



## The Commission presents 2019/2020 budget proposal

By Badi Khamis

**P**ublic Service Commission was among five government agencies that presented 2019/2020 budget proposals to the National Assembly Committee on Administration and National Security at Parliament buildings on 23<sup>rd</sup> May 2019.

The presentations included each organization's current performance up to the third quarter and the budget proposals for next financial year.

PSC's budget proposals rose substantially, owing to plans to initiate new programs aimed at transforming the public service in the new strategic plan.

Amongst the new programs, PSC intends to engage interns and volunteers from all 290 constituencies with the aim of absorbing interns with excellent skills into the public service at a cost of Kshs 4.2 billion.

Part of the Commissions' focus on the program would be talent management.

On Volunteership Program, PSC plans to enlist 10,000 retired



*PSC Chairman Mr. Stephen Kirogo addressing the National Assembly Committee on Administration and National Security, sitting next to him (R-L ) is The PSC Finance Director Dismus Ogot, Ag CEO Simon Rotich and Vice Chairperson Charity Kisotu*

public servants in areas of dire need for services.

Other areas for which the Commission sought funding include performance management, productivity and service delivery transformation.

The Commission plans to strategically institutionalize performance management at the Commission, and implement service delivery improvement program in core public service points.

Also, in the coming financial year, PSC seeks to develop human resource, promote good governance, constitutionalism and compliance with the rule of law, and enhance the Commission's capacity to deliver on its mandate.

In response to PSC's proposal, the committee chairman Hon. Paul Koinange commended the Commission for coming up with activities that will ensure value for money to the Kenyan citizen.

He promised the Commission of his committee's support where possible, to ensure the objectives of the planned activities are met.

Chairman Kirogo was accompanied by his Vice Chair Ms. Charity Kisotu, Commissioners Amb. Salma Ahmed, Ms. Joan Otieno, Dr. Joyce Nyabuti, Dr. Mary Mwiandi, Dr. Reuben Chirchir, Amb. Patrick Wamato, Mr. Andrew Muriuki, Acting Secretary Simon Rotich and a few Senior Secretariat staff.

### Inside this issue:

PSC Strategic Plan 2019-2024 refined and endorsed by commissioners 2

Enhancing public servants' skills through KSG to improve service delivery 3

PSC delegation tours Kenya Ports Authority 4

PSC lobbies National Assembly Departmental Committee for Support 5

Creating skills through Technical and Vocational Education and Training 6

Performance Contracting: an Accountability Tool 7

Strength training programs now available at the gym 8

PICTORIAL : Mombasa Strategic Plan 9

PSC IN PICTURES 10

## PSC Strategic Plan 2019-2024 refined and endorsed by commissioners

By Habel Shiloli

The Public Service Commission is in advanced stages of rolling out its Strategic Plan for the period 2019 to 2024.

The largely outward-looking plan that focuses on efficient and effective service delivery in the public service was reviewed and refined during a one-week strategic workshop of PSC Commissioners and Secretariat senior staff in Mombasa.

The Strategic Plan outlines the Commission's key strategic goal - "Efficient and Effective Service Delivery," with three key result areas that include ensuring efficiency and effectiveness in the public service; good governance practices in the public service; and PSC's organization capacity to deliver on its mandate.

Through implementing the Strategic Plan, the Commission will improve public service performance management and productivity; service delivery; human resource management; and promote good governance, values and ethics.

The Plan builds on the achievements, lessons learned and challenges experienced while implementing the previous Strategic Plan that ended in 2018, so as to move the public service to the next level.

PSC Chairman Stephen Kirogo noted that in the last plan period, despite the Commission registering key achievements, there remained room for improvement, so as to achieve a citizen-centred public service.



*PSC Commissioners and Directors during a session of refining the Strategic Plan for 2019—2024 at PridelInn hotel in Mombasa.*

He however said that the new Strategic plan is necessarily ambitious and will require additional funding.

It is for this reason that a special session was required to appraise the National Assembly Departmental Committee on Administration and National Security the direction that the Commission has taken.

Some of the programmes that the Commission plans to implement in order to achieve public service transformation through a citizen-centred service delivery strategy include, Review of the Performance Management System in the public service; Setting of public service productivity standards; Developing and implementing a productivity measurement strategy for the public service; and Developing service delivery standards and implementing a citizen service delivery charter for

the public service;

Others will be Leveraging on ICT for efficient and effective service delivery; Reviewing recruitment and selection strategy; and Promoting good governance, ethics and integrity to ensure a value-based and ethical public service.

