



## Crowning moment for new PSs interviewed by PSC



*His Excellency President William Ruto speaking during the swearing-in ceremony*

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By Pauline Muriuki

Members of the Public Service Commission were among the honoured guests who graced the swearing-in ceremony for the newly appointed Principal Secretaries held at State House, Nairobi on 2nd December, 2022.

The Commission delegation was led by Vice Chairperson Charity Kisotu, and included Commissioners Dr. Mary Mwiandi, Amb. Patrick Wamoto, Dr. Reuben Chirchir, Dr. Joyce Nyabuti, Andrew Muriuki, Deputy Commission Secretary-Corporate Affairs Remmy Mulati and Deputy Director Public Communication Browne Kutswa.

The swearing-in ceremony was presided over by President

William Ruto. In attendance was the Deputy President Hon. Rigathi Gachagua, Principal Cabinet Secretary Musalia Mudavadi, First Lady Rachel Ruto, Cabinet Secretaries and Head of Public Service among others.

Speaking during the ceremony, President Ruto urged the Principal Secretaries to serve all Kenyans equally.

"I will expect every Principal Secretary to work diligently and to work to the best of their ability to serve the 53 million people of the republic of Kenya," said President Ruto.

The head of state commended all the stakeholders including Public Service Commission and the National Assembly for their role that led to the successful swearing-in of the

Principal Secretary nominees.

The Public Service Commission played a pivotal role in the recruitment process which saw the shortlisting of the 51 Principal Secretaries whose names were submitted to the National Assembly for approval in accordance with the Public Appointments (Parliamentary Approval) Act (No. 33 of 2011) and the Public Appointments (Parliamentary Approval) Act (No. 33 of 2011).

The 51 nominees were among the 577 applicants who were shortlisted and interviewed by the Commission from 12<sup>th</sup> to 22<sup>nd</sup> October, 2022. They will serve on contract basis as determined by the appointing Authority.

## PSC to collaborate with ACBF to train senior finance officers

By Badi Khamis

A team from the African Capacity Building Foundation (ACBF) led by the Program Director, Prof. Sylvain Boko on 14th December 2022 paid a courtesy call on PSC Chairman Amb. Anthony Muchiri.

The team discussed a possible collaboration in a project to build capacity in leadership and governance as applied to Public Financial Management.

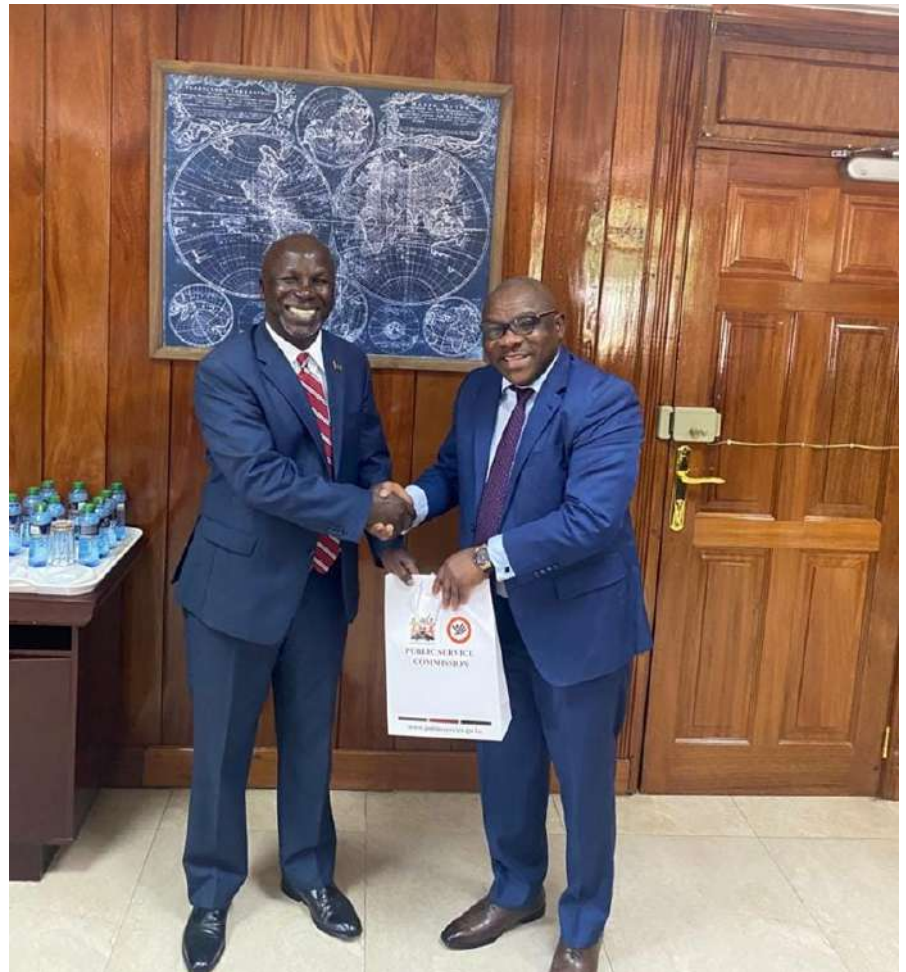
Prof. Boko noted that the training would foster ownership of finance policy by Ministries through developing and enhancing leadership skills and practice of senior African public finance officers.

