REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

STRATEGIC PLAN
2019 - 2024

Reform, Perform, Transform Kenya

SEPTEMBER 2019

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VISION
A Citizen-Centric Public Service

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

CORE VALUES
Citizen Focus
Professionalism
Innovation
Teamwork

CONTENTS

TABLES

FIGURES

ACRONYMS

ADR	Alternative Dispute Resolution
BMS	Board Management Services
CEO	Chief Executive Officer
CQA	Compliance and Quality Assurance
DMS	Discipline Management System
EMCS	Establishment and Management Consultancy Services
ERS	Economic Recovery Strategy
F&P	Finance and Planning
FiRe	Financial Reporting
GHRIS	Government Human Resource Information System
HR	Human Resource
HRMD	Human Resource Management and Development
ICT	Information Communication Technology
IPOA	Independent Policing Oversight Authority
KLRC	Kenya Law Reform Commission
KSG	Kenya School of Government
M & E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NGOs	Non-Governmental Organizations
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PM&PSDI	Performance Management and Public Service Delivery Improvement
POEA	Public Officer Ethics Act
PSC	Public Service Commission
PSEA	Public Service Excellence Award Scheme
R&S	Recruitment and Selection
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats

MESSAGE FROM THE CHAIRMAN

The Public Service Commission was fully constituted and sworn into office on 17th January 2019. The Current Commission is the second to be established under the Constitution of Kenya 2010. This Strategic Plan therefore anchors the strategy that will guide the execution of the mandate of the Commission.

The Plan covers the period 2019 - 2024 and defines the Commission's strategy for achieving its vision of a *Citizen-centric public service*. This will be realised through the Commission's mission of transforming the public service for efficient and effective service delivery. The strategic goal of the Commission for the 2019 -2024 Strategic Plan period is, therefore, a transformation of the public service as the foundation for national development.

A review of the implementation of the preceding Strategic Plan 2013 -2018 and a situation analysis of the Commission's operating environment reveals a number of challenges. Some of the challenges projected to coincide with the Plan period include high citizens' expectations of the government, the youth bulge and population pressure, growing unemployment, environmental degradation, food insecurity, corruption, security threats among others. Indeed, a study by the Kenya National Bureau of Statistics and the United Nations Development Programme's *Kenya Country Report* point to these challenges as perennial problems that require sustainable policy interventions.

The Government's Big Four Agenda, Kenya Vision 2030, African Union's Agenda 2063 and the United Nations Sustainable Development Goals are some of the Plans that have been adopted at national and global levels in response to existing challenges on citizens' well being and prosperity. The Constitution bestows upon the Commission the mandate to ensure that the public service is efficient and effective. In aligning itself to this mandate, the Commission has identified three key result areas to support the implementation of the national development agenda. These key result areas focus on: Efficient service delivery; ethical and values based public service; and enhancing the Commission's capacity to deliver on its mandate.

This Strategic Plan is therefore meant to help address the country's present and future challenges by ensuring that citizens access timely, affordable and quality services. By focusing on the centrality of the citizen in service delivery, the Commission aims at facilitating empowerment of the citizen and contributing to Kenya's transformation to a middle income economy by the year 2030.

Guided by this Strategic Plan, our thrust will be on promoting values and ethical conduct, entrenching a high performance culture and value for money, preparing the youth for public service through an internship and volunteer programme and engendering an interactive citizen feedback relationship. The overarching priority will be to scale up the productivity of the public service and eliminate wastage by targeting improved performance with limited resources. Continuous improvement that leads to greater efficiency and effectiveness in the delivery of public services will be the hallmark of our work culture.

The Commission expects that the reform path it has purposed to pursue during this Strategic Plan period will result in improved performance which guarantees the transformation of our nation into a more prosperous society, guided by our new rallying call *Reform, Perform and Transform.*
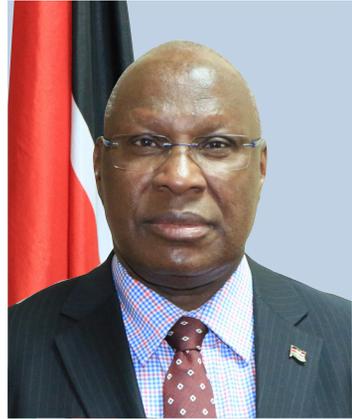
Stephen K. Kirogo, FPRSK, CBS

Chairman
Public Service Commission

PREFACE

This Strategic Plan2019-2024, is anchored on the existing constitutional framework, Kenya Vision 2030, Medium Term Plan III (MTP III) and the Big Four Agenda on manufacturing, food security universal health care and affordable housing. It also aligns to the Africa Agenda 2063 and Sustainable Development Goals (SDGs). The Plan focuses on transforming the public service for efficient and effective service delivery. This will be realized through implementation of four broad strategies namely, service delivery transformation, performance and productivity management, human resource management and development and promotion of good governance, constitutionalism and compliance with the rule of law.

In order to achieve the stated goal of efficient and effective service delivery by the public service, the Commission will enhance the capacity of its staff to support the strategy's implementation. This will be realized through a review of various policies; enhancement of human resource capacity; leveraging on information communication technology;development of corporate communication strategy; and, improvement of the work environment.

The need to enhance the capacity of the Commission is informed by reform aspirations on service delivery improvement which is centred on the Kenyan citizen. The supporting strategy towards these aspirations includes: review of the performance management system; decentralization of Commission services; enhancement of ethical standards; mentoring and coaching; talent management; internship programmes; and, volunteerism. The Commission will also host a contact centre for instant citizen feedback.

This Plan is, therefore, an embodiment of our collective promise to our stakeholders on service delivery standards that they should expect from the Commission. It has factored a monitoring and evaluation component to ensure that implementation of the Plan stays on course and takes into consideration any exogenous factors which may arise during implementation. The Commission is committed to the provision of quality public services to the Kenyan people and will continuously pursue structured engagement, collaboration and partnerships with stakeholders to ensure the successful implementation of the Plan.

Simon K. Rotich, EBS

Secretary/ Chief Executive Officer
Public Service Commission

EXECUTIVE SUMMARY

The Public Service Commission (PSC) is an independent Commission established under Article233 of the Constitution of Kenya. As spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution, the mandate of the Commission includes establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service.

The Strategic Plan 2019/2024 is the Second since the re-organization of the Public Service Commission in 2013. As an overarching corporate goal in this planning cycle, the Commission aspires to achieve a citizen-centric public service by reforming the public service for efficient and effective service delivery to Kenyans. This Strategic Plan was prepared through an extensive participatory process by the members of the Commission, Secretariat Management and Staff. The process involved review of documents, brain-storming sessions, focused group discussions, consultative workshops and consultations with external stakeholders.

The Plan takes cognisance of the Constitution of Kenya and is anchored on strategies that will enable the Commission play a role in the realization of Kenya's development agenda as outlined in the Kenya Vision 2030, the Third Medium Term Plan III (MTP III) 2018-2022 and the Big Four Agenda. The Plan also aligns to the aspirations of Africa Agenda 2063 and Sustainable Development Goals(SDGs). Specifically, aligning the Plan to the Government's Big Four Agenda helps demonstrate how the programmes of the Commission under this Plan will support the realization of the priorities under the Big Four Agenda namely, enhancing manufacturing, food security and nutrition, universal health coverage and affordable housing.

This Strategic Plan is presented in Seven Chapters. Chapter One presents the historical development and institutional framework of the Commission. The institutional framework is structured to facilitate the Commission deliver on its mandate. The chapter also highlights the role of the Commission in the realization of the national development agenda and outlines the rationale, methodology and planning assumptions made in the process of developing this Strategic Plan.

The Commission's performance under its preceding Strategic Plan, 2013-2018, is presented in Chapter Two. Specifically, the chapter outlines milestones realized, challenges encountered and lessons learnt during the implementation of the Plan. SWOT and PESTEL analyses were undertaken to determine factors that influenced the operations of the Commission during the 2013 - 2018 planning cycle and have potetial to impact operations in the 2019 - 2024 planning period. The chapter also outlines stakeholders' expectations and the Commission's own result and outcome projections over the Plan period.

The Commission's Strategic Direction is highlighted in Chapter Three. Using the Strategic Road Map, the chapter illustrates the strategic and hierarchical link between institutional capacity, Key Result Areas, core values; and, mission and vision of the Commission. The three Key Result Areas under this Plan are: Efficient Public Service Delivery; Ethical and Values- Based Public Service; and Enhanced Commission's Capacity. The strategic framework for implementation presented in this chapter links the Vision, Mission and Goal to Key Result Areas and Strategic Objectives. It also illustrates the interrelationship between strategies, activities, outputs and outcomes.

The planned outputs and outcomes in key result areas will be achieved through implementation of programmes under the following strategic objectives: improvement of performance and productivity in the public service; enhancement of discipline and integrity in the public service; promotion of information sharing in the public service; promotion of innovation in the public service; provision of strategic and innovative policy direction to State organs; strengthening of relations with public institutions and partners; enhancing access to the Commission's services; engendering public confidence and trust in the public service; enhancing the patriotism and nationhood of public servants; improving corporate governance; strengthening human resource capacity; and enhancing mobilization and utilization of resources.

In Chapter Four, the Plan outlines the Strategy Implementation Frame work for the 2019 – 2024 planning cycle. It allocates policy and operational level responsibilities to the Commission Board and the Secretariat, respectively. Here,

the Plan establishes the optimal staffing levels, estimates the human capital gaps and presents projections for incremental improvement of the human resource capacity of the Commission over the planning period. Staff establishment shows proposed staffing levels, in-post and the variance. Strategies to bridge the gap are proposed.

In recognition of the central function of financial resourcing in enabling the achievement of mandate and enhancing efficiency, Chapter Five focuses on financial resource requirements. The Plan presents a comparative analysis of the financial resources required in the implementation of the Strategic Plan relative to the actual Medium Term Expenditure Framework (MTEF) allocation and the related resource gap over the Plan period. This Section also highlights the strategies the Commission will put in place to attain adequate financial resource sustainability at a level that supports the effective implementation of this Plan. As highlighted in Chapter Six, the Commission appreciates that its operational environment is replete with potential risks which can derail implementation of the strategy. Arising from the risks mapped out, the Plan outlines some of the mitigation measures expected to pre-

empt the occurrence of such risks or minimize their adverse impact.

In view of the overall institutional strategy, goals and targets and the supporting result chain, Chapter Seven of this Plan anticipates the establishment of an effective monitoring, evaluation and reporting framework. A result-based monitoring and evaluation will be employed as the basis for feedback on effective implementation.

The framework sets out the monitoring and evaluation objectives, methodology for data collection and processing, evaluation and reporting. The results of the M&E will be used to prepare the annual report on the operations of the Commission in accordance with Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act 2017. The M&E process and reports will be critical in improving ongoing programmes under the Plan and will form the basis of progressive review of the Commission's strategy under this Plan.

Chapter 1

INTRODUCTION

1.1 Historical Background

The Public Service Commission is a constitutional body established under Article 233 of the Constitution. The mandate of the Commission includes the provision of competent human resource, promotion of good governance; and, ensuring efficiency and effectiveness in the provision of quality services in the public service. It is the oldest constitutional Commission with a mandate which has expanded over the years.

The history of the Commission predates Kenya's independence. The Commission was first mooted in 1947 when the colonial government set up the Holmes Salaries Commission to review the structure, remuneration and superannuation arrangements of the Civil Service of the East African Territories. The Holmes Commission Report of 1954 recommended that a Public Service Commission be set up for each of the East African Territories. Subsequently, the Civil Service Commission was established by Ordinance No. 62 of 1954 and started operating legally on 1st January 1955 with the mandate of advising the colonial Governor on appointments in the civil service.

At the advent of Kenya's independence, the Public Service Commission of Kenya and a Public Service Commission for each of the country's seven regions were enshrined in the 'Majimbo' Constitution through the Kenya Order in Council of 18th April 1963. The subsequent Constitutional amendment of 1965 abolished the regional government structure including the regional Public Service Commissions and established a single Public Service Commission under Section 107 of the repealed Constitution of Kenya (1963). The Public Service Commission had the mandate to manage the entry, stay and exit of civil servants in the public service. Other powers of the Commission included: confirmation of appointments; exercise of disciplinary control; retirement of public servants from service; and, protection of pension benefits. Under the repealed Constitution, the Commission consisted of a Chairman, Vice Chairman and 15 members appointed by the President for a three-year term which was renewable once.

The Public Service Commissions Act (Cap 185) together with the Public Service Commission Regulations prescribed the manner in which the Commission was to fulfil its mandate. The Public Officer Ethics Act 2003 further bestowed upon the Commission additional responsibilities on enforcement of ethical standards in the public service. The Constitution of Kenya 2010 reconstituted the Commission to its current form with a redefined and expanded mandate and a lean membership of 9 down from 17 members under the previous Commission. The reconstituted Commission consists of a Chairperson, Vice-Chairperson and 7 other members appointed by the President with the approval of the National Assembly.

1.2 Public Service Reforms

Post-independence reform of the public service can be traced back to Sessional Paper No 10 of 1965 on *African Socialism and its Application to Planning in Kenya* which placed high priority on political equality, social justice and human dignity. The Sessional Paper sought to, among others, create policies which provided for rapid economic growth including major reforms in the public service. In the subsequent years, the government focused on specific aspects of governance and public service reforms. These efforts were reflected in the Report of the Commission of Inquiry: Public Service Structure and Remuneration 1970-71 (Ndegwa Commission Report), the Report of the Civil Service Review Committee 1979 – 80 (The Waruhiu Committee Report), Report of the Committee to Review the Terms and Conditions of Service for the Civil Service 1997 (The Munene Committee Report) and the Report of the Harmonization Commission on Terms and Conditions of Service for Public Servants 1998/1999 (The Kipkulei Commission Report).

A consistent key finding by these commissions and committees was that the performance, productivity and service delivery of the civil service was low and required improvement. The Ndegwa Commission, for example, noted that the structure of the Kenya civil service was a serious barrier to efficient performance. There was poor communication and

coordination and lack of clarity on job roles. Recommendations made focused on governance structures, salary structure and staff training. Notwithstanding the implementation of some of the recommendations of these commissions and committees, there was little evidence that decline in the performance of the civil service was stemmed.

The concerns of decline in performance of the country's public service in the 1980s, led to renewed momentum to reform the public sector and hence improve on service delivery. This came as part of the Structural Adjustment Programmes (SAPs) and reform agenda spelt out in Sessional Paper No.1 of 1986 on *Economic Management for Renewed Growth*. Civil service reform, at this point, was focused on downsizing the civil service to manageable levels, improving wages and other conditions of service as the basis of motivation and enhancement of staff morale.

