



PSC pension scheme net assets value grows significantly despite economic challenges

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Chairperson Board of Trustees Joan Otieno (centre) flanked by secretariat staff and trustees addressing members during the virtual AGM at the Commission House

By Badi Khamis

The public Service Commission (PSC) pension scheme registered a Kshs.152 million growth in net assets value during the fiscal year ending June 2021, amid tough regional and global economic times occasioned by the impact of Covid-19.

According to the financial statements released on 16th June 2022 during the Scheme's Annual General Meeting (AGM), the scheme's current assets net worth is Kshs.692,210,959, up from Kshs.539,608,220 cumulated by 2020.

Speaking during the virtual AGM at the Commission House, the Chairperson Board of

Trustees, Commissioner Joan Otieno attributed the growth to prudent investments of scheme assets in line with the Investment Policy statement.

"I am happy to note that the scheme fund value grew by 28%. This is a remarkable growth largely as a result of increased contributions remittances and positive investment income," she said.

She noted that the incredible results in the past fiscal year were a product of the work the Board did to contribute to the sustainability of the Scheme.

PSC CEO Dr. Simon Rotich assured members of the sponsor's commitment to support initiatives by the Board of Trustees to enhance the growth and value of the

members' savings.

"We have to ensure that our business plans are aligned to the dynamic business environment that we find ourselves in, driven by rapid changes in the economic, social, political, technological and legal environment," he asserted.

The Scheme is governed by a Trust deed dated 1st July 2014. It was registered on 15th December 2014.

The Scheme is contributory whereby the employees and employer contribute 10% and 20% of employees' basic salaries respectively.

Africa Public Service Day marked with tree planting in Ngong forest



PSC Commissioner Amb Salma Ahmed (in the foreground) planting a tree assisted by a forest officer at the Ngong Forest Reserve during the Africa Public Service Day.

By Maureen Kogi

Kenya celebrated the 2022 Africa Public Service Day (APSD) by planting trees at the Ngong forestry station on 20th June.

Commissioner Amb. Salma Ahmed, flanked by Deputy Commission Secretary Jane Chege represented the PSC Chairperson at the event where 1,000 trees were planted.

Tree planting was one of the activities lined up to celebrate the day, which is marked annually on the continent every 23rd June.

Cabinet Secretary for Public Service, Gender, Senior Citizens Affairs, and Special Programmes Prof. Margaret Kobia delivered the keynote address that was read on her behalf by the Ministry's Chief

Administrative Secretary Abdul Bahari. Prof. Kobia called on Kenyans to plant more trees as a way of lessening the effects of climate change.

She noted that future generations and the entire humanity stands to benefit even as tree planting raises awareness in the surrounding community on the importance of planting and saving trees.

"You will also recall that on May 27, 2022, during the launch of an accelerated tree growing campaign, President Uhuru Kenyatta assured the international community of Kenya's commitment to combat the challenges arising from climate change by increasing Kenya's forest cover to at least 30% by 2050" she noted.

Prof. Kobia stated that the 2022 theme, "Celebrating Public Service Transformation" reflected the government's deliberate efforts to transform the public service to ensure effectiveness and efficiency in service delivery to its citizens.

The PS, State Department for Public Service Mrs. Mary Kimonye highlighted the sub-theme under which the tree planting was being undertaken as "Environmental Conservation and Climate Change

Initiatives."

She disclosed that it was in line with the Kenya Vision 2030 that aims to provide its citizens with a clean, secure, and sustainable environment.

She added that the sub-theme emphasizes the need for national strategies to mitigate climate change, especially for trees and forests, which play a major role in lessening the impact of climate change.

Other participants present at the exercise included UNDP Officials, Forest Service officers, staff from various Ministries, State Departments and Agencies and local communities.

PSC Choir graces the 2022 National Election Conference



The PSC corporate choir performs at a past event

By Pauline Muriuki

As the country moves closer to the 9th August General Elections, the Independent Electoral and Boundaries Commission (IEBC) has been instrumental in creating awareness among stakeholders on its preparedness for the exercise through various fora.

