

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

COUNTY PUBLIC SERVICE BOARD

FIRST STRATEGIC PLAN 2013 - 2017

NYAMIRA COUNTY

2013

THE VISION AND MISSION

VISION

A Responsive County Public Service Board

MISSION

A Professional Public Service in Sourcing and Developing Human Capital for the County to Realize Devolution Goals and Vision 2030

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ABBREVIATIONS AND ACRONYMS

AIA	Appropriation-In-Aid
AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CEO	Chief Executive Officer
CDPO	County Development Planning Officer.
CIDP	County Integrated Development Plan.
CM&E	County Monitoring and Evaluation
CO	Chief Officer
CPSB	County Public Service Board
ECM	Executive Committee Member
GOK	Government of Kenya.
HIV	Human Immune-Deficiency Virus.
HOD	Head of Department
HR	Human Resource
ICT	Information and Communication Technology.
KSG	Kenya School of Government
M&E	Monitoring and Evaluation.
MCA	Member of County Assembly
MDG	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NGO	Non Governmental Organization
PA	Personal Assistant
PPP	Public Private Partnership
PSCK	Public Service Commission of Kenya
SCDPO	Sub County Development Planning Officer
SWOT	Strengths Weaknesses Opportunities and Threats
TA	Transitional Authority
TNA	Training Needs Assessment

FOREWORD

On behalf of the Board members, Management and Staff of the Nyamira County Public Service Board, (CPSB), I am happy to present the Board's First Strategic Plan for the period 2013 –2017. This Strategic Plan comes at a time when Kenya is implementing devolution as per the Constitution of Kenya 2010, which brought into being 47 County governments and one National Government. The County Public Service Board is created by the Constitution of Kenya 2010, Article 235 (1) and Section 57 of the County Government Act 2012. Its functions are articulated in Section 59 of County Government Act 2012.

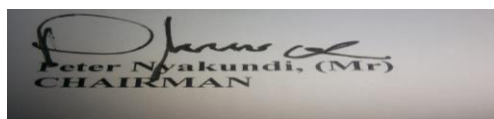
This strategic plan, therefore, lays the foundation on which the Board will achieve its intended objectives and aspirations in the next five years. The plan defines the Board's Vision, Mission and Core values and provides a benchmark for building a strong County Public Service which will attract, retain and develop human resource capacity and institutional capability for effective and efficient social economic transformation at the grassroots.

This strategic Plan aims at building a shared vision and sense of purpose, through identification of strategies and providing leadership and direction against the backdrop of the County Integrated Development Plan and the national long-term development blueprint, the Kenya Vision 2030. Consequently, the Board through this Strategic Plan endeavors to inculcate national values, institutional capacity and professionalism for improved citizen-centered service delivery and strengthening its institutional capacity to deliver on its mandate.

I am confident that the process we went through in preparing this strategic plan ensured that there is a common understanding, ownership and commitment to its implementation. I commit to remain the primary custodian and driver of the implementation process while keeping everybody focused on the results that need to be delivered as well as the changing environment and adapting the strategy as necessary.

On behalf of the Board, I wish to express my gratitude to all those who participated or supported us in any way or form in the preparation of this Strategic Plan. This has been a challenging but fruitful process full of lessons. I have no doubt that those who participated in the process have gained a better understanding of the strategic planning process which will inform such future initiatives.

It is my hope that the successful implementation of this plan will improve the performance of the Board and, more so, enable it play its critical role of building a strong, efficient and effective County Public Service.



Peter Nyakundi, (Mr)
CHAIRMAN

Peter Nyakundi, (Mr)
CHAIRMAN

PREFACE AND ACKNOWLEDGEMENTS

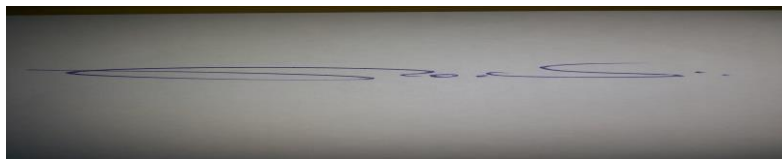
The development of this strategic plan was achieved through an elaborate and consultative process involving key County Public Service Board members, staff and stakeholders. The development process coordinated by the Economists from the department of Finance and Planning, Mr Paul Onyango, Mr Simon Mungai, Mr Nathan Onduma, Mr Nicodemus Mutinda and Ms Grace Kerubo involved the full team of Board members who included Ms Beatrice Siriba, Ms Mary Nyamwaro, Mr Daniel Osebe, Mr Peter Muga and Mr Steven Oboso. Their unwavering commitment and teamwork is duly acknowledged. Similarly and with equal measure, I also express my appreciation to Mr Kennedy Nyaiyo of Transitional Authority, Mr Shem Nyang'au from HRM, ICT Administrator Mr Albert Mosagwe and all the department staff for their dedication, contributions and support that they provided during the several drafting retreats held during the development of this plan.

Special thanks go to the Chairman Mr Peter Nyakundi for his leadership and guidance in the development of this plan. We in the Board acknowledge his visionary direction in mapping out the strategic direction that he wanted the department to take in order to effectively execute its mission of being *A Professional Public Service in Sourcing and Developing Human Capital for The County To Realize Devolution Goals and Vision 2030*

I also take this opportunity to thank all our partners for their invaluable contribution, either through direct or indirect support especially all the county departments for their logistical support.

Last but not least, I acknowledge Ms. Joyce Nyamweya, CBS, Executive Director, Results for Africa Institute for her facilitative role and expert services provided during the preparation of this plan.

I believe that the successful implementation of this strategic plan will improve the performance of the Board and, in particular, contribute greatly towards the achievements of our Board's Vision.



Robert Mochache, (Mr)
SECRETARY

Executive Summary

This is the first generation of the Strategic Plan prepared by the Nyamira County Public Service Board to fast track the implementation of the County Integrated Development plan 2013-2017. This strategic Plan is organized around five chapters. The first chapter covers basic introductory and background issues that are considered pertinent to the implementation of this strategic plan. It also covers issues to do with development challenges, development agenda, sectoral resources and their contribution to the economy, sectoral Vision, Mission and Core values and the general organization of this strategic plan. Chapter two provides the situational analysis and in particular focuses on the organization of the Board, current staff establishment, and SWOT and stakeholders analysis. The chapter also discusses the performance and achievement of the sector and the on-going and proposed projects and programmes. Chapter three analyses the Board's Strategic issues, objectives and strategies to be deployed in delivering the plan. Chapter four highlights Resource mobilization and the implementation matrix. The last chapter of this plan is devoted to the crucial issue of Monitoring, Evaluation and Reporting indicating the guiding principles that will be employed to manage and monitor the implementation of the activities envisaged under this plan.

