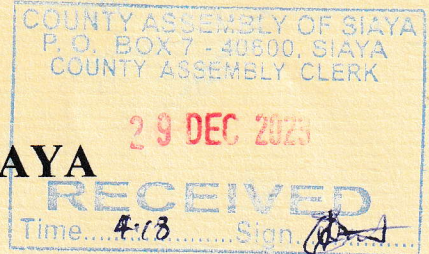


# COUNTY GOVERNMENT OF SIAYA



**SIAYA COUNTY PUBLIC SERVICE BOARD**  
P.O.BOX 390, 40601, BONDO ♦ TEL: +254739111117 +254710383877  
EMAIL: [infopsb@siaya.go.ke](mailto:infopsb@siaya.go.ke) ♦ WEBSITE: [www.cpsb.siaya.go.ke](http://www.cpsb.siaya.go.ke)  
*All Correspondences should be addressed to the Secretary to the Board*

**SYANCTY/PSB/SCA/VOL.4 (8)**

**29<sup>TH</sup> DECEMBER, 2023**

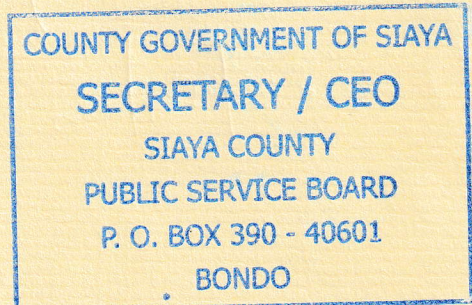
The County Assembly Clerk,  
County Assembly of Siaya,  
P.O BOX 7- 40600  
**SIAYA**

## **RE: SUBMISSION OF ANNUAL REPORT**

Attached herewith find the Annual Report prepared and submitted to the County Assembly pursuant to Section 59(1)(d) of the County Governments Act No.17 of 2012.

The Board appreciates your continued support and cooperation.

**Wilfred O. Nyagudi**  
**A.G SECRETARY/CEO**





# REPUBLIC OF KENYA

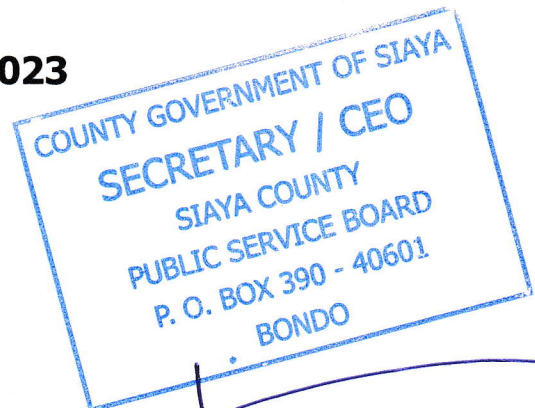
## SIAYA COUNTY PUBLIC SERVICE BOARD



### ANNUAL REPORT

*Prepared and Submitted Pursuant to Section 59 (1) (d) of the  
County Governments Act No. 17 of 2012*

**December, 2023**



## **OUR VISION**

To be a leading County Public Service Board which is a bench mark for a high performing, dynamic and ethical County Public Service in Kenya and beyond.

## **OUR MISSION**

To transform Siaya County Public Service to become vibrant, efficient, effective, innovative, Professional and ethical for the realization of the Siaya County Development Goals

## **OUR CORE VALUES**

Citizen Focus  
Professionalism  
Accountability  
Transparency  
Integrity  
Accessibility  
Responsiveness  
Rule of Law  
Inclusivity  
Equity  
Teamwork  
Innovation



29/12/23

## ABBREVIATIONS

ABBREVIATION	FULL MEANING
<b>S.C.P.S.B</b>	<b>Siaya County Public Service Board</b>
<b>C.G.A</b>	<b>County Governments Act</b>
<b>D.H.R.M</b>	<b>Director, Human Resource Management</b>
<b>M,M,D,Y</b>	<b>Minority, Marginalized, Disability, Youth</b>
<b>J.G</b>	<b>Job Group</b>
<b>S.C.A</b>	<b>Siaya County Assembly</b>
<b>C.G.S</b>	<b>County Government Of Siaya</b>
<b>C.E.C.M</b>	<b>County Executive Committee Member</b>
<b>C.O.</b>	<b>Chief Officer</b>

