

COUNTY GOVERNMENT OF KILIFI



COUNTY PUBLIC SERVICE BOARD

REPORT OF ACTIVITIES

FOR THE PERIOD

JANUARY TO DECEMBER 2023

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ACRONYMS

CECM	County Executive Committee Member
CEO	Chief Executive Officer
CHRAC	County Human Resource Advisory Committee
CPSB	County Public Service Board
DPSM	Devolution and Public Service Management
HR	Human Resource
HRM	Human Resource Management
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information Communication Technology
IHRM	Institute of Human Resource Management
KCA	Kenya College of Accountancy
KIHBT	Kenya Institute of Highways and Building Technology
KSG	Kenya School of Government

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MESSAGE FROM THE CHAIRPERSON

It is my pleasure to present the County Public Service Board's Activities report for the year 2023. This report provides our stakeholders with a detailed account of our activities, the achievements made and the challenges encountered in the execution of our mandate during the period under review.

Our primary focus is on service transformation and engagement of qualified and competent personnel in the County Public Service taking into consideration all legal and constitutional provisions in the process. We have, and will always endeavor to have a highly qualified work force in the county in order to realize improved public service delivery.

Kilifi County is home to Nine Mijikenda sub-tribes and other non-indigenous ethnic groups. The County is also home to the Bajunis, Swahilis, Pokomos and other minority tribes.

In the year under review the Board made a number of recruitments. During this process an all inclusive approach was embraced and all ethnic groups were given equal opportunities as envisaged in the Kenya Constitution 2010. The process took into account constitutional parameters of diversity and minority rights including religion, gender and disability status. Making such appointments in an economic environment dominated by high unemployment opportunities was indeed a challenge.

As a Board we are committed to our mission, vision and core values and we will continue to pursue our mandate within the confines of the existing legal and constitutional framework and strive towards improving our performance and public service delivery in general.

Further, I wish to appreciate the support and cooperation we have been accorded by the

office of His Excellency the Governor, Deputy Governor, County Secretary, County Executive Committee Members, Chief Officers, staff and all other stakeholders. It is through team spirit, co-operation, collaboration and commitment to working together that the milestones reached and enumerated in this report have been realized.

Finally, I wish to register my sincere gratitude to the Board members and the Secretariat staff for their team spirit and their tireless effort in creating a conducive work environment that has ensured the successful production of this report.

Mr. Albert J. Mturi

Chairperson – County Public Service Board

EXECUTIVE SUMMARY

County Public Service Boards are constituted under Article 235 of the Constitution of Kenya 2010 and are comprised of a Chairperson, a Vice Chairperson, four members and Board Secretary/Chief Executive Officer, all appointed by Governors with the approval of County Assemblies. CPSBs are mandated under Section 59(1) (d) of the County Governments Act 2012 to prepare reports to the County Assembly on the execution of their functions.

The Kilifi County Public Service Board functions through five committees with each Committee headed by a Board Member. These committees are: Recruitment and Selection; Performance Management; Planning Monitoring and Reporting; Human Resource Management and Development; and Compliance and Quality Assurance. The year 2023 is a year that had two Boards. There was the Board that came in 2019 which served for the period 2nd July 2019 to 28th May 2023. From this date, the Board didn't have members for approximately five (5) months. The third Board was appointed by the Governor on 11th September 2023. The second board did not submit a report of activities for 2022. For that reason, the current Board has had to produce reports for 2022 and 2023 in compliance with the County Government Act and the Values and Principles of Good Governance as stipulated in Articles 10 and 232 of the Constitution of Kenya 2010. This report has three chapters; chapter one covers introduction, background and Board composition, its Vision, Mission, Core Values and Principles. This chapter also spells out the mandate of the Board, organization structure and strategic policy priorities for the period under review. Chapter two provides details of the activities of the Board while chapter three outlines achievements, challenges and conclusions.