Vision, Mission and Core values

In the process of preparing this Strategic plan, the Board reviewed its Vision, Mission and Core values. These are:

Vision

A Responsive County Public Service Board

Mission

A Professional Public Service in Sourcing and Developing Human Capital for The County To Realize Devolution Goals and Vision 2030

Core values

- ❖ Integrity
- ❖ Accountability
- ❖ Transparency
- ❖ Respect
- ❖ Unity in Purpose

Strategic Issues and Objectives

The Board has identified three (3) strategic issues and thirteen (13) strategic objectives which it needs to address in order to effectively achieve its mission while also providing the leadership required to accelerate the realisation of first CIDP and second MTP aspirations of the Kenya vision 2030. These strategic issues are:

- Resourcing, human capital management and performance Enhancing the quality of statistical data and information at the county level
- Compliance and alignment of human resource with the county needs
- Organizational Structures, Establishments and Resource Mobilization

Implementation, Monitoring and Evaluation

Monitoring and Evaluation will form a critical component in the successful Implementation of this Strategic Plan. It is through M&E that management will be assisted in making evidence based decisions. More evaluations will be called upon where significant variation on performance need more detailed investigation. The tracking of the Strategic Plan will be regularized to become part of this process. The Board will also monitor activities spelt out in the plan through regular standing committee meetings.

CHAPTER ONE:

1.0 INTRODUCTION

1.1 OVERVIEW OF THE COUNTY PUBLIC SERVICE BOARD

This is the first Sectoral Strategic Plan developed by the Board in the County. This strategic plan will form the basis of guiding the board's activities for the subsequent years as well as being reference frame for other users in the County and beyond by providing leadership in support of the County in moving towards a cohesive strategic direction. The Board through this strategic plan intends to inculcate national values, institutional capacity and professionalism for improved citizen- centered service delivery by ensuring a vibrant and productive work force that is able to spur economic growth in the county.

1.2 BACKGROUND INFORMATION.

The County Public Service Board is created by the Constitution of Kenya 2010, Article 235 (1) and Section 57 of the County Government Act 2012. Its functions are articulated in Section 59 of County Government Act 2012. The primary responsibility of the County Public Service Board is to build a strong County Public Service by attracting, retaining and developing a human resources capacity and institutional capability for effective and efficient social economic transformation at the grassroots.

1.3 DEVELOPMENT CHALLENGES

With the creation the County Public Service Board via the Constitution of Kenya 2010, Article 235 (1) and Section 57 of the County Government Act 2012, the board faces major challenges as follows;

- No shared vision, mission and values ; strategic goals and objectives by the county leadership and management
- Office space, transport and equipment
- Support staff in the secretariat
- Hostile office environment , fragmented operations
- Unclear delineation of roles and responsibilities
- Vague organization structures and confusing line management authority
- High level decision are made by leadership and management security with no implementation and – no follow-up and no consequences for non-implementation
- Security gaps and lapses – many unknown persons in the corridors and offices including the offices of the Governor, deputy Governor, the Public Service Board
- Visitors to the County Governor, Public Service Board have no secure reception areas
- Limited and uncoordinated parking space pausing security risks
- Office sitting arrangements are not conducive to efficient, coordinated and transparent work flow
- Poor and unrecorded staff time and attendance as well as overall time management
- Very many ad hoc workshops and seminars taking most senior officers out of their routine office mandate thus leaving supervision and direction gaps
- Resistance to change, devolution, supervision and line management authority
- Inter-agency communication challenges

- Organizational culture devoid of professionalism, dedication and commitment to citizen centered service delivery
- Lack of confidentiality in human resources management
- Reluctance in taking responsibility and accountability for their actions and omissions –“ passing the buck” by leadership and management
- Disparities in staff terms and conditions
- Staff assuming senior positions by virtue of their district positions / county council appointments – the need for job evaluation, and competence based staff placement—
- No County Government organizational structure, job descriptions, competencies and skills grade levels
- There is no clear record of number of staff, skills and competencies, office space, line management/supervisors
- No recruitment strategy and vacancy management i.e. recruitment of a particular cadre when the same is huge number on the staff list pausing retrenching challenge

1.3.1 JUSTIFICATION FOR THE STRATEGIC PLAN

It is in connection with the above challenges, that the Public Service Board identified the need to develop a shared vision and strategy on how to meet its mandate, mitigate the current internal situation and provide institutional leadership necessary for targeted Public Service Transformation for improved service delivery.

1.4 DEVELOPMENT AGENDA

The CPSB has the Authority/Mandate anchored in the Constitution to play a leadership role in development of core, managerial and leadership competencies. As such the Board has envisaged accomplishing this through capacity building of County Leadership and Institutional arrangements including;

- (a) leadership team building
- (b) shared vision and cohesive strategic direction
- (c) leadership / Management accountability framework
- (d) Leadership performance Compact
- (e) County Inter-Agency Leadership Role in strengthening the capacity of Public Service Board

The following are the operating principles and approach to achieve the above;

- Align the HR Management and Development to County Integrated development Plan
- Value and competence based, results oriented and citizen centred in formulation/ development policy, and in development of policies, management systems and process, programmers i.e. public sector stakeholder partnerships
- Develop and sustain a professional brand, image and internal/external public relations strategy
- Facilitate Transformative Leadership, Values and Ethics growing future leaders / junior professionals; and empowering leaders/ decision makers through provision of high level policy advisory services and results coaching to County leadership and staff with managerial and supervisory positions
- Holistic and integrated approach to public service management and development
- Nurture and grow Inter-Agency collaboration and coordination for a linked up Public Sector fit for purpose

- Public Private Partnership for resource mobilization and collective action
- Evidence-based human resources management and development programmes
- Integrated performance management and accountability framework for shared vision, cohesive strategic direction and achievement of targeted results – ***MARK of Excellence***
- Adopt the Rapid results Approach
- Implementation of value for money approaches and mechanisms
- Celebrate Annual Public Service Day
- Public service charters and integrated social accountability mechanisms
- Reinforce department and institutional capacity

1.5 THE BOARD RESOURCES AND THEIR CONTRIBUTION TO THE ECONOMY

The Board's greatest resource is the availability of a vibrant work force in almost of cadres that far outstrips demand.

1.6 VISION, MISSION AND CORE VALUES

1.6.1. Vision statement

A Responsive County Public Service Board

1.6.2 Mission Statement

A Professional Public Service in Sourcing and Developing Human Capital for The County To Realize Devolution Goals and Vision 2030

1.6.3 Core values

- **Professional integrity:** All staffs in the county shall uphold the highest standards of professional competence and integrity.
- **Customer focus:** The department is committed to uphold customer driven and customer focussed service delivery.
- **Unity of purpose:** The department is dedicated to team work, networking and collaborating in achieving results.
- **Innovation and visionary:** The department is committed to innovative, creative and visionary human resources management and development.
- **Transparency and accountability:** The department will conduct its business in a transparent and accountable manner.

1.7 ROLES AND FUNCTIONS OF THE BOARD

The board is a body corporate with perpetual succession and a seal; and capable of suing and being sued in its corporate name. The following are the functions of the board as provided in the county government act 2012.

- Establish and abolish offices in the county the county public service board.
- Appoint persons to hold or act in offices of county public service including in the boards of cities and urban areas within the county and to confirm appointments.
- Exercise disciplinary control over, and remove, persons holding or acting in those offices.
- Prepare regular reports for submission to the county assembly on the execution of the functions of the board.
- Promote in the county public service the values and principles referred to article 10 and 232.

- Evaluate and report to the county assembly on the extent to which the values and principles referred to in article 10 and 32 are complied with in the county public service.
- Facilitate the development of coherent, integrated human resources planning and budgeting for personnel emoluments in the counties.
- Advise the county government on human resources management and development.
- Advise county government on implementation and monitoring of the national performance management system in counties.
- Make recommendations to the secretary to the salaries and remuneration commission on behalf of the county government, on the remuneration, pensions and gratuities for the county public service employees.