**“...in the last plan period, despite the Commission registering key achievements, there remained room for improvement, so as to achieve a citizen-centred public service.”-  
Chairman Stephen Kirogo**



## Enhancing public servants' skills through KSG to improve service delivery

By Badi Khamis

The Public Service Commission is collaborating with Kenya School of Government (KSG) for the development a customized curriculum that will improve the performance of public servants.

Speaking during an official visit to KSG Mombasa Campus on 14<sup>th</sup> May 2019, PSC Chairman Mr. Stephen Kirogo emphasized the need to partner with the school 'in a unique way' to build the capacity of the public service.

He said that the public service must embrace culture change and shift its focus to productivity. The Chairman added that there should be a clear distinction between public service and other institutions in terms of performance.

"We have formulated a clear strategic direction to address issues of performance and productivity," he said.

Mr. Kirogo appreciated the importance of KSG in developing a responsive and citizen-centric public service, and challenged the school to work towards having a public service which is fit for purpose. He commended the school for its good work.

PSC Vice Chairperson Ms. Charity Kisotu said that the time for public servants to assess themselves has come.

"It's time to go back to the basics and inculcate the values and principles of public



*Commissioner Andrew Muriuki addressing the PSC and Kenya School of Government Mombasa campus teams during the official visit of the Commission to the school*

service to all new recruits during induction program," she said.

KSG Director of Academic Affairs Dr. Josephine Mwanzia, who represented the KSG Director General Dr. Ludeki Chweya assured PSC that the school will provide tools which will be used in establishing the status of current public service aptness for purpose.

"I assure you in a week's time we will have a tool which will show public officers' perception on selflessness and how they think about satisfying the needs and interests of Kenyans," she said.

The PSC delegation at the school was received by the Campus' Deputy Director, Dr. John Bii who briefed them on

the various programs and development projects being undertaken by the school.

Among projects that the PSC team visited were a new Ultra-Modern Conference Facility, Water Desalination Plant, and E-Learning Development Centre.

Accompanying the Chairman and the Vice Chairperson were Commissioners Andrew Muriuki, Salma Ahmed, Joan Otieno, Joyce Nyabuti, Mary Mwiandi, Reuben Chirchir, and Patrick Wamoto.

Others present were Directors Gerald Kuhaka, Administration and Joan Machayo, Human Resource Management and Development.

## PSC delegation tours Kenya Ports Authority

By Gabriel Juma

Internship and volunteer programmes in the public service are some of the key flagship programmes that PSC will implement during the strategic plan period 2019-2024.

Commission Chairman Mr. Stephen Kirogo said that while the internship programme will build competencies, skills, and address the high rate of unemployment among the youth, the volunteer programme will tap the skills of retired public officers to contribute to the country's development agenda.

"If properly implemented the internship programme will help bridge the country's skills gap and help transit the youth into the job market" he reiterated.

The Chairman said this when he led PSC Commissioners and secretariat senior staff to visit the Kenya Ports Authority, Mombasa on 16<sup>th</sup> May 2019 to familiarize with port's human resource practice and how best public institutions can improve service delivery to Kenyans.

He indicated that the Commission hoped to recruit 10,000 interns annually and called for close partnership between the Commission, the Kenya Ports Authority and other public institutions to increase the number of interns in the public service.

The General Manager Human Resource Management and Administration, Mr. Daniel Ogotu indicated that the Port



*The PSC Chair Stephen Kirogo is welcomed by a Kenya Ports Authority official during a courtesy visit to KPA*

had absorbed 99 youths into the internship programme for the period 2017 and 2018 spread in various disciplines, which the Commission observed was way below KPA's capacity.

Chairman Kirogo challenged the Port management to explore increasing the number of interns when they recruit the next group in August 2019.

He appreciated that some jobs at the port required rare skills that needed proper mentoring of the youth to take over from the aging workforce.

The Chairman urged the human resource department to find a solution that will enable skilled, experienced employees who had stagnated for lack of academic documents get promoted.

The PSC team was received by the Managing Director Dr. Arch.

Daniel Manduku and other senior staff of the corporation.