To respond to public service delivery challenges, the government formulated and implemented the Civil Service Reform Programme (CSRP), with the goal of building a public service that was responsive to the needs of citizens. The program was implemented in three phases. The first phase focused on cost containment, staff right sizing initiatives and rationalization of government functions and structures. The second phase focused on rationalization of government ministries and departments to determine appropriate structures and optimal size of the civil service for effective performance of core functions. The third phase was guided by the Economic Recovery Strategy for Wealth and Employment Creation (2003-2008) which introduced performance management.

The Economic Recovery Programme (ERP) for Wealth and Employment Creation (2003 – 2008) sought to revive the economy and create employment opportunities especially in the private sector. ERP sought to reduce the cost of doing business and poverty by providing people with income earning opportunities. In an effort to meet the targets of ERS and address performance challenges in the public service, the Government introduced Performance Contracting (PC) in 2005/06 as a strategy for improving service delivery to the citizens. Performance Contracting aimed at improving efficiency and effectiveness, while reducing the cost of running government. It covered the entire public sector including, State Corporations.

In general, Performance Contracting resulted in improved performance and public service delivery amongst MDAs, while commercial State Corporations registered profit in their operations. Despite these important milestones, the performance contracting function was relegated to lower public prioritization. The Commission, in its new focus on public service performance and productivity, is determined to give performance contracting its rightful place in driving public sector performance and productivity.

The Commission's strategy for this planning cycle (2019-2024) builds on the gains, lessons and experiences of the 2013 - 2018 strategic plan. The Plan envisions strategies that reform the public service by placing the citizen at the centre of service delivery. The theme for this planning period is **Reform, Perform, Transform Kenya** under which the Commission seeks to place the Kenyan citizen at the centre of service delivery and development agenda. This will be achieved through Rapid Results Initiatives in the provision of citizen-facing services, human resource capacity improvement, review of the performance management framework, timely delivery of public services, youth empowerment programmes, promotion of volunteerism, inculcation of ethical standards; and, use of citizens' feedback systems in improving service delivery.

1.3 Functions and Powers of the Commission

The functions and powers of the Commission are set out in Article 234 of the Constitution and legislation as follows:

1. Subject to the Constitution and legislation: (i) Establish and abolish offices in the public service; and (ii) Appoint persons to hold or act in those offices, and to confirm appointments;

2. Exercise disciplinary control over and remove persons holding or acting in those offices;

3. Promote the values and principles referred to in Articles 10 and 232 throughout the public service;

4. Investigate, monitor and evaluate the organization, administration and personnel practices of the public service;

5. Ensure that the public service is efficient and effective;

6. Develop human resources in the public service;

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;

8. 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;

9. Hear and determine appeals in respect of county governments' public service; and

10. Nomination of persons to the Judicial Service Commission and Salaries Remuneration Commission under Articles 171(2) and 230(2){b} respectively;

11. Recommendation of persons to be appointed as Principal Secretaries under Article 155 (3) (a);

12. Receiving and processing petitions for the removal of the Director of Public Prosecutions and recommending the appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);

13. Receiving petitions for the removal of the Registrar and Assistant Registrars of political parties in accordance with Section 37 of the Political Parties Act; and

14. Protection of public officers against victimization and discrimination while discharging their duties in accordance with Article 236 of the Constitution.

15. Recruitment and selection of Vice Chancellors, Deputy Vice Chancellors of Public Universities and Principals and Deputy Principals of Constituent Colleges, under the Universities Act, 2012 (No. 42 of 2012) section 35(1) (a)(v) as amended in the Statute Law (Miscellaneous Amendments) Act 2018.

16. Perform any other functions and exercise any other powers conferred by national legislation.

The implementation of these functions is subject to other provisions of the Constitution and the Public Service Commission Act, 2017. However, Article 234 (3) excludes the Commission from exercising these functions on State offices, Office of the High Commissioner, Ambassador or other diplomatic or consular representative of the Republic and any office or position subject to Parliamentary Service Commission, the Judicial Service Commission, the Teachers Service Commission, the National Police Service Commission and an office in the service of a county government.

1.4 The National Development Agenda

Kenya's national development agenda aims at transforming the country into a newly industrialised middle income economy providing a high quality of life to all its citizens by the year 2030. It is guided by the Constitution and Kenya Vision 2030 blue print. The government is also committed to aligning the national development agenda to the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063.

1.4.1 The Kenya Vision 2030

The Kenya Vision 2030 is the long term development strategy which seeks to transform the country into a newly industrialized globally competitive middle income country providing a high quality of life to all its citizens

by 2030. The Vision identifies that the Country's main potential lies in its people through their creativity, work ethic, education, entrepreneurial and other skills.

The Kenya Vision 2030 identified public sector reforms as a key flagship in the delivery of the transformative agenda. The expectation is to nurture a public service that is *citizen-focused and results-oriented*, serving a rapidly growing economy and society. The Kenya Vision 2030 is implemented through five-year Medium Term Plans (MTPs).

The first Medium Term Plan (2008-2012), had the overall objective of realizing a higher and sustainable growth of the economy in a more equitable environment, accompanied by increased employment opportunities. The second MTP (2013-2017), identified various initiatives that were undertaken to create a world class public sector that effectively facilitates private sector activity for a thriving economy. The government put together a Public Service Transformation Strategy aimed at creating an efficient and effective public service with moral values and ethical standards, and a highly motivated human resource. This strategy sought to address the overall governance environment by enhancing responsible citizenship and Values-based socialization. The government also continued to deepen the New Public Management (NPM) model with institutionalization of Results-based Management and implementation of the Kenya Integrated Service Delivery Model. This led to the establishment of Huduma Centers and the Integrated Human Resource Information System anchored on the Government Human Resource Information System (GHRIS).

To ensure significant and consistent improvements in the public service, the Commission is committed to managing, motivating, rewarding and steering human resources to establish a globally competitive public sector. The Commission will endeavour to achieve this through continuous review of terms and conditions of service, skills improvement interventions and investment in overall human resource capability for citizen-centric service delivery.

1.4.2 Medium Term Plan-III and the Big Four Agenda

The third MTP (2018 – 2022) focuses on implementing policies, programmes and projects designed to deliver on the Big Four Agenda initiatives of the Government. In terms of the Big Four Agenda, the Commission has integrated programmes aimed at establishing critical

enabling conditions for the attainment of the Agenda targets and goals. The implementation of the "Big Four" initiatives aims at raising the share of the manufacturing sector from 9.2 per cent to 20 per cent of GDP by 2022; ensuring that all citizens enjoy food security and improved nutrition by 2022; delivering at least 500,000 affordable housing units in the country; and, securing universal health coverage (UHC) based on a 100 per cent uptake through scaling up of the National Hospital Insurance Fund (NHIF).

To support the Big Four Agenda, the Commission is working closely with other public and private sector agencies to bridge the skills, knowledge and competency gaps in all the public service organizations at the core of implementation of the agenda. Further, the Commission has instituted programmes aimed at improving both the performance and productivity of the public service as the anchor for the attainment of the Big Four Agenda targets and goals.

1.4.3 Africa Agenda 2063

The Africa Agenda 2063 is both a Vision and a Plan to build a more prosperous Africa over the next fifty years. Agenda 2063 on the *Africa we Want* provides Member States with a roadmap to "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena." Specifically, the preparation of this strategic plan takes cognisance of Aspiration #1 on "A Prosperous Africa based on Inclusive Growth and Sustainable Development" and Aspiration #2 on "An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law".

The current strategy aligns with Aspiration #1 through the Commission's programmes for public service capacity and capability improvement as the driver of growth and development. Efforts towards Aspiration #2 would be realised within the Commission's programmes through inculcation of values and principles of governance in the public service and renewed focus on ethics, integrity and honest service.

1.4.4 Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. In aligning with global development aspirations, the Commission takes cognisance of the relevance of Goal 16 to its reform and transformation agenda in the current planning cycle. Specifically, two targets under Goal 16 are at the core of the Commission's agenda. While Target 16.6 focuses on developing effective, accountable and transparent institutions at all levels, Target 16.7 is concerned with ensuring responsive, inclusive, participatory and representative decision-making at all levels.

From a development perspective, good governance, as espoused under Sustainable Development Goal 16, constitutes the foundation upon which all the other Goals are built. The Commission's strategy for the uptake and implementation of the values and principles of governance and public service is, therefore, consistent with efforts aimed at establishing capable, efficient, effective and inclusive public institutions as the foundation for reforms and transformation.

1.5 The Role of the Commission in the National Development Agenda

The Commission plays a significant role in driving the national development agenda as it provides the necessary human resource for the implementation of the national programmes and development initiatives. To support the realization of these initiatives, the Commission will ensure the requisite skills mapping, recruitment and retention of skilled and ethical human resource through research-based interventions in the public service. Specifically, the role of the Commission is critical in ensuring:

i. Transformative leadership in the public service;
ii. Optimal utilization of human resources in the public service;
iii. Organizational structures in the public service that are fit for purpose;
iv. Public officers are responsive to the needs of the citizens;
v. Ethical standards are adhered to in the delivery of public services to the citizens;
vi. Economic utilization of resources;
vii. High performance and productivity in the public service;
viii. Inculcation of a culture of service amongst public officers;
ix. Timely delivery of public services;
x. Promotion of a culture of volunteerism in the public service; and
xi. The youth are afforded the opportunity to gain work experience in readiness for the job market through the internship programme.

1.6 Relevant Legislation and Policies

The legislation and development frameworks relevant to the mandate of the Commission include:

i. Constitution of Kenya, 2010;
ii. Public Service Commission Act, 2017;
iii. The Labour Laws;
iv. Public Officers Ethics Act, 2003;
v. Persons with Disability Act, No 14 of 2003;
vi. Public Procurement and Assets Disposal Act, 2015;
vii. Public Finance Management Act, 2012;
viii. Public Service (Values and Principles) Act. No. I of 2015;
ix. The Universities Act, 2012;
x. The Office of the Controller of Budget Act, 2016;
xi. The Ethics and Anti-Corruption Commission Act, 2011;
xii. Fair Administrative Action Act, 2015;
xiii. Sustainable Development Goals (SDGs);
xiv. Africa's Agenda 2063;
xv. Kenya Vision 2030; and,
xvi. The Big Four Agenda.

1.7 Rationale for the Strategic Plan

The plan is developed in compliance with section 68(2) (g) & (h) of the Public Finance Management Act, 2012 which requires that public institutions prepare strategic plans based on the medium-term fiscal framework and fiscal policy objectives of the national government. The Commission concluded the implementation of the third plan (2013 – 2018) with many achievements and lessons which should be incorporated in future programmes. The strategic planning process aimed at identifying and selecting the relevant and appropriate strategies of utilizing both the Commission's internal and external environment to manage human capital in the public sector for service delivery to the citizens. The Strategic Plan will help the Commission direct its efforts and resources to the needs and interests of citizens by:

i. Having clarity and relevance on the vision, mission and core values of the Commission;
ii. Having a road map to actualize the vision, goals, objectives and proposed activities and programmes of the Commission in the next five years;
iii. Alignment of the Commission's Strategic direction with the needs of citizens and the National Development Agenda;
iv. Enhancing the Commission's effectiveness and efficiency in service delivery to citizens;
v. Establishing a framework for tracking performance and taking corrective actions;
vi. Adopting a citizen-centric approach to service delivery necessitating a complete change of strategy and focus during the plan period.

1.8 Methodology of Developing the Plan

The Strategic Plan was prepared through an extensive participatory process by the members of the Commission and Management. The process involved review of documents, brain-storming sessions, discussions and consultative workshops and consultations with other stakeholders on both the internal and external environments to determine the vision, mission, key result areas, thematic areas, strategic objectives, strategies and activities. Primary information was generated through brain storming sessions. Secondary information was drawn from various documents including; the *Constitution, Legislations*, the *Kenya Vision 2030*. *Africa Agenda 2063*, *SDG 2030,* among others.

1.9 Strategic Plan Implementation Assumptions

In implementing the Plan, it is assumed that there will be:

i. No adverse changes in the legal framework governing the Commissions' mandate;
ii. Social and political stability in the country;
iii. An upward trend of economic growth;
iv. Support from stakeholders to the Commission in implementing the plan; and
v. Receipt of adequate funding by Parliament to implement the Plan.

Chapter 2
SITUATION ANALYSIS

2.1 Introduction

The Strategic Plan (2019-2024) is informed by among others, the Commission's key achievements, challenges and lessons realized in the 2013-2018 plan period. The Commission further conducted an assessment of its capacity through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, an assessment of both the internal and external work environment through a Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis, and an evaluation of the key stakeholders through a stakeholder analysis. The results of these assesments are presented in the following sections.

2.2 Key Achievements

The preceeding Strategic Plan 2013-2018 laid the foundation for the future direction that the Commission was to take in pursuance of its new constitutional mandate. Some of the key achievements realized were:

i. Strengthened the Commission's legislative and policy framework through enactment of PSC Act, 2017; and development of PSC Regulations.
ii. Strengthened the human resource management and development function through the development and issuance of HRM policies and guidelines to the service.
iii. Established proportionate representation quota on appointment of ethnic communities in the public service
iv. Promoted diversity in the public service through compliance with the two-third gender rule, progressive inclusion of persons with disability, minorities and marginalized communities.
v. Enhanced the human resource capacity of county governments through transfer of 66,000 national public service officers to the counties.
vi. Built County government human resource management capacity through technical support to County Public Service Boards.
vii. Developed and issued a framework for the promotion of values and principles of governance and public service.

viii. Promoted Public Service performance through the implementation of Public Service Excellence Award (PSEA) Scheme and rewarded public officers for exemplary performance in 2015, 2016, 2017 and 2018.
ix. Established a citizen service delivery satisfaction baseline index in the public service during the 2015/16 FY.
x. Improved internal business processes and the Commission's service delivery efficiency through ICT intergration.

2.3 Challenges

During the implementation of the third strategic plan 2013 - 2018, the Commission faced the following challenges:

i. Weak performance management system in the public service leading to unsatisfactory service delivery to citizens;
ii. Lack of a legal provision on enforcing the Commission's decisions related to county appeals;
iii. Lack of uniform norms and standards in the management of the human resource in the public service;
iv. Skills and succession management gaps in the public service;and,
v. Inadequate budgetary provisions and austerity measures.

