

GOVERNMENT OF NAIROBI CITY COUNTY



THE NAIROBI CITY COUNTY ASSEMBLY

OFFICE OF THE CLERK

SECOND ASSEMBLY-THIRD SESSION

NBI CA. PLC. 2019/ (75)

19<sup>th</sup> November, 2019

PAPER LAID

Pursuant to Section 59(1)(d) and 50 of the County Governments Act, 2012, I beg to lay the following Papers on the Table of the Assembly, today 19<sup>th</sup> November, 2019.

THE NAIROBI CITY COUNTY PUBLIC SERVICE BOARD REPORT TO THE COUNTY ASSEMBLY

(The Leader of Majority Party)

Copies to:  
The Speaker  
The Clerk  
Hansard Editor  
Hansard Reporters  
The Press

Approved  
*[Signature]*  
19/11/2019

Paper laid by  
Hon Deputy Majority  
on 19/11/2019  
*[Signature]*  
T. CA



# NAIROBI CITY COUNTY

Telephone: 020 2177325  
Web: www.nairobi.go.ke



City Hall  
P.O. Box 30075 – 00100,  
NAIROBI

## COUNTY PUBLIC SERVICE BOARD

**Ref: NCPSB/ADM/7 (24)**

The Clerk  
Nairobi County Assembly  
**NAIROBI**



**25<sup>th</sup> October, 2019**

**RE: COUNTY PUBLIC SERVICE BOARD REPORTS TO THE COUNTY ASSEMBLY**

Pursuant to the provisions of Section 59(1)(d) and (5) of the County Governments Act 2012, the Board submits the following reports:

- (i) Report on the Extent of Nairobi City County Public Service Compliance to the Values and Principles of Public Service for 2017.
- (ii) Report on Execution of Board Functions for 2017/2018.
- (iii) Report on Execution of Board Functions for 2018/2019.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Meshack Guto'.

**Meshack Guto**  
**Board Secretary/CEO - CPSB**

*CA / Austine*  
*Please prepare for*  
*tabling on Tuesday*  
*19/11/19.*  
*Ag. Clerk*  
*15/11/19*







**NAIROBI CITY COUNTY**



**PUBLIC SERVICE BOARD**

**2017 REPORT ON EXTENT OF NAIROBI CITY COUNTY PUBLIC  
SERVICE COMPLIANCE TO THE VALUES AND PRINCIPLES OF  
PUBLIC SERVICE**

**2017**

## INTRODUCTION

The Nairobi City County Public Service Board (hereinafter “NCPSB”) is a body corporate established under Section 57 of the County Governments Act, 2012 (hereinafter “the Act”). The Board derives its functions and powers from section 59 (1) of the Act which includes the promotion in the County Public Service of the Values and Principles in Articles 10 and 232 of the Constitution and the Public Service (Values & Principles) Act, 2015 **in addition to evaluating and reporting to the County Assembly the extent to which these Values and Principles are complied with in the County Public Service.**

The NCPSB is committed to the Nairobi City County’s (NCC) vision of transforming Nairobi to be the “City of choice to invest, work and live in” by implementing measures for attracting, managing, developing and retaining highly committed Human Capital, developing policies and procedures that enhance professionalism within the County Public Service. The Values and Principles in Article 10 & 232 of the Constitution of Kenya 2010 guide and form the foundation of NCC Core Values which are accountability, transparency, excellence, accessibility, integrity, responsiveness, equity and teamwork.

**In the Performance of its functions under Section 59(1) (e) of the CGA, 2012 the NCPSB is empowered by Section 59(4) of the Act to, *inter alia***

- i. Inform and educate County Public Officers and the public about the values and principles;
- ii. Recommend to the County Government effective measures to promote the Values and Principles;
- iii. Assist the County Government in the formulation and implementation of programs intended to inculcate in public officers the duty to uphold the Values and Principles;
- iv. Advise the County Government on their obligations under the international treaties and conventions on good governance in the County Public Service; and
- v. Visit any County Public Office or body with a view to assessing and inspecting the status of compliance with the Values and Principles.

The Board under section 59(1) (f) of the County Government Act, 2012 is required to evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service; Herein below is the Board submission of the Board’s report for 2017.

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## 1.0 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY

### 1.1 Good Governance

The extent of compliance with this key thematic area is largely evaluated under the three facets of governance, transparency and accountability. Good governance as a concept refers to checks and balances in exercise of power and authority in the allocation of, and use of, resources, and the manner in which organizations are directed, controlled and held to account.

To this end, the County reviewed its top level structure and approved it as indicated below. This is to enhance clear reporting lines, accountability for decision making and eliminating conflict of interest

**Table 1**

<b>Sector</b>	<b>CECM</b>	<b>Chief Officer</b>
Devolution & Public Service Management	CECM devolution & Public Service Management	Chief Officer PSM
		Chief officer Devolution & Sub County Administration
Environment Water, Energy & Natural Resources	CECM Environment Water, Energy & Natural Resources	Chief Officer Environment & Natural Resource
		Chief Officer Water Sanitation & Energy
Transport, Roads& Public Works	CECM Transport, Roads& Public Works	Chief Officer Transport and Public works
		Chief Officer Roads
Education, Social Services, Gender, Sports & Youth	CECM Education, Social Services, Gender, Sports & youth	Chief Officer education, social services & gender
		Chief Officer Youth & Sports
Health Services	CECM Health Services	Chief Officer Medical Services
		Chief Officer Public Health
Commerce ,Tourism, Culture & Cooperatives	CECM Commerce ,Tourism, Culture & Cooperatives	Chief Officer, Commerce, Tourism Culture & Cooperatives

Food, Agriculture & Forestry	CECM Food, Agriculture & Forestry	Chief Officer Food, Agriculture & Forestry
Communication & Information Technology	CECM Communication & Information Technology	Chief Officer Communication & Information Technology
Finance & Economic Planning	CECM Finance & Economic Planning	Chief Officer Economic Planning
		Chief Officer Financial Services

Source: **County Secretary-NCCG**

The table above indicated that the County operates in Sectors each represented by County Executive Committee Member (CECM) and derive their mandate from CGA 2012 and in addition Article 183 of the Constitution, where a county executive committee shall

- (a) Supervise the administration and delivery of services in the county and all decentralized units and agencies in the county;
- (b) Perform any other functions conferred on it by the Constitution or national legislation; and
- (c) Carry out any function incidental to any of the assigned functions.

In the performance of its functions, a county executive committee shall have power to determine its own programme of activities and every member of the committee shall observe integrity and disclosure of interest in any matter before the committee.

## **ROLE OF THE EXECUTIVE COMMITTEE IN URBAN AREA OR CITY PLANNING**

A county executive committee shall —

- (a) monitor the process of planning, formulation and adoption of the integrated development plan by a city or municipality within the county;
- (b) assist a city or municipality with the planning, formulation, adoption and review of its integrated development plan;
- (c) facilitate the coordination and alignment of integrated development plans of different cities or municipalities within the county and with the plans, strategies and programmes of national and county governments; and



- (d) Take appropriate steps to resolve any disputes or differences in connection with the planning, formulation, adoption or review of an integrated development plan.

The Table also indicates that the County has Chief Officers heading specific portfolios and are accounting / authorized officers of the departments

A chief officer is answerable to the County Executive Member for the administration of a County Department.

Specific duties are unique to each department and are spelt out in individual letters of appointment which includes determining, managing and developing the department's workforce which is basically management of Human Resources function within a department.

## 1.2 Management Policy Review

The devolution of functions to County Governments in October 2013 necessitated secondment of staff performing devolved functions to the regional Governments in so doing there was a realization that effective transition to devolved system of governance required clarity on management of staff. NCPSB has ensured continuity adherence to service regulations by issuing advisory and guidelines to this end guidelines were developed and issued to address transfer/deployment of Staff

**Table 2**

<p><b>Issued Guideline:</b> Advisory on transfer/deployment of Staff</p>	<p>The Board as the entity legally mandated to advise the County on Human Resource Management and development noted that the County continued to receive requests for transfer from other counties to Nairobi, transfer from Nairobi to National Government and Vice Versa and with the guidance of PSC(K) NCPSB issued an advisory and resolved as follows:-</p> <p>(i) National Government to county Government transfers will be handled by Public Service Commission in consultation with County Public Service Board</p> <p>(ii) Cross transfer may be considered subject</p>
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	to performance of the staff concerned so long as the concerned officers are in the same cadre and job group
	(iii) That transfer request to Nairobi County that are not cross transfers be rejected since they have monetary implications. Furthermore, receiving officers from other counties denies Nairobi County residents the chance to be promoted/recruited. However, each case may be considered on merit taking into consideration compassionate and other justifiable grounds
	(iv) That no employee should be put in the payroll without the Boards authority

### 1.3 Transparency

Transparency and accountability are elements of good governance. The principle of transparency lays the requirement for adequate disclosure to the public through provision of information that enables the public to easily make meaningful analysis and sense of the activities, financial and non-financial aspects of public service performance.

