency the President and Parliament not later than three months after the closure of the financial year. The report is expected to demonstrate how the commission executed its mandate and expended the resources allocated in the financial year.

b) Evaluation Report on the Status of the Public Service Compliance with the Values and Principles in Articles 10 and 232 of the Constitution for the Year 2019/2020

Complied with Article 234 (2)(c) and (h) of the Constitution which requires the Commission to evaluate and report to the President and Parliament on the extent of compliance to the values and principles mentioned in Articles 10 and 232 throughout the public service not later than six months after the closure of the financial year.

CHAPTER 4 FINANCIAL PERFORMANCE FOR THE YEAR 2020/2021

4.0 Introduction

This chapter presents the Commission's financial performance towards realization of the targeted outputs for the year 2020/2021, as formulated in line with the Commission's Strategic Plan for the period 2019-2024.

4.1 Approved Budget for 2020/21 Financial Year

The Commission was allocated Gross Estimates of Kshs. 2,196 million, made up of Kshs. 2,17 million and Kshs. 19 million for the Recurrent and Development Estimates respectively. The Recurrent Estimates included allocation of Kshs. 70 million, which the Commission received in Supplementary Estimates 1 as direct funding for the advertisement budget. The allocation was lower than the gross allocation of Kshs.2,376 million in

the 2019/20 financial year by Ksh.180 Million. This reduced allocation affected the delivery of planned Commission's programmes.

It is noted that 86% of the Commission's allocation was expended on compensation to employees, payment of interns' stipend and on other non-discretionary expenses while 13 % (Kshs.283 million) of the funds was dedicated to delivery of the Commission's core mandate.

The Commission has been implementing the development project of refurbishment of the old Commission Building. The project entails construction of additional offices on the rooftop of the old Commission building to reduce office congestion. The allocation to this project constituted 1 % of the Commission's budget. The analysis of FY 2020/21 budget allocation compared to FY 2019/20 budget is detailed in Table 4.1.

Table 4.1: Comparative Budget Allocation for FYs 2019/20 and 2020/21 by Economic Classification (Kshs. Million)

Economic Classification	Approved Estimates	Baseline Estimates	2020/21 Allocation
	2019/20	2020/21	%
1. Recurrent Expenditure	2,353.12	2,176.75	99
A. Compensation to Employees:	1,663.09	1,660.66	76
i) Commission Staff	663.09	660.66	30
ii) Interns Stipend	1,000.00	1,000.00	46
B. Operations and Maintenance	690.03	516.09	24
i) Non-Discretionary Expenditure (A+B+C+D+E)	246.58	232.93	11
a) Insurance	73.60	74	
b) Utilities (Water and Electricity)	9.15	9.85	
c) Rent	10.15	10.25	
d) Social Benefits (Gratuity and Pension)	75.08	71.33	
e) Domestic Loans (Mortgage and Car loans)	67.00	55	
d) Contracted Guards and Cleaning Services	11.60	12.5	
ii) Core Programmes and Activities	443.45	283.16	13
2. Development Expenditure	22.48	19.28	1
Refurbishment of old Commission House	22.48	19.28	1
Total Expenditure	2,375.60	2,196.03	100



KRA Deputy Commissioner Mr. George Muya presenting the Taxpayers Winner's Award 2020 to PSC Vice Chairperson Ms Charity Kisotu at the Commission House in Nairobi on 25th November, 2020

4.2 Budget Utilization Efficiency

Budget utilization efficiency rates are very high in the Commission. Most of the budgeted funds are utilised and the Commission does not return any substantial amounts to the National treasury. Diligent budget planning and strict observances of the law in budget implementation have seen the Commission enhance efficiency in the utilization of resources. During the 2019/20 Financial year the Commission's audited financial statements received unqualified audit opinion. In addition the Commission won the Taxpayers Winner's Award 2020, in the Public Sector category during a virtual ceremony presided over by President Uhuru Kenyatta on 6th November 2020. The ceremony was organized by the Kenya Revenue Authority (KRA) under the theme "Enhancing tax administration for economic sustainability.

4.2.1 Budget Utilization for FY 2020/21

The Commission expenditure for 2020/21 Financial Year was Kshs.2.156 million out of the total budget of Kshs. 2,196 million. This represented an absorption rate of 98 %. Recurrent expenditure was Kshs. 2,137 million from allocation of Kshs. 2,177 million, representing 98 %. While development expenditure was Kshs. 19 million representing 100 % absorption. Internship stipend absorption was at 96 %. The un-utilized 4 % resulted from late reporting of interns. The detailed expenditure analysis is as shown in Table 4.2 below.

4.2.2 Budget absorption for FYs 2018/19 to 2020/21

The Commission's budget absorption rates for Financial Years 2018/19, 2019/2020 and 2020/21 were 98%, 94% and 98%, respectively. The absorption outturns over the years demonstrate the Commission's timely implementation of its planned programmes. The Commission is in

Table 4.2: Expenditure Analysis for the Financial Year 2020/21

TITLE AND DETAILS	Printed Full Year	Supplementary Estimates I & II	Approved Estimates (Net)	Total Payment & Commitments	Balance as of 30th June 2021	Absorption Rate
RECURRENT						
Gross Allocation	2,105.76	70.99	2,176.75	2,134.30	42.45	98.05%
Basic Salaries – PSC Staff	675.66	-15.00	660.66	661.86	-1.20	100.18%
Interns Stipend	1,000.00	-	1,000.00	959.60	40.40	95.96%
Total Personnel Emoluments	1,675.66	-15.00	1,660.66	1,621.46	39.20	97.64%
Operations and Maintenance (O&M)	430.10	85.99	516.09	512.84	3.25	99.37%
Utilities	11.85	-2.00	9.85	9.77	0.08	99.19%
Rent	11.15	-0.90	10.25	10.25	-	100.00%
Medical Insurance	74.00	-	74.00	73.34	0.66	99.10%
Contracted Guards and Cleaning services	9.50	3.00	12.50	12.50	-	99.99%
Pension	76.30	-4.97	71.33	71.33	-	100.00%
Domestic Loans (Mortgage and Car Loan)	55.00	-	55.00	55.00	-	100.00%
Other Recurrent (Core Programmes)	170.03	90.86	283.16	280.65	2.51	99.11%
Appropriations in Aid						
Receipts from the Sale of Inventories, Stocks and Commodities	-0.52	-1	-1.52	-1.53	0.01	100.66%
DEVELOPMENT						
Refurbishment of Old Commission House WP Item No. D207 NB-NB 1501.	19.28	-	19.28	19.28	0	100.00%
Total	2,125.04	70.99	2,196.03	2,153.58	42.45	98.07%

a position to absorb more as there are many programmes in the Strategic Plan that have not been implemented due to insufficient funding. The

budget absorption for the financial years 2018/19 to 2020/21 is as shown in Table 4.3.