“The program will represent a shift from technical training to provision of leadership and transformational management skills,” he said.

According to Dr. Boko the program will also equip the finance officers with knowledge and skills to counter and respond to crisis effectively, make sound decisions, evaluate and formulate policies and gain more leverage when engaging with the international system.

Amb. Muchiri assured the delegation that the Commission will provide necessary support towards the successful realization of the program.

ACBF is the African Union’s specialized agency for capacity development. The foundation has coordinated capacity development programs across 48 countries and eight regional economic



*PSC Chairman Amb. Anthony Muchiri (left) presenting an info pack gift to Prof Sylvain Bok, ACBF Program Director during a courtesy call at Commission House on 14th December, 2022*

communities in Africa since 1991.

The ACBF has a membership of 45 across Africa including Kenya. It is based in Harare, Zimbabwe and has regional offices in Nairobi and Accra.

The foundation works to build strategic partnerships, extend grants, offer technical support and provide access to relevant knowledge. The foundation aims at promoting the emergence of skilled people and build strong institutions to

transform Africa.

Present during the meeting were ACBF's senior program officer Mr. Ernest Etti, Monitoring and Evaluation Expert Mr. Hesborne Ocholla, PSC Deputy Commission Secretary Mr. Remy Mulati, Directors Dr Sylvester Obong'o, Maina Njoroge and Assistant Director Mustafa Ibrahim.

## Phase II of PSIP mentors and coaches training program takes off



*PSC Vice Chairperson Charity Kisotu presents a certificate to one of the participants of the PSIP mentors and coaches training at the Pride-Inn Hotel, Machakos. Looking on is Deputy Director HRMD, PSIP, Simon Mwangi*

**By Pauline Muriuki**

**T**he Public Service Commission has embarked on Phase II of training for Mentors and Coaches in Ministries, State Departments and Agencies (MDAs) under the Public Service Internship Program (PSIP), which targets 450 mentors and coaches in 225 institutions.

The training is set to take place in four cohorts, with the first cohort having kicked off from 4<sup>th</sup> December, 2022 at the Pride Inn Plaza Hotel, in Machakos County, followed in quick succession by the Second Cohort from 13<sup>th</sup> December, 2022 at the same venue.

Over 200 participants from various MDAs attended the two programs.

Commission Chairperson Amb. Anthony Muchiri officially opened the Second Cohort with a call to the participants to manage the job expectations of the interns as part of the mentorship.

In her opening address, PSC Commissioner Dr. Mary Mwiandi noted that PSIP is the Commission's response on behalf of the government to address concerns of unemployment, particularly the youths who have graduated from university.

“It is an opportunity for young people to get the job experience they need to present in an interview, build networks, learn values and principles of public service and earn some little money, that completely changes their lives,” she said.

Dr. Mwiandi noted that mentorship and coaching have proven effective in developing talents as it helps interns navigate their work, their own lives, enhance their skills and know career choices they can make.

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## Phase II of PSIP mentors and coaches training program takes off

From page 3



*PSC Chairman Amb. Anthony Muchiri addressing mentors during the opening of the second cohort of mentorship training at the Pride-Inn Hotel, Machakos county*

The PSIP programme is currently in its fourth year and has enabled over 12,700 young university graduates to position themselves for transition into the job market.

The facilitators took the participants through various topics including Principles of Role Modeling, Coaching and Mentoring Skills; the Coaching Cycle; Coaching Strategies and Mentoring Programs; Emotional Intelligence and Team Building among other topics.

It is expected that the training will go a long way in providing better mentorship and coaching skills for the trainees, aimed at improving professional conduct

and performance, career guidance and promotion of integrity and public service values among interns in accordance with the Commission's expectations.

During Phase I of the Programme that was held in the Financial Year 2020/2021, 400 mentors and coaches were trained over a period of two months. Due to the high demand for interns and the increasing number of institutions hosting the interns, the Commission considered it necessary to introduce a mentorship capacity building programme to accommodate

more officers performing supervisory responsibilities.

While giving the closing remarks at the end of the five-days program for the two cohorts, PSC Vice Chairperson Charity Kisotu said that the Commission will continue to facilitate capacity-building programmes for public servants.

Participants were issued with certificates of participation.

Also present were PSC commissioners Amb. Patrick Wamoto, Dr. Reuben Chirchir, and Amb. Salma Ahmed.