The Port is the gateway for Kenya and her landlocked neighbouring countries such as Uganda, Rwanda, Burundi and South Sudan. Hence, it must be efficient and effective for Kenya to remain competitive in the region

Accompanying the Chairman were Vice-Chairperson Ms. Charity Kisotu, Commissioners Mr. Andrew Muriuki, Ms. Joan Otieno, Dr. Joyce Nyabuti, Dr. Reuben Chirchir, Dr. Mary Mwiya, Amb. Patrick Wamoto, Amb. Salma Ahmed, Acting Commission Secretary Mr. Simon Rotich and PSC directors

Also present was the Mombasa Deputy County Commissioner Mr. Mohamud Salim.

## PSC lobbies National Assembly Departmental Committee for support

By Habel Shiloli

**T**he new Public Service Commission whose tenure in office began in January 2019 is engaging critical stakeholders in its journey towards transforming the public service.

During the one-week strategic workshop to refine the PSC's Strategic Plan 2019 -2024 in Mombasa, mid-May 2019, the Commission invited members of the National Assembly Departmental Committee on Administration and National Security for two days to appraise them on its strategic direction.

Members of the committee chaired by Hon. Paul Koinange, that provides oversight for PSC appreciated the invitation and recognized the critical role bestowed on the Public Service Commission to transform the public service into a catalyst for the country's development.

They noted that an effective and efficient public service would be best placed to foster integrity in service delivery for the benefit of the citizens.

"Public Service is the bloodstream of the country, and must fight corruption and ethnicity," said Hon. Koinange.

The law makers were optimistic that the strategic direction presented to them by the Commission was the way to go for the public



*The chairman, National Assembly Departmental committee on Administration and National Security Hon. Paul Koinange making his remarks during the strategic workshop with Commissioners in Mombasa*

service.

"I think, that will be good for our country. As you go this route Chair (of PSC), we shall be able to support you with legislation," said Hon. Koinange.

He added, "As we promised you Chair, we shall support you in budget."

Having vetted the commissioners a few months earlier, members of the committee expressed their confidence in the team's qualifications and capacity to deliver on their roles.

PSC Chairman Stephen Kirogo thanked the Chairman of the Committee, and the committee members for honouring the invitation.

"As you are aware, you just vetted this Commission a few weeks ago, ...Your honouring of the invitation shows how much confidence you have in the new Commission," said Kirogo.

He informed the committee members that the Public Service

Commission counted on their support at all times in the implementation of its strategic plan.

He said that through the previous strategic plan, the Commission made great achievements, but there was need for additional funding for the new strategic plan, which seeks to move the public service to the next level.

The Chairman assured the committee that the commitment of PSC is to create a public service that enables Kenya to be competitive regionally.

"We have what it takes to make us competitive. However, we have to work towards realizing that goal," said Kirogo.

He said some of the radical proposals in the strategic plan, if implemented, will help address issues of complacency and ensure citizen-focused service delivery.



## Creating skills through Technical and Vocational Education and Training

By Pauline Muriuki

The Public Service Commission has prioritized provision of technical skills to Kenyan youths because the bulk of current and future jobs are skill-based.

PSC Chairman, Stephen Kirogo asserted that it is important to mainstream the Technical and Vocational Education and Training (TVET) in developing a skilled human resource that will propel the country's economic development.

"We in Kenya have an opportunity through the TVETs to ensure that we can be able to penetrate the East African Market, the COMESA market, and now the newly created market where 44 African countries are members," said Kirogo.

He was addressing the National Assembly Departmental Committee on Administration and National Security in Mombasa during the strategic meeting with the Commission on 13<sup>th</sup> May 2019.

To underscore the importance that the Commission attaches to the TVETs, the Commission's Vice Chair Charity Kisotu, Commissioners Joyce Nyabuti, Mary Mwiandi, Joan Otieno, Patrick Wamoto, Salma Ahmed, Andrew Muriuki, and Reuben Chirchir provided oversight during the recruitment of vocational and technical trainers that was conducted in nine centres across the country.

"We have just concluded a TVET recruitment process. We



*Commissioner Dr. Joyce Nyabuti presenting a report on TVETs to Commissioners during a meeting at the Pride Inn Hotel, Mombasa*

were recruiting 1,000 trainers with the Boards of Management of TVET institutions and as we went round the country we saw great promise in those institutions," said Mr. Kirogo.

Mr. Kirogo visited the Nyeri and Meru National Polytechnics, which host student population of over 5,000 each.