Table 4.3: Budget Absorption Capacity for the Financial Years 2018/19 to 2020/21 in Kshs. Million

Items	Approved Allocations			Actual Expenditures			Absorption %		
	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
1. RECURRENT									
Compensation of Employees	594.2	1,663.1	1,660.7	594.2	1,578.2	1,621.5	100	95	97.6
Use of Goods and Services	517.8	607.9	442.9	510.8	560.4	439.7	99	92	99.5
Social Benefits	78.7	75.1	71.3	77.1	75.1	71.3	98	100	100
Other Recurrent	2.5	7	1.8	2.3	6.9	1.8	92	99	100
Net Recurrent	1,193.2	2,353.1	2,176.7	1,184.4	2,220.6	2,134.3	99	94	98.1
2.DEVELOPMENT									
Acquisition of Non-Financial Assets	60.8	22.5	19.3	47.4	22.5	19.3	78	100	100
Development	60.8	22.5	19.3	47.4	22.5	19.3	78	100	100
TOTAL	1,254.0	2,375.6	2,196.0	1,231.8	2,243.2	2,153.6	98	94	98.1

4.3 Un-audited Financial Statements for the Period ended 30th June, 2021

The Commission in compliance with Section 81(3) of the Public Financial Management Act, 2012 and Section 90(2)(a) of the Public Service Commission Act, 2017 has prepared the financial statements for the year ended 30th June 2021. The financial statements will be submitted to the Auditor General by 30th September 2021 as per the Act.

4.4 Resource Mobilization

From the financial trends in the last three financial years, it is evident that the Commission cannot rely wholly on GOK funding for implementation of all its programmes. In its attempt to cope with the constraints of limited funding, the Commission initiated the following partnerships, collaborations and innovations during the period under review:

- Developed concept notes for resource mobilization and shared with World Bank and International Labour Organization.
- Mobilized Ksh. 44 million through GESDEK (World Bank) programme supported by

the Public Finance Management Reforms Secretariat at the National Treasury, to support execution of PSC mandate.

- Continued to engage Parliament and The National Treasury for increased funding,

4.5 Proposals for Subsequent Budget Cycles

The implemented programmes and activities would not have been possible without the accompanying financial resources. Successful implementation of Commission's programmes, as spelt out in the Strategic Plan 2019-2024, is pegged on availability of sufficient resources. Over the two-year period of its implementation, the successful delivery of the planned outputs have been affected by lack of funding for some planned programmes and insufficient funding for ongoing projects, despite the Commission's efforts to reduce the cost of service delivery. This has been caused by reliance on Government funding which is limited due to the country's priorities and economic performance. The financial gap for the 2020/21 financial year was Kshs 6,217.8 Million representing 74 % of the required resources as presented in Table 4.4.

Table 4.4: Financial Requirements to implement Programmes, Resources Allocation and Gap for FY 2020/21

S/No.	Key Result Area	Strategic Objective	Financial Requirement	Allocation	Variance (Gap)
1	Efficient Public Service Delivery	Improving Performance and Productivity	300.5	3.7	296.8
		Improve Service Delivery	382.3	13.2	369.1
		Improve Human Resource Management Practices	4,902.90	1,121.30	3,781.60
Sub- Total			5,585.70	1,138.20	4,447.50
2	Ethical and Value-Based Public Service	Promote Constitutionalism, Values and Principles	484	24.4	459.6
	Sub- Total		484	24.4	459.6
3	Enhanced Commission's Capacity	Build Commission's Internal Capacity	2,344.10	1,033.40	1,310.70
Sub-Total			2,344.10	1,033.40	1,310.70
Grand Total			8,413.80	2,196.00	6,217.80

In an effort to make the most optimal use of the available limited resources, the Commission has instituted cost cutting measures such as use of virtual seminars and online interviews. Despite these measures, a number of key planned programmes at the Commission remained unimplemented due to persistent budget deficits.

The Commission therefore continues to engage with Parliament for enhanced funding in order to address continued budget deficits. This will enable the Commission to fully fund the implementation of the Strategic Plan whose ultimate goal is to have a citizen-centric public service.

CHAPTER 5 ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT

5.0 Introduction

The Public Service Commission Transformation Agenda is being implemented within the context of the 2019-2024 Strategic Plan. The year 2021 marks the second year of implementation of the Plan after an initial focus on creating fit for purpose delivery structures in 2020. The second year has, however, presented a very different implementation context from the preceding year, not only in an environment of changing global dynamics, but also locally due to the prevailing environment that has necessitated creativity and innovation in service delivery. Under the circumstances, transforming the delivery of services to citizens through utilization of opportunities brought about by advancement in Information Technology has become a default approach.

The medium and long-term reform focus for the Public Service, however, still remains as outlined in the Strategic Plan 2019-2024 viz: review of organization structures and development of new ones; implementing new models to deliver services; creating shared transactional service centers for public service; moving more services on-line and developing platforms for sharing expert services across public service.

This Chapter outlines the achievements, challenges experienced and lessons learnt in the implementation of the Commission's planned programmes.

