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OFFICE OF THE PRESIDENT

DIRECTORATE OF PERSONNEL MANAGEMENT

**HANDBOOK FOR CIVIL SERVICE STAFF
INDUCTION**

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DIRECTORATE OF PERSONNEL MANAGEMENT

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Foreword

The Government of Kenya recognizes that an effective and efficient Civil Service is a major factor in enhancing timely and cost-effective service delivery. In order for the Civil Servants to play this role effectively, training and capacity building are a high priority in the Government's human resource development agenda. To this end, the Government released the Recruitment and Training Policy (2005) which among other initiatives underscores the importance of induction of new entrants and officers on transfer or on promotion to new responsibilities within the Service.

In implementing induction programmes, the Government has developed this Handbook to be used and to guide Ministries/Departments in the induction process. The Handbook harmonizes previous induction initiatives and serves as a useful reference point for new officers. It aims at equipping inductees with a broad spectrum of understanding of Government organization and operations, work procedures, rules and regulations. It also stipulates the requisite values and ethical conduct that a Civil Servant must adhere to in the performance of his/her duties.

Permanent Secretaries/Authorized Officers are responsible for the effective implementation of this initiative in their respective Ministries/Departments.

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ABBREVIATIONS AND ACRONYMS

A.I.A.	-	Appropriation-in-Aid
AIDS	-	Acquired Immune Deficiency Syndrome
A.I.E.	-	Authority to Incur Expenditure
Cap	-	Chapter
COR	-	Code of Regulations
DPM	-	Directorate of Personnel Management
ECK	-	Electoral Commission of Kenya
ERS	-	Economic Recovery Strategy
HIV	-	Human Immuno-deficiency Virus
HR	-	Human Resource
HRD	-	Human Resource Development
HRDTIS	-	Human Resource Development and Training Information System
HRM	-	Human Resource Management
ICT	-	Information Communication Technology
IFMIS	-	Integrated Financial Management Information System
IPPD	-	Integrated Payroll and Personnel Database
JSC	-	Judicial Service Commission
M&E	-	Monitoring and Evaluation
MDGs	-	Millennium Development Goals
MMSC	-	Ministerial Management Steering Committee
MTEF	-	Medium-Term Expenditure Framework
PR	-	Public Relations
PSC	-	Parliamentary Service Commission
PSC(K)	-	Public Service Commission of Kenya
RBM	-	Results-Based Management
SACCO	-	Savings and Credit Co-operative Society
V.A.T	-	Value Added Tax

GLOSSARY OF TERMS AND CONCEPTS

(as used in the Handbook)

Accountability	The answerability or liability of a Civil Servant to responsibilities.
AIDS	Acquired Immune Deficiency Syndrome: a cluster of medical conditions often referred to as opportunistic infections.
Attachment	The temporary placement of an officer to a section/unit to learn on the job.
Code	The set of laws, rules, regulations, procedures, policy or system.
Counselling	A session where a person with difficulties is assisted to think through their problem and find a possible solution.
Ethics	The moral principles or code of moral values expected to be observed by Civil Servants.
Evaluation	The assessment of the impact of a programme at a particular point in time.
Familiarization	Adaptation, getting used to, becoming accustomed to; The adjustment and accommodation of the inductee into the Service.
Handbook	The Handbook for Civil Service Staff Induction as issued to the Civil Service for induction purposes. A reference point for induction process.
HIV	Human Immuno-deficiency Virus: a virus that weakens the body's immune system, ultimately causing AIDS.
Inductee	The person being received and introduced to the work environment and to the procedures in the organization (Civil Service).
Induction	The process of receiving and orientating a new employee into an organization (Civil Service). It also refers to a process of familiarizing a new officer to work procedures and environment.

Monitoring	The continuous assessment of a programme.
Orientation	The initial welcoming and blending of a new employee/officer into workstation and environment.
New Officer	The entrant to the Civil Service. It also refers to an officer on transfer to a new workstation.
Policy	A statement setting out a department's or organisation's position on a particular issue.
Programme	A plan of action which includes planning, resource allocation, implementation, monitoring and evaluation.
Reception	The receiving of a new officer; the way in which Civil Servants are received in their new employment.
Sustainability	The maintenance, continuation, prolonging or carrying on of the induction programmes.
Workplace	The occupational settings, stations and places where workers spend time for gainful employment.

Preamble

This Handbook has been developed as an aid for inducting Civil Servants to their new responsibilities and work environment. Induction is a process and a fundamental requirement in settling officers into a new work environment. It is intended to effectively introduce officers to the work procedures, rules and regulations, as well as assist entrants adapt to the Civil Service. The Recruitment and Training Policy (2005) stipulates that induction is mandatory and should be conducted within three (3) months of an officer joining the Service, on transfer to a new workstation, on re-designation or on promotion. However, there has not been a unified framework for undertaking the induction process in the Civil Service. The resultant effect has been that much time and resources are wasted by new officers as they try to settle into their workstations and perform their jobs.

It has therefore been found appropriate to harmonize, streamline and standardize the induction process to create uniformity in its implementation. The Handbook outlines the steps followed in undertaking the exercise and provides induction content. It also enumerates strategies for monitoring, evaluation and sustenance of induction programmes in the Service. Induction is conducted on a continuous basis through courses, seminars, workshops and on the-job programmes.

The Handbook is a relevant and useful document to all officers in the Service. The success of induction programmes is ultimately dependent on the active participation and commitment of Ministries/Departments and inductees. This Handbook is to be provided to all officers on joining the Service.

Objectives of the Handbook

The objectives of the Civil Service Staff Induction Handbook are to:

- Orientate officers in the Civil Service;
- Standardize the content and process of induction;
- Provide guidelines for inducting officers joining Ministries/Departments on their specific operations;
- Familiarize newly appointed, transferred, re-designated and promoted officers with their work environment; and
- Outline strategies for monitoring, evaluation and sustenance of induction programmes in the Civil Service.

Target Groups

The Handbook targets the following groups:

- Permanent Secretaries/Authorized Officers as managers of the induction process;
- Newly appointed, transferred, re-designated and promoted officers; and
- Other Civil Servants.

Scope and Organisation of the Handbook

The Handbook is organized in five chapters. Chapter One deals with an officer's orientation into a Ministry/Department while Chapter Two addresses the office practices that are to be observed. Chapter Three explains the organization of Government, its operations and reform initiatives in the Civil Service. Chapter Four is on the Civil Service Regulations. The Chapter highlights issues on human resource, finance, and procurement. Strategies for the monitoring, evaluation and sustenance of induction programmes are outlined in Chapter Five. The Handbook ends with a Conclusion and a list of references for further reading.

CHAPTER ONE

ORIENTATION AND MANAGING THE INDUCTION PROCESS

1.0 Introduction

Induction is a process that enables a new employee acquaint with and adapt to a new position and organizational environment. It commences with orientation which takes place immediately upon reporting to a new work station and enables an inductee to be conversant with:

- Objectives and policies of the organization;
- Structure of the organization;
- Standards, norms and traditions observed;
- Organizational resources; and
- Position duties and responsibilities.

Orientation therefore introduces and instantly blends the officer into the organization and team within which s/he will henceforth be a player.

1.1 Aim

This chapter outlines the steps to be undertaken for the induction of an officer into the workplace.

1.2 Induction Responsibility

The induction process is participatory and a collective responsibility of both the Ministry/Department and inductee. Their respective responsibilities are outlined here-under:

1.2.1 Ministry/Department

In executing the induction process, the Ministry/Department is charged with the following responsibilities:

- Ensuring that newly appointed officers are inducted within three (3) months of reporting;
- Orientating officers on transfer, promotion or re-designation to their new work environment and responsibilities;
- Developing content of induction programmes as per the specific operations of the Ministry/Department;
- Providing the inductee with the relevant materials (which include this Handbook on Civil Service Staff Induction); and
- Putting in place a mechanism to gauge the effectiveness of the induction process.

1.2.2 The Inductee

It is the responsibility of the inductee to actively participate in the orientation process. S/he must:

- Accept that the induction process is obligatory and a vital requirement of his/her job; and
- Translate learning into action and subsequently demonstrate the positive impact of the induction programme through commitment, a positive attitude and observance of service regulations and work procedures.

1.3 Steps in the Induction Process

The sequence detailed below is to be followed when a new officer reports to a work station:

Step One: Reporting

On the first day, the officer reports to the Authorized Officer or his/her representative who welcomes him/her to the Ministry/Department. The officer is then briefed on the Ministry's/Department's mandate which specifically includes its:

- Vision;

- Mission;
- Core functions; and
- Organizational structure.

The Authorized Officer or his/her representative thereafter hands the inductee over to the Head of Human Resource Management (HRM) Department.

Step Two: Reception of the Officer in the Human Resource Management Department

On receiving the inductee, the Head of the HRM Department verifies the inductee's appointment/transfer/promotion documents, noting the reporting date for accounting purposes. The inductee is then briefed on the terms and conditions of service and thereafter deployed to the relevant Department/Section.

Step Three: Reception of the Officer in the Department/Section

It is the responsibility of the Head of Department/Section to welcome the inductee to the Department/Section. Thereafter, the Head of Department gives detailed information on the vision, mission, mandate and organizational structure of the Department/Section. This is to be followed by the new officer being introduced to other members of staff. The inductee is also acquainted with facilities and services within the Department, and informed of relevant professional bodies that s/he may join.

Step Four: Office allocation

Settling an inductee into an office reflects a pro-active approach to departmental/sectional operations and instills a sense of welcome. It is here that the inductee is issued with the Civil Service Staff Induction and Ministerial/Departmental Handbooks. S/he is also given the Strategic and Operational plans which contain the vision, mission, strategic objectives, core values, functions and organizational structure outlining the reporting relationships and code of conduct for the organization. The officer is also referred to the Code of Regulations, Ministerial web-site and policy documents pertaining to the Ministry/Department.