COUNTY GOVERNMENT OF SIAYA  
 SECRETARY / CEO  
 SIAYA COUNTY  
 PUBLIC SERVICE BOARD  
 P. O. BOX 390 - 40601  
 BONDO

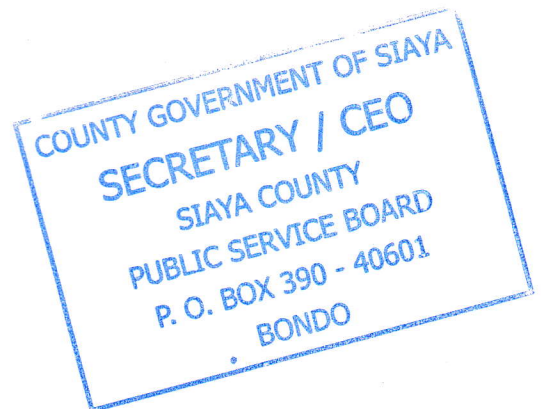
29/12/23

## Acknowledgement

On behalf of Members and Staff of the Siaya County Public Service Board, I forward this **Annual Report** of activities undertaken by the Board, for the period January 2023 to December 2023. The Board is mandated under **Section 59(1) (d) of the County Governments Act No. 17 of 2012** to prepare and submit to the County Assembly Regular Reports on activities and decisions made during the calendar year.

On behalf of the Board, I am grateful to the Office of the Governor for their co-operation and consultation from time to time to clarify matters which affect the operations of the Board and the Executive. I also express gratitude to the Ag. Chairman and Members of the Board, The Governance and Administration Committee and the Secretariat of the Board who have always dedicated their time to ensure that the Board executes its functions as required by law.

**Wilfred .O. Nyagudi**  
**AG. BOARD SECRETARY**  
**SIAYA COUNTY PUBLIC SERVICE BOARD**



## **CHAPTER ONE INTRODUCTION**

### **1.1 PREAMBLE**

Section 59 (5) (d) of the County Governments Act, 2012 requires County Public Service Board to report annually to the County Assembly every December. This report is the 11<sup>th</sup> successive submission under since the inception of the Siaya County Public Service Board. This report builds on last year's report which among others, detailed the Board's Transformation Agenda envisaged in the Strategic Plan 2021- 2025. It presents details of initiatives and activities undertaken by the Board aimed at ensuring that the County Public Service remains on course to realize the long-term goal of delivering efficient and effective public services to the citizens.

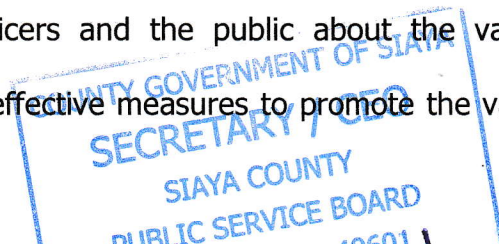
### **1.2 MANDATE OF THE BOARD**

The mandate of the Board is derived from Section 59(1) County Governments Act No. 17 of 2012. Specifically, the Board shall be, on behalf of the County Government undertake the following functions and powers:

- 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 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.

Other Functions of the Board include:

- a) Inform and educate county public officers and the public about the values and principles;
- b) recommend to the county government effective measures to promote the values and