1.8 THE ORGANIZATION OF THIS STRATEGIC PLAN

This Strategic Plan is organized in five chapters, with chapter one covering basic introductory and background issues that are pertinent to the Sectoral Plan. The chapter also covers the departments' vision, mission as well as its core values. Chapter two provides the situational analysis and in particular focuses on the current staff establishment, SWOT and stakeholders analysis. The chapter also discusses the performance and achievement of the sector. Chapter three analyses the department's Strategic issues, objectives and strategies to be deployed in delivering the plan. The chapter also discusses the cross cutting issues and indicates the proposed organizational structure. Chapter four outlines strategies for raising revenue and their projections for the planned period. The cost cutting measures, implementation plan and a summary of the departments' activities is also covered in this chapter. Chapter five which is the last chapter is devoted to the crucial issue of Monitoring, Evaluation and Reporting indicating the guiding principles that will be employed to manage and monitor the implementation of the activities envisaged under this plan.

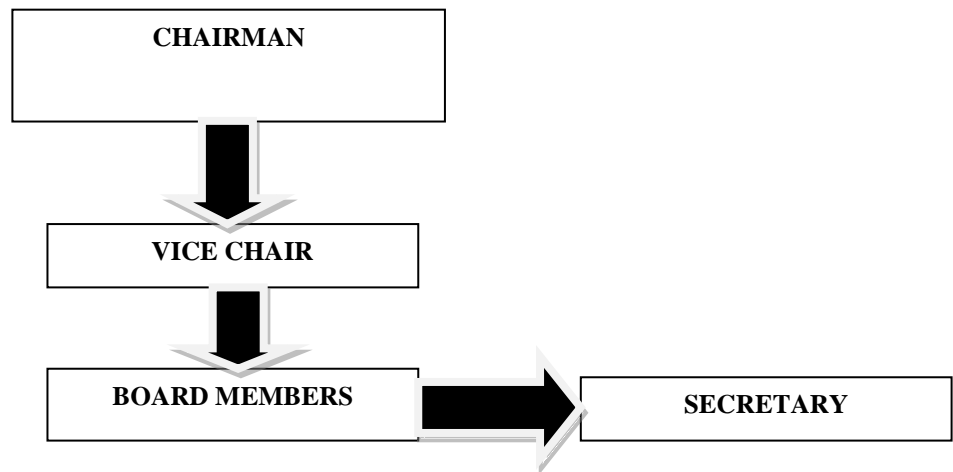
CHAPTER TWO:

2.0 SITUATIONAL ANALYSIS

2.1 Introduction

This chapter describes the current situation of the board both internally and externally. In particular it focuses on the organization of the board and its current staff establishment. The chapter identifies the key stakeholders in the board and the complimentary roles that they play in assisting the board achieve its objectives. The chapter also looks at the SWOT and Stakeholder analysis. The performance and achievements of the board are also discussed in this chapter. It concludes by highlighting the on-going and proposed projects and programmes.

2.2 Current Organization of the Board.



2.2.1 An assessment of the functions of the current organogramme.

A) The office of the chairman and vice chairperson.

This is an office created under the section 58 of the county government act. The chairman of the board shall therefore be nominated and appointed by the governor after approval by the assembly. The Chairman's roles and responsibilities include the following.

- (a) Chairs the Public Service Board
- (b) Policy and strategy
- (c) Leadership and Direction
- (d) Communication/ Spokesperson of the Board
- (e) Establish and facilitate the inter-agency Leadership Forum Convened by the

The county government act 2012 provides under subsection 6 and 7 that the board shall elect – vice chairperson from amongst its members and that the chair person and vice chair person shall be of opposite gender.

B) Board members.

The appointments of the members of the board shall be through a competitive process of which a person shall be qualified to be appointed under the subsection (1) if that a person.

- a) Satisfies the provision of chapter six of the constitution.
- b) Is not a state or public officer.
- c) In the case of chairperson or vice-chairperson, processes a minimum qualification of bachelor's degree from a recognised university and working experience of not less than ten years

Members of the board shall hold office for non-renewable term of six years and may serve on a part-time basis.

C) The Public Service Board, Secretary.

The primary responsibility of the Secretary of the Public Service Board is to communicate the decisions of the Board, Provide secretariat services to the Board and is the Custodian of Board Seal and Records.

2.3 The Board current staff establishment.

The board operates on a skeleton staffing with only 3 in the secretariat. The other technocrats are currently not in the office affecting the boards operations and performance. Currently the table below shows the staff establishment.

DETAILS.	DESIGNATION	In-post
BOARD MEMBERS	Chairman	1
	Vice chair	1
	Other board members	5
	SUB-TOTAL	7
ADMINISTRATION	Secretary/CEO	1
	Administrative officer	0
	Accountants	0
	Auditor	0
	Human resources officer.	0
	Economists	0
	Procurement officer	0
	ICT officer	1
	Records officer	0
	PA/secretaries.	0
	Clerks.	0
	Drivers	1
	Support staff	0
	SUB-TOTAL	3
	GRAND TOTAL	10

2.4 Strengths, weaknesses, opportunities, and threats (SWOT) analysis.

The county public service board has the following strengths weakness within its structure and also experiences the external forces as follows;

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ➤ The Board is a constitutional body; ➤ Focused leadership; ➤ Qualified, professional and 	<ul style="list-style-type: none"> ➤ Non- competitive terms and conditions of service; ➤ Lack of appropriate and sufficient

<ul style="list-style-type: none"> ➤ experienced staff; ➤ Ability to adopt creativity and innovation; ➤ Participatory approach and team work; ➤ Good will from County Government 	<ul style="list-style-type: none"> ➤ office accommodation and equipment; ➤ Inadequate use of ICT / inaccessibility of the Board's services in all parts of the county ➤ Low level of awareness by the Nyamira public servants and public on the mandate and role of public service board ➤ Lack of qualified and experienced staff; ➤ Lack of structured institutional framework
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<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ➤ Supportive legislative initiatives and enactments; ➤ Conducive social and political good will in supporting the implementation of the Constitution; ➤ Cooperation and partnerships within the Public Private Partnership framework; ➤ Technical and strategic partnerships to enhance the Board's capacity to deliver on its mandate ➤ Availability of relevant skills in the dynamic labor market; ➤ Increased public awareness and demand for services; ➤ Possibility of benchmarking with other public service Board's Countrywide and globally. ➤ Setting up the norms and standards for human resource management and development for the service; and ➤ Enlightened and litigious citizenry. 	<p>THREAT</p> <ul style="list-style-type: none"> ➤ Insufficient resources which limit the employment opportunities; ➤ Competing political interests ➤ HIV/AIDs and other terminal illnesses ➤ Inadequate ICT coverage in the county; ➤ Inconsistent and inadequate funding ➤ Resistance to change from the staff seconded to the county government ➤ Imposters / impersonation ➤ Negative perception and stereotypes towards county jobs ➤ Nepotism tendencies
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FACTOR ANALYSED	STRENGTH IDENTIFIED	ACTION PLAN
Human resource capacity	Existence of qualified staff	Motivation and skills upgrading
Technical capacity	Presence of technically qualified personnel	Technical skills upgrading
Finance	Compliance with financial regulations	Continuous sensitization on finance management regulations
FACTOR ANALYSED	WEAKNESS IDENTIFIED	ACTION PLAN
Management system	Poor Inter and intra	Enhance coordination through

	departmental coordination	Staff sensitization, communication and continuous trainings
Human resource capacity	Inadequate staff	Recruitment of additional staff
ICT	Inadequate ICT facilities and skills	Acquire ICT facilities and conduct ICT related trainings Networking all the departments
Technical capacity	Insufficient technical capacity	Conducting technical skills upgrading programs
Finance	Inadequate and erratic funding	Enhancement of funding Timely release of funds from the county treasury
Facilities/premises	Inadequate office space	Secure enough space

2.5 PESTEL Analysis.

In preparing this strategic plan, a broad political, Economic, Social, Technological, Environmental and Legal (PESTLE) was undertaken. This enables the department to telescope and candidly describe the environment in which it operates and therefore be able to appreciate the factors that will either support or impede the process of implementing the strategic plan. The table below shows the PESTLE Analysis.

