



PUBLIC SERVICE COMMISSION

ANNUAL REPORT FOR THE FINANCIAL YEAR 2014/2015

Prepared and issued in accordance with Article 254 (1) of the Constitution of Kenya and Section 28 of The Public Service Commission Act, 2012

DECEMBER 2015



REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

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and Section 28 of The Public Service Commission Act, 2012

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VISION

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

MISSION

To transform the Public Service to become professional, efficient and effective for the realization of national development goals.

Public Service Commission

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Table of Contents

<i>Tables</i>	v
<i>Figures</i>	vi
<i>Abbreviations and Acronyms</i>	vii
<i>Message from the Chairperson</i>	ix
<i>Message from the Secretary /CEO</i>	xi
<i>Members of the Commission</i>	Xii
<i>Executive Summary</i>	xiii

CHAPTER ONE: MANDATE, STRUCTURE AND COMPOSITION OF THE COMMISSION **1**

1.1	Preamble	1
1.2	Mandate of the Commission	1
1.3	Functions and Powers of the Commission	1
1.4	Scope of Responsibility	2
1.5	Size of the Public Service	2
1.6	Vision, Mission and Core Values	2
1.6.	Vision	2
	1.6.2 Mission	3
	1.6.3 Core Values	3
1.7	Structure and Functions of the Secretariat	3
	1.7.1 Office of the Commission Secretary/CEO	3
	1.7.2 Recruitment and Selection	4
	1.7.3 Human Resource Management and Development	4
	1.7.4 Establishment and Management Consultancy Services	4
	1.7.5 Compliance and Quality Assurance	5
	1.7.6 Finance and Planning	5
1.8	Staff Establishment	5
	1.8.1 Composition of Staff	5
1.9	Staff Appointments	6
1.10	Secondment of staff to the Commission	6
1.11	Staff Training	7
	1.11.1 Training Programmes	7
	1.11.2 Training Opportunities by Ethnicity	7
	1.11.3 Exit from the Service	7
	1.11.4 Staff Wellness Programmes	7
	1.11.5 Work Environment	8

CHAPTER TWO: FINANCIAL STATEMENT FOR THE YEAR ENDED 30TH JUNE, 2015 **10**

2.1	Budget Allocation	10
2.2	Budget Performance by Items	10
2.3	Financial Statements for the Period ended 30th June, 2015	10
2.4	The Auditor General's Report for the Financial Year ended 30th June, 2014	16

CHAPTER THREE: DISCHARGE OF THE COMMISSION'S MANDATE **19**

3.1	Committees of the Commission	19
	3.1.1 Information Communication Technology (ICT) Governance Committee	19
	3.1.2 Capacity and Capability Development Committee	19
	3.1.3 Compliance and Quality Assurance Committee	20
	3.1.4 Terms and Conditions of Service Committee	20

CHAPTER FOUR: ACHIEVEMENTS AND CHALLENGES	42
4.1 Achievements	42
4.2 Challenges	43
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS	45
5.1 Conclusion	45
5.2 Recommendations	45
5.3 Development and Review of Human Resource Policies and Guidelines	45
5.4 Discharge of Delegated Powers and Functions	45
5.5 Performance Management	46
5.6 Devolution and Transition Matters	46
5.7 Disparities in Remuneration in the Public Service	46
5.8 Promotion of Values and Principles in Articles 10 and 232	46
APPENDICES	48
PROFILE OF PSC MEMBERS	67

Tables



Table 1.1:	Distribution of Staff by MDAs in 2014/15	2
Table 1.2:	Composition of Staff by Gender, Designation and Salary Scale	6
Table 1.3:	Distribution of Appointed Staff by Gender in 2014/15	6
Table 1.4:	Distribution of Seconded Staff by Salary Scale, Designations and Gender in 2014/15	7
Table 1.5:	Distribution of the Training Opportunities by Programmes and Gender	8
Table 1.6:	Distribution of Training Opportunities by Ethnicity	9
Table 2.1:	Summarized Budget Performance Analysis as at 30th June, 2015	11
Table 2.2:	Budget Performances Analysis by Item for 2014/15 FY	11
Table 2.3:	Statement of Receipts and Payments	13
Table 2.4:	Statement of Assets and Liabilities	13
Table 2.5:	Statement of Cash Flow	14
Table 2.6:	Summary Statement of Appropriation: Recurrent and Development Combined	14
Table 2.7:	Summary Statement of Appropriation: Recurrent	15
Table 2.8:	Summary Statement of Appropriation: Development	15
Table 2.9:	Summary Statement of Provisionings	16
Table 3.1:	Offices Established in the Public Service during 2014/15 Financial Year	22
Table 3.2:	Distribution of Appointments by Gender and Persons Living with Disability	23
Table 3.3:	Distribution of Persons Recommended for Appointment	23
Table 3.4:	Distribution of Initial and Final Declaration of Income, Assets and Liabilities by Institution	24
Table 3.5:	Distribution of New Appointments Under Delegated Powers by Ministry and Gender	25
Table 3.7:	Distribution of Officers Promoted under Delegated Powers in MDAs by Gender	25
Table 3.8:	Distribution of Officers Re-designated to Various Cadres Under Delegated Powers in MDAs	26
Table 3.9:	Distribution of Officers who Exited the Service in MDAs by Gender	28
Table 3.10:	Distribution of Discipline Cases Handled Under Delegated Powers	29
Table 3.11:	Distribution of number of Officers Trained in Individual Programmes	33
Table 3.12:	Distribution of Individual Training in MDAs by Sponsor, Program and Funding	34
Table 3.13:	Distribution of Long and Short Courses by Gender	35
Table 3.14:	Distribution of Officers Trained by Ethnic Group	32
Table 3.15:	Distribution of Group Trainings per MDA by Gender and Funding	36
Table 3.17:	Distribution of Disciplinary Cases Finalized in 2014/2015 FY by Decision	37
Table 3.16:	Distribution of Performance by Type of Examination and Gender	38
Table 3.18:	Distribution of Appeal Cases by Appellant and County of Origin	40
Table 3.19:	Distribution of 2014/2015 County Appeal Cases by Nature and Appellant	40

Figures

Figure 1.1: Distribution of Officers by Gender	5
Figure 1.2: Distribution of Staff by Salary Scales	6
Figure 1.3: The Distribution of Appointed Staff by Gender	6
Figure 1.4: Analysis of Seconded Staff by Gender	7
Figure 3.1: Analysis of Appointments by Gender	22
Figure 3.2: The Proportion of Initial and Exit Declarations	24
Figure 3.3: Analysis of Appointments Under Delegated Powers by Gender	24
Figure 3.4: Analysis of Officers Promoted under delegated powers in MDAs by Gender	26
Figure 3.5: Distribution of Officers Re-designated to Various Cadres by Gender	26
Figure 3.6: Analysis of Distribution of Officers who Exited the Service in MDAs by Gender	27
Figure 3.7: Analysis of Decision Made on Disciplinary Cases in MDAs	29
Figure 3.8: Distribution of Individual Training in MDAs by Programme and Gender	35
Figure 3.9: Distribution of Candidates by Performance and Gender	38
Figure 3.10: Analysis of Performance by Category of Examination	38

Abbreviations and Acronyms

AAPAM	African Association for Public Administration and Management	HRM	Human Resource Management
ACP	African Caribbean and Pacific	HSC	Head of State Commendation
AIEC	Australian International Education Conference	ICT	Information Communication Technology
BMS	Board Management Services	IEC	Information Education and Communication
CARBs	Capacity Assessment and Rationalization Programme	ISO	International Standard Organization
CBA	Collective Bargaining Agreement	IMS	Information Management Services
CBS	Chief of Burning Spear	JICA	Japan International Cooperation Agency
CCMR	Combatant Commander	KAPAM	Kenya Association for Public Administration and Management
CDC	Centre for Disease Control	KASNEB	Kenya Accountants and Secretaries National Examinations Board
CEO	Chief Executive Officer	KENAO	Kenya National Audit Office
CID	Criminal Investigation Department	KENGEN	Kenya Electricity Generating Company Ltd
CIDA	Canadian International Development Agency	KIM	Kenya Institute of Management
CISSP	Certified Information Systems Security Professional	KOICA	Korea International Cooperation Agency
CMC	Cooper Motors Corporation	MBA	Masters in Business Administration
COMESA	Common Market for Eastern and Southern Africa	MBS	Moran of the Burning Spear
CPA	Certified Public Accountant	MDAs	Ministries, Departments and Agencies
CPSBs	County Public Service Boards	MPH	Masters in Public Health
DPP	Director of Public Prosecutor	MSc	Masters of Science
DPSM	Directorate of Public Service Management	NASA	National Aeronautics and Space Administration
EU	European Union	NHIF	National Hospital Insurance Fund
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	ODP	Office of the Deputy President
HD	Higher Diploma	OGW	Order of Grand Warrior
HIV	Human Immuno-Deficiency Syndrome		
HR	Human Resource		
HRD	Human Resource Development		

PhD	Doctor of Philosophy	TICA	Thailand International Cooperation Agency
POEA	Public Officer Ethics Act	UCAR	University Corporation for Atmospheric Research
PSC	Public Service Commission	UK	United Kingdom
PWD	Persons Living With Disability	UNECA	United Nations Economic Commission for Africa
R&S	Recruitment and Selection	UNESCO	United Nations Educational Scientific and Cultural Organization
SB	Selection Board	UNITD	Unified Instruction/Translation/Data
SCAC	State Corporations Advisory Committee	USA	United States of America
SEA	Strategic Environmental Assessment	USAID	United States Agency for International Development
SIDA	Swedish International Development Agency	WTO	World Trade Organization
SMEs	Small and Medium Enterprises		
SRC	Salaries and Remuneration Commission		

Message from the Chairperson



Article 254(1) requires each commission to prepare and submit a report on its operations and activities to the President and Parliament after the end of each financial year. It is against this background that the Commission has prepared this report being the fourth after the promulgation of the Constitution.

The Public Service Commission is established under Article 233 of the Constitution. Its mandate and functions are spelt out in Articles 234, 155 (3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. In the Annual Report of 2013/14 to the President and Parliament, we had pointed out that Kenyans expect a transformed Public Service that will not only deliver quality service but one that is committed to upholding high professional standards, promotes inclusivity and strives for excellence. In an endeavour to realize the expectations of the Kenyan people, the Commission has put in place appropriate strategies and programmes to address their expectations.

In promoting values and principles in the Public Service, the Commission participated in the preparation of the Public Service (Values and Principles) Bill which has since been enacted as Public Service

(Values and Principles) Act, 2015. The Act operationalizes Article 232 of the Constitution; revised and issued the Public Service Code of Ethics and Conduct to enhance integrity of public officers in the management of public affairs; and in collaboration with the State Corporations Advisory Committee (SCAC), developed and released the “*Mwongozo*” Code for good corporate governance in State Corporations. The “*Mwongozo*” code provides for norms and standards on code of ethics and conduct for State Corporations’ Boards, CEOs, Secretariat staff, and shareholders.

The Commission will endeavour to address disparities in remuneration in the Public Service; advise the Government on appropriate organizational structures and optimal staffing levels for efficient and effective service delivery; implement the recommendations of the Capacity Assessment and Rationalization Programme (CARPs) report; and in liaison with other stakeholders, develop a comprehensive road map for the transfer of services of seconded staff to the County Governments.

The Commission has delegated some of its powers and functions to various government agencies to effectively discharge its mandate. In this regard, the Commission will continue to monitor the discharge of these functions by implementing an elaborate monitoring and evaluation framework that will provide feedback on the implementation of the human resource functions in the Public Service. Further, it will progressively develop, review and issue human resource management policies, regulations and guidelines to the Public Service and empower Authorized Officers to enable them manage the human resource management function in a more efficient and effective manner.

The Commission recognizes the critical role played by various actors in human resource management and will therefore continue to work closely with government ministries, state departments, agencies and other key stakeholders to address emerging challenges in human resource management in an effort to meet the expectations of Kenyans.

I would like to thank all our stakeholders for their continued support as we endeavour to transform the Public Service to be

professional and deliver quality services to Kenyans; our customers for their loyalty and valuable feedback that drives us to constantly innovate; and public officers for their dedication, commitment and hard work.



Prof. Margaret Kobia, PhD, CBS
Chairperson
PUBLIC SERVICE COMMISSION

The Commission will endeavour to address disparities in remuneration in the Public Service; advise the Government on appropriate organizational structures and optimal staffing levels for efficient and effective service delivery; implement the recommendations of the Capacity Assessment and Rationalization Programme (CARPs) report; and in liaison with other stakeholders develop a comprehensive road map for the transfer of services of seconded staff to the County Governments.

Message from the Secretary /CEO



This report has been prepared in fulfilment of the constitutional requirement that each Commission prepares and submits an annual report of its activities and financial statements at the end of every financial year to the President and Parliament.

In the discharge of its mandate, the Commission is assisted by a Secretariat headed by a Commission Secretary. The Commission sets the strategic direction while the Secretariat provides leadership and oversight in general administration and management of the Commission.

During the financial year 2014/2015, the Commission faced a number of challenges key among them inadequate funding and office accommodation. Despite these challenges, I am pleased to convey that the Commission made significant achievements during this period. Key among them being the elevation of the Human Resources Management position to the highest level by positioning it to full Director level. The Commission also engaged professional bodies in coming up with policies and guidelines that have helped professionalize the service. Such policies and guidelines included Hu-

man Resource Development Policy; Policy on Common Establishment; Guidelines for Mediation, Conciliation and Negotiation; Guidelines for Public Participation in Policy Formulation; and Guidelines on implementation of the Policy on Decentralization of Human Resource Management in the Civil Service among others.

The Commission also supported County Public Service Boards in the implementation of their respective mandates through provision of technical assistance and sharing experiences and best practices in human resource management. This contributed to improved service delivery.

This report is divided into five chapters. Chapter one provides the background information on the Commission, its vision, mission and functions. Chapter two outlines the financial statements for the 2014/15 financial year while chapter three covers the performance of the Commission on its mandate. Chapter four highlights the milestones and challenges while chapter five provides conclusion and recommendations.

Finally, I wish to thank the Chairperson, Vice Chairperson and the Commissioners for the strategic leadership and direction they provided to the Service and the Commission in particular during the year under review. Further, I express my gratitude to the Secretariat staff for their loyalty, commitment and hard work that made it possible for the Commission to effectively deliver on its mandate.

A handwritten signature in black ink, appearing to read 'A. Otwala', with a long horizontal stroke extending to the right.

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

MEMBERS OF THE COMMISSION



Prof. Margaret Kobia PhD,
CBS, Chairperson



Amb. Peter O.Ole Nkuraiya,
CBS, Vice Chairperson



Titus M. Ndambuki,
CBS, Member



Prof. Michael N.I.
Lokuruka, PhD,
Member



Patrick G. Gichohi,
CBS, Member



Veronica Birgen,
Member



Catherine R. Omweno,
Member



Lawrence Nyalle,
Member



Dr. Judith Bwonya,
Member



Mrs. Alice A. Otwala,
CBS, Secretary/CEO

Executive Summary

This report is prepared in accordance with the provisions of Article 254(1) of the Constitution which requires the Public Service Commission to prepare and submit a report on its operations and activities to the President and Parliament at the end of each financial year. The Report which is the fourth since the promulgation of the Constitution, outlines the performance of the Commission on its mandate from 1st July 2014 to 30th June, 2015.

The Commission is established under Article 233 of the Constitution. Its mandate is spelt out in Articles 234, 155(3)(a), 158(2) (3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. It entails provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service as underpinned in Article 232.

During the financial year 2014/15 the Commission was allocated a total of Kshs. 1,184,204,313 and appropriated gross of Kshs. 1,144,909,950, which comprised of Development Kshs. 158,890,647, Personnel Emoluments Kshs. 469,578,529 and Operations and Maintenance from Exchequer of Kshs. 510,619,774, and authorized AIA collection of Kshs. 5,821,000

resulting in an absorption rate of 97 percent. As at 30th June, 2015 the Commission had pending bills amounting to Kshs. 64,564,291.

During the year under review, the Commission appointed 249 officers to the Service, 179 were male and 70 female. A total of 4,893 officers were promoted in various ministries and state departments of whom 2,891 were male and 2,002 were female. In addition, the Commission recommended to the President persons for appointment to the: Office of Chairperson, Governor and Deputy Governor of the Central Bank of Kenya; and position of Principal Secretary. The appointments made helped to address the human resource needs of the public service to facilitate delivery of quality services to Kenyans.

In line with the provisions of Part IV of the Public Officer Ethics Act, 2003, the Commission administered 82 initial declarations and 538 exit declarations. In addition, to enhance the integrity of public officers in the discharge of their duties, the Commission revised and issued the Public Service Code of Ethics and Conduct pursuant to Section 52(1) of the Leadership and Integrity Act, 2012 and Section 5(1) of the Public Officer Ethics Act, 2003.

In ensuring that the public service is efficient and effective, the Commission developed, reviewed and issued various policies and guidelines on human resource management; approved Schemes of Service for various cadres in the Public Service; offered various training opportunities to over thirteen thousand (13,000) officers in the public service to equip them with the requisite skills and competencies; and embraced best Human Resource Management practices such as online interviewing leading to reduction in costs to the Government.

In line with the provisions of Part IV of the Public Officer Ethics Act, 2003, the Commission administered 82 initial declarations and 538 exit declarations

The Commission in collaboration with other agencies provided technical assistance to County Governments through sharing of experiences and best practices on human resource management. This enabled the County Public Service Boards to effectively discharge their mandate. In the discharge of its mandate, the Commission faced a number of challenges key among them being delay in enactment of the Revised Public Service Commission Act; inadequate funding for Commission's programmes; inadequate office accommodation for staff; disparities in salaries and remuneration between former local authority staff and those performing devolved functions; and strained labour relations between counties and health sector unions.

In order to improve on the discharge of its mandate and enhance productivity in the public service, the Commission will focus on the following key interventions among others: engage Transition Authority and the successor institution, Council of Governors, Ministry of Devolution and Planning, The National Treasury and Salaries and Remuneration Commission to address the human resource challenges facing the County Public Service; review

the organizational structures of Ministries, Departments, and Agencies (MDAs) to ensure they are aligned to their respective mandates and that the MDAs are optimally staffed for effective service delivery; consolidate all the Human Resource Management policies and guidelines and align them to the Constitution and other legislative frameworks; undertake impact assessment on policies and guidelines issued to the public service; implement an elaborate monitoring and evaluation framework that will provide feedback on the implementation of the human resource management function in the public service; review the Staff Performance Appraisal System and introduce a rewards and sanction framework; put in place strategies to ensure MDAs review and comply with their respective Citizen Delivery Service Charters; and build capacity for promotion and compliance with values and principles in Articles 10 and 232.