In the Financial year 2017 the County incurred a total of **ksh. 13,010,318,159.95** being salaries paid to employees.

**Table 3-** Employee Emoluments FY: 2017

Month	Expenditure	Number Of Employees Salary Processed
January	983,923,276.75	12,795
February	1,013,101,996.50	12,761
March	1,031,705,260.00	12,730
April	1,206,735,070.30	12,749

May	1,101,725,872.40	12,729
June	1,085,740,339.40	12,695
July	1,090,633,507.50	12,644
August	1,072,550,439.70	12,618
September	1,074,755,471.10	12,869
October	1,145,750,968.70	12,870
November	1,104,706,322.90	12,843
December	1,098,989,634.70	12,815

**Source: IPPD-NCCG**

#### **1.4 Accountability**

The principle centers on disclosure of results in a transparent manner, account to the public for the activities and results, and accept judgment, rewards or punishment. Accountability can be measured at both organizational and individual level.

Below is a summary of Posts advertised through the Nairobi City County Public Service Board Recruitment Portal to uphold transparency

**Table 4-** Posts advertised and number of applications received

##### **External Advertisement**

<b>S/No.</b>	<b>Advertised Post</b>	<b>Openings</b>	<b>Application Received</b>
	Deputy County Secretary	1	2,244
	Plant Operator II	2	1,453
	County Constables	800	13,427
	County Firemen/Women	200	8,987
	Chief Resilience Officer	1	63
	Senior Information Systems Auditor	2	47

	Information System Auditor III	2	231
	County Executive Committee Member	10	
	County Chief Officers	17	
	Director Human Resource Management	1	18

**Source: ICT-NCCPSB**

### **Internal Advertisement**

<b>Vacancy</b>	<b>Position</b>	<b>Applications</b>
Deputy Director Development Control	1	8
Deputy Director Valuation And Property Management	1	4
Deputy Director Valuation And Property Management.	1	4
Deputy Director Land Survey	1	3
Director - Intergovernmental Relations.	1	21
Principal Accountant Treasury	1	15
Principal Accountant Credit Control	1	14
Principal Accountant Financial Reporting	1	21
Deputy Director Design & Development Compliance	1	1
Deputy Director Parking And Traffic Management	1	2
Deputy Director Fleet Management	1	3
Deputy Director Public Transport	1	2
Director Urban Planning	1	5
Director, Urban Design& Public Space Management	1	5



Director Building Services	1	4
Director, Land Survey & Geo-Informatics	1	1
Director - Valuation & Property Management	1	1
Deputy Director Geo-Informatics	1	4
Deputy Director Post Primary Education And Vocational Training.	1	10
Deputy Director Youth Affairs And Gender	1	22
Deputy Director Sports And Culture	1	6
Deputy Director Sports And Culture	1	6
Medical Superintendent	1	0
Deputy Director Preventive/Promotive (Inspection, Licensing And Control).	1	3
Deputy Director Health Administration	1	7
Deputy Director Public Health	1	10
Deputy Director Operations, Services & PMIU	1	1
Deputy Director Roads	1	2
Deputy Director Livestock	1	3
Deputy Director Crop Production	1	16
Deputy Director–Veterinary Services	1	4
Director Water And Energy	1	2
Deputy Director Environment And Solid Waste	1	20
Deputy Director Energy, Water And Sanitation	1	5
Director E-Learning .	1	5
Director Social Services.	1	13
Deputy Director Infrastructure And Information Security.	1	6
Deputy Director Education.	1	16
Deputy Director Markets Services	1	22

Deputy Director Trade And Enterprise Development	1	7
Deputy Director Trade Licensing And Single Business Permit	1	15
Deputy Director Cooperative Development.	1	10
Deputy Director Betting	1	6
Director Enforcement And Operations [Commerce, Tourism & Compliance Sector]	1	8
Director - Agriculture, Forestry And Natural Resources	1	8
Director - Livestock And Fisheries.	1	4
Deputy Director Forestry And Natural Resources	1	8
Deputy Director Fisheries.	1	5
Deputy Director Human Resource Development.	1	7
Deputy Director Human Resource Development.	1	7
Deputy Director Human Resource Management.	1	14
Director Asset Management	1	6
Deputy Director Economic Planning	1	3
Chief Accountant Treasury.	1	3
Chief Accountant Financial Reporting	1	3
Chief Accountant Credit Control	1	4

Director Co-Operative Development.	1	2
Deputy Director Cooperative Audit.	1	12
Deputy Director Community Development/Projects Coordinator	1	23
Deputy Director, Administration And Support Services (Administration Sector)	1	20
Deputy Director, Records Management	1	5
Supply Chain Management Assistant III	14	54
Supply Chain Management Assistant IV	16	27
Supply Chain Management Officer II	17	39
Supply Chain Management Officer I	12	21
Chief Supply Chain Management Officer	8	21
Principal Supply Chain Management Officer	3	23
Head Of Supply Chain Management	1	9
Deputy Director Investigation And Information Analysis	1	7
Deputy Director Fire Rescue And Disaster Management	1	11
Deputy Director Community Policing	1	6
Deputy Director Systems And Administration ( Security Compl & Disaster Mgt Sector)	1	12

## 2.0 PROFESSIONALISM AND ETHICS IN THE PUBLIC SERVICE

Professionalism and ethics as a principle derives from the need for neutrality, impartiality, integrity and competence of the public service in support of the State. To promote professionalism in the public service, merit is normally established as a foundation for all human resource management actions. To uphold this principal developing of Human Resource Manual, training for ethics and training for competence, management and



leadership, all of which contribute significantly to the development of professionalism and ethics.

## **2.1 Human Resource Manual**

To uphold the principle of professionalism in service delivery by county employees, the County Public Service Board mandated the Public Service Management to have a stakeholder's engagement with sectors and gather their views and recommendations regarding the County Human Resource Manual which is planned to be launched in 2018.

## **2.2 Training of Professionalism**

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However despite these potential drawbacks, training and development provides both the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment

In 2017 the following trainings were conducted by NCCG.

<b>YEAR</b>	<b>2017</b>
Local Trainings & Seminars	811
OVESEAS Trainings & Seminars	30
Total No Trained	841

**Source: HRD-NCCG**

## **2.3 Declaration of Income, Assets and Liabilities**

Section 26(1) of the Public Officers Ethics Act 2003 provided that every public officer shall once every two years as prescribed under section 27, submit to the responsible commission for the public officer a declaration of income, assets and liabilities of himself, his spouse or spouses and his dependent children under the age of 18 years.

To uphold the principle of professionalism and ethics in the county and to abide to the constitution, the leadership and integrity Act 2012 and the Public officers Ethics Act 2003

**Table 5**

<b>Item</b>	<b>status</b>
Returns on declaration of income, assets and liabilities for 2015-2017 (as at 2017)	<p>A total No. of 13,021 officers both state and Public were in Nairobi City County payroll as at 31<sup>st</sup> December, 2017</p> <p>A total of 12,926 officers submitted Declaration of Income , Asset and Liabilities returns for period 2015-2017</p> <p>A total No. of 9 state officers and 86 Public Officers did not submit their Declaration of Income, Asset and Liabilities for period 2015-2017</p>

**Source: Devolution & Public Service Management-NCCG**

### **3.0 PROVISIONING FOR DIVERSITY**

Nairobi City County Government in its 2017 recruitment complied with the affirmative action measures where by article 81 (b):“Not more than two thirds of the members of elective or appointive bodies shall be of the same gender, below is a summary on Implementation of the Two-Thirds Gender Principle and inclusiveness and protection of the marginalized as part of our national values and principles of governance

#### **3.1 Gender Representation**

<b>Recruitment by Gender</b>	
<b>Male</b>	<b>Female</b>
<b>162</b>	<b>240</b>

#### **3.2 Ethnic Representation**

<b>Ethnicity</b>	<b>No.</b>
Arab	1
Borana	3

Digo	1
Embu	13
Kalenjin	33
Kamba	65
Kikuyu	83
Kisii	44
Kuria	2
Luhya	43
Luo	93
Maasai	5
Meru	11
Nandi	1
Rabai	1
Somali	2
Teso	1
<b>Total</b>	<b>402</b>

### 3.4 Representations of Persons with Disabilities

Rights and the Privileges of Persons with Disabilities Section 12 (3) Indicates that an Employee With a disability shall be entitled to exemption from tax on all income accruing from his Employment.