## Engineers push for review of their Scheme of Service



*PSC CEO Simon Rotich (4th left) and Assistant Director Administration Beatrice Muthoni (right) pose for a photo with members of the Institute of Engineers of Kenya and Engineers Board*

**By Beatrice Muthoni, HSC**

**M**embers of the Institute of Engineers of Kenya (IEK) and Engineers Board of Kenya (EBK) made a courtesy call to CEO/Commission Secretary at Commission House on 15<sup>th</sup> December, 2022 to make a case for review of the Scheme of Service for their members in the civil service.

The team was led by Eng. Eric Ohaga, President IEK and Eng. Grace Kagundu, 1<sup>st</sup> Vice President EBK.

Eng. Ohaga and Eng. Ogai presented a Memorandum to Mr Rotich with a proposal to revise the scheme of service for Engineering Cadres in the Public

Service. The main issues raised by the two bodies were the review of Scheme of Service for engineers especially the entry point, career progression for engineers, PSIP Internship for engineers' enhancement in terms of duration and stipend, non-practicing allowances for engineers and clear organization structure for engineers.

The team also decried the shortage of engineering professionals in the country and requested the Commission to consider mass recruitment of engineers to bridge the gap in especially during this period when there are many government infrastructures where the

expertise of engineers is needed.

The engineers also raised concern on their job security in the County Governments and appealed to the Commission to ensure not only the engineers but all civil servants jobs are protected whenever there is change-over of new administration in the counties.

As a way forward, the two organizations were advised to come-up with one clear report on areas of concern and present it to the Board.

## LSK urged to enhance information and data protection

By Browne Kutswa

**P**ublic Service Commission Chairperson Amb. Anthony Muchiri has challenged the legal profession to enhance information and data protection to address concerns over privacy and credibility.

He said this in his keynote address during the Fifth Edition of the Nairobi Legal Awards (NLA) Gala Dinner and Awards Ceremony on Friday, 25 November 2022 at a Nairobi hotel.

“Courses on ICT should form an essential part of the curricula for training advocates and judicial officers,” said Amb. Muchiri.

He noted that in the current information age, individuals located in different parts of the world communicate, transact business and even compete amongst themselves with considerable ease through technology.

“This has introduced what is variously described as ‘globalized legal practice’ where law firms located in foreign jurisdictions and staff drawn from various countries are rendering legal services outside of the countries where they are based,” he said.

The Chairman noted that the Commission has a constitutional mandate to ensure that the public service is efficient and effective and this can only succeed through promoting the use of ICT tools across the public sector.

“Accordingly, the



*PSC Chairperson Amb. Anthony Muchiri presents an award to one of the teams during the NLA Gala Dinner*

Commission has put in place strategies to encourage innovative practices among staff and government institutions with a view to modernizing public services in the country,” he said.

He observed that the path that the Commission has taken would benefit many of the Law Society of Kenya (LSK) members who are public servants.

“I do note that some of them are ranking members of the LSK- Nairobi Branch, as well as the Nairobi Legal Awards Trust and Jury,” he said.

The theme of the event was “Legal Tech Edition,” aiming to

shine a light on the strides taken by lawyers in integrating technology into legal services delivery.

Among those who attended the event were the Secretary to the Cabinet Mercy Wanjau and representatives of the Chief Justice and the Attorney General.

The NLA is an initiative of the Law Society of Kenya - Nairobi Branch, and is intended to promote legal excellence through recognition of law firms, legal departments and individual lawyers who demonstrate outstanding standards of practice and legal service delivery.

## Pioneer PSELF fellows attend final segment of training

By Maureen Kogi

The fifth and final segment of the Public Service Emerging Leaders Fellowship (PSELF) programme took place at the Methodist Resort and Conference Centre, Nairobi from 14 to 18 November 2022.

The session focused on excellence and leadership. It addressed topics relating to *human-centered design* thinking. During the session, the emerging young leaders learnt the mechanisms to use in making sure that public opinion counts when they are developing policies.

According to the Institute and Faculty of Actuaries' magazine, the *human-centered design* approach provides organizations with skills to break down barriers and silos, enabling them to become truly customer-centric. Therefore, in order to tackle difficulties, *human-centered design* (HCD) thinking is a potent method for comprehending changing preferences and behaviours.

Each segment of the yearlong training for the first cohort of the PSELF programme focused on a different topic.

The first segment covered the Public Service Commission's history and development from the British era to the present. The second segment addressed citizen centricism, while segment three compared the public services of Kenya to those of Ghana and Singapore. The



*Director Performance Management and Service Delivery Transformation making a presentation during the final segment of PSELF at the Methodist Resort*

fourth segment focused on ethical dilemmas and conflict resolution with reference to the public service code of ethics, 2016, as well as the Kenyan Constitution of 2010.