Moving forward, the Commission will continue to work closely with Government Ministries, State Departments, Agencies and other key stakeholders to address emerging human resource issues in an effort to meet the expectations of Kenyans.

1.1 Preamble

The Public Service Commission is established under Article 233 of the Constitution and consists of a Chairperson, Vice Chairperson and seven other members appointed by the President with the approval of the National Assembly. Article 254(1) of the Constitution and Section 28 of the Public Service Commission Act, 2012 requires the Commission to prepare and submit a report to the President and Parliament after the end of every financial year. This report is prepared in fulfilment of this provision.

1.2 Mandate of the Commission

The mandate of the Commission entails the provision of competent human resources, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service. This mandate is spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. In implementing the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution.

1.3 Functions and Powers of the Commission

The functions and powers of the Commission as stipulated in the Constitution include the following:

- a. establishment and abolition of offices in the public service;
- b. appointment of persons to hold or act in those offices, and to confirm appointments;
- c. exercise disciplinary control over and remove persons holding or acting in those offices;
- d. promotion of national values and principles of governance; and values and principles of public service;
- e. investigate, monitor and evaluate the organization; administration and personnel practices of the public service;
- f. ensuring that the public service is efficient and effective;
- g. development of human resources in the public service;
- h. reviewing and making recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service;
- i. evaluating and reporting to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 are complied with in the public service;
- j. hearing and determining appeals in respect of county governments' public service;

The discharge of functions (a – j) above shall not apply to:

- i) State Offices,
- ii) Offices of High Commissioners and Ambassadors,
- iii) Offices subject to Parliamentary Service Commission, Judicial Service Commission, Teachers Service Commission and National Police Service Commission,

- iv) Office in the service of a County Government except hearing and determining of appeals,
- v) Appointment of personal staff of the President or retired President except with their consent,
- k. Nominating persons to the Judicial Service Commission and Salaries and Remuneration Commission under Articles 171(2) and 230(2){b} respectively;
- l. Recommending persons to be appointed as Principal Secretaries under Article 155(3)(a);
- m. Receiving petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);
- n. Protection of public officers against victimization and discrimination while discharging their duties; and
- o. performing any other functions and exercise any other powers conferred by national legislation.

1.4 Scope of Responsibility

In the discharge of its functions, the Commission is responsible for the Ministries/ Departments, Office of the Attorney-General and State Corporations.

With regard to the function of promotion, compliance, evaluation and reporting on values and principles referred to in Articles 10 and 232 of the Constitution, the Commission is responsible for the staff of the following:

- a. Constitutional Commissions and Independent Offices namely:- Gender and Equality Commission; Kenya National Commission on Human Rights; National Lands Commission; Independent Electoral and Boundaries Commission; Commission on Revenues Allocation; Salaries and Remuneration Commission; Auditor General and Controller of Budget.

- b. Statutory Commissions and Authorities namely:

National Cohesion and Integration Commission; Commission for Implementation of the Constitution; Commission on Administrative Justice; Transition Authority; Director of Public Prosecution; Ethics and Anti-Corruption Commission; Witness Protection Agency; Energy Regulatory Commission; Kenya Law Reform Commission; Commission for University Education and Independent Police Oversight Authority.

- c. Any other public entity not excluded under Article 234(3).

1.5 Size of the Public Service

During the period under review the Public Service under the purview of the Commission comprised of two hundred thousand nine hundred and fifty one (200,951) employees as reflected in Table 1.1.

Table 1.1: Distribution of Staff by MDAs in 2014/15

No	Institutions	2014/15
1.	Ministries and State Departments	75,114
2.	State Corporations	122,598
3.	Constitutional Commissions and Independent Offices (not excluded under Article 234 (3))	1,227
4.	Statutory Commissions and Authorities	2,012
Totals		200,951

Note: Number of Employees as at 30th June, 2015

Source: Ministries IPPD, Inspectorate of State Corporations

1.6 Vision, Mission and Core Values

1.6.1 Vision

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

1.6.2 Mission

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

1.6.3 Core Values

The Commission is guided by the following core values in the discharge of its mandate:

- (i) Professionalism – undertakes duties without compromising standards and values;
- (ii) Fairness, Equity and Diversity - consistently directs effort to build exclusivity;
- (iii) Integrity, Transparency and Accountability– adheres to impeccable and beyond reproach professional standards; upholds openness and takes responsibility for actions in the discharge of the mandate;
- (iv) Team Spirit - maintains a high degree of co-operation and team work;
- (v) Creativity and Innovation - applies new ideas, methods and technology in the discharge of its mandate; and
- (vi) Excellence – values continual improvement

1.7 Structure and Functions of the Secretariat

In the discharge of its mandate, the Commission is assisted by a Secretariat headed by the Commission Secretary/CEO appointed under Article 233(6). The secretariat is organized into the Office of the Secretary/CEO and five technical directorates. The office of the Secretary/CEO comprises the following offices: Board Management Services; Corporate Services; Legal Services; and Internal Audit. The technical Directorates are Recruitment and Selection; Human Resource Management and Development; Establishment

and Management Consultancy Services; Compliance Audit and Quality Assurance; and Finance and Planning.

The following are the functions of the office of the Secretary/CEO and the respective technical Directorates:

1.7.1 Office of the Commission Secretary/CEO

The office provides leadership and oversight in general administration and management of the Commission through the following offices:

a) Corporate Services

The office is responsible to the Commission Secretary/CEO for providing oversight in corporate affairs and logistics and human resource management. The main functions are:

- i) general administration and coordination of corporate logistics;
- ii) general office services and transport;
- iii) human resource management and development;
- iv) information resource management services; and
- v) corporate communications and public relations.

b) Legal Services

The office is responsible to the Commission Secretary/CEO for:

- i) formulation and implementation of legislative policies for the Commission;
- ii) provision of legal advice to the Commission;
- iii) preparation of legal opinions and papers for Commission's Committees and Directorates;
- iv) preparation of court pleadings;
- v) revision and drafting of legal documents and instruments; and

- vi) liaison with Attorney General and other external lawyers on litigation matters.

c) *Board Management Services*

The office is responsible to the Commission Secretary/CEO for:

- i) receipt, scrutiny and analysis of all recommendations submitted by ministries and state departments;
- ii) preparation of agenda for the Commission;
- iii) preparation of Board papers;
- iv) documentation of proceedings of Commission's meetings; and
- v) communication of Commission's decisions.

d) *Internal Audit*

The office is responsible for:

- i) appraisal of utilization of resources in the Commission;
- ii) liaison with Kenya National Audit Office and the Auditor General on all professional auditing matters;
- iii) identification and assessment of risks; and
- iv) appraisal of compliance to legislation, regulations, government policies and procedures by the Commission.

1.7.2 Recruitment and Selection

The Directorate is responsible to the Commission Secretary/CEO for:

- i) development, review and implementation of policies and guidelines on recruitment and selection;
- ii) receipt, processing and analysis of job indents;
- iii) preparation of job advertisements;
- iv) processing and analysis of job applications; and

- v) facilitating the Commission in the recruitment and selection function.

1.7.3 Human Resource Management and Development

The Directorate is responsible to Commission Secretary/CEO for:

- i) review and development of human resource management and development policies, guidelines and procedures in the Public Service;
- ii) monitor the development of human resources in the Public Service;
- iii) review of performance management systems in the Public Service;
- iv) develop proposals for review of terms and conditions of service;
- v) facilitate the exercise of disciplinary control function in the service; and
- vi) facilitate the hearing and determining appeals from county governments.

1.7.4 Establishment and Management Consultancy Services

The Directorate is responsible to Commission Secretary/CEO for:

- i) offering management consultancy services to ministries, departments and other public sector institutions in:
 - a) *the provision of guidelines and appropriate organizational structures.*
 - b) *the advisory on Establishments and staff complement to ensure optimal staffing levels for effective service delivery,*
 - c) *provision of advisory to public service institutions on Public Service management matters, and*
 - d) *review of schemes of service and other career progression guidelines,*
- ii) undertaking research on specific technical areas related to the Commission's functions; and

- iii) coordinating with development partners in support of public sector transformation program.

1.7.5 Compliance and Quality Assurance

The Directorate is responsible to Commission Secretary/CEO for:

- i) promoting national values and principles of governance; and values and principles of the public service;
- ii) promoting good governance, ethics and integrity in the public service in accordance with Public Officer Ethics Act, 2003, Leadership and Integrity Act, 2012 and the Public Service (values and principles) Act, 2015;
- iii) evaluating compliance with the national values and principles of governance; and values and principles of the public service and reporting to the President and Parliament on the extent to which the values and principles have been complied with;
- iv) investigating, monitoring and evaluating the organization, administration and personnel practices of the public service;
- v) monitoring and evaluating compliance with service regulations, policies, guidelines and Commission’s directives; and
- vi) monitoring and evaluating efficiency and effectiveness of the public service.

1.7.6 Finance and Planning

The Directorate is responsible to Commission Secretary/CEO for:

- i) interpreting national development agenda, policies and strategies as they relate to the Commission;
- ii) coordinating strategic planning and performance contracting;
- iii) linking corporate strategy to the budget;

- iv) monitoring and evaluating strategy implementation;
- v) coordinating budget preparation, execution and control;
- vi) facilitating provision of financial support to the Commission;
- vii) analysis and preparation of periodic performance reports;
- viii) supply chain management;
- ix) maintaining proper books of accounts and reporting on utilization of allocated funds;
- x) managing Information, Communication and Technology (ICT);
- xi) collaborating with other government agencies and development partners for resource mobilization;
- xii) custody of the Commission’s assets and liabilities; and
- xiii) financial risk management.

1.8 Staff Establishment

1.8.1 Composition of Staff

As at 30th June, 2015, the Commission had two hundred and twenty eight (228) members of staff, out of whom one hundred and twenty one (121) 53% were female while one hundred and seven (107) 47% were male. Five (5) 2% members of staff were persons living with disabilities (PWDs). The distribution of members of the secretariat by gender, designation and salary scale is as shown in Table 1.2 and Figures 1.1 and 1.2.

Figure 1.1: Distribution of Officers by Gender

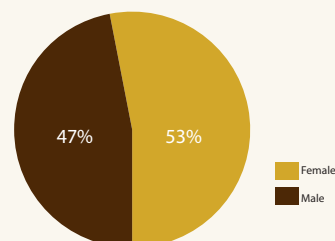
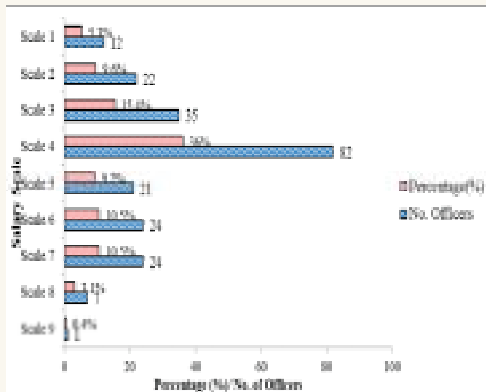


Figure 1.2: Distribution of Staff by Salary Scales



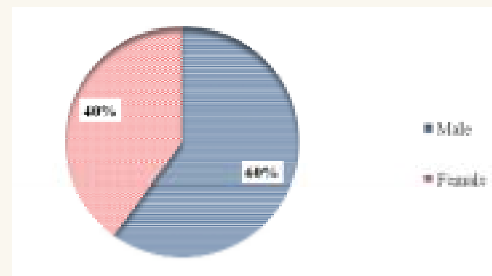
1.9 Staff Appointments

During the period under review, in an effort to improve its capacity, the Commission appointed five (5) officers, of whom two (2) 40% were female while three (3) 60% were male. Two (2) of those appointed were at the level of deputy director, two (2) at assistant director level and one (1) at support staff level. The distribution of appointed staff by gender and post is as shown in Table 1.3 and Figure 1.3.

Table 1.3: Distribution of Appointed Staff by Gender in 2014/15

S/No	Post	Male	Female	Total
1.	Deputy Directors	2	0	2
2.	Assistant Directors	1	1	2
3.	Support Staff	0	1	1
Total		3(60%)	2(40%)	5(100%)

Figure 1.3: The Distribution of Appointed Staff by Gender



1.10 Secondment of staff to the Commission

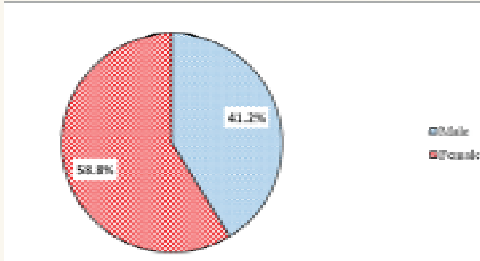
During the year under review a total of seventeen (17) officers at various levels were

Table 1.2: Composition of Staff by Gender, Designation and Salary Scale

S/No	Designation	Salary Scale	Male	Female	No. of Officers	%
1.	CEO	Scale 9	0	1	1	0.4
2.	Director	Scale 8	5	2	7	3.1
3.	Deputy Director	Scale 7	10	14	24	10.5
4.	Assistant Director	Scale 6	16	8	24	10.5
5.	Senior Officer	Scale 5	8	13	21	9.2
6.	Officer	Scale 4	29	53	82	36.0
7.	Assistant Officer	Scale 3	20	15	35	15.4
8.	Divisional Assistant Officer I	Scale 2	13	9	22	9.6
9.	Divisional Assistant Officer II	Scale 1	6	6	12	5.3
Total			107(47%)	121(53%)	228	100

seconded to the Commission from state departments. The distribution of the seconded staff by designations and gender is as shown in Table 1.4 and Figure 1.4.

Figure 1.4: Analysis of Seconded Staff by Gender



1.11 Staff Training

1.11.1 Training Programmes

During the year under review the Commission endeavoured to adhere to the constitutional principle on training and the human resource development policy. A total of twenty four (24) training programmes were offered to staff. Four (4) of the programmes consisted of courses lasting six or more months, sixteen (16) consisted of courses lasting less than six months while four (4) were group programmes. Five (5) officers were trained in courses lasting more than six months, forty three (43) on courses lasting less than six months while one hundred and ninety six (196) officers attended group training programmes. Five

(5) persons living with various forms of disabilities were trained in various courses. The distribution of the training opportunities by programmes and gender is as shown in Table 1.5.

1.11.2 Training Opportunities by Ethnicity

During the year under review, the Commission staff comprised of twenty two (22) ethnic groups. The training opportunities were spread across the ethnic groups as shown in Table 1.6.

1.11.3 Exit from the Service

During the year under review, four (4) officers retired from the service on attainment of the mandatory retirement age, of which three (3) were personal secretaries and one (1) was an Internal Auditor.

1.11.4 Staff Wellness Programmes

During the year under review the Commission addressed staff welfare matters as follows:

(i) Medical Scheme

Established a medical scheme for its staff with effect from 1st August, 2014. The scheme covers the employee and the nuclear family. It has motivated staff, reduced stress, absenteeism and improved their performance.

Table 1.4: Distribution of Seconded Staff by Salary Scale, Designations and Gender in 2014/15

S/No	Designation	Salary Scale	Male	Female	Total
1.	Deputy Director	7	0	2	2
2.	Assistant Director	6	1	0	1
3.	Personal Secretary	4	0	4	4
4.	Senior HRMO	4	1	2	3
5.	Economist	5	1	1	2
6.	Clerical	3	1	0	1
7.	Driver	3	3	1	4
Total			7(41.2%)	10(58.8%)	17(100.0%)

Table 1.5: Distribution of the Training Opportunities by Programmes and Gender

S/No.	Training Programmes	Male	Female	Total
i. Individual Training				
A. Long Courses				
1.	Certificate in Human Resource Management	0	1	1
2.	Executive Certificate in Labour Laws	0	1	1
3.	Certified Human Resource Consultant Course	0	2	2
4.	CPA	1	0	1
B. Short Courses				
1.	Public Policy Executive Programme	2	1	3
2.	Corporate Governance	1	1	2
3.	Annual Internal Audit Conference	0	1	1
4.	Senior Management Course	0	4	4
5.	Senior Leadership Development Course	0	3	3
6.	AAPAM Young Professionals Conference	1	0	1
7.	Transformative Leadership	1	2	3
8.	Electronic Records Management	1	1	2
9.	Supervisory Skills Development	1	4	5
10.	Information Security & Cyber Security in papareless Office	1	1	2
11.	Sign Language	0	1	1
12.	Advanced Information and Data Management	1	0	1
13.	Senior Executive Secretary	0	4	4
14.	Refresher Defensive Driving	1	0	1
15.	Pre-retirement Course	3	6	9
16.	Legislative Drafting	0	1	1
ii. Group Courses				
1.	Induction Workshop for new Officers	4	5	9
2.	Strategic Plan and Team Building	70	90	160
3.	Communication Skills	3	5	8
4.	Human Resource Audit	11	8	19

(ii) HIV/AIDS and Drug and Substance Abuse Programmes

Undertook various programmes and activities in the fight against HIV/AIDS and Drug and Substance Abuse. These included awareness creation through family open days; distribution of IEC materials; distribution of condoms; and provision of support to the infected and affected.

1.11.5 Work Environment

During the period under review, the Commission had adequate and serviceable ve-

hicles and other working tools and equipment. The Commission also procured ten (10) Desktop computers, thirty (30) Laptops, twenty (20) Printers, ten (10) UPS 650 VA and a Heavy Duty Photocopier to improve efficiency in service delivery.

Further, the Commission undertook various projects focusing on improvement of the work environment, security and office accommodation as follows:-

- (i) purchased office furniture and equipment for the new office block;

Table 1.6: Distribution of Training Opportunities by Ethnicity

S/No.	Ethnic group	No. of Officers	No. of training opportunities in Short Courses*	No. of training opportunities in Long Courses*	Total No. of training opportunities
1.	Embu	6	9	0	9
2.	Kenyan Somali	2	2	0	2
3.	Kalenjin	20	21	1	22
4.	Kamba	25	26	0	26
5.	Kikuyu	54	72	2	74
6.	Kisii	20	17	0	17
7.	Kuria	2	0	0	0
8.	Luhya	35	36	1	37
9.	Luo	27	40	0	40
10.	Maasai	6	7	0	7
11.	Mbere	2	3	0	3
12.	Meru	10	6	1	7
13.	Mijikenda	3	3	1	4
14.	Nubians	2	2	0	2
15.	Pokomo	3	1	0	1
16.	Rendille	1	0	0	0
17.	Samburu	3	0	0	0
18.	Taita/Taveta	3	0	0	0
19.	Teso	2	0	0	0
20.	Turkana	2	0	0	0
TOTAL		228	245	6	251

Notes*: Long Course ≥ 6 months, Short course < 6 months

- (ii) purchased and installed a 350 KVA standby generator to serve both the old and new office block to mitigate against power supply interruptions;
- (iii) carried out awareness, statutory inspections, safety and work environment audits in compliance to the provisions of the Occupational Safety & Health Act (2007) and Environmental Management and Coordination Act (1999);
- (iv) installed a fire sprinkler and fire ventilation systems for purposes of improving fire disaster preparedness; and
- (v) constructed a seven (7) storey office block with basement and ground floor car parkings which was 99.5% complete as at 30th June, 2015.