5.1 Achievements

The Commission's planned activities were implemented under three Key Result Areas viz: Efficient and Effective Public Service Delivery, Ethical and Value Based Public Service and Enhanced Commission Capacity.

5.1.1 Efficient and Effective Public Service Delivery

The following were some of the key achievements under the Key Result Area during the period:

- a) Recruited 4,200 interns and deployed them to Ministries and State Departments, Constitutional Commissions and Independent Offices, State Corporations and Public Universities;
- b) Developed a framework for undertaking Training Impact Assessment (TIA) in MDAs;
- c) Administered 3 promotional examinations to 467 candidates as follows:
 - i) Assistant Legal Metrology Officers' Examination-6 candidates
 - ii) Proficiency Examination for Clerical Officers -429 candidates
 - iii) Administrative Officers Examinations -32 candidates
- d) Reviewed, published and released the curriculum for Administrative Officers examinations to the Service for implementation.
- e) Provided technical support to 13 County Governments on HR matters;
- f) Determined 167 (63%) discipline cases from 13 MDAs out of the 265 cases received;
- g) Determined 342 (91.4%) Appeal cases from 15 County Governments out of a total of 374 appeal cases received;
- h) Reviewed Organizational Structures and staff establishment for 47 MDAs;
- i) Promoted 32,107 officers serving in various grades across 192 cadres in 38 MDAs under succession management programme, to address stagnation and gaps in the grading structures;

- j) Recruited a total of 8,522 officers comprising 4,397 (52%) were male while 4,125 (48%) were female. Out of those appointed, a total of 150 were PWDs accounting for 1.8% of the total appointments;
- k) Recommended a total of 20 nominees for appointment to fill vacant positions in six (6) statutory bodies;
- l) Recommended 44 persons for consideration for appointment to fill 8 positions in 7 Public Universities to the President for Chancellors and University Councils for Vice Chancellors, DVCs and Deputy Principals;
- m) Undertook 100-day Rapid Result Initiatives (RRI) at Postal Corporation of Kenya to enhance efficiency in mail, courier, distribution, financial/payment and agency services in pursuit of the Corporation's quest to provide innovative and trusted postal, logistics and payment services that delight customers and create value to its stakeholders;
- n) Developed Public Service Commission (Performance Management) Regulations, 2021;
- o) Developed Public Service Human Resource Management Bill and submitted to the Departmental Committee on Administration and National Security of the National Assembly for stakeholder engagement and enactment;

5.1.2 Ethical and Value Based Public Service

Under this Key Result Area, the following were achieved:

- a) Monitored and evaluated 48 MDAs on compliance with HR, Administrative and organizational policies;
- b) Prepared and submitted to the President and Parliament the FY2019/2020 report on the extent to which Values and Principles in Articles 10 and 232 has been complied with throughout the public service; and
- c) Received and investigated eight (8) complaints relating to appointment/recruitment, promotion, payment of allowances, performance and stagnation.

5.1.3 Enhanced Commission Capacity

Under this Key Result Area, the following were achieved:

- a) Developed and implemented Commission's Communication Strategy and Branding Guidelines;
- b) Developed Risk Management Policy and Framework; and
- c) Provided working tools and equipment to Commissioners and Secretariat staff.

5.2 Challenges

In the course of execution of its mandate, the Commission encountered various challenges relating to scarcity of resources and Covid 19 pandemic;

a. Resource Related Challenges

The Commission could not implement a number of activities due to budgetary constraints. Out of a budget projection of Kshs 8.4 billion the Commission was allocated Kshs 2.2 billion leaving it with a budget deficit of Kshs 6.2 billion. The deficit was aggravated by additional responsibilities relating to recruitment for senior management positions in public universities and other statutory bodies.

b. Covid-19 Related Challenges

The impact of Covid-19 pandemic on the public service has been far reaching just as in other sectors of the economy. The most profound impacts of the crisis in the public service, have been observed in service delivery disruption, budget reallocations, performance and productivity slowdown, fiscal constraints, rapid policy shifts, supply chain disruption, emergency procurement, rapid service delivery innovation, rethink of health and safety at the workplace, and accountability risks. The pandemic affected the Commission in the following areas;

i) Budget Constraints

Arising from budget reallocations by the Treasury, in response to Covid-19 containment measures, the Commission ended up with new budget deficits

relative to planned activities. As a result, some of its activities such as completion of additional offices was deferred.

ii) Rapid Policy Shifts

Traditionally, most public service organizations have relied on in-person presence at the workplace and 8.00a.m to 5.00p.m working shift as the basis for service delivery. The requirement to implement flexible workplace arrangement has upset this tradition. Consequently, the Commission had to rapidly review its work policy and required officers to operate from home. However, these changes were being implemented at a time when the Commission had not anticipated the shift and there was no framework in place to manage work from home, ensure steady internet connectivity and also secure government information relayed through online platforms.

5.3 Lessons Learnt

In the course of executing its mandate, the Commission learnt key lessons that could inform future policies, programme design and implementation strategies. Among the lessons learnt were that;

- i). Risk management practices should be mainstreamed in key programmes in order to mitigate unforeseen challenges such as the Covid-19 pandemic.
- ii). Regular reviews of planned programmes should be undertaken so as to align with the available resources in the course of budget implementation.
- iii). Other sources of funding outside the exchequer need to be explored to plug the budget deficit.

- iv). The potential of information technology needs to be harnessed so as to improve on efficiency and effectiveness in service delivery, such as virtual meetings, online interviews and shortlisting of candidates

5.4 Conclusion

Despite the difficult working environment brought about by the COVID 19 Pandemic among other factors, the Commission achieved higher performance and a budget absorption rate of 98% in the 2020/2021 Financial year, compared to the previous year. This is clearly illustrated by the high number of recruited officers at the entry level, number of officers promoted to higher grades and recruitment of interns among other achievements highlighted in this report.

