

COUNTY GOVERNMENT OF KILIFI



COUNTY PUBLIC SERVICE BOARD

REPORT OF ACTIVITIES

FOR THE PERIOD ENDED DECEMBER 31, 2025

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Acronyms

AG	Acting
CBA	Collective Bargaining Agreement
CEO	Chief Executive Officer
CGK	County Government of Kilifi
CPSB	County Public Service Board
H.E	His Excellency
HR	Human Resource
ICT	Information Communication Technology
KCGWU	Kenya County Government Workers' Union
KCPSB	Kilifi County Public Service Board
KEHPHU	Kenya Environmental Health and Public Health Practitioners Union
KNUMLO	Kenya National Union of Medical Laboratory Officers
KNUN	Kenya National Union of Nurses
KNUPHO	Kenya National Union of Public Health Officers
KUCO	Kenya Union of Clinical Officers
KUNAD	Kenya Union of Nutrition and Dietetic
PSB	Public Service Board
PSC	Public Service Commission
PWDs	People with Disabilities
SRC	Salaries and Remuneration Commission

From the Chairperson's Desk

It is my pleasure to present the County Public Service Board's Activities Report for the full year ended December 31, 2025. This report captures the principal undertakings, landmark achievements and operational challenges encountered by the Board in the discharge of its Constitutional and Statutory mandate throughout the calendar year.

Our overarching priority has remained the systematic transformation of public service delivery through the strategic recruitment, development, and retention of a highly competent, diverse and values-driven workforce. In executing this mandate, the Board steadfastly observed the letter and spirit of the Constitution of Kenya, 2010, together with subsidiary legislation, ensuring that every human resource decision was grounded in the principles of meritocracy, equity, inclusivity and non-discrimination.

Kilifi County is characterized by profound cultural and ethnic diversity, encompassing the nine Mijikenda sub-tribes, the Bajuni, Swahili, Pokomo and Orma communities, together with various minority groups, other Kenyan tribes' resident within the County and a growing number of foreign nationals who have made Kilifi their home. We have taken deliberate and measurable steps to ensure that the County's staffing profile mirrors this diversity, thereby giving practical expression to the constitutional guarantees of equality, protection of minorities, and affirmative action for historically marginalized communities.

During the year under review, the Board successfully relocated its offices from Fumbini to the 2nd Floor of Kilifi Plaza in Kilifi Town on January 11, 2025. This strategic repositioning is directly aligned with the operational priorities articulated in the Board's 2024–2029 Strategic Plan, particularly the objectives aimed at enhancing service delivery efficiency, improving institutional accessibility and strengthening client engagement, responsiveness, and overall stakeholder experience.

Over the course of 2025, the Board recorded substantial progress across the

entire spectrum of its functions. We successfully filled critical vacancies through open, competitive recruitment; converted hundreds of medical and clinical officers from contract to permanent and pensionable terms; absorbed frontline personnel such as beach safety officers and County band members into the regular establishment; confirmed officers in appointment after probation; implemented merit-based promotions and re-designations; and conducted suitability interviews to optimize the deployment of talent. A landmark County-wide Human Resource Audit, initiated by Executive Order of His Excellency the Governor, was concluded, yielding a cleansed and validated staff establishment database. Equally significant was the Board's proactive mediation with health-sector unions, which averted a potentially disruptive industrial action and guaranteed uninterrupted delivery of essential medical services to the people of Kilifi.

These accomplishments were realized against the backdrop of persistent socio-economic pressures, including elevated national unemployment levels and constrained fiscal space. Nevertheless, every recruitment, promotion and disciplinary process was executed with rigorous adherence to constitutional thresholds on gender representation, inclusion of persons with disabilities, ethnic balance and regional equity.

As a Board, we remain unreservedly committed to our mission of building a responsive, professional and citizen-centered County Public Service. We shall continue to uphold the highest standards of integrity, transparency, and accountability in all our undertakings.

I wish to place on record my deep appreciation to His Excellency the Governor, the Deputy Governor, Members of the County Executive Committee, Chief Officers, staff at all levels, trade union leaders and our development partners for their unwavering support and collaboration throughout the year. It is the synergy of these collective efforts that has enabled the milestones highlighted in this report.

Finally, I extend my heartfelt gratitude to my fellow Board Members and the dedicated Secretariat for their professionalism, resilience and team spirit, which have been indispensable in steering the Board’s agenda and in the preparation of this comprehensive report.

Together, we shall continue forging an inclusive, effective and high-performing public service that truly reflects the hopes and aspirations of the people of Kilifi County.

.....

Mr. Albert J. Mturi
Chairperson

.....

Date

Executive Summary

The Kilifi County Public Service Board (CPSB) is established under Article 235 of the Constitution of Kenya, 2010 and Sections 57, 58 and 59 of the County Governments Act, 2012, with the mandate to establish and manage a professional, efficient and accountable County Public Service. This Executive Summary presents the Board's key activities, achievements and institutional outcomes for the financial period ended 31 December 2025, in accordance with Section 59(1)(d) of the County Governments Act, 2012.

During the year under review, the Board fully operationalized its nine-fold statutory mandate through evidence-based, technology-enabled and legally defensible human resource management interventions, anchored on Articles 10, 27, 56, 232, and 236 of the Constitution of Kenya, 2010. These interventions focused on reinforcing meritocracy, inclusivity, fairness, labor stability and protection of public officers, while aligning the County workforce with evolving service delivery priorities.

Significant progress was recorded in staffing, workforce stabilization and institutional strengthening. The Board conducted competitive recruitment processes culminating in the appointment of 312 officers on permanent and pensionable terms using competency-based interviewing and psychometric assessments. Additionally, 187 contract-based health professionals were converted to permanent and pensionable establishment pursuant to Executive Order No. 003 of 2024, contributing to workforce stability in the health sector. The Board also implemented merit-based promotions for 2,640 officers, confirmed 596 officers upon completion of probation and regularized 68 auxiliary personnel into the mainstream establishment.

To optimize human capital deployment, the Board undertook 232 re-designations and suitability interviews in line with organizational restructuring and emerging service delivery needs. Further, a County-wide Human Resource Audit, conducted pursuant to Governor's Executive Order No. 001 of 2025,

resulted in the validation of the County staff establishment, elimination of payroll anomalies and enhanced human resource governance and payroll integrity.

The Board maintained industrial harmony and continuity of essential services through structured social dialogue and Collective Bargaining Agreement (CBA) mediation with KMPDU, KNUN, KUCO and KCGWU, successfully averting industrial action within the health sector.

Throughout the reporting period, the Board upheld constitutional principles of equity, diversity, inclusivity and affirmative action, ensuring representation of women, persons with disabilities, minorities and marginalized communities across recruitment, promotion and appointment decisions.

Despite operating within a constrained fiscal environment, the Board sustained operational effectiveness, statutory compliance and institutional credibility. This report affirms the Kilifi County Public Service Board's strategic role as the custodian of meritocracy, professionalism, and integrity and its continued commitment to building a high-performance, inclusive and citizen-centric County Public Service that responds effectively to the needs and aspirations of the people of Kilifi County.

.....

Mr. Gideon C. Mumba
Ag. Board Secretary/CEO

.....

Date

CHAPTER 1

1.1 Background of the County Public Service Board

The County Public Service Board (CPSB) is established pursuant to Section 57 of the County Governments Act, 2012 which provides that the Board is:

- a) A body corporate with perpetual succession and seal; and
- b) Capable of suing and being sued in its corporate name.

i. Vision

The most efficient County Public Service Board.

ii. Mission

To provide competent and ethical human resources for effective and efficient public service delivery.

iii. Core Values and Principles

The Board's core values and guiding principles are:

- Professionalism
- Teamwork
- Integrity and Accountability
- Fairness and Equity
- Quality Service
- Independence

1.2 Mandate of the Board

The County Governments Act, 2012 Section 59(1) states the mandate of the Board is as follows:

- a) establish and abolish offices in the county public service;
- b) appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments;
- c) exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under this Part;
- d) prepare regular reports for submission to the county assembly on the execution of the functions of the Board;

- e) promote in the county public service the values and principles referred to in Articles 10 and 232;
- f) 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;
- g) facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties;
- h) advise the county government on human resource management and development;
- i) advise the county government on implementation and monitoring of the national performance management system in counties;
- j) 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.

1.3 Composition of the Board

The County Governments Act, 2012 Section 58 stipulates the composition of the Board shall comprise a chairperson, not less than three but not more than five other members and a certified public secretary of good professional standing who shall be the secretary to the Board. Nomination and appointment is done by the Governor, with the approval of the County Assembly. The current Board is composed of a Chairperson, Vice Chairperson and Two Board Members.

The Board Profile

The following are the current Board Members of the Kilifi County Public Service Board.

Figure 1: Board Profile



Albert J Mturi
Board Chairperson



Susan Kadzo Mumba
Vice Chairperson



Attas Sharif Ali
Board Member



Dr. Francis Kalama Fondo
Board Member

1.4 The Secretariat

The operations of the Board are performed by a Secretariat headed by the Acting CEO/Board Secretary. The Acting Board Secretary is in charge of coordinating activities of the Board and ensuring that these activities are implemented efficiently.

Figure 2: Acting CEO/Board Secretary



Mr. Gideon C. Mumba
Acting Board Secretary/CEO

Figure 3: County Public Service Board Members and Secretariat



1.5 Governance instruments

The Kilifi County Public Service Board employs a range of governance instruments designed to enhance efficiency, accountability and transparency in the management of the County Public Service. These instruments include the Board Organogram, Human Resource Policies, Strategic Plan 2024–2029, Board Charter, Performance Contracts and Citizens’ Service Delivery Charter which provide structured frameworks and standardized mechanisms for decision-making, resource allocation, performance monitoring and stakeholder engagement. By leveraging on these instruments, the Board ensures that its operations are well-coordinated, legally compliant and aligned with constitutional principles, thereby fostering a professional, citizen focused and high-performing County Public Service.

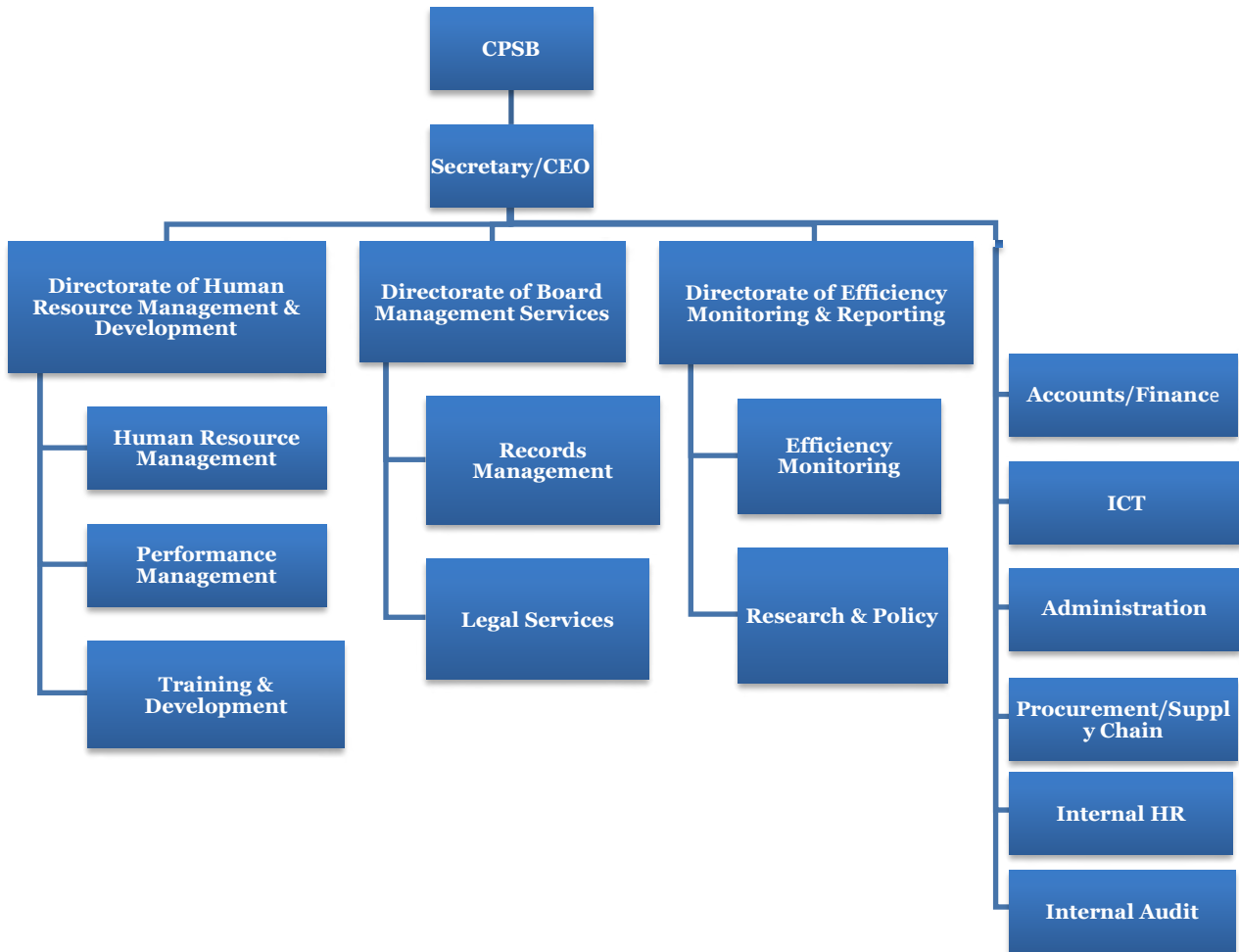
i. Board Organogram

The Board’s organogram defines the formal governance and administrative structure through which the Kilifi County Public Service Board discharges its constitutional and statutory mandate. The structure comprises the Board, consisting of the Chairperson and Members, supported by the Secretary/Chief Executive Officer, and operationalized through clearly delineated functional units responsible for human resource management, legal and compliance services, corporate governance, finance and administration, and records management. This hierarchical yet collaborative framework establishes clear lines of authority, accountability and decision-making, ensuring that policymaking, oversight and execution roles remain institutionally distinct and compliant with the County Governments Act, 2012.