Political	Change of political leadership and Regimes	Change in government policy and priorities affects work plans and set objectives.
	Creation of county governments	County governments has introduced checks on compliance to effective and efficient service delivery, by introducing various heads of departments at county levels
	Devolved administration units Public service reforms	Create opportunities for employment. Reforms in public service will enable the re-orientation of the county public service towards effective service delivery
Economic	Goodwill from development partners	The department is enjoying good partnership with development partners who supplement development efforts through funding of projects and capacity building
	CIDP	The CIDP which spells out development agenda of the county in five years term where its implementation would be fast tracked through ministries strategic plans.
	Unpredictable local economic environment	High inflation rates, energy costs and poor infrastructure affects the macro economy economic planning of the county
	Unemployment level	Fiscal risk due to low demand for goods and services.
	Interest rates	Higher interest rates may deter investment because it costs more to borrow

	Local economic situation and trends	Low level of investments at county level may lead to stagnating local economy, missed objectives.
	Taxation policy.	Agitation for higher salaries likely to cause labour unrest.
Social	Increased public awareness and citizen Participation in governance and reporting	With devolved governance, there is increased public awareness and expectations on their rights to be served and thus increased demand for performance by the department
	High population growth rate	High population leads to high unemployment rates, contributing to poverty and thus low standards' of living. Development
	Trade unionism	Offers an opportunity for structured dispute resolution and avoid labour unrest
	Highly educated youths	Availability of human resource for the County to recruit.
	Work Culture and attitude	Lack of cooperation and support from departments may lead to friction and risk in meeting set objectives and priorities.
Technological	Trends in global technological advancements	Unmanaged investment in technology leads to high risk of obsolescence and cost of investment to keeping pace with technology
	County integrated monitoring and evaluation system	This is made to ensure that monitoring and evaluation activities are all inclusive and easily accessible to all
	Information Communication Technology	Use of ICTs enhances quality and timelines of services, reports and accountability. Use of new programmes like IFMIS in accounting helps to reduce costs.
	Automation of public services e.g. IPPD for public servants payroll.	Provide an opportunity for online county recruitment as a cost cutting measure. Enhance integrity, accountability and timely information and reports on HR issues in the county public service Lead to new approaches in people management
Ecological	International Standards Auditing	Standardized procedure and approaches in audit
	Climate changes	Changes in temperatures and climate affects key sectors thus reducing earnings and revenue collection. The growing desire to protect the environment e.g NEMA laws are affecting the county especially on waste disposal
	Health and safety regulations OHS	Will improve employee health and safety in the workplace
	Regulatory bodies	Enforce compliance and ethical issues
Legal	PFM Act and Financial Regulations	Strengthens compliance in financial operations and internal controls mechanisms

	The County Government Act 2012, County Planning (Part XI of the Act)	Under Article 100(h) of the Act, county planning is expected “to provide a platform for unifying planning, budgeting, financing programmes, implementation, and performance review”. A county planning unit shall be responsible for “coordinated integrated development planning”
	New legislations The constitution 2010 The Employment Act2007 Labour Relations act 2007,labour Institutions act, WIBA act 2007	Create good labour relations and enabling work environment. Ensure effective arbitration and dispute resolution.

2.6 Stakeholders analysis.

Some of the key stakeholders that the board has been explained in the below table.

Stakeholder	Function	Competitive advantage	Target	Assistance to the Board
Ministry of Devolution and Planning	Capacity building	Coordination of capacity building	Improved service delivery	Complementing the PSB effort
	Facilitation of seconded staff	Transfer of staff	Seamless transition	Complementing the PSB effort
Public Service Commission	Hearing appeals emanating from County Public Service employees	Advisory services	Minimize appeals and creation of harmony	Technical assistance
Kenya School of Government	Training	Offering tailor made courses for public officers	Improved service delivery	Training to board members and county staff
Transition Authority	Coordination between National and County government	Advisory services	Seamless transition	Complementing the PSB effort
County Executive	Supervision and administration	County Policy Formulation	Formulation of appropriate policies	Technical assistance
County Assembly	Legislation and oversight	Legislation	Appropriate legislation	Enhancing accountability
Citizens	Oversight and clientele	Offering feedback services	Ensuring efficiency and effectiveness in service delivery	Enhancing accountability
Vision 2030 National Results Partner Forum	Capacity building	Offering technical support	Effective functioning of PSB	Technical assistance
Industrial Court	Arbitration of industrial disputes	Labour dispute resolutions and arbitration	Industrial harmony	Resolution of labour disputes

2.7 Performance and Achievement of the Sector.

Even though the board is still young but it ambitiousness, it has made the following tremendous achievements.

- The board has constituted 4 standing committees
- Recruited; 10 Chief Officers, 10 personal secretaries, 12 drivers, 3 Town administrators, 2 Senior Personal Secretaries
- Submitted one annual report to the assembly
- Purchase of office equipments- 7 laptops, 7 I-pads, 7 cell phones.
- Purchased one vehicle for the board.
- Engaged the National Government in drawing up the staff structure.

2.8 Ongoing and Proposed Projects and Programmes.

The following are the projects/ programmes as per the county integrated development plan 2013-2017.

- Acquisition of land for office construction
- Construction of the office block
- Acquisition of 2 vehicles; a van and 4 seater vehicle
- Refurbishment of leased offices
- Training and capacity building of the County Public Service

CHAPTER THREE:

3.0 STRATEGIC MODEL

3.1 Introduction

This chapter discusses the key strategic issues that the board has identified and which it needs to address in order to effectively achieve its mission while also providing the leadership required to undertake its mandate while at the same time implementing the County Integrated Development Plan. The strategic objectives and the strategies to be pursued in addressing the issues are also presented.