Step Five: Familiarization Tour

Ministries/Departments have services and facilities which are available to officers. An inductee is to be familiarized with such services, facilities and operations of the Ministry/ Department. These include:

Human Resource Management

The Human Resource Management (HRM) function involves the processing of appointments, promotions, transfers, advances, salary and allowances. It also manages human resource planning, career progression and complement control.

Finance

This section deals with the management, budgeting, control of finances and approval of payments.

Accounts

This is the section where imprests are processed, and all receipts and payments made. It is also where all financial records are reconciled and maintained.

Registry

The registry is the place where all files are maintained. There are two categories of registries. The open registry is for non-classified documents while the secret registry is for confidential and classified files. Only vetted officers handle classified materials.

Transport

Every Ministry/Department maintains a pool of vehicles for official use. The pool is managed by a Transport Officer who ensures that the vehicles are maintained, available and only used for authorized purposes.

Library

Ministries/Departments maintain libraries. Officers are advised to make use of these libraries as they contain useful reading and reference materials that may relate to their duties.

Telephone

Officers are provided with telephone facilities that enable them to communicate. There are also telephone exchanges in Ministries/Departments where trained telephone personnel may assist the officers in making/receiving calls. New officers are provided with and expected to acquaint themselves with the Internal Ministerial/Departmental Telephone Directory.

Staff Welfare Facilities

Ministries/ Departments have facilities which officers may use for recreational purposes. Inductees are encouraged to utilize these facilities.

Guidance and Counselling Services

Guidance and Counselling Services are provided by the Government for the benefit of employees. Officers may seek these services when they are faced with personal or job-related problems that may affect their performance. Inductees should be acquainted with these services and assured of confidentiality. Work-related stress, for example, has proven to be a common counter-productive condition which may be successfully addressed through counselling.

Procurement

This section procures, stores and issues user items to officers. These items include pens, folders, papers and staplers. They are issued strictly for office use and officers are expected to practice prudence. This section also maintains an inventory of all the purchases made, equipment and furniture issued to each office and manages a record of all assets.

Field Stations

Where the operations of a Ministry/Department are extended outside the Headquarters, a familiarization tour may be necessary.

Information Communication Technology Services

The Government has adopted an Information Communication Technology (ICT) policy whereby Government business may be transacted on-line (e-government). In this regard, Ministries/Departments have websites which every new officer is encouraged to visit regularly for information. In addition, officers

are expected to acquire e-mail addresses for ease of communication.

Step Six: Office Practices and Work Culture

Work cultures which reflect the management style, work ethos, standard office practices and behaviour evolve within Ministries/Departments. The inductee is to be appraised on these aspects to enable him/her to work in tandem with the Department's mode of operations. In this regard, the new officer is inducted on office practices and appropriate behaviour in areas such as:

- Customer care;
- Service delivery;
- Portrayal of good image of the Government;
- Integrity and honesty;
- Official working hours;
- Loyalty to the Government;
- Official communication channels;
- Time management;
- Handling and security of documents;
- Mode of dressing;
- Impartiality and courtesy;
- Commitment to duty; and
- Team work.

Working Hours

Time is one of the most important resources and it should be well managed. Officers are supposed to be punctual and are to avoid time-wasting activities. For purposes of proper time utilization, the Government has set the following working hours:

Nairobi

Monday to Friday - 8.00 a.m. - 1.00 p.m.
2.00 p.m. - 5.00 p.m.

Mombasa

Monday to Friday - 7.45 a.m. - 12.30 p.m.
2.00 p.m. - 4.30 p.m.

Other stations - Working hours are fixed by the Provincial Commissioner of the Province in consultation with the DPM on the understanding that offices are to be officially open for a period of not less than 40 hours per week. At times and because of exigencies of duty, an officer may be called upon to work beyond the official working hours.

Step Seven: Departmental Attachment

A new officer may be attached to various sections/ units in his/her Department for orientation purposes for a stipulated period of time depending on seniority. Attachment is intended to enhance the officer's level of awareness, provide insight on core activities and to familiarize him/her on the linkages between sections/units. Attachment also provides an opportunity for the inductee to acquaint himself/ herself with fellow work mates.

Step Eight: Allocation of Duties and Responsibilities

It is the responsibility of the Ministry/Department which the officer has joined, to effectively induct him/her on the job. This entails detailing in writing the job description and providing a schedule of duties to the officer. In addition, an enabling environment must be accorded to the officer to enable him/her perform his/her job. Once on the job, the new officer is to be coached on how tasks are performed, and mentored into the working culture by supervisors and colleagues. This includes issues such as the style, format of office correspondence (letters, memorandums, briefs) and reporting relationships. The officer is also familiarized with the operations of other departments/sections.

Step Nine: Performance Appraisal

Performance appraisal is critical in assessing how an officer is coping with duties and responsibilities that s/he has been assigned. A new officer joining the Service should be made aware of this requirement and that his/her performance is to be regularly monitored and evaluated. The outcome of the appraisal shall be used to assist the officer to enhance his/her performance. The appraisal system is meant to recognize, reward and sanction performance.

It should also be made known to new officers that besides performance, officers are appraised on values, ethics and principles

which guide actions and behaviour of staff. These values include; integrity, respect for national diversity/gender and patriotism.

Step Ten: Pre-Retirement Training

Retirement from employment is inevitable and all employees should be prepared for it. Being the complete exit from the Service, it instills fear of the unknown life after the retirement. The reality is that, though aware of the imminent exit, many officers do not adequately prepare for post-retirement life. It is imperative therefore that all officers on joining the Service, be appropriately sensitized on the need to prepare for retirement when still young.

It is also the responsibility of the officers themselves to make deliberate efforts to adequately prepare for post-retirement life by seeking information on possible occupational ventures after retirement and equipping themselves with the requisite skills. On attaining the age of fifty (50), Ministries/Departments must ensure that officers attend pre- retirement courses to psychologically prepare them for the exit.

The orientation steps in the induction process outlined above are important in integrating new officers (inductees) into the Service or new work environment. The importance of these orientation steps within the induction process cannot be over-emphasised.

CHAPTER TWO

OFFICE ORGANISATION AND PRACTICES

2.1 Introduction

This chapter deals with office organization and the practices to be adhered to by an officer. Elements outlined include security and safety standards, public relations and customer care. Officers are expected to not only observe and adhere to the outlined practices but also to practice the same.

2.2 Aim

To equip the inductee with knowledge on:

- Office organisation and practices;
- Security and safety standards;
- Handling of classified materials; and
- Public relations and customer care.

2.3 Office Organisation and Practices

2.3.1 Definition of the Office

An office is a place, a room or a building where multiple activities and duties are carried out so as to provide control, direction and management to the organisation. Any of the activities performed in the office should contribute to its success in achieving its set objectives. The office space should be treated with respect and utilized for the public good. Officers should behave in an exemplary manner at all times and ensure a conducive work environment is created in the offices.

2.3.2 Office Organization

Office organization implies that the workflow is arranged in such a manner as to optimize the division of an organisation's duties and responsibilities amongst its personnel. Such a division requires the creation of departments and sections and Government operations revolve around such a structure. Ministerial departments and sections concern themselves with the provision of various services, such as financial and administrative.

2.3.3 Office Practices

These detail the methods and procedures for performing tasks and activities.

2.3.4 Functions of the office

Offices provide a base from which work is to be performed. Such activities include the receiving, processing and disseminating of information. Consultations, discussions and meetings are also held in offices. In a Government office, information is normally transmitted through the following means: letters, telegrams, memorandums, telephone calls, radio calls, computers, faxes, e-mail, circulars, reports on various activities, minutes, etc.

Offices may be required, at times, to provide information from its records. This information should be given either orally or in writing depending on the urgency and classification of the same.

2.4 Security and Safety Standards in Government Offices

2.4.1 General Security Provisions

Every officer of the Government must be concerned with security issues. During the course of his/ her duties, an officer may acquire information which is not known to the general public, information which may be of value to subversive elements.

2.4.2 Definition of Security

In the context of this Handbook, "security" means the safeguarding of classified information, materials and people.

2.4.3 Threats

The two major threats to official secrets are espionage and leakage. Although the former poses the greater danger to National Security, leakage as a result of carelessness or indiscretion in speech or through the mishandling of classified information is the more common means by which official secrets may be compromised.

2.4.4 Classification of official documents

Four grades of security classification exist for Government documents. These are:

- *Top Secret* – Information and material where unauthorized disclosure would cause exceptional or grave damage to the Republic;
- *Secret* – Information and material where unauthorized disclosure would cause serious injury to the interest of the Republic;
- *Confidential* – Information and material where unauthorized disclosure would be prejudicial to the interests of the Republic; and
- *Restricted* – Information and material where unauthorized disclosure would be undesirable in the interest of the Republic.

Documents bearing a security classification are known collectively as “classified documents”.

2.4.5 Access to Classified Material

Only persons who have been security vetted are permitted to handle classified material and they may only handle the grade of material for which they have been cleared. Typing, duplication or copying of the classified materials may only be carried out by a person who has been security vetted.

2.5 Personal Security and “Secure Behaviour”

Since secrets are initiated by human beings, officers must guard against the human weaknesses and vices that may compromise the security of classified information. For instance:-

- ***Careless talk***

Careless talk and indiscretion amongst family, friends, acquaintances and fellow workers must be guarded against at all times. Officers who maintain correspondence with persons or organizations overseas must always be alert about the possibility of being used as a possible source of information. Any attempt by an overseas correspondent to obtain official information of any description must be reported to the

Permanent Secretary/Head of Department or Departmental Security Officer.