One such forum was the National Elections Conference held on 11th July, 2022 at the Kenyatta International Convention Centre (KICC), Nairobi.

Following an invitation from the electoral body, the PSC Choir had the privilege to grace the occasion by entertaining the participants and passing across patriotic messages through song.

In a letter addressed to the Commission Secretary Dr. Simon Rotich, the IEBC Chief Executive Marjan Hussein Marjan requested

for the participation of the PSC choir in the event, which brought together other institutions and development partners under the theme “*Moving Kenya towards a stronger democracy*”.

The conference provided an opportunity for Kenyans and key electoral stakeholders to reflect on their roles in the broad spectrum of the country’s preparedness for the 2022 General Elections.

The Conference was designed to include participation of state and non-state actors from the National and County Governments. International and local experts shared their experiences in panel discussions and presentation of papers.

The climax of the event was the signing of the peace accord

by the four presidential candidates, who pledged to promote peace before, during and after the August 9 General Elections.

Thematic areas for the conference included: Understanding the Context and preparedness of 2022 General Election; Election inclusivity and role of stakeholders in the election process; Electoral Security, Peace and Conflict Mitigation; Role of Technology in Elections; Electoral Legal Framework and Dispute Resolution.

The PSC choir has over time earned good reputation for composing patriotic and thematic songs that befit occasions.

PSC keen to facilitate conducive HR policies for blue economy jobs



PSC Chairman Amb Anthony Muchiri (seated) 4th from left, Vice Chairperson MS Charity Kisotu (seated 3rd from left), PSC Commissioners and blue economy stakeholders in a group photo at the shipyard, Mombasa

By Browne Kutswa

Public Service Commission Chairperson Amb. Anthony Muchiri has assured stakeholders in the shipping and maritime sector of the Commission's support to facilitate creation of new job opportunities in the blue economy for the youth.

Speaking during a sensitization workshop for the Commission, Amb. Muchiri noted that the blue economy requires financial capital, skilled human resources and increased synergy between government agencies and other stakeholders to fully exploit its potential.

Amb Muchiri expressed regret that the blue economy sector is largely underexploited despite its huge potential to boost the national economy by harnessing its vast resources, adding that it can contribute 10% of the Gross Domestic Product, support a workforce of more than 200,000 people and generate over Ksh400 billion every year.

"The blue economy train is unstoppable and requires an entire

ministry to balance the green and blue," said Mr. Muchiri reiterating that the Commission will do all in its power to ensure the sector thrives by providing an enabling policy environment and skilled human resources.

The sensitization workshop was held at Prideinn Beach Resort in Mombasa from 5th to 9th June and hosted by the State Department for Shipping and Maritime in conjunction with Bandari Maritime Academy to create awareness on the blue economy and the maritime sector.

Among the topics covered were opportunities in the blue economy, role of maritime institutions in the development of the blue economy and fisheries development in Kenya.

The Principal Secretary for Shipping and Maritime Amb. Nancy Karigithu observed that Kenya is a maritime nation since time immemorial and that the blue economy is key to international

trade and job opportunities for the Kenyan youth.

She expressed the need for the government to continue supporting young people to undertake studies in the maritime sector to enable them work at home and abroad.

The PS urged the Commission to assist the sector through human resource and institutional capacity building as well as technical collaboration and partnerships.

Noting that training and maritime education will help develop skills for not only the local market but also international, Amb. Karigithu urged PSC to review human resource policies and come up with those that can support the growth of the sector as the new frontier for jobs for the youth.

"Policies infused with blue economy knowledge are needed

Corporate governance course mounted for Commission board



Ms Nancy Sifa (standing) of Kenya Consulate in Arusha briefs the Commission board led by Amb. Muchiri during a courtesy call to the consulate

By Browne Kutswa

A training programme on corporate governance and arbitration was conducted for the Commission board and senior management staff in Arusha, Tanzania in June this year.