This level of performance was achieved by leveraging information and communication technologies in most of the Commission's core operations, resulting in an implementation rate of 77% for the 2020/2021 planned activities. However, in order to realize the ultimate objective of a citizen-centric public service, there is need for participation and support of all arms of government. Specifically, we require additional budgetary allocations to enable us to implement all planned programmes considering that we have been operating under budget deficit.

The Commission, therefore, looks forward to continued support of the executive and parliament through a Whole-of-Government approach in order to ensure the transformation agenda is fully embraced.

ANNEXES

Annex I: Distribution of MDAs Organizational Structures and Staff Establishment were Reviewed

	Name of MDA
1	The Oceans and Blue Economy Office (TOBEO)
2	Executive Office of the President
3	State Dept for Broadcasting
4	Ministry of Foreign Affairs;
5	State Dept for Basic Education
6	The National Treasury
7	State Dept for Social Protection
8	State Dept for Civil Registration
9	Government Printer
10	Policy Holders Compensation Fund;
11	Office of the Data Commissioner-
12	Tax Appeal Tribunal
13	National Registration Bureau
14	State Department for Trade
15	State Department for Industrialization
16	State Department for Labour
17	Ministry of Lands and Physical Planning
18	State Department for Regional and Northern Corridor Development
19	State Department for Planning
20	State Department for Devolution
21	State Department for ASALS
22	State Department for Cooperatives
23	State Department for Crop Development
24	State Department for Housing and Urban Development
25	State Department for Transport
26	State Department for Shipping and Maritime
27	State Department for Immigration
28	State Department for Energy
29	State Department for Culture and Heritage
30	Ministry of Environment and Forestry
31	State Department for Post Training Education
32	State Department for Vocational and Technical Training
33	State Department for University Education

	Name of MDA
34	Ministry of Water, Sanitation and Irrigation
35	State Department for Interior- Civil Registration
36	State Department for Gender
37	State Department for Public Works
38	State Department for Livestock
39	Prisons -Chaplains and Social Welfare
40	State Department for Probation and After Care
41	State Department for Youth Affairs
42	Kenya Utalii College
43	State Department for Public Service
44	State Department for Infrastructure
45	State Department for Fisheries and Blue Economy
46	State Department for Interior
47	National Council for Nomadic Education in Kenya(NACONEK)

Annex II: Distribution of Appointments in MDAs under Delegated Authority

MDA	Total No. of Officers	No. of Female	No. of Male
Agriculture	14	0	14
Basic Education and Early Learning	71	28	43
Broadcasting and Telecommunication	51	23	28
Cabinet Affairs	30	11	19
Cooperatives	31	6	25
Correctional Services	3	1	2
Culture and Heritage	14	7	7
Defence	4	1	3
Devolution	6	4	2
East African Community	15	8	7
Fisheries, Aquaculture and Blue Economy	9	3	6
Foreign Affairs	141	69	72
Gender Affairs	2	0	2
Housing and Urban Development	7	4	3
ICT and Innovation	5	2	3
Immigration Department	19	8	11
Industrialization and Industry	1	0	1
Infrastructure	29	13	16
Interior and Citizen Services	585	143	442
Labour	12	6	6
Lands and Physical planning	10	6	4
Livestock Development	149	45	104
Maritime and Shipping	1	1	0
National Treasury	305	144	161
Office of Attorney General and Department for Justice	42	31	11
Petroleum	4	3	1
Planning	64	27	37
Public Service	15	7	8
Social Protection	279	156	123
Special Programmes	4	0	4
Sports	5	1	4
State House	35	14	21
Tourism	5	2	3
Trade	35	11	24
Transport	4	0	4
Vocational and Technical Training	1,062	670	392
Water, Sanitation and Irrigation	116	40	76
Wildlife	13	5	8
Youth Affairs	1	1	0
Total	3,198	1,501	1,697

Annex III: Distribution of officers re-designated in MDAs by cadres

Designation	Re-designated to	Number
Fingerprint Assistant	Fingerprint officer I	1
Fingerprint Assistant I	Fingerprint officer I	3
Senior Registration Assistant	Senior Registration Officer	4
Registration Assistant	Registration Officer I	52
Registration Assistant II	Registration Officer II	15
Registration Assistant III	Registration Officer III	6
Fingerprint Assistant I	Fingerprint Assistant II	2
Principal Finger Print Assistant	Principal Fingerprint Officer	2
Senior Fingerprint Assistant	Senior Fingerprint Officer	2
Principal Civil Registration Assistant	Principal Civil Registration Officer	1
Civil Registration Assistant I	Civil Registration Officer I	43
Civil Registration Assistant II	Civil Registration Officer II	1
Senior Civil Registration Assistant	Senior ICT Officer	25
Senior Civil Registration Assistant	Senior Records Mgt Officer	9
Senior Civil Registration Assistant	Chief Archives Assistant II	5
Civil Registration Assistant II	Records Mgt Officer I	1
Civil Registration Assistant II	ICT Officer I	1
Civil Registration Assistant II	Senior Archivist Assistant	1
Civil Registration Assistant III	Records Mgt Officer II	9
Civil Registration Assistant III	Asst. Social Devt Officer II	2
Civil Registration Assistant III	Archivist Assistant I	2
Civil Registration Assistant III	ICT Officer II	3
Principal Civil Registration Assistant	Principal Records Mgt Officer	5
Head Housekeeper	Hospitality Officer	5
Head Housekeeper	Head Waiter	1
Principal HRM Assistant	Principal HRM Officer	17
Senior HRM Assistant	Senior HRM Officer	10
HRM Assistant I	Human Resource Management & Development Officer I	4
HRM Assistant II	Human Resource Management & Development Officer II	6
Deputy Director - Youth Development	Deputy Director, Psychological Counselling	8
Head Housekeeper	Hospitality Officer II	6
Headwaiter	Hospitality Officer II	1
Total Number Re-designated		253

Annex IV: Distribution of officers re-designated in MDAs under delegated authority by gender