Mentorship, a training concept that was included into the PSELF programme by the Emerging Leadership Fellowship (ELF) Africa, allows Young Fellows to be mentored by experts in their field of interest. The ELF Africa notes that the initiative started in 2012 and has been successful ever since.

PSC Chairperson Amb. Anthony Muchiri gave the last presentation before closure of the fifth segment of training, urging fellows to embrace patience, networking, hard work and focus as they serve in the

public service.

The Commission rolled out the programme in collaboration with Emerging Public Leaders (USA) and Emerging Leaders Foundation (Africa) to build leadership capacity among entry-level public servants in Ministries, State Departments and Agencies. The first cohort of Fellows was inaugurated in March 2022.

In March 2023, the Commission will inaugurate the second cohort, as the first batch of 50 young fellows graduate.

*The writer is a PSIP Intern in the Communication unit and can be reached on maureenkogi@yahoo.com*

## Commission Board approves the draft 2022 Values Report



The CQA Committee Chair, Commissioner Dr. Reuben Chirchir, (second left) with Commissioners Dr. Mary Mwiandi (left) and Dr. Joyce Nyabuti (third left), address the PSC inter-departmental team preparing the Values Report for 2022.

**By Kihiu Mugo**

**T**he Public Service Commission has finalized the 2022 Evaluation Report on the Status of the Public Service Compliance with Values and Principles in Articles 10 and 232 of the Constitution.

The report which the Commission Board approved on 8<sup>th</sup> December 2022 will be presented to the President and Parliament by 31st December 2021 as required by the law. Thereafter, it will be disseminated to public institutions and the general public.

The Commission prepares the report annually pursuant to Section 16 of the Public Service (Values and Principles) Act, 2015, and in fulfillment of the constitutional mandate espoused

under Article 234 2(c) and (h) of the Constitution. The Article mandates the Commission to promote the values and principles evaluate and report to the President and Parliament on the extent to which they are complied with, in the public service.

The report, which is the tenth to be prepared by the Commission after the promulgation of the Constitution 2010, covers the financial year 2021/2022.

An inter-departmental technical team, under the overall leadership of Commissioner Dr. Reuben Chirchir, the Compliance and Quality Assurance Committee Chairman and Commissioners Dr. Joyce Nyabuti and Dr. Mary Mwiandi, members of the Committee,

prepared the report.

The Deputy Commission Secretary (Corporate Services) Ms. Jane Chege coordinated the report writing exercise.

To ensure wider readership including reaching out to the visually impaired, the Report will be translated into Kiswahili and transcribed into Braille.

Thereafter, the report will be published in a Kenya Gazette notice and in the MyGov publication. The report is however available on the Commission's website [www.psck.go.ke](http://www.psck.go.ke).

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## Stakeholders sensitized on PSC (County Appeals Procedures) Regulations, 2022



*Participants at the Stakeholders Sensitization Workshop on the Public Service Commission (County Appeals Procedures) Regulations, 2022, held at Whitesands Hotel, Mombasa, 4th to 10th December 2022*

**By Pauline Muriuki and Habel Shiloli**

**T**he Public Service Commission sensitized stakeholders on the Public Service Commission (County Appeals Procedures) Regulations, 2022 from 4–10 December 2022 at Whitesands Hotel, Mombasa.

PSC Chairperson, Amb. Anthony Muchiri in a speech delivered on his behalf by Commissioner Amb. Patrick Wamoto said that the objective of the workshop was to create awareness on the new regulations.

He stated that the Public Service Commission is responsible for hearing and

determining appeals in respect of County Governments' public service.

"The Public Service Commission Act bars any party aggrieved by a county government decision from proceeding to court until the said person has filed an appeal with the Commission," said Amb Muchiri.

He asserted that the regulations embed the principles of fairness and natural justice, which guide the Commission in determining the appeals.

He added that the regulations provide timelines for parties to respond to issues raised by the opposing party

while observing the need to ensure expeditious conclusion.

The chairperson disclosed that although the Commission developed the Public Service Commission (County Appeals Procedures) Regulations in 2016, there were gaps necessitating the review of the Regulations.

"Some of the gaps observed, related to the timelines which were too limiting, and lack of clarity on the contents of the appeals.

The appellants would sometimes file appeals which did not provide the contact

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## PSC and EU discuss avenues for collaboration



*PSC's Finance, Planning and Resource Mobilization Director Njoroge Maina (right) explains a point to the EU team John Mungeri and Alexandre Boron, left and second left respectively.*

**By Habel Shiloli**

**T**he Public Service Commission on 16 November 2022 hosted a team from the European Union (EU) to discuss possible areas of collaboration.

The envisaged collaboration is intended to enhance the Commission's

effectiveness and efficiency in delivering on its mandate. It is also expected to provide a forum for peer-to-peer information sharing with EU member states.