To Comply with Persons with Disabilities Act 2003 The County exempted the undermentioned PLWD

#### Income tax exemption on basis of disability

Department	No.
Administration Department	2

Building Services	1
County Public Service Board	1
Decentralization	3
Devolution(Agriculture)	1
Devolution(Livestock)	5
Devolution(Medical Services)	11
Devolution(Public Health)	6
Devolution(Trade)	1
Education Department	10
Engineering Department	3
Environment Department	2
Fire And Rescue Services Department	1
Human Resource Department	1
ICT Department	3
Inspectorate Department	7
Investigation Department	2
Lands	1
Legal Affairs	1
Nairobi County- Medical	10
Procurement Department	2
Public Health Department	5
Social Services & Housing Department	2
Sub County Admin	26



Trade Department	2
Treasurer Department	7
<b>Total</b>	<b>116</b>

Source: IPPD-NCCG

### **3.5 Representations in appointment**

The NCPSB in its recruitment process affords applicants adequate and equal opportunities to compete fairly for the vacant posts advertised at all levels of the public service. The Board appointments are based on the principle of meritocracy and to also promote competition, advertised positions are open to all Citizens.

The criterion for short listing candidates is as follows:-

1. Minimum academic requirements;
2. Experience;
3. Professional qualifications;
4. Regional Balance;
5. Persons with Disabilities;
6. Gender;
7. Youth; and
8. Ethnic group balance.
- 9.

## **5.0 RESPONSIVE, PROMPT, IMPARTIAL AND EQUITABLE SERVICES**

### **5.1 Provision of services through ICT**

It is important to emphasize the need for the County to be e-literate in order to competently manage and monitor the ICT sector. It is reaffirmed that ICT is crosscutting and an enabler for growth and development and for maximum benefit,

General use of ICT is embraced in the following areas: Participation in the decision making processes by the citizens, e.g. formulation and implementation of economic and social policies, Making Government more accountable, transparent and effective, Facilitating the electoral processes, and Maintenance of law and order.

The county made optimal use of the following systems in service delivery and collection of funds (Jambo Pay, GHRIS, IPPD and IFMIS)

## **6.0 PUBLIC PARTICIPATION IN POLICY FORMULATION AND IMPLEMENTATION**

### **6.1 Public Participation Forums**

Public participation in policy making and implementation is mentioned in both Articles 10 and 232 of the Constitution. Article 10 refers to participation of the people in the making or implementation of public policy decisions, while Article 232 refers to involvement of the people in policy making.

Participation is considered one of the milestones of democratic government. This is because participatory democracy provides a mechanism of involving people in the governing processes. Public involvement is a means to ensure that citizens have a direct voice in decisions. In this way, citizens play an invaluable role in ensuring that their public officials act and pursue goals that serve their interests. Therefore, the involvement of the public in policy-making and implementation is meant to strengthen and deepen democratic governance.

### **Public Participation in Policy Formulation and Implementation Forums FY 2017**

**Table 6**

<b>Date</b>	<b>Agenda</b>	<b>Participants</b>	<b>Venue</b>
7 <sup>th</sup> March, 2017	Promote Accountability and Transparency	Stakeholders, Sector Heads	Westlands
4 <sup>th</sup> March, 2017	Consultative forum between the County Government and the Public to deliberate on development issues, policies and plans	Stakeholders, Sector heads, MCA	
2 <sup>nd</sup> March, 2017	Obtain input on the proposed community organization framework and terms of reference	Stakeholders, Sector Heads	
26 <sup>th</sup> April, 2017	Consultative forum between the County government and the public to	Stakeholders, Sector Heads, ILRI, National	

	deliberate on development issues, policies and plans	Government	
14 <sup>th</sup> February, 2017	Budget Making Process, identifying and prioritizing projects, Monitoring, Mobilization for citizen on public participation	Sector Heads, Stakeholders	Dagoretti North
16 <sup>th</sup> February, 2017	Policies and Provisions Strengthening Public Participation in budget and development process, collaboration between County Government & Community	Sector Heads, Stakeholders	
11 <sup>th</sup> February, 2017	Obtain input/feedback on the proposed community organization framework and terms of reference	Sector Heads, Stakeholders	
23 <sup>rd</sup> February, 2017	Principles of Governance include democracy and participation of the p	Sector Heads, Stakeholders, Administration, MCA	Dagoretti South
12 <sup>th</sup> April, 2017	Highlight on the benefits of devolution	Sector Heads, Stakeholders	
5 <sup>th</sup> April, 2017	Challenges and achievements of County Government	Sector Heads, Stakeholders	
4 <sup>th</sup> March, 2017	Security Challenges, residents needs and improved services	Sector Heads, Stakeholders	Langata
15 <sup>th</sup> February, 2017	Challenges, Citizens needs and involvement in deciding projects	Sector Heads, Stakeholders	
14 <sup>th</sup> January, 2017	Incorporation of Public in Management, Governance, Policy making process and service delivery	Sector Heads, Stakeholders	



17 <sup>th</sup> March,2017	Equip participants with knowledge on public participation and access to information	Sector Heads, Stakeholders	Kibra
5 <sup>th</sup> April,2017	Role of Public in county budgeting and project monitoring	Sector Heads, Stakeholders	Kibra
23 <sup>rd</sup> March,2017	To share about issues that affect that affect them directly and indirectly	TISA, Stakeholders, Sector Heads	
30 <sup>th</sup> March,2017	Equip participants in Public Participation, access to information, legislation	Sector Heads, Stakeholders	
17 <sup>th</sup> January,2017	Challenges, residents needs, improvement of County and National Government Services	Sector Heads, Stakeholders	Kasarani
2 <sup>nd</sup> February,2017	Challenges and resolution, service delivery	Sector Heads, Stakeholders, Embakasi Ranching Company	
19 <sup>th</sup> April,2017	Devolution and the achievement of the County Government	Stakeholders, Sector heads	Ruaraka
	Enhance and deepen the understanding on the role of the citizens	Stakeholders, Sector heads	Embakasi South
16 <sup>th</sup> March,2017	To enhance and deepen the understanding on the role of the citizens in participating in governance and in the provision of services	Stakeholders, Sector heads,	
2 <sup>nd</sup> March,2017	Functions of National & County Government Successful projects and service	Stakeholders, Sector heads, National Government	Embakasi North

	Implementation Challenges faced		
25 <sup>th</sup> May,2017	Roles of County and National Government in service delivery to Citizens	Stakeholders, Sector heads	
17 <sup>th</sup> January,2017	Overview of P.P.F, Economic empowerment, governance and service delivery	Stakeholders, Sector heads	
6 <sup>th</sup> March,2017	Bring resident on Board and sensitize them on county by-laws, community and Neighborhood Association Act 2016	Stakeholders, Sector heads, NEMA	Makadara
15 <sup>th</sup> February,2017	Ward aspirations and the need of residents	Stakeholders, Sector heads	Kamukunji
16 <sup>th</sup> February,2017	Citizen participation, concern, complains and expectations	Stakeholders, Sector heads	
17 <sup>th</sup> February, 2017	Identify community needs, partnership, involving the public, input and feedback	Stakeholders, Sector heads	
31 <sup>st</sup> January,2017	Financial year 2016/2017 activity delivery report, service delivery needs	Stakeholders, Sector heads	

**Source: Devolution & Sub-County Administration NCCG**

### **Impediments to the Promotion of Values and Principles of Public Service**

1. **Lack of adequate finance:** for the Board to be responsive, prompt and effective in establishing the baseline at which values and principles have been complied with in the county a survey is to be conducted as well as indicators be generated.
2. **Political Interference:** the interference largely arises from members of the county assembly thereby compromising the process especially in discipline.
3. **Low competency levels:** there exists a disconnect between professional qualification and skill required and satisfying the requirements especially in trying to attain gender balance in high cadre positions.
4. **Poor organization work culture:** to be efficient in service delivery county employee need to be sensitized on the process of promoting the values and principles herein.
5. **Insufficient ICT and Support Infrastructure:** embracing ICT in the public service has been slow and as a result efficiency in resource utilization has been affected.