The training was conducted by the Centre for Corporate Governance and the Chartered Institute of Arbitrators.

Commission chairperson Amb Anthony Muchiri, Vice chairperson Charity Kisotu and all commissioners attended the training. Also in attendance were Commission Secretary/CEO Simon Rotich and senior management staff

Joan Machayo, Jacqueline Manani, Browne Kutswa and Fidelis Macharia.

Speaking during the opening session, Amb Muchiri welcomed the training as a milestone step in the Commission's efforts to build internal capacity to better deliver on its mandate.

"The training is timely as it will go a long way to enable the Commission to fulfil its mandate of hearing and determining appeals from devolved units as well as ensuring efficiency and effectiveness in the public service," said Amb. Muchiri.

Among the topics covered

were Introduction to Arbitration Principles and Ethics, Hearing on Alternative Dispute Resolution, Corporate Governance Transformative Leadership, Pillars of Corporate Governance, Managing Group Dynamics, Format and Procedure of a Mediation Meeting, and Role Plays.

The Commission also paid a courtesy call on the Kenya consulate in Arusha to take stock of its working environment and human resource needs.

PSC keen to facilitate conducive HR policies for blue economy jobs

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especially on training and staff retention for the sector to thrive," said Amb. Karigithu.

Amb. Muchiri and PSC

commissioners also visited Bandari Maritime Academy and the Kenya Navy Shipyard to gain first-hand experience of the

operational environment, challenges and staffing needs of the institutions.

Institutions showcase 10-year improvement in public service delivery

By Sharon Sang'eiva and
Veronica Wahu

The Public Service Commission joined Ministries, State Departments and Agencies (MDAs) in marking the 2022 Africa Public Service Day (APSD) by showcasing their 10-year achievement in public service delivery.

The event was held at the Kenyatta International Convention Centre (KICC) from 21st to 23rd June 2022 and involved plenary discussions on six topical areas.

The topics were Fostering innovation to deliver inclusive and equitable services; Strengthening resilience in nutrition and food security for a healthy nation; Harnessing the youth potential for digital transformation in delivery of services; Environmental conservation and climate change initiatives; Deepening devolution to enhance service delivery and improve citizen's livelihood; and Emerging issues and the public service of the future.

PSC's Deputy Commission Secretary Ms. Jane Chege, as a discussant in the *Emerging issues and the public service of the future* topic, reiterated the importance of monitoring Performance in the public service. She underscored the need for measuring productivity by connecting the same with what an officer delivers at the end of a working day.

"It is what one is able to deliver at the end of the day that counts," said Ms. Chege at the



PSC's Assistant Director HRM Mr Gilbert Nyandiga (seated) talking to one of the visitors at the PSC booth at the KICC during Africa Public Service Day (APSD)

KICC, Lenana hall on 22nd June 2022.

She noted that changing terms of service from permanent and pensionable to contract for newly recruited employees would enhance career progression since it's a critical aspect and a unique skill in the workplace.

Other discussants on the topic were Mrs. Mary Kimonye, Principal Secretary, State Department for Public Service, Mr. Henry Waruhiu, Senior Consultant, ESAMI, Lynette Musyimi, Director, Human Resource Solutions Ltd and the moderator, Mr. Joseph Kosure, Resident Consultant, Intergovernmental Relations Technical Committee.

"Every generation has a role to play and with teamwork the end result is intergenerational pollination of ideas, skills and competencies," said Mrs. Kimonye.

Mr. Henry Waruhiu, Senior

Consultant, ESAMI said "the future is digital, informative, technical and communicative. Technology has quantum benefits in terms of productivity and technology adoption creates more opportunity than it destroys."

The exhibitions attracted over 100 ministries, departments and agencies that showcased their innovations for the last ten years and the transformation that have happened over the time.

The exhibition's five thematic areas were Business process re-engineering; Innovations for inclusive and equitable service delivery; Public service digitization; Entrenching performance management: success in cascading performance contracting; and Environmental conservation and climate change initiatives.