- ***Vices and moral weakness***

Exploitation of vices or moral weaknesses is one of the most successful methods of extracting Government secrets. Bribery, indebtedness, gambling, drunkenness and extravagance are weaknesses which can lead to the leaking of secrets to unauthorized persons. These vices also threaten and compromise an officer's personal security. Hence, an officer should be highly disciplined and should always uphold the dignity of his/her office and safe-guard against any vices.

2.6 Safety Practices at the Workplace

The practice of safety at one's place of work is concerned with protecting employees and clients from hazards that may arise in the work environment. It deals with the prevention of accidents and minimization of resulting loss and damage to persons and property. Accidents can and do happen to office employees. Accidents such as fire and water (floods) may destroy a department's assets. Apart from collateral and property damage, such accidents may also affect the morale and efficiency of employees. The achievement of a safe place of work through the elimination of hazards and risks is therefore the responsibility of every Ministry/Department as well as every officer. Consequently, each Ministry/Department should put in place policies and the required safety equipment to ensure a safe working environment.

2.6.1 Hazards

Common causes of accidents and hazards within a working environment, that an officer should be aware of include exposed electric wires or loose connections, slippery floors, loose carpeting, sharp edges of office equipment, broken glass, mishandling of work tools, unguarded machines, smoking cigarettes, cooking in office, reading while walking along stairways or running in corridors.

2.6.2 Safety Measures

It is the responsibility of every Ministry/Department and its officers to ensure that hazards are avoided and overcome. Measures to

guard against hazards include the safeguarding of hazardous machines/equipment, insulation of electrical wires, provision of fire proof and fire fighting equipment, drills on how to use such equipment, provision of first aid services and appropriate induction on safety measures in the workplace.

2.7 Public Relations

Public relations is a deliberate and planned activity by an organization to create mutual understanding between the organization and its public. In Government, public relations is aimed at building public trust and confidence in the systems of Government. Every public officer plays the role of a public relations officer. This is done through:

- Accepting the fact that s/he is a servant and not a master;
- Understanding that the Civil Service exists to deliver service to Kenyans;
- Internalizing the fact that the image of Government is mirrored through one's actions;
- Demonstrating the virtues of commitment and dedication;
- Serving Kenyans with courtesy;
- Being accessible and responsive to the needs of the public; and
- Clearly articulating Government policies.

The Government is represented through its public officers and hence officers need to uphold dignity and demonstrate public decorum.

2.8 Customer care

Officers are expected to exhibit positive characteristics when dealing with clients. These characteristics include listening to their views and treating them with respect and courtesy. Officers should also respond swiftly to suggestions and complaints. They are also expected to acquaint themselves with the Government's customer care strategy adopted for improving service delivery.

2.9 Service Delivery

The focus of every officer should be on providing quality and timely public services to the Kenyan citizenry. This calls for new ways of working which place the needs of the public first hence creating a customer and results-oriented culture in the Civil Service. Officers are expected to acquaint themselves with modern practices which enhance efficiency in service delivery.

2.9.1 Core Principles of Service Delivery

The following principles should guide the conduct of every Civil Servant for enhancement of service delivery:

- Provide clients with adequate information about services in a straight-forward and open manner;
- Set clear and explicit standards of service that clients may expect;
- Communicate clearly and effectively;
- Handle clients with dignity, courtesy and respect;
- Uphold transparency and accountability;
- Place the common good of the Service, the customer and the general public above self-interest; and
- Utilize resources prudently to attain best value for users, citizens and tax payers.

CHAPTER THREE

GOVERNMENT ORGANISATION, FUNCTIONS AND PRACTICES

3.0 Introduction

Government is an institution created to manage the affairs of the state. Such affairs include: state security, maintenance of stability, tranquility, development and good governance.

In order for Government to execute its mandate, it derives legitimacy from the law, both constitutional and statutory. Thus the Government is a creation of the constitution. The business of Government therefore, must be transacted within the framework of the Constitution. The Government and its employees are bound by law just as it binds individuals and other corporate entities. Adherence to the rule of law and to the ethos of the Civil Service is the cardinal principle that public servants must vigorously guard and observe.

3.1 Aim

This chapter introduces the inductee to the organization and core functions of Government, its administrative organization as well as the requisite civil service ethos that guide the day-to-day transactions of Government business.

3.2 The Constitution of Kenya

The Constitution of Kenya is the supreme law of the land from which all other laws emanate. It is the cornerstone of our system of governance and it expresses the collective will of the people to live together. The Constitution creates and organizes fundamental Government institutions. It provides the structures of Government; Legislature, Executive and Judiciary. It defines the role of each organ, its sphere of influence, the scope and limits of its authority. It also defines the inter-relations between these institutions and determines how conflict between them may be resolved. The Government so organized enhances the separation of powers, hence guaranteeing a system of checks and balances that guard against one branch overstepping its constitutional authority.

3.3 Core Functions of Government

Government is required to provide strategic direction in public affairs and to manage such affairs through the formulation of public policies.

Broadly, the core functions of Government are:

- Promotion and protection of the Kenyan statehood and nationhood;
- Development and management of a people-friendly, patriotic and professional public service;
- Creation of an enabling environment and regulatory framework to support sustainable socio-economic development;
- Promotion and maintenance of security, rule of law and the protection of freedom and democracy;
- Promotion and maintenance of a sound monetary and fiscal policy to facilitate the collection of revenue and secure the good value for money in public expenditure;
- Development and maintenance of a foreign policy which broadly covers the projection, promotion and protection of Kenya's national interests abroad;
- Protection, conservation and management of the environment, and the natural and human resources;
- Planning, implementation and maintenance of physical infrastructure to support development;
- Provision and facilitation of basic needs including education and health; and
- Creation of opportunities to harness the potential of all Kenyans.

3.4 Organization of Government

For the effective execution of its functions, the Government is divided into three (3) arms:

- Executive;
- Legislature; and
- Judiciary

3.4.1 The Executive

The Executive consists of the President, Vice President, Ministers, the Cabinet, Assistant Ministers, the Attorney-General and the Solicitor General. The Civil Service is the policy implementation arm of the Government.

The President

The President is the Head of State and the Commander-in-Chief of the Armed Forces of the Republic. The executive authority of the Republic of Kenya is vested in the President. The President can exercise this power directly or indirectly through subordinate officials and s/he is responsible for the leadership of the nation and the direction of its affairs, in accordance with the law.

The President shall have powers to:

- Constitute and abolish offices for the Republic of Kenya, make appointments to any such office and terminate any such appointment;
- Assent to Bills passed by Parliament to become law;
- Summon, prologue and dissolve Parliament; and
- Exercise the right of mercy.

Vice- President

The Vice-President is the principal assistant to the President. He is also a member of Cabinet and may be assigned a ministerial portfolio at the prerogative of the President.

The Cabinet

The Cabinet consists of the President, Vice-President and other Ministers appointed by the President from among the members of the National Assembly. The Attorney General is also a member of the Cabinet. The Secretary to the Cabinet is the Permanent Secretary to the President and the Head of the Public Service. The Cabinet assists and advises the President in governing the country. It is collectively responsible to the country for Government policies and to the National Assembly. All Ministers are political heads of their respective Ministries.

The Minister

The President, through Presidential Circulars spells out the duties of Ministers. The relevant statutes also vest Ministers with powers used for the day-to-day management of their Ministries. These powers are held in trust of the State. A Minister is responsible for:

- Shaping policy, the administration of his/her Ministry and being answerable to Parliament;
- Co-ordination of overall legislation and programmes to meet the objectives of the Ministry;
- Responding to problems identified by the public, parliamentarians, ministers or public servants; and
- Providing specific direction to his/her Ministry with respect to key priority areas.

Assistant Minister

Assistant Ministers are members of the Government and share the collective responsibility for Government policy. Their duties are derived from the Minister through delegation. The Assistant Ministers are expected to fully participate in the discussions and formulation of ministerial policies.

The Attorney General/ State Law Office

The Attorney General, an ex-officio Member of Parliament, is the Principal Legal Advisor to the Government of Kenya and his powers are:

- Instituting and undertaking criminal proceedings against any person for offences committed;
- Taking over and continuing criminal proceedings that another person may have instituted;
- Ending any criminal case before judgment has been delivered;
- Requesting the Commissioner of Police to investigate a matter relating to any offence; and
- Drafting bills for Government.

The Solicitor General

The Solicitor General is the Principal/ Authorised Officer responsible for the effective and efficient administration of the State Law Office.

3.4.2 The Legislature

Parliament is the legislative arm of Government. It is made up of the President and the National Assembly. The National Assembly is constituted by elected and nominated Members of Parliament, and ex-officio members.

The powers and duties expressly conferred upon Parliament by the Constitution of Kenya are:

- Making the laws. The task of making laws (legislation) entails the passing of new laws, alteration of existing laws, and repealing or cancellation of undesired laws. Laws made by Parliament, through bills, are also referred to as Acts of Parliament. In the making of laws, Parliament also can, and often does by terms of particular law, delegate to the Government the power of making further detailed rules called "subsidiary legislation". All such rules, however, have to be consistent with the principal law under which they are made;
- The approval of all taxation, borrowing and expenditure by Government; and
- Regulation of its own procedure.

The Speaker

The Speaker is elected from amongst the members of the National Assembly or any other qualified person. He is an ex-officio Member and spokesperson of the House. The Speaker, enforces the rules of the House and ensures order in the conduct of parliamentary business.

The Clerk

The Principal Officer/Authorized Officer of the National Assembly is the Clerk. His position corresponds to that of a Permanent Secretary in a Ministry.

Parliamentary Service Commission

The Parliamentary Service Commission (PSC) consists of the Speaker of the National Assembly, the Leader of Government Business, the Leader of the Opposition Party with the highest number of seats, four members of Parliament from the governing party and three from opposition parties.

The Commission's powers include :

- Creating and abolishing offices in the Parliamentary Service; and
- Providing services and facilities, as are necessary, to ensure the efficient and effective functioning of the National Assembly.