"More and more youth are moving into those institutions to get skills that are applicable and also useful to the country. The Big Four Agenda will benefit a great deal in the implementation of the TVET programmes," he said.

The request to PSC for recruitment of 1000 trainers to be stationed in the 144 Vocational and Technical Training Institutions was made by the PS in the State Department for Vocational and Technical Training.

While granting authority for the recruitment, the Commission considered the provisions of Section 28 and 29 of the TVET Act which provides for the Board of Governors and Councils to, among others, "recruit and appoint trainers from among qualified professionals and practicing trades persons in relevant sectors of industry."

The advertisement was uploaded on the Commission's website on 21<sup>st</sup> February 2019 and also published in MyGov publication on 26<sup>th</sup> February 2019.

Applicants were asked to submit applications directly to the institutions where the vacancies had been declared. Approximately 50,000 applications were received.

# Performance Contracting: an Accountability Tool

By Gabriel Juma

**P**erformance contracting (PC) was introduced into the Kenyan public service in 2004, through a presidential decree.

This was part of the civil service reform instituted under the Economic Recovery Strategy for Wealth and Employment Creation, and as one of the tools to improve service delivery and increase productivity in the public service.

Through PC public institutions are required to work towards set negotiated targets which are linked to the organizations strategic plan, the country's vision and other development initiatives. They draw out service charters with clients and compare their performance with the best in the world.

PC is therefore a national management accountability tool and is premised on the need to build the country's competitive advantage around the performance of public service.

In scholarly works, PC is described as a branch of management control system and part of strategic management.

It is a management tool for ensuring accountability for results by public officials, because it measures the extent to which targeted results are achieved after 12 months since the signing of the negotiated agreement.

The Kenya Vision 2030 recognizes PC as a key strategy for strengthening public administration and service delivery. The Vision



**Gabriel Juma**

aims to entrench performance as a culture in the public service. Between 2004 and 2012 public institutions including Ministries, State Corporations and Local Authorities embraced and signed performance contracts.

The results of these efforts were so significant that they won Kenya international recognition, a clear indication that leadership is central to successful implementation of civil service reforms.

There was a noticeable increase in service delivery to the delight of Kenyans. Several state corporations also recorded increased profitability.

Experts on PC such as Prajapati Trivedi from India recommended that in the long run, Performance Contracting should be given a more solid legal foundation.

This has been addressed by Section 62(1) of the PSC Act, 2017. The section provides that the Commission shall promote efficiency and effectiveness of

the public service by inter alia setting standards in service delivery for evaluating performance in the public service; setting the performance contract guidelines in the public service and ensuring compliance with the Commission's set standards; providing guidelines on performance appraisal system for public bodies and the individual public officers; and evaluating performance agreements between the government and public bodies or individual public officers.

PC remains the best tool so far for holding public officers accountable for their individual and organizational performance.

There is need to rally all public institutions at both levels of government to embrace PC because Kenyans adopted the Constitution on the premise that it would lead to improved governance, accountability and service delivery.

There is also need to revitalize and institutionalize PC for posterity; link performance management to public service productivity and ensure all public institutions embrace PC.

To revitalize PC, the Commission has established the Directorate of Performance and Public Service Transformation to spearhead performance management in the public service.

The next article will review the role of the service charter as a performance management tool for public institutions.

## Strength training programs now available at the gym

By **Kenneth Muchira & Griffins Omondi**

**T**he gymnasium has been busier than usual since the Commission undertook to add some equipment in the facility.

For a long time, gym users had to make do with mostly cardio machines. That has now changed. Weights have been added, exercise benches, exercise balls and a whole lot of dumbbells of different sizes.

As would have been expected, the number of gym users has increased, with the number of female participants being constantly higher than that of their male counterparts. So far, ladies have been the most appreciative of the importance of exercise.

The addition of the new equipment would not have come at better time. As instructors, we are now better placed to give diversified exercises to our PSC clients.

We have been focusing on cardio exercises for a long time, but lately we have spiced it up with lots of exciting strength training programs.

While cardio exercises involve walking or running in the treadmill, riding bikes, skipping rope and participating in aerobics classes, strength training, as



*Fitness instructor Mr. Griffins Omondi (right) taking inventory of the newly acquired gym equipment at the PSC gymnasium. With him is an official from Fortress Supplies Limited, the suppliers of the equipment*

the name suggests is about using weights to build your strength.