Under the Innovations for inclusive and equitable service

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PSC Annual Report 2021/2022 preparation commences

By Pauline Muriuki

The preliminary work to prepare the Public Service Commission Annual Report for the year 2021/2022 has commenced.

It is expected that the Annual Report 2021/2022 will be ready for submission to the President and Parliament by September 30th as required by Article 254 (1) of the Constitution which calls on “each Independent Commission to submit a report to the President and Parliament on the activities and financial statement for each financial year.”

Section 90 of the Public Service Commission Act, 2017 also provides that every September after the end of each financial year, the Public Service Commission shall present its Annual Report to the President and Parliament.

Further, it is a requirement of Regulation 76 of the Public Service Commission Regulations to publish the Annual Report in the Kenya Gazette within 14 days of the submission deadline.

The Commission Chief Executive Dr. Simon Rotich appointed a task team under the leadership of Dr. Sylvester

Obong’o, Director, Performance Management and Service Delivery Improvement and Mr. Browne Kutswa (Deputy Director Public Communication) to steer the process, terming the assignment critical and urgent, which requires utmost attention and commitment.

The CEO also advised all directors to release officers for this assignment and accord the task team the necessary support.

Among other terms of reference, the task team is expected to come up with an

action plan, develop a data collection tool for sharing with directorates, gather submissions from directorates within a set timeline for compilation into a zero draft, and subject the draft Annual Report to an adhoc committee for guidance.

After tabling the final draft before the Commission board for approval, the Annual Report will be printed and dispatched to the stated Authorities.



Institutions showcase 10-year improvement in public service delivery

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delivery thematic area, the Commission showcased the Public Service Internship Programme (PSIP); the Public Service Emerging Leaders Fellowship (PSELF) programme; the Human resource

procurement transformations; and the Promotion of inclusivity values and principles of public service.

Under the Entrenching performance management: success in cascading

performance contracting thematic area the Commission showcased how it has institutionalized legal framework in the public service.

2021/2022 Values and Principles Compliance Evaluation report preparation commences



PSC inter-departmental committee charged with the preparation of the 2021/2022 report on the status of public service compliance with Values and Principles during a retreat at Kenya School of Government, Nairobi.

By Habel Shiloli and Kihiu Mugo

Preparation of the 2021/2022 report on the status of public service compliance with Values and Principles in Articles 10 and 232 of the Constitution has commenced.

The report, which is submitted to the President and Parliament by 31st December every year is prepared in fulfillment of Article 234 (2)(h) of the Constitution and Section 63 of the PSC Act 2017.

A PSC inter-departmental technical team of 12 members was constituted and appointed by the CEO Dr. Simon Rotich in May 2022 to spearhead the preparation of the report.

From 28th June to 1st July 2022, the Commission held a virtual sensitization for heads of HR and technical officers handling governance and ethics

issues in the institutions, on the survey tool for the 2021/2022 evaluation exercise.

The sensitization attracted close to 1,500 participants from four sectors. They included 342 from MDAs, 490 from State Corporations, 178 from Public Universities and 481 from TVETs for the four days respectively.

PSC thereafter released the initial bio-data online tool to the Heads of HR in all the institutions under the Commission's jurisdiction for filling and submission to run from 3rd to 13th July 2022.

A second cross-cutting online tool shall be released to the institutions to run from 14th to 31st July, 2022, followed by an institution specific tool to selected institutions in order to complement and

triangulate the data that that will be obtained through the cross-cutting online tool.

The data will be verified, analyzed and a draft report prepared and submitted to the Public Service Commission Board for approval. It will then be finalized and submitted to the President and Parliament as obligated by the Constitution.

The findings of the report will be useful in generating policy recommendations that will not only guide MDAs in implementing the proposed intervention measures, but will also inform the 2022/23 evaluation cycle.

Data collection for this year's report commenced early to evade any disruptions that may be occasioned by the forthcoming election process.