During this short period, the current members of the Board have been inducted on the

functions and mandate of the Board together with the Board Secretariat.

Since coming into office, the Board has noted a few challenges with the main ones being limited budget provision and the need to comply with the statutory requirements as per the County Government Act. Despite these challenges, the Board is committed to deliver its constitutional mandate and promote its core values.

1.0 CHAPTER ONE

1.2 Introduction

This chapter covers the background of the Board, Board's composition, Vision, Mission, Core Values and Principles, mandate and organizational structure.

Background

The County Public Service Board (CPSB) is established pursuant to Article 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.

1.3 Vision, Mission, Core Values and Principles

In the course of carrying out its mandate, the Board is guided by the following strategy statements, national values and principles of governance, as spelt out in Article 10 of the Constitution of Kenya 2010, and values and principles of public service articulated in Articles 10 and 232 of the Constitution.

Vision

Highly performing, motivated and ethical County Public Service

Mission

To provide skilled and competent human resource for effective and efficient public service

Core Values and Principles

The Board's core values and guiding principles are:

- ❖ Integrity & Accountability

- ❖ Independence
- ❖ Fairness and equity
- ❖ Teamwork
- ❖ Quality service

1.4 Mandate of the Board

The mandate of the Board is provided for in Article 59(1) of the County Governments Act 2012 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 Boards of Cities and Urban Areas within the county and to confirm appointments.
- c)** Exercise disciplinary control over the County Public Service 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 national values and principles of governance referred to in Articles 10 and 232 of the Constitution of Kenya 2010.
- f)** Evaluate and report to the County Assembly on the extent to which the national values and principles of governance, referred to in Articles 10 and 232 of the Constitution of Kenya 2010, are complied with in the County Public Service.
- g)** Facilitate the development of coherent integrated human resource planning and budgeting for personnel emoluments in the county.
- h)** Advise the County Government on human resource management and development.
- i)** Advise the County Government on implementation and monitoring of national

performance management system in the counties.

- j) Make recommendations to the Salaries and Remuneration Commission on remuneration, pensions and gratuities for County Public Service employees on behalf of the County Government.

1.5 Organization Of The Board

The Board is made up of a Chairperson, a Vice Chairperson, four Board members and Secretary/CEO of the Board. These are appointed by the Governor and approved by the County Assembly to serve for a non renewable term of six years.

The Secretariat

The operations of the Board are supported by a Secretariat headed by the Board Secretary/CEO. The Secretariat is charged with the role of coordinating Board's activities and ensuring that these activities are implemented in the most effective and efficient manner. To date, the Secretariat is comprised of twenty-nine (29) members of staff.

1.6 Board Committees

The Board performs its functions through committees which are responsible for developing policies, providing leadership and strategic direction as well as oversight on the Secretariat and human resource management in the county. The Board has five committees which report to the full Board. Each of these committees is composed of three 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:

- ❖ Recruitment and Selection Committee—responsible for recruitment, selection, and appointments.

- ❖ Performance Management Committee—responsible for administering schemes of service, performance appraisals, performance contracts, exit interviews, job evaluations and promotions.
- ❖ Planning, Monitoring and Reporting Committee—responsible for strategic planning, monitoring, reporting and staff pension schemes.
- ❖ Human Resource Management and Development Committee—responsible for HR planning and policy development, training and development, talent management, mentorship, internship and volunteers’ management.
- ❖ Compliance and Quality Assurance committee—responsible for discipline, appeals, ethics, governance and compliance audits.

The work of the CPSB is guided by various statutes, regulations and policies which govern operations of County Governments. These include; the Constitution of Kenya 2010, County Governments Act 2012, Intergovernmental Relations Act 2012, Urban Areas, Cities Act, Public Service Commission Act, County Assemblies Powers and Privileges Act 2017 (No. 6 of 2017) and County Assemblies Procedure Act No. 15 of 2020 among others.