The organogram is a critical governance instrument that underpins transparency, operational efficiency and institutional integrity. By clearly defining reporting relationships and functional responsibilities, it minimizes role ambiguity, strengthens internal controls, enhances compliance with statutory and ethical standards and supports risk management and performance accountability. The structured flow of decision making enables the Board to uphold the principles of collective responsibility, procedural fairness, and administrative justice, while

ensuring timely and consistent service delivery. Ultimately, the organogram reinforces the Board’s role as an independent custodian of meritocracy and professionalism, and serves as a foundational mechanism for effective governance within the County Public Service.

Figure 4: Organogram of the Board



ii Strategic Plan 2024 - 2029

The Strategic Plan 2024–2029 serves as a critical governance instrument for the Kilifi County Public Service Board, providing a structured framework for decision making, resource allocation and performance monitoring. It articulates the Board’s vision, mission, strategic objectives and key performance indicators over the five-year period, ensuring alignment with national values, constitutional principles and County priorities. By guiding policy implementation, operational planning and stakeholder engagement, the Strategic Plan enhances transparency, accountability and institutional coherence, thereby strengthening the Board’s capacity to deliver a professional, inclusive, and citizen-centric County Public Service.

iii. Human Resource Policies

Policies constitute a fundamental governance instrument for the Board, providing clear rules and guidelines that govern decision making, operational procedures, and conduct of officers. They ensure consistency, fairness and accountability across all County Public Service functions, while promoting compliance with constitutional and statutory requirements. By establishing standardized approaches to human resource management, service delivery and stakeholder engagement, the Board’s policies strengthen institutional integrity, enhance transparency and support the creation of an efficient, equitable and professional County Public Service.

iv. The Board Charter

The Board Charter is a pivotal governance instrument that defines the roles, responsibilities and authority of the Kilifi County Public Service Board. It establishes the framework for decision making, oversight and accountability, ensuring that Board operations are conducted in a structured, transparent and legally compliant manner. By clearly outlining the functions of the Chairperson, members and Secretary, the Board Charter promotes consistency, ethical conduct, and adherence to constitutional and statutory provisions. It also serves as a reference point for

evaluating Board performance and upholding good governance practices within the County Public Service.

v. The Citizens' Service Delivery Charter

The Citizens' Service Delivery Charter is a key governance instrument that articulates the Kilifi County Public Service Board's commitment to providing timely, efficient and quality services to the public. It sets clear standards and expectations for service delivery, outlines the rights and responsibilities of citizens and establishes mechanisms for feedback, complaints and redress. By promoting transparency, accountability and responsiveness, the Citizens' Service Delivery Charter strengthens public trust, fosters citizen participation, and ensures that the County Public Service remains citizen-centric, equitable and aligned with constitutional and statutory obligations.

vi. The Performance Contract signed between the Chairperson and H.E the Governor

The Performance Contract signed between the Chairperson of the Kilifi County Public Service Board and His Excellency the Governor on March 15, 2025, serves as a critical governance instrument for ensuring accountability and results-oriented management. The contract outlines specific performance targets, key responsibilities and measurable outcomes aligned with the Board's mandate and County development priorities. By formalizing expectations and linking performance to strategic objectives, the Performance Contract strengthens transparency, institutional accountability, and effective service delivery within the County Public Service.

CHAPTER 2

2.1 The Board's Committees

The Board performs its mandate through Board Committees. These Committees perform specific functions as contained in the Board Charter. The Board has five committees which report to the full Board. Each of these committees is composed of two Board members and one Secretariat staff. The Secretariat staff, attached to each committee, serves as the Secretary to the committee. The following are the Board committees:

- i. Recruitment and Selection
- ii. Performance Management
- iii. Planning, Monitoring and Reporting
- iv. Human Resource Management and Development
- v. Compliance and Quality Assurance

2.1.1 Recruitment and Selection

The Board is responsible for recruitment, selection and appointments of public servants in the county.

Achievements made by the Board

1. Recruitment of a total of Eight hundred and one (801) Staff in the County Public Service

The following is the distribution of the recruited staff:

a) Departments

Table 1: Departmental Distribution of Recruited Staff

S/No.	Department	Number Recruited
1	Finance, Economic Planning and Resource Mobilization	146
2	Public Service Administration, Communication and Participatory Development	80
3	Health and Sanitation Services	241
4	Gender, Youth, Sports and Social Services	10
5	Agriculture, Fisheries, Blue Economy, Livestock Development and Irrigation	34

6	Education, Information Computer Technology and Innovation	43
7	Trade, Tourism, Culture and Cooperative Development	20
8	Roads, Transport and Public Works	15
9	Lands, Energy, Housing, Physical Planning and Urban Development	29
10	Water, Environment, Forestry, Natural Resources and Solid Waste Management	20
11	Office of the County Attorney	13
12	Office of The Governor	150
	Total	801

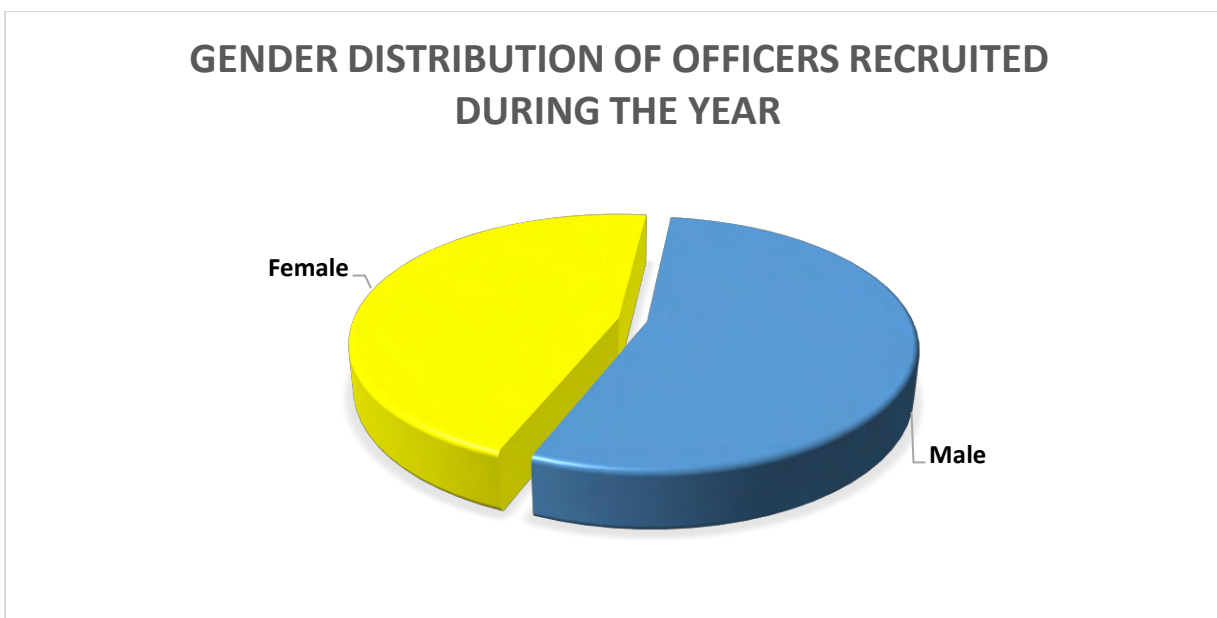
b) Gender

The Board recruited a total of four hundred and Thirty-five (435) male and three hundred and Sixty-Six (366) female employees.

Table 2: Gender Distribution of Recruited Staff

S/No.	Gender	No. of Staff	Percentage
1	Male	435	54.31%
2	Female	366	45.69%
	Total	801	100%

Figure 5: Pie Chart presentation on the Gender distribution of Recruited Staff

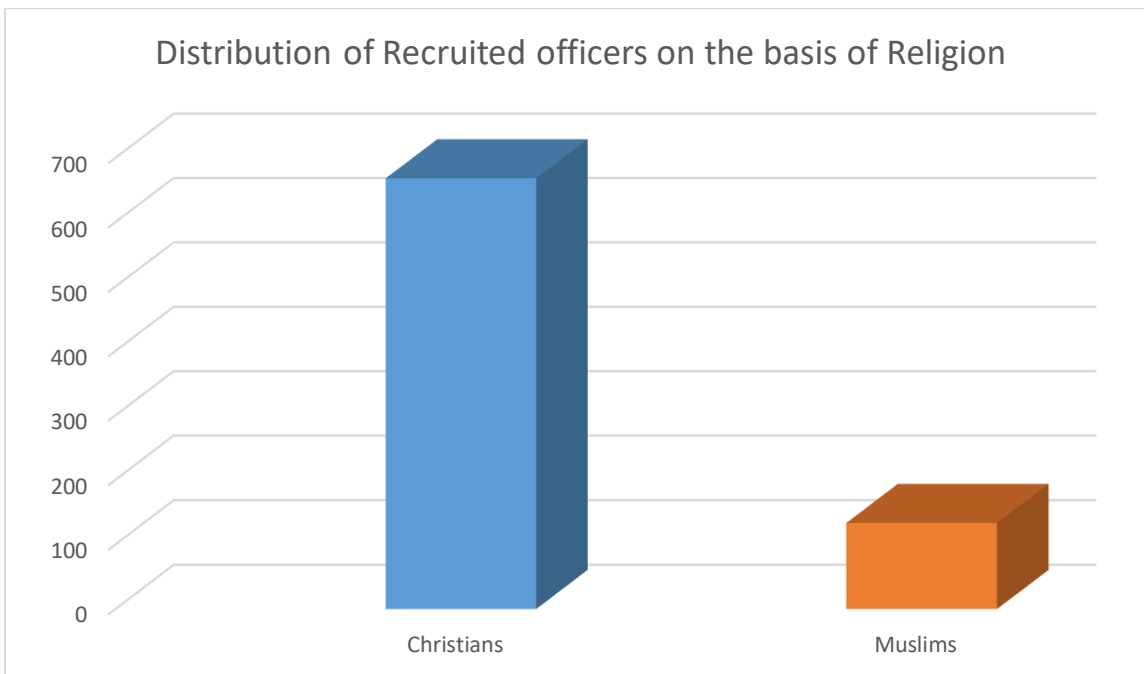


c) Religion

The Board recruited a total of Six hundred and sixty-eight (668) Christians and One hundred and thirty-three (133) Muslims.