2.4 Lessons Learnt and Experiences

During the implementation of the Strategic Plan 2013-2018, the valuable lessons learnt called for the need to:

i. Review the performance management system for improved service delivery;
ii. Strengthen the legal and policy framework for improved management of human resource in the public service;
iii. Develop and implement mentorship and volunteer programmes;
iv. Strengthen the internship programmes in the public service;
v. Engage the national treasury and parliament for enhanced budget;

vi.   Develop and implement human resource management and development master plan; and

vii.   Enhance promotion of national and public service values and principles and the adherence to ethical standards;

2.5 Analysis of Internal and External Environment : SWOT Analysis

The Commission conducted a situation analysis of the internal environment (strengths and weaknesses) and external environment (opportunities and threats) to establish the factors impacting on its work. This was done using the SWOT analysis tool. The results are summarised in Tables 2-1 to 2-4. The Commission will purpose to minimise the effect of its Weaknesses and Threats while at the same time enhancing the Strengths and exploiting the Opportunities.

2.5.1 Strengths

Strengths are the capabilities and resources that give the Commission a competitive advantage and which can be utilized to make the greatest impact. An analysis of the Commission's operational circumstances identifies being a constitutional body established under Article 233 of the Constitution; supportive commissioners; diverse, competent and committed staff; functional structures and systems; and strong team work as the key strengths of the organization. Table 2-1 lists these strengths, outlines the strategic implications of each strength and summarises the strategic responses that the Commission would deploy to build on these strengths.

Table 2-1: Strengths

	Strengths	Strategic Implications	Strategic Response
1.	Constitutional body established under Article 233 of the Constitution	Independence of the Commission	Comply with the Constitution and other legal and regulatory frameworks
2.	Supportive Commissioners	· Good public image · Smooth running of the Commission	Develop capacity of Commissioners
3.	Diverse, competent and committed staff	Effective service delivery	• Develop capacity of staff continuously • Develop innovative ways of service delivery
		Develop HR policies	Implement HR policies
4.	Functional structures and systems	Enhanced transparency and accountability in the Commission's operations	• Sensitize staff on structures and systems of the Commission • Sensitize staff on leadership and integrity laws and related regulatory frameworks
5.	Strong team work	Unity of purpose in the Commission	• Inculcate the Commission's values in staff • Develop and implement team building programmes

2.5.2 Weaknesses

These are constraints that the Commission faces within its internal operational environment. The SWOT analysis identified four major constraints: Unintegrated ICT system; inadequate research framework; Inaccessibility of the Commission's services in some parts of the country; and weak collaboration and partnerships. Table 2-2 list the constraints, outlines the adverse implications of these constraints to the organization's strategy and summarises the strategies the Commission has laid out under this plan to respond to these constraints towards meeting the overarching organizational goals and objectives.

Table 2-2 Weaknesses

Factors	Strategic Implications	Strategic Responses
1. Unintegrated ICT system	Delayed service delivery	Integrate and update ICT services
2. Inadequate research framework	• Weak linkage in research and policy • Weak data management	• Develop research policy • Develop research priority areas • Implement recommendations of research
3. Inaccessibility of the Commission's services in some parts of the country	Delayed service delivery	Decentralize Commission functions to regions
4. Weak collaboration and partnerships	Untapped potential in service delivery effectiveness and resource mobilisation	Develop collaboration and partnership framework

2.5.3 Opportunities

Opportunities refer to operational environment factors that the Commission could make optimal use of to realize its mandate. The main opportunities identified in the Commission's operational environment are: progressive constitutional dispensation; high number of educated youth; advanced establishment of ICT infrastructure in the country; conducive social and political goodwill; cooperation and partnerships within the public and private sector; availability of relevant skills in the labour market; enlightened and knowledgeable citizenry; membership and active participation in regional and international organizations; public-sector reforms; and devolution and decentralization of services. Table 2-3 outlines the implications that these opportunities portend for the Commission's strategy and summarises the strategies designed for leveraging the existing opportunities.

Table 2-3: Opportunities

Factors	Strategic Implications	Strategic Response
1. A progressive constitutional dispensation	Opportunity to reform public service	Undertake public service reforms as per the Constitution and policy related legal frameworks
2. High number of educated youth	A rich pool of potential public servants	• Upgrade ICT equipment in the Commission • On-board young people into public service in line with succession management goals
3. Advanced establishment of ICT infrastructure in the country	Easy access to ICT services	• Upgrade ICT equipment in the Commission • Train staff on ICT • Integrate ICT systems
4. Conducive social and political goodwill	Realization of the Commission's mandate	Comply with legal and regulatory frameworks
5. Cooperation and partnerships within the public and private sector	Realization of the Commission's mandate	• Develop collaboration and partnership framework • Engage partners
6. Availability of relevant skills in the labour market	A rich pool of potential public servants	Strengthen internship policy

Factors	Strategic Implications	Strategic Response
7. Enlightened and knowledgeable citizenry	Increased public awareness and expectations	Educate the public on mandate of the Commission
8. Membership and active participation in regional and international organizations;	• Increased presence at regional and international arena • Access to inovation and best practices	• Subscribe membership to regional and international professional bodies • Knowledge transfer and borrowing best practices
9. Public-sector reforms	Enhanced service delivery	Train public servants on change management
10. Devolution and decentralization of services.	Enhanced service delivery	• Avail required infrastructure and equipment • Implement service charter in all devolved units • Create awareness about devolved units • Train staff serving in the devolved units

2.5.4 Threats

Threats are external unfavourable conditions in the Commission's operational environment with the potential to impede attainment of targets, objectives and results. The foremost threats that the Commission faces are: high unemployment rate among graduates; disparities in terms and conditions of service; corruption and fraud; escalating wage bill; brain drain in technical skills; labour unrest; negative culture systems in the public service; and data insecurity. Table 2-4 lists these threats, outlines the implications of each threat to the Commission's strategy and summarises the strategies that the Commission would deploy to mitigate any potential adverse effects of the threats.

Table 2-4: Threats

Factors	Strategic Implications	Strategic Response
1. High unemployment rate among graduates	A rich pool of recruitment for institutions in the public service	Strengthen a scheme for internship and management trainees
2. Disparities in terms and conditions of service	Varied terms and conditions of employment	• Harmonize terms and conditions of employment
3. Corruption and fraud	• Increased cost of service delivery • Adverse public image • Poor public service delivery	• Sensitize staff on leadership and integrity laws • Institute disciplinary measures on corrupt public officers • Engage investigative agencies • Strengthen systems and policies for mitigating corruption and fraud • Rewards employees for exemplary service
4. Escalating wage bill	Reduced capacity to pay	Comply with PFM Act and other related legal and regulatory frameworks
5. Brain drain in technical skills	Increased labour turnover	Review terms and conditions of employment
6. Labour unrests	• Interruption in service delivery • Adverse public image	• Develop and implement employee relations policy • Implement CBAs
7. Negative culture systems in the public service	• Adverse public image • Poor service delivery	• Inculcate national values to the employees • Reward employees for exemplary service
8. Data Insecurity	• Leakage and loss of data • System failure	• Enhance information protection and data management

2.6 Environmental Scan: PESTEL Analysis

An environmental scan was done using PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis to determine any emerging issues that may impact on the implementation of programmes and which may require consideration during the plan period. The following identified factors are likely to affect the performance of the Commission:

2.6.1 Political factors

The Constitution of Kenya 2010 has brought a high level of political awareness amongst the citizens. It has, therefore, led to demand for high quality services, efficiency, effectiveness, transparency, equity and accountability in public service delivery. The Commission, therefore, needs a favourable political environment to deliver to citizens. Although the country has been fairly politically stable, there are some political situations should be addressed. These include:

1. Political challenges during the national election cycles impacting negatively on implementation of planned government programmes and projects;
2. Goodwill from government to empower public servants to deliver to the citizens;
3. Public accountability framework which may be long and slow;
4. Public interest and trust placed by the citizens leading to continued expansion of the Commission's mandate;
5. Changes in government policy and priorities both at the national and county levels which may lead to restructuring of ministries and departments requiring the Commission to exercise its mandate.

2.6.2 Economic factors

Slow economic growth during the plan period may lead to rationalization of public expenditure that adversely impact the implementation of the plan. Macroeconomic factors such as inflation affect the operations of the Commission in that the costs of goods and services may be higher during the plan period. Change in government priorities may lead to budget cuts on some programmes. However, there may be increased opportunities for the Commission to be innovative and generate its own revenue from professional services.

2.6.3 Social Cultural Factors

Increased public awareness and citizen participation in governance and management of public affairs requires the establishment of efficient systems of public interaction and engagement. The following social cultural factors are likely to affect the implementation of the Strategic Plan:

1. Increased demand for performance and accountability;
2. Availability of a large pool of qualified youth in the market;
3. Negative values systems which include inequality, poor work ethic, corruption and interpersonal relationships;
4. Trade unionism, increased knowledge on rights and labour relations, availability of specialized labour relations courts offers an opportunity for structured dispute resolution.

2.6.4 Technological Factors

Information Communication Technology (ICT) is recognized as a vital means in accelerating economic development and facilitating effective service delivery. The Commission will leverage information technology for improved service delivery. Increased uptake of technology in rural areas will enable the Commission reach more stakeholders. Automated services through systems such as Enterprise Resource Planning (ERP) system provides opportunity to fast track services such as recruitment as a cost cutting measure besides enhancing integrity, accountability and timely information and reports on HR matters in the public service. The rapid evolution of technology and threats posed by cyber-crimes will require the Commission to formulate mitigating strategies to address the emerging threats. The cost of adoption, maintenance and upgrading of technology may strain the limited budget of the Commission.

2.6.5 Environmental Factors

A conducive and supportive work environment enhances the output of an organization. Some of the environmental factors which are likely to affect the operations of the Commission include:

i. Non-compliance with Occupational Health and Safety rules and regulations; and,
ii. Inadequate office accommodation, working tools and equipment

2.6.6 Legal factors

The Constitution of Kenya 2010 gave the Commission an expanded mandate and enhanced the scope of responsibility to the wider public service. The Constitution has also provided room for additional responsibilities which may be conferred through national legislation. Such additional functions may not have been anticipated and planned for in the Strategic Plan. The Commission may also face challenges on differences

in interpretation of laws and regulations by various levels of government actors. The Commission is also vulnerable to litigation arising from excesses of public servants and institutions.

2.7 Stakeholder Analysis

The Commission interacts with many internal and external stakeholders in the process of carrying out its function. Stakeholders are individuals and organizations that influence or are impacted upon by the operations of the Commission. A stakeholder can also be any person, group or institution that has an interest in the activities of the Commission.

Stakeholders can either provide opportunities for the Commission to enhance its efficiency and effectiveness or present threats that may have significant impact on the implementation of the Strategic Plan.

Stakeholder Analysis allows the Commission to have insights on the expectations of stakeholders. The analysis assessed the interests and expectations on the Commission from its stakeholders. This involved taking an inventory of all parties that have a stake in the work of the Commission. Table 2-5 summarises the results of the stakeholder analysis by outlining the expectations that each stakeholder cluster has on the Commission in the discharge of its mandate and what the Commission expects from them.

Table 2-5: Summary of Stakeholders Analysis

Stakeholder	Stakeholder Expectation	Commission Expectation
1. Citizens	- Efficient and effective public services - Fairness in distribution of internship and volunteer opportunities - Representation of all diverse communities - Good governance and ethical behaviour of public servants - Equitable distribution of employment opportunities - Timely delivery and access to public services	- Qualified Kenyans will apply for jobs when they are advertised - Comply with regulations and guidelines of the Commission - Receive objective feedback from the people of Kenya - Make representations to the Commission - Participate in the vetting process for appointments
2. Ministries, Department, Agencies and State Corporations	- Commission to determine regulations for discharge of human resource function - Set ethical standards and enforce rules of conduct - Supply qualified and competent human resource for State departments - Set competitive terms and conditions of service for the Civil Service - Ensure representation of Kenya's diverse communities - Facilitate placement of interns and volunteers in the public service	- To comply with PSC regulations and decisions - To comply with the national values and principles of governance and values and principles of public service - To efficiently and effectively utilize resources - Commitment to high performance and productivity - Provide prompt, effective and efficient services to citizens - A representative public service - Provide opportunities for interns and volunteers
3. County Governments	- Provide technical support and capacity building - Hear and determine appeals from counties expeditiously - Share best practices	- Request for capacity building and technical support on a need basis - Compliance with PSC decisions on hearing and determination of appeals - Comply with shared human resource norms and standards
4. Parliament	- Implement constitutional mandate - Report on the discharge of the Commission's mandate - Report on compliance with values and principles in Articles 10 and 232 - Prudent management of financial resources	- Allocate adequate funds for the Commission's operations - Enact legislation and regulations to support the Commission's functions

Stakeholder	Stakeholder Expectation	Commission Expectation
5. Judiciary	• Implement court decisions • Adherence to provisions of relevant legislation • Utilize ADR mechanisms	• Expedite the hearing and disposal of cases in courts • Interpretation of Laws
6. Labour Unions	• Comply with Collective Bargaining Agreement • Protect the interest and rights of public officers • Regular review of terms and conditions of service • Uphold fair labour practices • Involvement in the review of terms and conditions of service • Provide institutional framework for employer-employee engagement • Utilize ADR mechanisms	• Comply with Collective Bargaining Agreements • Comply with court decisions • Submit to ADR processes • Utilize industrial disputes resolution mechanisms
7. Academic, Training and Research Institutions	• Provide linkage between the academia and the public service • Facilitate industrial attachment and internship opportunities • Provide complementary data and information • Partners in applied research, policy formulation and policy advocacy	• Align training curriculum to the demands of the labour market • Share relevant research findings • Uphold the values and principles in Articles 10 and 232 • Provide training opportunities to public officers
8. KSG	• Partnership in curriculum development, training, research and policy formulation	• Partners in curriculum development • Partners in undertaking impact evaluation on training • Provide training opportunities to public officers • Share relevant research findings • Uphold values and principles in Articles 10 and 232
9. The Media	Openness, transparency and ease of access to information	Accurate, objective and fair reporting
10. Commissions and Independent Offices	Cooperation and partnership	Cooperation and partnership
11. Commission Staff	• Competitive terms and conditions of service • Protection in discharge of official duties • Commitment to staff welfare • Conducive work environment • Adequate and equitable exposure, training and development opportunities	• Commitment to high performance and productivity • Model the core values of the Commission • Uphold the values and principles in Articles 10 and 232 and the Public Officer Ethics Act, 2003 • Provide timely, effective and efficient service to citizens

Stakeholder	Stakeholder Expectation	Commission Expectation
12. Private Sector	• Efficient and effective public services • Structured Public Private Partnership initiatives • Fair distribution of available business opportunities • Uphold the values and principles in Articles 10 and 232 and the Public Officer Ethics Act, 2003 • Involvement in policy making process • Publish and publicize information on the discharge of the Commission's mandate	• Provide timely, effective efficient and quality services • Uphold the national values and principles of governance • Participate in policy making process • Engage in structured Public Private Partnership processes
13. Civil Society Organizations & NGOs	• Efficient and effective public services • Publish and publicize information on the discharge of the Commission's mandate • Prudent management of public resources • Compliance with the national values and principles of governance; and, values and principles of the public service • Uphold the objects of the Commission • Uphold integrity, transparency and accountability in the discharge of the Commission's mandate • Structured framework for engagement and collaboration	• Participation in policy making processes. • Prompt submission of information. • Regular consultations and engagements. • Exercise fair and ethical oversight • Structured framework for engagement and collaboration
14. Professional bodies	• Support continuous professional development for professionals in the public service • Collaborate with professional associations in the enforcement of professional codes of practice • Involvement in policy making	• Continuous Professional Development • Promote professionalism • Enforce compliance with professional codes of practice • Participate in policy making
15. Development Partners	• Prudent management of public resources • Ethical conduct • Transparency and accountability	• Regular consultations and engagements • Cooperation and partnerships • Support Commission's programmes and projects • Technical assistance in programmes
16. Regional and International Bodies	• Cooperation, collaboration and partnership • Structured framework for engagement and collaboration	• Benchmark on best practices • Share knowledge and experiences • Exchange programmes

Chapter 3

STRATEGIC DIRECTION

3.1 Introduction

The strategic direction taken by the Commission during the plan period (2019-2024) is informed by the mandate as provided in the Constitution and other enabling legislations, the national development agenda and the Commission's desire to render services to the citizens. The Commission plans to improve performance, professionalism and productivity in a citizen-centric approach. Citizen-centric means putting the citizen at the centre and designing all programmes and activities in a manner that it gives priority to service delivery to the citizen. The Commission's strategic focus is outlined under: Vision, mission, core values, strategic goal, key results areas, priority areas in strategy delivery and strategy implementation matrix (Appendix I).