### **Recommendations in Promotion of values and Principles of Public Service**

1. Intensive capacity building and training of staff on National Values and Principles and how they are implemented, this will require additional budgetary allocation.
2. To promote non-discrimination and protection of the marginalized, the Board recommends contracting professional service in this particular sector which can only be realized by increasing budgetary allocation for contracted professional services.
3. To promote effective service delivery and problem solving the Board recommends benchmarking activities with institutions recognized to have a high score in implementing the values.
4. The Board also recommends automation of services so that service delivery is pegged on technology platform that is subjected to Audit for accountability.





**NAIROBI CITY  
COUNTY**

**PUBLIC SERVICE BOARD**

**EXECUTION OF BOARD FUNCTIONS  
REPORT**

**2017/2018**

**Prepared and Issued in accordance with Section 59 (1) (d) of the County Governments Act,  
2012**

**Nairobi City County Public Service Board**

**2<sup>ND</sup> Floor, City Hall**

**P.O. BOX 30075- 00100**

**NAIROBI**

## **FOREWORD**

The County Public Service Board has been in existence now for five years and the current board members are in their final year of service. This provides the Board, as the first Nairobi City County Public Service Board after devolution, with a unique opportunity to set the standards of service delivery. To enable this ambitious end, the Board assigned each Board member to specific sector to analyze and resolve human resource issues in the assigned sector. This will enable the Board to have in-depth knowledge of each sector and customize human resource management needs to each sector.

This report also covers a unique period for the Board as during the course of the financial year 2017/2018, general elections were held and Nairobi City County elected a new governor as the CEO of the County. This necessitated transition exercise and specifically for the Board, new recruitments and reorganizations of the County Organizational Structure. The Board continued to support the new administration by advising when required to do so and by executing its functions for the betterment of service delivery.

The findings of this report illustrates the two unique situations reflected in the appointments made and increased sensitizations on the Values and Principles as envisaged in Articles 10 and 232 of the Constitution of Kenya, 2010. The report also reflects the Board's continued commitment to disciplinary control demonstrated in the number of disciplinary cases concluded. Much is yet to be achieved to enable discipline in the county public service reach its optimum.

The Board looks forward to finishing strong and leave a legacy based on service delivery and the National Values and Principles.

**Arch. Phillip Kungu**

**Chairperson**

**Nairobi City County Public Service Board**



## **ABBREVIATIONS AND ACRONYMS**

**CGA** – County Governments Act, 2012

**CHRMAC** – County Human Resource Management Advisory Committee

In the context of this report, the following words mean as indicated hereunder:

**Board** – Nairobi City County Public Service Board

**Constitution** – Constitution of Kenya, 2010

## **I. INTRODUCTION**

This report contains the activities and actions the Board has undertaken in the financial year 2017/2018 to execute its statutory mandate. This period was unique as it ushered in a new administration with the election of Governor Mike Mbuvi Sonko. For the Board, this meant that the need for transition brought about focus of certain functions more than others such as recruitment. This will be demonstrated herein. This introductory part outlines the objectives of the County Public Service which provides the foundational basis for the execution of the Boards functions. The establishment and composition of the Board is also provided for. Thereafter, the specific activities under each of the Board's functions will be reported.

### **I-1 Objectives of the County Public Service**

Section 55 of the CGA provides for the objectives of the County Public Service as follows:

1. Provide for evaluation and reporting on the extent to which the values and principles referred to in Articles 10 and 232 of the Constitution are complied with in the county public service;
2. Provide for the organization, staffing and functioning of the county public service in ways that ensure efficient, quality and productive services for the people of the county;
3. Provide for institutions, systems and mechanisms for human resource utilization and development in a manner that best enhances service delivery by county public service institutions;
4. Provide a framework of uniform norms and standards to be applied in all counties in respect of –
  - i. Establishment and abolition of offices in the county public service;
  - ii. Appointment of persons to hold or act in those offices;
  - iii. Confirming appointments; or
  - iv. Exercising disciplinary control over and removal of persons holding or acting in those offices;
5. Provide for the promotion of the values and principles set out in Articles 10 and 232 of the Constitution in the county public service;
6. Provide for human resource management and career development practices;
7. Address staff shortages and barriers to staff mobility between counties;

8. Provide for standards to promote ethical conduct and professionalism in county public service;
9. Provide for the establishment of County Public Service Boards; and
10. Make further provisions relating to appeals in respect of county governments' public service.

### **I-2 Establishments and Composition of the County Public Service Board**

The County Public Service Board is established under Section 57 of the CGA with its composition provided for under Section 58 of the CGA. The composition of the Board at the time of this report was as follows:

<b>Name</b>	<b>Position</b>
Arch. Phillip Kungu	Chairperson
Mrs. Josephine Gichuhi	Board Member
Mrs. Charity Kisotu	Board Member
Mr. Chomba Munyi	Board Member
Mr. Maurice Wambua	Board Member
Mr. Meshack Guto	Board Secretary/CEO

It is noteworthy that during the period under review, Mrs. Veska Kangogo, who served as the Vice Chairperson of the Board resigned from the position following her appointment by His Excellency Governor Mike Mbuvi as the County Executive Committee Member of Finance and Economic Planning.

### **I-3 Functions of the Board**

The functions of the Board are provided for in Section 59 (1) of the CGA as follows:

1. Establish and abolish offices in the county public service;
2. Appoint persons to hold or act in offices of the county public service including the Board of cities and urban areas within the county and to confirm appointments;



3. Exercise disciplinary control over, and remove, persons holding or acting in those offices provided in the county public service;
4. Prepare regular reports for submission to the county assembly on the execution of the functions of the Board;
5. Promote in the county public service the values and principles referred to in Articles 10 and 232;
6. Evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service;
7. Facilitate the development of coherent, integrated human resource planning and budgeting of personnel emoluments in counties;
8. Advise the county government on human resource management and development;
9. Advise county government on implementation and monitoring of the national performance management system in counties;
10. Make recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.

It is the functions above that are the subject of this report.

## **II. EXECUTION OF BOARD FUNCTIONS**

### **II – 1 Establish and abolish offices in the county public service**

The County Governments Act, 2012 at Sections 60 and 61 respectively provide for establishment and abolition of public offices as follows:

#### **Section 61- Criteria for establishment of public offices**

The County Public Service Board shall establish a public office within the county public service if it is satisfied that –

- a) The establishment of the public office shall serve public interest in line with the core functions of the county government;
- b) There exists no other public office in the county public service discharging or capable of discharging the duties for which the county is requested to establish in another office;
- c) Upon the establishment of the office, the office shall be vacant to be filled competitively and transparently in accordance with the prescribed appointment and promotion procedures;
- d) The establishment of the office including its level of grading, qualifications and remuneration, shall not disadvantage similar offices in the county public service or occasion unfair competition for staff among county public bodies;
- e) The establishment of the office shall not confer unfair advantage to a group or individual serving public officers;
- f) The county government entity has prudently utilized offices previously provided in its establishment; and
- g) Funding for the office to be established is duly provided for.

Considering the foregoing conditions, the Board did not consider establishing any public office in the financial year under review. This was expected due to the transition from one administration to another and the time it would take to reorganize the county organizational structure.

#### **Section 61 – Criteria for abolition of public offices**

The County Public Service Board shall abolish a public office when it is satisfied that –

- a) The abolition of the public office shall serve the public interest in view of the core functions of the county government;
- b) There exists another public office in the county public service discharging or capable of discharging the duties of the office which the county government is requested to abolish;
- c) The abolition of the office in view of its level is necessary so as to –
  - i. Eliminate unfair competition for staff among county public service departments; and
  - ii. To promote parity of treatment among officers of similar qualifications holding public offices with the same responsibilities;
- d) The abolition of the office shall not confer unfair advantage to a group of, or individual public officer; or
- e) The county government or office has been reorganized or abolished.

Considering the foregoing conditions, the Board did not consider abolishing any public office in the financial year under review. This was expected due to the transition from one administration to another and the time it would take to reorganize the county organizational structure.

## **II – 2 Appoint persons to hold or act in offices of the county public service including the Board of cities and urban areas within the county and to confirm appointments**

During the 2017/2018 financial year, the following appointments were made by the Board. As provided for under Section 59 (3) of the CGA, they include details on gender, persons with disabilities, persons from minority and marginalized communities.

### **Substantive Appointments**

Substantive appointments are undertaken by the Board after receipt of user department requests and proof of budgetary provision for personnel emoluments. The Board also considers the sectors structure while considering appointments.