Financial Statement for the Year Ended 30th June, 2015

2.1 Budget Allocation

The original estimates allocated to the Commission for the financial year 2014/2015 was Kshs. 1,050,204,313. In the revised estimates I, the allocation was increased to Kshs. 1,209,204,313 an increase of Kshs. 159 million, of which Kshs. 100 million was for personnel emoluments and Kshs. 59 million for operations and maintenance. However, in the revised estimates II, the allocation was reduced by Kshs 25 million. This represented a reduction of Kshs 18 million for personnel emolument and Kshs 7 million for operations and maintenance. The Commission therefore received a gross estimate of Kshs. 1,184,204,313 and appropriated gross of Kshs. 1,144,909,950, which comprised of Development Kshs. 158,890,647, Personnel Emoluments Kshs. 469,578,529 and Operations and Maintenance from Exchequer of Kshs. 510,619,774, and authorized AIA collected of Kshs. 5,821,000

In recognition of the need to settle pending bills, the National Treasury issued treasury circular no. 8 of 2015 dated 10th June, 2015, which inter alia, authorized MDAs to make pending bills a first charge in the budget for the financial year 2015/16

resulting to an absorption rate 97%. The absorption rate was below the targeted 100 % due to non-release of the exchequer requests that the Commission had made by 30th June 2015 leading to pending bills amounting to Kshs. 64,564,291. The pending bills were the commitments made as at the close of business as at 30th June, 2015 that could not be paid due to none-release of exchequer arising from liquidity challenges. In recognition of the need to settle pending bills, the National Treasury issued treasury circular no. 8 of 2015 dated 10th June, 2015, which inter alia, authorized MDAs to make pending bills a first charge in the budget for the financial year 2015/16. Table 2.1 shows the budget allocation and performance for the financial year 2014/15.

2.2 Budget Performance by Items

Table 2.2 below shows detailed budget performance analysis by item including the distribution of the revised estimate II downward adjustment by Kshs. 25 million.

2.3 Financial Statements for the Period ended 30th June, 2015

In compliance with values and principles of prudent financial management as stipulated in the Constitution and the Public Finance Management Act, 2012, the Commission has prepared the financial statement of voted funds for the financial year 2014/15 and has submitted the report to the Auditor General. The extracts of the Financial Statements are as shown in Tables 2.3 to 2.9.

Table 2.1: Summarized Budget Performance Analysis as at 30th June, 2015

VOTE 2071	Approved Estimates 2014/15	Revised Estimate II 29th June 2015	Approved Estimates 2014/15	Total Expenses 2014/15	Unspent Balances	%
Recurrent	KSHS.	KSHS.	KSHS.	KSHS.	KSHS.	
Personal Emoluments	488,000,000	(18,000,000)	470,000,000	469,578,529	421,471	100
Operation and Maintenance	545,204,313	(7,000,000)	538,204,313	510,619,774	27,484,539	95
Net Estimates	1,033,204,313	(25,000,000)	1,008,204,313	980,198,303	28,006,010	97
AIA	8,000,000	0	8,000,000	5,821,000	2,179,000	73
Gross Recur-rent	1,041,204,313	(25,000,000)	1,016,204,313	986,019,303	30,185,010	97
Development	KSHS.	KSHS.	KSHS.	KSHS.	KSHS.	
Additional Offices	168,000,000	0	168,000,000	158,890,647	9,109,353	95
Gross devel-opment	168,000,000	0	168,000,000	158,890,647	9,109,353	95
TOTAL	1,209,204,313	(25,000,000)	1,184,204,313	1,144,909,950	39,294,363	97

Table 2.2: Budget Performances Analysis by Item for 2014/15 FY

VOTE 2071	Approved Estimates 2014/15	Revised Estimates II 29th June, 2014/15	Revised Estimates 2014/15	Total Expenses 2014/15	Unspent Balance 2014/15	%
Personal Emolu-ments	488,000,000	(18,000,000)	470,000,000	469,578,529	421,471	100
Utilities Supplies and Services	11,100,000	(3,000,000)	8,100,000	7,715,821	384,179	95
Communica-tion Supplies and Services	16,358,000	-	16,358,000	14,360,322	1,997,678	88
Domestic Travel ,Subsistence and Other Transport costs	39,522,948	4,500,000	44,022,948	43,993,747	29,201	100
Foreign Travel, sub-sistence and other Transport Costs	18,000,000	-	18,000,000	18,021,254	(21,254)	100
Printing, Advertis-ing and Information Supplies & Services	70,412,297	(13,607,700)	56,804,597	61,170,398	(4,365,801)	108
Rental of Produced Assets	12,694,830	-	12,694,830	12,472,996	221,834	98
Training Expenses	51,114,313	(4,805,000)	46,309,313	49,534,704	(3,225,391)	107
Hospitality Supplies & Services	41,316,625	11,000,000	52,316,625	50,145,605	2,171,020	96
Insurance Costs	10,190,000	65,500,000	75,690,000	73,874,259	1,815,741	98

VOTE 2071	Approved Estimates 2014/15	Revised Estimates II 29th June, 2014/15	Revised Estimates 2014/15	Total Expenses 2014/15	Unspent Balance 2014/15	%
Specialized Materials & Supplies	142,432,300	(101,015,923)	40,416,377	19,080,583	21,335,794	47
Office & General Supplies & Services	13,053,250	-	13,053,250	12,298,986	754,264	94
Fuel, Oil & Lubricants	11,000,000	-	11,000,000	10,625,460	374,540	97
Other Operating Expenses	54,317,750	7,000,000	61,317,750	57,079,811	4,237,939	93
Routine Maintenance – Vehicles & Other Transport Equipment	7,210,000	-	7,210,000	6,550,770	659,230	91
Routine Maintenance – Plant, Machinery & Equip	8,960,000	-	8,960,000	8,752,717	207,283	98
Membership Fees & Dues & Subscription to International Organization	1,000,000	-	1,000,000	797,695	202,305	80
Govt Pension & Retirement Benefits	35,200,000	27,428,623	62,628,623	62,628,623	-	100
Refurbishment of Buildings	1,900,000	-	1,900,000	980,000	920,000	52
Overhaul of Vehicles & Other Transport	510,000	-	510,000	472,722	33,278	93
Purchase of Household Appliances & Institutional Equipment	612,000	-	612,000	578,722	33,278	95
Purchase of Office furniture & Gen Equip- Printers & Computers	3,500,000	-	3,500,000	1,506,497	1,993,503	43
Purchase of Specialized Plant, Equipment & Machinery	2,400,000	1,000,000	3,400,000	3,400,000	-	100
Rehabilitation & Renovation of Plant, /machinery & Equip	400,000	-	400,000	395,082	4,918	99
Gross Recurrent	1,041,204,313	(25,000,000)	1,016,204,313	986,019,303	30,185,010	97
A-I-A	(8,000,000)	-	(8,000,000)	(5,821,000)	(2,179,000)	73
Net Recurrent	1,033,204,313	(25,000,000)	1,008,204,313	980,198,303	28,006,010	97
Development- Additional Offices	168,000,000	-	168,000,000	158,890,647	9,109,353	95
Gross	1,201,204,313	(25,000,000)	1,176,204,313	1,139,088,950	37,115,363	97

Table 2.3: Statement of Receipts and Payments

Receipts	Note	2014-2015	2013-2014
		Kshs	Kshs
Transfers from National Treasury			
	1	1,133,670,000	871,744,115
Domestic Currency and Domestic Deposits	2	19,623,985	15,510,201
Proceeds from Sale of Assets	3	5,954,400	9,668,510
Total Revenues		1,159,248,385	896,922,826
Payments			
Compensation of Employees	4	469,578,529	417,156,404
Use of goods and services	5	450,081,025	244,430,602
Other grants and transfers	6	797,695	864,321
Social Security Benefits	7	62,628,623	265,237
Acquisition of Assets	8	159,406,749	215,987,265
Other Expenses	9	1,924,225	6,457,944
Total Payments		1,144,416,846	885,161,774
Surplus/Deficit		14,831,539	11,761,052

Table 2.4: Statement of Assets and Liabilities

	Note	2014-2015	2013-2014
		Kshs	Kshs
Financial Assets			
Cash and Cash Equivalents			
Bank Balances	10	37,962,124	22,384,726
Cash Balances	11	48,773	559,590
Advances	12	89,135	324,176
Total Financial Assets		38,100,031	23,268,492
Financial Liabilities			
Accounts Payable- Deposits and retentions	13	20,534,966	5,024,765
Net Financial Assets		17,565,065	18,243,727
Represented by			
Fund balance b/fwd	14	2,733,526	6,482,674
Surplus/Deficit for the year		14,831,539	11,761,053
Prior year adjustments	15	-	-
Net Financial Position		17,565,065	18,243,726

Table 2.5: Statement of Cash Flow

	Note	2014-2015	2013-2014
		Kshs	Kshs
Cash Flow from Operating Activities			
Receipts for operating income	1	1,133,670,000	871,744,115
Transfers from National Treasury			
Payments for operating expenses			
Compensation of Employees	4	(469,578,529)	(417,156,404)
Use of goods and services	5	(450,081,025)	(244,430,602)
Other grants and transfers	6	(797,695)	(864,321)
Social Security Benefits	7	(62,628,623)	(265,237)
Other Expenses	9	(1,924,225)	(6,457,944)
Net cash flow from operating activities		148,659,903	202,569,606
Cashflow from Investing Activities			
Proceeds from Sale of Assets	3	5,954,400	9,668,510
Acquisition of Assets	8	(159,406,749)	(215,987,265)
Net cash flows from Investing Activities		(153,452,349)	(206,318,755)
Cashflow from Borrowing Activities			
Domestic Currency and Domestic Deposits	2	19,623,985	15,510,201
Net cash flow from financing activities		19,623,985	15,510,201
Net Increase in Cash and Cash Equivalent		14,831,539	11,761,052
Cash and cash equivalent at beginning of the year		23,268,492	11,507,439
Cash and cash equivalent at end of the year		38,100,031	23,268,492

Table 2.6: Summary Statement of Appropriation: Recurrent and Development Combined

Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	of Utilisation Difference to Final Budget
	a	b	c=a+b	d	e=d-c	f=d/c
Revenues/Receipts						
Transfers from National Treasury & Other Government Entities	1,042,204,313	134,000,000	1,176,204,313	1,136,538,220	(39,666,093)	97
Proceeds from Sale of Non-Financial Assets (AIA)	8,000,000	-	8,000,000	5,954,400	(2,045,600)	74
Total Revenues/Receipts	1,050,204,313	134,000,000	1,184,204,313	1,142,492,620	(41,711,693)	96
Payments/Expenses						
Compensation of Employees	429,000,000	41,000,000	470,000,000	469,578,529	(421,471)	100
Use of goods and services	442,682,313	29,571,377	472,253,690	450,081,025	(22,172,665)	95
Other grants and transfers	1,000,000	-	1,000,000	797,695	(202,305)	80

Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	of Utilisation Difference to Final Budget
Social Security Benefits	200,000	62,428,623	62,628,623	62,628,623	-	100
Acquisition of Assets	177,322,000	1,000,000	178,322,000	159,406,749	(18,915,251)	89
Total Payments/ Expenses	1,050,204,313	134,000,000	1,184,204,313	1,142,492,621	(41,711,692)	96

Table 2.7: Summary Statement of Appropriation: Recurrent

Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	of Utilisation Difference to Final Budget
	a	b	c=a+b	d	e=d-c	f=d/c
Revenues/Receipts						
Transfers from National Treasury & Other Government Entities	874,204,313	134,000,000	1,008,204,313	984,437,755	(23,766,558.0)	98
Proceeds from Sale of Non-Financial Assets (AIA)	8,000,000	-	8,000,000	5,954,400	(2,045,600.0)	74.43
Total Revenues/ Receipts	882,204,313	134,000,000	1,016,204,313	990,392,155	(25,812,158.0)	97
Compensation of Employees	429,000,000	41,000,000	470,000,000	469,578,529	(421,471.0)	100
Use of goods and services	442,682,313	29,571,377	472,253,690	450,081,025	(22,172,665.0)	95.30
Other grants and transfers	1,000,000	-	1,000,000	797,695	(202,305.0)	79.77
Social Security Benefits	200,000	62,428,623	62,628,623	62,628,623	-	100.00
Acquisition of Assets	9,322,000	1,000,000	10,322,000	7,306,284	(3,015,716.0)	70.78
Total Payments/ Expenses	882,204,313	134,000,000	1,016,204,313	990,392,155	(25,812,157.0)	97

Table 2.8: Summary Statement of Appropriation: Development

Revenue/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	of Utilisation Difference to Final Budget
	a	b	c=a+b	d	e=d-c	f=d/c
Revenues/Receipts						
Transfers from National Treasury & Other Government Entities	168,000,000	-	168,000,000	152,100,465	(15,899,535.4)	91
Payments/Expenses						
Acquisition of Assets	168,000,000	-	168,000,000	152,100,465	(15,899,535.4)	90.54

Total Payments/ Expenses	168,000,000	-	168,000,000	152,100,465	(15,899,535.4)	91
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Table 2.9: Summary Statement of Provisionings

Details of General Account on Vote	2014 - 2015	2013 - 2014
	Kshs	Kshs
GAV Provisioning account balance	45,425,082	33,011,639
Total	42,425,082	33,011,639
Details on Exchequer Account		
Exchequer Provisioning account balance	43,484,624	34,970,348
Total	43,484,624	34,970,348

2.4 The Auditor General's Report for the Financial Year ended 30th June, 2014

The Commission prepared and submitted to the Auditor General the financial statement of voted funds for the financial year 2013/14. The Auditor General in his report

dated 4th May, 2015 concluded that the Financial Statement presented were fair in all material respects in accordance with the International Public Sector Accounting Standards (Cash Basis), Government Financial Regulations and Procedures and the Public Finance Management Act, 2012 as appended below.

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KENYA NATIONAL AUDIT OFFICE

REPORT OF THE AUDITOR-GENERAL ON PUBLIC SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE 2014

REPORT ON THE FINANCIAL STATEMENTS

I have audited the accompanying financial statements of the Public Service Commission set out on pages 13 to 29 which comprise the statement of assets as at 30 June 2014, the statement of receipts and payments, statement of cash flows for the year then ended, summary statement of appropriation recurrent and development combined and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 8 of the Public Audit Act, 2003. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

Management's Responsibility for the Financial Statements

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

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 4 of the Public Audit Act, 2003.

Auditor-General's Responsibility

My responsibility is to express an opinion on these financial statements based on the audit and report in accordance with provisions of Section 15 of the Public Audit Act, 2003. The audit was conducted in accordance with International Standards on Auditing. Those standards require compliance with ethical requirements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

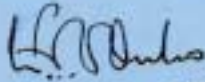
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of

accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position as at 30 June, 2014 and of its financial performance and its cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (Cash Basis), Government Financial Regulations and Procedures and the Public Finance Management Act, 2012.



Edward R. O. Ouko, CBS
AUDITOR-GENERAL

Nairobi

04 May 2015

The Commission discharges its mandate in accordance with the Constitution, legislation and other existing regulations. The Constitution allows the Commission to delegate in writing, with or without conditions, any of its functions and powers to any one or more of its members, or to any officer, body or authority in the public service. In this regard, the Commission has delegated some of its functions to the Ministries/Departments. At the Commission level, the functions of the Commission are performed through committees, as provided for in Section 13(1) of the Public Service Commission Act, 2012.

3.1 Committees of the Commission

The Commission has seven (7) standing committees and one (1) statutory committee namely: Information Communication Technology Governance; Capacity and Capability Development; Compliance and Quality Assurance; Terms and Conditions of Service; Finance, Planning and General Purpose; Human Resource Planning, Recruitment and Selection; and Transition and Devolution Matters and the statutory Audit Committee. In addition, adhoc committees are formed to deal with specific issues as and when they arise.

Membership to the committees comprises of at least two (2) Commissioners assisted by designated members of the secretariat. The committees and the respective terms of reference are as follows:-

3.1.1 Information Technology (ICT) Governance Committee

- a) Oversee the operations of the ICT steering committee;
- b) Identify, evaluate and propose modalities of mitigation of risks in the discharge of ICT function;
- c) Oversee implementation of the ICT Risk Management Policy;
- d) Recommend for approval policy proposal for embracing ICT in the discharge of Commission's mandate;
- e) Recommend proposals on automating the Commission's operations and activities;
- f) Recommend for review of ICT audit policy, strategy execution and reporting framework to the Commission; and
- g) Address any other matter relating to the ICT function.

3.1.2 Capacity and Capability Development Committee

- a) Align the Human Resource Development (HRD) policies to the Constitution and Vision 2030;
- b) Develop modalities of carrying out training impact assessment in the Public Service;
- c) Analyze training reports from ministries and state departments;
- d) Develop mechanisms for collaborating with various training institutions on human resource development;

- e) Address all matters relating to the Commission's administered examinations; and
- f) Address any other matter relating to the Human Resource Development function.

3.1.3 Compliance and Quality Assurance Committee

- a) Propose programmes for promotion of values and principles in Articles 10 and 232 of the Constitution;
- b) Propose modalities for monitoring and evaluating the effectiveness of the programmes in promoting the values and principles in the public service;
- c) Receive and analyse the preliminary reports to the President and Parliament on the extent to which values and principles are complied with in the public service;
- d) Propose mechanisms for reviewing codes of conduct in the public service;
- e) Analyse the wealth declaration reports and make appropriate recommendations;
- f) Analyse reports on investigation, monitoring and evaluation of the organization, administration and personnel practices in the public service;
- g) Make appropriate recommendations emanating from the reports in (f) above to facilitate decision making;
- h) Propose monitoring and evaluation framework for discharge of the Human Resource function;
- i) Make proposals on improvement in the discharge of delegated powers;
- j) Identify, evaluate and propose modalities of mitigation of risks in the discharge of human resource functions;
- k) Validate reports before presentation to the Board; and
- l) Address any other matter related to the function.