The team from EU included John Mungeri and Alexandre Boron, Deputy Commission Secretary Remmy Mulati led the PSC team comprising Directors

Njoroge Maina, Finance, Planning and Resource Mobilization; Simon Wachinga, Compliance and Quality Assurance; Sylvester Obong'o, Performance and Service Delivery Improvement; and Deputy Director Human Resource Management and Development, Nelson Njue.

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## Stakeholders sensitized on PSC (County Appeals Procedures) Regulations, 2022

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details through which they could be reached, the grounds of appeal or relief sought," he explained.

The chairperson urged the

parties whose actions are impacted by the regulations to have thorough understanding of the regulations to avoid unnecessary applications for

review that could have been avoided had the parties taken the prescribed steps.

## PSC Pension trustees attend the Fourth Global Investments opportunities Forum in Mauritius



*PSC CEO Dr. Simon Rotich (left) and Nairobi Securities Exchange CEO Mr Geoffrey Odundo during the pension trustees training in Mauritius*

**By Badi Khamis**

**P**SC pension scheme trustees from 28 November to 2 December 2022 attended a training mounted to impart knowledge that will empower them identify global investments opportunities and find ways to optimize returns in volatile economic environment.

The five-day training, which was held at the Hilton Hotel in Flic en Flac district, Mauritius, brought together 12 pension schemes trustees from Kenya.

Nairobi stock exchange CEO Mr. Geoffrey Odundo informed the trustees that the fiduciary duty of trustees is to preserve trust property and act in the best interest of the beneficiaries and ensure liability of investment losses.

"You are obligated to protect members assets and contributions, so that they get value for their savings," he said.

PSC CEO Dr. Simon Rotich commended the training organisers and there constant support they have extended to the trustees by building their

investment capacity and improve their managerial skills.

The training was organised by Enwealth Kenya in collaboration with Enwealth Mauritius.

PSC was represented by Commissioner Joan Otieno, Director Human Resource Management & Development Joan Machayo, Assistant Director Finance Nelson Mithamo, Senior ICT Collins Mabaluto and Senior Human Resource Management Officer Faith Chemtai.

## End of year count-down as Commission staff get together to take stock



*PSC Chairperson Anthony Muchiri addresses commissioners and secretariat during the end of year get together luncheon at the Carnivore Restaurant, Nairobi*

**By Veronica Wahu**

It was a happy moment and fun galore for the Public Service Commission staff at the Carnivore Hotel on Friday 16<sup>th</sup> December 2022 as they held the end of year party.

PSC Chairperson Amb Anthony Muchiri described the Christmas season as a period to show love to everyone for our society to be a better place.

He noted the importance of building a cohesive team that will carry the Commission forward in the new year.

He attributed the success registered by the Commission in 2022 to the teamwork exhibited by the PSC Commissioners, the CEO and the Secretariat staff.

He noted that the year was hectic, with severe drought that necessitated government intervention

through subsidies that hit the exchequer negatively. This, he said, limited the implementation of some of the planned activities.

He commended the PSC team for their contribution in ensuring a smooth transition from the fourth to the fifth administration, following the August 9 elections.

Amb. Muchiri disclosed that with one week away to accomplishing his first year in office, he was actively working towards actualizing the promises he made to the PSC staff during his first interaction with them in January this year.

He underscored the importance of team building for the Commission fraternity if the Commission is to realize more successes.

“We are a family and should

work as a family,” he said.

Commissioner, Amb. Salma Ahmed expressed the Commission’s readiness to listen to and address staff issues.

“Keep walking the talk and walk united,” she advised.

The CEO Dr. Simon Rotich appreciated the new staff who joined the Commission in the year and recognized the interns for their role in reducing staff workload.

He led the team in observing a one-minute silence for losing three members of staff, Joseph Kiragu, Damaris Ngangi and Florence Sesse during the year.

The CEO lauded staff welfare group and the pension scheme for the improvements they registered in the course of the year for the benefit of staff.

He congratulated the Deputy Commission Secretary Jane Chege, Directors Sylvester Obong’o and George Mukabi each for receiving a Medal of Honor, the Moran of the order of Burning Spear (MBS) and Order of the Grand Warrior (OGW).

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## KENASA's PSC Chapter supports Mother Teresa Children's Home



A nun (second left) poses for a photo with KENASA members (L-R) Catherine Muthoni, Chepkurui Kisiro, Florence Olal, Jastine Mboya (team leader), Regina Muruu, Esther Nyoike, Nancy Asiavugwa, Nancy Kongo, Millicent Bogonko, Susan Gitau and Natalie Bwari during the visit to Mother Teresa Children's Home on 7th December, 2022

By Pauline Muriuki

**P**SC staff who are members of the Kenya National Secretaries Association (KENASA) on 7 December 2022 donated assorted gift items to Mother Teresa Children's Home in Huruma, Nairobi.