The Electoral Commission

The Electoral Commission of Kenya (ECK) consists of a Chairman and members appointed by the President. It is responsible for:

- Registration of voters, maintenance and revision of voter registers;
- Directing and supervising the Presidential, National Assembly and Local Government elections;
- Promoting free and fair elections;
- Promoting voter education; and
- Reviewing the number, boundaries and names of constituencies.

3.4.3 The Judiciary

The Judiciary is responsible for the enforcement of law through the medium of courts. The courts are concerned with the administration of justice. The Chief Justice is the Head of the Judiciary and is appointed by the President. The courts consist of the Court of Appeal, the High Court, the Magistrates courts, the Kadhi's courts, and the Court Martial.

Court of Appeal

The Court of Appeal, the highest court of the land, is vested with the power to hear appeals from the High Court. Judges of the Court of Appeal include the Chief Justice and at least two Judges of Appeal.

The High Court

The High Court has unlimited original jurisdiction in civil and criminal matters. It can hear any case for the first time, even if it has not been heard in any other court. Judges of the High Court include the Chief Justice and at least eleven Puisne Judges.

The President appoints the Chief Justice, and through the advice of the Judicial Service Commission, he appoints Puisne Judges. A judge of the High Court may be removed from office only if s/he is unable to perform or on account of misbehaviour. In the case of the removal of a judge, a tribunal is constituted by the President to investigate and recommend the appropriate action that is to be taken.

The Registrar of the High Court

The Registrar of the High Court is the Principal Administrative Officer, responsible for the general administration and effective management of the affairs of the High Court.

The Judicial Service Commission

The Judicial Service Commission (JSC) is made up of the Chief Justice, the Attorney General, two Judges (one from the High Court and one from the Court of Appeal) and the Chairperson of the Public Service Commission. Its powers are to:

- Confirm the appointments of judicial officers;
- Exercise disciplinary control over these officers; and
- Remove senior judicial officers from office.

3.5 Protection of the Fundamental Rights and Freedoms of the Individual

All individuals are entitled to basic rights and freedoms regardless of their race, place of origin, residence or other local connection, political opinion, religion, colour or creed as enshrined in the Universal Declaration of Human Rights (1948). These rights are:

- Right to life;
- Right to personal liberty;
- Protection from slavery and forced labour;

- Protection from inhuman treatment;
- Protection from deprivation of property;
- Protection against arbitrary search or entry;
- Protection of freedom of conscience;
- Protection of freedom of expression;
- Protection of freedom of assembly;
- Protection of freedom of movement; and
- Protection from discrimination.

However, an individual's rights must not interfere with the rights of others. Kenya is a signatory to the Universal Declaration of Human Rights.

3.6 The Public Service

The Public Service comprises of the civil service, teaching and public university services, local government authorities, the disciplined services (excluding the military), state corporations, public institutions and Service Commissions whose salaries are funded from the Government exchequer. The Public Service facilitates the formulation and implementation of policies. Ongoing reforms in the Public Service aim to create and maintain a leaner, more efficient and more productive Public Service that facilitates national development.

3.7 The Civil Service

The Civil Service is the policy implementation arm of the Government. In executing this role, it is guided by public policy pronouncements and the attendant development plans and circulars.

The Civil Service is constituted by ministries. The rationale of creating ministries such as Agriculture, Education, Finance and Tourism is to enhance their specialization in aspects of national development. A ministry is usually divided into headquarters and field units.

Ministries are responsible for planning and implementing their own programmes. More specifically they are responsible for:

- Identification of problems which require action;
- Identification of means of addressing these problems (policy formulation);
- Formulation of Financial plans for Treasury; and
- Co-ordination of Ministerial activities.

The Civil Service plays a critical role in the socio-economic development of the nation as well as in the maintenance and improvement of public services. Efforts are continuously being made toward reforming the Civil Service with the objective of making it more professional, responsive to national development challenges and efficient in the delivery of services.

3.7.1 Basic Features of the Civil Service

The Civil Service is made up of a body of officials called civil servants. These officers do not earn profits but salaries in fixed grades. The requirements of the Civil Service are that its members shall be impartially selected, administratively competent, politically neutral and imbued with the spirit of service to the nation. Its defining characteristics are that it is made up of professionals to run the administration. It is organized into an ordered system of ranks whereby each officer occupies a fixed place with a salary, well-defined duties, rights and privileges.

The Civil Service operates in accordance with the Civil Service Rules and Regulations. The PSC(K) is the human resource management agency as provided for in law and it is charged with the maintenance of the Civil Service System. It operates in accordance with procedures for the conduct of human resource transactions such as selection, promotion, performance appraisal, separation and compensation. These standardized procedures provide objectivity in the choice of entrants to the Civil Service and also give equal treatment to those already in the Service. The Service is also characterized by impartiality and anonymity, that is Civil Servants are required to apply the laws of the state without showing any favour or partiality. Civil servants are also obliged to maintain a high standard of conduct and serve their nation and Government with honesty, diligence and dedication.

3.7.2 Ethics and Accountability

In order to meet the needs and aspirations of the Kenyan people, the Government intends to promote a client-oriented Civil Service that is both ethical and accountable. Such values, which convey a sense of integrity, responsiveness and answerability must be strictly adhered to by public officials in the process of delivering public services to the citizenry. In addition, these terms denote high-order values of professionalism that include professional conscience, honesty, neutrality, self-denial and a passion for excellence.

3.8 Permanent Secretaries

Permanent Secretaries are the heads of Ministries/Departments and they are appointed by the President. In addition, the President appoints a Permanent Secretary who is Secretary to the Cabinet and Head of the Public Service.

3.8.1 Permanent Secretary, Secretary to the Cabinet and Head of the Public Service

The Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, is a non-partisan public servant appointed by the President under Section 22 (2) of the Constitution. He is the President's Permanent Secretary and is responsible for the following functions:

- Organization and co-ordination of Government Business;
- Secretary to the Cabinet;
- Organization of the Cabinet Office;
- Communication of Executive directives;
- Facilitation of appointments;
- Facilitation of establishment and abolition of public offices;
- Facilitation of establishment of Presidential Commissions of Enquiry and their operations;
- Declaration of Public Holidays;
- Travel clearance for senior public officers; and
- Public Service performance and accountability.

3.8.2 Role of Permanent Secretaries

Permanent Secretaries are professional, non-partisan public servants appointed by the President in accordance with Section 22 (1) of the Constitution. The Permanent Secretary as Chief Executive of the Ministry is responsible for:

- Exercising supervision over the Ministry/Department for which the Minister is responsible;
- Advising the Minister on all questions of policy which fall within the scope of the Ministry's responsibility;
- Assisting in the formulation of policy and ensuring that decisions on policy are transmitted to the proper quarters for execution;
- Keeping the Minister informed of the progress made in translating such decisions into actions;
- Organization and control of the Ministry;
- Ensuring that all officers co-operate and consult at all levels; and
- Financial management of the Ministry's votes. Under this role, he is appointed personally in writing by the Permanent Secretary to the Treasury and is personally accountable and responsible to Parliament for the use of the same.

3.9 Commissions

The Kenyan Constitution allows the creation of commissions to assist the Government in its functions. A board or commission is defined as a group of people elected or appointed to discharge collectively some public functions. A Commission is also referred to as "certificate of office or a body of men to whom some public function has been entrusted".

Commissions are therefore task groups. They address themselves to specific issues or functions. They include the:

- Public Service Commission;
- Judicial Service Commission;
- Teachers Service Commission; and
- Parliamentary Service Commission.

3.10 Parastatals

These are state corporations and agencies mainly established by a statute or an Act of Parliament in pursuance of Government policy. They are connected to the central Government by virtue of their functions and they work in close co-operation with appropriate Government departments. Parastatals are Quasi-Government agencies affiliated to Government operations. They are public enterprises.

3.11 Public Service Reform

The Civil Service Reform is a component of the wider Public Service Reform aimed at transforming it into a pro-active, outward looking, focused, results-oriented Service which is increasingly responsive to the needs of the public and the nation.

The overall responsibility for co-ordination of the Public Service Reform is placed under the Public Sector Reforms and Development Secretariat. Initiatives taken by the Government in line with the reform agenda include the introduction of Performance and Resource Based Management approaches to the Public Service.

3.12 Performance Management

This refers to a process through which organizational and individual staff work assignments are assessed for the purposes of improving productivity. The process operates within agreed frameworks of performance standards and targets in order to achieve the objectives and goals of an organization. Performance management creates linkages between organizational planning and implementation. It recognizes good performance, identifies performance gaps and encourages organizational learning. The approach promotes service delivery by ensuring that each staff member fulfills his/her duties and responsibilities.

To institutionalize performance management approach in Government, Ministries/Departments operations are now based on strategic plans and senior officers sign performance contracts.

3.12.1 Performance Contracts

Performance contracts are legally binding contractual obligations that require an organization or individual to undertake specified tasks within a given period of time at predetermined levels of performance. They clearly specify mutual performance obligations and responsibilities. The initiative is aimed at improving service delivery to the public. Senior officers in the Service are now required to sign the contracts to hold them accountable for results. Eventually, the signing of performance contracts will be cascaded to lower levels of officers in the Service.

3.12.2 Results-Based Management

Results Based Management (RBM) is a vehicle for delivering timely, effective and targeted services to Kenyans as well as implementing institutional and leadership capacity building programmes to support a results-oriented management culture in the Public Service.

The Government approved and introduced the RBM approach in the Public Service in September 2004. It aims at enhancing the efforts made towards transforming the Public Service from a process-oriented to a results-oriented Service. It also aims to establish public service values, ethics, a management accountability framework, managerial and core competencies. The approach is spearheaded by the Public Sector Reforms and Development Secretariat and in each Ministry by the Ministerial Management Steering Committee (MMSC) whose chair is the Permanent Secretary/Accounting Officer.