A strong body is a healthy body. Strength training is one of the most effective ways to burn calories and build muscles. Through strength training, your body is able to endure more.

For instance, performing squats with weights will not only help you burn calories, but also help you run faster and for longer distances as a result of strengthened leg muscles.

Weights are not meant for men only just like aerobics are not meant for ladies only. Anyone seeking to enhance their health by way of exercise should incorporate both exercise regimens for optimum results.

For Ladies who have been yearning to get rid of that

annoying fat layer at the back of their arms, the answer has come to find you at your place of work.

Nothing tones up your body better than weights. The same applies to gentlemen looking to develop some muscles on their chest and arms; you only get that from weight lifting.

The only catch is that nothing is as simple as it is made to sound here. Ask anyone who you have seen get great results from the gym and they will tell you that it takes time, pain, endurance, perseverance and most importantly, patience.

**Kenneth Muchira & Griffins Omondi are fitness consultants at the PSC gymnasium**



## PICTORIAL : Mombasa Strategic Plan working retreat



**Left:** PSC Chairman, Vice Chairperson, Acting CEO, Chairman of the National Assembly Committee on Administration and National Security and members pose for a photo at Pride Inn Resort, Mombasa

**Right:** Comm. Amb. Salma Ahmed (R) speaking to National Assembly Committee on Administration and National Security Chairman Hon. Paul Koinange



**Left:** General Manager Engineering Services, KPA (stretching hand, left) Eng. Rashid Salim shows Commissioners some cranes loading consignments into a ship during a courtesy visit at the KPA facility in Mombasa

**Right:** PSC Chairman plants a tree during the visit at the Kenya School of Government, Mombasa



**Left:** A staff member of Kenya Ports Authority showing PSC staff members the location of new ship berths during a courtesy visit at the port in Mombasa



## PSC IN PICTURES



**Left:** PSC Ag. Director HRMD Administration, Mr. Gilbert Nyandiga receiving a present from an official of the Institute of Human Resource Management after he made a presentation on “the Realities of Workplace Disruption” public service perspective at the 6th Annual HR Conference

**Right:** PSC Chairman Mr. Stephen Kirogo receiving a present from the Chairman of the Institute of Human Resource Management Mr. Joseph Onyango after the official opening of the 6th Annual HR Conference at the Pride Inn Resort, Mombasa



**Left:** PSC Chairman and Vice Chairperson receiving a gift from the General Manager Engineering Services, KPA, Eng. Rashid Salim during a courtesy visit to KPA. Looking on is the PSC Acting CEO Mr. Simon Rotich

**Right:** (L) Comm. Amb. Patrick Wamoto and the Vice Chairperson of the National Assembly Committee on Administration and National Security Mr John Waluke during Budget Presentation at the Parliament Buildings.



## PUBLIC SERVICE COMMISSION

Commission House  
Harambee Avenue  
P. O. Box 30095—00100  
Nairobi

Tel. 254 20 2223901  
254 20 2227471  
Fax No 254 20 214791

Website:

[www.publicservice.go.ke](http://www.publicservice.go.ke)  
[psck@publicservice.go.ke](mailto:psck@publicservice.go.ke)

Facebook page:  
Public Service Commission of  
Kenya

Twitter:  
@PSCKenya

### EDITORIAL TEAM:

#### Editor:

Browne Kutswa

#### Editorial Assistants:

Habel Shiloli  
Pauline Muriuki  
Badi Khamis

#### Design & Layout:

Pauline Muriuki  
Badi Khamis

### Vision

A citizen-centric public service

### Mission

To reform and transform the public service for efficient and effective service delivery

### Core Values

- Integrity
- Diversity
- Professionalism
- Innovation
- Team work
- Citizen-focus

### Public Service Commission departments

- 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

### Commissioners

Stephen Kirogo, CBS	-	Chairperson
Ms Charity Kisotu	-	Vice Chairperson
Dr Joyce Nyabuti	-	Commissioner
Mr Andrew Muriuki	-	Commissioner
Ms Joan Otieno	-	Commissioner
Dr Mary Mwiandi	-	Commissioner
Dr Reuben Chirchir	-	Commissioner
Amb. Patrick Wamoto, EBS	-	Commissioner
Amb. Salma Ahmed	-	Commissioner

### Secretary/Chief Executive (Ag)

Simon K. Rotich, EBS