Ms Jastine Mboya who is also the KENASA Chairperson led the 11-member team representing Office Administrators' cadre at the Commission.

Ms Mboya said their move,

which gave the Mother Teresa Children's Home fraternity a reason to smile was planned to coincide with the onset of the end-of-year festive season.

"We are so blessed to bless others and touch their souls. We encourage other members of staff to find it in their hearts to touch a needy soul somewhere," said Ms Mboya.

The donation was received by a nun on behalf of the home. She thanked the KENASA team

for the kind gesture.

The team interacted with the needy children, adults and caretakers of the home. The donations went a long way to cater for the needs of the residents of the home.

"Our experience at the home was so moving that we are considering making such visits a routine, as a service to God," said Ms Mboya.

## President honours PSC staff with state commendations for exemplary work

By Badi Khamis



*Mrs. Jane Chege, MBS,  
Deputy Commission Secretary, Technical Services*



*Dr. Sylvester Obong'o, MBS  
Director, Performance Management & Service  
Delivery Transformation*



*Mr. George Mukabi, OGW  
Director Board Management Services*

Once again the awards chart of the Commission has received some new entries. One Deputy Commission Secretary and two Directors have been conferred with medals of National Honour by His Excellency the President.

In the Special Issue of Kenya Gazette Notice Vol. CXXIV - No. 268 of 12<sup>th</sup> December 2022 on “Awards of Orders, Decorations and Medals: Jamhuri Day 12<sup>th</sup> December 2022.” President William Ruto conferred the Moran of the Order of the Burning Spear (M.B.S.) to Deputy Commission Secretary Technical Services Mrs. Jane Chege and the Director, Performance Management & Service Delivery Transformation Dr. Sylvester Obong'o . The Director, Board Management Services Mr. George Mukabi was conferred with the Order of the Grand Warrior (OGW) of Kenya.

The awards are conferred upon citizens and public officials who have made outstanding contributions in their areas of jurisdiction and impacted others remarkably.

***Congratulations to the  
Officers***

## Disruptive Technology and Public Service Delivery

By Juma Gabriel, PhD, MKIM

**P**ublic institutions need new approaches to adapt to the technological revolution brought about by the fourth Industrial revolution. His Excellency President William Ruto reiterated this in his address to the nation on 12<sup>th</sup> December 2022 indicating the government's plan to digitize 5000 services, including e-Health, to make public services convenient and easily available to all citizens by June 2023.

Digitalization of public service institutions is one of the biggest reforms that is taking place in the world today. This is according to Prof. Datuk and Dr. Xavier in a paper titled "*Leading Global Trends in Public Service Digitization*". Similarly, the World Economic Forum Report for 2017 has indicated that Digital revolution has transformed the traditional ways of doing things in our modern world. This transformation has been witnessed in the areas of governance, which is now called Digital Government (DG).

For most governments, both in the developed and developing countries, Digital Government is the way to go for increased operational efficiency, transparency as well as improved service delivery. With DG, governments have the ability to do more with less and to connect deeply with citizens. This is because digital interactions are less time consuming for people and reduce administrative burden on institutions. Therefore, digital government is part of the broader change management and new public management reform ideas.

Growth in digital technologies such as internet services has changed the traditional models of governance, modernized governance and made it accessible to more people at different levels (local, national and global). Jane Fountain, in an article titled "*Digital Government and Public Health*" and published in 2004, defines digital government as the production and delivery of services and information inside government and between government and the public, giving rise to a twofold relationship within the framework that is government-to-citizen (G2C) and government-to-government (G2G).



**Dr. Gabriel Juma**

Countries such as India, Pakistan, United Kingdom, Finland, Denmark, Estonia, Malaysia, Singapore, South Korea have shown that it's possible to rethink public services. These countries have made impressive strides in leveraging digital technologies for improved public service delivery and the costs associated with delivery. They are ranked very highly in the 2022 E-Government Development Index Report.

According to the United Nations, Denmark, Finland and South Korea led the 2022 E-Government Development Index (EGDI) out of 193 institutions. The Index measures the government's ability to deliver public services digitally, rating the e-govt performance of countries relative to one another as opposed to being absolute measurement. The three countries had a score of 0.9717, 0.953 and 0.9529 respectively. Estonia was ranked position 8 with a score of 0.939 while Singapore was ranked position 12 with a score of 0.9133. In Africa, South Africa, Mauritius, Egypt and Ghana were rated highly at positions 65, 75, 103 and 106 respectively. Kenya was ranked position 113 with a score of 0.5589. This was an improvement from position 116 in 2020 report.

Denmark implemented a five-year digital strategy from 2016-2022 that made digital government mandatory without excluding those unable to use digital services. The citizens use their digital IDs, called the NemID, to interact with government agencies, banks, and the private sector to

access a whole range of services. Digitalization has also enabled the Danish Business Authority to replace paper forms with online processes, and to track money laundering.