RBM also provides mechanisms that support efforts towards achieving the aims of the Economic Recovery Strategy (ERS) for Wealth and Employment Creation and the attainment of the Millennium Development Goals (MDGs).

The Millennium Development Goals are to:

- Eradicate extreme poverty and hunger;
- Achieve universal primary education;
- Promote gender equality and empowerment of women;
- Reduce child mortality;
- Improve maternal health;

- Combat HIV/AIDS, malaria and other diseases;
- Ensure environmental sustainability; and
- Develop global partnership for development.

3.13 Information Communication Technology

The Government has embarked on automating its operations in line with global trends. Towards this end, an ICT strategy has been developed to support timeliness and accuracy of information, consolidate Government services by constructing or enhancing systems, facilitate systems integration, and provide measurable improvement in performance and service delivery to the public. The ICT programmes that are already in place include:

- Integrated Payroll and Personnel Database (IPPD);
- Human Resource Development and Training Information System (HRDTIS);
- e-government; and
- Integrated Financial Management Information System (IFMIS).

CHAPTER FOUR

CIVIL SERVICE REGULATIONS AND STAFF WELFARE

4.0 Introduction

Civil Service operations are governed by various policies, regulations, work procedures and guidelines which have been developed and reviewed over time, and which guide the Civil Service in its day- to-day operations. These provisions mould and define the Civil Service, and all employees are bound by them.

4.1 Aim

This chapter aims at introducing the inductee to civil service regulations and staff welfare matters.

4.2 Civil Service Regulations

Regulations are a means of controlling people's behaviour through rules and restrictions so that they may adapt to specific requirements. Civil Service Regulations are therefore aimed at guiding the behaviour and activities of civil servants. They spell out the procedures, rules and guidelines on how employees carry out their duties and responsibilities, rights and obligations. These regulations cover human resource management and development, financial, procurement and staff welfare matters.

4.3 Human Resource Function

The regulations which govern the Human Resource (HR) function are contained in several documents, which include:

- The Service Commissions Act (Cap.185);
- The Pensions Act (Cap.189);
- The Employment Act (Cap.226);
- Workmen's Compensation Act (Cap.236);
- Local Authority Regulations (Cap. 265);
- Widows and Children's Pension Scheme (Cap. 195);
- National Social Security Fund Act (Cap. 258);

- Trade Disputes Act (Cap. 234);
- National Hospital Insurance Fund Act (Cap. 255);
- The Persons With Disabilities Act No. 15, 2003;
- The Government Financial Management Act No. 5, 2004;
- The Code of Regulations;
- Personnel Circulars;
- Personnel General Letters;
- Financial Regulations and Procedures;
- Treasury Circulars; and
- Government Office Handbook.

The HR function in the Civil Service is managed by the Public Service Commission of Kenya (PSC(K), the Directorate of Personnel Management, Treasury and Authorized Officers.

4.3.1 The Public Service Commission of Kenya

The PSC(K) is an independent entity established under Chapter VIII of the Constitution of Kenya. By virtue of being a constitutional body, it enjoys wide powers and privileges in the discharge of its mandate. These powers are operationalized in the Service Commissions Act (Cap. 185), Laws of Kenya. The core functions of the PSC(K) are:

- Recruitment for the Civil Service and Local Authorities;
- Promoting and approving acting appointments of Civil Servants;
- Disciplinary control in the Civil Service including Local Authorities;
- Retirement and removal of civil servants from the Service;
- Administration of the staff performance appraisal system in the Civil Service;
- Establishment and promotion of standards of ethical conduct in the Public Service; and
- Administration of Administrative Officers' examinations, proficiency examinations for clerical officers and occupational tests for telephone operators.

However, Section 107(4) of the Constitution precludes the PSC(K) from appointing certain key officers whose appointment is the prerogative of the President. The Chairman of the PSC(K) and all other Commissioners enjoy security of tenure.

4.3.2 Directorate of Personnel Management

The principle role of the DPM is to provide advice, policy guidelines and assistance to Ministries/Departments on HR matters. Its responsibilities, therefore, include formulation of personnel policies in such areas as terms and conditions of service for civil servants, training and development, provision of consultancy services in management related to organization and staffing, improved work methods, job analysis, evaluation and grading. In order to accomplish these objectives, the DPM consults and collaborates with Treasury and other Ministries/Departments to establish programmes aimed at the optimization of productivity of the Civil Service and other public institutions.

4.3.3 Authorized Officer

An Authorized Officer is the Permanent Secretary (PS) or Head of Department who is appointed in writing by the PSC(K) to exercise supervision over the Ministry/Department in matters relating to human resource. In performing such functions, they derive their authority partly from the PSC(K) under delegated power and partly from their own positions as heads of Ministries/Departments.

4.3.4 Privileges, Rights and Obligations

Many of the privileges, rights and obligations of employees in the Civil Service are stipulated in the Code of Regulations (COR) which although not a legal document, operationalises the Service Commissions Act (Cap. 185), Laws of Kenya.

4.3.5 Code of Regulations

COR, the main Handbook containing the Civil Service Regulations, has seventeen (17) sections.

Section A – Organization of Government and Procedures for Conduct of Government Business

The section deals with the organization of Government. It covers functions of Ministers and procedures for conducting Government business between Ministers.

Section B – The Public Service Commission of Kenya

This section contains the provisions of the PSC(K).

Section C – Staff Negotiation Machinery

The section deals with staff negotiation machinery, and outlines staff unions' and associations' issues. The Government recognizes the Union of Kenya Civil Servants for the purpose of negotiating on the terms and conditions of service for all staff excluding uniformed personnel in the Police Force, Prisons Department, Armed Forces, Administration Police, National Youth Service, National Security Intelligence Service and other categories of staff agreed upon by the Government and the Union.

Section D – Correspondence: Publication and Printing

This section deals with general correspondence, press coverage broadcasts and communication. The Office of the Public Communications Secretary is the recognized channel for all Government information to the media. This office assists with the preparation of material for publicity in a form most suitable to the media. It is the responsibility of the Ministry/Department concerned to ensure accuracy of any material issued. The Public Communications Secretary is the official Government spokesperson and s/he ensures that all Government communication is co-ordinated and consistent with Government policies and objectives.

Section E – Terms and Conditions of Employment

This Section deals with the general rules governing the employment of civil servants such as appointments, promotions, transfers, secondments and other related matters.

Appointments

The power to appoint officers in the Civil Service is vested in the PSC(K). Other authorities empowered to make appointments include:

- The President;
- Judicial Service Commission;
- Commissioner of Police;
- Commissioner of Prisons;
- Authorized Officers; and
- Director of National Youth Service.

Categories of Appointments

Appointments within the Civil Service mainly fall within the following categories:

- Permanent and Pensionable;
- Permanent without Pension;
- Agreement;
- Temporary; and
- Casual, hourly or daily paid.

Letters of Appointment

Before taking up duty, any person appointed to an office is given the appropriate letter of offer of appointment, which must be signed before the officer commences duty. An offer of appointment may be withdrawn if the candidate does not signify his/her acceptance to the appointing officer within two (2) months of the date it is dispatched.

An officer appointed on probation to the Permanent and Pensionable establishment is given a letter of appointment GP24 (Revised) and confirmed after one (1) year. An officer appointed on temporary terms is given a letter of Temporary Appointment – GP24A (Revised). An officer appointed on agreement terms is given GP 106 forms.

Transfer to the Civil Service

Officers serving in state corporations, local authorities and other statutory bodies wishing to transfer their services to the Civil Service can only do so with the authority of PSC(K), subject to the existence of a vacancy.

Secondment

Officers serving in state corporations, local authorities and other bodies may be seconded to the Civil Service with the authority of the PSC(K).

Career Planning and Development

Career planning and development is the process that enables the identification of career paths that exist within an organization. It creates the competencies required to carry out various tasks of each job/post. Schemes of service are developed to chart career paths for civil servants.

Schemes of Service

In the Civil Service, advancement is facilitated and aided by Career Progression Guidelines and Schemes of Service for different cadres that exist. These policy documents aim to provide clearly defined career structures, well-defined job descriptions and specifications, standards for recruitment, training, advancement, career planning and succession management. Every employee is required to be familiar with the relevant career guidelines/schemes of service within which s/he is serving, in order to fully understand the requirements and expectations of the specific cadre. This enables staff to plan and work towards career development and progression within a specific cadre.

Administrators of Schemes of Service

The administrators of the various Schemes of Service manage and co-ordinate staffing activities for all the cadres that they administer. They submit regular reports to DPM on deployment and redeployment of staff, current distribution of staff and on the schemes of service they administer.

Promotion

Promotion is an advancement to a higher grade. Schemes of Service set out the minimum qualifications and experience required for advancement. However, advancement depends on:

- Existence of a vacancy in the authorized establishment;
- Merit and ability as reflected in work performance and results; and
- Approval of the PSC(K).

In order to ensure motivation and retention of staff, it is necessary that adequate provisions are maintained for promotional posts within the specific establishment of a particular cadre in a Ministry/Department. It is therefore, important for the respective Authorized Officers or Administrators of the Career Progression Guidelines/Schemes of Service to consult with their counterparts in different Ministries/Departments to ensure that staff and career development issues are properly co-ordinated.

Affirmative Action

Affirmative action is a deliberate attempt to address inequalities in relation to race, gender, persons from marginalized regions and the physically challenged. In the Civil Service, it is applied without affecting meritocracy in appointments, promotions and training.

Section F – Staff Performance Appraisal Reports

The basic purpose of the staff performance appraisal system is to assess an officer as comprehensively and objectively as possible, with the help of full knowledge and understanding of the job content and the officer's performance on the job. The information, recorded in the Staff Performance Appraisal Report form (GP 247) is used in assessing the officer's training needs and competencies.