3.1.4 Terms and Conditions of Service Committee

- a) Take stock of the existing terms and conditions of service;
- b) Develop modalities of receiving and reviewing terms and conditions of service;
- c) Develop an institutional framework for reviewing terms and conditions of service;
- d) Develop guidelines on review of terms and conditions of service for release to the service;
- e) Develop modalities/mechanisms of engaging trade unions in negotiations for improvement of terms and conditions of service;
- f) Develop proposals on linkages with the Salaries and Remuneration Commission, and other relevant institutions;
- g) Propose mechanisms for reviewing qualifications in the public service;
- h) Recommend for approval schemes of service and other career guidelines for release to the service;
- i) Review policy issues related to disciplinary control in the public service; and
- j) Address any other matter related to the function.

3.1.5 Finance, Planning and General Purpose Committee

- a) Develop proposals on strategic direction of the Commission;
- b) Monitor implementation of the Commission's strategic plan and performance contract;
- c) Formulate proposals on re-structuring and staffing of the Commission secretariat;
- d) Analyse the budget proposals for the Commission and make recommendations for approval;

- e) Propose modalities for collaboration and cooperation between the Commission and other Public Service Commissions in the region and other bodies;
- f) Oversee the implementation and sustainability of the ISO 2008:9001 certification process; and
- g) Address any other matter related to the function.

3.1.6 Human Resource Planning, Recruitment and Selection Committee

- a) Make proposals for reviewing the Recruitment and Selection policy in the public service;
- b) Analyse and scrutinize indents submitted by state departments and make appropriate recommendations;
- c) Analyse requests on appointments and promotions and make appropriate recommendations;
- d) Propose criteria for ensuring that all appointments comply with the Constitution;
- e) Handle appeals on recruitment from the Counties; and
- f) Address any other matter related to the function.

3.1.7 Transition and Devolution Matters Committee

- a) Develop and review policy guidelines for secondment, transfer, deployment and other related issues of officers serving in the counties;
- b) Develop mechanisms for transferring officers to and from the national government and across counties;
- c) Work in collaboration with Transitional Authority and other related government agencies to ensure smooth transition to devolved system;
- d) Develop and review policy guidelines, norms and standards on handling ap-

peals in respect of county government public service;

- e) Handle appeals in respect of county government public service;
- f) Develop a database for all the public officers serving in the counties and national governments; and
- g) Address any other matter related to the function.

3.2 Audit Committee

The Committee is established in accordance with section 73(5) of the Public Finance Management Act, 2012 and Kenya Gazette notice no. 5440 of 2012. This is an advisory committee that assists the Commission and the Secretary/CEO with respect to financial reporting, adequacy and effectiveness of PSC's risk management, internal controls, governance processes, and audit affairs. The terms of reference of the committee are as follows:-

- a) Approve the Internal Audit unit charter;
- b) Review the Charter of the Internal Audit function and recommend to the Commission for approval;
- c) Review the annual audit plan and make recommendations to the Commission for approval;
- d) Receive and review reports from the Internal Audit/External Audit, and make appropriate recommendations to the Commission;
- e) Evaluate the adequacy of management responses to audit queries;
- f) Monitor the implementation of audit-based recommendations approved by the Commission;
- g) Review audit reports of the Auditor-General that have implications on the PSC and make recommendations to the Commission;

- h) Advise the Commission on risk management and ensure that the Commission has in place an Institutional Risk Management Policy Framework; and
- i) Initiate special audit/investigation on any allegations, concerns and complaints.

3.3 Performance of the Commission by Function

During the year under review the Commission made major strides in the discharge of its functions as outlined below:

3.3.1 Establishment and Abolition of Offices in the Public Service

This function entails reviewing organizational structures, and determining optimal staffing levels.

a) Review of Organizational Structures

The Commission reviewed and approved implementation of the organizational structures for the following ministries:

- (i) Land, Housing and Urban Development;
- (ii) East African Affairs, Commerce and Tourism; and
- (iii) Defence.

b) Establishment of Offices

During the year under review the Commission established offices in the Ministry of Industrialization and Enterprise Development and Office of the Attorney General and Department of Justice as shown in Table 3-1.

Table 3.1: Offices Established in the Public Service during 2014/15 Financial Year

S/No	Post	No. of offices	Job Group
Ministry of Industrialization and Enterprise Development			
1.	Industrialization Secretary	1	T
2.	Cooperative Secretary	1	T
Office of the Attorney General and Department of Justice			
1.	State Counsel	577	Various
Total		579	

3.3.2 Appointment of Persons to Hold or Act in Offices in the Public Service

This function entails appointments of persons to hold or act in offices in the public service.

a) Appointments

In the year under review, the Commission appointed a total of four hundred and fifty three (453) persons to various positions in the Public Service. Out of these, eighty (80) were new entrants into the service while three hundred and seventy three (373) were promotional appointments. Six (6) of the appointees were persons living with disability. The distribution of the appointments by gender, persons living with disability and ethnicity is as shown in Table 3.2, Figure 3.1 and Appendix I.

Figure 3.1: Analysis of Appointments by Gender

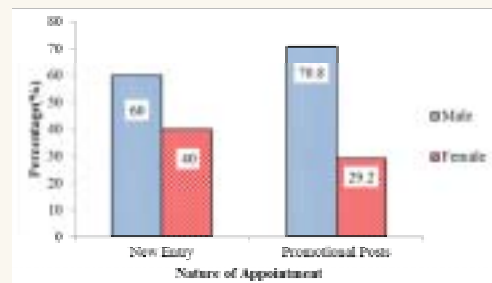


Table 3.2: Distribution of Appointments by Gender and Persons Living with Disability

Category	Male	%	Female	%	Total Appointed	PWD	
						M	F
New Entry	48	60	32	40	80		1
Promotional Posts	264	70.8	109	29.2	373	2	3
Total	312	68.9	141	31.1	453	2	4

b) Recommendations for Appointments

The Commission in accordance with Article 155(3) recommended to the President eighty-seven (87) persons for appointment to the position of Principal Secretary, out of which sixty-five (65), (75%) were male and twenty-two (22), 25% were female. Further, the Commission recommended to the President for appointment, three (3) persons for each of the positions of Chairperson, Governor and Deputy Governor of the Central Bank of Kenya. The distribution of persons recommended for appointment is as shown in Table 3-3 below.

3.3.3 Promotion of Values and Principles in the Public Service

Article 234(2)(c) and (h) mandates the Commission to promote, evaluate and report to the President and Parliament on the extent to which the values referred to in Articles 10 and 232 are complied with in the public service. The Constitution requires all public institutions to comply with the national values and principles of governance and the values and principles of public service.

a) Promotion of Values in the Public Service

The enabling legislation in the discharge of the function are the Public Service Commission Act, 2012, the Public Officer Ethics Act, 2003 and the Leadership and Integrity Act, 2012. During the year under review, the Commission spearheaded efforts to promote good governance through among others, implementation of the Public Officer Ethics Act, 2003 and promotion of national values and principles of governance and values and principles of public service. In line with this constitutional mandate, the Commission undertook a number of activities in an effort to promote and enhance compliance with the values and principles as follows:

- i. participated in the preparation of the Public Service (Values and Principles) Bill which has since been enacted as the Public Service (Values and Principles) Act 2015. The Act operationalizes Article 232 of the Constitution;
- ii. reviewed the Guidelines on Declaration of Income, Assets and Liabilities to streamline the administration of Part IV of the Public Officer Ethics Act, 2003;

Table 3.3: Distribution of Persons Recommended for Appointment

S/No	Name of institution	Post	Male	Female	Total
1.	Ministries/ State Departments	Principal Secretary	65	22	87
2.	Central Bank of Kenya	Chairperson	3	0	3
		Governor	3	0	3
		Deputy Governor	1	2	3
Total			72	24	96

- iii. developed the Leadership and Integrity Code for the members of the Commission pursuant to section 37(1) of the Leadership and Integrity Act, 2012. The purpose of the code is to ensure that the Commission observes the values, principles and requirements of the Constitution;
- iv. developed a framework for promotion of values and principles in the public service and evaluation of the extent to which they are complied with. The framework unbundles the values and principles and provides a guide for promotion and evaluation; and
- v. in collaboration with the State Corporations Advisory Committee (SCAC), developed and released “Mwongozo”, the Code of Governance for State Corporations. The code provides for norms and standards on code of ethics and conduct for State Corporations’ Boards, CEOs, secretariat staff, and shareholders.

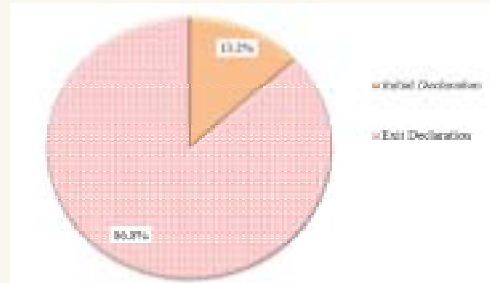
b) *Declaration of Income, Assets and Liabilities*

Part IV of the POEA, 2003 requires public officers to make declaration of income, assets and liabilities bi-annually for themselves, spouse(s) and dependent children under the age of 18 years. Section 4 further provides for declaration of income, assets and liabilities on entry and exit from the service. In accordance with this provision, public officers in various ministries, state departments and state corporations made the declarations on entry and exit from the service as indicated in Table 3.4, Figure 3.2 and Appendix II:

Table 3.4: Distribution of Initial and Final Declaration of Income, Assets and Liabilities by Institution

S/No	Type	No of Officers	%
1	Initial Declaration	82	13.2
2	Exit Declaration	538	86.8
	Total	620	100

Figure 3.2: The Proportion of Initial and Exit Declarations



3.3.4 Investigate, Monitor and Evaluate the Organization, Administration and Personnel Practices of the Public Service

The Commission is mandated under Article 234(2)(d) of the Constitution, to investigate, monitor and evaluate the organization, administration and personnel practices of the Public Service. In line with this function, the Commission audited various ministries and state departments on; appointments, promotions, redesignations, stagnations, retirement and disciplinary control among others.

a) *Appointments Under Delegated Powers*

A total of one hundred and sixty nine (169) officers were recruited by two ministries under delegated powers during the period under review. This comprised of one hundred and thirty one (131), 77.5% male and thirty eight (38), 22.5% female officers, spread across sixteen (16) ethnic groups as represented in Tables 3.5 and 3.6 and Figure 3.3 respectively.

Figure 3.3: Analysis of Appointments Under Delegated Powers by Gender

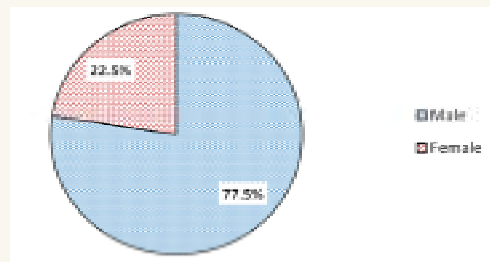


Table 3.5: Distribution of New Appointments Under Delegated Powers by Ministry and Gender

S/No	Ministry	State Department	Male	%	Female	%	Total
1	Interior & Co-ordination of National Government	State Dept for Interior	130	77.4	38	22.6	168
2	Education Science & Technology	Higher Education, Science and Technology	1	100	0	0.0	1
Total			131	77.5	38	22.5	169

b) Promotions Under Delegated Powers

During the period under review, a total of four thousand five hundred and twenty (4,520) officers were promoted in various MDAs under delegated powers, of whom two thousand six hundred and twenty seven (2,627), 58.1% were male and one thousand eight hundred and ninety three (1,893), 41.9% were female, as reflected in Table 3.7, Figure 3.4 and Appendix III.

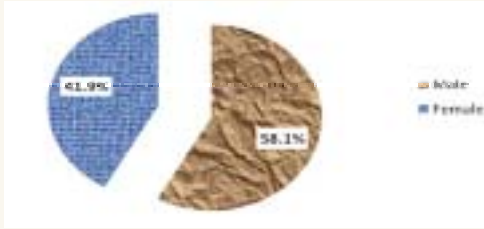
Table 3.7: Distribution of Officers Promoted under Delegated Powers in MDAs by Gender

S/No	Gender	No. Officers	%
1	Male	2,627	58.1
2	Female	1,893	41.9
Total		4,520	100

Table 3.6: Distribution of New Appointments by Ethnicity

S/No	Ethnicity	Interior & Coordination of National Government	Education Science and Technology	Total	% of Total
1.	Boran	4	0	4	2.4
2.	Embu	7	0	7	4.1
3.	Kalenjin	16	0	16	9.5
4.	Kamba	18	0	18	10.7
5.	Kikuyu	18	0	18	10.7
6.	Kisii	5	0	5	3.0
7.	Luhya	17	0	17	10.1
8.	Luo	11	0	11	6.5
9.	Maasai	17	0	17	10.1
10.	Meru	3	0	3	1.8
11.	Miji Kenda	5	0	5	3.0
12.	Somali	32	1	33	19.5
13.	Rendille	5	0	5	3.0
14.	Turkana	2	0	2	1.2
15.	Pokot	3	0	3	1.8
16.	Samburu	5	0	5	3.0
Total		168	1	169	100.0

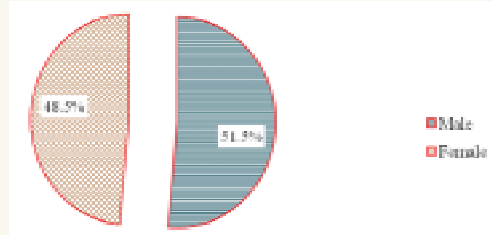
Figure 3.4: Analysis of Officers Promoted under delegated powers in MDAs by Gender



b) Re-designations

A total of one hundred and thirty two (132) officers were re-designated to various cadres. Out of the total number re-designated, sixty eight (68), 51.5% officers were male while sixty four (64), 48.5% were female. The distribution of officers re-designated to various cadres is shown in Table 3.8 and Figure 3.5.

Figure 3.5: Distribution of Officers Re-designated to Various Cadres by Gender



c) Secondment of Staff

During the period under review, a total of five hundred and ninety five (595) officers were seconded to various government institutions and agencies including County Governments, Government of South Sudan, UNESCO and JICA.

Table 3.8: Distribution of Officers Re-designated to Various Cadres Under Delegated Powers in MDAs

S/No	Parent Ministry	Ministry/State Dept.	Male	%	Female	%	Total
1.	Presidency	State House	1	33.3	2	66.7	3
		The Deputy President	0	0	2	100	2
2.	Interior & Co-ordination of National Government	State Dept for Interior	4	33.3	8	66.7	12
		Immigration & Registration of Persons	5	45.5	6	54.5	11
3.	Education Science & Technology	Education	27	73	10	27	37
4.	East African Affairs, Commerce and Tourism	East African Affairs	1	100	0	0	1
		Commerce and Tourism	0	0	1	100	1
5.	Transport and Infrastructure	State Department of Transport	1	100	0	0	1
		State Department of Infrastructure	5	31	11	69	16
6.	National Treasury		8	61.5	5	38.5	13
7.	Devolution and Planning	Devolution	1	50	1	50	2
		Planning, National Development and Vision 2030	1	100	0	0	1

S/No	Parent Ministry	Ministry/State Dept.	Male	%	Female	%	Total
		Directorate of Public Service Management (DPSM)	1	100	0	0	1
8.	Land, Housing and Urban Development		5	71.4	2	28.6	7
9.	Health		0	0	1	100	1
10.	Water and Irrigation		0	0	1	100	1
11.	Labour, Social Security and Services		3	25	9	75	12
12.	Agriculture, Livestock and Fisheries	Fisheries	0	0	1	100	1
13.	Industrialization and Enterprise Development		1	100	0	0	1
14.	Energy and Petroleum		1	100	0	0	1
15.	Foreign Affairs		3	43	4	57	7
	Total		68	51.5	64	48.5	132

d) *Stagnation of Officers in Ministries/Departments*

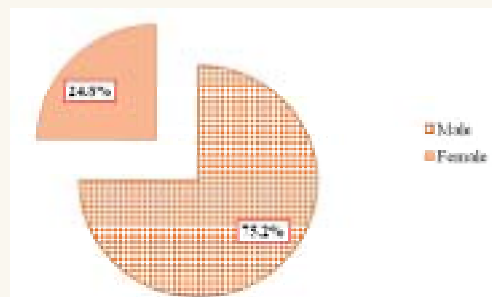
A total of thirty five thousand two hundred and twenty three (35,223) officers had served in one grade for five years and above. This is attributed to lack of vacancies, failure by the officers to meet the required promotional requirements as per schemes of service among others. To mitigate this, the Commission has put in place measures to address the challenge. Such measures include: grant of waivers on requirements of schemes of service to enable officers who do not meet certain requirements for promotion to the next grade qualify for consideration; review schemes of service and develop career progression guidelines for cadres without schemes of service; offer training opportunities to enable officers meet the requirements for promotion and re-deployment of staff. The distribution of number of officers who stagnated by ministry and grade is as shown in Appendix IV.

e) *Retirement/Exit of Officers in MDAs*

A total of three thousand one hundred and thirty six (3,136) officers exited the service on various grounds which included: normal retirement; resignations; dismissal; and medical grounds among others. Out

of the three thousand one hundred and thirty six (3,136) officers who exited the service, two thousand three hundred and fifty eight (2,358), 75.2% were male while seven hundred and seventy eight (778), 24.8% were female. The distribution of officers who exited the service by ministry/department and gender is as shown in Table 3.9 and Figure 3.6.