Public officers applauded for the successful completion of Thiba Mega Dam



Secretary to the Presidential Delivery United (PDU), Mr. Andrew Wakahiu, PSC Commissioners Dr. Mary Mwiandi, Andrew Muriuki and other government officials inspecting the completed Thiba Dam on 11th June 2022.

By Tom Muema

Public Service Commission commissioners Dr. Mary Mwiandi and Andrew Muriuki have commended the public officers at the National Irrigation Board (NIB), led by Engineer Charles Muasya for their exemplary work in helping the government deliver key life-changing projects.

The commissioners spoke during their visit to Thiba Dam in Kirinyaga county on 12th June, 2022.

While briefing the commissioners, Engineer Muasya noted that they completed the project earlier than projected by introducing 24 hours working shifts and working during public holidays.

He also applauded his colleagues for their commitment and dedication to completing the project on time.

The Secretary to the Presidential Delivery United (PDU), Mr. Andrew Wakahiu, who accompanied the PSC commissioners, said the project saved taxpayers 400 million, money that will be diverted to other government projects.

“Thiba dam construction was estimated to cost Sh8.2 billion but we managed to use Sh7.8 billion and still completed the project 2 months earlier than projected.

We also expect the dam to boost the local economy by over Sh6 billion and create over 100,000 jobs per year,” he said.

Commissioners Muriuki and Mwiandi expressed their satisfaction with the implementation of the project, describing it as life-changing and economically transformative.

Besides, the commissioners

emphasized that it was within their mandate to ensure public servants are productive and work diligently to help the national government deliver on its agenda.

“We want to understand how public officers are helping the government implement its projects to the community and their impacts. We are happy to report that Thiba Dam is a great project that will not only change the lives of locals, but will also boost food production in the country,” said Dr. Mwiandi.

The commissioners added that Public Service Commission would be touring other counties to check on various government projects and address critical human resource issues within the devolved units.

Sessional Paper No 2 of 2018- National Ethics and Anti-Corruption Policy

By Gabriel Juma , PhD, MKIM

The office of the Attorney -General has released to the service the National Ethics and Anti-Corruption Policy Sessional Paper No 2 of 2018.

This follows the directive by President Uhuru Kenyatta on 26th March 2015 that the legislature and policy framework for fighting corruption be reviewed to ensure effective discharge of constitutional imperatives related to integrity.

The policy is anchored on the political pillar of the Kenya Vision 2030, the MTP II that identifies National Values and Ethics as one of the cornerstones of the country's overall development through a value-based system.

The development of the policy was as a result of the country's assessment on her implementation of the provision of the United Nations Convention Against Corruption (UNCAC).

The report identified lack of a comprehensive National Anti-Corruption Policy as one of the gaps in the implementation of UNCAC.

The report further noted the absence of a legal and institutional framework for combating corruption.

The policy provides a comprehensive framework for the design and development of an effective legal and institutional framework for fighting corruption and fighting ethics and integrity in Kenya.

The fight on corruption dates back to 1997 when Kenya made



considerable strides in the fight against corruption with the amendments to the Prevention of Corruption Act (Cap 65) which paved the way for the establishment of Kenya Anti-Corruption Authority (KACA).

However, lack of a coherent strategy remained one of the biggest setbacks to the effectiveness in the fight against corruption.

The fight against corruption was strengthened in 2003 when Kenya signed the United Nations Convention Against Corruption (UNCAC) and the African Union Convention in Preventing and Combating Corruption.

The Conventions therefore form part of the laws of Kenya in accordance with the provisions of Article 2 (6) of the Constitution.

The conventions required member states to develop codes of conduct and ethics for public officers; Public officers to make declarations of incomes, assets and liabilities also called financial disclosures; and Take appropriate disciplinary measures in the event

of breach.

Consequently, the Public Officer Ethics Act was enacted on 2nd May 2003. The key objective of the Act is to promote ethical conduct by Public Officers in the discharge of their duties.