3.2 Summary of Strategic issues, Objectives and Strategies

Strategic Issues	Strategic Objectives	Issues/Strategies
Resourcing, human capital management and performance	Enhancing training and development	Developing Training policy Establish Training Committees Establish Training fund
	Improve recruitment and selection practices	Forum to harmonize the proposed structures. Establish staff requirements. Establish scheme of service Develop Recruitment Policy
	Ensure proper remuneration and benefits	Identify pension schemes Make recommendations to SRC
	Enhancing performance – contract, appraisal ,M&E	Develop Performance management framework and tools
	Enhance advisory services to County Government	Establish consultative forums with stakeholders
Compliance and alignment of human resource with the county needs	Ensure adherence to principles and values	Dissemination and sensitization to County public service and the general public
	Ensure timely preparation and submission of reports	Develop a reporting framework

	Strengthen disciplinary mechanisms	Develop code of conduct and ethics Develop grievances handling mechanism.
	Enhance supervisory role	Frequent field visits. Establish compliance committee.
Organizational Structures, Establishments and Resource Mobilization	Establish appropriate structures in the staffing levels to implement the strategic plan.	Develop organizational structure. Establish the staff requirements (secretariat) Constituting the implementation committees. Provide for the office space Provide for the office facilities.
	Enhance financial resources mobilization.	Develop work plans and budget. Partnership with the potential financier.
	Enhance capacity building and human resources.	Identification of training needs of the Board members and staff.
	Enhance partnership and collaborations with stakeholders.	Conventions. Convene stakeholders' forums. Create partnerships. Professional bodies and other agencies.

3.3 Cross-cutting Issues.

3.3.1 Equity (inclusiveness)

The lack of involvement and consideration of the views of the public has lead to unsustainability of the initiatives implemented since the communities at large were not involved in the decision

making processes. The constitution currently provides for the inclusion of the disabled and marginalized and ensures public participation is exercised in all ventures.

3.3.2 Alcohol, drug and substance abuse

The misuse of alcohol and abuse of drugs has reduced effectiveness of the staff and led to inability to achieve the set targets.

3.3.3 Information and Communication Technology (ICT)

The limited access and availability of the ICT facilities hampers development in the county by reducing the effectiveness and efficiency in fulfilling the ministry's mandate. The lack of appropriate technologies in the service and business sectors creates an impediment to development as a result of over reliance on manual technology.

3.3.4 Environmental and climate change.

Increase in population has put immense pressure on the natural resources leading to degradation of the ecosystem balance. Climate changes whose impact are aggravated by human activities have adverse effect on the environment and the livelihoods of a people. The impact hampers development by causing a strain in access to raw materials, poses a risk to food security and is a increases conflicts among communities.

3.3.5 HIV/AIDS

HIV/AIDS continues to pose a major challenge to all sectors of the economy and is affecting the development programmes in the county. Its prevalence rate in Nyamira County is 6.9% (Nascop, County HIV Profiles 2012). HIV/AIDS pandemic has impacted negatively on the productivity of the work force that is either infected or affected thus affecting service delivery and business operations.

3.3.6 Gender mainstreaming

Women constitute to 52 % of the county's population. Although the majority, they are generally left out of development decision making processes through lack of representation. Policies, plans and strategies rarely take into consideration gender roles and responsibilities. Considering that in 2009 41,539 out of the 131,039 households (37%) in Nyamira county were female headed, they were certainly more disadvantaged and more likely to be poor compared to other households. The full participation of women in economic activities is often hampered by legal and actual discriminatory practices. There is need for liaison with key stakeholders in removing obstacles that encourage full participation of women in economic development. Factors exacerbating gender disparities in the county are rooted in socio-cultural practices such as ownership of production resources (land, capital); participation in decision making and early/child marriages.

CHAPTER FOUR

4.0 IMPLEMENTATION MATRIX

4.1 INTRODUCTION

The implementation of this Strategic Plan will require the full involvement, effort, commitment and leadership from the board’s top management, staff and all stakeholders. It will require that resource mobilization is focused on the achievement of the objectives laid out in the plan. In presenting the implementation plan, this chapter also addresses some of the challenges and concern that relate to the very process of implementation. For its part, the board will continue addressing structural issues, capacity building gaps and will pursue the appropriate budgetary resources and resource mobilization efforts in order to support the effective implementation of the plan.

4.2 IMPLEMENTATION MATRIX

Strategy	Activity	Output/T arget	Key Perform ance Indicator	Report ing Sched ule	Targ et for five year s	Target					Budget (kes)	Responsi bility
						Y1	Y2	Y3	Y4	Y5		
Strategy Issue 1: Resourcing, human capital management and performance												
Strategic Objective 1.1: Enhancing training and development												
Developing Training policy	Draft a training policy document	Draft Training Policy developed	Draft Policy document	Once during the plan period	1	1	0	0	0	0	1.5m	CPSB
	Convenin g stakeholders	Stakehold ers meeting conducted	Minutes	Once	2	1	0	0	0	0	0.2m	CPSB

	meeting												
	Production of the document	Policy document produced.	Final policy document	Once	100 Copies	0	100	0	0	0			CPSB
	Dissemination (Launch)	Policy document disseminated and launched	Dissemination and Report	Once	1	0	1	0	0	0	0.1m		CPSB
Establish Training Committees	Developing guidelines on membership to the departments.	Training committees guidelines developed	Training committee's guidelines manual.	Once	50	0	50	0	0	0	0.2m		Standing committee on training.
Establish Training fund	Develop training fund guidelines	Training fund guidelines established.	A copy of the training fund guidelines	Once	20	0	20	0	0	0	0.1m		Standing committee on training.
Strategic Objective 1.2: Improve recruitment and selection practices													
Forum to harmonize the proposed county organization	Hold stakeholders meeting.	Stakeholders meeting held.	Minutes.	once		2	2	0	0	0	0	0.5m	Standing committee on recruitment and selection.

nal structures.													
Establish staff requirements.	Will be taken care of by the first strategy.	-	-	-	-	-	-	-	-	-	-	-	-
Establish scheme of service	Departmental submission of draft scheme of service.	Departmental draft scheme of service submitted.	Scheme of service document.	Once	12	12	0	0	0	0	0	-	Secretary /CEO and CPSB
	Hold stakeholders meeting	Stakeholders meeting held	Minutes.	Once	1	1	0	0	0	0	0	1m	Secretary /CEO and CPSB
Develop Recruitment Policy.	Draft a recruitment policy document	Draft recruitment Policy developed	Draft Policy document	Once during the plan period	1	0	1	0	0	0	0	2m	CPSB
	Convening stakeholders meeting.	Stakeholders meeting conducted	Minutes	Once	2	0	1	0	0	0	0	0.5m	CPSB
	Production of the document.	Policy document produced.	Final policy document.	Once	100 Copies.	0	100	0	0	0	0		CPSB
	Dissemination (Launch)	Policy document disseminated and launched	Dissemination and Report	Once	1	0	1	0	0	0	0	0.2m	CPSB
Strategic Objective 1.3: Ensure proper remuneration and benefits													

Identify pension schemes	Form a taskforce to engage with pension/gratuity scheme and stakeholders.	Task force formed.	report	Once	1	1	0	0	0	0	2m	Standing Committee on pension.
Make recommendations to SRC on remuneration.	Harmonize the pay policy.	Pay policy harmonized.	Pay policy document	Once	1	0	1	0	0	0	2m.	Standing Committee on remuneration.
Strategic Objective 1.4: Enhancing performance –contract, appraisal ,M&E												
Develop Performance management framework and tools	Develop Performance contracting tool.	Performance Contracting tool developed.	The document.	Once	1	1	0	0	0	0	0.5m	Standing committee on performance and contracting
	Develop performance appraisal tool	Performance appraisal tool developed	The document.	once	1	1	0	0	0	0	–	Standing committee on performance and contracting
Strategic Objective 1.5: Enhance supervisory role												
Establish consultative forums with stakeholders.	Hold stakeholders forums.	Stakeholder's forums held.	Report.	Annually.	5	1	1	1	1	1	5m	CPSB