Included in this year's appointments were positions which were advertised and filled internally to enable qualified staff be promoted. The Board undertook the following appointments in the year under review:

### **Cadres Per Sector**

The Board strives to undertake most recruitments at entry level in order to mitigate the aging work force. The Board also strives to promote staff internally through internal recruitments. The following data demonstrates the two objectives.

S/NO	CADRE	JG	NO.
<b>INTERNAL RECRUITMENTS/PROMOTIONS</b>			
1.	Head of County Supply Chain Management	R	1
2.	Deputy Director Administrative & Support Services	Q	2
3.	Deputy Director Community Dev. Project Coordinator	Q	1
4.	Deputy Director Community Policing	Q	1
5.	Deputy Director Cooperative Audit	Q	1
6.	Deputy Director Cooperative Development	Q	1
7.	Deputy Director Design & Development Compliance	Q	1
8.	Deputy Director Education	Q	1
9.	Deputy Director Energy, Water & Sanitation	Q	1
10.	Deputy Director Environment & Solid Waste Management	Q	1
11.	Deputy Director Fire Rescue & Disaster Management	Q	1
12.	Deputy Director Fleet Management	Q	1
13.	Deputy Director Geo-Informatics	Q	1
14.	Deputy Director Infrastructure & Information Security	Q	1
15.	Deputy Director Investigation & Information Analysis	Q	1
16.	Deputy Director Market Services	Q	1
17.	Deputy Director Operations, Services and PMIU	Q	1
18.	Deputy Director Post Primary Edu. & Vocational Training	Q	1
19.	Deputy Director Public Transport	Q	1
20.	Deputy Director Records management	Q	1
21.	Deputy Director Roads	Q	1

22.	Deputy Director Sports and Culture	Q	1
23.	Deputy Director Trade & Enterprise Development	Q	1
24.	Deputy Director Trade Licensing & Single Business Permit	Q	1
25.	Deputy Director Traffic and Parking Management	Q	1
26.	Deputy Director Valuation & Property Management	Q	1
27.	Deputy Director Youth & Gender Affairs	Q	1
28.	Director Cooperatives	R	1
29.	Director E-Learning	R	1
30.	Director Human Resource Management	R	1
31.	Director Intergovernmental Relations	R	1
32.	Director Land Survey and Geo-Informatics	R	1
33.	Director Social Services	R	1
34.	Director Valuation and Property Management	R	1
35.	Director Water and Energy	R	1
36.	Chief Supply Chain Management Officer	M	4
37.	Principal Supply Chain Management Officer	N	2
38.	Supply Chain Management Assistant I	K	1
39.	Supply Chain Management Assistant II	J	1
40.	Supply Chain Management Assistant III	H	5

#### **EXTERNAL RECRUITMENTS**

41.	Artisan III (Plumber)	E	10
42.	Artisan III (Tailor)	E	6
43.	Assistant Public Health Officer III	H	23
44.	Bio-Medical Engineers	H	6
45.	House Keeper	J	4
46.	Health Records and Information Technologist	H	11
47.	ICT Officer III	H	4
48.	Information System Auditor III	K	2
49.	Medical Laboratory Technologist III	H	30
50.	Medical Social Worker III	H	10



51.	Mortuary Attendants	F	10
52.	Nutrition and Dietetic Technologist III	H	20
53.	Pharmaceutical Technologist III	H	16
54.	Registered Clinical Officer II (Anaesthetist)	J	2
55.	Registered Clinical Officer III	H	33
56.	Registered Nursing Officer I/Specialized Nursing Care	K	9
57.	Registered Nursing Officer III	H	143
58.	Senior Medical Specialist (Paediatrician)	Q	3
59.	Political Advisor	R	1
60.	Legal Advisor	R	1
61.	Economic Planning, Finance and Strategy Advisor	R	1
62.	Director Governor's Press	R	1
63.	Chief of Staff	S	1
64.	Personal Assistant	M	1
65.	Personal Secretary	L	1
66.	Driver	H	1
67.	Messenger	E	1
68.	Cook	E	1
69.	Gardener	D	1
	<b>TOTAL</b>		<b>402</b>

### Gender Profile

The Nairobi City County Public Service has been lauded as one of the most gender balanced public service in the Country by the National Cohesion and Integration Commission. The gender profile for this year's recruitments is as follows:

<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
240 (60%)	162 (40%)	402

### Ethnicity Profile

The Board strives to reflect the face of Kenya in its recruitments as demonstrated in the ethnic profile of the appointments made during the year under review:



S/NO	ETHNICITY	NO.
1.	Arab	1
2.	Borana	3
3.	Digo	1
4.	Embu	13
5.	Kalenjin	33
6.	Kamba	65
7.	Kikuyu	83
8.	Kisii	44
9.	Kuria	2
10.	Luhya	43
11.	Luo	93
12.	Maasai	5
13.	Meru	11
14.	Nandi	1
15.	Rabai	1
16.	Somali	2
17.	Teso	1
	<b>TOTAL</b>	<b>402</b>

### Acting Appointments

Acting appointments are made to temporarily fill a position pending substantive recruitment for the position. During the year under reference, the following acting appointment was made:

NO	POSITION	JOB GROUP
1	Senior Assistant Director, HRM	Q

### Confirmations in Appointment

Confirmation in appointment enables an officer to join the permanent and pensionable service of the County. It is based on a six-month performance appraisal from the date of first appointment and on the recommendation of the appraising officer. The Board also considered performance

appraisals of officers in the county who were due for confirmation in appointment. The Board confirmed the following cadres of staff:

S/NO	CADRE	NO.
1.	Assistant Health Records & Information Management Officer III	2
2.	Assistant Occupational Therapist III	2
3.	Assistant Public Health Officer	1
4.	Chief Driver	1
5.	Clerical Officer	1
6.	Community Health Assistant III	23
7.	Community Oral Health Officer	1
8.	Counsellor	2
9.	Dental Officer	3
10.	Enrolled Nurse III	8
11.	Health Education Officer III	1
12.	Medical Engineering Technologist III	2
13.	Medical Laboratory Technologist III	20
14.	Medical Officer	53
15.	Medical Social Worker III	1
16.	Medical Specialist I	2
17.	Nutrition and Dietetic Technologist III	3
18.	Orthopaedic Technologist III	2
19.	Pharmaceutical Technologist III	4
20.	Pharmacist	11
21.	Registered Clinical Officer III	30
22.	Registered Nursing Officer III	62
23.	Registered Nursing Officer I/Specialized Nursing Care	4
24.	Senior Driver	1
25.	Senior Medical Officer	1
26.	Senior Support Staff	1

	<b>TOTAL</b>	<b>242</b>
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**II – 3 Exercise disciplinary control over, and remove, persons holding or acting in those offices provided in the county public service**

In the financial year 2017/2018, the Board considered the following disciplinary cases as forwarded from CHRMAC. The Board also considered appeals and reviews as hereunder.

	<b>NATURE OF CASE</b>	<b>NUMBER</b>
1.	Dismissals	23
2.	Interdictions	18
3.	Lifting of Suspensions	1
4.	Lifting of Interdictions	17
5.	Appeals to CPSB	19
6.	Appeals Response (CPSB)	15
7.	Appeals To PSC	25
8.	Appeals Response (PSC)	9
9.	Conversion Of Suspension To Interdiction	1
10.	Conversion Of Interdiction To Suspension	1
11.	Reinstatement	9
12.	Notice To Retire In Public Interest	6

The Board noted that instances of abscondment formed majority of the disciplinary cases. The Board considered that this may be as a result of inadequate supervision and reporting of staff. The Board has planned for a discipline sensitization meeting with all mid-level supervisors to enable reduction in instances of abscondment.



#### **II – 4 Prepare regular reports for submission to the county assembly on the execution of the functions of the Board**

In the financial year 2017/2018, the Board prepared the 2016/2017 report on the execution of its functions. This was tabled before the County Assembly Sectoral Committee on Labour and Social Welfare for discussion with the Board.

#### **II – 5 Promote in the county public service the values and principles referred to in Articles 10 and 232**

The Board conducted several sensitizations on values and principles with newly elected Governor and County Assembly Sectoral Committee on Labour and Social Welfare, the newly appointed County Executive Committee Members, County Chief Officers, County Secretary and Directors. The sensitizations were conducted on the following dates:

1.	CEC Induction	10 <sup>th</sup> January, 2018
2.	Chief Officers Induction	28 <sup>th</sup> May, 2018
3.	Development of Organizational Structure	8 <sup>th</sup> February, 2018
4.	County Assembly Sectoral Committee on Labour and Social Welfare Induction	19 <sup>th</sup> February, 2018
5.	Public Service Management Sector and Unions	19 <sup>th</sup> February, 2018

The emerging issues and recommendations from these sensitization exercises were as follows:

1. There is need to cultivate a work culture that enhances the Values and Principles provided through a rewards and sanctions policy and appointment of champions.
2. Values and Principles should be appraised during the mid-year and end year performance appraisals to enhance accountability.
3. The CHRMAC should increase activities aimed at promoting Values and Principles.
4. To promote sustainable development, Chief Officers should facilitate the development of strategies that can motivate and increase productivity in the County public service e.g. Adoption of a quality management system and a better Result/Target Based Management model.