The Public Service Commission thereafter developed and issued to the service The Public Service Code Conduct and Ethics 2003. The code was later reviewed in 2016.

The revised code of conduct and ethics 2016 incorporates the standards provided in the general codes under POEA, 2003, leadership and Integrity Act 2012 and the National and Public Service Values and Principles, Articles 10 and 232 of the Constitution.

If fully implemented the code is expected to promote a value based and ethical culture in the public service.

Efforts to fight corruption in Kenya dates back to 1956, following the enactment of the Prevention of Corruption Ordinance, which later became the Prevention of Corruption Act (Cap 65) at independence.

During that period, corruption was treated like any other offence under the penal code (Cap 63) and was investigated and charged by the police. The Act was later repealed in 2003 following the enactment of the Anti-Corruption and Economic Crimes Act No. 3 of 2003 (ACECA).

The Act established the

Sessional Paper No 2 of 2018- National Ethics and Anti-Corruption Policy

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Kenya Anti-Corruption Commission (KACC) as the national dedicated agency for the fight against corruption as well as the Kenya Anti-Corruption Advisory Board to provide advice to KACC on the exercise of its functions.

The Act mandated KACC to combat corruption through law enforcement, prevention, public education and asset recovery. The Act also provided for employment of special magistrates to adjudicate on corruption and economic crimes cases on priority basis.

In 1992 the government established the Anti-Corruption squad within the Kenya police as a dedicated Agency to spearhead the fight against corruption.

However, increased levels of corruption heightened the demand for a more transparent and accountable government by Kenyans and a section of the development partners.

This led to the establishment of Kenya Anti-Corruption Authority (KACA) in 1997 following the amendment of the then Prevention of Corruption Act. However, KACA was declared unconstitutional by the High Court on 22nd December 2000.

In Oct 2002 the Anti-corruption Police Unit (ACPU) was established within the Kenya police. The ACPU was a stop gap measure in the fight against corruption pending the reform of the law to provide for another Anti-Corruption body.

The fight against corruption was further strengthened with the promulgation of the Constitution of Kenya in 2010. The Constitution brought broad

governance reforms including the setting up of dedicated Anti-corruption institutions.

The Constitution further embedded national values and principles of governance and emphasized on promotion of ethical leadership and integrity in the country.

The constitution paved the way for the enactment of the Ethics and Anti-Corruption Commission Act (No 22 of 2011) which established the Ethics and Anti-Corruption Commission pursuant to the Provisions of Article 79 of the Constitution.

EACC is therefore established as a Constitutional Commission with powers and status of a Commission as envisaged in chapter 15 of the constitution.

Despite the efforts put in place by the government to fight corruption, the policy observes that corruption at the national and devolved government levels remain high.

The main objective of the policy is to reduce levels and prevention of corruption and unethical practices in Kenya by providing a comprehensive, coordinated and integrated framework for the fight against corruption and promotion of ethics.

The specific objectives are to enhance coordination and synergy of all stakeholders in the fight against corruption; generate sufficient and sustained support for the fight against corruption; strengthen the legal and institutional framework for anti-corruption, ethics and integrity; and enhance public participation and engagement of public officers.

Others are to mainstream ethics and integrity in the management of public affairs; intensify efforts towards the fight against corruption in the devolved system of government; and establish an effective monitoring and evaluation framework for anti-corruption initiatives.

The policy provides various strategies for fighting corruption in both public and private sectors. These include development and adherence to the codes of conduct; mainstreaming and institutionalization of prevention of corruption in all public institutions; and public education, training and awareness creation all aimed at influencing behaviour and attitude change in the society and ensuring every person plays their role in the fight against corruption.

Other strategies are to enhance capacity of anti-corruption agencies, public training institutions and all public bodies to undertake anti-corruption education, training and awareness creation; enhance reporting of corruption, economic crimes and related offences through various platforms; criminalize all forms of corruption, economic crimes and unethical conduct recognized under international law; facilitate and enable freezing, seizure and confiscation of corruptly acquired assets before, during or after investigations; develop institutional framework for Conducting lifestyle audits for public officers; and introduce mechanisms for integrity vetting of persons seeking public office.