Filling of Vacant Positions in the County

During the period under review, the Board interviewed and filled various vacant positions in the County Public Service in accordance with the constitutional requirements taking into account fair distribution of appointments among all Wards, indigenous and non-indigenous sub-tribes, as well as observing rules pertaining to gender, youth, People Living with Disability (PLWD), minority and marginalized ethnic groups as well as representation of the face of Kenya.

Table 1: Summary of Appointments made during 2023

Category of Appointees	Number of Appointees	Overall %	
Male	11	64.7%	
Female	6	35.29%	
Youth	5	29.41%	
PLWD	0	0%	
Minority groups	1	5.88%	
Marginalized groups	0	0%	
Others	4	23%	

Minority groups - comprise of persons from the following communities:

Kambe, Ribe, Kauma and Jibana

Marginalized group - comprise of persons from the *Waatha Community*

Others - Refer to persons from *outside the County of Kilifi*

2.0 CHAPTER TWO

Introduction

This chapter presents the activities of the Board and its Committees during the year.

2.1 Board Committee Functions

2.1.2 Recruitment and Selection Committee

This Committee is responsible for:

- a)** Recruitment and appointment of staff to the County Public Service in line with the various schemes of service, departmental structures and other relevant government policies and regulations.
- b)** Advising relevant Chief Officers on the orientation and induction of new employees.
- c)** Advising and coordinating departmental manpower forecasting and supply.
- d)** Determining and advising on the right staff establishment for all County departments.
- e)** Developing and advising on the appropriate organization structures for all County departments.

In the year under review, as detailed in table (2) below, the Board appointed a total number of seventeen (17) staff, with eleven (11) and six (6) appointees being of the male and female gender respectively.

Table 2: Total number of appointments based on gender

S/n	Post	No. of Appointments	Gender	
			Male	Female
1	Information Officer	1	0	1
2	Clerical Officer	1	1	0
3	Director Delivery Unit	1	1	0
4	Director Environment Forestry Climate Change	1	1	0
5	Director Liaison	1	0	1
6	Director of Administration	1	1	0
7	Director of Enforcement	1	1	0
8	Driver	1	1	0
9	Head of Delivery and I. Government Relations Unit	1	1	0
10	Legal Advisor	1	1	0
11	Monitoring & Evaluation	1	1	0
12	Medical Officer	4	2	2
13	Protocol Officer	1	0	1
14	Senior Personal Secretary	1	0	1
TOTAL		17	11	6
% of Total Appointments		100%	64.70%	35.29%

During the year under consideration, appointments made were shared among the seven (7) Sub-Counties as detailed in table (3) below:

Table 3: Distribution of Appointments on Sub-County basis

Post	Kilifi South	Kilifi North	Malindi	Magarini	Ganze	Rabai	Kaloleni	Others	Total
Information Officer	0	1	0	0	0	0	0	0	1
Clerical Officer	0	0	0	0	1	0	0	0	1
Director Delivery Unit	0	0	0	0	1	0	0	0	1
Director Environment Forestry Climate Change	0	0	0	0	1	0	0	0	1
Director Liaison	0	0	0	0	1	0	0	0	1
Director of Administration	0	0	1	0	0	0	0	0	1
Director of Enforcement	0	1	0	0	0	0	0	0	1
Driver	0	0	0	0	0	0	0	1	1
Head of Delivery and I. Government Relations Unit	0	0	0	0	0	1	0	0	1
Legal Advisor	0	0	0	0	0	0	0	1	1
Monitoring & Evaluation	0	0	0	0	0	1	0	0	1
Medical Officer	0	2	1	0	1	0	0	0	4
Protocol Officer	0	1	0	0	0	0	0	0	1
Senior Personal Secretary	0	0	0	0	0	0	0	1	1
Total	0	5	2	0	5	2	0	3	17
% of Total Appointments	0%	29.41 %	11.76 %	0%	29.41 %	11.76 %	0%	17%	100%

Appointments made also took into consideration the need to share jobs on Ward basis. Table (4) below, shows the distribution of appointments on Ward basis.