S/No.	MDA	Female	Male	Total
1	Agriculture	2	3	5
2	Arid and Semi-Arid Lands (ASALs)	1	0	1
3	Attorney General Department of Justice	7	6	13
4	Cabinet Affairs	1	2	3
5	Cooperatives	1	0	1
6	Correctional Services	3	2	5
7	Culture And Heritage	3	0	3
8	Defence	0	3	3
9	Early Planning and Basic Education	70	36	106
10	East African Community	0	1	1
11	Environment	1	0	1
12	Fisheries	2	0	2
13	Gender	0	2	2
14	Housing and Urban Development	1	0	1
15	ICT and Innovation	2	2	4
16	Industrialization	4	1	5
17	Infrastructure	3	3	6
18	Interior	192	282	474
19	Labour	3	3	6
20	Lands and Physical planning	20	33	53
21	Livestock	10	22	32
22	Mining	0	3	3
23	National Treasury	4	3	7
24	Office of Deputy President	0	1	1
25	Office of the Attorney General	0	1	1
26	Planning	2	1	3
27	Public service	1	1	2
28	Public Works	1	3	4
29	Shipping and Maritime	0	1	1
30	Social Protection	11	7	18
31	State House	4	3	7
32	Tourism	3	0	3
33	Trade	5	2	7
34	Transport	2	2	4
35	Treasury	2	0	2
36	Vocational and Technical Training (VTT)	4	4	8
37	Water, Sanitation and Irrigation	7	1	8
Total		372	434	806

Annex V: Distribution of Officers Promoted under Succession Management Programme by MDA Administering the Scheme of Service and Cadre

Schemes of Service Administrator	Cadre	No. of Officers Promoted
ASALs	Programme Officer	1
Total		1
Broadcasting and Telecommunication	Film Services	20
	Information Assistant	7
	Information Officers	122
	Photojournalist Assistant	12
	Photojournalist	1
	Public Communication Officers	42
	Public Communications Assistant	156
	Studio Technical Operator	1
	Superintendent Electronics	5
Total		366
Cooperatives	Cooperative Auditor	6
	Cooperative officers	15
Total		21
Correctional Services	Probation	697
	Probation and Aftercare Services	1
Total		698
Crop Development	Engineer Agriculture	26
	Superintendents Agriculture	3
Total		29
Culture and Arts	Archivist & Documents Services	16
	Archivist Assistants	2
	Culture and Arts	10
	Library Services Assistant	33
	Library Services officer	19
	Records Management Officers	353
Total		433
Devolution	Devolution officers	4
Total		4
Early Learning and Basic Education	Adult Education Officers	53
	Education	298
	Internal Auditors	188
	Quality Assurance & Standards Officer	203
Total		742

Schemes of Service Administrator	Cadre	No. of Officers Promoted
Environment and Forestry	Forest Officer	1
	Meteorological Services	82
	Meteorological Technologist	110
	Meteorological Telecommunications Assistant	21
Total		214
Fisheries and Blue Economy	Fisheries	10
Total		10
Foreign Affairs	Foreign Affairs	237
	Foreign Service	7
	Foreign Service Officers	32
Total		276
Gender Affairs	Gender Officers	32
Total		32
Government Press	Engineering cadre	5
	Printing	153
Total		158
Housing and Urban Development	Building Surveyor	16
	Estate Management Assistant	26
	Estate Management Officer	28
	Housing Officer	15
	Housing Officer - Civil Service Scheme	7
	Housing Officer - Slum Upgrading	10
	Process Server	8
	Rent Inspector Assistant	2
	Urban Development	2
Total		114
Industrialization	Industries/Enterprise Devt Officers	28
	KITI	4
Total		32

Schemes of Service Administrator	Cadre	No. of Officers Promoted
Infrastructure	Artisan Building	207
	Charge hand	146
	Chargehand I Mechanical	31
	Chargehand Mechanical	49
	Chargehand, Electrical	11
	Electrical Technician	7
	Engineer Materials	23
	Engineer Mechanical	14
	Engineer- Roads	10
	Inspector Electrical	8
	Inspector Mechanical	4
	Instructor	30
	Laboratory Technician	109
	Lecturer	17
	Mechanic	249
	Plant Operator	180
	Superintendent Mechanical	3
	Superintendent- Roads	1
Total		1,099
Interior	Government Press	158
Total		158
Interior and Citizen Services	Administrative officers	103
	Assistant Chiefs	7,292
	Chiefs	2,681
	Civil Registration	206
	Civil Registration	45
	County Commissioners	853
	Government Chemist	70
	Immigration Officer	417
	Laboratory Technologists	141
Total		11,808
Labour	Employment Officers/Assistants	18
	HRP&D Officers	6
	Labour Officers	67
	Medical Specialists	9
	Occupational Health & Safety	55
	Productivity Officers	12
Total		167

Schemes of Service Administrator	Cadre	No. of Officers Promoted
Lands & Physical Planning	Cartographer	15
	Cartographer Assistants	147
	Geospatial Mgt Officer	16
	Land Adjudication & Settlement Assistants	326
	Land Adjudication & Settlement officer	39
	Land Administration officer	14
	Land Registrars	48
	Land Survey Assistant	44
	Land Survey Officer	118
	Land Valuers	26
	Photogrammetry Assistants	34
	Photolithographer	1
	Physical Planning Assistants	8
	Physical Planning Officers	38
	Valuation Assistants	3
Total		877
Livestock	Animal Health	1
	Animal Health Assistant	1
	Animal Health Officer	33
	Laboratory Services	12
	Leather Development Officers	8
	Lecturers	19
	Livestock Production	11
	Livestock Production Assistants	1
	Livestock Research and Policy	1
	Veterinary Services	69
	Zoologists	15
Total		171
National Registration Bureau	Finger print officer I	4
	Fingerprint Assistant	25
	Fingerprint assistant II	2
	Fingerprint officer	20
	Principal Fingerprint Officer	2
	Registration officer	264
	Registration Officer I	51
	Registration Officer II	15
	Registration Officer III	6
	Senior Fingerprint Officer	2
	Senior Registration Officer	4