Figure 3.6: Analysis of Distribution of Officers who Exited the Service in MDAs by Gender



f) *Disciplinary Control Under Delegated Powers*

A total of eight hundred and ninety eight (898) disciplinary cases were handled by the ministries and departments under delegated powers. Out of these, five hundred and fifty eight (558) were finalized. Of the finalized cases, three hundred and ten

Table 3.9: Distribution of Officers who Exited the Service in MDAs by Gender

S/No	Ministry	State Department	Male	%	Female	%	Total
1	Presidency	Cabinet Affairs	1	100.0	0	0.0	1
		State House	4	80.0	1	20.0	5
		The Deputy President	4	66.7	2	33.3	6
2	Interior & Co-ordination of National Government	State Department for Interior	408	61.1	260	38.9	668
		Immigration & Registration of Persons	70	57.4	52	42.6	122
		State Department for Coordination	20	60.6	13	39.4	33
		Prisons	399	89.7	46	10.3	445
3	Education Science & Technology	Education	202	76.2	63	23.8	265
4	East African Affairs, Commerce and Tourism	East African Affairs	5	62.5	3	37.5	8
		Commerce and Tourism	18	75.0	6	25.0	24
5	Information, Communication and Technology		20	80.0	5	20.0	25
6	Sports, Culture and the Arts		12	60.0	8	40.0	20
7	Transport and Infrastructure	State Department of Transport	8	72.7	3	27.3	11
		State Department of Infrastructure	137	84.6	25	15.4	162
8	National Treasury		97	76.36	30	23.63	127
9	Devolution and Planning	Devolution	11	61.1	7	38.9	18
		Planning, National	13	65.0	7	35.0	20
		National Youth Service (NYS)	46	76.7	14	23.3	60
10	Land, Housing and Urban Development		9	56.3	7	43.8	16
11	Health		47	58.8	33	41.3	80
12	Environment Natural Resources		59	81.9	13	18.1	72
13	Water and Irrigation		106	89.1	13	10.9	119
14	Labour, Social Security and Services		3	50.0	3	50.0	6
15	Agriculture, Livestock and Fisheries	Agriculture	194	75.8	62	24.2	256
		Fisheries	40	80.0	10	20.0	50
		Livestock	258	90.2	28	9.8	286

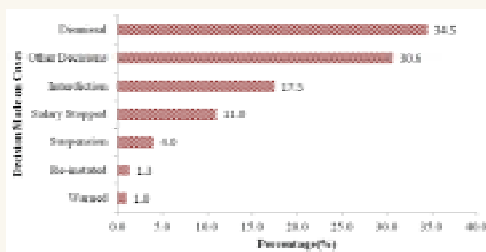
S/No	Ministry	State Department	Male	%	Female	%	Total
16	Industrialization and Enterprise Development		49	74.2	17	25.8	66
17	Attorney General and Department of Justice		21	67.7	10	32.3	31
19	Energy and Petroleum		2	50.0	2	50.0	4
20	Defence		60	85.7	10	14.3	70
21	State for Public Service (DPMS)		7	63.6	4	36.4	11
22	Foreign Affairs		24	57.1	18	42.9	42
23	Mining		4	57.1	3	42.9	7
	Total		2,358	75.2	778	24.8	3,136

(310) officers were dismissed, ninety nine (99) had their salaries stopped, nine (9) warned while twelve (12) were reinstated. The distribution of disciplinary cases handled under delegated powers by ministry and nature of decision is as shown Table 3.10, Figure 3.7 and Appendix V.

Table 3.10: Distribution of Discipline Cases Handled Under Delegated Powers

S/No	Nature of Punishment	No. of Officers	%
1.	Warned	9	1.0
2.	Interdiction	157	17.5
3.	Suspension	36	4.0
4.	Dismissal	310	34.5
5.	Re-instated	12	1.3
6.	Salary Stopped	99	11.0
7.	Other Decisions	275	30.6
	Totals	898	100.0

Figure 3.7: Analysis of Decision Made on Disciplinary Cases in MDAs



3.3.5 Evaluate and Report to the President and Parliament on the Extent to which the Values and Principles referred to in Articles 10 and 232 are Complied with in the Public Service

The Commission is mandated by Article 234(2)(h) to evaluate and report to the President and Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the Public Service. Pursuant to this provision, the Commission evaluated the levels of compliance with the values and principles, prepared and submitted a report to the President and Parliament in December, 2014.

3.3.6 Ensure the Public Service is Efficient and Effective

Article 234(2)(e) gives the Commission the function and power of ensuring that the public service is efficient and effective. Pursuant to this provision, the Commission issued several policies, guidelines, circulars and instructions aimed at improving service delivery in the service. These include:

a) *Guidelines on Implementation of the Policy on Decentralization of Human Resource Management in the Civil Service*

The objective of the Policy on Decentralization of Human Resource Management is to decentralize the human resource function from the Commission to ministries and departments and to empower Authorized Officers to effectively manage the human resource function by having control over staff in their respective ministries and state departments. The guidelines therefore seek to operationalize the policy by providing clear roles of various actors and procedure of managing the Human Resource in the public service.

b) *Human Resource Development Policy*

The policy provides a framework for development of the human resource in the public service. It seeks to entrench national values and principles of governance and values and principles of the public service in training and development and to ensure that public servants possess requisite knowledge, skills, attitude and competencies for performance improvement and career progression.

c) *Policy on Common Establishment*

The policy reviewed the common establishment transitory guidelines issued in September, 2010 which had expanded the common establishment grades to four levels. The policy confined provision of posts that form common establishment to the first two (2) grades from entry level and laid emphasis on performance as the basis for promotion.

d) *Guidelines for Mediation, Conciliation and Negotiation*

The guidelines were developed in pursuant to the provisions of Article 252(1)(b) of the Constitution. They provide alternative dispute resolution mechanisms which afford an opportunity to create solutions that are uniquely tailored to amicably address workplace disputes.

e) *Guidelines for Public Participation in Policy Formulation*

The guidelines provide guidance to public institutions in ensuring effective participation of stakeholders in policy formulation. The guidelines have been prepared pursuant to the provisions of Articles 10, 232(1)(d) and 234(1)(c) and (h).

f) *Public Service Commission Bill, 2015*

The Bill seeks to review the Public Service Commission Act, 2012 and legislate on the implementation and performance of the Commission's mandate. The Bill is pending with the Attorney General awaiting presentation to the Cabinet. Once enacted, the Act will effectively operationalize the mandate of the Commission as spelt out in the Constitution and pave way for review of the Public Service Commission Regulations.

3.3.7 Review and Make Recommendations to the National Government in Respect of Conditions of Service, Code of Conduct and Qualifications of Officers in the Public Service

Under this function the Commission;

a) *reviewed and made recommendations to the national government on conditions of service as follows:*

- i) house allowance and hardship allowance;
- ii) medical cover for Civil Service and Disciplined service;
- iii) terms of service for senior officers in the office of the former (third) President;
- iv) terms and conditions of service for Sports Registrar, and other registrars in the Ministry of Sports, Culture and the Arts;
- v) terms and conditions of service for State Counsels; and

- v) harmonized allowances for various state corporations and public institutions.
- b) *reviewed the Code of Ethics and Conduct pursuant to section 52(1) of the Leadership and Integrity Act, 2012 and section 5(1) of the Public Officer Ethics Act, 2003. The Code gives effect to provisions of chapter six of the Constitution on Leadership and Integrity as it relates to public officers.*
- c) *reviewed and approved thirteen (13) schemes of service for the following cadres:*
 - i) Prisons Uniformed Personnel;
 - ii) Shipping and Maritime Officers;
 - iii) Air Transport Officers;
 - iv) Regional Integration Officers;
 - v) Assistant Occupational Therapists and Occupational Therapists;
 - vi) Information Officers, Public Communication Officers and Photo journalists;
 - vii) Peace Building and Conflict Management Officers;
 - viii) Aircraft Accident Investigators;
 - ix) Government Clearing Personnel;
 - x) Office Administrative Personnel;
 - xi) Leather Development Personnel;
 - xii) National Government Administration Officers; and
 - xiii) Medical Laboratory Technologists.

3.3.8 Develop Human Resources in the Public Service

Article 234(2)(f) mandates the Commission to develop human resources in the public service. In accordance with this provision, the Commission undertook a number of human resource development activities directly and also through ministries and departments under delegated powers as follows:

a) Training Programmes

The Government sponsored the training programmes in the public service with assistance from development partners. During 2014/2015 financial year, out of a total of seventy five thousand one hundred and fourteen (75,114) officers in the ministries/state departments, three thousand five hundred and forty six (3,546), 4.7% officers attended individual training programmes; while ten thousand one hundred and forty nine (10,149) attended group training.

Out of the three thousand five hundred and forty six (3,546) officers who attended individual courses, one thousand eight hundred and ninety three (1,893), 53% were male, while one thousand six hundred and fifty three (1,653), 47% were female as shown in Table 3.11.

b) Distribution of Individual Training in MDAs by Programme, Sponsor and Funding

The training programmes attended by officers ranged from short courses to long courses. Two thousand four hundred and sixty one (2,461), 69.4% officers were sponsored by the Government of Kenya, six hundred and forty two (642), 18.1% by various development partners while two hundred and sixty two (262), 7.4% were self-sponsored as shown in Table 3.12.

Out of three thousand five hundred and forty six (3,546) officers who were trained in MDAs, two thousand six hundred and forty (2,640), 74.5% attended short courses while nine hundred and six (906), 25.5% attended long courses as shown in Table 3-13 and Figure 3.8.

c) Distribution of Officers Trained by Ethnicity During the Period

The ethnic distribution of the three thousand five hundred and forty six (3,546) officers trained on individual courses is presented in Table 3.14.

Table 3.14: Distribution of Officers Trained by Ethnic Group

S/No	Ethnic Group	No. of Officers	%
1.	Bajun	2	0.06
2.	Basuba	1	0.03
3.	Boran	8	0.23
4.	Burji	1	0.03
5.	Digo	1	0.03
6.	Embu	60	1.69
7.	Gabra	2	0.06
8.	Kalenjin	240	6.77
9.	Kamba	360	10.15
10.	Kenya Arab	5	0.14
11.	Kenyan Asian	4	0.11
12.	Kikuyu	1,156	32.6
13.	Kisii	260	7.33
14.	Kuria	6	0.17
15.	Luhya	414	11.68
16.	Luo	432	12.18
17.	Maasai	12	0.34
18.	Mbeere	6	0.17
19.	Meru	143	4.03
20.	Miji Kenda	52	1.47
21.	Nubian	1	0.03
22.	Orma	1	0.03
23.	Other Kenyan	2	0.06
24.	Pokomo	4	0.11
25.	Pokot	6	0.17
26.	Rendille	3	0.08
27.	Samburu	2	0.06
28.	Kenyan Somali	17	0.47
29.	Suba	2	0.06
30.	Swahili	1	0.03
31.	Swahili-Shirazi	3	0.11
32.	Taita	45	1.27
33.	Taveta	2	0.06
34.	Teso	7	0.20
35.	Turkana	3	0.08
36.	Not Specified	282	7.92
Total		3,546	100.00

d) *Distribution of Group Training by Ministries and State Departments, Gender and Funding*

A total of ten thousand one hundred and forty nine (10, 149) officers attended various group training programmes at an approximate cost of Ksh. 402 Million, out of whom two hundred and seventy nine (279) were PWDs. The distribution of training by MDAs, gender and funding is as shown in Table 3.15.

e) *Development Partners Funding of Capacity Building*

During the year under review, development partners played a significant role in capacity development in the public service. A total of fifty five (55) development partners sponsored one thousand two hundred and fifty (1,250) of the 10,149 officers trained during the year. This represented 12.3% of the officers trained during the year.

The development partners funded short, long and group courses that targeted technical and managerial competency enhancement in MDAs. The Government of India, for example, sponsored officers from the state department of Agriculture for course in “new dimension in agriculture, extension management for extension practitioners” while the Chinese government sponsored officers from the Ministry of Industrialization and Enterprise Development for a “leadership management and development programme for government officers”. The Italian Government, on the other hand, funded training for police officers on “counter terrorism” in the Ministry of Interior and Coordination of National Government while the World Bank funded a “management skills enhancing course for top management” in the State Department of Transport among others.

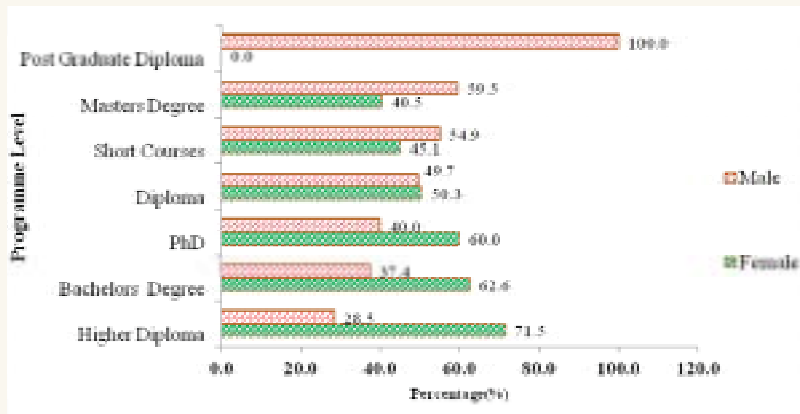
The skills, knowledge and competencies gained by the participants are important in creating a public service comprising of employees with the exposure and experiences necessary for an efficient and effective public service for sustainable devel-

Table 3.11: Distribution of number of Officers Trained in Individual Programmes

S/No	Ministry /State Department	Female	% of Female	Male	% of Male	Total Trained	Total-In post	% of Total Trained
1	Cabinet Affairs Office	13	56.5	10	43.5	23	222	10.4
2	Directorate of Public Service Management	41	66.1	21	33.9	62	679	9.1
3	Ministry of Defence	60	49.6	61	50.4	121	1853	6.5
4	Ministry of Energy & Petroleum	21	21.6	76	78.4	97	504	19.2
5	Ministry of Foreign Affairs and International Trade	13	65	7	35	20	799	2.5
6	Ministry of Health	293	52.9	261	47.1	554	4682	11.8
7	Ministry of Industrialization & Enterprise Development	89	47.3	99	52.7	188	679	27.7
8	Ministry of Information Communication & Technology	43	43.9	55	56.1	98	624	15.7
9	Ministry of Labour, Social Security and Services	84	62.2	51	37.8	135	2,702	5.0
10	Ministry of Lands, Housing & Urban Development	111	41	160	59	271	4,484	6.0
11	Ministry of Mining	14	40	21	60	35	412	8.5
12	Ministry of Sports , Culture & the Arts	20	69	9	31	29	541	5.4
13	Office of the Attorney General & Department of Justice	97	61.8	60	38.2	157	1,011	15.5
14	Office of The Deputy President	27	46.6	31	53.4	58	304	19.1
15	State Department of Agriculture	73	38.4	117	61.6	190	1,103	17.2
16	State Department of Livestock	46	28.9	113	71.1	159	1,848	8.6
17	State Department of Commerce & Tourism	23	33.8	45	66.2	68	469	14.5
18	State Department of Coordination	19	43.2	25	56.8	44	7937	0.6
19	State Department of Devolution	32	50.8	31	49.2	63	372	16.9
20	State Department of East Africa Affairs	16	59.3	11	40.7	27	167	16.2
21	State Department of Education	9	45	11	55	20	6,362	0.3
22	State Department of Environment & Natural Resources	31	26.3	87	73.7	118	991	11.9

Table 3.13: Distribution of Long and Short Courses by Gender

S/No	Level	Female		Male		Total	%
		No.	%	No.	%		
Long Courses							
1.	PhD	12	60.0	8	40.0	20	0.6
2.	Master's Degree	176	40.5	259	59.5	435	12.3
3.	Bachelor's Degree	87	62.6	52	37.4	139	3.9
4.	Post Graduate Diploma	0	0.0	5	100.0	5	0.1
5.	Higher Diploma	113	71.5	45	28.5	158	4.5
6.	Diploma	75	50.3	74	49.7	149	4.2
Short Courses		1,190	45.1	1,450	54.9	2,640	74.5
Total		1,653	46.6	1,893	53.4	3,546	100.0

Figure 3.8 :Distribution of Individual Training in MDAs by Programme and Gender

opment. The distribution of sponsorship for courses by development partners and training programmes is shown in Appendix VI.

f) Capacity Building Programmes by the Commission

The Commission:

- i. sensitized eighteen (18) Cabinet Secretaries, the Attorney General, sixteen (16) Principal Secretaries and seven hundred and three (703) senior officers in twenty seven (27) Ministries and State Departments on the Policy on Decentralization of Human Resource Management in the Civil Service.

- ii. co-ordinated the selection of forty six (46) participants who attended the Young African Leadership Initiative program in United States of America (USA) in July, 2014.

g) Promotional Examinations

The Commission administered Administrative Officers Examination, Proficiency Examination for Clerical Officers and Assistant Legal Metrology Officers Examination Part I. The examinations are important in the career progression of the officers and tests their ability to apply their knowledge, skills and experience in their work environment. In the year 2014/2015 a total of one thousand six hundred and sixty eight (1,668) officers sat for the examina-

Table 3.15: Distribution of Group Trainings per MDA by Gender and Funding

S/No	Ministry/ State Department	No. of Females	No. of Males	Total No. Trained	Total Cost (Kshs)
1.	Cabinet Affairs Office	111	106	217	963,500
2.	Directorate of Public Service Management	154	100	254	29,370,500
3.	Ministry of Industrialization and Enterprise Development	32	27	59	1,511,538
4.	Ministry of Defence	361	389	750	97,053,216
5.	Ministry of Energy & Petroleum	136	90	226	24,908,079
6.	Ministry of Foreign Affairs & International Trade	291	150	441	18,785,500
7.	Ministry of Health	430	228	658	3,902,640
8.	Ministry of Information Communication & Technology	175	171	346	4,078,040
9.	Ministry of Interior and Coordination of National Government	152	312	464	11,804,212
10.	Ministry of Labour, Social Security and Services	274	137	411	25,331,298
11.	Ministry of Lands, Housing & Urban Development	567	997	1,564	21,194,140
12.	Ministry of Mining	7	3	10	290,000
13.	Ministry of Sports, Culture and the Arts	26	13	39	576,360
14.	Office of the Deputy President	30	31	61	671,750
15.	State Department of Agriculture	56	72	128	4,097,000
16.	State Department of Commerce and Tourism	121	131	252	1,131,000
17.	State Department of Devolution	128	69	197	3,595,000
18.	State Department of East African Affairs	95	91	186	3,638,960
19.	State Department of Education	86	135	221	8,291,250
20.	State Department of Fisheries	34	23	57	780,000
21.	State Department of Infrastructure	86	60	146	4,384,416
22.	State Department of Interior	1,414	412	1,826	110,567,060
23.	State Department of Science and Technology	85	72	157	2,750,900
24.	State Department of Transport	36	47	83	2,940,500
25.	State Department of Co-ordination	665	450	1,115	7,594,876
26.	National Treasury	27	26	53	3,198,000
27.	Attorney General and Department of Justice	99	129	228	8,669,020
Total		5,678	4471	10,149	402,078,755

tions, out of these one thousand two hundred and sixty seven (1,267), 76% passed and were therefore eligible for promotion to the next grade while four hundred and one (401), 24% were referred. Out of the one thousand two hundred and sixty seven (1,267) candidates who were awarded a pass, five hundred and forty eight (548) were male while seven hundred and nineteen (719) were female representing 43% and 57% respectively. This is shown in Table 3.16 and Figures 3.9 and 3.10 respectively.

3.3.9 Exercise of Disciplinary Control in the Public Service

Article 234(2)(b) mandates the Commission to exercise disciplinary control over and remove persons holding or acting in offices in public service. This function is geared towards ensuring that public officers have high standards of ethical conduct and work performance.