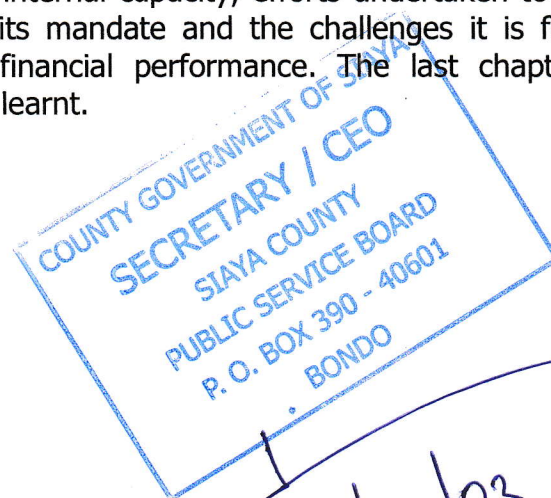
- principles;
- c) assist county government in the formulation and implementation of programmes intended to inculcate in public officers the duty to uphold the values and principles;
  - d) advise the county governments on their obligations under international treaties and conventions on good governance in the county public service;
  - e) visit any county public office or body with a view to assessing and inspecting the status of compliance with the values and principles;
  - f) investigate, on its own initiative or upon a complaint made by any person or group of persons, the violation of any values and principles;
  - g) recommend to the relevant lawful authority, any necessary action in view of the violation of the values and principles by any person or public body;
  - h) cooperate with other institutions working in the field of good governance in the public service; and
  - i) perform any other functions as the Board considers necessary for the promotion of the values and principles.

### **1.3 STRUCTURE OF THE REPORT**

The report is presented in five chapters. Each chapter presents a specific theme and communicates specific aspects of the delivery of the Board's mandate, powers and functions.

Chapter one is the Introduction which has highlighted the purpose of the report, the mandate of the Board as spelt out in the CGA. Chapter Two is the central part of the report. It presents the implementation of all aspects of the mandate as stipulated under the County Governments Act No. 17 of 2012.

Chapter Three focuses on the Board's internal capacity, efforts undertaken to ensure that the Board is equipped to deliver on its mandate and the challenges it is facing, while Chapter Four looks at Budget and financial performance. The last chapter presents achievements, challenges, and lessons learnt.



## CHAPTER TWO

### DELIVERY OF THE BOARD MANDATE

#### 2.0 INTRODUCTION

This chapter presents an assessment of the extent to which the Board has delivered on the following mandate areas: establishment and abolition of offices in the County Public Service, appointments, Confirmation in appointments, exercise of disciplinary control, ethical and value-based county public service, efficiency and effectiveness in the County Public Service.

#### 2.1 ESTABLISHMENT AND ABOLITION OF OFFICES IN THE COUNTY PUBLIC SERVICE

Establishment and abolition of offices in the county public service is a critical and strategic function that the Board is charged with under section 59 (1) (a) of the County Governments Act 2012. Establishment of offices entails creation or review of organization structures and staff establishment, based on requests by heads of county departments or on Boards own motion when deemed necessary. These efforts have seen establishment of offices in the county public service and hiring of staff to provide essential services to the citizens. Towards this goal, the Board received requests from heads of departments and established offices with the approval of the County Assembly. In addition, the Board filled posts through promotions, appointments and review of organization structures to ensure that county public service departments are equipped with the necessary skills to perform their mandates and functions.

The Offices established are as summarized in table 2.1 below:

NO	DEPARTMENT	NO OF OFFICES ESTABLISHED	NO OF OFFICES ABOLISHED
1.	Governance, Administration, ICT and Public Service Transformation	57	1
2.	Finance, Budgeting and Planning	1	0
3.	Public Works, Roads and Transport	1	0
4.	Education, Youth and Gender and Social Services	24	0
5.	Health	0	2
	<b>TOTAL</b>	<b>83</b>	<b>3</b>

#### 2.2 APPOINTMENTS

Appointments of county public offices under the purview of the County Public Service Board are in line with the provisions of Section 59(1) (b) of the CGA 2012. The Board undertook appointments through recruitment and selection into new positions, re-designations and promotions.





### 2.2.1 Appointments

Recruitment and selection is a critical mandate of the Board which aims at matching in post numbers to the establishment. Ultimately, this is expected to lead to improvements in performance and productivity in the county public service. The Board is charged with availing Human Resources to the department and agencies of the County Governments. Recruitments are done in strict adherence to merit, equity, aptitude and suitability; (b) the prescribed qualifications for holding the office; the efficiency of the public service; the provable experience and demonstrable milestones attained by the candidate; and the personal integrity of the candidate.

The Board similarly aims to increase the number of Persons with Disabilities (PWDs) in the County Public Service to 5% in line with constitutional requirements. In aligning to the Constitutional principles of gender equity, recruitments by the Board are based on the two third gender rule provided for in Article 27 (8) of the Constitution. Similar efforts have been put towards the inclusion of minorities and marginalized groups in the public service as contemplated in Article 27(4) and Article 232 of the Constitution. This is done through review and implementation of strategies for recruitment of PWDs, minorities and marginalized groups.