5. To promote good governance, guided capacity building through training, sensitization and mentorship programs should be designed to inculcate a positive culture that is responsive to the culture change initiative through the Kenya School of Government especially on leadership and the Values and Principles of Public Service for staff serving in the County Government.
6. To enhance efficient, prompt and responsive service provision: The organizational structures must be flattened to eradicate bureaucracy in the County operations and facilitate the decentralization of all essential services to ward and village levels.
7. To further promote good governance a corruption eradication policy must be implemented in the County Public Service. Rotation and transfers of Officers handling administration and finance should be introduced and right placement of staff to ensure their skills are utilized for better provision of services.
8. A communication policy is put in place to ensure more efficient and effective provision of services to the public and transparent provision of timely and accurate information to both the County Public Service and members of the public.

## **II – 6 Evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service**

In the financial year 2017/2018, the Board prepared the 2016 values and principles report. This was tabled before the County Assembly Sectoral Committee on Labour and Social Welfare for discussion with the Board.

## **II – 7 Facilitate the development of coherent, integrated human resource planning and budgeting of personnel emoluments in counties**

The function of facilitating a coherent and integrated human resource function in the County, the Board continuously advises the Executive on matters regarding human resource planning and provision of personnel emoluments in the county budget.

During the year under reference, the Board facilitated human resource planning by advising on the following areas:

1. **Re – absorption of staff to the National Government following notification of end of service period:** The Board resolved that officers from the National Government serving



the county government on contractual terms, cannot continue service in the County in their pre contract posts as that would distort the public service especially where the pre contract posts have been filled substantively. The solution is to have the officers return to the National Government for re – deployment.

2. **County Organizational Structure:** The Board was and continues to be instrumental in the development of the County organizational structure. This entails advising on the academic and professional requirements of positions to be filled with the aim of ensuring uniformity of level of education. This enhances integration of staff. For example, all Directors in the county are required to possess a Master's degree and have at least 7 years' relevant experience.
3. **Uniform Recruitment:** The Board ensures that it conducts uniform recruitment procedures for similar positions. This enhances coherence in the human resource function. In the year under reference, the Board conducted physical fitness and medical fitness test for Constables and Firemen/Women.
4. **Internship:** The Board considered the status report on internships in the county, particularly, the number of interns in the County, their workstations and duties and their terms of engagement. This was with a view to issuing uniform regulations to govern the management of interns in the county.
5. **Training:** The Board has trained high level management officers and Public Service Management sector on the tenets of human resource planning and budgeting for personnel emoluments. These trainings were aimed at having a uniform system across sectors of dealing with human resource issues.

## **II – 8 Advise the county government on human resource management and development**

The Board issued the following advisories on human resource management and development during the year under review:

1. **Personal Staff for the Governor and Deputy Governor:** The Board advised on the staff establishment in the office of the Governor as per Salaries and Remuneration Commission circular dated 29<sup>th</sup> July, 2013.
2. **Requirements for Recruitment of Accountants:** The Board advised that for recruitment of accountants to restore revenue streams, the user department had to provide the cadre and



number of accountants to be hired; confirmation that the positions are in the approved structure; budgetary provision for personnel emoluments and indents for the positions.

- 3. Recruitment of County Secretary and Head of Public Service:** The Board advised that the recruitment for the position of county secretary is to be done competitively and nominated and appointed by the Governor with the approval of the County Assembly.
- 4. Filling of Vacancies in the County Public Service:** The Board advised that filling of vacancies in the county public service are pursuant to their being a vacancy. The Board also advised that for a person to be appointed to act in a position, they must be qualified for that position.
- 5. Absence of terms in employment contracts:** The Board advised that in the absence of terms in a contract such as termination clause, reference is made to relevant labour laws.

## **II – 9 Advise county government on implementation and monitoring of the national performance management system in counties**

The Board executed this function through its delegated power to the CHRMAC. This entailed the Committee's consideration of performance appraisal forms from various staff including those due for confirmation in appointment. The appraisal forms are modelled on those obtained in the National Government.

In considering the performance appraisal forms and making recommendations to the Board, the monitoring function of the national performance management system in counties was discharged.

## **II – 10 Make recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.**

In May 2017, the Board and the County signed a Collective Bargaining Agreement with the Kenya County Government Union. Within this agreement were provisions on allowances such as commuter allowance, risk allowance, acting allowance, special duty allowance, extraneous allowance, firearm handling allowance, non – practicing allowance, doctor's allowance, nursing service allowance, out of pocket allowances amongst others.

In forwarding the signed agreement to SRC, containing allowances increment in salary and other remunerative benefits for Nairobi city county public service employees, the Board discharged its duty under this function.

### **III. CHALLENGES AND RECOMMENDATIONS**

#### **III – 1 Challenges in Execution of the Board’s functions**

- 1. Restrictive Procurement Process:** The Board has initiated the procurements of various goods and services such as a Survey on the extent to which the county public service has complied with the National Values and Principles as envisaged in Articles 10 and 232 of the Constitution of Kenya, 2010, survey of work environment and job satisfaction, various office furniture and equipment. The procurement of the said goods and services took unnecessarily long and are yet to be completed. This hampers the Board’s efficiency in discharging its functions due to lack of baseline information from which policies on Human Resource and Values and Principles will be formed.
- 2. Lack of Funds:** The Board experienced a severe shortage of funds which undermined its duties. Online subscriptions for the e-recruitment portal remained unpaid past due date despite being raised months before the due date. This caused the Board to revert to the manual system of recruitment which is slow and prone to mistakes. Payment of supplies of surveys and garage services for the Board’s vehicle were also held forcing the suppliers to halt their services.
- 3. Severe reduction in Budget:** The Board’s budget was severely slashed thus limiting the number of development projects the Board could undertake. Activities such as awareness campaigns on National Values and Principles, Consultancy on the County Human Resource Procedures and Policies Manual, Board Members’ and Secretariat Training, Office imprest, Development on policy and infrastructure on vetting of staff and promotion of the Board’s secretariat were all shelved due to inadequate budgetary provision.
- 4. Lack of adequate technical Human Resource Officers in the Public Service Management Sector:** The Board and the Public Service Management Sector work hand in hand on a day to day basis. The sector maintains the county employee records, conduct regular staff returns, coordinates performance appraisals, initiates disciplinary action, prepares indents, maintains the payroll and handles employee relations and welfare. The



Board relies on their output in order to effectively execute its functions. The sector is currently facing a severe shortage of technical Human Resource Officers at the entry level.

### **III – 2 Recommendation to Challenges in Execution of the Board’s Functions**

- 1. Capacity Building the Procurement Department:** The Board recommends capacity building for the procurement department and rotation of officers seconded to departments. This will enhance efficiency and alleviate lethargy.
- 2. Opening of the Board’s Account:** The Board recommends that it should have a separate account from the county. The Board has initiated this process but it has been frustrated on several ends. This separate account will enhance the Board’s independence and ensure smooth running of its functions.
- 3. Increase of the Board’s Budget:** The County Assembly Committee on Labour and Social Welfare should champion the increment of the Board’s budgetary allocation. This will help solve several human resource mismanagement instances and improve service delivery to Nairobi residents.
- 4. Recruitment in the Public Service Management Sector:** The Board had initiated the process of recruitments in the sector but were suspended before completion. The Board recommends that the recruitment of Human Resource Officers at entry level be prioritized in the 2018/2019 Financial Year.







# **NAIROBI CITY COUNTY**

## **PUBLIC SERVICE BOARD**

### **EXECUTION OF BOARD FUNCTIONS REPORT**

**2018/2019**

**Prepared and Issued in accordance with Section 59 (1)  
(d) of the County Governments Act, 2012**

**Nairobi City County Public Service Board  
2<sup>ND</sup> Floor, City Hall  
P.O. BOX 30075- 00100  
NAIROBI**



## **CONTENTS**

### **ABBREVIATIONS AND ACRONYMS**

**CGA** – County Governments Act, 2012

**CHRMAC** – County Human Resource Management Advisory Committee

**CPSB**– Nairobi City County Public Service Board

**COK** – Constitution of Kenya, 2010

**KSG** – Kenya School of Government

**NCCG** – Nairobi City County Government

## **EXECUTIVE SUMMARY**

### **I. INTRODUCTION**

This report contains the activities and actions the Board has undertaken in the financial year 2018/2019 to execute its statutory mandate. This introductory part outlines the objectives of the County Public Service which provides the foundational basis for the execution of the Board's functions. The establishment and composition of the Board is also provided for. Thereafter, the specific activities under each of the Board's functions will be reported.