S/No.	Religion	No. Of Staff	Percentage
1	Christians	668	83.40%
2	Muslims	133	16.60%
	Total	801	100%

Figure 6: Graphical Presentation on the Distribution of Recruited Staff Based on Religion



d) Distribution according to Administrative Units

i. Sub-County

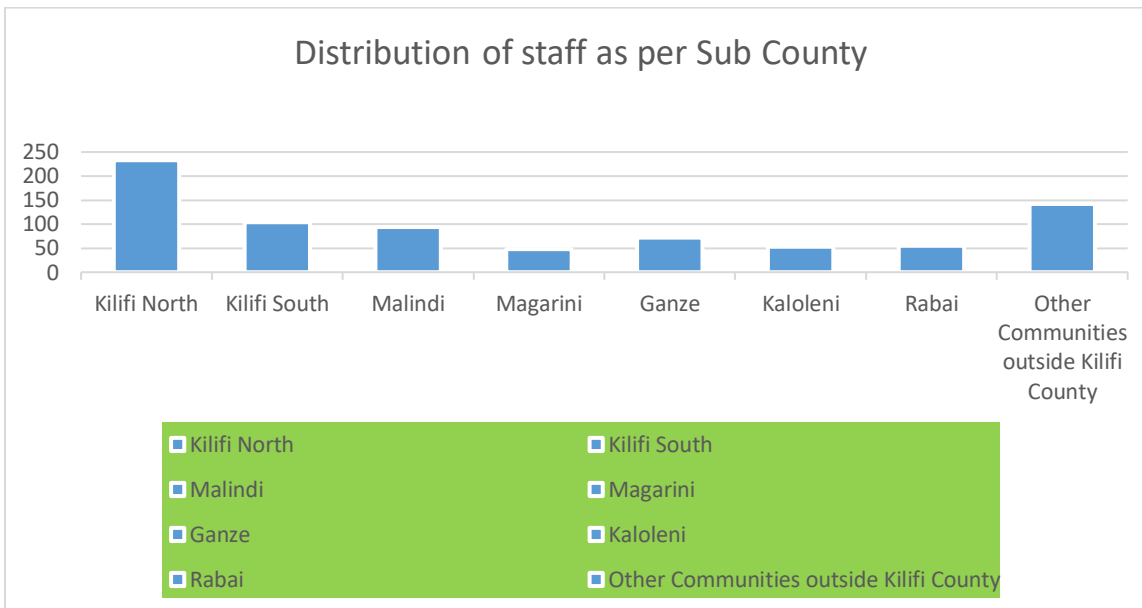
The following is the distribution of the staff as per the seven (7) Sub-Counties.

Table 3: Distribution of Recruited Staff per Sub-County

S/No.	Sub-County	No. of Staff	Percentage
1	Kilifi North	233	29.1%
2	Kilifi South	104	12.98%
3	Malindi	94	11.74%

4	Magarini	48	5.99%
5	Ganze	72	8.99%
6	Kaloleni	53	6.62%
7	Rabai	55	6.87%
8	Others (Outside Kilifi)	142	17.73%
	Total	801	100%

Figure 7: Pie Chart Presentation of the Distribution of Recruited Staff as per Sub-County



ii. Wards

The following is the distribution of the staff as per the thirty-five (35) Wards.

S/No.	Sub-County	Wards	No. of Staff
1	Kilifi North	Mnarani	26
		Tezo	29
		Matsangoni	19
		Dabaso	19
		Watamu	21
		Sokoni	95
		Kibarani	24
		Total	233
2	Kilifi South	Mwarakaya	20
		Junju	30
		Chasimba	28
		Shimo la Tewa	14
		Mtepeni	12
		Total	104
3	Malindi	Ganda	24

		Kakuyuni	6
		Jilore	10
		Malindi Town	24
		Shella	30
		Total	94
4	Magarini	Magarini	4
		Sabaki	3
		Garashi	7
		Marafa	11
		Adu	9
		Gongoni	14
		Total	48
5	Ganze	Ganze	19
		Sokoke	18
		Jaribuni	20
		Bamba	15
		Total	72
6	Kaloleni	Kaloleni	29
		Mwanamwinga	7
		Mariakani	9
		Kayafungo	8
		Total	53
7	Rabai	Kisurutini	21
		Mwawesa	6
		Kambe Ribe	19
		Ruruma	10
		Total	55

Figure 8: Graphical Presentation of the Distribution of Recruited Staff from Kilifi North Sub-County

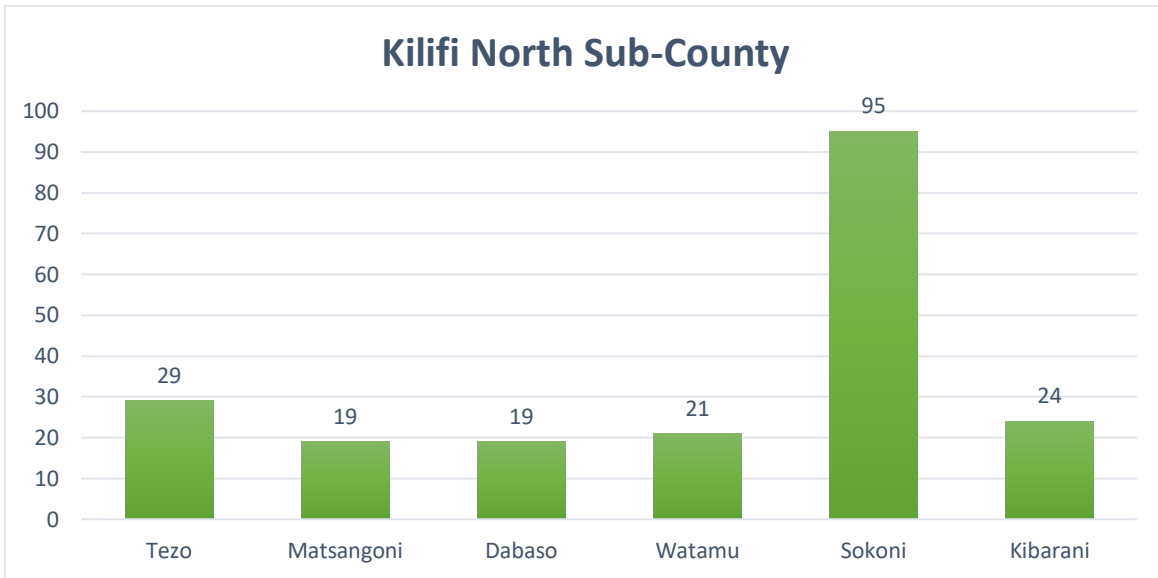


Figure 9: Graphical Presentation of the Distribution of Recruited Staff from Kilifi South Sub-County

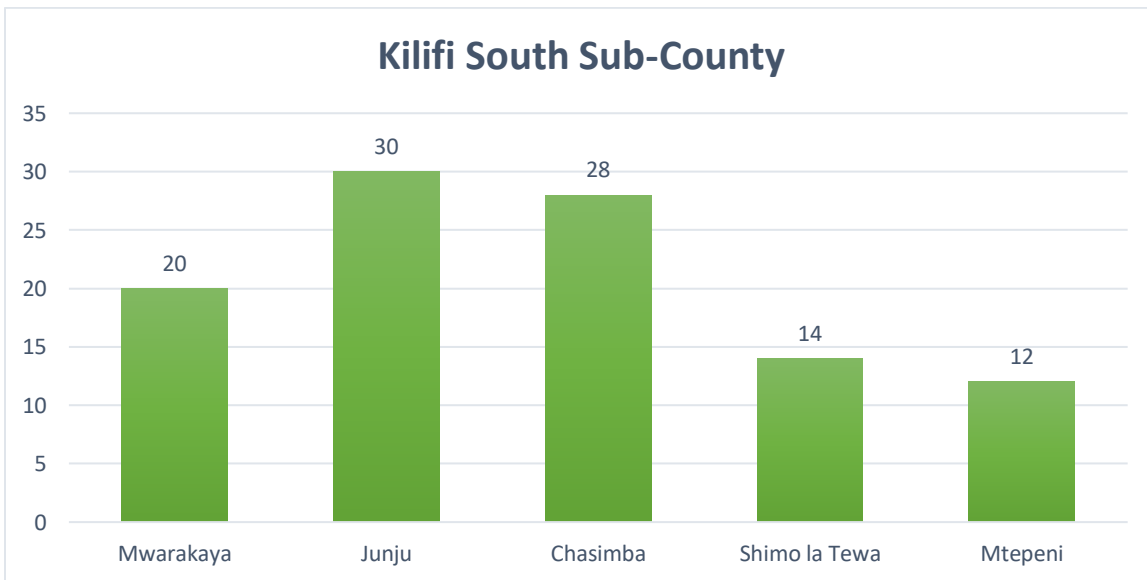


Figure 10: Graphical Presentation of the Distribution of Recruited Staff from Malindi Sub-County

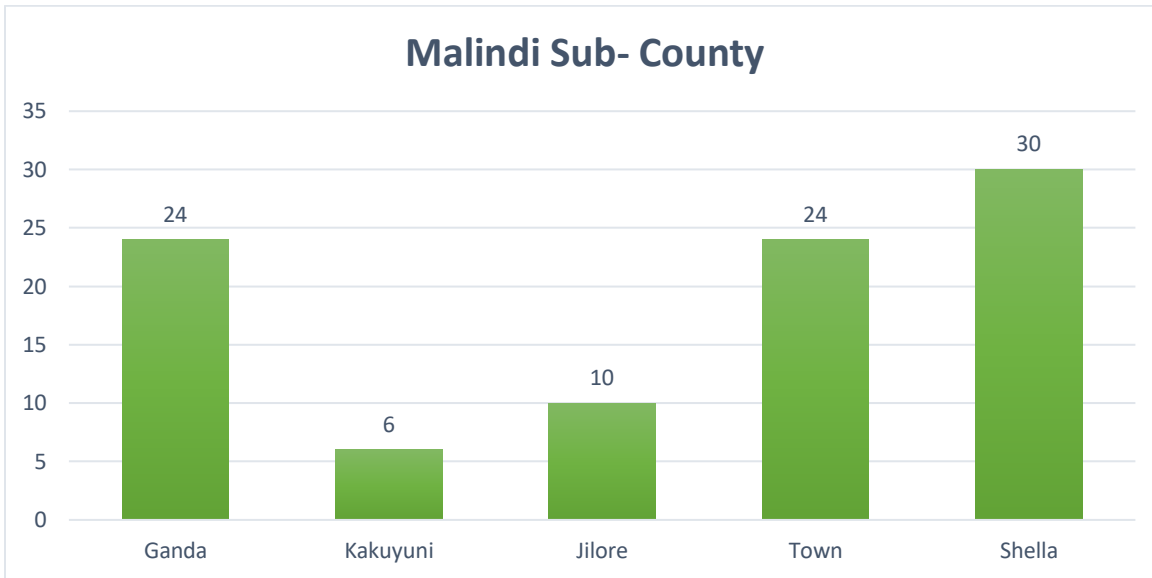


Figure 11: Graphical Presentation of the Distribution of Recruited Staff from Magarini Sub-County

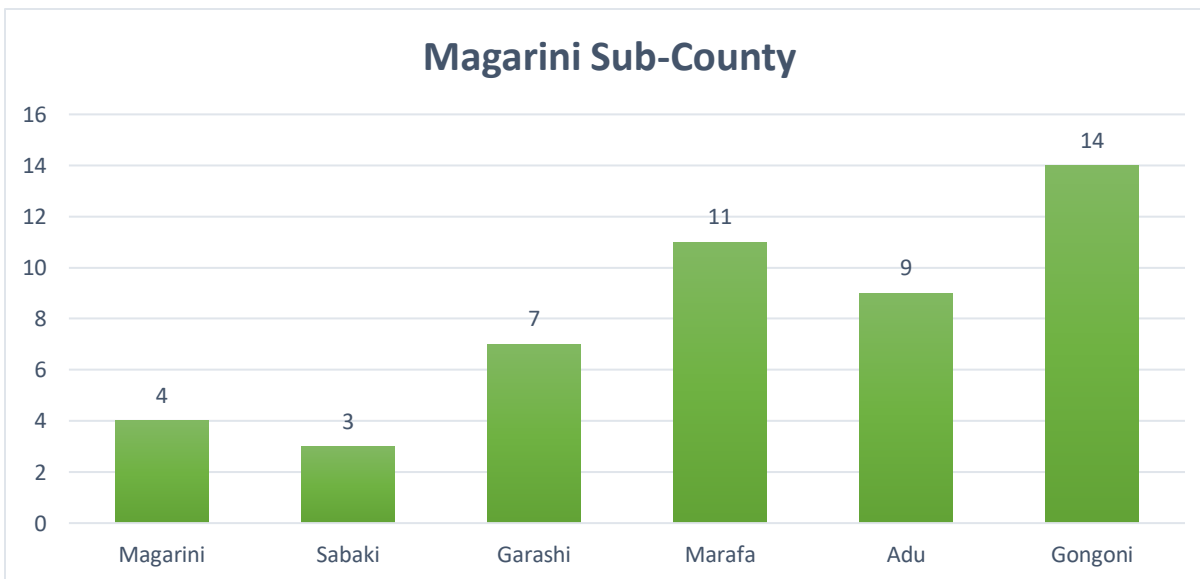


Figure 12: Graphical Presentation of the Distribution of Recruited Staff from Ganze Sub-County