The Board is progressively implementing the 5% Constitutional requirement for PWDs in appointments. In an effort to meet this threshold, it has continuously considered 100% of PWDs who meet the minimum requirements for the advertised positions. The Board appointed 13 (2.81 %) PWDs out of a total of 462 officers recruited into the Service in various cadres. Table 2.2 presents a summary of new appointments undertaken by the Board in 2023.

In its progress efforts to comply with the Constitution, Section 65(1) (e) of the County Governments Act 2012 and Sections 7(1 & 2) of the National Cohesion and Integration Act 2022, the Board appointed 40 (34.63%) officers from the non dominant ethnic groups. The Board in 2023 complied with 30% ethnic diversity requirements in new appointments. Its worth noting that the overall ethnic diversity in the entire County Public Service stands at 90.43% representing the Luo ethnic community. The Board will strive to improve on this area as required by the law.

On 1/3 gender requirement in appointment. A total of 223(48.2%) females were appointed and 260 (56.27%) males. The Board therefore complied with 1/3 gender constitutional requirements in its appointments in the year 2023.

**Table 2.2 : Summary of new appointments undertaken by the Board in 2023**

No	Department	Males	Females	PWD	Ethnic Diversity (30%)	Total
	Governance, Administration and ICT	58	23	00	03	71
	Education, Youth Affairs, Gender, Social Services and Sports	06	44	01	07	50
	Lands, Physical Planning, Housing and Urban Development	12	09	00	02	08
	Health	77	75	05	21	154
	Enterprise and Industrial Development	07	04	00	00	11

Agriculture, Livestock, Irrigation and Fisheries Development	46	31	05	03	77
Water, Environment and Natural Resources	08	07	00	00	15
Public Works, Roads, Energy and Transport	10	01	00	00	11
Finance and Economic Planning	32	22	02	02	54
Public service Board	04	07	00	02	11
<b>Totals</b>	<b>260</b>	<b>223</b>	<b>13</b>	<b>40</b>	<b>462</b>

**2.2.2 Promotions**

Promotion of officers is a human resource function aimed at ensuring that officers ascend to higher positions in the grading structure. The promotions that were made were intended to fill staffing gaps, boost morale, and improve retention and service delivery. The Board promoted public officers in line with career progression guidelines and the succession management programme. In addition, there are cadres in the medical sector whose promotions are dependent on obtaining particular qualifications and licences. In the year 2023, The Board promoted 28 Officers comprising 12 (42.8%) female and 16 (57.2%) males to various grades.