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10. Make further provisions relating to appeals in respect of county governments' public service.

### **I-2 Establishments and Composition of the County Public Service Board**

The County Public Service Board is established under Section 57 of the CGA with its composition provided for under Section 58 of the CGA. The composition of the Board during the period of this report comprised of:

<b>Name</b>	<b>Position</b>
Arch. Phillip Kungu	Chairperson
Mrs. Josephine Gichuhi	Board Member
Mrs. Charity Kisotu	Board Member – Resigned w.e.f 10 <sup>th</sup> January, 2019
Mr. Chomba Munyi	Board Member – Resigned w.e.f. 1 <sup>st</sup> September, 2018
Mr. Maurice Wambua	Board Member
Mr. Meshack Guto	Board Secretary/CEO

### **I-3 Functions of the Board**

The functions of the Board are provided for in Section 59 (1) of the CGA as follows:

1. Establish and abolish offices in the county public service;
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4. Prepare regular reports for submission to the county assembly on the execution of the functions of the Board;
5. Promote in the county public service the values and principles referred to in Articles 10 and 232;



6. Evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service;
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10. Make recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.

This report is in respect of the execution of the above functions except function number 6 which is a budget of a separate report pursuant to Section 59(5) of the County Governments Act, 2012.

## **II. EXECUTION OF BOARD FUNCTIONS**

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- f) The county government entity has prudently utilized offices previously provided in its establishment; and
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#### **Section 61 – Criteria for abolition of public offices**

The County Public Service Board shall abolish a public office when it is satisfied that –

- a) The abolition of the public office shall serve the public interest in view of the core functions of the county government;
- b) There exists another public office in the county public service discharging or capable of discharging the duties of the office which the county government is requested to abolish;
- c) The abolition of the office in view of its level is necessary so as to –
  - i. Eliminate unfair competition for staff among county public service departments; and
  - ii. To promote parity of treatment among officers of similar qualifications holding public offices with the same responsibilities;
- d) The abolition of the office shall not confer unfair advantage to a group of, or individual public officer; or
- e) The county government or office has been reorganized or abolished.

Considering the foregoing conditions, the Board did not consider abolishing any public office in the financial year under review.



## **II – 2 Appoint persons to hold or act in offices of the county public service including the Board of cities and urban areas within the county and to confirm appointments**

During the 2018/2019 financial year, several appointments were made by the Board as tabulated hereinafter. As provided for under Section 59 (3) of the CGA, the tabulation includes details on gender, persons with disabilities, persons from minority and marginalized communities.

### **Substantive Appointments**

Substantive appointments are undertaken by the Board upon receipt of a user department request and proof of budgetary provision for personnel emoluments. The Board also considers the sectors structure while considering appointments.

Included in this year's appointments were positions which were advertised and filled internally to enable qualified staff be promoted. The Board undertook the following appointments in the year under review:

The Board strives to undertake most recruitments at entry level in order to mitigate the aging work force. The Board also strives to promote staff internally through internal recruitments. The following data demonstrates the two objectives.

### **INTERNAL RECRUITMENT/PROMOTIONS**

<b>S/NO</b>	<b>CADRE</b>	<b>JG</b>	<b>NO</b>
1	Assistant Director HRM	P	1
2.	Principal Human Resource Officer	N	1
3.	Director Planning and Compliance	R	1
4.	Director Urban Policy and Research	R	1
5.	Director Development Management	R	1
6.	Director Debt Management	R	1
<b>EXTERNAL RECRUITMENTS</b>			
1.	Administrative Officer	J	6
2.	Coordinator ICT	Q	1
3.	Coordinator Service Delivery	Q	1
4.	Director Governor Press	R	1
5.	Driver II	E	8
6.	Driver IIII	D	15



7.	Protocol Officer	J	10
8.	Youth Development Officer II	J	1
9.	Senior Medical Specialist ( Maxiofacial Surgeon	Q	1
10.	Senior Medical Specialist ( Orthodontist	Q	1
11.	Senior Medical Specialist (Orthopeadic Surgeon	Q	1
12.	Medical Specialist (Anaesthetic	P	1
13.	Medical Specialist (Radiologist	P	1
14.	Registered Nurse Officer I ( Nephrology	K	7
15.	Registered Nurse Officer I (Peadiatric	K	10
16.	Registered Nurse Officer I (Theatre)	K	10
17.	Registered Nurse I (ritical Care)	K	5
	<b>TOTAL</b>		<b>87</b>

### Gender Profile

The gender profile for this year's recruitments is as follows:

MALE	FEMALE	TOTAL
56 (64%)	31 (36%)	87

### Ethnicity Profile

The Board strives to reflect the face of Kenya in its recruitments as demonstrated in the ethnic profile of the appointments made during the year under review:

S/NO	ETHNICITY	NO.
1.	Kalenjin	5
2.	Kamba	15
3.	Kikuyu	29
4.	Kisii	4
5.	Luhya	5
6.	Luo	19
7.	Meru	5
8.	Giriana	1
9.	Somali	2

10.	Swahili	2
	<b>TOTAL</b>	<b>87</b>

### **Pending Recruitment**

The following positions were advertised during the period under review and the recruitment process not concluded mainly due to financial constraints whilst others were non-responsive.

<b>S/NO</b>	<b>Advertised Post</b>	<b>Openings</b>
1	Head of Protocol JG- N	1
2	Coordinator, Urban Planning, Envt and Housing JG- Q	1
3	Assistant ECDE Teacher III JG- F	520
4	County Chief Officers	5
5	Director Asset Management	1
6	Director Litigation (Civil & Criminal)	1
7	Director Conveyance & Contract Negotiations	1
8	Legal Counsels	5
9	Registered Nursing Officer 1 (Specialized Nursing Care)- Job Group 'K'	8
10	Registered Nursing Officer III JG- H	75
11	Nutrition and Dietetic Technologist III JG H	23
12	Registered Clinical Officer III JG-K	17
13	Registered Clinical Officer III JG- H	23
14	Orthopedic Technologist III JG -H	10
15	Registered Physiotherapist JG H	10
16	Assistant Occupational Therapist III JG H	10
17	Clerical officer II JG- F	25
18	Driver III JG- D	5
19	Ambulance Driver II JG- E	15

20	Assistant ECDE Teacher III ( <b>Re-advertisement</b> ) JG- F	520
21	County Executive Committee Member	5
22	Senior Medical Specialists JG- Q	8
23	Senior Dental Specialists JG –Q	2
24	Medical Officers JG M	18
25	Medical Laboratory Technologists JG H	15

### **Acting Appointments**

Acting appointments are made to temporarily made to fill a position pending substantive recruitment for the position. During the year under reference, the following acting appointment were made:

<b>NO</b>	<b>POSITION</b>	<b>JOB GROUP</b>
1	Deputy County Secretary	S
2	County Chief Officer, Public Health	S

### **Confirmations in Appointment**

Confirmation in appointment enables an officer join the permanent and pensionable service of the County. It is based on a six-month performance appraisal from the date of first appointment and on the recommendation of the appraising officer. The Board also considered performance appraisals of officers in the county who were due for confirmation in appointment. The Board confirmed the following cadres of staff:

<b>S/NO</b>	<b>CADRE</b>	<b>NO.</b>
1.	Sub-County Environment Officer	15
2.	Sub-County Finance Officer	10
3.	Sub-County Enforcement and Compliance Officer	15
4.	Driver II	1
5.	Senior Driver	1
6.	Director E-Learning	1



7.	Personal Secretary 1	1
8.	Ward Administrator	2
9.	Assistant Director, Environment	2
10.	ICT Officer III	1
11.	Deputy Director Cooperative Development	1
12.	Director Human Resource Management	1
13.	Medical Laboratory Technologist III	4
14.	Medical Officer	1
15.	Community Health Assistant III	3
16.	Assistant Records & Information Officer III	1
17.	Registered Nursing Officer III	4
18.	Registered Clinical Officer III	1
	<b>TOTAL</b>	<b>65</b>

**II – 3 Exercise disciplinary control over, and remove, persons holding or acting in county public service offices**

In the financial year 2018/2019, the Board considered the following disciplinary cases as forwarded from CHRMAC. The Board also considered appeals and reviews as hereunder.