Table 4: Distribution of Appointments on Wards basis (Kilifi South and Kilifi North)

Post	Kilifi South					Kilifi North						
	Shimo La Tewa	Mtepeni	Junju	Mwarakaya	Chasimba	Mnarani	Sokoni	Kibarani	Tezo	Matsangoni	Watamu	Dabaso
Information Officer	0	0	0	0	0	1	0	0	0	0	0	0
Clerical Officer	0	0	0	0	0	0	0	0	0	0	0	0
Director Delivery Unit	0	0	0	0	0	0	0	0	0	0	0	0
Director Environment Forestry Climate Change	0	0	0	0	0	0	0	0	0	0	0	0
Director Liaison	0	0	0	0	0	0	0	0	0	0	0	0
Director of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Director of Enforcement	0	0	0	0	0	0	0	0	0	1	0	0
Driver	0	0	0	0	0	0	0	0	0	0	0	0
Head of Delivery and I. Government Relations Unit	0	0	0	0	0	0	0	0	0	0	0	0
Legal Advisor	0	0	0	0	0	0	0	0	0	0	0	0
Monitoring & Evaluation	0	0	0	0	0	0	0	0	0	0	0	0
Medical Officer	0	0	0	0	0	0	2	0	0	0	0	0
Protocol Officer	0	0	0	0	0	0	0	0	1	0	0	0
Senior Personal Secretary	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	1	2	0	1	1	0	0

Table (5) below, shows the share of appointments given to respective Wards in Malindi and Magarini Sub-Counties.

Table 5: Distribution of Appointments on Ward basis (Malindi and Magarini)

Post	Malindi					Magarini					
	Malindi Town	Shella	Ganda	Kakuyuni	Jilore	Marafa	Sabaki	Garashi	Adu	Gongoni	Magarini
Information Officer	0	0	0	0	0	0	0	0	0	0	0
Clerical Officer	0	0	0	0	0	0	0	0	0	0	0
Director Delivery Unit	0	0	0	0	0	0	0	0	0	0	0
Director Environment Forestry Climate Change	0	0	0	0	0	0	0	0	0	0	0
Director Liaison	0	0	0	0	0	0	0	0	0	0	0
Director of Administration	0	0	1	0	0	0	0	0	0	0	0
Director of Enforcement	0	0	0	0	0	0	0	0	0	0	0
Driver	0	0	0	0	0	0	0	0	0	0	0
Head of Delivery and I. Government Relations Unit	0	0	0	0	0	0	0	0	0	0	0
Legal Advisor	0	0	0	0	0	0	0	0	0	0	0
Monitoring & Evaluation	0	0	0	0	0	0	0	0	0	0	0
Medical Officer	0	0	1	0	0	0	0	0	0	0	0
Protocol Officer	0	0	0	0	0	0	0	0	0	0	0
Senior Personal Secretary	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	2	0	0	0	0	0	0	0	0

Table (6) below, shows the share of appointments given to respective Wards in Ganze, Rabai and Kaloleni Sub-Counties.

Table 6: Distribution of Appointments on Wards basis (Ganze, Rabai and Kaloleni)