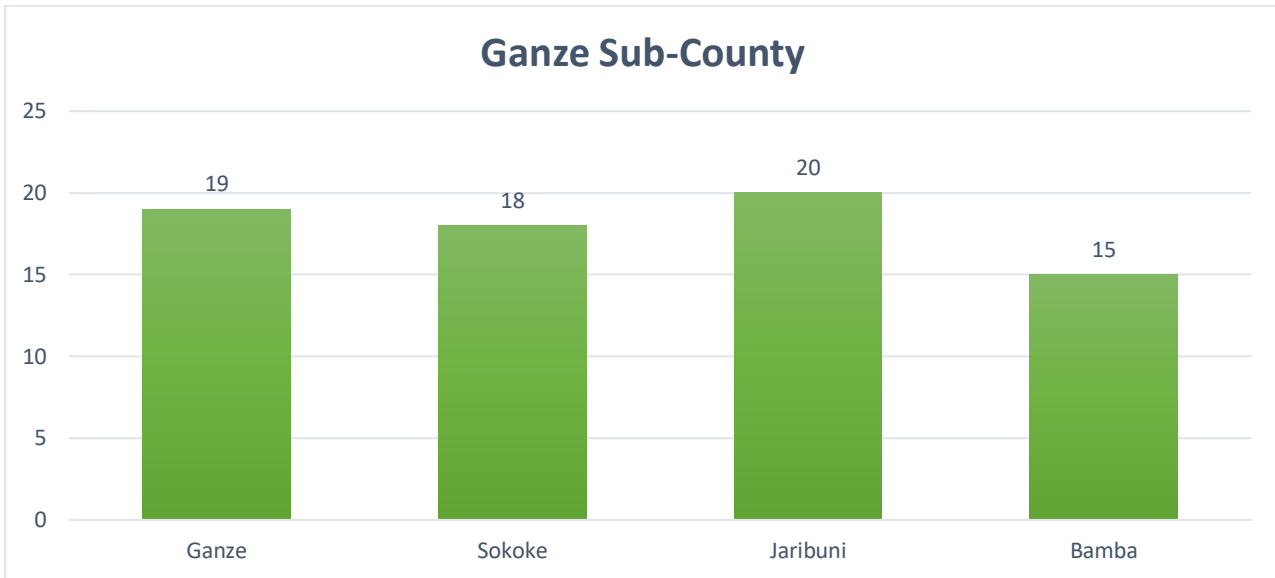


Figure 13: Graphical Presentation of the Distribution of Recruited Staff from Kaloleni Sub-County

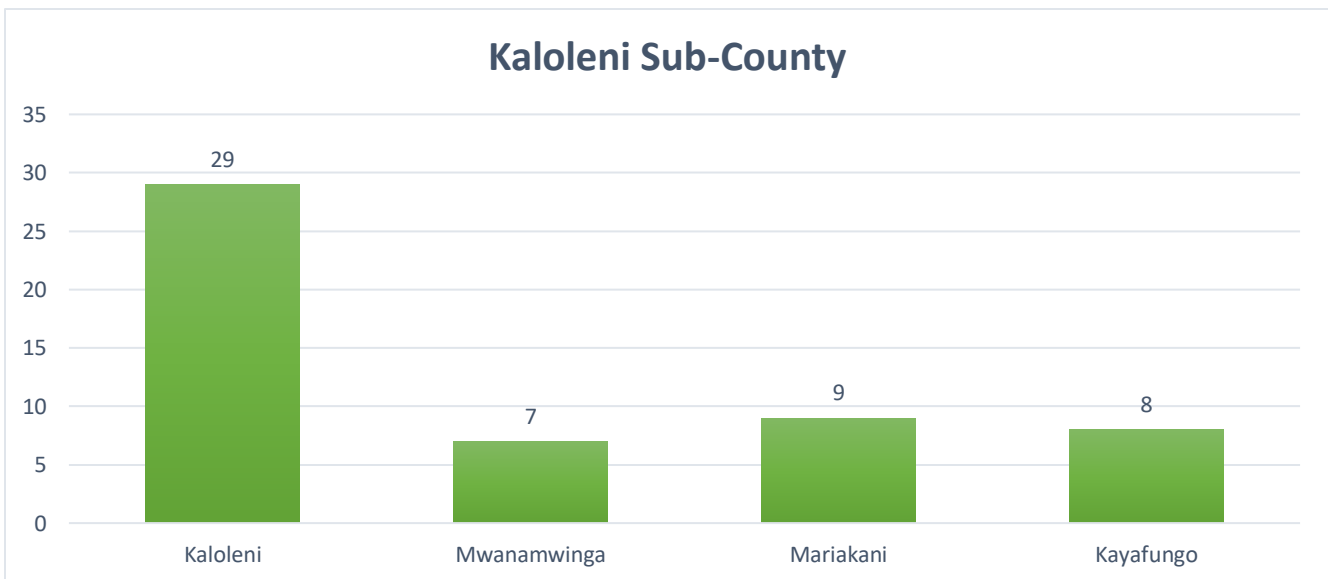
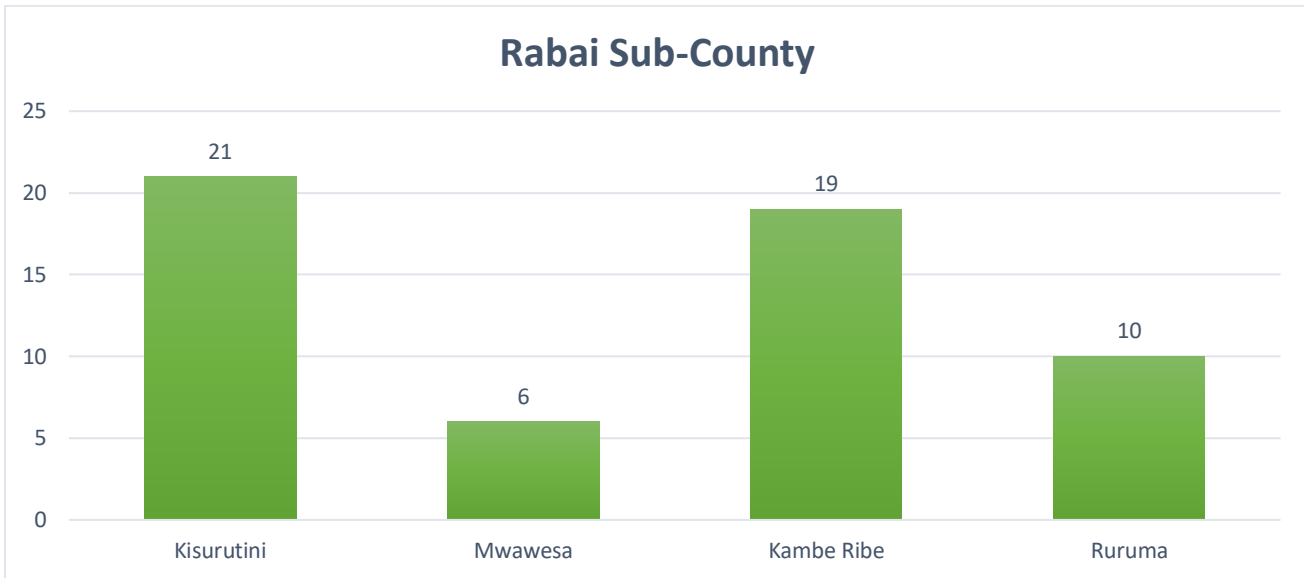


Figure 14: Graphical Presentation of the Distribution of Recruited Staff from Rabai Sub-County



e. Ethnic Distribution

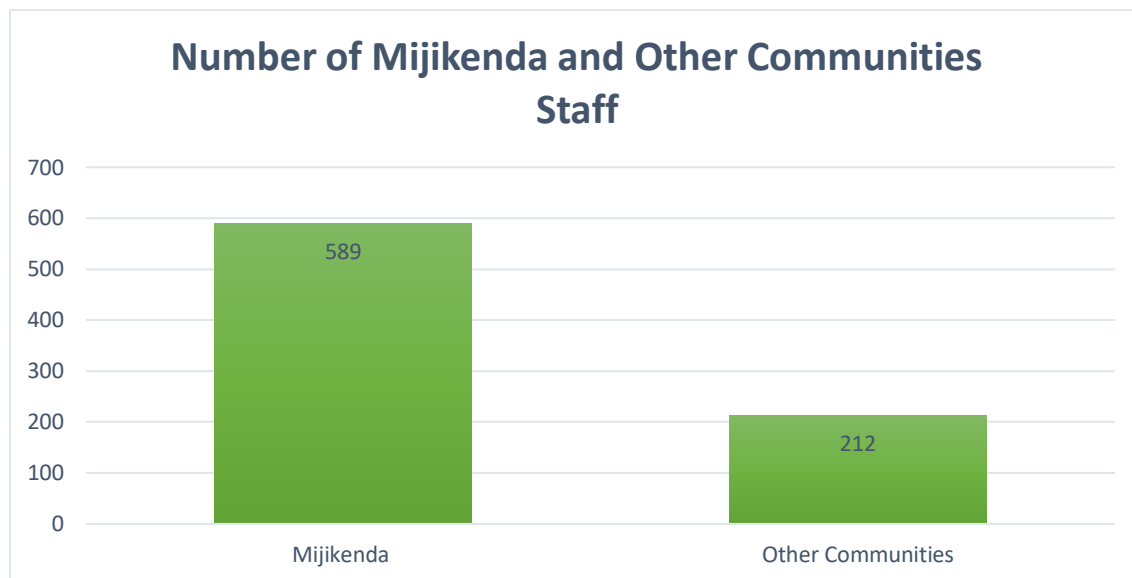
The following is the ethnic distribution of the recruited staff:

i. The Dominant Community vis a vis the non-Dominant

Table 4: Recruited Staff from the Mijikenda Community versus Other Communities

S/No.	Ethnic Community	No. of Staff
1	Mijikenda	589
2	Other Communities	212
	Total	801

Figure 15: Graphical Presentation of Recruited Staff - Mijikenda Versus Other Communities



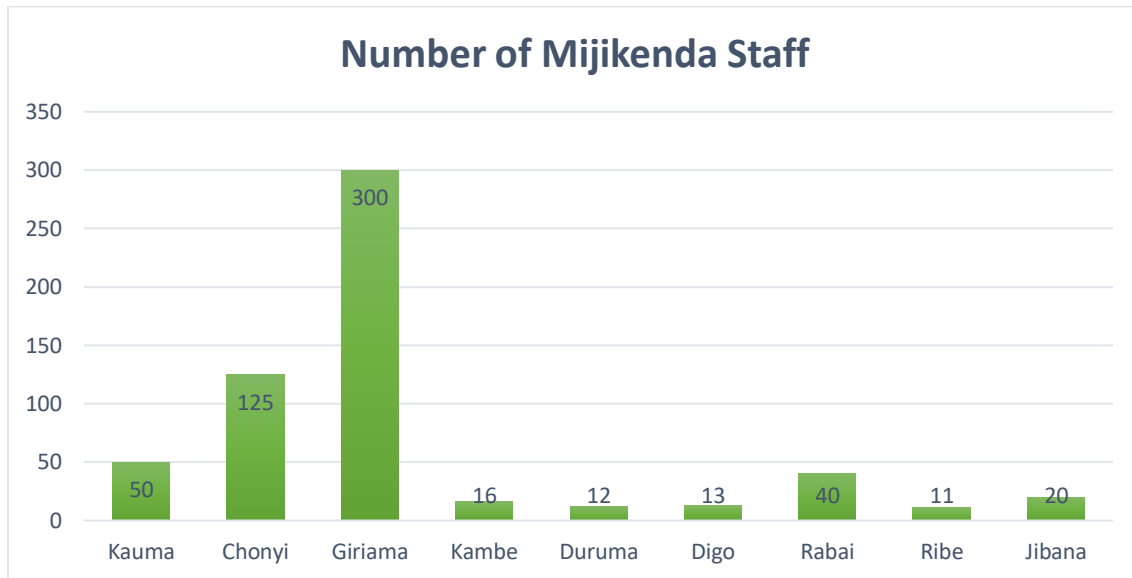
i. Mijikenda Community

The following is the distribution of the various sub clans of the Mijikenda community;

Table 5: Recruited Staff from the Mijikenda Community

S/No.	Ethnic Community	No. of Staff
1	Kauma	50
2	Chonyi	125
3	Giriama	300
4	Kambe	16
5	Duruma	12
6	Digo	13
7	Rabai	40
8	Ribe	11
9	Jibana	20
	Total	589

Figure 16: Graphical presentation of Recruited Staff from the Mijikenda Community