How Singapore tamed the corruption dragon – lessons for Kenya

By Juma Gabriel, PhD, MKIM

Singapore has consistently been ranked the most corruption-free country in Asia while Kenya is poorly rated on corruption matters.

Kenya and Singapore were British colonies. Singapore gained independence in 1959 while Kenya gained independence in 1963.

In the 1960's both Kenya, and Singapore were at par in terms of economic development. The two countries were categorized as poor with low GDP per capita and high poverty rates, and both countries had the same bureaucratic institutional legacy from colonialism.

While Kenya's politics was dominated by one party rule for four decades Singapore political arena has been characterized by single party rule since independence. In the period before Singapore's independence in 1965, corruption ran rife throughout its public service.

Anti-corruption efforts were ineffective, as the Prevention of Corruption Ordinance (POCO) provided a weak legal enforcement framework.

Therefore, the current Singapore's reputation for incorruptibility has been hard won through determined efforts in the decades since independence.

In the 2021 Kenya was ranked at position 128 out of 180 Corruption Perception Index Report. The country's perceived level of public sector corruption stood at 30% compared to Singapore that was ranked fourth out of 180 countries with an index of 85%.

Present-day Singapore has consistently attained a high ranking in Transparency International's Corruption Perceptions Index,



Dr. Gabriel Juma

sustaining a top-5 position from 2009 to 2021.

A report published by the Singapore Civil Service College titled "*Upholding Integrity in The Public Service*" and published in 2015 identified six key factors that contributed towards Singapore's transformation into a clean country with low levels of corruption.

The factors include a strong political will against corruption, an effective anti-corruption agency, an independent judiciary, effective laws, a public service that eschews corruption and a zero tolerance towards corruption.

The most significant driver for Singapore's anti-corruption efforts is the political will to fight corruption at all levels of society, including the highest levels of political leadership.

As a sign of their commitment to eradicate corruption, Singapore's first Prime Minister, Lee Kuan Yew and his colleagues of the People's Action Party (PAP) took the oath of office in 1959 wearing white, to symbolise purity.

Additionally, in order to set an example for his political colleagues and all civil servants, Lee declined to accept gifts offered by well-wishers after independence.

Thus, right from independence, the founding political leaders saw it as their onerous task to set good examples for public officers. They created a climate of honesty and integrity and made it patently clear to public officers that corruption in any form would not be tolerated.

Over the years Singapore has maintained a zero tolerance to corruption with the anti-corruption law applicable to everyone equally, including top government and ruling party officials.

No one, not even Cabinet Ministers, are exempt from investigations into allegations of corrupt behavior. The country relies on two key laws to fight corruption: The Prevention of Corruption Act (PCA) and the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act (CDSA). The PCA applies both to persons who give and those who receive bribes in both the public and private sectors.

Corrupt Practices Investigation Bureau (CPIB) spearheaded the fight against corruption in the public and private sectors. It was given a new lease of life with the enactment of the Prevention of Corruption Act (PCA) in 1960.

The PCA widened the scope of what constituted a corrupt act to include "various forms of

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How Singapore tamed the corruption dragon – lessons for Kenya

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gratification.” In addition, CPIB officers were given powers of arrest and search of suspects.

The CPIB has investigated corruption cases ranging from petty ones involving restaurant chefs and suppliers to high-profile cases involving criminal syndicates trying to fix soccer matches or lottery results. CPIB has also investigated corruption within the police force. Public officers convicted of corruption may also lose their jobs, benefits or pension.

The Singapore public service is guided by the values of integrity, service and excellence and a code of conduct, which sets out the high standards of behavior expected of public officers based on the principles of integrity, incorruptibility and transparency.

The public service in Singapore is regarded as an effective service that eschews corruption and maintains a zero tolerance to corruption. The Singapore Public Service is well regarded internationally.