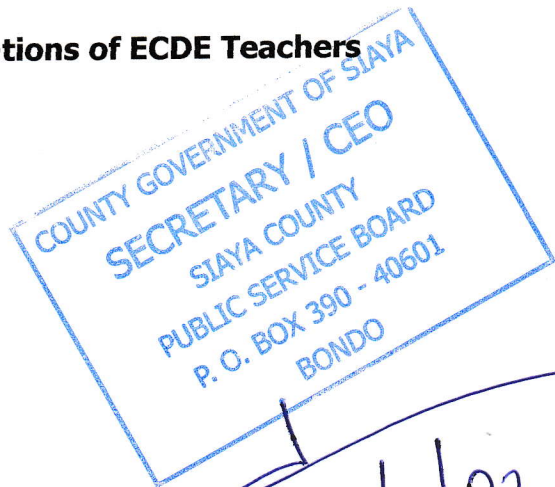
**2.2.3 Re-designations**

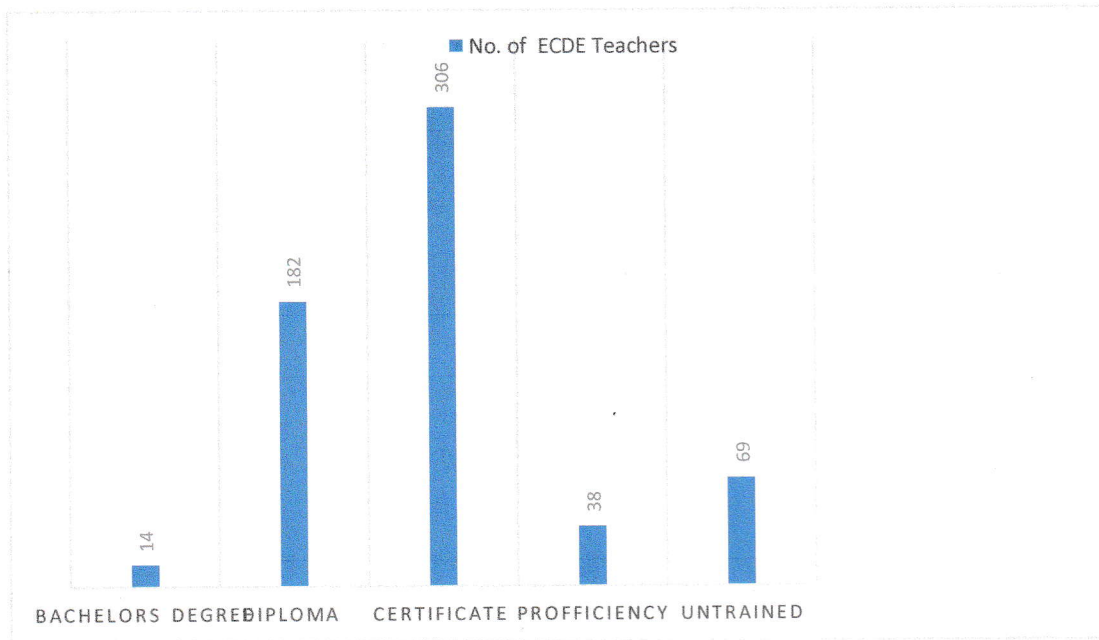
Re-designation is the movement of a public officer from one career path or cadre to another at a grade equal to or substantially equal to the one held before the movement, to facilitate the public officer’s horizontal mobility. The main objective of re-designation is to ensure public servants are placed in the right positions to get the maximum output while increasing their level of satisfaction. 14 Officers were re-designated by the Board in 2023.

**2.2.4 Translation of Employment Terms from Contract to Permanent and Pensionable.**

In order to ensure motivate ECDE teachers and guarantee continuity of service delivery in the education sector, The Board conducted a document authentication of documents and suitability interviews with a view of translating the terms of service to permanent and pensionable terms. The document authentication and interview panel verified documents of invited ECDE teachers serving under the contract for authentication who were further subjected to a sit-in written suitability interview.

**Figure 1.1 Graph showing the qualifications of ECDE Teachers**





From figure 1.1 above, Certificate holders forms the majority of the ECDE staff compliment with 306 teachers representing 50.2% followed by Diploma holders with 182 teachers representing 29.8%. ECDE teachers with Bachelor's Degree are 14 representing 2.3%. There is a significant number of ECDE teachers without the requisite minimum qualifications at 38 teachers with ECDE proficiency translating to 6.2 % and another 69 ECDE teachers being untrained translating to 11.3%. In overall, 502 ECDE teachers representing 82.4% are in possession of the minimum qualifications for ECDE teachers as prescribed in the Schemes of Service for Early Childhood Development and Education (ECDE) Teachers of 2021.

The Board translated the contracts for the ECDE teachers as outlined in table 2.4 below

**Table 2.4 : Distribution of ECDE teachers by qualification**

SNO	Cadre	Designation	No. of officers	J.G
1	Bachelors Degree	Graduate ECDE Teacher III	14	K
2	Diploma ECD	ECDE Teacher III	183	H
3	Certificate ECD	Assistant ECDE Teacher III	306	F
4	Proficiency ECD	Assistant ECDE Teacher	101	E
	<b>Total</b>		<b>604</b>	

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### **2.3 Human Resource Management Strategies**

The Board continuously reviews and develops human resource policies, guidelines and instruments to ensure efficient and improved human resource management practices for efficient service delivery. The Board initiated development or review of the following policies and Human Resource instruments:

#### **2.3.1 Circulars**

The Board issues circulars from time to time to guide the County Public Service on various human resources management issues. The circulars are aimed at providing information, guidance, rules, and/or background information on legislative or procedural matters. The Board issued circulars on Acting Appointments and Recruitment of Casuals; Disciplinary Process and on Engagement of staff under the tour of duty of the Governor.