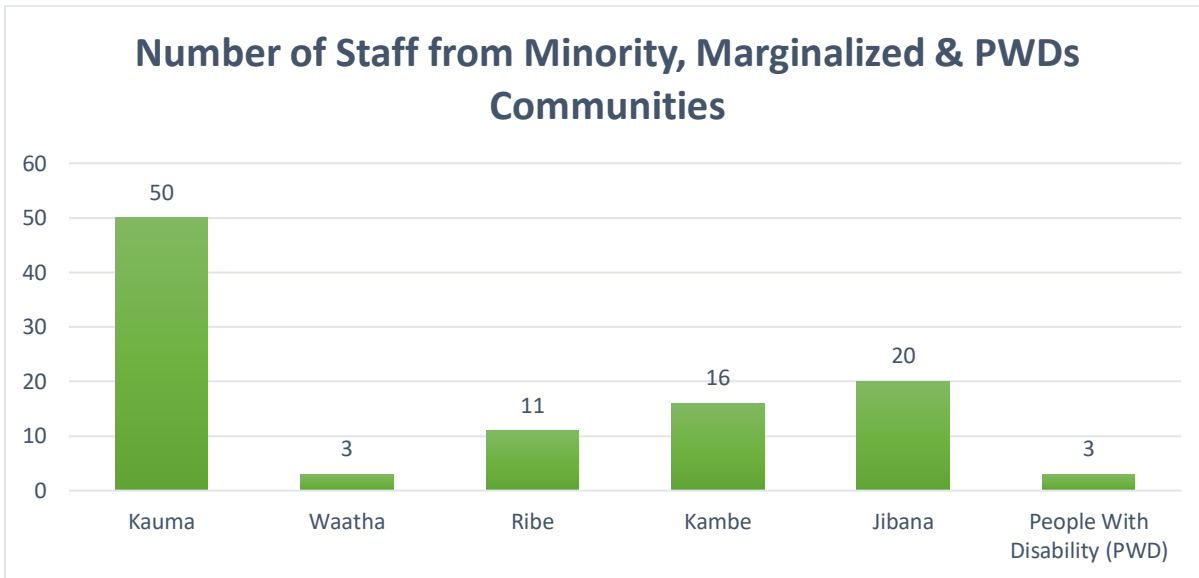
ii. Minority, the Marginalized and People with Disability

The following is the distribution of the various minority and the marginalized groups within the Kilifi County;

Table 6: Recruited Staff from Minority, Marginalized and PWDs

S/No.	Ethnic Community	No. of Staff
1	Kauma	50
2	Waatha	3
3	Ribe	11
4	Kambe	16
5	Jibana	20
6	People With Disability (PWD)	3
	Totals	103

Figure 17: Graphical Presentation of Recruited Staff from Minorities, Marginalized and PWDs



f. Cadre

The following is the distribution of the staff recruited per cadre

Table 7: Distribution of Recruited Staff per Cadre

S/No.	Cadre (Designation)	No. of Officers
1	Accountant	10
2	Administration Officer	4
3	Agricultural Officer	1
4	Animal Health Assistant	4
5	Artisan (Mechanic)	4
6	Assistant Environment Officer	7
7	Assistant Administrative Officer	1
8	Assistant Agricultural Officer	15
9	Assistant Community Development Officer	7
10	Assistant Director – Library Services	1
11	Assistant Director - Human Resource	1
12	Assistant Director - Roads	1
13	Assistant Director- Tourism	1
14	Assistant Engineer - Irrigation	1
15	Assistant Fisheries Officer	5
16	Assistant Physiotherapist	4

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17	Assistant Security Officer	1
18	Beach Safety Officer	97
19	Chairperson - KICD	1
20	Chief Inspector of Inspectorate	4
21	Chief Librarian	3
22	Chief Operating Officer	2
23	Clerical Officer - Revenue	111
24	Climate Change Officer	2
25	Cooperative Auditor	3
26	County Spokesperson	1
27	Cultural Officer II	5
28	Culture and Heritage Assistant III	2
29	Debt Management Assistant	12
30	Deputy Director - Governor's Delivery Unit	1
31	Deputy Director - M& E	1
32	Deputy Director -Roads	2
33	Deputy Municipal Manager	5
34	Director - Strategic Partnerships	1
35	Driver	2
36	Emergency Medical Technician	32
37	Enforcement - Band	40
38	Engineer II -Water	1
39	Engineering Technologist	3
40	Environment Officer	10
41	Fashion and Design Instructor	2
42	Fireman	33
43	Fiscal Analyst	8
44	Fisheries Officer	3
45	Gender & Youth Officer	3
46	Head of Strategic Partnerships	1
47	Health Records and Information Officer	14
48	Human Resource Management and Development Officer	8
49	Human Resource Assistant	11
50	ICT Officer III	11
51	Inspector of Inspectorate	9
52	Inspector -Roads	7
53	Instructor III	6

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54	Internal Auditor	1
55	Engineer II - Irrigation	1
56	Kenya Registered Community Health Nurse	118
57	Land Survey Assistant	2
58	Legal Counsel	5
59	Legal Researcher	8
60	Librarian	2
61	Medical Engineering Technologist III	4
62	Medical Laboratory Technologist	20
63	Medical Officer	19
64	Medical Social Worker	3
65	Member - KICD	3
66	Metal Processing Instructor	1
67	Municipal Manager	2
68	Occupational Therapist III	4
69	Office Administrative Officer	7
70	Orthopaedic Technologist	4
71	Orthopaedic Trauma Technologist	4
72	Pharmacist	3
73	Physical Planner	2
74	Instructor - Plumbing	1
75	Protocol Officer	1
76	Radiographer	9
77	Record Management Officer III	3
78	Senior Librarian	7
79	Social Welfare Officer	8
80	Sub County Administrator	6
81	Support Staff	15
82	Tourism Officer II	4
83	Tourism Officer III	4
84	Transport Management Officer	1
85	Veterinary Officer	1
86	Youth Polytechnic Instructor	3
	Total	801

g. Age Distribution

The Board recruited a total of five hundred and eighty-five (585) youths and two hundred and sixteen (216) staff above 35 years of age as shown below:

Table 8: Age Distribution of Recruited Staff

S/No.	Age Distribution	No. Of Staff	Percentage
1	Youths (35 years and below)	585	73.03%
2	Above 35 Years	216	26.97%
	Total	801	100%

2. Conversion of four hundred and eighty-five (485) Municipal employees from casual to contractual terms;

Table 9: Conversion of Municipal Employees from Casual to Contract Terms

S/No.	Municipality	No. of Staff
1	Malindi	183
2	Kilifi	258
3	Watamu	44
	Total	485

Figure 18: Graphical Presentation of the Conversion of Municipality Staff from Casual to Contract Basis

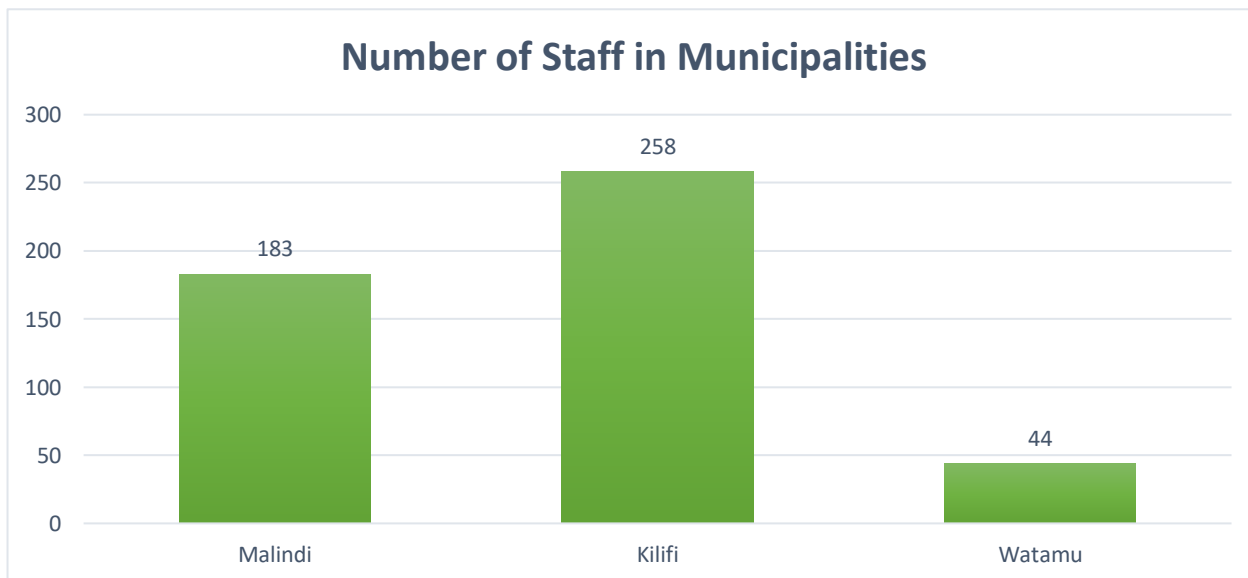


Figure 19 Image Presentation of Municipality of Kilifi staff with Signed Contract letters



3. Successful induction of four hundred and eighty-five (485) staff from the Municipalities of Watamu, Kilifi and Malindi, who transitioned from casual terms to contractual terms, on November 17, 2025



Figure 20: Image Presentation of Staff Sensitization of Municipality of Kilifi

4. Commutation of twenty-four 24 Medical Officers and two Medical Specialists – Urologist and Ophthalmologist from contract to Permanent and Pensionable terms;

Figure 21: Commutation from Contract to Permanent and Pensionable Terms

S/No.	Cadre	No. of Staff
1	Medical Officers	24
2	Medical Specialists - Urologist and Ophthalmologist	2
	Total	26

5. Held Consultative meeting with the National Council for Persons with Disabilities (NCPWD), Kilifi Branch on how to streamline the recruitment of people with disabilities;



Figure 20: Image Presentation of the Consultative forum between the Recruitment & Selection Committee with the Director of PWD Kilifi

6. The Board issued Advisories to the County Executive on Human Resource Management Matters in line with its mandate as stipulated in the County Governments Act 2012, section 59(1)(h)

- i. Advisory on the appointment of Acting Director for Gender Affairs and Youth Development vide our letter ref. CG/KLF/CPSB/R & SC/39/VOL.5/98 dated 8th January, 2025;
 - ii. Advisory on the appointment of Acting Assistant Director Public Works vide our letter ref. CG/KLF/CPSB/R & SC/39/VOL.5/95 dated 8th January, 2025;
 - iii. Advisory on the appointment of Acting Director of Public Participation and Civic Education vide our letter ref. CG/KLF/CPSB/R & SC/39/VOL.5/97 dated 8th January, 2025;
 - iv. Advisory on the appointment of Chief Executive Officer (CEO) of Kilifi County Persons with Disability Board vide our letter ref. CG/KLF/CPSB/R & SC/39/VOL.5/99 dated 10th January, 2025;
 - v. Advisory on the appointment of Acting Director – Forestry and Climate Change vide our letter ref. CG/KLF/CPSB/DRR/6/VOL.16/31 dated 7th February, 2025;
 - vi. Advisory on the appointment of Chairperson Kilifi Investment and Corporation Development (KICD) ref. CG/KLF/CPSB/R&SC/39/VOL.6/18 dated 11th May, 2025;
 - vii. Advisory on the appointment of Acting Director - Fisheries & Blue Economy vide our letter ref. CG/KLF/CPSB/R & SC/39/VOL.6/20 dated 12th May, 2025;
7. Renewal of Contracts for Eight hundred and eighty-two (882) staff in the County Public Service;

Table 10: Renewal of Contracts

S/No.	Department	No. of Staff
1	Gender, Youth, Sports and Social Services	31

2	Agriculture, Fisheries, Blue Economy, Livestock Development and Irrigation	74
3	Office of the County Attorney	4
4	Education, Information Computer Technology and Innovation	28
5	Public Service Administration, Communication and Participatory Development	121
6	Office of the Governor	106
7	Finance, Economic Planning and Resource Mobilization	66
8	Health and Sanitation Services	88
9	Lands, Energy, Housing, Physical Planning and Urban Development	9
10	Roads, Transport and Public Works	91
11	Trade, Tourism, Culture and Cooperative Development	28
12	Water, Environment, Forestry, Natural Resources and Solid Waste	236
	Totals	882

7. Conducted Interviews in the month of December 2025, for the following positions in the County Public Service pending finalization of the recruitment process;