Post	Ganze					Rabai				Kaloleni			
	Jaribuni	Ng'ombeni	Ganze	Bamba	Soke	Ruruma	Rabai Kisurutini	Kambe/Ribe	Mwawesa	Mariakani	Kaloleni	Mwanamwinga	Kayafungo
Information Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical Officer	0	0	0	1	0	0	0	0	0	0	0	0	0
Director Delivery Unit	0	0	0	1	0	0	0	0	0	0	0	0	0
Director Environment Forestry Climate Change	0	0	0	1	0	0	0	0	0	0	0	0	0
Director Liaison	0	0	0	1	0	0	0	0	0	0	0	0	0
Director of Administration	0	0	0	0	0	0	0	0	0	0	0	0	0
Director of Enforcement	0	0	0	0	0	0	0	0	0	0	0	0	0
Driver	0	0	0	0	0	0	0	0	0	0	0	0	0
Head of Delivery and I. Government Relations Unit	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal Advisor	0	0	0	0	0	0	0	0	0	0	0	0	0
Monitoring & Evaluation	0	0	0	0	0	0	0	2	0	0	0	0	0
Medical Officer	0	1	0	0	0	0	0	0	0	0	0	0	0
Protocol Officer	0	0	0	0	0	0	0	0	0	0	0	0	0

Senior Personal Secretary	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	0	4	0	0	0	2	0	0	0	0	0

Table (7) below, shows the share of appointments given to respective ethnic groups within and outside the County of Kilifi.

Table 7: Distribution of Appointments on Ethnic basis

Post	Giriama	Chonyi	Rabai	Kambe	Ribe	Kauma	Jibana	Duruma	Mgunya	Wattia	Bajun	Others	Total
Information Officer	0	1	0	0	0	0	0	0	0	0	0	0	1
Clerical Officer	1	0	0	0	0	0	0	0	0	0	0	0	1
Director Delivery Unit	1	0	0	0	0	0	0	0	0	0	0	0	1
Director Environment Forestry Climate Change	1	0	0	0	0	0	0	0	0	0	0	0	1
Director Liaison	1	0	0	0	0	0	0	0	0	0	0	0	1
Director of Administration	1	0	0	0	0	0	0	0	0	0	0	0	1
Director of Enforcement	1	0	0	0	0	0	0	0	0	0	0	0	1
Driver	0	0	0	0	0	0	0	0	0	0	0	1	1
Head of Delivery and I. Government Relations Unit	0	0	1	0	0	0	0	0	0	0	0	0	1
Legal Advisor	0	0	0	0	0	0	0	0	0	0	0	1	1
Monitoring & Evaluation	0	0	1	0	0	0	0	0	0	0	0	0	1
Medical Officer	1	1	0	0	0	1	0	0	0	0	0	1	4

Protocol Officer	1	0	0	0	0	0	0	0	0	0	0	0	1
Senior Personal Secretary	0	0	0	0	0	0	0	0	0	0	0	1	1
Total	8	2	2	0	0	1	0	0	0	0	0	4	17

2.1.3 Performance Management Committee

The functions of this Committee are:

- ❖ Coordinate and manage Job Evaluation
- ❖ Sensitize the County Public Service on job evaluation and its impact (Change Management)
- ❖ Coordinate the Implementation of Job Evaluation reports
- ❖ Lead and co-ordinate the harmonization of departmental schemes of service
- ❖ Implement and harmonize schemes of service in departments
- ❖ Advise/coordinate training of approved staff (at County and Board level) on Performance Management
- ❖ Advise the Executive on Performance Contracting process and support its county wide implementation
- ❖ Support the sensitization of County Public Service on Performance Management (purpose, benefits etc)
- ❖ Develop tools and support the rolling out of the Performance Appraisal in the County Public Service

- ❖ Receive and keep performance appraisal forms of the County Public Service for safe custody
- ❖ Support the utilization of performance appraisal forms to inform trainings, promotions, designations etc.
- ❖ Undertake exit interviews.
- ❖ Develop and submit quarterly reports to the Board.

Other functions of the committee are as follows:

- ❖ Confirmation of Appointments
- ❖ Processing promotion requests
- ❖ Processing re-designation requests
- ❖ Approval of proper placements

During the year under review, the Board undertook the following: -

- ❖ Promotions of one hundred and seventy-five (175) officers in the Department of Health Service after confirmation of availability of funds by the department
- ❖ Issuance of Confirmation letters to various departmental staff.