Schemes of Service Administrator	Cadre	No. of Officers Promoted
Total		395
Office of AG & Dept Of Justice	State Counsel	40
Total		40
Petroleum and Mining	Economic Analysis	2
	Geological Survey	62
	Geologist - Energy	5
	Inspector of Mines	51
Total		120
Planning	Economist	319
Total		319
Prisons	Chaplains	83
	Social Welfare Officer	13
Total		96
Public Service	Assistant Office Administrators	899
	Clerical Officers	4,008
	Cooks	92
	Counselling Services	7
	Drivers	2,161
	Hospitality	
	Hospitality Officer	42
	Housekeeping Assistant[1]	31
	Human Resource Management & Development	277
	Human Resource Management Assistant	78
	Management Consultants	11
	Office Administrative Assistants	637
	Office Administrators	63
	Programmers	2
	Support Staff	1,891
	Waiters	20
Total		10,219
Public Works	Architects	40
	Architectural Assistant	23
	Engineer Electrical	39
	Inspector (Buildings)	12
	Inspector Electronics	4
	Inspector Fire Services	8
	Interior Design Assistant	8
	Interior Designer	27
	Landscape Architects	12

Schemes of Service Administrator	Cadre	No. of Officers Promoted
	Quantity Surveyor	21
	Quantity Surveyor Assistant	12
	Structural Assistant	18
	Superintendent (Buildings)	4
	Superintending Engineer, Structural	4
	Superintending Fire Officer	3
Total		235
Shipping and Maritime	Shipping and Maritime	4
Total		4
Social Protection	Approved Teacher	27
	Chaplains	4
	Children Development Assistants	11
	Children Development Officers	314
	Social Development officer/Assistant	231
	Technical Instructor	43
Total		630
State Dept for ICT	ICT Officers	312
Total		312
Tourism	Tourism Officers	17
Total		17
Trade	Lecturers	21
	Trade Officers	79
	Weights & Measures	22
Total		122
Transport	Air Transport	6
	Road and Rail Transport	1
	Shipping and Maritime	1
Total		8
Treasury	Accounts	58
	Finance/Budget Officer	108
	Government Clearing Officer	6
	Internal Auditors	308
	Investment Officer	4
	Pension	681
	SCMA	568
	SCMO	195
Total		1,928
University Education	Education	3
	Research Officer	3

Schemes of Service Administrator	Cadre	No. of Officers Promoted
Total		6
Vocational and Technical Training	Technical Education	11
Total		11
Water, Sanitation and Irrigation	Engineer Water	22
	Groundwater	20
	Land Reclamation Office	2
	Superintendent - Irrigation	4
	Superintendent - Water	9
	Water Research Officer	2
Total		59
Youth Affairs	Youth Development	176
Total		176
Grand Total		32,107

Annex VI: Ministries Departments and Agencies that host cohort 3 (2020/2021) interns

S/N	MINISTRIES / STATE DEPARTMENT
1	Ministry of Public Service and Gender, State Department for Gender
2	State Department for Broadcasting and Telecommunication
3	State Department for Cooperatives
4	State Department for Crop Development and Agricultural Research
5	State Department for Devolution
6	State Department for Early Learning and Basic Education
7	State Department for Fisheries, Aquaculture and the Blue Economy
8	State Department for Gender
9	State Department for Housing and Urban Development
10	State Department for ICT and Innovation
11	State Department for Industrialization
12	State Department for Infrastructure
13	State Department for Interior and Citizen Services (CRS)
14	State Department for Interior and Citizen Services (Government Chemist)
15	State Department for Labour
16	State Department for Livestock
17	State Department For Mining
18	State Department for Petroleum
19	State Department for Planning
20	State Department for Post Training and Skills Development
21	State Department for Public Service
22	State Department for Social Protection
23	State Department For Sports
24	State Department for Tourism
25	State Department for Trade and Enterprise Development
26	State Department for Transport
27	State Department for Vocational and Technical Training
28	State Department for Youth (One Stop Shop)
29	State Department for Youth Affairs
30	State Department of Interior Co-ordination and Citizen Services
31	State Department of Petroleum
32	State Development for Crop Development and Agricultural Research
33	State Law Office
34	Ministry of Defence
35	Ministry of East African Community and Regional Development
36	Ministry of Energy
37	Ministry of Environment and Forestry
38	Ministry of Foreign Affairs and International Trade
39	Ministry of Labour and Social Protection

S/N	MINISTRIES / STATE DEPARTMENT
40	Ministry of Lands and Physical Planning
41	Ministry of Petroleum and Mining
42	Ministry of Sports Culture and Heritage
43	Ministry of Water, Sanitation and Irrigation
AGENCIES	
STATE CORPORATION	
1	Bukura Agricultural College
2	Teso North NG-CDF
3	Lake Victoria North Water Work Development Agency
4	Agricultural Information Resource Centre
5	Agriculture Development Corporation
6	Kenya Agricultural and Livestock Research Organization (KALRO)
7	Export Processing Zones Authority
8	Bandari Maritime Academy
9	Coast Development Authority
10	Kenya Coast National Polytechnic
11	Kenya Fisheries Services (KeFS)
12	Kenya Maritime Authority
13	Kenya Safari Lodges and Hotels
14	Anti Counterfeit Authority (ACA)
15	Anti-Doping Agency of Kenya
16	Anti-FGM Board
17	Athi Water Works Development Agency
18	Biosafety Appeals Board
19	Capital Markets Authority
20	Centre for Mathematics, Science and Technology Education in Africa
21	Competition Authority of Kenya
22	Council of Legal Education
23	Engineers Board of Kenya
24	Geothermal Development Company
25	Higher Education Loans Board (HELB)
26	ICT Authority
27	Independent Policing Oversight Authority
28	Industrial and Commercial Development Corporation(ICDC)
29	Kenya Accountants and Secretaries National Examination Board(Kasneb)
30	Kenya Airports Authority
31	Kenya Broadcasting Corporation
32	Kenya Bureau of standards
33	Kenya Copyright Board
34	Kenya Dairy Board