3.2 Vision

A citizen-centric public service.

3.3 Mission

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

3.4 Core Values

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

3.4.1 Citizen Focus

The Commission will be responsive, efficient and effective in responding to the needs of the citizens.

3.4.2 Professionalism

The Commission will adhere to professional standards and values in the conduct of its affairs, observe fidelity to the rule of law, uphold openness, be answerable and take responsibility for actions and maintain moral, neutral and ethical principles.

3.4.3 Innovation

The Commission will embrace and apply new ideas, methods and technology in the delivery of service. It will further challenge conventional practices and thinking in the public service, introduce new approaches in the delivery of service to citizens and adopt research and evidence-driven policy processes. The commission will invest and tap into the talents of youth and capture rare skills amongst retired professionals.

3.4.4 Team Work

The Commission commits to high levels of cooperation, consultation, collaboration and respect for divergent views and opinions. Commission teams will work seamlessly and deploy skills appropriately to enhance efficiency and effectiveness in service delivery.

3.5 Strategic Goal

The strategic goal of the Commission for the 2019-2024 Strategic Plan period is to transform the public service for efficient and effective service delivery for national development.

3.6 The Strategy

Citizens expect more transparent, accessible and responsive services from the public sector. The Commission will reorient the public service delivery strategy to place the citizen at the centre of service delivery. The citizen-centric approach to service delivery will entail provision of prompt, timely, affordable, transparent, accountable, impartial and equitable services to Kenyans. The centrality of the citizen in service delivery, therefore, remains the key focus of the Commission's Strategic Plan (2019-2024). In order to realize this, the Commission will:

  i. Undertake citizen service satisfaction surveys;
 ii. Set service delivery standards and productivity measurements;
iii. Provide strategic policy direction and guidelines for implementing the strategy;
 iv. Establish a contact centre for instant citizen feedback; and
  v. Establish progress in the service improvement strategy.

A summary of the strategic and hierarchical link between institutional capacity, Key Result Areas, core values, mission and vision of the Commission are presented in Figure 3-1.

Figure 3-1 Strategic Direction Map

VISION
A Citizen-Centric Public Service

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

CORE VALUES
Citizen Focus, Professionalism, Innovation, Teamwork

KEY RESULT AREAS

Efficient Public Service Delivery

Ethical and Values-Based Public Service

Enhanced Commission Capacity

Institutional Capacity
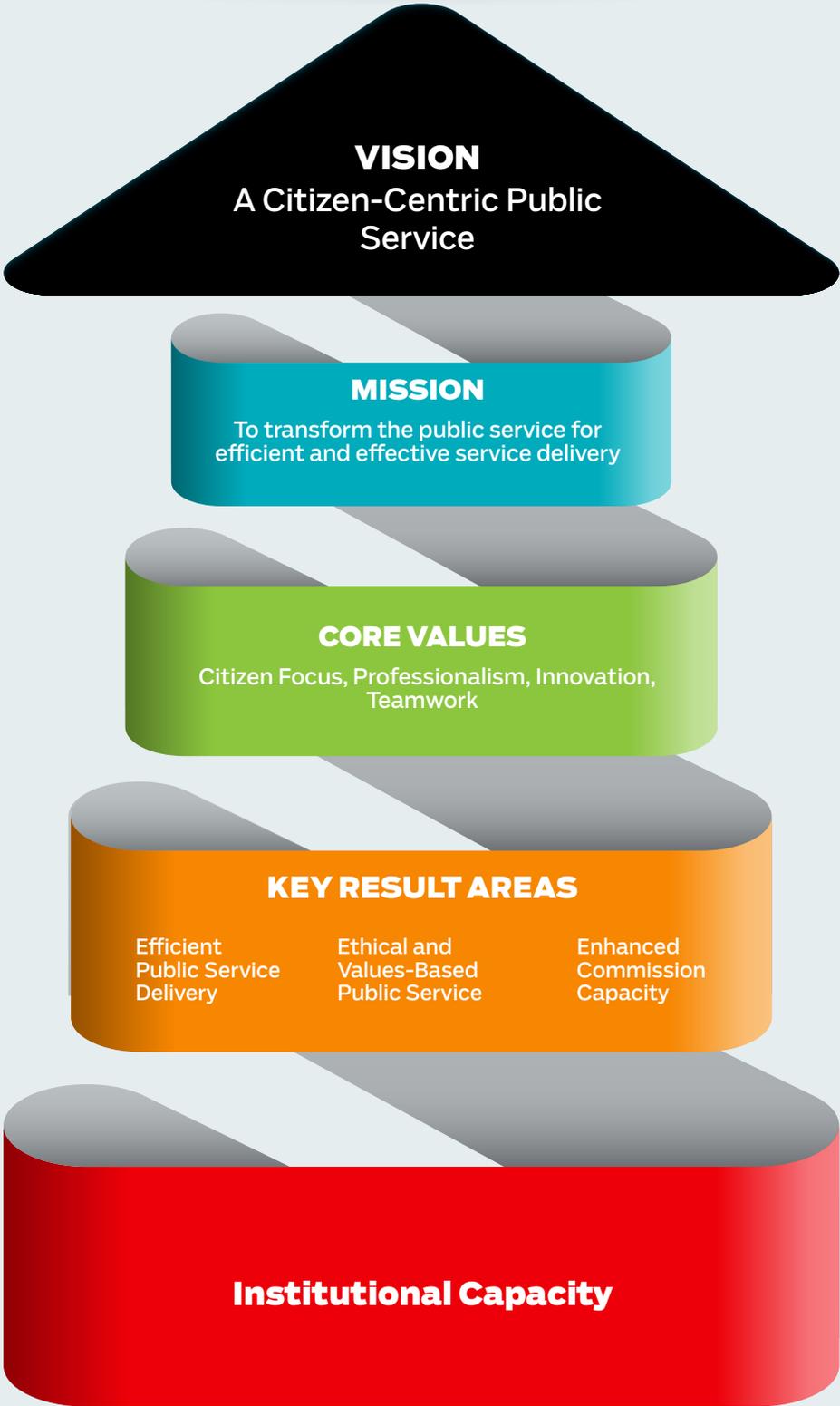
3.7 Key Result Areas

The strategic framework for the Strategic Plan 2019-2024 is aligned to the vision and mandate of the Commission. The framework outlines three (3) interrelated Key Result Areas (KRAs) which will be pursued in the next five years. It is expected that institutionalization of the framework will revitalize the Commission's performance. The KRAs are:

Key Result Area 1: Efficient Public Service Delivery

Key Result Area 2: Ethical and Values-based Public Service

Key Result Area 3: Enhanced Commission Capacity

For each Key Result Area, this Plan has developed a robust result chain linking the KRA with strategic objectives, strategies and outcome as summarized in Table 3-1. Under KRA 1, Efficient Public Service delivery, for example, the strategic objective of improving performance and productivity will be achieved through a review of performance management systems for the public service and the development of productivity measurements strategy for the public service. The expected outcome under this KRA is improved performance and productivity. Ethical and Values-

based Public Service, as KRA 2, is anchored on the promotion of constitutionalism, values and principles as a strategic objective. Two strategies for achieving this strategic objective will be the promotion of good governance, ethics and Integrity and the promotion of compliance with regulations, guidelines and decisions of the Commission. The expected outcome here will be a public service that is both ethical and based on values.

Under KRA 3, Enhanced Commission Capacity, the anchoring strategic objective will be to build the Commission's internal capacity. Examples of strategies for desired outcomes include staff skills development, optimal staffing levels and leveraging ICT in the operations of the Commission. The ultimate outcome under this KRA is a commission with the required internal capacity to effectively discharge its functions. Table 3-1 summarizes the result chain linking the Key Result Areas, strategic objectives strategies and outcomes.

Detailed implementation matrix outlining the strategy, activities, expected output, output indicators, targets budget for five years, and targets for each financial year, and implementation responsibility is presented in Appendix I.

Table 3-1: Key Result Area, Strategic Objectives, Strategies and outcomes

Key Result Area	Strategic Objectives	Strategies	Outcome
1. **Efficient Public Service Delivery**	1.1 Improve Performance and Productivity	1.1.1 Review performance management systems for the public service	Improved Performance and Productivity
		1.1.2 Develop productivity measurement Strategy for the public service	
	1.2 Improve Service Delivery	1.2.1 Undertake public service reforms and transformation	Improved Service Delivery
		1.2.2 Strengthen the organizational capacity of MDAs to deliver on their mandate	
		1.2.3 Set standards in service delivery	
	1.3 Improve Human Resource Management Practices	1.3.1 Enhance Talent Management and Youth Employment	Competent, motivated and productive human resource
		1.3.2 Develop/review human resource management strategy	
		1.3.3 Develop human resource in the public service	
		1.3.4 Initiate Public service culture and attitudinal change	
		1.3.5 Review the recruitment and selection strategy	
		1.3.6 Promote inclusivity	
		1.3.7 Develop a career and succession management strategy for public service	
		1.3.8 Review and implement terms and conditions of service	
		1.3.9 Ensure effective and fair disciplinary control and management	

Key Result Area	Strategic Objectives	Strategies	Outcome
2. Ethical and Values-Based	Promote Constitutionalism, Values and Principles	2.1.1 Promote good governance, ethics and integrity	Ethical and values-based public service
		2.1.2 Promote compliance with regulations, guidelines and Commission's decisions	
3. Enhanced Comission Capacity	Build Commission's Internal Capacity	3.1.1 Skills development	Enhanced Capacity
		3.1.2 Optimal Staffing Levels	
		3.1.3 Improvement of terms and conditions of service	
		3.1.4 Collaboration, co-operation and partnership with stakeholders, regional and international bodies	
		3.1.5 Performance management	
		3.1.5 Promote constitutionalism	
		3.1.6 Develop and implement a communication strategy	
		3.1.7 Leverage ICT in the operations of the Commission	
		3.1.8 Improve work environment	
		3.1.9 Resource mobilization and prudent management of resources	

3.8 Priority Areas in Strategy Delivery

3.8.1 Performance Management

Performance Management is the process used to identify, encourage, measure, evaluate, improve and reward employee performance. It uses inter-related strategies and activities that ensure goals are met in an effective and efficient manner at individual, team and organizational levels. Performance management in the public sector is generally composed of three interlinked elements namely: Performance measurement; Target-setting; and, Rewards or sanctions.

The Commission will undertake the following activities to ensure sustenance of a performance culture in the public service:

1. Establish performance levels in MDAs;
2. Develop and implement performance management regulations in the public service;
3. Review and implement a policy framework for performance management;
4. Undertake business process reviews in MDAs for service delivery improvement; and,
5. Implement performance-based rewards and sanctions.

3.8.2 Productivity Management

Productivity is the ratio of output to input and the attendant efficiency in the production process to achieve a desired result. A key agenda in public service is to increase productivity in order to maintain sustainable economic growth. The Commission will develop and implement a productivity measurement framework for the public service to ensure effective use of resources and fit for purpose institutions.

3.8.3 Internship Opportunities

Every year, a large number of youth graduate from various institutions with a wide range of academic qualifications. However, due to lack of work skills and experience, most of them remain unemployed. The high rate of unemployment in the country has exposed the youth to exploitation and other social ills. The Commission will collaborate with both public and private sector institutions to expand internship opportunities. In addition, the Commission will implement mentoring and coaching programmes to inculcate positive work ethics among the youth, enable them to exploit their potential, and gain experience and skills for gainful economic engagement. The Commission will continue to support the government in the implementation of Technical and Vocational Education and Training (TVET) programme through overseeing the staffing of TVETs. The trainees will continue to form part of the human capital

pool for the Commission in the provision of market-driven competencies and skills.

3.8.4 Volunteerism

In the context of public service, volunteerism refers to the intrinsic motivation to render service to society based on skills, knowledge, experience, labour, time and other enabling resources which address community needs. The Commission will promote a culture of volunteerism in the public service which entails involvement of volunteers in service delivery especially at the grassroots level. The pool of volunteers will include retired citizens who possess rare competencies and skills. The volunteer programme will complement skills and competencies existing in the public service. The volunteers will help in mentoring and coaching the young civil servants to inculcate a culture of public service values and work ethics. This will also facilitate nurturing leadership skills in the public service.

3.8.5 Equity in Employment

The Commission is committed to ensuring that the public service represents the diversity of the Kenyan people through implementation of the diversity management policy. In addition, professionalism and meritocracy will be observed in appointments to the public service.