2.1.4 Planning, Monitoring and Reporting Committee

The functions of this Committee include:

- ❖ Coordinating and monitoring the implementation of the Strategic Plan of the Board.
- ❖ Coordinating and monitoring the development and implementation of annual plans.
- ❖ Coordinating the development of the Boards annual budget.
- ❖ Planning and undertaking periodic sensitization meetings and forums to promote the values and principles stipulated in Articles 10 and 232 of the Constitution of Kenya,

2010.

- ❖ Making recommendations to SRC on pensions, remuneration and gratuities for the County Public Service.
- ❖ Developing and submitting reports to the County Assembly of Kilifi and other stakeholders.

During the period under review, the Board:

- Conducted four (4) workshops and undertook the review of County Public Service Board Strategic Plan for the period 2023-2028.
- Developed the Annual Development Plan for County Public Service Board.

2.1.5 Human Resource Management and Development Committee

This Committee's functions include:

1. Industrial Relations

- a)** Ensuring industrial peace and harmony in the County
- b)** Providing a mechanism for negotiations between the County Government and the trade unions for terms and conditions of service of unionisable staff.
- c)** Enhancing co-operation between the County Government in its capacity as an employer, and its employees in all matters affecting the County Public Service pertaining to industrial relations.
- d)** Advising the County Government on labour rights of employer and employees
- e)** Promoting efficiency and productivity in the County Public Service through healthy industrial relations.

- f)** Ensuring diversity, inclusiveness and equity at the work place as per article 10 (2) of the Constitution of Kenya 2010.
- g)** Participating in resolving industrial disputes in the County.
- h)** Sensitizing the County Public Service on industrial relations and new Labour Laws.

The Board facilitated the Return to work agreement between the Executive and the Kenya Medical Practitioners, Pharmacists and Dentists Union (K.M.P.D.U.) (Coast Branch), which was signed on Tuesday 19th December 2023.

2. Training and Development

This function involves:

- a)** Advising the County Government on Human Resource Development including Training Needs Assessment and capacity building
- b)** Planning, managing and coordinating training in the county public service.
- c)** Monitoring continuous upgrading of core competencies, knowledge, skills and attitudes of Public Officers including their ability to assimilate technology to enable them create and seize opportunities for career growth, social advancement, economic growth and development.
- d)** Advising the Chief Officers on the implementation of the training development policy especially the requirement for county public officers to have at least five (5) days training in a year while newly recruited or transferred officers must be inducted within three months of joining County Public Service.
- e)** Reviewing course approvals for officers proceeding on authorized training in accordance with service regulations.
- f)** Conducting Training Needs Assessment for the Board.

- g)** Advising the County Government on development and implementation of mentorship, volunteerism and internship programs
- h)** Determining financial contributions to be made by officers proceeding for training for more than three months
- i)** Developing and submitting quarterly reports to the Board

During the period under review, the Board received five (5) course requests that needed the approval of the Board but only one (1) was approved as the other four didn't have minutes from the County Human Resource Advisory Committee(CHRAC).

2.1.6 Compliance and Quality Assurance Committee

This Committee's functions include:

1. Discipline and Appeals

This area covers the following functions

- a)** Monitoring staff discipline in the county public service as outlined in the Code of Conduct
- b)** Sensitizing the Chief Officers and Human Resource Officers on disciplinary procedures
- c)** Handling all HR related appeals in the County

2. Ethics & Governance

This area covers the following functions:

- a)** Monitoring compliance with National Values and principles of Governance as per articles 10 and 232 of the Constitution of Kenya 2010 in the County Public Service.
- b)** Monitoring compliance with the code of ethics by the County Public Service.
- c)** Sensitizing County Public Service staff on code of ethics.

3. Compliance Audit

This area covers the following functions:

- a) Monitoring compliance with values and principles as stipulated in articles 10 and 232 of the Constitution of Kenya 2010 through audits
- b) Monitoring compliance to the County Governments Act 2012, when establishing and abolishing offices.