S/N	MINISTRIES / STATE DEPARTMENT
35	Kenya Education Management Institute
36	Kenya Electricity Generating Company (KenGen)
37	Kenya Electricity Transmission Company
38	Kenya Export Promotion and Branding Agency
39	Kenya Forestry Research Institute
40	Kenya Forest Service
41	Kenya Girl Guides Association
42	Kenya Industrial Property Institute
43	Kenya Institute for Public Policy and Research Analysis (KIPPRA)
44	Kenya Institute of Curriculum Development
45	Kenya Institute of Mass Communication (KIMC)
46	Kenya Institute of Special Education
47	Kenya Investment Authority (KENINVEST)
48	Kenya Literature Bureau (KLB)
49	Kenya Marine and Fisheries Research Institute (KEMFRI)
50	Kenya Medical Research Institute
51	Kenya Medical Supplies Authority
52	Kenya Medical Training College
53	Kenya National Bureau of Statistics
54	Kenya National Examination Council (KNEC)
55	Kenya National Highway Authority
56	Kenya National Innovation Agency (KENIA)
57	Kenya National Trading Corporation LTD
58	Kenya Nuclear Regulatory Authority
59	Kenya Petroleum Refineries Limited
60	Kenya Plant Health Inspectorate Services
61	Kenya Post Office Savings Bank
62	Kenya Power and Lighting Company
63	Kenya Railways
64	Kenya Rural Roads Authority
65	Kenya School of Government
66	Kenya School of Law (KSL)
67	Kenya Space Agency
68	Kenya Tourism Board
69	Kenya Trade Network Agency
70	Kenya Tsetse and Trypanosomiasis Eradication Council
71	Kenya Universities And Colleges Central Placing Centre
72	Kenya Utalii College
73	Kenya Veterinary Board
74	Kenya Veterinary Vaccines Production Institute

S/N	MINISTRIES / STATE DEPARTMENT
75	Kenya Vision 2030
76	Kenya Wildlife Service
77	Kenyatta National Hospital
78	Lapsset Corridor Development Authority
79	Nairobi Centre for International Arbitration
80	Nairobi Metropolitan Service
81	National Authority For The Campaign Against Alcohol And Drug Abuse
82	National Biosafety Authority
83	National Construction Authority
84	National Council for Persons With Disabilities
85	National Crime Research Centre
86	National Employment Authority
87	National Environment Management Authority (NEMA)
88	National Environment Trust Fund
89	National Environmental Tribunal
90	National Government Affirmative Action Fund
91	National Government Constituencies Development Fund Board(NG-CDF)
92	National Hospital Insurance Fund (NHIF)
93	National Quality Control Laboratory
94	National Quality Control Laboratory
95	National Research Fund
96	National Transport and Safety Authority(NTSA)
97	National Youth council (NYC)
98	New KCC
99	Office of the Attorney General and Department of Justice
100	Pest Control Products Board
101	Postal Corporation of Kenya
102	President's Award-Kenya
103	Public Health Officers and Technicians Council,Kenya
104	Public Procurement Regulatory Authority
105	Retirement Benefits Authority
106	Rural Electrification and Renewable Energy Cooperation
107	Sports Kenya
108	Tana and Athi River Development Authority
109	The Kenya National Examination Council
110	The Kenya Power and Lighting Company
111	The National Treasury
112	The National Treasury(Registration of Certified Public Secretaries)
113	The Sacco Societies Regulatory Authority (SASRA)
114	The Universities Fund

S/N	MINISTRIES / STATE DEPARTMENT
115	Tourism Fund
116	Tourism Regulatory Authority (TRA)
117	Unclaimed Financial Assets Authority
118	Uwezo Fund Oversight Board
119	Water Resources Authority
120	Water Sector Trust Fund
121	Water Services Regulatory Board
122	Women Enterprise Fund
123	Youth Enterprise Development Fund Board
124	Ewaso Ng'iro South Development Authority
125	Tana Water Work Development Agency
126	South Nyanza Sugar Company Limited
127	Kerio Valley Development Authority
128	Moi Teaching and Referral Hospital
PUBLIC UNIVERSITIES	
1	Kibabii University
2	Kaimosi Friends University College (KAFUCO)
3	University of Embu
4	Masinde Muliro University of Science and Technology
5	Jomo Kenyatta University of Agriculture and Technology (JKUAT)
6	Pwani University
7	Kirinyaga University
8	Kisii University
9	Meru University of Science and Technology
10	Multimedia University of Kenya
11	The University of Nairobi
12	Dedan Kimathi University of Science and Technology
13	University of Eldoret
COMMISSIONS	
1	Kenya Meat Commission
2	Commission for Revenue Allocation
3	National Commission for Science Technology and Innovation (NACOSTI)
4	Privatization Commission
5	Public Service Commission
6	Salaries and Remuneration Commission
7	The Commission on Administrative Justice

Annex VII: Distribution of Officers Exited Service in MDAs and Nature of Exits

MDA	Nature of Exits							Total
	50 year rule	Age Grounds	Transfer	Dismissal	End of contract	Resignation	Death	
Agriculture	2	106	0	0	0	0	3	111
Basic Education and Early Learning	3	289	0	0	0	2	11	305
Broadcasting and Telecommunications	1	43	0	0	0	0	14	58
Cabinet Affairs	0	7	0	0	0	0	4	11
Cooperatives	0	5	0	0	0	0	0	5
Correctional Services	0	4	0	0	0	0	0	4
Culture and Heritage	0	7	0	0	0	0	2	9
Defence	2	98	0	0	0	0	15	115
Devolution	1	4	0	0	0	0	0	5
East African Community	0	4	0	0	0	0	0	4
Energy	1	14	0	0	0	0	0	15
Environment and Forestry	2	39	0	0	0	0	2	43
Fisheries, Aquaculture and Blue Economy	0	16	0	0	0	0	6	22
Foreign Affairs	2	17	0	0	0	0	2	21
Gender Affairs	0	2	0	0	0	0	0	2
Health	9	36	0	16	238	5	4	308
Housing and Urban Development	2	43	0	0	0	0	5	50
ICT and Innovation	0	15	0	0	0	0	1	16
Immigration Department	3	48	0	2	0	4	7	64
Industrialization and Industry	0	9	0	1	0	0	1	11
Infrastructure	0	78	0	0	0	0	1	79
Interior and Citizen Services	48	1052	0	5	0	4	217	1326
Lands and Physical Planning	3	139	0	0	0	1	13	156
Livestock Development	23	735	0	0	0	2	70	830
Mining	0	10	0	0	0	0	2	12
National Treasury	0	106	0	0	0	0	4	110
Office of the Attorney General and Department of Justice	2	78	0	0	0	0	3	83