For Finland, the pioneering policies are traceable to the 1970s when ICT was considered as an essential part of good governance. In the 1990s, Finland was ranked topmost in internet connectivity. Key areas that digitalization has been adopted in public service provision are health care, social, security, integration, election and citizen participation services (e.g. e-voting, e-democracy, and e-participation).

The journey to creating digital services for South Korea started in 1990. Since then, South Korea has introduced over 19,000 diverse G2G and G4C services utilizing the world's best ICT infrastructure. To improve efficiency of public administration, Korea developed four key multiple systems. These included On-nara BPS, which processes the government's work online; dBrain, a digital fiscal information system, which integrates all government financial activities; the Government Integrated Data Center, which performs integrated management and operation of IT resources on a real-time basis; an online procurement system called Korea Online E-procurement System (KONEPS), a world-class, one-stop e-procurement system; and e-People, an e-participation portal developed to improve communication with citizens on policy issues and giving them an opportunity to participate in policy-making.

Through these systems Korea has digitized government processes and expanded information sharing, resulting in tremendous cost, manpower and time savings and enhanced work efficiency.

Like South Korea, the journey to creating digital services for Estonia also started in the 1990s. Estonia is regarded as a frontrunner in digital public services with 99% of public services available online 24/7 through a one-time login gateway. Access to affordable broadband by all citizens was

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## Disruptive Technology and Public Service Delivery

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one of the key factors that propelled the country's entrepreneurialism and innovations to global levels. The country has a well-developed e-govt system, with all central government functions and municipalities providing services online. Estonia's 1.3 million people use electronic identification cards to access more than 160 services online including voting, passport renewal, paying taxes, receiving unemployment benefits, health services, and registering property. The establishment of an x-road platform brought together all government agencies under one digital platform and allowed them to share information. The platform helped eliminate the silos system.

Singapore has implemented an e-government plan since the 1980s with implementation of the *National Computerisation Programme*. Singapore has embraced e-government, as a whole of government approach in its national development strategy, migrating 99% of government services on digital platforms from end to end. Today, citizens and businesses in Singapore can access more than 1,600 online services and more than 300 mobile services.

In Malaysia the government developed MyGovernment Online Services Portal ([www.malaysia.gov](http://www.malaysia.gov)). The Portal provides a central gateway for users/citizens to access information as well as get online government services with links to over 1,200 government agency portals and easy search of information and services. The Government also developed a Digital Document Management System 2.0 (DDMS), an electronic records management system which allows all government records to be captured and accessed via the internet, anywhere 24 hours a day.

In the UK, the gov.uk website marked the start of the UK government's effort at greater digital connectivity and DG. The website serves as a one-stop information hub for all government departments. It also enables one to search for almost any information on a specific sector of the government from the comfort of one's home.

Kenya, the third largest economy in Sub-Saharan Africa, is leading in the adoption of the fourth industrial revolution (digital economy) in the region in the provision of essential citizen services, social protection

services, health, energy, digital learning, task administration, judiciary and land services among others. However, uptake of digital public services has been slow with 208 services available online (2019/2020 Values Report). Further, a rapid survey of 208 service charters revealed that 1,090 services had been automated, representing 34% while 41% were on digital platform. This implies that the uptake of digital public services remains low with only (3%) of institutions offering services through the e-citizen platform (2018/19 Values Report).

The private sector such as banks have raised the bar on the customer experience by ensuring banking services are available on digital platforms 24/7. Though Kenya leads the world in the adoption of mobile money services, with 96% of households owning a mobile money account as at January 2021, there were only about 21.75 million Internet users, giving an Internet penetration rate of 40%.

This is a clear indication that internet penetration is still low in the country despite the efforts by the Government to enhance internet connectivity across the country. Majority (96%) of people connecting to the Internet are doing so via a mobile phone. In the E-Participation Index 2020, Kenya was ranked 90th in the world among 193 countries. Therefore, unlike Estonia, internet access and affordability remain the biggest challenges for the country's rural population.

This article recommends as follows:

For digital identity systems to be widely used, there must be a political commitment, and a data-protection-and-privacy mechanism be put in place. Singapore, Estonia's and Malaysia's successes in DG are mainly attributed to the political commitments of their governments towards their country's digital agenda.

Public service leadership should adopt and implement the appropriate technologies that will enhance service delivery.

Greater collaboration among stakeholders should be engendered to ensure rapid and effective solutions for citizen needs, using digital technology.

Citizens must be equipped with the skills and knowledge to access services

online. The education system should be modernized to develop IT skills among the young.

To accelerate the development of DG, the government should commit adequate resources to digitalization, including upgrading the digital infrastructure, expanding data storage and sharing so as to realize greater integration across systems and databases.

The public service should ensure that its workforce has the requisite skills and competencies to implement digital technologies in service delivery.