In the year under review, forty-five (45) disciplinary cases were received.

Table 8: Disciplinary Cases

	Urgency status	No.	Remarks
i.	Critical agenda items	18	Review On-going
ii.	Mildly critical agenda	16	Review On-going
iii.	Least Critical agenda	11	Review On-going
Total		45	

In the year under review, the Committee held two meetings on 7th June and 22nd Nov. 2023 and deliberated on eighteen (18) cases.

3.0 CHAPTER THREE

3.1 Key Board Achievements and challenges

This chapter outlines the achievements attained and challenges encountered in the year under review as well as recommendations and conclusions made by the Board.

3.1.1 Achievements

During the period under review the following achievements were made:

- ❖ Submission of wealth declaration report to the Public Service Commission for 2022 and 2023.
- ❖ The Board received an award from UNDP on behalf of the County Government in recognition of its ethnic diversity based on an audit conducted by UNDP in 2023.
- ❖ Undertook a Training Needs Assessment (TNA) for the Board on secretariat staff.
- ❖ Appointment of 17 staff in the County Public Service.
- ❖ Promotion of 175 staff in the department of Health Services.
- ❖ Confirmation of staff in various departments.
- ❖ Induction of Board members.

3.1.2 Challenges

During the period under review, the Board faced a number of challenges in the course of discharging its constitutional mandate. These challenges are:

- ❖ High labour turnover in the county due to low staff remuneration.
- ❖ Mismatch of skills and job requirements in the County Public Service
- ❖ Scarcity of specialized skills in the local labour market particularly in the fields of Engineering Surveyors, Physical Planners, Certified Public Secretaries, just to mention a few.

- ❖ Difficulties in ensuring equitable distribution of limited employment opportunities to meet the constitutional requirements on gender, youth, religion, regional balancing, minority and marginalized groups.
- ❖ Limited budgetary provision granted to the Board by the County Treasury
- ❖ Delays in the release of funds by the County Treasury
- ❖ Distant and insecure office premises.
- ❖ Limited stakeholder support.
- ❖ An aged motor vehicle transport pool.
- ❖ Lack of a website for the Board.
- ❖ Unreliable internet connectivity

3.1. 3 Recommendations and Conclusion

I) Board inadequate annual Budgetary Allocations

It is recommended that financial independence be granted to the Board so that it can control and manage its own budget throughout the annual financial year.

Ii) Inadequate Human Resources in the Public Service Board

It is recommended that the Board's capacity is enhanced by facilitating it to hire its own accountant and procurement officers who will directly be answerable to the Board.

Iii) Limited specialized skills in the County

It is recommended that in order to circumvent this problem, professionals with specialized skills are head hunted from the wider labour market

Iv) Mismatch of Skills and Job Requirements in the County Public Service

It is recommended that a review of staff qualifications and skills is done in order to properly place employees in positions in which they are qualified so as to improve their productivity

V) Weak Board Stakeholder Support

The Board will develop a framework for stakeholder engagement with a view to building trust and confidence with its stakeholders

Vi) Unreliable Transport System

It is recommended that the Board be adequately funded in order to modernize its motor vehicle fleet.

Vii) Unsafe and insecure Office Premises

It is recommended that the Board relocates to premises that are both safe and secure in the short term while a long term solution is considered

Viii) Absence of website and Network Connectivity

It is recommended that the County Treasury allocates the Board adequate funds for the development of a website and securing full internet connectivity with the outside world.

Ix) Limited capacity to resolve Disciplinary Cases as provided in the Discipline Manual May, 2016

It is recommended that all CECM, Chief Officers, Departmental HR Officers and Administration be sensitized on the provisions of this manual to avoid non - compliance and penalties

3.1. 4 Conclusion

Despite the high number of challenges, the Board was able to achieve good progress in the fulfillment of its mandate.