3.8.6 Collaboration, Co-operation and Partnerships

The Commission will collaborate, co-operate and partner with its key stakeholders in policy formulation and identification of programmes for partnerships. The Commission will also collaborate with development partners to identify joint programmes and projects to strengthen its capacity.

3.9 The Conceptual Framework for the Strategy

The conceptual framework presented in Fig 3-2 provides an overview of the Commission's strategic direction. It illustrates the linkages between the various components of the strategic framework. Key Result Areas are placed at the centre of the linkage between the Vision, Mission and Goal, on one side, and the result chain consisting of Strategic Objectives, Strategies and Activities, Key Outputs and Outcomes, on the other. Strategies and Activities are the foundation of realization of the Commission vision.

Implementation of strategies and activities leads to outputs which form the basis for attainment of intended outcomes. Attainment of outcomes lead to Key Results. These key results form the basis for achieving the overall organizational goal which feeds into the mission and ultimately the Vision of the Commission which is *A Citizen–Centric Public Service.*

Figure 3-2: The Conceptual Framework for the Strategy
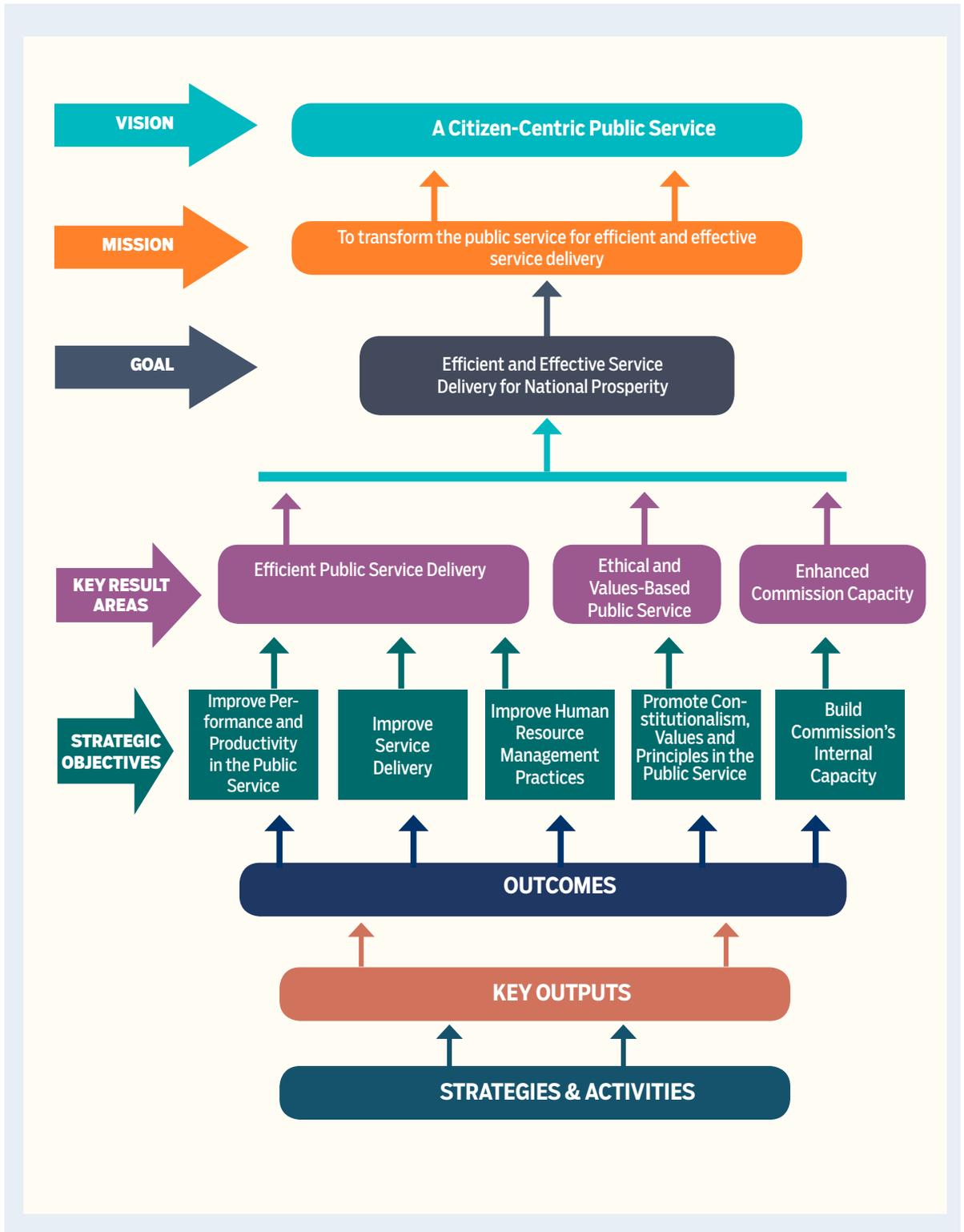
Chapter 4
STRATEGY IMPLEMENTATION FRAMEWORK

4.1 Introduction

The Strategic Plan will be implemented within the Commission's organizational structure. The implementation requires the full involvement, effort, commitment and leadership from the Commission Board, staff and all stakeholders. The Board will have the major task of addressing structural issues, capacity building gaps and mobilizing appropriate budgetary resources in order to support the effective implementation of the Strategic Plan. The coordination framework includes roles of the Commission and the Secretariat. In addition, the chapter outlines the organizational structure and the optimal staffing levels required.

4.2 Roles of the Commission and Secretariat

The purpose of strategy implementation is to manage available resources efficiently, deliver results, monitor and report on progress to facilitate performance management. Implementation of this Plan shall be co-ordinated through internal and external arrangements to promote synergy and complementarity. Each player will have key responsibilities as outlined below.

4.2.1 Commission Chairperson

The Chairperson shall direct and supervise the work of the Commission including the implementation of this Strategic Plan.

4.2.2 Commissioners

The Commissioners shall guide and oversee the implementation of this Plan.

4.2.3 Commission Committees

The Committees will deliberate and make recommendations on various tasks to facilitate Commission Board decisions.

4.2.4 Commission Secretary/Chief Executive Officer

The overall responsibility of implementing the Strategic Plan will rest with the Commission Secretary. The Commission Secretary shall prepare and submit programmes necessary for the achievement of the Commission's mandate for approval by the Commission Board; assign duties and supervise staff of the Commission and execute the decisions of the Commission Board for successful implementation of the Strategic Plan.

4.2.5 The Commission Secretariat

The Secretariat shall implement the activities of the Commission outlined in this Plan in line with the Constitution, Public Service Commission Act 2017 and other legislations, policies and guidance from the Commission Board.

4.3 Success Factors in Implementation of the Plan

Implementation of the Strategic Plan will be anchored on:-

i. Strong organizational structure;
ii. Optimal staffing levels;
iii. Collaboration and cooperation with stakeholders;
iv. Effective performance management system;
v. Effective communication and branding strategy;
vi. Team work;
vii. Positive culture and work ethics;
viii. Leveraging Information Communication Technology (ICT) infrastructure; and,
ix. Mobilization of adequate financial resources.

4.3.1 Organizational Structure

In implementing the Plan, the Commission will adopt the existing organisational structure (Appendix II). However, this will be reviewed as and when necessary. The Commission will endeavour to ensure that the staffing gaps are addressed and specialised training availed to the secretariat staff. In addition, adequate and appropriate tools and equipment will be provided for effective service delivery.

4.3.2 Optimal Staffing Levels and Staff Establishment

As at June 2019, the Commission had a total staff in-post

of 223 representing 51.4 per cent of the optimal establishment of 434. The Commission seeks to realign staff establishment to effectively serve citizens. The new citizen-centric focus expands roles at a level that requires an increase in the number of staff. The Commission will therefore progressively fill the vacant posts over the next four years from the 223 to 434 by the 2023/24 financial year for effective implementation of the Strategy. The current status and projected staffing requirements by job level and scale is presented in Table 4-1. A detailed distribution of current and expected staffing levels at the Commission by directorate are presented in Appendix III. A distribution of current and proposed staffing levels by directorate and PSC Scale is presented in Appendix IV.

Table 4-1: Staffing Establishment by Job Level and Scale

Level	PSC Scale	AE	In-Post	Variance	Current 2018/19	Proposed Staff Establishment				
						2019/20	2020/21	2021/22	2022/23	2023/24
Top Management	10	1	1	0	1	1	1	1	1	1
	9	2	2	0	2	2	2	2	2	2
	8	9	9	0	9	9	9	9	9	9
Senior Management	7	34	20	-14	20	26	30	32	32	34
	6	54	31	-23	31	43	46	47	48	54
Technical Cadre	5	151	37	-114	37	66	76	89	93	151
	4	90	60	-30	60	74	96	116	129	90
Skilled Operational Cadre	3	22	11	-11	11	20	27	32	38	22
	2	47	37	-10	37	38	38	39	39	47
	1	24	15	-9	15	19	20	21	21	24
Total		434	223	-211	223	298	345	388	412	434

4.3.3 Collaboration and Cooperation with Stakeholders

Institutional collaboration and cooperation under this Plan will be preceded by stakeholder mapping. The Commission will collaborate and partner with various stakeholders in the implementation of this Plan towards the attainment of its goals and mandate. In addition, it will map areas of common interest and develop mechanisms for collaboration and cooperation with stakeholders.

4.3.4 Effective Performance Management System

The success of the implementation of this Plan depends on the implementation of an effective performance management system. The Commission will ensure that individual employee performance is aligned to the Commission's strategic goals and objectives. The Commission will endeavour to reward and recognize performance.

4.3.5 Effective Communication and Branding Strategy

The Commission will develop and implement a communication and branding strategy. This is aimed at improving overall institutional visibility while engaging the public for feedback on their public service experience and areas of improvement. In addition, the strategy will form the basis for the Commission's

policy dissemination and advocacy.

4.3.6 Team Work, Positive Culture and Work Ethics

Work environment culture is at the core of organizational performance for results. To this end, the Commission will strive to create an enabling work place culture by encouraging team work, positive attitude towards work with a view to enhancing morale and motivation for performance. The net effect of such a cultural orientation will be increased productivity and effectiveness in service delivery.

4.3.7 Leveraging Information Communication Technology

The Commission will exploit the potential of its ICT infrastructure in the delivery of its functions and the execution of its mandate. The strategies to be adopted include review of business processes; automation of systems; operational processes; website interactivity; migration of services to e-platforms; enhancing interoperability of systems; and, improving the ICT skills of technical and professional officers. Internal leveraging of technology is consistent with the aspirations for service-wide uptake of technology for service delivery improvement.

Chapter 5

FINANCIAL RESOURCE REQUIREMENTS

5.1 Introduction

Successful implementation of this strategic plan depends on the availability and effective utilization of the resources. The implementation of this plan shall be supported mainly with funding from the National Treasury. The Commission will also put in place strategies to attract adequate resources from development partners and other institutions to support and participate in the implementation of this Plan. The section below outlines the financial requirements and the resource mobilization strategies for the Commission

5.2 Financial Resource Requirement

The financial requirements for the implementation of the Commission's strategies and activities are projected to grow marginally over the Plan Period from KES 9.72 Billion during the 2019/20 FY to KES 10.04 Billion during the 2023/24 FY. The base year, 2019/20 FY, has a high deficit proportion of 77 percent. Projections for the 2020/21 and 2021/22 FYs show even higher deficits of 85 percent each. Based on the MTEF III allocations, the Commission will face major financial requirement gaps over the MTEF period, 2019/2020 – 2021/22.

Figure 5-1 presents a comparative analysis of financial resources required for the implementation of the Strategic Plan relative to the actual Medium Term Expenditure Framework (MTEF) allocation and the related resource gap over the Plan period.

Figure 5-1: Financial Requirements to Implement the Plan, MTEF Allocations and Resource Gaps
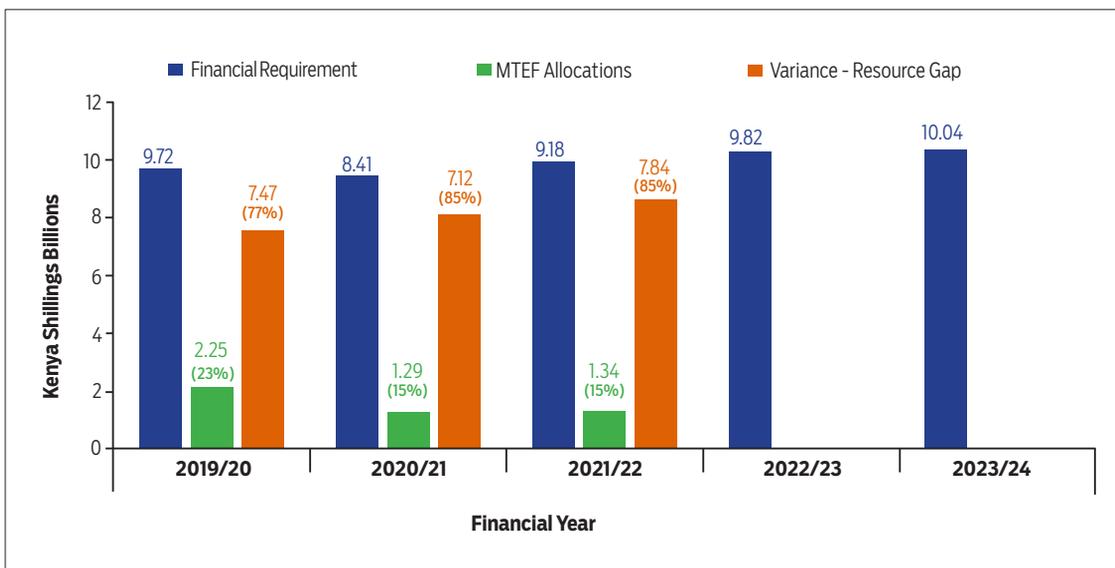
Financial requirements for each of the three Key Result Areas have been projected to increase only marginaly over the 5-Year Plan Period. The projected financial requirements for implementing the strategic plan along the three key result areas, over the 2019/20 to 2023/24 period, are presented on Table 5-1.