Strategy Issue 2: Compliance and alignment of human resource with the county needs												
Strategic Objective 2.1: Ensure adherence to principles and values												
Dissemination and sensitization to County public service and the general public	Hold a county Public Service Week.	Public Service Day held.	Report.	Annually.	5	1	1	1	1	1	10m	CPSB
	Develop a service charter	Service Charter developed.	Service charter document.	Once	1	1	0	0	0	0	0.1m	CPSB
	Publications	Publications made.	CPSB calendars, T-shirts.	Annually	5	1	1	1	1	1	5m	CPSB
Strategic objective 2.2: Ensure timely preparation and submission of reports												
Develop a reporting framework	Submission of departmental staff requirements.	Departmental staff requirements submitted.	Reports	Annually	60	12	12	12	12	12	-	CPSB
	Submission of the performance management report.	Performance management report submitted.	Report	Annually.	5	1	1	1	1	1	-	CPSB
	Submission of the work plan and budget.	Work plan and budget submitted.	Documents.	Annually.	5	1	1	1	1	1	-	CPSB
	Submission of annual performance	Annual performance reports submitted.	Report.	Annually	5	1	1	1	1	1	3m	CPSB

	reports.												
Strategic Objective 2.3: Strengthen disciplinary mechanisms													
Develop code of conduct and ethics	Draft code of conduct document	Draft code of conduct document developed	Draft document.	Once	1	1	0	0	0	0	1m	CPSB	
	Convening stakeholders meeting	Stakeholders meeting conducted	Minutes	Once	2	0	2	0	0	0	4m	CPSB	
	Production of the document.	The document produced.	Final document.	Once	400	0	100	100	100	100		CPSB	
Develop grievances handling mechanism	Develop a grievances handling document	Grievances handling document developed.	Document	Once.	100	0	100	0	0	0		CPSB	
Strategic Objective 2.4: Enhance supervisory role													
Frequent field visits.	Undertake field visits.	Field visits undertaken	Report	Quarterly	20	4	4	4	4	4	1m	CPSB	
Establish compliance committee.	Generate compliance report.	Compliance report generated.	Report	annually	5	1	1	1	1	1	0.1m	CPSB	
Strategic issue 3: Organizational Structures, Establishments and Resource Mobilization.													
Strategic objective 3.1 Establish appropriate structures in the staffing levels to implement the strategic plan.													
Develop organizational	Convene a stakeholders	Stake holders meeting convened	Minutes	Once	1	1	0	0	0	0	1m	CPSB	

structure.	meeting												
Establish the staff requirements.	Handled by the first activity.	-	-	-	-	-	-	-	-	-	-	-	CPSB
Constituting the implementation committees	-	-	-	-	-	-	-	-	-	-	-	-	CPSB
	Provide for office operation funds	Office operation funds provided.	Budget report	Annually	5	1	1	1	1	1			CPSB
Provide for the office space.	Purchase land	Land purchased	Title deed.	Once	1	0	1	0	0	0	5m		CPSB
	Planning activities	Building Plan	Plan	Once	6	0	1	0	0	0	0.2m		CPSB
	Construct the Office	Office constructed	Office	Once	1	0	1	0	0	0	70m		CPSB
	Refurbishment of office.	Office refurbished	Office	once	1	1	0	0	0	0	2m		CPSB
Provide for the office facilities.	Purchase the office vehicles	Office vehicles purchased	Logbooks	once	2	1	1	0	0	0	12m		CPSB
Strategic objective 3.2: Enhance financial resources mobilization.													
Develop work plans	Draft a work plan and	Draft work plan and	Work plan	Annually	5	1	1	1	1	1	-		Standing committee on

and budget.	budget from the strategic plan	budget done	and budget document									finance
	Stakeholders meeting to approve budget.	Board meeting held	Minutes	Annually	5	1	1	1	1	1	1m	CPSB
Partnership with the potential financier.	Develop proposals for funding	Proposals developed.	Reports	Annually	5	1	1	1	1	1	1m	CPSB
Strategic objective 3.3: Enhance capacity building and human resources.												
Identification of training needs of the Board members and staff.	Training of Board members and the secretariat.	Board members and secretariat trained	Certificates and reports	Annually.	155	31	31	31	31	31	150m	CPSB
Strategic objective 3.4: Enhance partnership and collaborations with stakeholders.												
Conventions.	International exchange visits.	International exchange visits undertaken.	Reports of conventions attended.	Annually.	10	2	2	2	2	2	50m	CPSB
Create partnerships	Attend forums for professional	Forums attended	Reports	Annually	5	1	1	1	1	1	5m	CPSB

.	benchmarking											
	Develop proposals for private Public partnerships (PPP).	Proposals for PPP developed	Report	Annually	5	1	1	1	1	1	1m	CPSB
Professional bodies and other agencies.	Register with relevant government bodies.	Registration with relevant bodies done.	Registration certificates.	Annually	7	1	1	1	1	1	5m	CPSB

4.3 RESOURCE MOBILIZATION

4.3.1 Financial resource mobilization

The financial resources that will enable the Board realize its planned objectives will come from the county government.

4.3.1.1 Financial requirements by the board.

The public service board.	Department	Budget KSh. Million					
		2013/14	2014/15	2015/16	2016/17	2017/18	Total
	The public service board	70	85	100	105	105	465
Support Services	Administration	20	25	30	35	40	150
	Auxiliary/Outsourced services	0	0	0	0	0	0
Total Requirements		90	110	130	140	145	615

4.3.2 Cost-cutting Measures

The board will put in place the following cost cutting measures

- ❖ Use of cost effective methods of implementation.
- ❖ Awareness creation on upholding integrity.
- ❖ Ensure integrity in analysis of tender documents on value for money.
- ❖ Ensure transparency and sound financial management practices are observed.

- ❖ Observe zero tolerance to corruption.
- ❖ Ensure standards are observed in all activities to ensure sustainability.
- ❖ Professional group tours

4.4 Human Resources

To achieve the plan objectives, the board will require human resources with various skill levels as follows.