The World Bank Worldwide Governance Indicators reports has consistently ranked Singapore among the top 10 percentile for effectiveness of governance, corruption control and rule of law from 2008 to 2013.

Public Officers also receive relevant training on values and conduct through programmes offered by the Civil Service College, some of which are compulsory for new officers. Training is also conducted at various points in an officer’s career, through relevant milestone programmes. These sessions take the form of talks, seminars, and workshops involving the Code of Conduct and Public Service values.

The Public Service’s strong stance against corruption has been ably supported by Singapore’s social attitudes and cultural norms developed since self-government was attained in 1959.

The society has since embraced the values of incorruptibility and meritocracy. These values have become important benchmarks in assessing the effectiveness of the Public Service and the ruling government.

Thus, a culture of zero tolerance against corruption has been ingrained in both the Public Service and society as a whole.

Any person or organisation in Singapore that fails to live up to these high standards of propriety is both severely punished and stigmatised. This constitutes the ultimate deterrence against corrupt acts.

Wanjala Nasong’o in an article titled *“The War on Corruption: What Singapore Got right”* draws a number of lessons that can be extracted from the Singaporean experience. First and most critical lesson is the importance of political will in the fight against corruption.

For the war to succeed, a country’s political leadership must be sincerely committed to the eradication of corruption.

The leadership must demonstrate exemplary conduct, adopt a modest lifestyle and eschew indulging in corruption themselves. Anyone found guilty of corruption must be punished, regardless of his or her position or status in society.

The second lesson from Singapore is that to effectively combat corruption, comprehensive anti-corruption measures must be employed.

Thirdly, the anti-corruption agency must itself be incorruptible. The Agency should be headed by an incorruptible leader and staffed by honest and competent personnel.

The fourth lesson to be learnt from the Singaporean experience is that to reduce the opportunities for corruption in those government departments that are vulnerable to corrupt activities such as immigration, customs and traffic police. Such departments should review their procedures periodically in order to reduce the opportunities for corruption.

Singaporean government implemented e-services to enhance the accessibility and convenience of government services. Singaporeans are able to transact thousands of government services online. Similarly, all government procurement has been migrated to an online platform, the GeBIZ.

The case of Singapore is a good example of how support from the country’s top leadership can transform a country from a high to a low corruption environment.

Patrick Gathara in an article titled *“What African leaders failed to learn from Singapore”* concludes that what matters is genuine commitment within the leadership to eradicate the vice and build systems that reduce opportunities for corruption, make its detection easier, deter those susceptible to it and severely punish those who engage in it.

PSC IN PICTURES



Group photo with consulate staff outside the consulate during the courtesy call



PSC Chairperson, Commissioners, CEO and a section of senior staff during a training session



PSC Chair Amb Anthony Muchiri presents Head of State Commendation (HSC) award to Principal Executive Secretary, Ms Susan Kiteme



Commissioner Dr. Mary Mwiandi (right) is presented with a certificate



Commissioner Joyce Nyabuti (right) is presented with a certificate

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Vision

A Citizen-centric public service

Mission

To reform and transform the public service for efficient service delivery

Core Values

- Citizen Focus
- Professionalism
- Innovation
- Team-work

Public Service Commission Directorates

- Recruitment and Selection
- Human Resource Management & Development
- Establishment and Management Consultancy Services
- Performance and Service Delivery Improvement
- Board Management Services
- Compliance and Quality Assurance
- Finance and Planning
- Corporate Services
- Legal Services
- Internal Audit

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Dr Joyce Nyabuti, MBS	-	Commissioner
Dr Mary Mwiandi, MBS	-	Commissioner
Dr Reuben Chirchir, MBS	-	Commissioner
Amb. Patrick Wamoto, EBS	-	Commissioner
Amb. Salma Ahmed, MBS	-	Commissioner
Mr Andrew Muriuki, MBS	-	Commissioner
Ms Joan Otieno, MBS	-	Commissioner

Secretary/Chief Executive

Dr Simon K. Rotich, CBS