A well-defined digital strategy with a detailed roadmap is another critical factor in ensuring an orderly migration to DG. A clear strategy will enable the public service to respond to threats and opportunities with alacrity while promoting an innovative and collaborative culture.

Governments that have embraced digital technologies have been able to reap greater efficiency and cost savings. Digital services and processes have also transformed employees and citizens into more independent digital users.

This is the final newsletter for the year 2022. We wish to thank all our readers for taking interest in the articles. Special thanks to those who wrote various articles. We believe the articles were of benefit to our readers, led to increase of knowledge and change of attitude. We wish all our readers a merry Christmas and a prosperous New Year. May God's blessings, and favour be with us all.

- Editor -



## New staff appointments in the Commission in 2022

The Commission recruited the following new members of staff to strengthen its human resource capacity



Ms. Susan Kiteme Ndanu  
Asst. Director Secretarial Services  
Chairperson's Office



Mr. Mustafa Ibrahim Mohammed,  
PA/Assistant Director  
Chairperson's Office



Christine Nteere Mwendwa  
Senior Office Administrator,  
Board Mgt. Services



Antone Odhiambo Opiyo  
Senior Office Administrator  
Board Mgt. Services



Ms. Josephine Mugure Wahome  
Human Resource Mgt. Officer,  
Establishment & Mgt. Consultancy  
Services



Godfrey Mago Maginga  
Senior Human Resource Mgt. Officer  
HRM&D



Cyrill K. Kirwa,  
Records Mgt. Officer, Corporate  
Services (Records Mgt Unit)



Ms. Faith Wambui Mburu  
Records Mgt. Officer, Corporate  
Services (Records Mgt. Unit)



Dennis Kumeria Munene  
Human Resource Mgt. Officer  
Board Mgt. Services



Ms. Lydia Cheron  
Economist I  
Finance & Planning



Ms. Kilavi Jackeline Kadimbukani,  
Research Officer  
Research & Policy Unit

## New appointments in the Commission in 2022



Ms Stephanie Mutheu Ndiku  
Research Officer  
Research & Policy Unit



Mr Geoffrey Raini Ongera  
Assistant Secretary,  
Administration



Ms. Hilda Mumbi Mugendi  
Principal Competency Assessment  
Officer, HRM&D



Mr. Naftaly Kariuki Njue  
Senior Hospitality Officer



Ms Esther Mathuva Mumbwa  
Senior Human Resource Mgt. Officer  
Establishment & Mgt Consultancy Services



Mr. Cyrus Ndung'u Wainaina,  
Principal Competency Officer  
HRM&D



Ms. Irine Ndinda Kalyule  
Assistant Receptionist



Ms Violet Wanjiru Ndege  
Assistant Hospitality Officer



Ms Janet Maobe Kemunto  
Assistant Hospitality Officer

- ◆ Mr. Maina Njoroge, Director, Finance, Planning & Resource Mobilization
- ◆ Ms. Clare Kwamboka Bosire, Senior Human Resource Mgt. Officer, Recruitment & Selection Directorate
- ◆ Mr. Anderson Wanjohi Mwangi, Chief Driver
- ◆ Mr. Bazil Okello Omondi, Senior Clerical Officer, Records, Legal Unit
- ◆ Mr. Lavintan Gershom Ochieng', Senior Office Administrator, Corporate Services

## **PICTORIAL: Phase II Capacity Building for Mentors and Coaches in Ministries, Departments and Agencies at the Pride-Inn Hotel, Machakos County**



*PSC officials and participants pose for a photo at the Pride-Inn Hotel, Machakos County*



*Participants listen keenly to a presentation during a training session*



*Deputy Director Ethics & Governance, Mr. Wesley Kipng'etich presents a paper on "Values, ethics and policy framework on Mentoring and coaching"*



*Commissioner Dr. Reuben Chirchir addressing participants*



*Deputy Director, Human Resource Mgt & Development, PSIP, Mr. Simon Mwangi addressing participants*



*Director Performance Mgt. and Service Delivery Transformation, Dr. Sylvester Obong'o making a presentation on "The role of modeling, coaching and mentorship"*

## PSC IN PICTURES



*Ministry of Public Service, Gender and Affirmative Action Cabinet Secretary is received by Chairperson Amb. Anthony Muchiri during a courtesy call to his office*



*Chairperson Amb. Anthony Muchiri presents an information pack to one of the PSELF participants during final segment of PSELF at the Methodist Resort on 18th November, 2022*



*PSC CEO Dr Simon Rotich 3rd from left in a group photo with PSC Pension Scheme trustees and Enwealth officials during a training in Mauritius in early December 2022*

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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

### Commissioners

Amb. Anthony Muchiri, CBS	-	Chairperson
CPA Charity Kisotu, CBS	-	Vice Chairperson
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