During the period under review, the Commission received a total of two hundred and ninety four (294) discipline cases from ministries and state departments, out of which two hundred and sixty four (264) cases were discussed and decisions made. Forty one (41) of the cases discussed were for female officers while two hundred and twenty three (223) were for male officers. Out of the two hundred and sixty four (264) cases, one hundred and seventy eight (178) were appeal cases while eighty six (86) were initial disciplinary cases. Of the one hundred and seventy eight (178) appeal cases, twenty one (21) were accepted, one hundred and fifty five (155) were rejected while decision on two (2) cases were put on hold awaiting further information.

Of the eighty six (86) initial discipline cases determined fifty six (56) officers were dismissed, sixteen (16) were retired on various grounds, one (1) reprimanded and three (3) officers were reinstated. The remaining ten (10) cases were referred back to the ministries to initiate disciplinary/retirement in

public interest proceedings and other instructions. Table 3.17 shows the distribution of cases finalized by the Commission.

Table 3.17: Distribution of Disciplinary Cases Finalized in 2014/2015 FY by Decision

S/No	Decision	Total	%
1.	Appeals/Reviews accepted	21	8.0
2.	Appeals/Reviews rejected	155	58.7
3.	Dismissed	56	21.2
4.	Retired on age grounds	1	0.4
5.	Retired in public interest	14	5.3
6.	Retired under 50 year rule	1	0.4
7.	Reprimanded	1	0.4
8.	Referred back to the ministries	10	3.8
9.	Reinstated	3	1.1
10.	Pended discipline cases	2	0.8
Total		264	100.0

3.3.10 Hear and Determine Appeals in Respect of County Government Public Service

a) Appeals from Counties

During the year under review, the Commission received a total of eighteen (18) appeal cases from the county governments. Out of the eighteen (18) cases received, six (6) were heard and determined while twelve (12) are in progress. Of the six (6) appeals determined three (3) were accepted while three (3) were rejected and decisions conveyed to the concerned counties and the appellants. Five (5) of the cases were lodged by institutions while thirteen (13) were lodged by individuals as shown in Table 3.18.

Table 3.16: Distribution of Performance by Type of Examination and Gender

Examination Type	Pass		Referral		Total
	Male	Female	Male	Female	
Administrative Officers	15	5	11	5	36
Proficiency	532	712	154	229	1,627
Assistant Legal Metrology Officers	1	2	1	1	5
Total	548 (43.3%)	719(56.7%)	166(41.4%)	235(58.6%)	1,668(100%)

Figure 3.9: Distribution of Candidates by Performance and Gender

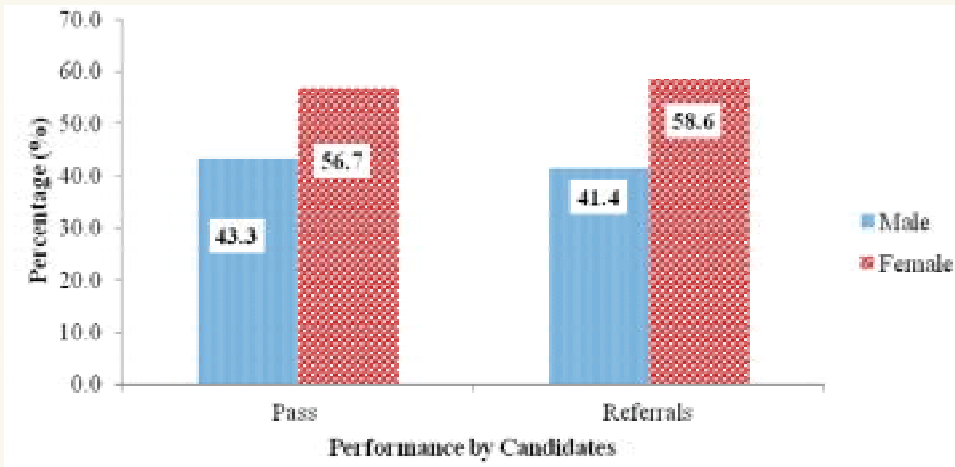
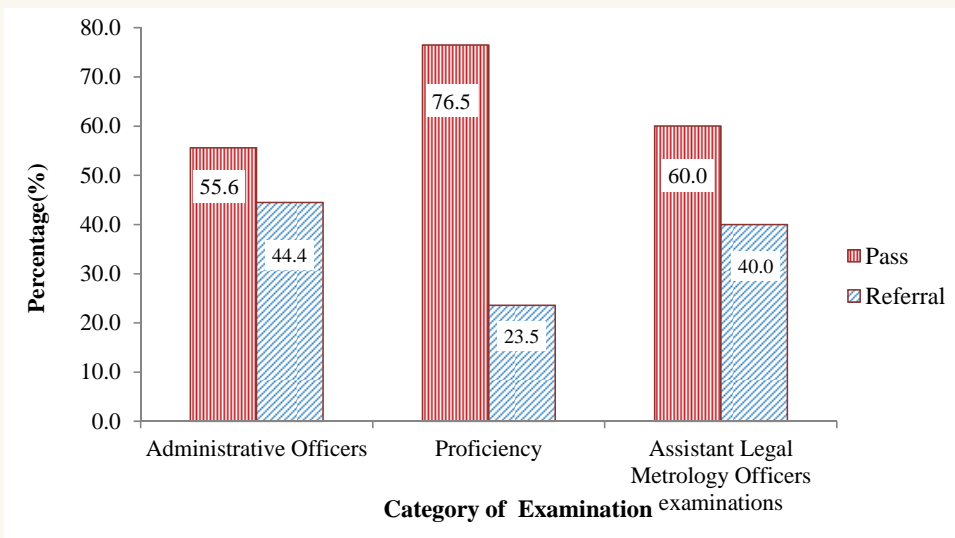


Figure 3.10: Analysis of Performance by Category of Examination



b) *Distribution of Appeal Cases by Nature and Gender*

The appeals from county governments covered a variety of human resource issues mainly on discipline and grievances as shown in Table 3.19.

3.3.11 Protect the Rights of Public Officers and Enhance Justice and Fairness in the Public Service

During the year under review, two legislations that have a significant impact on the operations of the Commission were passed by Parliament. These are the Fair Administrative Action Act, 2015 and Public Service (values and principles) Act, 2015.

i. *Fair Administrative Action Act, 2015*

The Act was enacted in May, 2015 and gives effect to Article 47 of the Constitution. The Act significantly changes the manner in which administrative actions particularly disciplinary proceedings will be handled. Such changes include:

- a) Need to provide adequate notice;
- b) Need to provide an opportunity for a person to be heard and make representation;
- c) Right to be supplied with statements of reasons and information; and
- d) Right to legal representation among others.

ii. *Public Service (Values and Principles) Act, 2015*

The Act was enacted in May, 2015 and gives effect to the provisions of Article 232 of the Constitution.

Key highlights include:

- a) Section 10(2) where public service may appoint or promote public officers without undue reliance on fair competition or merit;

b) Section 11(1) where public service shall facilitate public participation in the promotion of values and principles;

c) Section 12 where public service shall develop guidelines for the involvement of the people in policy making; and

d) Section 13 which provides a person who alleges the violation of the values and principles the right to complain and the procedure for making the complaint.

3.3.12 Role of the Commission in Provision of Technical Assistance to County Governments

The fourth schedule of the Constitution mandates the National Government to provide technical assistance to the County Government. In line with this provision the Commission undertook the following:

- i) organized capacity development programme, with support from Commonwealth Secretariat, for Chairpersons, members and Secretaries of County Public Service Boards in August, 2014;
- ii) organized workshops for all the forty seven (47) Counties to interact and share experiences on best practices on Human Resource Management with the Chairpersons, members and Secretaries of County Public Service Boards. As a follow up to the visits, the county governments of Tana River and Trans Nzoia invited the Commission to undertake further training on the following areas: management of Boards and development of Board Charters; development of Human Resource policies for the counties; recruitment and selection process in the public service; disciplinary control in the public service; promotion of values and principles of public service referred to in Articles 10 and 232 in the county public service; and linkages between the roles of the County Public Service Boards and the Public Service Commission; and

Table 3.18: Distribution of Appeal Cases by Appellant and County of Origin

S/No	County	Appellant		Institution Name of the Institution	No. of Cases	Total
		Individual	Institution			
		Female	Male			
1	Embu	0	1	Office of the Governor	1	2
2	Garissa	0	1		0	1
3	Kakamega	0	1		0	1
4	Kilifi	0	1		0	1
5	Kisii	0	1		0	1
6	Kitui	0	1	Centre for Human Rights and Civil Education	1	2
7	Makueni	1			0	1
8	Nairobi	1	1	Olando Udoto & Advocates	1	3
9	Nyeri	2				2
10	Uasin Gishu	0	2	Kenya National Union of Nurses	2	4
Total		4	9		5	18

Table 3.19: Distribution of 2014/2015 County Appeal Cases by Nature and Appellant

S/No	Nature of Cases	Individual		Institution	Total
		Female	Male		
1	Absence From Duty Without Lawful Authority	0	1	0	1
2	Appeal against the Commission's decision to allow	0	0	1	1
3	Appeal against appointment of county assembly Clerk	0	0	1	1
4	Appeal against the Commission's decision to allow an appeal	0	0	1	1
5	Appeal against unlawful disciplinary process	0	1	0	1
6	Appeal on study leave	1	0	0	1
7	Complaint on extension of probationary period	0	1	0	1
8	Failure to shortlist/ advertise position	1	0	0	1
9	Gross misconduct	0	3	0	3
10	Inept performance	0	0	1	1
11	Negligence of duty	1	1	0	2
12	Poor performance	0	1	0	1
13	Request for redeployment	1	0	0	1
14	Unfair appointment	0	1	0	1
15	Unprocedural appointment	0	0	1	1
Total		4	9	5	18

- iii) put in place mechanisms for consultation, cooperation, collaboration and partnership with county governments in the discharge of human resource management functions for efficient and effective service delivery.

3.3.13 Petition for Removal of Director of Public Prosecution

Article 158 mandates the Commission to receive and consider a petition from any person desiring the removal of the Director of Public Prosecutions and send the petition to the president, if the same has merit. During the year under review, the Commission received a total of four (4) petitions seeking the removal of DPP. The petitions were considered and disallowed for lacking in merit.

3.3.14 Litigations

- i) There were twenty six (26) cases filed against the Commission during the reporting year. Majority of the cases were Constitutional petitions arising from alleged violations of the Constitution with regard to human resource

management, while others were on alleged unlawful dismissal from the service. The total number of cases filed against the Commission pending in court as at 30th June, 2015 were one hundred and seventy seven (177).

- ii) The decentralization policy launched in the 2013/14 financial year was also subject of litigation and is currently before the court of appeal.
- iii) During the year under review, health workers particularly nurses employed under the Economic Stimulus Programme filed various cases seeking to be absorbed into the service under permanent and pensionable terms. Majority of the suits were amicably resolved after several consultative meetings between the Commission, Council of Governors, the Transition Authority, the Ministry of Devolution and Planning, Ministry of Health and the health workers unions. As a result of this initiative most of the health workers were absorbed by the County Governments.

4.1 Achievements

During the year under review, the Commission realized achievements in the discharge of its mandate, key among them were:-

- i) recommended to the President persons for appointment to the Office of Chairperson, Governor and Deputy Governor of the Central Bank of Kenya. The recommendation was made following a request by the Executive office of the President to facilitate filling of the vacancies in Central Bank. The appointments have since been made;
- ii) recommended to the President persons for appointment to the position of Principal Secretary in accordance with Article 155(3)(a). In recommending persons for appointment, the Commission established a pool of suitable candidates for the President to appoint to the position of Principal Secretary to ensure continuity in service delivery;
- iii) recruited two hundred and forty nine (249) officers into the service, one hundred and seventy nine (179) of whom were male and seventy (70) were female representing 71.9% and 28.1% respectively. The recruitment was aimed at addressing the human resource needs of MDAs to enable them discharge their mandates effectively leading to improvement in service delivery;
- iv) promoted four thousand eight hundred and ninety three (4,893) officers in various ministries of whom two thousand eight hundred and ninety one (2,891), 59% were male while two thousand and two (2,002), 41% were female. In promoting officers to various grades, the Commission addressed the challenges of succession management, career progression, stagnation among others thus motivating staff to deliver quality service;
- v) sensitized Cabinet Secretaries, the Attorney General, Principal Secretaries and senior officers in the Ministries and State Departments on Guidelines on the Policy of Decentralization of Human Resource Management in the public service to facilitate effective discharge of the delegated powers and functions;
- vi) trained a total of thirteen thousand six hundred and ninety five (13,695) officers in various courses to address skills gaps leading to improved performance of individual officers;
- vii) reviewed organizational structures for three (3) ministries and established five hundred and seventy nine (579) offices in the Ministries/State Departments to determine optimal staffing levels and appropriate structures for efficient and effective service delivery;
- viii) developed and disseminated various policies and guidelines to ensure efficiency and effectiveness of the Public Service. These provide standards and procedures for effective discharge of human resource functions in the public service;
- ix) reviewed the Public Service Commission Act, 2012 and prepared the Public Service Commission Bill that is awaiting enactment by Parliament. Once enacted, the Act will effectively operationalize the mandate of the Commission as spelt out in the Con-

- stitution and pave way for the development of the Public Service Commission Regulations;
- x) approved thirteen (13) Schemes of Service for various cadres in the Public Service. This ensured clear career progression paths and job descriptions for officers in those cadres;
 - xi) embraced best practices in Human Resource Management through online interviewing of candidates. This facilitated online interviewing of candidates in Kenya missions abroad or on training or special assignments overseas and other Kenyans in the diaspora thus reducing cost of travel and accommodation among other challenges;
 - xii) provided technical assistance to County Governments on Human Resource matters. This enabled the County Public Service Boards to effectively discharge their mandate and therefore improved service delivery at the county levels;
 - xiii) in realigning the operations of the Commission to the Constitution, promotional examinations, (Proficiency Examination for Clerical Officers, Administrative Officers Examination and Occupational Examination for Telephone Operators) being none core functions were transferred to the Kenya School of Government, which has the mandate to train, examine and issue certificates, with effect from January, 2015. This enabled the Commission to concentrate its efforts on the core mandate as spelt out in the Constitution; and
 - xiv) established a contributory pension scheme for the members of secretariat staff with effect from 1st July, 2014. Following the delinking of the Public Service Commission from the mainstream public service, it was found necessary to establish a pension scheme for staff and have the Commission declared a Public Service for pension purposes. The Commission

has since been declared Public Service.

- xv) reviewed and made recommendations of various terms of service including; house allowance, hardship allowance and medical cover under NHIF.

4.2 Challenges

In the discharge of its Constitutional mandate the Commission experienced a number of challenges. Key among them were:

i) Inadequate funding and delay of exchequer releases

Inadequate funding adversely affected implementation of planned programmes and activities while delay of exchequer releases resulted in the Commission accumulating pending bills amounting to Kshs. 64.5 million. Payment of these pending bills from the 2015/16 financial budget will affect planned activities for the financial year.

ii) Delay in the enactment of the revised Public Service Commission Act

This has compelled the Commission to continue using the Public Service Regulations Revised 2005 in the discharge of its mandate. This poses a challenge in the delivery of the mandate both at the Commission and in the MDAs under delegated powers, as the PSC Regulations, 2005 are not aligned to the Constitution.

iii) Inadequate office accommodation

Inadequate office accommodation for staff leading to unfavourable working conditions such as congestion, overstretched sanitation facilities and high cost of renting additional office space.

iv) Inadequate storage facilities for completed declaration of income, assets and liabilities forms.

The initial, every two years and final declarations of income, assets and liabilities are made by all public officers. By law the forms are expected to be stored at the Commission for a period of at least thirty

(30) years after the employee exits the service subject to the Act on disposal of Government records. The forms have accumulated for the last 10 years posing challenge of storage due to limited office space. To address this challenge, the Commission has: reviewed the administrative procedures for the declarations to allow for automation of the declaration process; embarked on digitizing the past records of declarations for selected ministries/departments such as Police Service, Health, Agriculture, Livestock and Fisheries.

v) Disparities in Remuneration in the Public Service

There exists disparities in remuneration between former local authority staff and those performing devolved functions at the County Governments. These disparities have led to low morale and numerous complaints from staff and sometimes resignations thus affecting service delivery. To address this challenge the Commission jointly with the SRC is undertaking a job evaluation in the public service, the outcome of which will address disparities in salaries and remuneration in the public service.

vi) Delay in Payment of Salaries and Poor Working Conditions for Officers

Delay in payment of salaries allegedly caused by late disbursement of funds to the counties led to numerous industrial unrests which affected service delivery. The Commission, being the body that seconded staff to the counties and having been mandated to hear appeals from the Counties, has had to contend with various complaints and requests to address the unrests. The Inter-Agency committee on health will continue to handle complaints relating to health matters as they arise.

vii) Conflict between Counties and Health Sector Unions

During the year under review, there was strained labour relations between counties and health sector unions arising from failure by most counties to recognize the unions. This has resulted in prolonged stalemate between the counties and the health workers adversely affecting service delivery in the health sector.

viii) Lack of a Negotiating Framework

Lack of a clear negotiating framework for addressing industrial disputes at the counties led to delay in resolving disputes between the county governments and workers unions and subsequent signing of CBAs.

ix) Shortage of technical staff

Shortage of technical staff at both levels of government such as engineers, architects, surveyors, doctors etc. This has been aggravated by mass exodus of technical staff to private sector and foreign countries.

x) Performance Management

Performance management in the public service has not been fully embraced. This can partly be attributed to negative performance management culture in the public service and lack of effective performance measurement tools. The Commission is addressing this challenge through reviewing the staff performance appraisal system, putting in place a robust performance monitoring and evaluation framework and rewards and sanctions policy.

5.1 Conclusion

The Commission is mandated to manage the human resource in the Public Service and ensure that the service is efficient and effective in the provision of quality service to the citizens. During the year under review, the Commission recorded various milestones in appointments, development of various policies for effective service delivery, provision of technical assistance to the counties and reviewed terms and conditions of service for public officers among other. Despite these achievements, the Commission faced a number of challenges in the discharge of its mandate including inadequate funding and delay of exchequer releases, delay in the enactment of the revised Public Service Commission Act, shortage of technical staff, industrial unrests and other human resource challenges emanating from the counties.

5.2 Recommendations

In order to transform the Public Service to be professional, ethical, efficient and effective in service delivery, the Commission will inter alia, focus on the following interventions:

5.3 Development and Review of Human Resource Policies and Guidelines

The Commission will continue to play its oversight role by issuing human resource management policies, regulations and guidelines to the public service to provide direction on managing the human resource function. Accordingly the Commission will: consolidate all the Human Resource policies, guidelines among other initiatives

and align them to the Constitution and other legislative framework; and undertake impact assessment on policies and guidelines issued to the public service in the last three years. In addition, the Commission will engage other stakeholders in the documentation of norms and standards on the discharge of the Human Resource function to provide a standardized way of managing human resource function at both levels of government.