Section G – Rules of Conduct

This section contains general rules of conduct to be observed by civil servants in order for them to maintain their integrity, loyalty to the Government and to uphold the dignity of the public offices to which they are appointed.

Discipline

Discipline is the observance of rules, regulations and norms. It is also a mechanism for sanctions and rewards. Self-discipline and good attitude to work are virtues to be upheld. Discipline takes the form of laws in a given organization and is manifest in the standards and rules to be observed. The rules governing the conduct of disciplinary proceedings against public officers are laid down in the Service Commissions Act, (Cap. 185).

Offences Warranting Disciplinary Action

Some of the offences that may warrant disciplinary action against an officer are:

- Conviction for a criminal offence;
- Absence from duty without permission;
- Drunkenness on duty;
- Pecuniary embarrassment;
- Falsification of records;
- Willful destruction of Government property;
- Insubordination or willful disobedience;
- Refusal to accept work;
- Loss of Government property through neglect;
- Unauthorized use of stores, vehicles, equipment, etc.;
- Undue use of influence;
- Private employment without permission; and
- Disclosure of classified material in contravention of the Official Secrets Act.

The basic principle is that no officer should be punished without knowing the charges made or having been given the right and opportunity of defending himself. An officer under disciplinary action may be interdicted or suspended before punishment is inflicted.

Interdiction

Interdiction means stopping an officer from carrying out the functions of his office pending investigations, while earning not less than one half ($\frac{1}{2}$) of his basic salary. An officer may only be

interdicted if proceedings which may lead to his dismissal are being taken or about to be taken or when criminal proceedings are being instituted against him.

Suspension

Suspension means stopping an officer from discharging the functions of his office pending dismissal from the Service. On suspension, one does not earn a salary but may be granted alimentary allowance on request. An officer may be suspended from duty when he has been convicted of a serious criminal offence or when as a result of the proceedings for dismissal taken against him, the Authorized Officer considers that the officer ought to be dismissed.

Punishments

Punishment may be inflicted upon a civil servant as a result of disciplinary proceedings depending on the magnitude of the offence committed. The punishment may take the following form:

- Dismissal with loss of benefits;
- Reduction in rank/demotion;
- Termination of probationary, contract or temporary appointment;
- Premature retirement in the interest of the public (public interest);
- Deferment, withholding or stoppage of increment;
- Reprimand (including severe reprimand); and
- Recovery of the cost or part of the cost of any loss or breakage caused by default or negligence.

Code of Conduct and Work Ethics

Ethics are a system of morals, rules, values, attitudes and principles that control behaviour. Work ethics are the expected standards of behaviour at the workplace. The Code of Conduct establishes standards of ethical conduct and behaviour for public officers. The ethical obligations and standards of conduct expected of civil servants are enforced through the Public Officer Ethics Act, No. 4 of 2003 and the Anti-Corruption and Economic Crimes Act, No. 3 of 2003. Among other things, the above Acts stipulate the values to be observed by officers in the Service.

Core Values

Values are an integral part of an organization culture, and they create a sense of identity, belonging and purpose. The Civil Service is guided by the following core values among others:

- Integrity;
- Reliability;
- Team spirit;
- Meritocracy;
- Fairness;
- Innovation and creativity;
- Transparency and accountability;
- Courtesy;
- Service with loyalty, patriotism; and
- Discipline.

Section H – Salaries and Advances

Determination of the effective date of appointment to a particular post and assessment of salary on promotion of an officer to a higher grade is dealt with in this section. The section also covers increments and seniority.

The various types of advances (such as salary advance, salary in advance and bicycle advance) that are tied to salaries granted by the Government to civil servants are also enumerated in this section. An advance is a form of temporary financial assistance granted at the discretion of the Government to civil servants in certain circumstances.

Section J - Allowances

The section covers allowances which may be granted to officers in specific circumstances excluding house, uniform, training and medical allowances which are covered by other sections of these regulations. These allowances are divided into two categories:

Reimbursable allowances

These are paid out as a re-imbusement for expenditure incurred; for example, bicycle allowance.

Remunerative allowances

These are paid in addition to salary and as compensation for more extraneous services rendered, for example, acting and special duty allowances.

Section K - Transport

This section deals with transport facilities available to an officer or his family while traveling on duty or for leave. An officer traveling at Government expense should normally make use of public transport such as the railway and bus services.

Section L – Housing

The rules governing provision of Government quarters and related matters are outlined in this section.

Section M – Medical Privileges

This section covers claims for medical expenses, ex-gratia medical assistance, medical examination and boards. Ex-gratia assistance is an “*act of grace*” by which an officer is reimbursed the medical expenses incurred.

Section N - Leave

Leave is granted for recuperative purposes to enable an officer to renew his/ her energy and improve his/ her efficiency. This section deals with staff annual, sick/convalescent, maternity, unpaid leave etc.

Section O – Terms and Conditions of Employment of Foreigners

This Section covers regulations governing foreigners recruitment and deployment in the Civil Service of Kenya.

Section P – Examinations and Courses of Training

This section outlines conditions applicable to serving officers attending courses both locally and abroad.

The Government recognizes that its employees, the civil servants, are its most critical resource for the achievement of its mission and goals. To optimally tap the potential of the human resource, the Government makes substantial efforts to develop the competencies of the civil servants through training in order to improve their performance. The Recruitment and Training Policy (2005) provides direction on how to plan, manage and co-ordinate training in the Civil Service. It emphasizes demand driven, cost-effective training based on identified performance gaps and induction of officers. An officer on training is regarded to be on duty and receives his salary and allowances in the normal manner. For one attending a course of training lasting more than twenty-eight (28) days, s/he shall contribute twenty percent (20%) of the basic salary for the duration of the course, as training levy.

Section Q – Ceremonial: Uniforms: Dress

This section deals with matters of ceremony, such as the flying of the Presidential and national flags, and provides general information about uniforms and related allowances.

Section R - Miscellaneous

Miscellaneous matters such as working hours, fire precautions, workmen's compensation, group personal accident insurance policy, inventions, National Social Security Fund, Widows and Children's Pension Scheme, notes on pensions and gratuities are dealt with in this section.

4.4 Succession Management

Succession management is the process that ensures the continuity of an organization through timely placement of employees to take up the roles of their predecessors. The purpose of succession management in the Civil Service is to ensure that suitable officers are available to fill the vacancies that are created by promotion, transfer, retirement, resignation and natural attrition.

Ministries/Departments and administrators of schemes of service are required to prepare and submit succession management plans to DPM annually for monitoring and further guidance.

4.5 Exit from the Service

An officer may exit from the Civil Service through any of the following circumstances:

4.5.1 Transfer from the Civil Service

An officer can only be considered for transfer if the Service of the other administration or local authority in which he has applied for appointment, has been declared to be a "Public Service" for the purpose of the Pensions Act (Cap. 189) of the Laws of Kenya.

An officer on non-pensionable terms of service will not be allowed to transfer his/her service to another administration or local authority. He will be required to resign if he wishes to take up employment with another administration or local authority.

4.5.2 Secondment to other Administrations

Secondment of officers from the Civil Service to other administrations is a temporary arrangement for a period not exceeding three (3) years. Approval of all secondment cases is granted by the Permanent Secretary/Director of Personnel Management.

4.5.3 Retirement from the Service

Retirement is a complete exit from the Service with benefits.

There are various types of retirement:

- Retirement on attainment of mandatory retirement age;
- Retirement under 50 year rule. This is where an Authorized Officer can call on an officer to retire from the Service under Pensions Legislation. An officer can also opt to retire under the 50 year rule by giving the Government notice of not less than 3 months; and not more than 6 months. Such cases are approved by the respective Authorized Officers;
- Retirement on grounds of ill health in accordance with regulation 19 of the Service Commissions Act;

- Retirement on abolition of office or on re-organization of a Ministry/Department. The process of retiring an officer under this rule is as detailed under Regulation 20 of the Service Commissions Act; and
- Retirement in Public Interest. This is normally applied to Permanent and Pensionable officers who commit offences which render them unsuitable for retention or when their performance and/or general conduct have deteriorated to an extent which render them unsuitable for retention.

4.5.4 Resignation

An officer on permanent and pensionable establishment, whether confirmed or on probation, may resign his appointment by giving reasonable notice of his intention, which shall not be less than one or more than three months, or he shall pay one month's salary in lieu of such notice. Authorized Officers may waive the minimum period of one month in special circumstances.

A non-pensionable officer may resign his appointment in accordance with the terms of his agreement or letter of appointment. An officer's resignation is accepted only when the Authorized Officer is satisfied that satisfactory arrangements have been made to refund any outstanding liabilities to the Government. Any amount due to an officer may be withheld and applied towards any sums due by him.

An officer who is contemplating resignation should clearly understand that no officer is eligible for a pension or gratuity on leaving the Service except in the specific circumstances defined in the Pensions Act, Cap 189 (e.g. retirement after reaching the retirement age, or on abolition of office or on medical grounds). No officer who leaves the Service in other circumstances whether he resigns or retires, can be granted pension or gratuity. An officer who resigns cannot, if he is subsequently re-employed after a break in continuity of service, count his previous service for pension.

4.5.5 Dismissal

An officer may be dismissed from service on account of gross misconduct. Such an officer forfeits any right to a pension or gratuity. However an officer may be refunded contributions to

Widows and Children's Pensions Scheme (WCPS) and the National Social Security Fund (NSSF).

4.5.6 Death

On the demise of an officer.

4.6 Staff Welfare

Every civil servant is encouraged to become a member of any existing welfare fund or a Savings and Credit Co-operative Society (SACCO) within his/her Ministry, Department, Province or District. SACCOs and welfare funds give loans for personal development and provide financial assistance when one is in need.