	<b>NATURE OF CASE</b>	<b>NUMBER</b>
1.	Dismissals	14
3.	Lifting of Suspensions	4
4.	Lifting of Interdictions	2
5.	Appeals to CPSB	15
6.	Appeals Response (CPSB)	0
7.	Appeals To PSC	19
8.	Appeals Response (PSC)	6
9.	Conversion Of Suspension To Interdiction	0
10.	Conversion Of Interdiction To Suspension	0
11.	Reinstatement	9

12.	Notice To Retire In Public Interest	4
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## **II – 4 Prepare regular reports for submission to the county assembly on the execution of the functions of the Board**

In the financial year 2018/2019, the Board prepared the 2017/2018 report on the execution of its functions. This was tabled before the County Assembly Sectoral Committee on Labour and Social Welfare for discussion with the Board.

## **II – 5 Promote in the county public service the values and principles referred to in Articles 10 and 232**

CHRMAC, under the delegated authority from the Board, promoted values and principles as referred to in articles 10 and 232 in the following ways among others:

1. Developed a draft County National values implementation framework;
2. Sensitization of more than 1000 staff on national values & principles as well as the code of conduct
3. Signing of county code of conduct by County chief officers
4. 5,080No. of complaints registered and handled as a result of violation of National Values and Principles
5. Operationalization of ethics and integrity office to oversee the implementation of values in the county

Measures taken and progress achieved in the realization of the National Values and Principles of Governance

### **1. Recruitment and selection**

**Good governance, Integrity and Transparency;** Adhering to the principles of governance, the Board advertised for all positions through print media of wide circulation, the CPSB recruitment portal and County Notice Boards. These advertisements expressly provided for the job description, job group and the qualifications required so as to make the job specifications transparent.

To promote Integrity, each position advertised provided that the applications would only be received through the Board in a specified manner.

**High standards of professionalism;** As a way of promoting high standards of professionalism, the Board has always developed a recruitment and selection criteria which aims at hiring professional staff for top cadre positions. These officers are expected to demonstrate leadership and demonstrate professional and ethical behavior which is cascaded down to the functional levels.

**Fair competition and merit as the basis for appointments and promotions;** the recruitment process adopted by the Board ensures that the principle of fair competition and merit are the guiding foundations. To achieve this, the Board in advertisement for vacant positions calls for applications from all public and thereafter shortlists candidates based on the following criteria;

- I. Minimum academic requirements;
- II. Experience
- III. Professional Qualifications
- IV. Regional balance
- V. Gender
- VI. PWDs
- VII. Youth

**Sustainable Development;** NCCG signed a memorandum of understanding with Kenya School of Government (KSG) to ensure that the County staff are continuously trained to improve on their performance. This is in line with the social pillar of the vision 2030.

The emerging issues and recommendations from these sensitization exercises were as follows:

#### **Challenges identified in the promotion of values and principles**

Lack of ownership on plans and projects leading to poor execution, reporting and promotion of values and principles

Poor financial management and budgetary controls led to a freeze on training programs including sensitization on values and principles of public service and negatively affected delivery of services

#### **Recommendations**

1. Development of mentorship and coaching programs geared towards building of employee commitment, initiative and accountability.



2. Additional funding to facilitate the development of reward and sanctions systems to motivate employees and increase employee commitment.
3. There is need to cultivate a work culture that enhances the Values and Principles provided through a rewards and sanctions policy and appointment of champions.
4. Values and Principles should be appraised during the mid-year and end year performance appraisals to enhance accountability.
5. The CHRMAC should increase activities aimed at promoting Values and Principles.
6. To promote sustainable development, Chief Officers should facilitate the development of strategies that can motivate and increase productivity in the County public service e.g. Adoption of a quality management system and a better Result/Target Based Management model.
7. To promote good governance, guided capacity building through training, sensitization and mentorship programs should be designed to inculcate a positive culture that is responsive to the culture change initiative through KSG especially on leadership and the Values and Principles of Public Service for staff serving in the County Government.
8. To enhance efficient, prompt and responsive service provision: The organizational structures must be flattened to eradicate bureaucracy in the County operations and facilitate the decentralization of all essential services to ward and village levels.
9. To further promote good governance a corruption eradication policy must be implemented in the County Public Service. Rotation and transfers of Officers handling administration and finance should be introduced and right placement of staff to ensure their skills are utilized for better provision of services.
10. A communication policy is put in place to ensure more efficient and effective provision of services to the public and transparent provision of timely and accurate information to both the County Public Service and members of the public.

## **II – 7 Facilitate the development of coherent, integrated human resource planning and budgeting of personnel emoluments in counties**

The function of facilitating a coherent and integrated human resource function in the County, the Board continuously advises the executive on matters regarding human resource planning and provision of personnel emoluments in the county budget.

During the year under reference, the Board facilitated human resource planning by advising on the following areas:

1. **Recruitment of Casuals/Temporary Staff-** Environment and Roads departments were given the go ahead to hire the mentioned categories of workers in the county after giving proof of the necessity and the availability of the budget.
2. **County Organizational Structure:** The Board continued to be instrumental in the development of the County organizational structure. To enable this, the Board assigned each Board member to specific sector to analyze and resolve human resource issues in the assigned sector. This enabled the Board to have in-depth knowledge of each sector and customize human resource management needs to each sector
3. **Promotions-** During the Board's committees' sitting with departments on Human Resource issues in their sectors, the departments were advised to forward staff employment information and skills inventory for consideration for promotions. This would later follow this procedure
  - Human Resource Issues Committee consideration
  - Recruitment and selection Committee consideration
  - Board Approval
  - Interviews
  - Uptake of Promotion

## **II – 9 Advise county government on implementation and monitoring of the national performance management system in counties**

The Board executes this function through its delegated power to the CHRMAC. Its however important to note that during the year under review, CHMARC could not carry out its delegated functions due to lack of quorum

### **2018/19 Approved Budget**

In 2018/19 financial year, the Board's approved budget was Kshs. 59,622,381 and was spent mainly on operations and maintenance. The Board's development budget of 6 million on the expansion of Human resource management system was however not utilized due to challenges in procurement.



APPROVED BUDGET	REVISED ESTIMATES	EXPENDITURE	BALANCE	ABSORPTION RATE
59,622,381	49,343,219	40,390,314	8,952,905	82%

### III. CHALLENGES AND RECOMMENDATIONS

#### III – 1 Challenges in Execution of the Board’s functions

- 1. Restrictive Procurement Process:** The Board initiated the process of expanding the Human Resource Management System to include more modules such as Leave management, Performance appraisal etc. through direct procurement. This took unnecessarily long and was phased out in the succeeding financial year.
- 2. Lack of Funds:** The Board experienced a severe shortage of funds which undermined its duties. Planned trainings for the secretariat was not achieved hence hampered the Board’s effort to capacity build its staff for maximum productivity. Committee retreats and stakeholder engagements had to be limited thereby preventing the Board from fully achieving its mandate. Online subscriptions for the e-recruitment portal remained unpaid past due date despite being raised months before the due date. This caused the Board to revert to the manual system of recruitment which is slow and prone to mistakes. Payment of supplies of surveys and garage services for the Board’s vehicle were also held forcing the suppliers to halt their services.
- 3. Severe reduction in Budget:** The Board’s budget was severely slashed thus limiting the number of development projects the Board may undertake. Activities such as awareness campaigns on National Values and Principles, Consultancy on the County Human Resource Procedures and Policies Manual, Board Members’ and Secretariat Training, Office imprest, Development on policy and infrastructure on vetting of staff and promotion of the Board’s secretariat were all shelved due to inadequate budgetary provision.

#### III – 2 Recommendation to Challenges in Execution of the Board’s Functions

- 1. Capacity Building the Procurement Department:** The Board recommends capacity building for the procurement department and rotation of officers seconded to departments. This will enhance efficiency and alleviate lethargy.
- 2. Opening of the Board’s Account:** The Board recommends that it should have a separate account from the county. The Board has initiated this process but it has been frustrated on



several ends. This separate account will enhance the Board's independence and ensure smooth running of its functions.

3. **Increase of the Board's Budget:** The County Assembly Committee on Labour and Social Welfare should champion the increment of the Board's budgetary allocation. This will help solve several human resource mismanagement instances and improve service delivery to Nairobi residents.