Table 11: Vacant Positions for which Interviews were conducted

S/No.	Positions	No. of Positions
1	Kenya Enrolled Community Health Nurse III	8
2	Registered Clinical Officer II	20
3	Clinical Officer (BSc)	5
4	Nursing Officer (BSN)	4
5	Pharmaceutical Technologist III	20
6	Nutrition and Dietetics Officer (BSc)	2
7	Nutrition and Dietetics Technician III	4
8	Assistant Director - Communications	1
9	Assistant Director -Climate Change and Forestry	1
10	Public Communications Officer	10
11	Corporal of Inspectorate	8
12	Gaming Inspector	3
13	Monitoring and Evaluation Officer	1
14	Assistant Public Health Officer III	13

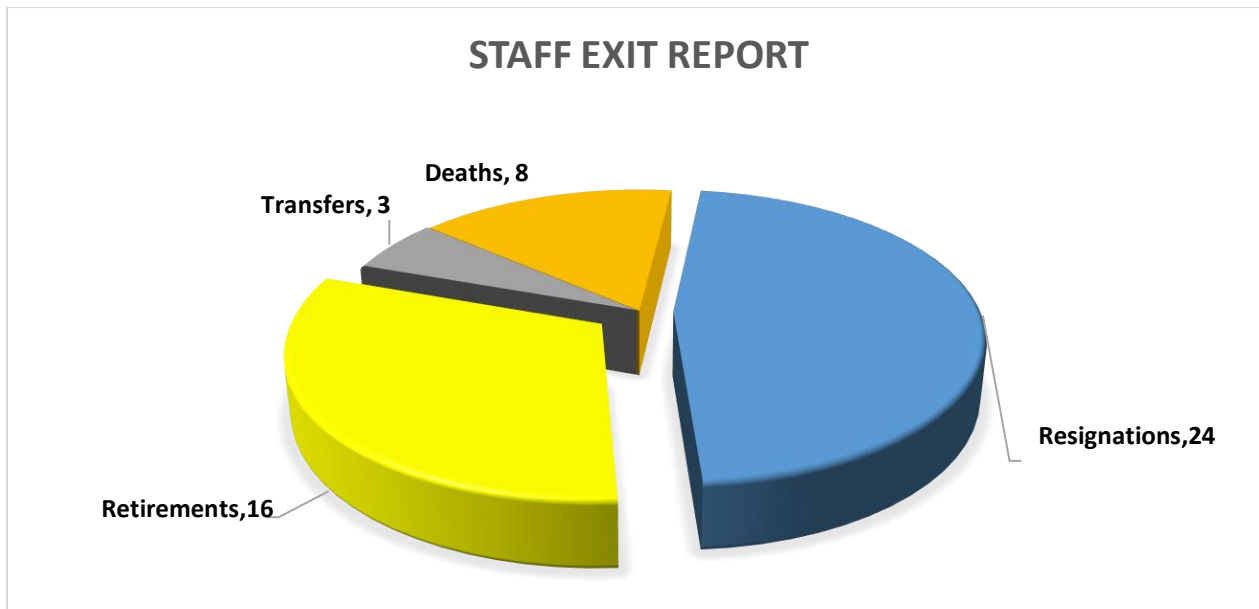
15	Sergeant of Inspectorate	4
	Totals	104

8. Following are the staff movements during the year under review

Table 12: Staff Exit Report

S/No.	Reason for Exit	No. of Staff	Percentage
1	Resignations	24	47.06%
2	Retirements	16	31.37%
3	Deaths	8	15.69%
4	Transfers	3	5.88%
	Total	51	100%

Figure 21: Graphical Presentation of Staff Exit during the Year under review



2.1.2 Performance Management

The Performance Management function is anchored in section 59, subsection 1(i) of the County Governments Act, 2012 which states that one of the functions of the Board is “..... **to advise the County Government on Implementation and Monitoring of the National Performance Management System in Counties.**”

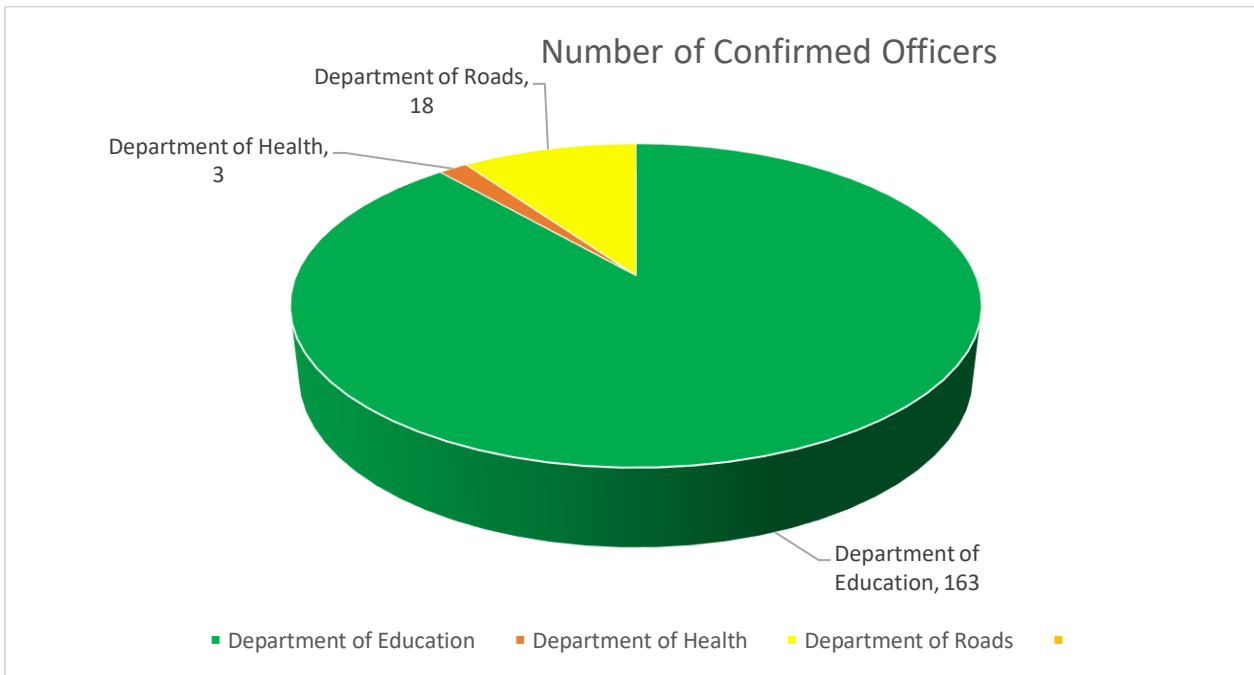
i. Confirmation in Appointment

During the period under review, the Board confirmed one hundred and eighty- four (184) officers as per the table below:

Table 13: Confirmations in Appointment

S/NO	DEPARTMENT	NUMBER OF CONFIRMATIONS
1	Education, Information Computer Technology and Innovation	163
2	Health and Sanitation Services	3
3	Roads, Transport and Public Works	18
	TOTAL	184

Figure 22: Graphical Presentation of the Confirmations in Appointment



ii. Suitability Interviews

The Board conducted Suitability interviews for fifty-three (53) senior officers of various cadres in various departments for the purpose of promotion. Fifty (50) officers excelled

Table 14: Suitability Interviews conducted during the Year

S/NO	DEPARTMENT	NUMBER OF CANDIDATES
1	Finance, Economic Planning and Resource Mobilization	5
2	Education, Information Computer Technology and Innovation	2
3	Lands, Energy, Housing, Physical Planning and Urban Development	4
4	Health and Sanitation Services	23
5	Public Service Administration, Communication and Participatory Development	2
6	Trade, Tourism, Culture and Cooperative Development	3
7	Agriculture, Fisheries, Blue Economy, Livestock Development and Irrigation	1
8	Office of the County Attorney	1
9	Water, Environment, Forestry, Natural Resources and Solid Waste	2
10	Roads, Transport and Public Works	9
	TOTAL	52

iii. Promotion of County Public Service Employees

Hereunder, is a table showing the promotion of One thousand seven hundred and fifty-nine employees during the year under review.

Table 15: Promotions awarded

S/NO	DEPARTMENT	NO. OF PROMOTION LETTERS ISSUED
1	Health and Sanitation Services	714
2	Public Service Administration, Communication and Participatory Development	39
3	Lands, Energy, Housing, Physical Planning and Urban Development	23
4	Trade, Tourism, Culture and Co-operative Development	23
5	Office of the County Attorney	3
6	Gender, Youth, Sports and Social Services	13
7	Water, Environment, Forestry, Natural Resources & Solid Waste Management	64
8	Agriculture, Fisheries, Blue Economy, Livestock Development and Irrigation	75

9	Roads, Transport and Public Works	96
10	Finance, Economic Planning and Resource Mobilization	46
11	Office of the Governor	1
12	Education, Information Computer Technology and Innovation	662
TOTAL		1,759

iv. Promotion Appeals

During the period under review, promotion appeals from various Departments were received as summarized hereunder;

Table 16: Promotion Appeals

S/NO	DEPARTMENT	NO. OF APPEALS
1	Health and Sanitation Services	420
2	Agriculture, Fisheries, Blue Economy Livestock Development and Irrigation	1
3	Office of the County Attorney	1
4	Lands, Energy, Housing, Physical Planning and Urban Development	1
5	Trade, Tourism, Culture and Co-operative Development	3
TOTAL		426

The above appeals are being addressed by the Board in consultation with other stakeholders.

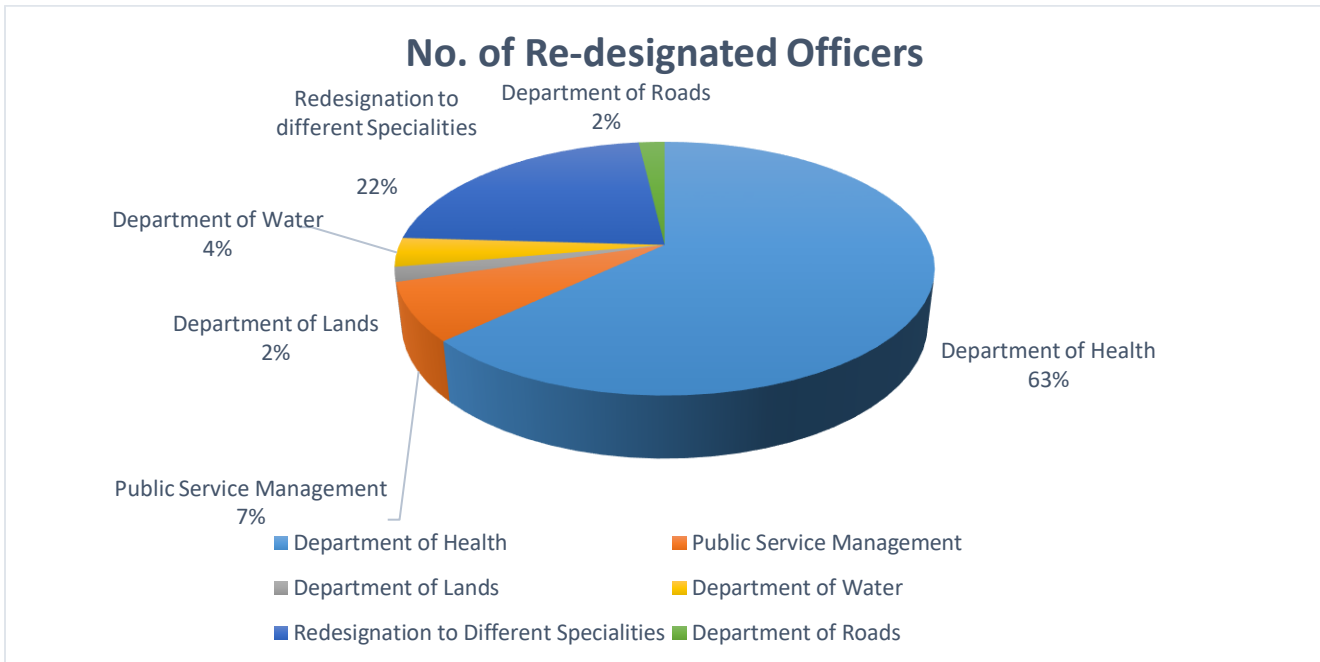
v. Re-designations

The Board has re-designated fifty-four (54) officers from the departments indicated below:

Table 17: Re-designations

S/NO	DEPARTMENT	RE-DESIGNATIONS ISSUED
1	Health and Sanitation Services	34
2	Public Service Administration, Communication and Participatory Development	4
3	Lands, Energy, Housing, Physical Planning and Urban Development	1
4	Water, Environment, Forestry, Natural Resources and Solid Waste Management	2
5	Health and Sanitation Services (Re-designation to different specialties)	12
6	Roads, Transport and Public Works	1
	TOTAL	54

Figure 23: Graphical Presentation of the Re-designated Officers during the year under review



vi. Re-designation to Specialization of Nurses and Clinical Officers

During the year under review, the Board re-designated twenty-eight (28) Nurses and four (4) Clinical Officers as shown in the table below:

Table 18: Re-designated Specialized Nurses and Clinical Officers

S/No.	Title	No. of letters
1	Clinical Officers	4
2	Nurses	28
	Total	32

vii. Performance Contracting and Staff Performance Appraisal

The Board developed the following Performance Contracts which were signed on November 04, 2025 at the Governor’s Residence.