4.7 HIV/AIDS Prevention and Management

HIV/AIDS is a scourge of pandemic proportions which was first diagnosed in Kenya in 1984. In November 1999, it was declared a national disaster. HIV/ AIDS has no cure. It adversely affects officers' performance and leads to the loss of skilled and experienced manpower in the Civil Service due to early death. It also leads to the loss of man-hours as a result of prolonged illness and absenteeism. The Government will continue its fight against the scourge through awareness campaigns. No stigmatization or discrimination is to be directed at those infected or affected at their place of work. Details pertaining to HIV and AIDS can be found in many Governmental documents including the Sessional Paper No. 4 of 1999 on AIDS in Kenya and the Public Sector Workplace Policy (2005) on HIV and AIDS.

The inductee is expected to comply with the HIV/AIDS policy and is required to attend, lend support to and participate in all activities aimed at combating the scourge.

4.8 Financial Regulations

Financial Regulations deal with the administration of Government finances and are based on the following documents:

- The Constitution of Kenya;
- Financial Regulations and Procedures;
- The Government Financial Management Act No.5, 2004; and
- Treasury Circulars (issued from time to time).

4.8.1 Role of Treasury

The Minister for Finance (Treasury) is responsible for the control and management of the finances appropriated by Parliament. "Treasury" refers to the Minister responsible for Finance and such other officer/s working under him. The responsibility for management, supervision, control and direction of all matters related to the financial affairs of Kenya are vested in the Minister, who discharges his responsibilities through formulation and promulgation of regulations under powers given to him in the Exchequer and Audit Act, (Cap.412). Duties of the Treasury include:

- Establishing procedures and systems for proper and effective management of Government funds and property;
- Establishing accounting procedures and systems;
- Superintending the expenditure of Government money and ensuring that it is properly accounted for;
- Preparing and submitting accounts for each financial year under the Public Audit Act, 2003 for audit by the Controller and Auditor General; and
- Ensuring that accounts prepared comply with the provisions of the Government Financial Management Act No. 5, 2004.

Under the Act, the Treasury appoints Accounting Officers in each Ministry, Department or Commission to be responsible for the money appropriated to it by Parliament.

4.8.2 Accounting Officers

Accounting officers are Permanent Secretaries or Heads of Departments, who are appointed in writing by the Permanent Secretary, Treasury.

An Accounting Officer's duties for which he is responsible to Treasury, include ensuring that:

- No expenditure is made unless it is lawful, authorized, effective, efficient and economical;
- Proper financial and accounting records are kept;

- Any financial or accounting records kept in electronic format are adequately protected;
- Accounts for each financial year are prepared and submitted under the Public Audit Act, 2003 for audit by the Controller and Auditor General;
- Adequate arrangements are made for management of liabilities;
- All contracts are complied with;
- All applicable procedures are followed in the acquisition and disposal of property and that adequate arrangements are made for the custody, safeguarding and maintenance of property; and
- Any concerns that s/he may note in his area of jurisdiction are brought to the attention of the Minister responsible or to Treasury.

4.8.3 Consolidated Fund and Exchequer Account

The Consolidated Fund is established under Section 99(1) of the Constitution. It comprises all revenue or moneys raised or received by the Government of Kenya. The Consolidated Fund is held within the Exchequer Account and funds may only be withdrawn by a specific Act of Parliament. Approval for such a withdrawal is to be requested by Treasury from the Controller and Auditor General, and shall only be granted if s/he is satisfied that the proposed withdrawal is authorized by law.

The Treasury makes a requisition for the approval of the Controller and Auditor General to a proposed withdrawal from the Consolidated Fund. The Controller and Auditor General grants approval only if s/he is satisfied that the proposed withdrawal is authorized by law. Issues for public services are made from this Fund.

4.8.4 Consolidated Fund Services

Direct charges against the Consolidated Fund, which are not debated by Parliament, are commonly known as Consolidated Fund Services. Consolidated Fund Services comprise expenditure in respect of the following:

- Pensions and Gratuities;

- Public Debt Servicing charge;
- Remuneration of Constitutional offices; and
- Subscription to international organizations.

4.8.5 Contingency Fund

The Contingency Fund is established in accordance with Section 102 of the Constitution and is designed to meet expenditure for which no provision exists but which must be incurred in the public interest before it is possible to obtain provision through supplementary estimates. The Fund, which is managed by the Minister of Finance, may also be used to provide for a temporary shortage of cash available for a vote.

4.9 Receivers of Government Revenue

Under the Government Financial Management Act No. 5, 2004, the Treasury appoints receivers of Government revenue to be responsible for collecting, receiving and accounting for such Government revenue as the Treasury may specify. The Treasury ensures that all the revenue for a Ministry, Department or Commission is specified for the same receiver of revenue. A receiver of revenue also prepares and submits accounts for each financial year under the Public Audit Act, 2003 for audit by the Controller and Auditor General.

The Investment Secretary is the receiver of Government revenue for State Corporations.

4.10 Role of Parliament in Financial Management

Parliament approves Government's annual estimates and authorizes appropriation under section 99(1) of the Constitution of Kenya. It also approves the expenditure of public funds before appropriation, through a vote on account. Parliament exercises authority on Government finances through the following Parliamentary Committees:

Public Investments Committee

This is a select committee established to examine public investments.

Its primary functions include the examining of:-

- Reports and accounts of public investments;
- Reports, if any, of the Auditor-General (Corporations) on Public investments; and
- The context of the autonomy and efficiency of the public investments (that is, whether they are being managed in accordance with sound business principles and prudent commercial practices).

The committee has the power to summon the Chief Executive of a State Corporation to answer any audit queries on behalf of the board.

Public Accounts Committee

This is a select committee established to examine the accounts showing the appropriation of the sum voted by the House to meet public expenditure. The Committee has the power to summon Accounting Officers or such other officers it considers desirable to answer queries arising from the report on the Appropriation Accounts and other public accounts.

Committees of Supplies; and Ways and Means

These committees are for the purpose of debate on the financial statement on the annual estimates presented by the Minister for Finance as the budget speech.

Estimates Committee

This committee examines the annual and supplementary estimates of the expenditure presented to parliament.

4.11 Budgetary Process

A budget is a financial plan or statement of revenue and expenditure. The budgetary system that Kenya uses is the Medium-Term Expenditure Framework (MTEF) which operates as a three year rolling programme. It has two cycles, namely:

- Draft Estimates which are prepared every financial year by individual Ministries to cover the expected expenditure; and
- Supplementary/Revised Estimates which are used as a basis to obtain additional money either for a new service or to cover any shortfall in the printed estimates.

Treasury circulars on draft and revised estimates are issued as guidelines for the preparation of proposals by the Accounting Officers. Ministries are also divided into eight (8) sector working groups, each of which shares a “resource envelope” from Treasury. For this envelope to be equitably shared, each Ministry has to come up with a realistic budget based on its strategic plan which should be consistent with the sectoral strategic plans and the Economic Recovery Strategy (ERS).

4.11.1 Vote on Account

Before the 1st of July each year, the National Assembly authorizes a Vote on Account, that is the withdrawal of a sum not exceeding one-half (1/2) of the total recurrent and development expenditure for the coming financial year, to meet expenditure necessary to carry on the services of Government before the Appropriation Act for that year comes into operation.

4.11.2 Appropriation Act

Following approval of the annual estimates, the Appropriation Act is passed in Parliament to give Treasury the statutory sanction to fund a year’s budget from the Consolidated Fund.

4.11.3 Presidential (General) Warrant

After the passing into law of the Appropriation Act, the President authorizes the Minister for Finance by a General Warrant to make issues from the Consolidated Fund.

4.11.4 Treasury (Annual Estimates) Warrant

The authority contained in the General Warrant is addressed to the Minister for Finance and is transmitted in turn to the Accounting Officers when the Treasury issues Treasury or Annual Estimates Warrants for the year.

4.11.5 Supplementary Appropriation Act

Following the approval of the supplementary estimates, the Supplementary Appropriation Act is passed giving statutory sanction for public expenditure on the basis of the supplementary estimates.

4.12 Functions of the Budget

The budget determines financial and other resources required to carry out the services of Accounting Officers; obtain Treasury and Parliamentary approval and provide a basis for budgetary control.

4.13 Classification of Expenditure

Government Revenue is classified into:

Recurrent

This refers to finances needed to pay for the operating costs of running the services of the Government.

Development

This refers to the finances needed for implementation of development programmes and projects.

4.14 Sources of Government Revenue

The main sources of Government revenue are:

- Taxes (Income Tax, Value Added Tax (V.A.T.), Customs, Excise and Duties);
- Investment Revenue; and
- Loans, grants and donations.

4.15 Standard Expenditure Item Codes

This is where Recurrent and Development allocations are broken down and assigned vote heads and item codes which are assigned to a Ministry/Department and classified according to the nature or category of expenditure, such as utilities supplies and services, domestic travel and subsistence or procurement of plant and equipment. Specific amounts are allocated in a financial year and are outlined in the printed estimates and vote book.

The item codes reflect the breakdown of different categories of expenditure. Commitments or payments are debited on the vote heads and item codes in the vote book until the balances are exhausted. Every item is charged against balances of the relevant item code depending on the nature of expenditure.

4.15.1 Vote Book (F.O.11)

The Vote Book is a record of receipt of the total amount of expenditure sanctioned for services of the Financial Year and any other known liabilities in respect of the year. It contains all voted provisions given to a Ministry/Department in a given Financial Year.

4.15.2 Vote Control Procedures

This involves assigning commitments against specific vote heads and item codes on the vote book (F.O.11) depending on the nature of expenditure and ensuring that adequate balances are maintained and/or managed in a manner to cover budgeted expenditure in line with the financial allocations within a financial year. The vote book must show actual expenditure, total commitments and actual uncommitted balances in a Ministry/Department.