#### **2.3.2 Human Resource Procedures and Policy Manual**

The Constitution of Kenya 2010 altered the governance structure of the Country and established two levels of Government, the National Government and forty-seven (47) County Governments and stipulated the functions to be performed by each of the two levels. In order for the County Government of Siaya to manage its employees in a uniform manner, it is necessary to have a fit for purpose Human Resource Policies and Procedures manual which is in tandem with best human resource Management practices. Towards this end, the Board developed and issued to the County Public Service a Human Resource Policies and Procedure Manual 2023 for use in the service.

#### **2.3.3 Framework on Engagement of Casual Workers in the County Public Service.**

In order to operationalize the mandate of the Board as per Section 74 of the County Governments Act 2012 on regulation of employment of casuals by the County Public Service Board. The Board developed and issued casual employment Engagement Framework for the Public Service for use by the authorized officers.



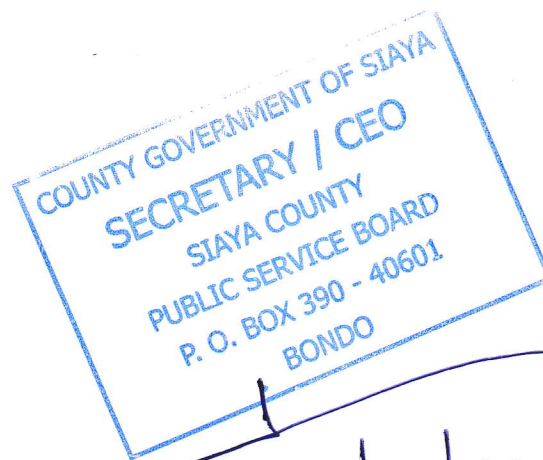
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## 2.4 STAKEHOLDER COLLABORATION

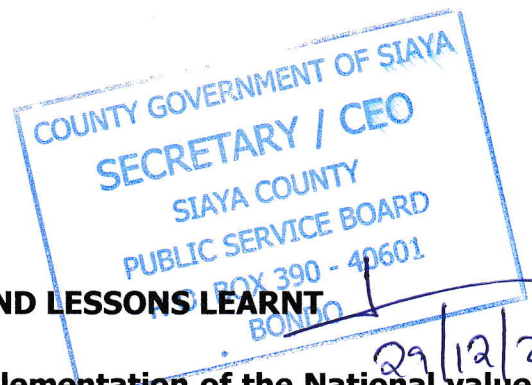
The Salaries and Remuneration Commission (SRC) was established under Article 230 of the Constitution to set and regularly review remuneration and benefits for State Officers and to advise on remuneration and benefits in respect of other public officers. In undertaking its mandate, SRC partners with other stakeholder institutions to ensure that the outcome of any process results from consultations and mutual respect for other institutions' mandates. The Board collaborated with SRC and other institutional stakeholders to develop a policy framework for streamlining the management of allowances so as to improve transparency, accountability, equity and fairness in payment of allowances; and to ensure affordability and fiscal sustainability of the public sector wage bill. The Board participated in SRC's Third cycle of the Job Evaluation exercise, as well as the Job Descriptions Advisory Committee (JDAC) task of developing Job Descriptions for State Officers and Secretariat of the Public Service Board.

## 2.5 EXERCISE OF DISCIPLINARY CONTROL

Exercising disciplinary control is a human resource management function that is aimed at ensuring maintenance of high standards of integrity, upholding the dignity of the office which officers hold and contributing to performance improvement and productivity. Disciplinary process is initiated at departmental level and forwarded to the Board to ensure that due process was followed in handling the cases before finalization. The Board received 7 disciplinary cases from CHRMAC, out of which 4 cases were determined while 3 cases had not been finalized



29/12/23



**CHAPTER 3:**  
**ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT**

**3.0 Challenges faced by the Siaya CPSB in Implementation of the National values and Principals**

**3.1 Inadequate funding**

Given the reduction of the Boards budgetary request in each cycle, it has been a challenge to undertake all the activities as per the Boards mandates.