4.4.1 Proposed Staff Establishment analysis.

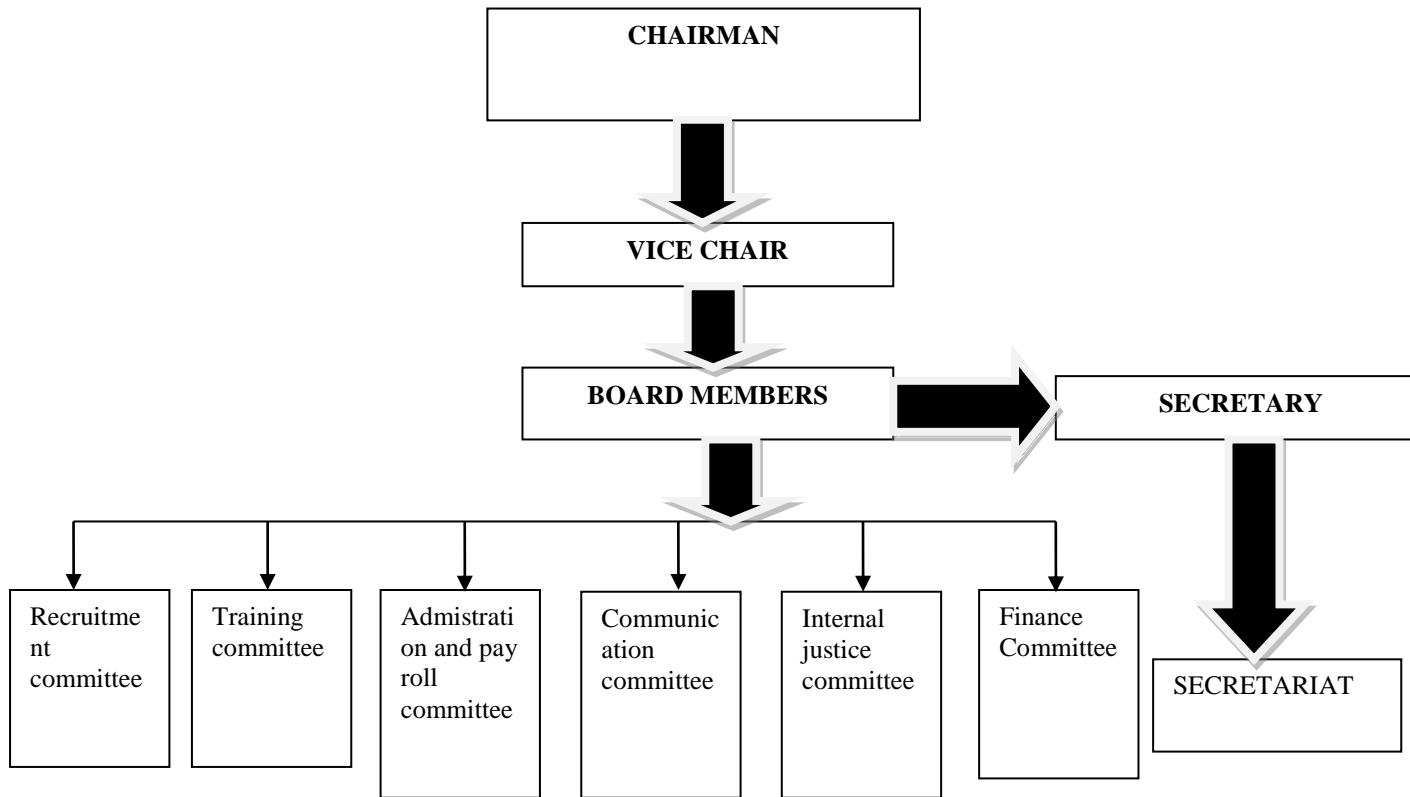
	DESIGNATION	Authorized staff establishment.	In-post	vacancies	Variance
BOAD MEMBERSHIP	Chairman	1	1	0	0
	Vice chair	1	1	0	0
	Other board members	5	5	0	0
	Sub-Total.	7	7	0	0
ADMINISTRATION	Secretary/CEO	1	1	0	0
	Administrative officer	1	0	1	-1
	Accountants	4	0	4	-4
	Auditor	1	0	1	-1
	Human resources officer.	2	0	2	-2
	Economists	1	0	1	-1
	Procurement officer	1	0	1	-1
	ICT officer	1	1	0	0
	Records officer	2	0	2	-2
	PA/secretaries.	3	0	3	-3
	Clerks.	2	0	2	-2
	Drivers	3	1	2	-2
	Support staff	2	0	2	-2

4.4.2 Rationale explanations.

Titles	Number	Rationale

Administrative officers	1	To assist the office of the secretary
Records officers	2	Deployed at the records office.
Procurement officers	1	Deployed at the procurement unit.
Economist	1	Deployed at the planning and monitoring unit
Human resources officer	2	Deployed at the boards offices Human Resources unit.
Accountants.	4	To be deployed at the accounts unit of the board.
Clerical officers.	2	To be deployed at the members offices and the secretariat.
Auditor.	1	To be deployed at the auditors section
Drivers	2	Deployed in different offices as follows board members-1, secretariat-1.
Support staffs	2	To be deployed at the various offices at the board level.
PA/secretaries.	2	Assist the board membership.

4.4.3 proposed organogramme.



4.4.4 Implementation strategy:

4.4.4.1 PSB Standing Committees

To enhance Board efficiency and effectiveness the Board will establish four (4) Standing Committees as follows:

Committee 1: Human Resources Planning, Recruitment and Placement Sub-Committee (Steve Oboso – Chair and Peter Nyakundi, Dan Osebe, Mary Nyamwaro)

Committee 2: Staff Development and Learning /Performance Management and Accountability for Results, Transformational Leadership and Institutional Strengthening (Beatrice M. Siriba- Chair and Steve Oboso Member, Peter Muga Omwansa)

Committee 3: Staff Benefits and Payroll Administration (Daniel Osebe - Chair and Mary Nyamwaro and Peter Muga Omwansa -Members)

Committee 4: Internal Justice System (Mary Nyamwaro –Chair and Beatrice Siriba and Steve Oboso - Members)

4.4.4.2 Composition of Standing Committees:

- Minimum Three Board Members - Chair
- Maximum three technical Members (either from Nyamira Public Service or Strategic and Technical Partners)
- The Secretariat – Secretary

4.4.4.3 Terms of Reference of the PSB Standing Committee

- Develop Policy, Systems and Processes
- Provide oversight to their implementation
- Prepare Board performance reports
- Implement Committee Annual Work Plan
- Implement Individual Work Plan

4.4.4.4 Work Plan Based Approach

- Annual Work Plan which must be approved by the Board
- Quarterly and annual Performance Reports to the Board and all statutory reports related to the work of the Committee
- Individual Board Members to be appraised on annual work plan with quarterly and annual reports.

4.4.4.4.5 Committee Specific Roles and Responsibilities

1. Human Resources Planning, Recruitment and Placement Sub-Committee (Steve Oboso - Chair)

- Establish positions
- Job Analysis, descriptions, Competencies and skills
- Competence Based and Value Recruitment Policy, System, Process and Planning
- Development and Implementation of recruitment plans

- Placement/ Mobility Policy, System and process
- Staff records, management information system
- Schemes of service
- PS diversity

2. Staff Development and Learning /Performance Management and Accountability for Results Sub-Committee (MRC,JMC, Second Appraising Officer, Self Appraisal, Peer Review, (Beatrice M. Siriba)

- Competences and skills analysis
- Transformation Leadership programme
- Public Service Values and Competencies
- Staff development and learning policy, system and process
- Staff development and learning programmers
- Growing future a leaders and internship programme
- Integrated Performance management policy, system process and social accountability mechanisms process
- Institutional Strengthening
- Line management and supervisory capacity building programme
- (MRC, JMC, Second Appraising Officer, Self Appraisal, Peer Review,

3. Staff Benefits and Payroll Administration (Daniel Osebe)

- Facilitate the development of coherent integrated human resources planning and budgeting for personnel emoluments
- Make recommendation to SRC on behalf of the County Government on remuneration, pensions and gratuities
- Management of payroll, salaries, benefits, allowances and advances
- Integrated payroll management information system
- Overall HR Management reports and records
- Time and attendance, annual leave and sick leave etc.
- Staff security, safety and welfare
- Service delivery charter.