1. The Governor and the Chairperson of the Public Service Board
2. The Chairperson and the Chief Executive Officer

Figure 24: Image Presentation of the Signing of Performance Contracts between the Board (Chairperson & Ag. CEO) and H.E the Governor of Kilifi County



2.1.3 Planning, Monitoring and Reporting

The Board is responsible for strategic and annual planning, monitoring and evaluation, Human Resource Audits reporting and pension schemes.

During the period under review, the Board undertook the following activities;

i. Advisory on National Values and Principles of Public Service

Pursuant to Section 59(1)(e) of the County Governments Act, 2012, and the recommendations contained in the Annual Report 2024 on the Status of Compliance with the Values and Principles under Articles 10 and 232 of the Constitution of Kenya, 2010, an advisory on the implementation of the recommendations contained in the Values and Principles Report for the period ended December 31, 2024 was addressed to all County Executive Committee Members and Municipal Managers on March 10, 2025.

ii. Training on National Values, Principles of Governance and Public Service

In accordance with Recommendation No. 1 of the Annual Report 2024 on the Status of Compliance with the Values and Principles under Articles 10 and 232 of the Constitution of Kenya, 2010, the Board conducted trainings for county public employees on National Values, Principles of Governance and Public Service.

Table 19: Trainings on Values and Principles

S/No	Details	Number of Officers
1	Training of Board Members of Watamu, Mariakani and Mtwapa Municipalities on National Values, Principles of Governance and Public Service was conducted on February 20, 2025 at the Jacaranda Beach Hotel, Diani.	32
2	Watamu Municipality Supervisors and Heads of Sections were trained on National Values, Principles of Governance and Public Service on March 10, 2025 at the Beaumont Hotel, Mtwapa.	17
3	Mariakani Municipality Supervisors and Heads of Sections were trained on National Values, Principles of Governance and Public Service on May 21, 2025 at the Serenity Hotel, Mariakani.	26
4	Consultative forum on values and principles between the Directorate of National Cohesion, Kilifi County Executive and the Kilifi County Public Service Board at the Office of the County Attorney's Boardroom, Kilifi.	23
5	Training on National Values, Principles of Governance and Public Service to the Board's Staff on July 18, 2025.	17
6	Training on National Values, Principles of Governance and Public Service to staff in the County Attorney's office on August 14, 2025.	11

7	Training on National Values, Principles of Governance and Public Service to Revenue Clerks on September 16, 2025 at Kibaoni Social Hall, Kilifi	96
8	Training on National Values, Principles of Governance and Public Service to Firemen on September 30, 2025 at the Fire Station, Kilifi	31
9	Sensitization on National Values, Principles of Governance and Public Service to Ward Administrators, County Human Resource Officers, Deputy Municipal Managers and County Administrators on November 10, 2025 at Kibaoni Social Hall, Kilifi.	69
10	Sensitization on National Values, Principles of Governance and Public Service to Municipality of Kilifi contract staff on November 18, 2025 at Juwaba Social Hall, Kilifi.	227
11	Training on National Values, Principles of Governance and Public Service and launching of the survey tool for Chief Officers on December 03, 2025 at Hotel Comster, Mtwapa. 25	25
12	Training on National Values, Principles of Governance and Public Service to Municipality of Mtwapa staff on December 10, 2025 at Joy Christian Fellowship in Kanamai.	72
	TOTAL	646

iii. Annual County Wide Survey on National Values, Principles of Governance and Public Service - 2025

- i. Launch of the Survey tools for County Staff and members of the Public on November 10, 2025 at Kibaoni Social Hall, Kilifi.



Figure 25: Image Presentation of the Sensitization on National Values and Principles of Governance and Public Service to Departmental Administrators, Human Resource Officers, County Ward Administrators and Deputy Municipal Managers

- ii. Launch of the Survey tool for County Chief Officers on December 03, 2025 at Hotel Comster, Mtwapa.



Figure :26 Image Presentation of the Sensitization of Chief Officers on National Values, Principles of Governance and Public Service

iv. Preparation of Board's reports

- a. Quarterly Activities Reports compiled and submitted to the Board for approval.
- b. The End of Year Activities report was prepared, approved by the Board and submitted to the County Assembly as stipulated in the County Governments Act, 2012 Section 59(1) (d).
- c. Report on extent of compliance on National Values, Principles of Governance and Principles of Public Service was submitted to the County Assembly as stipulated in the County Governments Act, 2012 Section 59(1) (f).

v. Board Calendar of Activities

During the year under review, all Board activities were planned and guided by the Calendar of Activities, which was reviewed on a monthly basis to ensure alignment and effective oversight.

vi. Annual Review of Implementation of the Strategic Plan 2024-2029 and Development of 2025-2026 Implementation Plan

The Financial Year 2024-2025 was the First year of implementation of the Strategic Plan 2024-2029. The implementation progress was reviewed and Annual Plan for the year 2025-2026 was developed.

vii. Annual Development Plan 2026-2027.

The Annual Development Plan (ADP) 2026–2027 for the County Public Service Board was prepared in collaboration with the County Division of Economic Planning. Serving as a strategic framework, the ADP defines the priorities, programs and projects to be undertaken during the fiscal year. It provides a clear roadmap for resource allocation, policy implementation and performance monitoring, ensuring that all initiatives remain aligned with both national and institutional objectives. The plan is a vital instrument for promoting sustainable growth, strengthening accountability and enhancing service delivery. By articulating specific objectives and timelines, the ADP 2026-2027 fosters effective coordination among stakeholders, reinforces transparency in governance and guarantees that development efforts are responsive to the evolving needs of citizens and communities.

viii. Board Annual Assessment tool

The Board developed, approved and implemented the Board Annual Assessment Tool as a critical instrument for strengthening governance and accountability. By providing a structured framework to evaluate the Board’s performance, the tool ensures that activities, decisions and oversight functions remain aligned with strategic objectives and regulatory requirements.

ix. Amendment of the Board Charter

During the period under review, the Board Charter was amended and subsequently approved by the Board for implementation. This exercise was undertaken to ensure that the Charter remained relevant, comprehensive, and aligned with evolving

governance standards, legal frameworks and institutional objectives. The review process provided an opportunity to clarify roles and responsibilities and embed best practices that enhance accountability and transparency. Approval of the revised Charter was therefore critical in reinforcing the Board's commitment to effective oversight, strategic leadership and ethical conduct. By implementing the updated Charter, the Board positioned itself to operate with greater efficiency, consistency and responsiveness to the needs of stakeholders, thereby contributing to sustainable organizational growth and improved service delivery.

X. Financial Report

During the Financial Year, 2024-2025, the board was allocated by the County Treasury only Kshs 58 Million for salaries, wages and other operational expenditures giving rise to an absorption rate of 17% during the year which had been allocated a budget of Kshs 167 Million.

For the Budget year 2025/2026, the County Assembly approved only Kshs 85 Million.

Arising from these developments, the Board made representations to the County Assembly Committee on Devolution Public Service and Disaster Management for the enhancement of the 2025/2026 annual budget vide a letter ref: CG/KLF/CPSB/BUDG/32/VOL.4/3 dated June 18, 2025. The Board is currently awaiting the approval of the Supplementary Budget to see how much has been allocated to the Board

2.1.4 Human Resource Management and Development

The Board conducted the following activities during the year under review:

1. Human Resource Audit Report

In compliance with the Governor's executive order, the County Public Board conducted a Human Resource Audit.

The terms of reference for the exercise and action plan are summarized as follows:

i. Terms of Reference:

1. To establish the demographic composition of staffing within the Public Service
2. To determine the skills and competencies available in the Public Service
3. To Develop an updated Human Resource Database for both electronic and manual files
4. To conduct Head Count of all County Public Service staff.
5. Compliance on Human Resource policies and labor laws
6. Human Resource System and Process

ii. Human Resource Audit and Action Plan

The staff audit was conducted in seven sub-counties from 13th January, 2025 to 17th January, 2025 where data was collected at the following venues as shown in the below table;

Table 20: The Human Resource Audit Action Plan

S/No	Date	Sub-County	Venue
1	13/01/2025	Headquarters	Kibaoni Social Hall
2	14/01/2025	Kilifi Referral, Mld Hospital, Marafa Hospital, Rabai, Mariakani	Hospital Grounds
KILIFI NORTH SUB-COUNTY			
03	15/01/2025	Matsangoni Ward	Kilifi North Sub-County Offices
04	15/01/2025	Tezo Ward	Kibaoni Social hall
05	15/01/2025	Kibarani Ward	Kibaoni Social hall
06	16/01/2025	Sokoni Ward	Kibaoni Social hall
07	17/01/2025	Mnarani Ward	Kibaoni Social hall
KILIFI SOUTH SUB-COUNTY			
08	14/01/2025	Junju Ward	Sub-County Offices
09	15/01/2025	Mwarakaya Ward	Sub-County Offices
10	16/01/2025	Shimo la Tewa Ward	Mtwapa Health Centre
11	17/01/2025	Chasimba Ward	Sub-County Offices
12	14/01/2025	Mtepeni Ward	Sub-County Offices
MALINDI SUB-COUNTY			
13	15/01/2025	Jilore Ward	Malindi Town Hall
14	15/01/2025	Kakuyuni Ward	Malindi Town Hall
15	16/01/2025	Ganda Ward	Malindi Town Hall
16	17/01/2025	Malindi Town Ward	Malindi Town Hall

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17	14/01/2025	Shella Ward	Malindi Hospital
MAGARINI SUB-COUNTY			
18	15/01/2025	Sabaki Ward	Gongoni Social Hall
19	16/01/2025	Magarini Ward	Gongoni Social Hall
20	16/01/2025	Gongoni Ward	Gongoni Social Hall
21	17/01/2025	Garashi Ward	Gongoni Social Hall
22	15/01/2025	Adu Ward	Gongoni Social Hall
	14/01/2025	Marafa Ward	Marafa Hospital
RABAI SUB-COUNTY			
23	17/01/2025	Mwawesa Ward	Sub-County Offices
24	15/01/2025	Ruruma Ward	Sub-County Offices
25	16/01/2025	Kambe Ribe Ward	Sub-County Offices
26	14/01/2025	Rabai Kisurutini	Rabai Social hall
KALOLENI SUB-COUNTY			
27	15/01/2025	Kaloleni	Sub-County Offices
28	14/01/2025	Mariakani Ward	Mariakani hospital
29	16/01/2025	Kayafungo Ward	Sub-County Offices
30	17/01/2025	Kaloleni Ward	Sub-County Offices
31	14/01/2025	Mwanamwinga Ward	Sub-County Offices
GANZE SUB-COUNTY			
32	14/01/2025	Ganze	Ganze Hospital
33	15/01/2025	Ganze Ward	Sub-County Offices
34	16/01/2025	Bamba Ward	Sub-County Offices
35	17/01/2025	Jaribuni Ward	Sub-County Offices
36	15/01/2025	Sokoke Ward	Sub-County Offices

S/ NO	DATE	SUB-COUNTY	VENUE
01	13/01/2025	Headquarters	Kibaoni Social Hall
02	14/01/2025	Kilifi Referral, Mld Hospital, Marafa Hospital, Rabai, Maryakani	Hospital Grounds
KILIFI NORTH SUB-COUNTY			
03	15/01/2025	Matsangoni Ward	Kilifi North Sub-County Offices
04	15/01/2025	Tezo Ward	Kibaoni Social hall
05	15/01/2025	Kibarani Ward	Kibaoni Social hall
06	16/01/2025	Sokoni Ward	Kibaoni Social hall
07	17/01/2025	Mnarani Ward	Kibaoni Social hall
KILIFI SOUTH SUB-COUNTY			
08	14/01/2025	Junju Ward	Sub-County Offices
09	15/01/2025	Mwarakaya Ward	Sub-County Offices
10	16/01/2025	Shimo la Tewa Ward	Mtwapa Health Centre

11	17/01/2025	Chasimba Ward	Sub-County Offices
12	14/01/2025	Mtepeni Ward	Sub-County Offices
MALINDI SUB-COUNTY			
13	15/01/2025	Jilore Ward	Malindi Town Hall
14	15/01/2025	Kakuyuni Ward	Malindi Town Hall
15	16/01/2025	Ganda Ward	Malindi Town Hall
16	17/01/2025	Malindi Town Ward	Malindi Town Hall
17	14/01/2025	Shela Ward	Malindi Hospital
MAGARINI SUB-COUNTY			
18	15/01/2025	Sabaki Ward	Gongoni Social Hall
19	16/01/2025	Magarini Ward	Gongoni Social Hall
20	16/01/2025	Gongoni Ward	Gongoni Social Hall
21	17/01/2025	Garashi Ward	Gongoni Social Hall
22	15/01/2025	Adu Ward	Gongoni Social Hall
	14/01/2025	Marafa Ward	Marafa Hospital
RABAI SUB-COUNTY			
23	17/01/2025	Mwawesa Ward	Sub-County Offices
24	15/01/2025	Ruruma Ward	Sub-County Offices
25	16/01/2025	Kambe Ribe Ward	Sub-County Offices
26	14/01/2025	Rabai Kisurutini	Rabai Social hall
KALOLENI SUB-COUNTY			
27	15/01/2025	Kaloleni	Sub-County Offices
28	14/01/2025	Mariakani Ward	Mariakani hospital
29	16/01/2025	Kayafungo Ward	Sub-County Offices
30	17/01/2025	Kaloleni Ward	Sub-County Offices
31	14/01/2025	Mwanamwinga Ward	Sub-County Offices
GANZE SUB-COUNTY			
32	14/01/2025	Ganze	Ganze Hospital
33	15/01/2025	Ganze Ward	Sub-County Offices
34	16/01/2025	Bamba Ward	Sub-County Offices
35	17/01/2025	Jaribuni Ward	Sub-County Offices
36	15/01/2025	Sokoke Ward	Sub-County Offices

iii. The Committee carried out data analysis and report writing as shown in the table below;

Table 21: Findings of Human Resource Audit Report

The audit was conducted to assess compliance with statutory frameworks, evaluate workforce distribution, and identify HR gaps that need strategic interventions.