**3.2 Boards offices**

The Board has been hosted by the National Government in a building belonging to the Ministry responsible for Lands. Ardhi House where the Board is domiciled has made visibility and presence of the Board not to be felt making stakeholders and clients to be disadvantaged.

**3.3 Efficient official Communication flow**

The Board has regularly experienced communication delays from various departments hence hindering timely service delivery to its stakeholders.

**3.4 Delay in Processing Payment by the County Treasury.**

The Board has experienced delays in payment of suppliers and facilitation for various activities. This has been occasioned by frequent break down of the IFMIS System and long payment process.

**3.5 No provision of Separate Vote or Bank Account**

The Board does not have separate vote or bank account and depends on allocation by the Executive which falls of its requirements in the workplace.

**3.6 Other Challenges**

1. Inability to achieve 30% non-dominant ethnic community Rule, Marginalized and Disability.
2. Inadequate Budgetary Allocation.
3. Lack of Induction of Recruited Staff due to budgetary constraints.
4. Weak performance management system in the public service leading to unsatisfactory service delivery to citizens;
5. Lack of a legal provision on enforcing the Board's decisions related to county appeals;

6. Lack of uniform norms and standards in the management of human resource in the county public service;
7. Skills and succession management gaps in the county public service; 29/12/23

### **Proposed interventions in the implementation of National Values and Principles of Governance**

In order to ensure that the values and principles evaluated in this report are implemented effectively, the Siaya County Public Service Board commits to undertake the following: -

1. Carry out quarterly visits to the departments to ascertain the levels of compliance at that level.
2. Liaise with other stakeholders to seek meaningful partnerships towards the implementation the values in the county public service.
3. Share the recommendations of this report with the departments for quality improvement purposes.
4. Carry out capacity building sessions for staff on values and principles in the county public service.
5. Organize sensitization workshops for staff at all levels on the importance of the values and principles.
6. Publish and distribute handbooks and policy guidelines on the values and principles of governance.
7. Monitor and ensure action is taken on all public officers who violate the values and principles.

#### **2.5.5 Recommendations from the Siaya County Public Service Board**

1. Amendment of the County Governments Act No. 17 of 2012 to harmonize conflicts on certain mandates and roles.
2. Financial Autonomy, the Board to operate Separate Vote and Account for the Board.
3. Acquisition of the Office accommodation for the CPSB.
4. Induction of new employees to be carried out-by the Board in Collaboration with other stakeholders.
5. Strengthening of the Board's Secretariat by increased resources both financial and human resource capacity.
6. Enhance consultative meetings between the Board, Executive, Assembly and other stakeholders.
7. Review the performance management system for improved service delivery.
8. Invest in pandemic mitigation measures
9. Strengthen the legal and policy framework for improved management of human

resource in the public service;

10. Develop and implement mentorship and volunteer programmes;

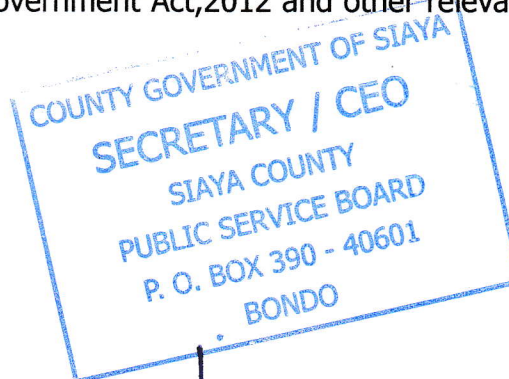
11. Strengthen the internship programmes in the county public service and

12. Engage the county treasury and county assembly for enhanced budget.

## 2.5 CONCLUSION

The Board is committed to continuously discharge its commitments and functions, provide the County Government of Siaya with well-managed, committed and highly competent work force for sustainability, efficiency, effectiveness in service delivery.

To increase operational efficiency, the Board has continuously advised the Executive by issuing advisories relating to various policy areas on Human Resource matters in response to the challenges encountered. The advisories are based on Board's mandate enshrined in the Kenyan constitution, County Government Act, 2012 and other relevant legislation and regulations



29/12/23