5.4 Discharge of Delegated Powers and Functions

In order to ensure that the delegated powers and functions are effectively discharged, the Commission will: continue to support the Authorized Officers in the implementation of the decentralization policy on human resource management in the public service through regular consultation and sensitization programmes to all actors. Further, the Commission will strengthen its capacity to undertake the oversight role of ensuring that delegated powers and functions are effectively discharged in line with existing laws, policies and legislation for effective service delivery. In this respect the Commission will implement an elaborate monitoring and evaluation framework that will provide feedback on the implementation of the human resource functions in the public service. In addition, the Commission will delegate some of its functions that relate to State Corporations to the State Corporations Advisory Committee (SCAC) in order to effectively manage the Human Resource function.

5.5 Performance Management

Performance management is critical to productivity and socio-economic development of the country. To enhance productivity in the public service, the Commission will: continually review the organization structures of the Ministries and Departments to ensure they are aligned to their respective mandates and are optimally staffed for effective service delivery; review the Staff Performance Appraisal System to ensure that it is objective and sensitize staff and key actors on the revised system; introduce a rewards and sanction framework; and develop and issue a competency framework and career progression guidelines that will ensure that advancement is pegged on performance. In order to ensure that the public service delivers prompt and quality service to the citizens the Commission will put in place strategies to ensure the MDAs review and comply with their respective citizen, delivery service charter.

5.6 Devolution and Transition Matters

The Constitution mandates the Commission to provide technical assistance to County Governments. Towards this end, the Commission will continue to support the County Public Service Boards to enable them effectively discharge their mandates through exchange programmes and organizing forums for sharing of experiences and best practices on human resource management. With regard to management of seconded staff, the Commission will engage the Transition Authority and the successor institution, Council of Governors, the Ministry of Devolution and Planning, the National Treasury and Salaries and Remuneration Commission with a view to

developing a comprehensive road map for establishment of a pension scheme for the Counties and the consequent transfer of services of seconded staff to the Counties in view of the lapse of transition period in March, 2016.

5.7 Disparities in Remuneration in the Public Service

There exists disparities in the remuneration in the public service. To address this challenge, the Commission will engage SRC and other stakeholders with a view to develop comprehensive modalities of harmonizing remuneration in the public service. It is expected that the implementation of the outcome of the ongoing job evaluation exercise being undertaken jointly by the Commission and the SRC will form a basis for addressing the disparities in remuneration in the Public Service.

5.8 Promotion of Values and Principles in Articles 10 and 232

To enhance promotion and compliance with values and principles in Articles 10 and 232, the Commission will develop appropriate strategies and programmes for promotion and compliance. Such strategies will include: introduction of targets on promotion and compliance with public service values and principles in the MDAs Performance Contracts from next year; build capacity for promotion and ensuring compliance with values and principles; establishment of a platform to engage citizens on service delivery; and undertake annual citizens' satisfaction with the public service survey; and address the concerns raised.

Appendices

Appendix I: The Distribution of the Appointments by Ethnicity

S/No	Ethnicity	Promotions	New Entrants	Total
1	Bajun	2	0	2
2	Borana	4	0	4
3	Burji	1	0	1
4	Embu	4	1	5
5	Kalenjin	18	12	30
6	Kamba	38	9	47
7	Kenya Arab	2	0	2
8	Kikuyu	102	10	112
9	Kisii	38	5	43
10	Kuria	2	2	4
11	Luhya	46	6	52
12	Luo	58	15	73
13	Maasai	1	0	1
14	Mbeere	1	0	1
15	Meru	21	10	31
16	Miji Kenda	5	2	7
17	Nubi	0	1	1
18	Ogiek	1	0	1
19	Pokomo	3	1	4
20	Sabaot	2	0	2
21	Samburu	2	0	2
22	Kenyan Somali	9	3	12
23	Taita	4	2	6
24	Teso	6	1	7
25	Tharaka	1	0	1
26	Turkana	2	0	2
Total		373	80	453

Appendix II: Distribution of Initial and Final Declaration of Income, Assets and Liabilities by Institution

S/No	Institution	Initial Declaration (No. of Officers)	Final/ Exit Declaration (No. of Officers)	Totals
1.	National Biosafety Authority	1	2	3
2.	Commission for the Implementation of the Constitution	5	5	10
3.	Kenya School of Government (NRB)	9	5	14
4.	Commission for University Education	12	9	21
5.	Bukura Agricultural College	1	11	12
6.	Kenya Institute of Curriculum Development	7	12	19
7.	Competition Authority of Kenya	31	2	33
8.	Kenya National Bureau of Statistics	4	28	32
9.	Community Development Trust Fund	2	0	2
10.	Nyahururu Water & Sanitation Co Ltd	2	3	5
11.	National Council For Population and Development	8	8	16
12.	Meru Water & Sewarage Services (Registered Trustees)	12	2	14
13.	The Kenya Institute for Public Policy Research and Analysis	10	8	18
14.	Energy Regulatory Commission	4	0	4
15.	National Water Conservation & Pipeline Corporation	1	4	5
16.	Kenya Literature Bureau	16	5	21
17.	Kenya Medical Supplies Authority	26	7	33
18.	Kenya Revenue Authority	4	72	76
19.	Export Processing Zones Authority	17	4	21
20.	Min. Of Agriculture, Livestock & Fisheries (State Dept. Of Agriculture)	0	6	6
21.	Agro-Chemical and Food Company Ltd	9	1	10
22.	Murang'a Water & Sanitation Co. Ltd	17	2	19
23.	Kenya Ordinance Factories Corporation	7	10	17
24.	National Construction Authority	35	0	35
25.	Kenya Broadcasting Corporation	9	31	40
26.	Coast Development Authority	24	7	31
27.	Tana Water Services Board	4	6	10
28.	Kenya Pipeline Company Limited	35	32	67
29.	Moi Teaching and Referral Hospital	73	49	122
30.	State House	38	2	40
31.	National Cereals and Produce Board	22	26	48
32.	Min. Of Information, Communications and Technology	2	13	15

S/No	Institution	Initial Declaration (No. of Officers)	Final/ Exit Declaration (No. of Officers)	Totals
33.	Kenya Marine and Fisheries Research Institute	58	23	81
34.	Kenya Ports Authority	1	99	100
35.	National Environment Management Authority	27	17	44
36.	Othaya Mukurweini Water Services Company Ltd	18	9	27
37.	Posta Kenya	75	91	166
38.	Kenya Airports Authority	282	50	332
39.	Ministry of Industrialization and Enterprise Development	1	30	31
40.	Northern Water Services Board	3	4	7
41.	Kenya Film Classification	8	4	12
42.	Kenya Forest Research Institute	25	0	25
43.	Kenya Ferry Services Ltd	0	2	2
44.	Kenya Institute of Special Education	0	1	1
45.	Kenya Industrial Property Institute	0	2	2
46.	Commission on Administrative Justice	0	5	5
47.	The Kenyatta International Convention Centre	0	6	6
48.	ICDC	0	2	2
49.	National Social Security Fund	82	81	163
50.	The Agriculture, Fisheries and Food Authority (Pyrethrum & Other Industrial Crops Directorate)	0	5	5
51.	Privatization Commission	0	1	1
52.	ICT Authority	0	3	3
53.	Kenya CopyRight Board	0	3	3
54.	Agriculture, Fisheries and Food Authority (Fibre Crops Directorate)	0	3	3
55.	Kenya Maritime Authority	0	1	1
56.	IDB Capital Bank	0	2	2
57.	Kenya Water Institute	0	9	9
58.	Pest Control Products Board	0	5	5
59.	Min. of Interior and Co-ordination of National Government (State Dept of Co-ordination)	0	25	25
60.	Kenya Industrial Research and Development Institute	0	14	14
61.	Kenya Investment Authority	0	6	6
62.	Agriculture, Fisheries and Food Authority (Horticultural Crops Directorate)	0	7	7
63.	Min. of Transport and Infrastructure (State Dept. of Transport)	0	7	7
64.	Kenya Electricity Generating Company Ltd (Kengen)	0	13	13
65.	Nyeri Water & Sewerage Company Ltd	0	2	2

S/No	Institution	Initial Declaration (No. of Officers)	Final/ Exit Declaration (No. of Officers)	Totals
66.	Rift Valley Water Service Board	0	1	1
67.	Kenya School of Law	0	20	20
68.	KASNEB	0	1	1
69.	Min. Of Labour, Social Security and Services	0	85	85
70.	Kenya Utalii College	0	83	83
71.	Nzoia Sugar Company Limited	0	97	97
72.	The East African Portland Cement Company	0	36	36
73.	Agriculture, Fisheries and Food Authority (Nuts and Oil Crops Directorate)	0	3	3
74.	Min. of Devolution and Planning (State Dept of Devolution)	0	7	7
Totals		82 (13.2%)	538(86.8%)	620

Appendix III: Distribution of Officers Promoted under Delegated Powers in MDAs by Gender

S/No	Parent	Ministry/State Dept.	Male	%	Female	%	Total No. of Officers
1	Presidency	Cabinet Affairs	0	0	6	100	6
		State House	26	63.4	15	30.8	41
		The Deputy President	9	69.2	4	30.8	13
2	Interior & Co-ordination of National Government	Interior	777	67.2	379	32.8	1156
		Immigration & Registration of Persons	240	50.5	235	49.5	475
		Coordination	12	44.4	15	55.6	27
		Prisons	45	80.4	11	19.6	56
3	Education Science & Technology	Higher Education, Science and Technology	9	56.2	7	43.8	16
		Education	44	53.6	38	46.4	82
4	East African Affairs, Commerce and Tourism	East African Affairs	5	56	4	44	9
		Commerce and Tourism	15	62.5	9	37.5	24
5	Information, Communication and Technology		24	63	14	37	38
6	Sports, Culture and the Arts		17	51.5	16	48.5	33
7	Transport and Infrastructure	State Department of Transport	13	48.1	14	51.9	27
		State Department of Infrastructure	104	70	45	30	149
8	National Treasury		14	70	6	30	20
9	Devolution and Planning	Devolution	39	55	20	45	59
		Planning, National Development	109	51	104	49	213
		Directorate of Public Service Management (DPSM)	42	41	60	59	102
10	Lands, Housing and Urban Development		289	58	212	42	501
11	Health		45	50.5	44	49.4	89
12	Environment Natural Resources		15	46	17	54	32
13	Water and Irrigation		44	73	16	27	60
14	Labour, Social Security and Services		193	44	244	56	437
15	Agriculture, Livestock and Fisheries	Agriculture	61	63	36	37	97
		Fisheries	3	25	9	75	12
		Livestock	129	55	105	45	234

S/No	Parent	Ministry/State Dept.	Male	%	Female	%	Total No. of Officers
16	Industrialization and Enterprise Development		21	42	29	58	50
17	Attorney General and Department of Justice		60	59	42	41	102
19	Energy and Petroleum		81	63	48	37	129
20	Defence		108	65	59	35	167
22	Foreign Affairs		12	45	15	55	27
23	Mining		22	59	15	41	37
Total			2,627	58.1	1,893	41.9	4,520

Appendix IV: Distribution of Officers in MDAs who have Stagnated

S/No	Ministry	State Department	Number of Years Served on Grade			Total
			5-9yrs	10-14yrs	15 and Above	
1	Presidency	Cabinet Affairs	66	6	7	79
		State House	64	21	11	96
		The Deputy President	84	10	3	97
2	Interior & Coordination of National Government	State Department for Interior	4,280	699	1161	6,140
		Immigration & Registration of Persons	1,650	114	247	2,011
		State Department for coordination	220	21	26	267
		Prisons	7,119	2,916	3,744	13,779
3	Education Science & Technology	Higher Education, Science and Technology	171	8	8	187
		Education	1,705	167	226	2,098
4	East African Affairs, Commerce and Tourism	East African Affairs	82	4	3	89
		Commerce and Tourism	41	1	1	43
5	Information, Communication and Technology	143	20	22	185	
6	Sports, Culture and the Arts	146	12	11	169	
7	Transport and Infrastructure	State Department of Transport	97	5	9	111
		State Department of Infrastructure	1,251	283	226	1,760
8	National Treasury	362	78	54	494	
9	Devolution and Planning	Devolution	108	15	8	131
		National Youth Service (NYS)	642	20	44	706
		Directorate of Public Service Management	174	23	9	206

S/No	Ministry	State Department	Number of Years Served on Grade			
10	Land, Housing and Urban Development		989	171	183	1343
11	Health		763	59	42	864
12	Environment Natural Resources		481	38	21	540
13	Water and Irrigation		267	59	90	416
14	Labour, Social Security and Services		699	127	115	941
15	Agriculture, Livestock and Fisheries	Agriculture	258	35	714	1,007
		Fisheries	41	7	2	50
		Livestock	332	41	26	399
16	Industrialization and Enterprise Development		15	13	159	187
17	Attorney General and Department of Justice		24	8	119	151
19	Energy and Petroleum		103	9	6	118
20	Defence		341	32	53	426
22	Foreign Affairs		13	0	1	14
23	Mining		94	16	9	119
Total			22,825(65%)	5,038(14%)	7,360(21%)	35,223(100%)

Appendix V: Distribution of Discipline Cases Handled Under Delegated Powers

S/ No	Ministry	State Department	No. of Cases	Warned	Interdiction	Suspension	Dismissal	Re-instated	Salary Stopped	Not Finalized	Finalized
1	Presidency	Cabinet	2	-	-	-	-	-	-	2	0
		State House	7	-	-	-	1	-	-	-	7
		ODP	2	-	-	-	1	-	-	1	1
2	Interior & Co-ordination of National Government	Coordination	16	-	-	-	7	-	-	5	11
		Interior	186	-	-	-	88	-	-	45	141
		Immigration	88	-	-	-	22	-	-	31	57
		Prisons	176	-	-	-	89	-	-	67	109
3	Education Science & Technology	Science and Technology	0	0	0	0	0	0	0	0	0
		Education	33	0	0	0	18	7	-	8	25
4	East African Affairs, Commerce and Tourism	East African Affairs,	0	0	0	0	0	0	0	0	0
		Commerce and Tourism	0	0	0	0	0	0	0	0	0
5	Information, Communication and Technology	8	0	8	0	0	0	0	8	0	
6	Sports, Culture and the Arts	5	-	5	-	-	-	-	0	5	
7	Transport and Infrastructure	Transport	1	1	0	0	0	0	0	0	1
		Infrastructure	4	0	0	0	0	0	0	4	0
9	Devolution and Planning	Devolution	27	3	17	4	1	-	2	27	
		Planning	NIL								
10	Land, Housing and Urban Development	58	1	17	20			20	58		
11	Health	160		87	2	71		71	20	140	
12	Environment Natural Resources	10	2	2	2	3		1	5	5	
13	Water and Irrigation	2						2	2		
14	Labour, Social Security and Services	20		4	3			3	10	10	

S/ No	Ministry	State Department	No. of Cases	Warned	Interdiction	Suspension	Dismissal	Re-instated	Salary Stopped	Not Finalized	Finalized
15	Agriculture, Livestock and Fisheries	Agriculture	17		1	1	5			8	9
		Livestock	2		1	-	-			1	1
		Fisheries	13		4	1	-			12	1
16	Industrialization and Enterprise Development		12		1-	-	-			-	12
17	Attorney General and Department of Justice		7		-	-	--	-	0	2	5
19	Energy and Petroleum		3								3
20	Defence		30	2	5	1	4	5		17	13
21	State for Public Service (DPMS)		1	-	-	-	-	-	-	1	-
22	Foreign Affairs		4	-	3	1	-	-	-	4	-
23	Mining		4	3		1				2	2
TOTAL			898	9	157	36	310	12	99	340	558

Appendix VI: Distribution of Development Partners and Training Programmes

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)		
1	Government of Botswana Australian Government	Enhancing Governance and Financial Administration in Africa	1		
		(PhD) programme in Public Sector Reforms	1		
		Organizational Development Course	1		
		Public-Private Infrastructure Partnerships	1		
		MSc in Environment Management	1		
		Strategic Leadership Development Programme	1		
		Organization and Employment Development	1		
		Masters in public policy	2		
		Organization and Employment Development	2		
		3	Chinese Government	Financial Management for English Speaking Countries	1
Leadership Management and Development for Government officers	9				
Masters of Medicine General Surgery	1				
Seminar on Construction & Management of Inland Development Zones for Developing Countries	1				
Seminar on Developing Policies of Green Innovation for African English Speaking Countries	1				
Seminar on Economic Globalization and Industrial Transfer for African Countries	1				
Seminar on Economic Growth Mode & Sustainable Development for Developing Countries	1				
Seminar on Processing Trade for Developing Countries	1				
Engineering Machinery Application and Maintenance	4				
Seminar on City Internalization for developing countries	1				
Bamboo development for ITTO member countries	1				
Biogas technology for African English speaking Countries	2				
Cereal and tuber crops processing technology for developing countries	1				
Course on Food Safety Inspection Technology for African English Speaking Countries	1				
Food Security for developing Countries	1				
Important Tropical Crops Pests for African English Speaking Countries					
2				Masters in Food Security and Agricultural Development	1
				Seminar on Agricultural Machinery Management for African Countries	3
				Seminar on Agriculture Economy Management for Kenya	11
				Seminar on Quality Safety Management of Agricultural Exports for Developing Countries	3

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
		Seminar on Soybean Production and processing technology and capacity building for developing countries	3
		Sustainable development and environment protection on rural areas	1
		Tea Food Manufacturing Technology for Developing Countries	2
		The 3rd US-India-Africa Triangular International Training Programme on "Agricultural Marketing Management"	1
		Workshop on Precision Agricultural Technology	1
		Seminar on Agricultural Products Circulation and Trade for African Countries	2
		Agricultural Economic Development For African Countries	2
		Leadership Game Changers	3
		Seminar for IPR Officials from Africa English Speaking Countries	2
		Seminar on Commodity Management for Africa English Speaking Countries	2
		Seminar on Construction and Administration of Overseas Economic and Trade Cooperation Zone for Developing Countries	2
		Seminar on Development and Management of Service Outsourcing for Developing Countries	1
		Seminar on Ecological Tourism Development and Management for Developing Countries	2
		Seminar on Talents Training of Tourism	1
		Seminar on Trade Promotions for Developing Countries	2
		Training Course on Import and Export Business Operation for Developing Countries	2
		Seminar on security management for Kenya	82
		Aids Prevention and Control for English-speaking African Countries	1
		Masters in Public Financial Management	1
		Development & Management Service Outsourcing for developing Countries	1
		Development for Developing Countries	1
		Economic Development and Social Policy	1
		Macro-Economic Development	2
		Passage Sufficiency Economy Sustainable Development	2
		City Security and Video Surveillance for Developing Countries	1
		SME Development For Developing Countries	1
4	Government of Uganda	Important Tropical Crops Pests for African English Speaking Countries	1
5	Government of Israel	Education for Science and Technology and ICT in Education Program	1
		Education for Sustainable Development	3