Table 5-1: Financial Requirements by Key Result Area

Strategic Objectives		Financial Requirements per Fiscal Year (Kshs. (Millions)					
		2019/20	2020/21	2021/22	2022/23	2023/24	Total
Key Result Area 1: Efficient Public Service Delivery							
1.1	Improving Human Resource Management Practices	5,986	4,902.9	5,846.0	6,005.9	6,294.8	**24,247.2**
1.2	Improving Performance and Productivity	262	300.5	274.4	313.4	317.6	**1,208.4**
1.3	Improving Service Delivery	343	382.3	182.4	249.1	186.3	**1,039.0**
Key Result Area 2: Ethical and Values-based Public Service							
2.1	Promote Constitutional-ism, Values and Principles	1,018	484.0	390.3	540.9	434.3	**1,891.7**
Key Result Area 3: Enhanced Commission Capacity							
3.1	Build Commission's Internal Capacity	2,109	2,344.1	2,484.8	2,709.8	2,803.8	**11,569**
	Total	**9,718**	**8,413.8**	**9,177.9**	**9,819.1**	**10,036.7**	**39,743.8**

5.3 Resource Mobilization

The implementation of core programmes and activities of the Commission will be financed by the Government through the National Treasury within the Medium Term Expenditure Framework (MTEF) budget. In addition, the Commission will seek additional financial resources by:

1. Engaging Parliament and The National Treasury;
2. Grant writing towards financing new programmes by development partners;
3. Promoting partnerships with the Private Sector in joint financing of programmes;
4. Generating internal revenues as appropriations in aid from technical services rendered.

The Commission will also put in place systems and measures to ensure prudent utilization of available resources. These include:

i. Automation of all financial management processes through the ERP system;
ii. Outsourcing of non-core and non-strategic functions;
iii. Instituting cost efficient and effective processes and procedures; and,
iv. Strengthening the Risk Management Framework.

Chapter 6

RISK MANAGEMENT

6.1 Introduction

The Commission appreciates that its operational environment is replete with potential risks which can derail the implementation of the strategy. This calls for an objective mapping of the risks and prescription of interventions that would effectively mitigate their adverse effects. The Commission's risk management efforts will entail identification, assessment and prioritization of risks. Risk management is segmented into three phases: identification and analysis of risks; definition of risk management strategy; and implementation of risk mitigation strategy.

6.2 Risk Mapping

The Commission has identified external interference with the implementation of its mandate; inadequate finance; low public confidence in the Commission; and, high rate of unemployment as the four high risk areas which are likely to affect the effective implementation of its Plan. Medium level risks include, inadequate performance on delegated responsibilities; changes to the legal and regulatory framework; and, resistance to change in the public service. Data insecurity and disruption of the Commission's tenure have been identified as low level risks.

6.3 Risk Mitigation

The Commission has planned to mitigate the identified risks through review of business processes and systems; involvement of stakeholders in policy formulation and implementation; intensification of civic education through outreach programmes; establishment of a citizen feedback contact centre; advocacy and lobbying to secure funding for its constitutional mandate; and, implementation of internship and volunteer service programmes.

Table 6-1 summarizes the mapped risks, their description, ranking on likelihood of occurrence and proposed mitigation measures.

Table 6-1: Risk Analysis and Management

Risk	Risk Description	Risk Level	Mitigation Measures
1. External interference with the implementation of the Commission's mandate	Various interest groups may choose to interfere with the mandate of the Commission to serve sectarian interests (Political class, Executive, Legislature among other groups)	High	• Build systems and institutional structures for posterity • Sensitize and involve key stakeholders on the execution of the Commission's mandate • The Commission's leadership to respond in a timely manner on any attempts at interference • Increased outreach to enhance public confidence
2. Inadequate finances	The funding of the Commission is reliant on GoK allocations which over time have faced competing needs. Very little of external financing has been achieved	High	• Intensify lobbying for adequate and timely disbursement of funds from different sources • Engage Public Private Partnerships • Engage development partners in funding initiatives

Risk	Risk Description	Risk Level	Mitigation Measures
3. Low public confidence in the Commission	Adverse public perception and publicity in the discharge of the Commission's functions can affect the Commission's reputation and undermine public confidence	High	• Develop and implement an effective corporate communications strategy • Establish a citizen feedback mechanism
4. High rate of unemployment	High demand for employment against limited job vacancies in the public service creates unrealistic expectations.	High	• Engaging with education sector and industry in curricula reviews for new skill, compitencies an knowledge • Implementation of internship and volunteerism programmes • Collaboration with partners in implementing entreprenueral capacity development programmes for the youth
5. Inadequate performance on delegated responsibilities	• Non-delivery or poor performance of MDAs in the discharge of delegated powers • Ineffective monitoring on discharge of delegated powers • Inability to finalize investigations	Medium	• Capacity building before delegation • Strengthen M &E Mechanisms • Regular engagement and consultations with the implementing agencies (MDAs)
6. Changes to the Legal and regulatory framework	The probability of a "Referendum on Constitution" may affect the legal framework within which the Commission's Plan is premised	Medium	• Pro-active policy advocacy and lobbying • Compliance with legal changes
7. Resistance to change in the Public Service	Re-organization requires attitudinal and culture change	Medium	• Develop and implement a robust communication strategy for change • Employee engagement and motivation
8. Data Insecurity	The commission is transitioning into digitalized and automated business platforms that are exposed to data breach.	Low	• Data and systems back up outside the Commission • Risk awareness creation across the Commission • Institutionalisation od data security systems
9. Disruption of the Commission's tenure	This can arise due to change in the legislative framework, occurrence of natural disasters, adverse petitions and mass resignations	Low	• Maintenance of public confidence in the discharge of function • Upholding high integrity

Chapter 7

MONITORING, EVALUATION AND REPORTING FRAMEWORK

7.1 Introduction

The purpose of monitoring and evaluation is to guide the implementation of the Plan by tracking activities, outcomes and impact and, making adjustment where necessary. A result-based monitoring and evaluation framework will be developed to provide feedback on the effectiveness of its implementation. This framework sets out the monitoring and evaluation objectives, methodology for data collection and processing, evaluation and reporting.

7.2 Objectives of the Monitoring and Evaluation Framework

The objective of the Monitoring and Evaluation (M&E) framework is to enable tracking of strategy implementation process during the Plan period. This includes:

i.   Development of annual strategy implementation work plans;
ii. Signing of performance agreements;
iii. Implementation of the annual work plans;
iv. Monitoring and reporting quarterly on the implementation of the annual work plans;
v.   Taking corrective actions on deviations in the strategy's implementation;
vi. Undertaking annual evaluation and reporting on the implementation of the strategy;
vii. Publishing and publicizing the findings and recommendations;
viii. Implementing the recommendations of the report; and,
ix. Administering rewards and recognition

7.3 Monitoring

Monitoring of the implementation of the Strategic Plan will involve a systematic and continuous process of collecting and analysing information based on the targets, outputs, outcomes, performance indicators and feedback reports from Directorates, Divisions and Units of the Commission. The collected information will be analysed to prepare monthly, quarterly and annual reports. The Planning Division will coordinate the collection and analysis of the data and preparation of reports.

7.4 Evaluation and Reporting

The Commission will carry out annual, mid-term and end-term evaluation of the Strategic Plan to establish the extent to which the outputs and expected outcomes have been achieved. Monitoring and Evaluation mechanisms will be institutionalized through a management M&E Committee comprising of all heads of directorates and divisions. The results of the M&E will be used to prepare the annual report on the operations of the Commission in accordance with Article 254(1) of the Constitution and Section 90 of the Public Service Commission Act 2017. The report is submitted to the President and Parliament by 30th September of every year. In addition, the M&E reports will facilitate improvement of ongoing programmes and inform the Commission's future plans.

7.5 Communication and Dissemination of the Annual Report

The annual report will be published and publicized in accordance with the Constitution and the PSC Communication Strategy.

APPENDICES

Appendix I: Strategy Implementation Matrix

Key Result Area 1: Efficient Public Service Delivery
Strategic Objective 1.1: Improving Performance and Productivity

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
1. Review performance management systems for the public service	Undertake business process review in the MDAs delivering Big Four Agenda and other identified MDAs and make recommendations for improvement	Status report and recommendations	No. of MDAs whose business process has been reviewed	300	2	75	75	75	73	1.0	15.0	15.6	16.2	16.9	**64.7**	PM&PSDI
	Review and implement a policy framework for performance management	Performance management policy framework	Performance Management Policy Framework Developed	1	1	-	-	1	-	1.5	5.5	-	8.0	-	**15.0**	PM&PSDI
	Institutionalization of performance management	Effective performance management system	No. of MDAs implementing performance management system	300	-	300	300	300	300	-	5.0	57.2	59.5	61.9	**233.6**	PM&PSDI
	Roll out of the performance contracting	Performance contract	No. of MDAs sign PCs	300	-	300	300	300	300	-	75.0	78.0	81.1	84.4	**318.5**	PM&PSDI
	Implement performance-based rewards and sanctions	Rewards and sanctions	No. of MDAs evaluated	300	-	300	300	300	300	-	15.0	15.6	16.2	16.9	**63.7**	PM&PSDI
	Establish baseline and annual performance levels	Baseline and annual survey reports	Performance levels (%)	100	-	100	100	100	100	-	45.0	46.8	48.7	50.6	**191.1**	PM&PSDI

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Total	Responsibility
2. Develop Productivity Measurements Strategy for the public service	Develop and implement a productivity measurement framework for the public service	Productivity measurement framework	Productivity measurement framework developed	1	-	1	-	-	-		60.0	-	-	-	60.0	PM&PSDI
		Status report on productivity levels	Productivity index (%)	100	-	100	100	100	100		30.0	31.2	32.4	33.7	127.4	PM&PSDI
	Evaluate optimal utilization of staff and equipment	Status report and recommendations	. No. of MDAs evaluated / . No. of recommendations implemented	300	-	-	100	100	100	-	-	30.0	31.2	32.4	93.6	PM&PSDI
	Monitor and evaluate implementation of the productivity measurement framework for the public service	Annual status report	No. of MDAs evaluated	300	-	-	100	100	100	-	-	-	20.0	20.8	40.8	PM&PSDI
Total										2.5	300.5	274.4	313.4	317.6	1,208.4	

Key Result Area 1: Improvement in Public Service Delivery
Strategic Objective 1.2: Improve Service Delivery

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
1. Undertake Public Service Reforms and Transformation	Develop and implement a Public Service Reforms and Transformation strategy	Reforms and Transformation strategy	Reforms and Transformation strategy	1	1	1	-	-	1	2.7	8.8	-	-	10.8	22.3	PM&PSDI
		Strategy Implementation programme	%. of programmes implemented	100	-	100	100	100	100	-	10.0	10.4	10.8	11.2	42.5	PM&PSDI
	Develop and implement Service delivery improvement programmes	Service delivery programmes developed and implemented	No. of programmes implemented	25	1	5	5	5	5	2.5	50.0	52.0	54.1	56.2	214.8	PM&PSDI
	Undertake research for innovative, efficient and effective service delivery	Research recommendations	No. of reforms in service delivery	10	2	2	2	2	2	1.0	10.0	10.4	10.8	11.2	43.5	PM&PSDI
	Introduction of call centre for real time receipt of feedback from citizens on level and quality of service delivery	Contact centre	% of feedback received and processed	100	100	100	100	100	100	16.3	50.4	5.5	5.7	5.9	83.9	PM&PSDI Public Comm
	Establish and implement an institutional Presidential rewards and recognition system for improved service	Presidential rewards and recognition policy	Presidential rewards and recognition policy	1	1	-	1	-	-	-	8.0	-	-	-	8.0	PM&PSDI CQA
		Annual Awards	Annual Awards	1	-	1	1	1	1	-	20.0	20.8	21.6	22.5	84.9	PM&PSDI CQA
2. Strengthen the organizational capacity of MDAs to deliver on their mandate	Develop/ review institutional capability and structures	Organizational Structures developed/ reviewed	No. of MDAs reviewed	48	10	15	16	48	18	1.5	5.0	5.2	16.2	6.3	34.2	EMCS
	Ensure optimal staffing of MDAs	Optimal Staffing	No. of MDAs with optimal staff	300	60	60	60	60	60	2.0	2.1	2.2	2.3	2.4	10.9	EMCS

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
	Establish national service delivery baseline information	Baseline survey report	Service delivery levels	1	-	1	-	-	-	-	60.0	-	-	-	**60.0**	CQA PM&PSDI
	Establish service delivery standards	Service delivery standards	No. of service delivery standards	1	-	1	1	1	1	-	30.0	31.2	32.4	33.7	**127.4**	CQA
	Develop and issue citizen service delivery charter to MDAs	Citizen service delivery charter	Citizen service delivery charter	1	-	1	-	-	-	-	20.0	-	-	-	**20.0**	CQA
3. Set standards in service delivery	MDAs customize their service charters to align to the citizen delivery charter issued by the Commission	Service charters aligned to citizen delivery charter	No. of MDAs with reviewed service delivery charter	300	-	150	150	-	-	-	20.0	20.8	-	-	**40.8**	CQA
	Monitor compliance with citizen service delivery standards	Compliance Report	No. of MDAs monitored on service delivery charter	300	-	300	300	300	300	-	18.0	18.7	19.5	20.2	**76.4**	CQA
	Develop and implement grievance management procedure	Grievance management procedure manual	Grievance management procedure manual developed	1	0	1	-	1	-	-	5.0	-	5.4	-	**10.4**	HRM&D
			Report on grievances received and resolved	1	-	1	1	1	1	-	5.0	5.2	5.4	5.6	**21.2**	HRM&D
	Conduct annual evaluation surveys to establish citizens satisfaction levels	Evaluation report	Citizen Satisfaction index (%)	100	100	100	100	100	100	13.0	60.0		64.8	-	**137.8**	CQA
Total										39.0	382.3	182.4	249.1	186.3	1,039.0	

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh.Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
	Develop and implement talent management programmes	Talent management programmes implemented	No. of talent management programmes implemented	8	-	2	2	2	2	-	35.0	36.4	37.9	39.4	148.6	HRM&D
	Undertake coaching and mentoring programmes for the youth and young civil servants	Youth & young civil servants coached and mentored	No. of youth coached and mentored	40,000	-	10,000	10,000	10,000	10,000	-	15.0	15.6	16.2	16.9	63.7	HRM&D
1. Collaborate with institutions to create more internship opportunities for the youth to gain skills and experience for Employment	Review Internship Policy	Internship Policy w	Internship Policy developed and implemented	1	-	1	-	-	1	1.2	50.0	20.8	21.6	54.9	148.5	HRM&D
			No. of Interns recruited	40,300	3,600	6,700	10,000	10,000	10,000	1,000.0	2,000.0	3,000.0	3,090.0	3,182.7	12,272.7	HRM&D
	Strengthen Public Private Partnerships to increase internship opportunities	partnership programmes with private sector	No. of partnership programmes with private sector	10	-	2	2	2	2	-	5.0	5.2	5.4	5.6	21.2	HRM&D
	Organize Annual Public Service Career week at the county level	Forums held and youth sensitized	No. of forums held	100	-	25	25	25	25	-	25.0	26.0	27.0	28.1	106.2	HRM&D
			No. of Youths sensitized Data Disaggregated by sex	40,000	-	10,000	10,000	10,000	10,000	-	30.0	31.2	32.4	33.7	127.4	HRM&D
		Policy on volunteer services	Policy developed	1	-	1	-	-	1	-	30.0	-	-	32.4	62.4	HRM&D
	Develop and implement policy on volunteer services	Volunteers engaged in public service delivery	No. of Volunteers engaged Data Disaggregated by sex	50,000	-	10,000	10,000	10,000	10,000	-	20.0	20.8	21.6	22.5	84.9	HRM&D
			Honoraria for Volunteers engaged	50,000	-	10,000	10,000	10,000	10,000	-	1,200.0	1,236.0	1,273.1	1,311.3	5,020.4	HRM&D