4.15.3 Authority to Incur Expenditure

Authority to Incur Expenditure (A.I.E.) is the authority given to Accounting Officers by the Paymaster General to effect authorized payments. The duty of the Paymaster General is performed by the Financial Secretary.

4.15.4 Appropriations-in-Aid

Appropriations-in-Aid (A.I.A.) are incidental receipts which could be in the form of fees charged or from the sale of old stores which an Accounting Officer is allowed to spend in addition to voted provisions.

4.15.5 Imprest

An imprest is a form of cash advance or a "float" which the Accounting Officer may authorize to be issued to officers who in

the course of their duty are required to make payments which cannot be made through the cash office of their Department. There are three types of imprests:

- Temporary (safari);
- Standing; and
- Special.

4.16 Accountable Documents

There are certain documents which are referred to as "accountable documents" in the Government accounting system. They are used for authorizing the release and acceptance of funds, or for the ordering of goods and services. They include Local Purchase Orders (L.P.Os), Local Service Orders (L.S.Os), Authority to Incur Expenditure (A.I.E), Cheques, Receipt books, Imprest Warrant Form (F.O. 24), Payment Voucher Forms (F.Os. 20, 21) and Receipt Voucher Form (F.O. 17).

4.17 Controller and Auditor General

The Constitution establishes the position of the Controller and Auditor General which shall be in the Public Service. The Controller and Auditor-General is appointed by the President and has security of tenure of office. His duties are to:

- Satisfy himself that any proposed withdrawal from the Consolidated Fund is authorized by law, and if satisfied, to consequently approve the withdrawal;
- Satisfy himself that all monies that have been appropriated by Parliament and disbursed have been applied to the purposes to which they were so appropriated and that the expenditure conforms to the authority that governs it; and
- Report on the public accounts of the Government of Kenya, the accounts of all offices and authorities of that Government, all Courts of Kenya, Commissions established by the Constitution and the Clerk of the National Assembly at least once every year.

The Controller and Auditor General is not to be subject to the direction or control of any other person or authority.

4.18 Procurement in Government

Procurement means the acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or by any other contractual means of any type of works, assets, services or goods including livestock or any combination. It is the management of sustainable acquisition of goods, works and services to optimize value for money through a professional and auditable framework. Government procures goods and services.

4.18.1 Directorate of Public Procurement

The Directorate of Public Procurement has been created to establish and oversee proper procedures for the procurement of goods and services and the disposal of unserviceable, obsolete or surplus stores and equipment. The Government procurement system and procedures are based on the following documents:

- The Public Procurement and Disposal Act No. 3, 2005;
- The Procurement Regulations, 2001 and amendment of 2002;
- Standard Bidding Documents;
- The Public Procurement User's Guide, 2002;
- Disposal and Sale of Assets Act No. 3, 2004; and
- Procurement Circulars.

4.18.2 Procurement of Goods and Services

Procurement of goods and services in the Civil Service involves public money being spent and it is therefore important that value for money is maximized. While price is important, other non-price factors such as quality, quantity, reliability, delivery time, on-going service and support are also critical. The ideal set of circumstances may be compromised if areas of weakness in planning and supervision, specifications, marketing, tendering and evaluation are not properly taken into account.

The Public Procurement and Disposal Act No. 3, 2005 establishes procedures for procurement and disposal. The Act applies with respect to procurement by a public entity, contract management, supply chain management and disposal by a public entity of stores and equipment. The Public Procurement Regulations and

Procedures (2001), which cover the entire public sector (central Government, Local Authorities, State Corporations and other State Institutions) provide advice, guidance and operational instructions on all matters relating to the function of procurement of goods, works and services. In order to ensure transparency in the procurement process, all records are maintained for future reference.

4.19 Disposal of and Sale of Assets

Public service organizations every so often have a surplus of new or used assets, which need to be disposed off. However disposal systems and procedures may be prone to abuse if the processes of doing so are not undertaken on time, or if they are ignored completely. Procurement regulations spell out the process of identification of items for disposal and the procedures to be followed. The Regulations set out the arrangement for disposal of goods and materials which are surplus, defective or obsolete. Disposal methods used in the Civil Service include transfer to other Government Departments, sale by Public Tender, sale by Public Auction, trade-in, destruction, dumping or burying as appropriate. The Procurement Officer is required to prepare a list (Board of Survey Form) and to request the Accounting Officer to convene a Board of Survey comprising representatives of the concerned departments to report on the items. He is also required to submit a technical report on them and recommend the best method for disposal.

CHAPTER FIVE

MONITORING, EVALUATION AND SUSTAINABILITY OF INDUCTION PROGRAMMES

5.0 Introduction

Monitoring and Evaluation (M&E) of induction programmes and activities is essential to ensure successful induction of officers in the Civil Service. M&E will ensure control and provide information needed for improvement and sustainability of induction programmes.

5.1 Monitoring and Evaluation

Monitoring is a continuous progress check to ascertain that induction programmes are on course while evaluation is the process of periodically obtaining prompt feedback on achievements realized. Evaluation of civil servants' induction activities assesses the commitment and accountability of both Ministries/Departments and inductees. Evaluation also establishes the extent to which the inductees and Ministries/Departments have benefited from induction programmes.

M&E therefore requires the whole-hearted commitment of Ministries/Departments and the active participation of inductees.

5.2 Officers In-Charge of Induction Programmes

The M&E of Civil Service induction programmes has to be carried out and institutionalized within the Ministries/Departments. The Permanent Secretaries/Authorized Officers are responsible for M&E of the induction activities of civil servants in their respective Ministries/Departments. They facilitate a systematic assessment of on-going and completed Service induction programmes. Participatory M&E is built into induction programmes involving the inductee and his/her department. It starts from; before, during and after induction period using pre-programme, on-going and post-programme evaluation techniques. The Service uses specific standards and indicators such as the number of officers inducted, frequency and duration of induction activities and level of inductee performance to ascertain the success of induction.

5.3 Framework for Monitoring and Evaluation of Induction Programmes

The M&E framework is designed to ensure that the participatory approach in the implementation of induction programmes is adopted in the Civil Service. Focus shall be on the following:

- Definition of the main objectives and targets;
- Selection of indicators to measure the efficiency and effectiveness of induction activities;
- Identification of lessons learnt and replication of best practices; and
- Involvement of Ministries/Departments in the monitoring, learning and evaluation levels of the induction programmes.

5.4 Findings from M&E of Induction Programmes

Findings from M&E assist in the continuous improvement of an activity. The findings from M&E of induction programmes will form the basis for improvement and future review of the Handbook.

5.5 Reporting

The respective Permanent Secretary/Authorized Officer shall disseminate the M&E results to stakeholders in his/her Ministry/Department, that is to the heads of departments/sections and inductees. This will help to standardize and improve the induction programmes. The departments/sections will also have a chance to share best practices and lessons learnt for replication. The inductees will also be required to share their experiences from the programmes.

5.6 Sustainability of Induction Activities and Programmes

Induction programmes in the Civil Service require careful management and co-ordination for sustainability. This entails understanding, consensus and shared ownership by all stakeholders in order to realize the induction goals and targets.

CONCLUSION

The Handbook for Civil Service Staff Induction provides guidelines and relevant content for the induction of officers into the Civil Service. Provided in the Handbook are steps on how to orientate an inductee into a new work environment, information on office organization and practices, Government organization, functions and operations, Civil Service regulations and staff welfare.

It is the responsibility of each Ministry/Department and inductees to internalize the induction process in order to make it home-grown, participatory and user friendly within the context of civil service regulations and procedures. To this end, Ministries/Departments are urged to adequately prepare and manage the induction programmes.

In order to ensure sustainability and successful implementation of the induction process, these programs shall be closely monitored and evaluated. The information in the Handbook though informative, is not exhaustive. Officers are encouraged to read further Government publications and other policy documents to be fully informed of Government practices and work procedures. A list of suggested further readings is included in the appendix. This Handbook shall be reviewed periodically to update its content.

References

The following documents are among the recommended references for further reading. They can be found in Ministerial/Departmental libraries, registries and the Government Printer:

1. The Constitution of Kenya;
2. Handbook on Governing Responsibility in Kenya (2005);
3. Government Financial Management Act, No. 5 (2004);
4. Government Financial Regulations and Procedures;
5. Public Service Commission's Code of Conduct and Ethics (2004);
6. Public Officer Ethics Act, No. 4 of 2003;
7. Anti - Corruption and Economic Crimes Act, No. 3 (2003);
8. Service Commissions Act, (Cap. 185) Laws of Kenya;
9. The Pensions Act (Cap.189);
10. The Employment Act (Cap.226);
11. Workmen's Compensation Act (Cap.236);
12. Local Authority Regulations (Cap. 265);
13. Widows and Children's Pension Scheme (Cap. 195);
14. National Social Security Fund Act (Cap. 258);
15. Trade Disputes Act (Cap. 243);
16. National Hospital Insurance Fund Act (Cap. 255);
17. The Public Audit Act, 2003;
18. The Public Procurement and Disposal Act, 2005;
19. The Procurement Regulations, 2001 and amendment of 2002;
20. The Public Procurement User's Guide (2002);
21. Personnel Circulars;
22. Personnel General Letters;
23. Financial Regulations and Procedures;
24. Treasury Circulars;
25. Office Manual;

26. Code of Regulations (COR);
27. Government Security Manual;
28. Various Schemes of Service;
29. Public Service Recruitment & Training Policy (2005);
30. Sourcebook on Public Service Integrity Programme;
31. Ministerial Strategic and Operational Plans;
32. Ministerial/Departmental Telephone and e-mail Directory;
33. Strategy for Performance Improvement in the Public Service;
34. Standard Bidding Documents;
35. Procurement Circulars; and
36. DPM website (www.dpm.go.ke)