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
6	Chinese Scholarship Council	Masters of Medicine in Clinical Oncology	1
7	Government of South Korea (KOICA)	Transport Management of Human Resource and Organization	1
		Bsc in Health Records Information Management	1
		Masters of Medicine in General Surgery	1
		MSc in Health Management, Economics & Policy	1
		Korea's Experience of Science and Technology Parks	1
		New dimension in agriculture, extension management for extension practitioners	1
		Rural Development Strategies	2
		Trade promotions	1
		Masters in Economic Policy and Development	1
		Education Policy Planning and Implementation	2
		International Education of Creativity and Invention	2
		Masters in Economic Development	1
8	Government of Japan (JICA)	Productivity Improvement Activities Focusing on Human Resource Development for African Countries	1
		Agricultural extension planning and management	2
		Market oriented agriculture promotion for executive officer in Africa	1
		Quality Control System of Seed and Seedling to facilitate Distribution of high Quality Systems	3
		Region focused training	1
		Workshop on Precision Agricultural Technology	2
		Facilitating Trade and Investment	
1		Investment Promotions for African Countries	1
		Tourism Destination Marketing	1
		Crime Prevention and Criminal Justice	1
		Inset Management in Africa (Anglophone Countries)	1
		Flood Risk Mgt with IFAS	1
		Maritime Law Enforcement	1
		Refresher Course on Tailoring	20
		Masters in Economic Development and Internship Programme	2
9	TICA (Thailand)	Promotion of mechanization in rice sector for the coalition on Africa rice development	4
10	Government of India	Advanced Cert. Course In Curriculum Design & Instructional Materials Development	1
		Audit of E-Government	1
		General Management Programme for Senior Executives	1
		Solar Energy and application	1

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
		Masters of Science in Environmental Science	1
		Digital Library Practices and Information Technology Application for Advanced Management	1
		International Workshop on unlocking the potentials of Agriculture and rural sectors through innovative enterprise development	1
		Masters of Science in Horticulture	1
		New dimension in agriculture, extension management for extension practitioners	7
		The 3rd US-India-Africa Triangular International Training Programme on "Agricultural Marketing Management"	7
		Agricultural Marketing Management Training Programme	6
		MSc in Agricultural Marketing Management	1
		New dimension in agriculture, extension management for extension practitioners	2
		Sustainable Livelihoods & Mainstreaming with markets	1
		MSc in Tropical Animal Health	1
		Tourism and Hospitality Management	1
		Certificate in General Management	1
		Masters In Conflict Analysis and Peace Building	1
11	Government of the United State of America	Combatant Commander (CCMR) executive programme in decision making	1
		Leadership Management and Development for Government officers	2
12	Italian Government	Trafficking in Persons	3
		Diploma in Education management	1
		Diploma in Instructor Training	8
		Diploma in Technical Education	8
		Higher Diploma in Education Management	11
		Higher National Diploma in mechanical Engineering	1
		Instructor Training I	39
		Instructor Training II	13
		Senior Management Course	1
		Supervisory Management Course	3
		Certificate in Technical Teacher Education	1
		Higher Diploma in Electrical Engineering	1
13	United Kingdom	Master degree on conflict prevention and destitute resolution	1
14	Belgium Government	Advanced Masters in International and Dev Economics	1
15	Government of Hungary	MSc in Agricultural Extension and Community Development	1

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
16	German Government	Masters in Public Policy	1
		Training in Non Violence Action	1
17	Norwegian Government	PhD in Health of Aquatic Resources	1
18	Rwandan Government	Understanding Conflict and Conflict Analysis	2
19	Malaysian Government	International certificate course-valuation of special property	1
20	Toyota Tsusha Japan	Fundamentals of oil/petroleum Exploration	8
21	Egyptian Government	Operation & Maintenance of Transmission Network	4
22	College of Ophthalmology of E C & A	Fellowship in Pediatric Ophthalmology	1
23	Regional Dermatology Training Centre	Advanced Diploma in Dermato-venereology	1
24	UNITD	Fellowship Programme in Health Economics Track	1
		Fellowship in HIV program Management	1
25	Fred Hollows Foundation	HD Ophthalmology Advanced Refraction & Low Vision	1
		Higher Diploma in Ophthalmic Nursing	3
		Operation Eyesight Universal	1
		Higher Diploma in Ophthalmology and Cataract Surgery	2
26	Commonwealth Scholarship	Health Policy Planning and Financing	1
		Master's in Public Health	1
		Master of Public Health in Eye Care	1
		Masters of Clinical Pharmacy, International	1
		MSc in Food Science	1
27	The US Presidents Emergency Plan for AIDS Relief (PEPFAR)	HIV Fellowship (Health Informatics)	1
28	Foundation for Innovative New Diagnostic	HIV Testing Quality Implementation ToT	2
29	World Federation of Societies of Anesthesiologists	Masters of Medicine in General Surgery	1
30	African Pediatric Foundation Fellowship	Masters in Pediatrics	1

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
31	Braun School Of Public Health & Community Medicine	Master's in Public Health	1
32	International AIDS Research & training Program	MPH/PHD Global Health	1
33	European Commission	MSc in Chemical Innovation & Regulation	1
34	Moroccan Government	African Association for Public Administration and Management [AAPAM]	1
35	Swedish International Development Agency (SIDA)	Integrated computerized records management	32
		International Computer Driving License	31
		Supervisory Management Course	46
		Strategic Environmental Assessment (SEA)	1
36	Netherlands Scholarship (Government of Netherlands)	Integrated Sustainable Coastal Development	1
		Post graduate Diploma in Land Management	1
		International Diploma in Animal Feeds	3
		Module applied Pig Management	1
		PhD	1
37	NFP (Netherlands)	Diploma in immigration Management	3
		Climate Change Governance	3
		Rural entrepreneurship	2
		Integrated pest management and Food Safety	1
		International Diploma in Dairy Husbandry and Milk processing	1
38	St. Niachos scholarship Athens University	MSc in Agricultural Production Chain Management	1
		Masters of arts in heritage management	1
39	African institute for economic development and planning	Agricultural policy in Africa "Bilingual Session	1
40	GIZ Germany	International Leadership and Management	1
41	United State Agency for International Development (USAID)	Extension Management	2

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
42	Centre for Disease Control (CDC)	MSc in Epidemiology	2
43	Durban University	Masters In Information Technology	1
44	National Aeronautics and Space Administration (NASA)	Met Operations Hands-on	2
1	World Bank	CISSP	1
		Computer Assisted Financial Management	1
		Customer Care & Public Relations	1
		Legal aspect in port operation	1
		Management Development Programme Executive Assistants	4
		Managing the Training and Development Function	2
		Public Urban Transport Planning	
		Port Management Operations	1
		Supervisory Skill Development Course	1
		Transport Planning Development and Management	2
		Designing and Managing Private, Public, Partnership Projects	2
		Aircraft Accident investigation	1
		Business Management	1
		Developing Integrated Records Management Policy	1
		Employee Coaching counseling and Mentoring	1
		Maritime Port Security Course	1
		Procurement of Goods and services	1
		Programme in Infrastructure Development	1
		Public Sector Governance	1
		Transport policy & planning	1
Management Skills Enhancing for Top Managers	11		
	Project Management	1	
46	European Union	CBTRS - Road Safety	1
47	Canadian International Development Agency (CIDA)	Public Procurement Process	1
48	COMESA	Aviation Leadership programme in Public Policy	1
		Aviation security Management	1
49	Global Fund Programme	Advanced Information Technology for Executive Assistants	1
		Basic Computer for Frontline Staff	1
		Computer Assisted Financial Management	1
		Detection, Analysis and Prevention of Corporate Fraud	1

S/No.	Sponsor	Programmes/Courses	No. of Scholarship(s)
		Master's in Business Administration	1
		Monitoring and Evaluation of Projects	1
50	University Corporation for Atmospheric Research (UCAR)	Climate variability and predictions	1
51	AIEC	Integrity Assurance course	3
52	Amani counseling institute	Counseling course for probation officers	9
53	East African Community	Tele conferencing training	40
54	Funzo-Kenya	Induction of Health workers	581
55	GIMCO	Training of Fire Marshals and Fire Drill Exercises	11
Total			1,250

PROFILE OF PSC MEMBERS

PROFILE OF PSC MEMBERS

During the year under review, the Commission comprised of a Chairperson, Vice Chairperson and seven Commissioners. The Commission is assisted by a Secretariat headed by Commission Secretary who is appointed by the Commission pursuant to Article 233(6)(b). The members of the Commission possess a wide range of skills and competencies including Finance, Human Resource Management, Education, Accounting, Economics, ICT and Medicine. The profiles of the Commission's Chairperson, Vice Chairperson, Commissioners and the Secretary/CEO are as shown below:

Prof. Margaret Kobia PhD, CBS, Chairperson



Prof. Margaret Kobia is an Associate Professor of Management and holds a PhD degree in Human Resource Education from University of Illinois, Masters of Education from Kenyatta University and Bachelor of Education degree from University of Nairobi. She is an alumni of Alliance Girls' High School.

Prof. Kobia has taught Management, Entrepreneurship and Research Methods at university level. Her research interests include Public Sector Reforms and Performance Management. Currently, she is the editor of the African Journal of Public Administration and Management and sits in several Public Sector Management

Boards. She has been awarded Order of Grand Warrior (OGW), First Class Order of Chief of the Burning Spear (CBS) and the Commonwealth Gordon Draper Award 2010. Prior to joining the Commission, she served as the Director General, Kenya School of Government.

Amb. Peter O. Ole Nkuraiya, CBS, Vice Chairperson



Ambassador Peter O. Ole Nkuraiya holds an Executive Masters of Business Administration (EMBA) from Jomo Kenyatta University of Agriculture and Technology (JKUAT), a Bachelor of Arts degree in Political Science and Sociology and a Post Graduate Diploma in International Relations from the University of Nairobi.

He is a career diplomat who prior to his appointment served in various Kenya's Missions abroad including Harare Zimbabwe, Uganda, Stockholm Sweden, Paris France, Kenya's Ambassador to the Kingdom of Belgium, the Grand Duchy of Luxembourg, and Kenya's Permanent Representative to the European Union. While in Brussels, he was the chairman of the sub-committee on trade and tariffs and co-chairman of African Caribbean and Pacific Group of states (ACP)/European Union (EU) Committee on Trade and Commodity Protocols. He was leader of the Kenyan delegation to the signing of the Partnership Agreement in 2000 (Cotonou Agreement) between the European Union and the ACP group of states. He also served as chairman of the ACP committee on trade that negotiated the ACP/EU waiver in the World Trade Organization (WTO) Doha Round 2001.

As the Kenya's High Commissioner to the Republic of Uganda, he was in charge of the Great Lakes Region and was in the lead team that negotiated the Burundi Peace Agreement as well as the East African Cooperation negotiations leading to the signing of the protocol that gave birth to the East African Community.

He also served as the Secretary/Chief Executive Officer of the Commission for the Implementation of the Constitution and Permanent Secretary in the Ministries of East African Community and Foreign Affairs. He has been awarded First Class Order of the Chief of the Burning Spear (CBS) in recognition of his distinguished service.

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



Professor Michael N.I. Lokuruka has a Ph.D in Food Science (Cornell University, USA), and has worked as a Researcher, Lecturer and Chairman of the Departments of Dairy and Food Science and Technology (Egerton University) and Food Science and Nutrition (Karatina University) cumulatively for over 23 years. He has worked in various technical and management roles in the Kenya Food and Fisheries Industries for over 8 years. He has undertaken consultancy and training for the former Ministry of Northern Kenya and other Arid Lands, ACT Kenya, the Canadian Food Industry, Turkana County Government, Turkana North Constituency, Centre for Minority Rights and Development (CEMIRIDE) among others. He has served on Boards of a number of High Schools and tertiary Institutions and is a Technical reviewer for a number of local, regional and international journals. He is currently on the Editorial Board of the African Journal of Food, Agriculture, Nutrition and Development (AJFAND) and is Secretary to the Kenya Institute of Food Science and Technology (KIFST) and has published extensively. He is the Chairperson of the Capacity and Capability Development Committee, a Member of the Compliance and Quality Assurance Committee of the Public Service Commission and represents the Commission in the Council of the Kenya School of Govern-

ment (KSG). He serves as the Chairperson of the Human Resource Committee of the KSG Council, and is a Member of the Staff Retirement Benefits Scheme and the Learning and Development Committees of the School. He served as a Board member of the Kenya Industrial Research and Development Institute (KIRDI), where he served on the Research, Innovations and Development (RDI) and Human Resources Committees of the KIRDI Board.

Patrick G. Gichohi, CBS, Commissioner



Commissioner Patrick G. Gichohi, holds Bachelor of Education degree from the University of Nairobi and various certificates in management and Parliamentary Procedures and Practices.

Prior to his appointment Mr. Gichohi served as a Parliamentary Officer for 33 years rising to the position of Clerk of the Kenya National Assembly. While serving as Clerk to the National Assembly, he initiated key parliamentary reforms and facilitated Public-Private Sector partnership in the Parliamentary Reform programmes and also served as the Chair of the Society of Clerks in the Commonwealth Parliaments.

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

He has been awarded State commendation of Chief of Burning Spear and Citation by the State of Wisconsin, United States of America for his distinguished service.

Lawrence Nyalle, Commissioner



Commissioner Lawrence Kitti Nyalle holds a Master of Business Administration degree, Post Graduate Diploma in Computer Science and a Bachelor of Science Degree all from the University of Nairobi. He is a Certified Public Accountant of Kenya CPA (K) and a member of the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Internal Auditors. He has experience in Management, Finance, Enterprise Resource Planning (ERP) systems and ICT.

Prior to his appointment, he served as a

Business Consultant and worked for Afrox limited in South Africa as Senior Audit Manager, Africa Region and later as Human Resource Manager. Between 2004 and 2007 he worked as Head of Audit and Risk at BOC Kenya Limited.

Veronica Birgen, MBS, Commissioner



Commissioner Birgen holds a Master of Science degree in Organizational Development from the United States International University and is an accomplished professional with over 25 years comprehensive Management experience in both public and private sector.

Prior to her appointment, she served as an Administrator in various Government ministries before joining the Kenya Tourist Board as a Senior Human Resource Officer where she rose to the position of Head of Human Capital and Administration. She also served as a consultant in organizational restructuring with Tetralink and Taylor Associates, East Africa (E.A). Commissioner Birgen has strong background in human resource and organizational development.

Catherine R. Omweno, Commissioner



Commissioner Catherine Omweno holds a Masters degree in Business Administration from Moi University and a Bachelor of Arts degree from Punjab University, India. She is also a CPS (K) Finalist and a member of the Institute of Certified Public Secretaries.

She has extensive experience in Human Resource Management. Prior to her appointment, she served as a Personnel Officer in various ministries rising to the level of Chief Personnel Officer. She also worked at CARE-Kenya, Jomo Kenyatta Foundation and CMC Group of Companies as Head of Human Resource for 17 years. She also worked briefly with the Institute of Human Resource Management as an Associate Human Resource Consultant and lastly with Spectre International.

**Dr. Judith Bwonya,
Commissioner**



Commissioner Dr. Bwonya holds a Masters degree in Public Health and a Bachelors degree in Medicine and Surgery from the University of Nairobi. She has had a long and distinguished career in the Public Health sector, having served in the Ministry of Health since 1983.

She served as a distinguished District Medical Officer of Health in various districts. She worked at the Ministry Headquarters in the Health Sector Reform Secretariat and as Head of the department of Standards and Regulatory Services. Dr. Bwonya was a member of the Task Force that established the Consortium for National Health Research. She was appointed to lead the ministry team that developed the draft Health Bill under the Constitution of Kenya 2010.

She has served in the Clinical Officers' Council, the Medical Practitioners and Dentists Board, Kenya Medical Research Institute and the NHIF Boards. She was also a member of Consortium for National Health Research Board of Management. Dr. Bwonya is a member of the Kenya Medical Association and is Registered with the Medical Practitioners and Dentists Board of Kenya. She is listed in the 7th Edition of "Who is Who among Business and Professional Women" in the world.

**Titus M. Ndambuki, CBS,
Commissioner**



Commissioner Titus Muthini Ndambuki is a career civil servant and holds a Masters degree in Economics from Williams College (USA), Bachelor of Philosophy degree in Economics and a Bachelor of Science in Mathematics and Statistics degree from the University of Nairobi. He has also attended various courses in management and leadership skills from various institutes such as the Institute of Development Studies at the University of Sussex-England, Cardiff University College Population Centre, Wales (UK), the Economics Institute, Boulder, Colorado, Royal Institute of Public Administration (UK), and the University of Manchester (UK).

Prior to his appointment at the Commission, he worked as the Programme Director for the Civil Service Reform Secretariat, where he successfully steered the Public Service Reforms. He also served as Permanent Secretary Ministry of State for Public Service where he initiated a number of public service reforms including performance contracting, Training Revolving Fund, medical cover for civil servants, contributory pension scheme and retirement age to sixty(60) years.

He has been awarded the Chief of the Burning Spear (CBS) and Head of State Commendation(HSC) in recognition of his sterling performance in the Public Service

**Mrs. Alice Atieno Otwala,
MBS, Commission Secretary/
CEO**



Mrs. Alice A. Otwala holds a Masters Degree in Public Administration from the Liverpool University (United Kingdom), a

Bachelors of Arts Degree from the University of Nairobi and a Post Graduate certificate in Strategic Management from Strathmore University. She has also attended several courses in Public Administration and participated in high level international conferences.

She is a member of Kenya Institute of Management (KIM) and Kenya Association for Public Administration and Management (KAPAM).

Prior to her appointment, she served as an administrator in the public service for a period of 31 years in various ministries rising to the position of Deputy Commission Secretary in the Public Service Commission. Her major achievements include setting up the first Computerization of All Administrative Officers Records Project at the Office of the President, developing the first Training Manual for Chiefs and Assistant Chiefs throughout the Country, relocating the CID Department to its current location with all logistics intact, settling the US Embassy after the Bomblast of 1998 as head of America's Division in the Ministry of Foreign Affairs and steered the restructuring of the Public Service Commission Secretariat to enable it deliver on the Constitutional Mandate.

PSC PICTORIAL



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Public Service Commission

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