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Total	Responsibility
2. Develop/review human resource management strategy	Develop a human resource master plan	HR Master Plan	% of HR Master Plan developed	1	10	40	50			3.0	50.0	52.0	-	-	105.0	HRM&D
	Develop/review human resource policies, guidelines and instruments	Human Resource policies, guidelines and instruments	No. of policies developed/reviewed	20	4	4	4	4	4	4.1	16.0	16.6	17.3	18.0	72.0	HRM&D EMCS
	Review the delegation instruments	Delegation instruments	Delegation instruments	1	1	1	-	1	-	0.1	4.9	-	5.4	-	10.4	HRM&D
	Capacity building and technical support to MDAs at national and county governments on HR matters	Reports on MDAs and County government supported	No. of MDAs and county government supported	95	95	95	95	95	95	19.9	105.0	109.2	113.6	118.1	465.8	HRM&D
3. Develop human resource in the public service	Undertake competency and skills audit	Competency and skills audit report	No. of competency and skills gaps identified	1	1	1	1	1	1	-	11.0	11.4	11.9	12.4	46.7	HRM&D
	Develop, issue and implement annual training policy statement	Training policy statement	Schedule of officers trained in areas of focus	1	1	1	1	1	1	0.2	2.0	2.1	2.2	2.2	8.7	HRM&D
	Capacity building for frontline service providers in the public service at county level	Frontline service providers trained at county level	No. frontline service providers trained	40,000	-	10,000	10,000	10,000	10,000	-	105.0	110.3	115.8	121.6	452.6	HRM&D
	Develop a framework for training impact assessment	Framework for training impact assessment	Framework for undertaking training impact assessment	1	1	1	-	-	-	1.3	10.0	-	-	-	11.3	HRM&D
	Undertake training impact assessment of learning and training programmes for public officers	Training impact assessment report	No. of training programmes assessed	25	1	6	6	6	6	1.0	22.0	22.9	23.8	24.7	94.4	HRM&D
	Review qualifications of established offices	Public service qualifications framework	% Public service qualifications framework developed	100	20	20	20	20	20	-	18.0	18.7	19.5	20.2	76.4	HRM&D
	Review training policy of the public service	Reviewed training policy of the public service	Training policy	1	1	-	-	1	-	-	10.0	-	-	10.8	20.8	HRM&D
	Monitor and evaluate implementation of training policy	M&E report for the training policy	% of compliance with training policy	100	100	100	100	100	100	-	5.0	5.2	5.4	5.6	21.2	HRM&D

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Total	Responsibility
4. Public Service Culture and Attitudinal Change	Conduct Change Management programmes to instil public service culture	Attitudinal change	Citizen public service perception index (%)	100	100	100	100	100	100	12.0	510.0	530.4	551.6	573.7	2,177.7	HRM&D
	Collaborate with KSG to undertake e-learning training platforms	e-learning training platform	No. of e-learning programmes	30	6	6	6	6	6	4.1	50.0	52.0	54.1	56.2	216.4	HRM&D
	Induction programmes for the public service	Induction programmes	No. of officers inducted	25,000	3,000	5,000	5,000	5,000	5,000	2.0	200.0	208.0	216.3	225.0	851.3	HRM&D
5. Review the recruitment and selection strategy	Review and implement the recruitment and selection process	Reviewed R&S process	Reviewed R&S process	1	1	-	1	-	-	1.8	-	5.0	-	-	6.8	R&S
	Develop and implement competency assessment tests	Competency Assessment Tests (CATs)	% of candidates assessed through CATs	100	-	100	100	100	100	-	40.0	20.0	20.8	21.6	102.4	R&S
	Identify, review and implement strategies for recruitment of PWDs, minority and marginalized groups	Strategies for recruitment of PWDs and marginalized groups	% increase in appointment of PWDs, minority and marginalized groups	5	5	5	5	5	5	1.6	5.0	5.2	5.4	5.6	22.8	R&S
	Review and implement the formula for availing proportionate employment opportunities in the civil service	formula reviewed	formula reviewed	1	1	1	-	-	1	1.1	10.0	-	-	10.8	21.9	R&S
	Technical support for recruitment of TVET programmes	Technical support	Technical support report	5	1	1	1	1	1	0.2	30.0	31.2	32.4	33.7	250.0	R&S
	Develop and implement recruitment guidelines for public universities	Recruitment guidelines for public universities	Recruitment guidelines developed	1	1	-	1	-	-	1.0	10.0	-	-	10.8	21.8	R&S
	Recruitment of Senior Management for Universities	Appointment of senior university staff	No. of senior staff appointed	56	10	10	12	12	12	0.4	25.0	26.0	27.0	28.1	106.6	R&S
6. Promote inclusivity	Advertise PSC positions through print and electronic media channels as well through government administrative units	Positions advertised and reports on appointments publicized	No. of media channels used	5	5	5	5	5	5	-	70.0	72.8	75.7	78.7	297.3	R&S
			Quarterly reports	20	4	4	4	4	4	0.2	2.0	2.1	2.2	2.2	8.7	R&S

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
7. Develop a career and succession management strategy for public service	Develop and implement a succession management policy and plan	Succession management policy and plan cascaded and implemented	Succession management policy and plan	1	1	-	1	-	-	-	10.0	-	10.4	-	20.4	· HRM&D · EMCS
	Develop and implement career progression policy and guidelines	Career progression policy and guidelines	Career progression policy and guidelines	1	1	-	-	1	-	3.0	7.0	-	10.8	-	20.8	· HRM&D · EMCS
	Develop/Review and implement competency framework	Competence framework developed and MDAs sensitized	No of MDAs sensitized	300	60	60	60	60	60	-	12.0	12.5	13.0	13.5	51.0	· HRM&D · EMCS
	Implementation of the job evaluation report	Job evaluation recommendations implemented	Job evaluation implementation Report	1	1	1	1	1	1	4.4	10.0	10.4	10.8	11.2	46.9	HRM&D
8. Review and implement terms and conditions of service	Review and implement the framework for development of terms and conditions of service and compensation levels	Reviewed Framework for development of terms and conditions of service and compensation levels	Reviewed framework	1	1	1	-	-	1	0.5	15.0	-	-	16.2	31.7	HRM&D
	Review and implement framework for engagement with employees, trade unions and professional bodies	Framework for engagement with trade unions and professional bodies	No. of engagements forums	10	2	2	2	2	2	-	50.0	52.0	54.1	56.2	212.3	HRM&D
	Establish linkages and exchange programmes with international institutions	International institutions engagement	No of international institutions engaged	10	2	2	2	2	2	8.2	50.0	52.0	54.1	56.2	220.5	HRM&D
9. Ensure effective and fair disciplinary control and management	Review and implement the discipline manual and align to Article 47 of the Constitution, the Fair Administrative Action Act and Public Service Commission Act	Discipline manual reviewed	Discipline manual reviewed	1	1	1	-	1		2.0	3.0	-	-	5.4	10.4	HRM&D
	Determination of Appeals and Reviews	Discipline and appeal cases determined	% of appeals cases determined	100	100	100	100	100	100	2.0	25.0	26.0	27.0	28.1	108.2	HRM&D
Totals										1,075.3	4,902.9	5,846.0	6,005.9	6,294.8	24,247.2	
Totals										5,986	5,958	6,022	6,113	6,068	30,147	

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)					Total	Re-sponsi-bility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
	Promote constitutional values and principles	Promotional programmes developed and implemented	No of Programmes developed and implemented	40	2	8	8	8	8	2.0	80.0	83.2	86.5	90.0	**341.7**	CQA
	Evaluate compliance with the national and public service values and principles	Annual values report	Compliance index (%)	100	100	100	100	100	100	14.8	60.0	62.4	64.9	67.5	**269.6**	CQA
	Administer financial Disclosures to officers in the service	600 link persons from 300 MDAs trained on administrative procedures for financial disclosures	No. of link persons trained	3000	600	-	600	-	600	5.8	-	10.0	-	10.8	**26.6**	CQA
	Automate the financial disclosure system	Online declaration system for financial disclosures	%increase in the number of officers making declarations through the online platform	1	1	1	1	1	1	-	100.0	10.0	10.0	40.0	**160.0**	CQA
	Establishment of a digital records management system for financial disclosure records	Digital document management system for financial disclosures in place	% of records digitized and stored in the digital registry	100	100	100	100	100	100	4.7	42.0	5.0	5.0	10.0	**66.7**	CQA
1. Promote Good Governance, Ethics and Integrity	Develop capacity in 300 MDAs on use of the online financial disclosure system	7500 officers trained on online financial disclosure system	No. of officers trained	7500	1500	1500	1500	1500	1500	-	20.0	20.8	21.6	22.5	**84.9**	CQA
	Develop public service ethics user guidelines on application of the public service code of conduct and ethics at the workplace	Approved public service ethics user guidelines	No. of dissemination forums held	2	-	1	-	-	1	-	10.0	-	10.8	-	**20.8**	CQA

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh.Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
	Train 600 integrity officers on the user guidelines on implementation of the public service code of conduct and ethics	600 link persons trained on user manual on Code of Conduct and Ethics	No. of link officers trained	3000	600	600	600	600	600	-	10.0	10.4	10.8	11.2	42.5	CQA
	Monitor and evaluate compliance with the code of conduct and ethics and financial disclosures under delegated authority	Approved compliance reports	No. of MDAs	48	48	48	48	48	48	-	12.0	12.5	13.0	13.5	51.0	CQA
	Review and implement the framework for implementation of values and principles in Articles 10 and 232 of the Constitution	Reviewed and implemented framework	Reviewed framework	1	-	-	1	-	-	-	-	20.0	-	-	20.0	CQA
	Conduct impact evaluation of values and principles	Impact evaluation report	Values index (%)	100	-	-	-	100	-	-	-	-	150.0	-	150.0	CQA
2. Promote Compliance with regulations, guidelines and Commission's decisions	Develop investigation, compliance audit, monitoring & evaluation framework	Approved framework	Approved framework	1	1	-	-	1	-	4.0	-	-	6.0	-	10.0	CQA
	Undertake Compliance Audits	Reports	% increase in compliance levels	100	100	100	100	100	100	7.2	50.0	52.0	54.1	56.2	219.5	CQA
	Monitoring and Evaluation of the discharge of Commission function	Monitoring and Evaluation reports	% increase in compliance levels	100	100	100	100	100	100	3.8	100.0	104.0	108.2	112.5	428.4	CQA
Total										42.3	484.0	390.3	540.9	434.3	1,891.7	

Key Result Area 3: Enhanced Commission Capacity

Strategic Objective: Build Commission's Internal Capacity

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)						Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24	Total	
1. Capacity Building for the Commission	Skills Development,	Trained Officers	• No. of staff trained	412	292	322	352	382	412	8.0	120.0	124.8	129.8	135.0	517.6	HRM/Admin
	Recruit additional staff	Optimal Staffing level	No. of additional staff hired and deployed	211	75	47	43	24	22	25.2	282.0	372.0	462.0	552.0	1,693.2	Corporate Service-HRM/Adm
	Improve terms and conditions of service	Improved Terms and conditions	New P.E for existing staff	223	223	223	223	223	223	601.7	645.0	664.0	684.0	704.0	3,298.7	HRM/Adm
			No. of Staff welfare programmes	6	6	6	6	6	6	218.3	300.0	312.0	324.5	337.5	1,492.2	HRM/Adm
	Strengthen internal control systems	Effective internal controls systems	ompliance levels % Audit recommendations implemented	100	100	100	100	100	100	2.0	6.0	6.2	6.5	6.7	25.5	Internal Audit
	Develop and implement a comprehensive risk management framework	Risk management framework	Risk management framework	1	1	1	-	0	1	3.5	6.5	-	-	10.8	20.8	Internal Audit
	Develop and implement business continuity and data recovery plans	Business continuity & data recovery plans	Business continuity & data recovery plans	1	1	1	1	-	1	3.3	6.7	10.4	-	11.2	31.6	F&P-ICT
	Undertake legal audit and implement recommendations	Legal Audit Report	Compliance levels (%)	100	0	100	0	100	0	-	5.0	-	5.4	-	10.4	Legal Services
	Strengthen Board Management Services	Reviewed Board charter	Board Charter	1	1	1	-	1	-	1.0	15.0	-	16.2	-	32.2	BMS
		Board management manual	Board Manual	1	-	1	-	1	-	1.0	-	5.0	-	-	6.0	BMS
	Conduct annual board evaluation	Annual evaluation Report	% of recommendations implemented	100	100	100	100	100	100	1.5	10.0	10.4	10.8	11.2	44.0	Legal Services
	Sensitization on management of conflict of interest within the Commission	Conflict of interest register	Register	1	0	1	1	1	1	-	1.0	1.0	1.1	1.1	4.2	Legal Services
	Enhance visibility and public understanding of the Commission's mandate	Communication Strategy implemented	Customer satisfaction index	100	100	100	100	100	100	8.6	100.0	104.0	108.2	112.5	433.3	Corporate Service – Public Communication
	Improve records and knowledge management	Records Management policy and system	Records Management policy and system	1	1	-	-	-	1	1.6	5.0	-	7.1		13.7	Corporate Services-
	Develop Commission's overall strategy	Strategic Plan	Strategic Plan	1	1	-	1	-	-	2.4	-	-	10.4	-	12.8	F&P-Planning
	Monitor, evaluate and report on the strategy implementation	M&E Reports	Implementation index (%)	100	100	100	100	100	100	1.6	15.0	15.6	16.2	16.9	65.3	F&P-Planning