MDA	Nature of Exits							Total
	50 year rule	Age Grounds	Transfer	Dismissal	End of contract	Resignation	Death	
Office of the Deputy President	0	3	0	0	2	0	1	6
Petroleum	0	4	0	0	0	0	0	4
Planning	0	8	0	0	0	1	1	10
Post Training & Skills Development	0	3	0	0	0	0	1	4
Prisons	36	209	12	104	1	5	56	423
Public Service	0	7	0	0	0	0	3	10
Public Works	0	149	0	0	0	0	25	174
Regional and Northern Corridor Development	0	2	0	0	0	0	0	2
Shipping and Maritime	0	2	0	0	0	0	1	3
Social Protection	0	57	0	0	1	2	8	68
Special Programmes	0	3	0	0	0	0	1	4
Sports	0	14	0	0	0	0	2	16
State House	0	5	0	2	0	0	4	11
Tourism	0	7	0	0	0	0	0	7
Trade	3	33	0	0	0	0	2	38
Transport	0	11	0	0	0	0	2	13
University Education	2	9	0	0	0	0	0	11
Vocational and Technical Training	4	34	0	0	1	1	11	51
Water, Sanitation and Irrigation	2	22	0	0	2	0	1	27
Wildlife	0	2	0	0	0	0	0	2
Youth Affairs	0	4	0	0	0	0	3	7
Total	151	3,592	12	130	245	27	509	4,666

Annex XIII: Distribution of PSC Decisions in MDAs and Implementation Status

MDA	No. of Decisions Implemented	No. Not Implemented	Total
Agriculture	51	3	54
Attorney General and Department of Justice	6	0	6
Basic Education and Early Learning	786	0	786
Broadcasting and Telecommunications	481	10	491
Cabinet Affairs	20	0	20
Cooperatives	1	0	1
Correctional Services	1	0	1
Culture and Heritage	37	7	44
Defence	40	1	41
Devolution	13	1	14
Early Learning and Basic Education	303	27	330
East African Community	50	1	51
Energy	55	0	55
Environment and Forestry	1	0	1
Fisheries, aquaculture and blue economy	283	0	283
Foreign Affairs	297	2	299
Gender	5	0	5
Housing	96	29	125
ICT and Innovation	92	0	92
Immigration	5,275	1	5,276
Infrastructure	754	9	763
Interior	8	0	8
Investments and Industry	98	0	98
Labour	20	2	22
Lands and Physical Planning	202	0	202
Livestock	247	13	260
Maritime	5	0	5
Mining	17	0	17
National Treasury	56	22	78
Office of the Attorney General and Department of Justice	50	0	50
Office of the Deputy President	55	0	55
Petroleum	40	0	40
Planning	86	0	86
Post Training & Skills Development	10	0	10
Prisons	18	0	18
Public Service	21	2	23
Public Works	27	0	27
Regional and Northern Corridor Development	3	0	3

MDA	No. of Decisions Implemented	No. Not Implemented	Total
Shipping and Maritime	17	0	17
Social Protection	986	5	991
Special Programmes	57	0	57
Sports	45	2	47
State House	49	4	53
Tourism	9	0	9
Trade	336	0	336
Transport	36	1	37
Vocational and Technical Training	1,575	0	1,575
Water, Sanitation and Irrigation	86	2	88
Water, Sanitation, and Irrigation	23	5	28
Wildlife	9	12	21
Youth	86	0	86
Total	12,924	161	13,085

Annex IX: Distribution of MHRMAC Decisions in MDAs and Implementation Status

MDA	No. of Decisions Implemented	No. of Decisions Not Implemented	Total
Agriculture	146	4	150
Basic Education and Early Learning	137	1	138
Broadcasting and Telecommunications	605	121	726
Cabinet Office	1	0	1
Cooperatives	84	0	84
Correctional Services	302	0	302
Culture and Heritage	108	0	108
Defence	167	0	167
Devolution	3	0	3
East African Community	37	0	37
Energy	83	0	83
Environment and Forestry	0	2	2
Fisheries, aquaculture and blue economy	55	13	68
Foreign Affairs	80	13	93
Gender Affairs	14	11	25
Housing and Urban Development	237	21	258
ICT and Innovation	62	1	63
Immigration Department	236	47	283
Infrastructure	444	0	444
Interior and Citizen Services	49	0	49
Investments and Industry	191	1	192
Labour	130	0	130
Lands and Physical Planning	277	0	277
Livestock Development	608	25	633
Mining	22	0	22
National Treasury	47	68	115
Office of the Attorney General and Department of Justice	2	0	2
Petroleum	46	0	46
Planning	157	1	158
Post Training	1	0	1
Prisons	149	0	149
Public Service	117	0	117
Public Works	155	0	155
Shipping and Maritime	70	1	71
Social Protection	367	18	385
Special Programmes	20	0	20

MDA	No. of Decisions Implemented	No. of Decisions Not Implemented	Total
Sports	25	23	48
State House	84	0	84
Trade	220	19	239
Transport	76	0	76
University Education	34	11	45
Vocational and Technical Training	2,026	0	2,026
Water, Sanitation and Irrigation	288	3	291
Wildlife	4	4	8
Youth	20	0	20
Total	7,986	408	8,394