4. Internal Justice System (Mary Nyamwaro –Chair and Peter Muga Omwansa- Member)

- Public Service Code of Conduct
- Ethical Codes of Conduct
- Staff relations

- Public Officers' Ethics Act
- Internal Justice system/ mechanism

CHAPTER FIVE

5.0 MONITORING, EVALUATION AND REPORTING

5.1 Monitoring

Monitoring and Evaluation (M&E) will form a critical component for the successful implementation of this strategic plan. It is through M&E that the management will be assisted in making evidence based decisions. Monitoring and evaluation will form an integral part of this Strategic Plan. A comprehensive monitoring and evaluation plan will be prepared to track annual progress in tandem with the annual plans that will be derived from this strategic plan. The primary purpose is to track progress, identify departures, if any, in the achievement of the set targets, assessing the efficiency and effectiveness of completed projects and ensuring continual improvement.

5.1.2 Guiding principles in monitoring the strategic plan

Under the monitoring system, the data collection in the board will be rationalized, with specific responsibilities for collection, aggregation and reporting to the top management.. The Monitoring system for the board over the next Plan period will be guided by the following principles:

- ❖ Monitoring exercise shall be conducted by the County monitoring and evaluation team.
- ❖ A standard tool shall be established for data collection and analysis.
- ❖ Data will be collected at activity level and channeled upwards in agreed formats on a continuous basis
- ❖ Key indicators of efficiency, effectiveness and impact shall be established.
- ❖ Accountability for production of the reports shall lie on the board's technical staff.
- ❖ Responsibility for acting on reports shall lie on the board.
- ❖ The monitoring systems methods to be adopted will be through: first hand information, inspection, interim progress review, testing and auditing

5.2 Evaluation

Under evaluation, the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and pertinent reports prepared. Evaluation will be done periodically. After a report is made, remedial action must be taken by the board in all cases where an undesirable variance between achievement and target is established. The Evaluation system for the board over the next Plan period will be guided by the following principles;

- ❖ Evaluation exercise shall be conducted by the County monitoring and evaluation team.
- ❖ A standard evaluation tool shall be established
- ❖ Key indicators of efficiency, effectiveness and impact shall be established.

Evaluation will be conducted at three levels;

- ❖ By timing: Formative (on going)- process evaluation, Ex-Ante evaluation and project appraisal
- ❖ Summative-outcome evaluation, ex-post evaluation
- ❖ By agency: Internal evaluation –by the board itself
- ❖ External reviews in line with donor requirements, community perception and certified management audit

- ❖ By stages: During implementation
- ❖ At the end of the project/programme
- ❖ After a time lag of the projects or immediately after completion

In case of significant unexplained variation in performance especially in critical performance area, either positive or negative, an ad hoc evaluation shall be conducted.

The information collected shall be used to inform decision making in the area of accountability, service delivery and allocation of resources.

Accountability for production of the reports shall lie on the board's technical staff .

Responsibility for acting on reports shall lie on the board

The exercise shall be financed through budgeted provisions of the board.

Annex 1: Public Service Management of Delegated Authority

Governor Establishes a Department	-	The Governor
Posts allocated for Governor and Deputy Governor not subject to recruitment process	Governor identifies candidates	PSB regularizes the appointments by ensuring candidates meet established professional, security and integrity standards. Appointment letters by the Board
Governor's Advisory Posts	The governor identifies the persons to be appointed	
Five advisory posts	Posts have no line management responsibilities but are advisory in nature in the Governor's office	<ul style="list-style-type: none"> ○ PSB in regularizing the appointments do the following: ○ Against established JD ○ Roles and responsibilities ○ Confirmation of job requirements including integrity, academic, experience and chapter six
Legal advisor		
Political advisor		
The Chief of Staff		
Economic advisor		
Direct recruits by the Governors		
Direct Recruit of the Deputy Governor		
Governor's Advisory Posts		
PSB Authority	Delegated Authority	PSB Oversight Role
Establish Work units	The departmental identifies the need and make recommendations based on PSB agreed upon norms and standards, JDs	Oversight and approval The PSB – in the context of overall workload concerned; suitability to the department and the proposed unit
	PSB own motion	The Board approves on pre-determined Standards
Post establishment/abolition	The Chief officer of a department can initiate	The Board approves on pre-established <i>master standards</i>
Job descriptions and required competencies	These are developed by the Board in partnership with technical departments	Approved against a <i>pre-established master standard</i> of competencies, skills and responsibilities
	Drafted by the parent ministry based upon established <i>master standard standards and competencies</i>	Approved against a <i>pre-established master standard</i> of competencies, skills and responsibilities
	PSB own motion	
Permanent Vacant post	Drafted by the parent ministry based upon established <i>master standard standards and competencies</i>	The Board approves on pre-established <i>master standards</i>

Vacancies resulting from: ○ Resignation/retirement ○ Natural attrition ○ Created new post ○ Desertion	PSB Advertised widely in the broader public	
	Department drafts the indent/ for advertisement based on approved job description, established posts and budget allocated for the post	PSB approves the content/ standards to safe guard the integrity
Internship/ attachment/ Part Time Post/ volunteers	Drafted by the parent ministry based upon established master standard standards and competencies	The Board approves on pre-established master standards on internship and mentorship
Project Posts / Contract appointments/ Staff on joint ventures	Drafted by the parent ministry based upon established master standard standards and competencies	The Board approves on pre-established master standards
Casual workers	The role of the parent ministry and the Public Service Board	
Short listing of candidates	The role of the parent ministry and the Public Service Board	The Board approves on pre-established master standards
Interview	The role of the departments and the Board in interviewing on technical competencies	The Board approves on pre-established master standards
Appointment Letters	Drafted by Public Service Board-Secretariat	Approved by the Board - Minute of the Board, PSB
Signing of the letters of appointment	The Secretary, signs against the PSB approval minute and acceptance letters	Approved by the Board - Minute of the Board, PSB
Distribution of letters	The Secretary, PSB within two day after the Board decision – registered letter	Certified / registered letters
Confirmation/ acceptance	The appointee and within the stipulated time/ seven days and a phone call	
Assumption of office	Confirmation in writing clearly indicating reporting date	Board notified of status
	Secretariat should send detailed information, and advice transport and accommodation	Status reported on routine format to the Board
	The date of reporting to the PSB	
	PSB introduces candidate to parent ministry	
	Appointee signs Code of conduct and job descriptions/ immediate supervisor and the work unit, office location /benefits	
	Provide brief on living in	

	Nyamira- by Public Service Board	
Induction and orientation	Check list new appointee has to complete before end of the first month	Board to facilitate and provide oversight (Board Committee responsible for staff development and learning to take charge)
	Group orientation	
	Department specific orientation	
Staff Performance Appraisal	Department/work unit and individual work plans and the JD level of responsibility	Board to facilitate and provide oversight (respective Committee Chairs to take charge)
	Staff development and training – Learning Plan	
	Training strategy and policy –and fees, costs and budget	
	Mobility policy – lateral	
	Mobility policy – promotion	
	Temporary duty assignments	
	Salary and benefits	
	Allowances	
	Performance rewards and sanctions	
	Discipline and the code of conduct	