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)					Total	Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24		
2. Collaboration, co-operation and partnership with stakeholders, regional and international bodies	Collaboration, co-operation and partnership with stakeholders	Stakeholder engagement	Level of Engagement (%)	100	100	100	100	100	100	1.0	5.0	5.2	5.4	5.6	22.2	PM&PSDI
	Collaboration and partnership with regional and international bodies	Programmes in collaboration	Level of Engagement (%)	100	100	100	100	100	100	1.0	5.0	5.2	5.4	5.6	22.2	PM&PSDI
3. Performance management	Performance Contracting	Prepare annual work plan and Performance Contract agreements	Annual work plan and Performance Contract agreements	100	100	100	100	100	100	2.4	4.0	4.2	4.3	4.5	19.4	F&P-Planning
		Annual performance evaluation report	Performance Index (%)	100	100	100	100	100	100	7.0	7.3	7.6	7.9	8.2	37.9	F&P-Planning
	Implement ISO Quality Management System	ISO Quality management system process implemented	QMS process implemented	100	20	30	30	20	-	-	55.0	57.2	59.5	10.0	181.7	F&P-Planning
	Enhance adherence to the Rule of Law	Enhanced compliance levels	Compliance levels	100	100	100	100	100	100	59.0	150.0	156.0	162.2	168.7	696.0	Corporate Services
4. Promote Constitutionalism	Ensure compliance with good governance and values and principles	Values Implementation report	% increase in compliance levels	100	100	100	100	100	100	5.0	5.2	5.4	5.6	5.8	27.1	Corporate Services
	Manage litigation and other legal matters	• Litigation Reports • Legal opinion reports	• Litigation Reports • Legal opinion report	1	1	1	1	1	1	2.3	30.0	31.2	32.4	33.7	129.7	Legal Services
5. Leverage on ICT in the operations of the Commission	Develop and implement an ICT Strategy	ICT Strategy implementation report	Report	1	1	1	1	1	1	-	8.0	8.3	8.7	9.0	34.0	F&P-ICT
	Automate and integrate operations and processes of the Commission	Automated processes	%. of processes automated and integrated	30	30	-	-	-	-	-	60.0	-	-	-	60.0	F&P-ICT
			% of automated process maintained	100	-	100	100	100	100	-	-	20.0	20.8	21.6	62.4	F&P-ICT
	Digitization of Commission records and information	Digitized records and information	% of records digitized	100	20	30	30	20	-	0.5	50.0	52.0	54.1	-	156.6	F&P-ICT
	Modernize ICT Infrastructure	Modern ICT Infrastructure	E-readiness index (%)	100	100	100	100	100	100	15.7	50.0	52.5	55.1	57.9	155.0	F&P-ICT
	Enhance Commission Information Security	Data Security	Level of security	100	100	100	100	100	100	-	20.0	20.8	21.6	22.5	84.9	F&P-ICT

Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Target					Budget (Ksh. Mn)						Responsibility
					2019/20	2020/21	2021/22	2022/23	2023/24	2019/20	2020/21	2021/22	2022/23	2023/24	Total	
6. Improve work environment	Acquisition of new office block	Additional office Block	Office Block	1	1	1	1	1	1	-	100.0	150.0	200.0	250.0	**700.0**	Corporate Services
	Refurbishment and maintenance of Commission offices and physical facilities	Refurbished and maintained offices and physical facilities	% of offices and facilities refurbished and maintained	100	100	100	100	100	100	65.5	73.7	81.6	84.9	88.3	**393.9**	Corporate Services
	Ensure compliance with statutory requirements for a safe, secure and healthy work place	Statutory Audit reports	Compliance levels (%)	100	100	100	100	100	100	0.7	15.0	15.6	16.2	16.9	**64.4**	Corporate Services
	Enhance security of the Commission offices	Installed access control and surveillance systems	access control and surveillance systems installed	1	-	-	1	-	-	-	-	15.0		-	**15.0**	Corporate Services
	Ensure adequate provision of working tools, and equipment	Working tools, equipment and assets	Employee work environment satisfaction index (%)	100	100	100	100	100	100	36.9	45.0	46.8	48.7	50.6	**228.0**	Corporate Services
	Develop assets management system	Assets management system	Assets valuation and inventory register	1	-	1	-	-	-	-	15.0	-	-	-	**15.0**	Corporate Services
7. Resource mobilization and prudent management of resources	Develop and implement a resource mobilization strategy for the Commission	Resource Mobilization Strategy implementation reports	Resource Mobilization Strategy developed	1	1	-	0	-	1	1.3	8.7	-	-	10.8	**20.8**	Finance & Planning
	Develop and implement prudent financial management strategies	• Financial Management Strategies • Implementation reports	Compliance levels (%)	100	100	100	100	100	100	13.7	20.0	20.8	21.6	22.5	**98.6**	Finance & Planning
	Develop and implement procurement procedure manual	Procurement procedure manual	Procurement procedure manual developed	1	1	-	-	1	1	1.5	-	-	5.0	-	**6.5**	Procurement
	Decentralization of PSC services	Decentralized services • Field outreach programmes	Report on Decentralized services	1	1	1	1	1	1	-	100.0	104.0	108.2	112.5	**424.6**	PM&PSDI CQA HRM&**D** R&S
Total										**1,093.2**	**2,344.1**	**2,484.8**	**2,709.8**	**2,803.8**	**11,357.5**	
Grand Total										**2,252.3**	**8,413.8**	**9,177.9**	**9,819.1**	**10,036.7**	**39,743.8**	

Appendix II: Organizational Structure

COMMISSION

CEO/SECRETARY

DEPUTY COMMISSION SECRETARY/ CEO TECHNICAL SERVICES

- **ESTABLISHMENT & MANAGEMENT CONSULTANCY SERVICES**
  - RESEARCH & POLICY ANALYSIS. DIV
  - ORGANIZATIONAL DESIGN DIV.
  - INSTITUTIONAL ADVISORY SERVICES DIV.

- **COMPLIANCE & QUALITY ASSURANCE**
  - COMPLIANCE & AUDIT. DIVISION
  - ETHICS & GOVERNANCE DIVISION
  - MONITORING & EVALUATION DIVISION

- **RECRUITMENT & SELECTION**
  - RECRUITMENT DIVISION
  - SELECTION DIVISION

- **HUMAN RESOURCE MANAGEMENT & DEVELOPMENT**
  - HUMAN RESOURCE MGT DIVISION
  - TRAINING & DEVELOPMENT DIVISION
  - PERFORMANCE MGT & INFORMATION SYSTEM DIVISION
  - DISCIPLINE & APPEALS DIVISION

- **PERFORMANCE & SERVICE DELIVERY TRANSFORMATION**
  - PERFORMANCE CONTRACTING, MEASUREMENT & APPRAISAL DIVISION
  - SERVICE DELIVERY AND PUBLIC SERVICE TRANSFORMATION DIVISION
  - PERFORMANCE MONITORING &CAPACITY DEVELOPMENT DIV.

DEPUTY COMMISSION SECRETARY/ CEO CORPORATE SERVICES

- **BOARD MANAGEMENT SERVICES**
  - BOARD RECORDS MGT DIV.
  - BOARD OPERATIONS & COMM. DIV.

- **FINANCE & PLANNING DIV.**
  - PLANNING DIVISION
  - FINANCE DIVISION
  - ACCOUNTS DIVISION
  - ICT DIVISION

- **CORPORATE AFFAIRS & ADMIN. SERVICES**
  - ADMIN. DIVISION
  - HRM DIVISION (INTERNAL)
  - PUBLIC COM. & MEDIA RELATIONS DIV.
  - LOGISTICS & PROTOCOL DIVISION

- **LEGAL SERVICES**

- **SUPPLY CHAIN MGT DIVISION**

- **INTERNAL AUDIT DIVISION**

Appendix III: Current and Expected Staffing Levels by Directorate

Directorates	AE	In-Post	Variance	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
OFFICE OF THE COMMISSION SECRETARY/CEO									
Office of the CEO	3	3	0	3	3	3	3	3	3
Total	**3**	**3**	**0**	**3**	**3**	**3**	**3**	**3**	**3**
CORPORATE SUPPORT SERVICES									
Administration	171	116	-55	116	126	137	140	140	171
Board Management Services	14	7	-7	7	9	9	11	13	14
Finance & Planning	37	25	-12	25	25	27	33	36	37
Internal Audit	3	3	0	3	3	3	3	3	3
Legal Services	8	6	-2	6	9	9	9	9	8
Supply Chain Management	11	6	-5	6	9	9	9	9	11
Total	**244**	**163**	**-81**	**163**	**181**	**194**	**205**	**210**	**244**
TECHNICAL SERVICES									
Compliance and Quality Assurance	60	20	-40	20	22	33	46	54	60
Establishment & Management Consultancy Services	29	8	-21	8	10	16	21	27	29
Human Resource Management & Development	41	15	-26	15	28	35	41	41	41
Performance Management & Public service Improvement	29	3	-26	3	29	35	37	37	29
Recruitment & Selection	28	11	-17	11	25	29	35	40	28
Total	**187**	**57**	**-130**	**57**	**114**	**148**	**180**	**199**	**187**
Grand Total	**434**	**223**	**-211**	**223**	**298**	**345**	**388**	**412**	**434**

Appendix IV: Current and Proposed Staffing Levels by Directorate and PSC Scale

Category	Directorate	PSC Scale	AE	In-Post	Variance	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Office of the CEO	Office of the CEO	10	1	1	0	1	1	1	1	1	1
		9	2	2	0	2	2	2	2	2	2
	Total		**3**	**3**	**0**	**3**	**3**	**3**	**3**	**3**	**3**
Total			**3**	**3**	**0**	**3**	**3**	**3**	**3**	**3**	**3**
Corporate Support Services	Administration	8	1	1	0	1	1	1	1	1	1
		7	4	3	-1	3	3	4	4	4	4
		6	6	5	-1	5	5	6	6	6	6
		5	25	9	-16	9	10	18	20	22	25
		4	51	38	-13	38	43	48	48	49	51
		3	14	8	-6	8	8	10	13	14	14
		2	46	37	-9	37	37	37	40	41	46
		1	24	15	-9	15	19	20	23	23	24
	Total		**171**	**116**	**-55**	**116**	**126**	**144**	**155**	**160**	**171**
	Board Management Services	8	1	1	0	1	1	1	1	1	1
		7	4	2	-2	2	2	2	2	2	4
		6	4	1	-3	1	2	2	2	3	4
		5	3	0	-3	0	1	1	2	3	3
		4	2	2	0	2	2	2	3	3	2
		3	0	1	1	1	1	1	1	1	0
	Total		**14**	**7**	**-7**	**7**	**9**	**9**	**11**	**13**	**14**
	Finance & Planning	8	1	1	0	1	1	1	1	1	1
		7	4	1	-3	1	1	2	3	3	4
		6	6	5	-1	5	5	5	6	6	6
		5	14	11	-3	11	11	11	12	12	14
		4	12	7	-5	7	7	8	11	14	12
	Total		**37**	**25**	**-12**	**25**	**25**	**27**	**33**	**36**	**37**
	Internal Audit	7	1	1	0	1	1	1	1	1	1
		6	1	1	0	1	1	1	1	1	1
		5	1	1	0	1	1	1	1	1	1
	Total		**3**	**3**	**0**	**3**	**3**	**3**	**3**	**3**	**3**
	Legal Services	8	1	1	0	1	1	1	1	1	1
		7	1	1	0	1	1	1	1	1	1
		6	2	2	0	2	2	2	2	2	2
		5	1	0	-1	0	1	1	1	1	1
		4	2	2	0	2	2	2	2	2	2
		3	1	0	-1	0	1	1	1	1	1
	Total		**8**	**6**	**-2**	**6**	**8**	**8**	**8**	**8**	**8**
	Supply Chain Management	7	1	1	0	1	1	1	1	1	1
		6	1	0	-1	0	1	1	1	1	1
		5	3	1	-2	1	2	2	2	2	3
		4	4	3	-1	3	4	4	4	4	4
		3	2	1	-1	1	2	2	2	2	2
	Total		**11**	**6**	**-5**	**6**	**10**	**10**	**10**	**10**	**11**
Total			**244**	**163**	**-81**	**163**	**181**	**201**	**220**	**230**	**244**

Category	Directorate	PSC Scale	AE	In-Post	Variance	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Technical Services	Compliance and Quality Assurance	8	1	1	0	1	1	1	1	1	1
		7	5	4	-1	4	4	4	4	4	5
		6	8	5	-3	5	5	5	5	5	8
		5	41	8	-33	8	9	11	11	11	41
		4	4	2	-2	2	2	7	15	18	4
		3	1	0	-1	0	1	5	10	15	1
	Total		**60**	**20**	**-40**	**20**	**22**	**33**	**46**	**54**	**60**
	Establishment & Management Consultancy Services	8	1	1	0	1	1	1	1	1	1
		7	5	4	-1	4	4	4	4	4	5
		6	8	5	-3	5	5	5	5	5	8
		5	41	8	-33	8	9	11	11	11	41
		4	4	2	-2	2	2	7	15	18	4
		3	1	0	-1	0	1	5	10	15	1
	Total		**60**	**20**	**-40**	**20**	**22**	**33**	**46**	**54**	**60**
	Human Resource Management & Development	8	1	1	0	1	1	1	1	1	1
		7	4	3	-1	3	4	6	7	7	4
		6	10	4	-6	4	6	7	7	7	10
		5	20	3	-17	3	8	10	14	14	20
		4	4	4	0	4	6	8	9	9	4
		3	1	0	-1	0	2	2	2	2	1
		2	1	0	-1	0	1	1	1	1	1
	Total		**41**	**15**	**-26**	**15**	**28**	**35**	**41**	**41**	**41**
	Performance & service Delivery Transformation	8	1	1	0	1	1	1	1	1	1
		7	4	0	-4	0	4	4	4	4	4
		6	8	2	-6	2	8	8	8	8	8
		5	15	0	-15	0	15	15	15	15	15
		4	1	0	-1	0	1	1	1	1	1
	Total		**29**	**3**	**-26**	**3**	**29**	**29**	**29**	**29**	**29**
	Recruitment & Selection	8	1	1	0	1	1	1	1	1	1
		7	2	2	0	2	3	2	2	2	2
		6	4	3	-1	3	5	4	4	4	4
		5	12	2	-10	2	6	12	12	12	12
		4	7	2	-5	2	5	7	7	7	7
		3	2	1	-1	1	5	2	2	2	2
	Total		**28**	**11**	**-17**	**11**	**25**	**28**	**28**	**28**	**28**
Total			**187**	**57**	**-130**	**57**	**114**	**141**	**165**	**179**	**187**
Grand Total			**434**	**223**	**-211**	**223**	**298**	**345**	**388**	**412**	**434**

PUBLIC SERVICE COMMISSION

STRATEGIC PLAN

2019 - 2024

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