Key Findings

- Workforce Composition: The county has 5,179 employees, with 53.2% female and 46.8% male.
- Geographic Distribution: 90.4% of employees originate from the Jumuiya ya Kaunti za Pwani region, while 9.6% are from other regions.
- i. Terms of Service: 79% of employees hold permanent positions, while 21% are on contract.
- ii. Job Group Distribution: 64.9% of employees fall within Job Group H and below, indicating a high proportion of junior-level staff.
- iii. Education Levels: 39% of employees hold diplomas, 14.9% have degrees, and 0.1% have PhDs.
- iv. Inclusivity & Diversity: 1.2% of employees have disabilities, and 0.3% belong to marginalized ethnic groups.
- v. Training & Development: 59.5% of employees have never attended structured training, while only 8.4% received training at the Kenya School of Government (KSG).
- vi. Payroll & Wage Bill Management: 30.7% of employees bank with Imarika Sacco, followed by 22% with Cooperative Bank, reflecting financial trends among county employees.
- vii. The audit had the following recommendations:

Priority	Number	Recommendation
	1	Develop personnel file for all the staff of the County Public Service to complement the executive
	2	The County to consider digitizing the Human Resource Records
	3	Develop and Review Job description for the cadres that have non and align them with current tasks
	4	Undertake Job evaluation exercise
	5	Institute individual performance evaluation mechanism to monitor staff performance

	6	Develop mechanism with a view of addressing the long process of handling disciplinary cases
	7	Under take work environment survey and implement the recommendations
	8	Align the staff establishment with existing in post per department
		Department update recruitment plans with clear recruitment targets
	9	Department to undertake and develop TNA and annual training plans respectively and strictly implement it.

Low priority
Medium Priority
High Priority

2. Payroll Audit

The Board actively participated in the Payroll Audit conducted by the Office of the Auditor General as part of the deliverables under the Kenya Devolution Support Program(KDSP)

3. Attachments

During the year, the Board engaged students on attachment programs in different Departments as shown in the table below;

Table 22: Students on Attachment

S/No	Department	No. of Students
1	Health and Sanitation Services	144
2	Water, Environment, Forestry, Natural Resources and Solid Waste Management	2
3	Education, Information Computer Technology and Innovation	8

4	Public Service Administration, Communication and Participatory Development	5
5	Finance, Economic Planning and Resource Mobilization	8
6	Agriculture, Fisheries, Blue Economy, Livestock Development and Irrigation	7
7	Gender, Youth, Sports and Social Services	7
8	Watamu Municipality	1
9	County Public Service Board	5
10	Lands, Energy, Housing, Physical Planning and Urban Development	5
11	Malindi Municipality	3
12	Roads, Transport and Public Works	12
13	Office of the Governor	1
14	Trade, Tourism, Culture and Cooperative Development	3
Total		211

4. Industrial Relations

During the year under review, the following matters were addressed by the Board working in conjunction with the County Executive and Trade Unions.

- a. Promotion of Health Care workers.
- b. Proper placement and re-designation of specialized health care workers as provided for under the Public Service Commission Career Guidelines
- c. Recruitment of health care workers at all levels to address critical shortages within the County.
- d. Inclusion of union representatives in the evaluation committee of the County Medical Insurance cover
- e. Signing of recognition agreements with KNUMLO, KUNAD and KEHPHPU.

By addressing the above issues, the Board was able to ensure the existence of industrial harmony during the year.

5. Validation of Human Resource Policies

The following policies were validated from August 18, 2025 to August 22, 2025.

- i. Code of Conduct and Ethics
- ii. Delegation of Authority
- iii. Appointment of Interns and Attachés
- iv. Disciplinary Procedures Manual
- v. Gender Mainstreaming Policy
- vi. Disability Mainstreaming Policy
- vii. Workplace Policy on Alcohol, Drugs and Substance Abuse
- viii. HIV and Aids Workplace Policy
- ix. Recruitment and Selection Policy
- x. Performance Management Policy
- xi. Training and Development Policy
- xii. General Human Resource Management Provisions

2.1.5 Compliance and Quality Assurance

The Board is responsible for governance, ethics, discipline, appeals and compliance audits.

During the period under review, the Board conducted the following activities:

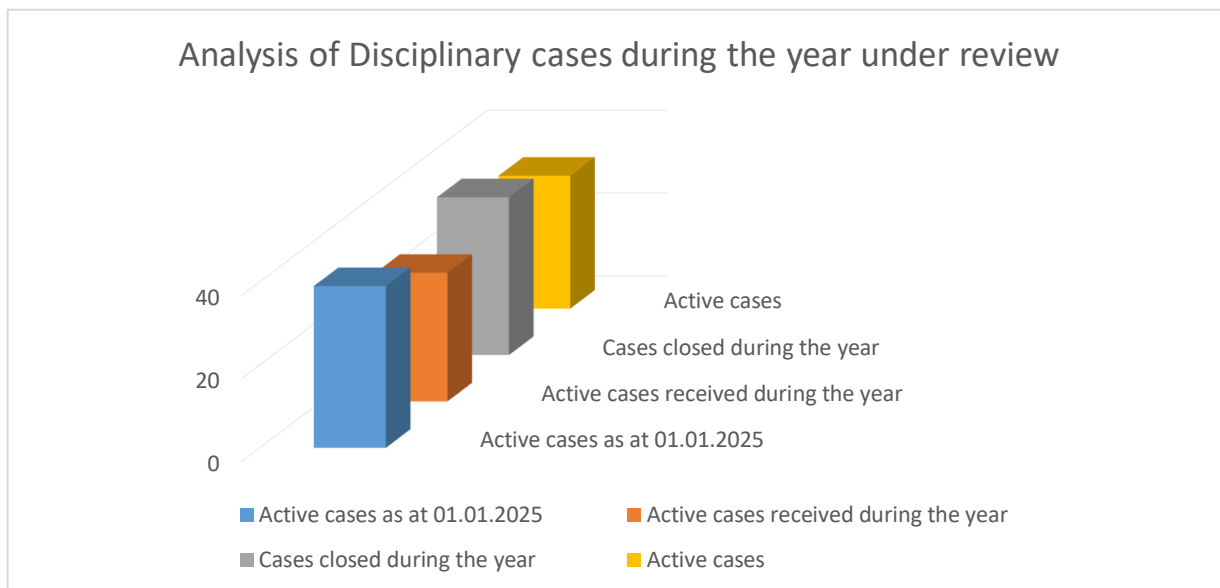
i. Determination of Disciplinary cases

The Board finalized thirty-eight (38) Disciplinary cases as shown in the table below:

Table 23: Disciplinary Cases during the year under review

No. of cases as at 01.01.2025	39
No. of cases received during the year	31
Total cases received	70
No. of closed cases	38
Active cases	32

Figure 27: Graphical Presentation of Disciplinary cases during the year under review



ii. Review of the Citizen Service Delivery Charter:

During the year under review, the Citizen Service Delivery Charter was reviewed and approved by the Board in line with the Board's commitment to enhance efficiency in service delivery.

CHAPTER 3

3.0 Achievements, Challenges and Recommendations

In this Chapter, we highlight the key achievements attained, challenges faced by the Board during the period under review and recommendations;

3.1 Key Achievements

- i. The Board successfully relocated its offices from Fumbini to the 2nd Floor of Kilifi Plaza in Kilifi Town on January 11, 2025. This strategic repositioning is directly aligned with the operational priorities articulated in the Board's Strategic Plan 2024–2029, aimed at enhancing service delivery efficiency, improving institutional accessibility and strengthening client engagement, responsiveness and overall stakeholder experience.
- ii. Appointment of Eight Hundred and One new officers (801) to various departments in the County Public Service.
- iii. Commutation of twenty-four (24) Medical staff from contractual terms to Permanent and Pensionable terms.
- iv. Conversion of Four Hundred and eighty-five (485) Municipal staff from Casual to Contractual terms
- v. Renewed Contracts of eight hundred and eighty-two (882) Contractual employees.
- vi. Confirmation to Permanent and Pensionable terms of one hundred and eighty-four (184) officers in the department of Education and Information Communication Technology (ICT).
- vii. Promotion of one thousand seven hundred and fifty-nine (1,759) employees to various Job Groups.
- viii. Re-designation of fifty-four (54) County Public Officers in the various departments.
- ix. Suitability interviews for fifty-two (52) officers were conducted and fifty (50) officers promoted.
- x. Sensitization on National Values, Principles of Governance and Public Service to six hundred and forty-six (646) County Officers.

- xi. Human Resource Audit conducted pursuant to an Executive Order issued by H.E the Governor to the Board.
- xii. The Board negotiated and entered conciliatory agreements and was able to ensure the existence of industrial harmony during the year.
- xiii. Validation of twelve (12) Human Resource Policies
- xiv. Approved attachments for two hundred and eleven (211) students.
- xv. Annual review of implementation of the Strategic Plan 2024-2029 and development of 2025-2026 Implementation Plan
- xvi. Designing and administering of the Board Annual Assessment Tool
- xvii. Review of the Board Charter and Citizens Service Delivery Charter
- xviii. Preparation and submission to the County Assembly of the report for the year 2025 on Status of Compliance of the Values and Principles in Articles 10 and 232 of the Constitution of Kenya, 2010
- xix. Preparation and submission of the Boards Activities report of 2025 to the County Assembly

3.2 Challenges faced by the Board

During the reporting period, the Board faced a number of challenges as highlighted below;

- i. Equitable distribution of the few employment opportunities to meet the Constitutional requirements on gender, youth, religion and marginalized groups.
- ii. Reduction of Budgetary allocation and delayed release of funds by the Department of Finance.
- iii. The delayed purchase of new vehicles poses a significant operational challenge for the County Public Service Board (CPSB) of Kilifi. This has severely hampered operational efficiency, restricted the mobility of Board Members and Officers on official duty, and ultimately undermined the Board's effectiveness in managing human resources and supporting equitable public service delivery across the county.

- iv. Lack of awareness on the National Values, Principles of Governance and Principles of Public Service.

3.3 Recommendations

- i. Adequate Budgetary allocation to the County Public Service Board to ensure effective and efficient service delivery.
- ii. Ensure equitable distribution of the employment opportunities
- iii. Prioritize promotion of National Values, Principles of Governance and Public Service to all County employees
- iv. Timely disbursement of funds by the Department of Finance

3.4. Conclusion

In conclusion, the Board is committed to discharge its mandate and fulfill its obligations to the people of Kilifi County. The Board and its Secretariat have worked tirelessly during the period under review.

3.5 Reporting Period of the Board

This is the Board’s activity report for the period from January 1, 2025 to December 31, 2025.

3.6 Approval of the report

The contents of this report are a true representation of the activities performed by the County Public Service Board during the reporting period ended December 31, 2025.

This report is dated.....

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Mr. Albert J. Mturi

CHAIRPERSON

KILIFI COUNTY PUBLIC BOARD

