

CHAPTER TWELVE

5273000000 COUNTY PUBLIC SERVICE BOARD

12.0 INTRODUCTION

This Chapter explains in details the background information, Vision and mission of the sector, strategic goals /objectives, sub-sector and their mandates and the roll of stakeholders in the sector. The chapter also details the programme performance review in the sector, review of the pending bills in the sector, the medium term priorities and the financial plan, analysis of the resources requirements as well as cross cutting linkages, emerging issues, challenges, conclusions and recommendations.

12.1 Background Information

The County Public Service Board (CPSB) of Nyamira was put in place in accordance with Article 235 of the Constitution of Kenya 2010. According to Article 57 of the County Government Act 2012, the established Board is: a) A body corporate with perpetual succession and seal; and b) Capable of suing and being sued in its corporate name. The Board has been in office since 2013. It consists of a Chairperson, Vice Chairperson, the Secretary and four other Board members appointed by the Governor with the approval of the County Assembly. The Board is mandated under Article 59(1) (d) to prepare reports for submission to the County Assembly on the execution of the functions of the Board

12.1.1 Sector Vision and Mission

Vision

To be a responsive County Public Service Board

Mission

To be a professional Public Service Board in sourcing and developing human capital to realize devolution goals and vision 2030.

12.1.2 Strategic Goals/and Objectives

The board has three (3) strategic objectives which it needs to address in order to effectively achieve its mission while also providing the leadership required to accelerate the realization of first CIPD and MTP aspirations to the Kenya vision 2030. These strategic issues are:

- Resourcing, human management and performance enhancing the quality of statistical data and information at the county level
- Compliance and alignment of human resource with the county needs
- Organizational structures, Establishment and Resource Mobilization

12.1.3 Sub-Sectors and Their Mandates

The mandate of the Board is provided for under Article 59(1) of the County Government Act 2010 and summarized as hereunder:

- a) Establish and abolish offices in the county public service
- b) Appoint persons to hold or act in offices of the county public service including in Boards of cities and urban areas within the county and to confirm appointments
- c) Prepare regular reports for submission to the County Assembly on the execution of the functions of the Board
- d) Promote in the county public service the values and principles referred to in Articles 10 and 232 of the Constitution of Kenya 2010

- e) Evaluate and report to the County Assembly on the extent to which the values and principles referred to in Articles 10 and 232 of the Constitution of Kenya 2010 are complied with in the county public service
- f) Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in the county
- g) Advise the County Government on human resource management and development
- h) Advise the County Government on implementation and monitoring of national performance management system in the counties
- i) Make recommendations to the salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees

12.1.4 Role Of Stakeholders: direct/indirect influence

| STAKEHOLDER | ASSISTANCE TO THE BOARD |
|---|---|
| Ministry of Devolution and Planning | Capacity Building to improve service delivery and facilitation of seconded staff in ensuring seamless transition |
| Public Service Commission | Technical assistance in minimizing appeals and creation of harmony and advisory services |
| Kenya School of Government | Offering trainings to Board members and county staff to improve service delivery. |
| Transitional Authorities | Coordination between National and County Government in ensuring seamless transition. |
| County Assembly | Legislation and oversight to enhance accountability. |
| County Executive | Technical assistance in formulation of appropriate policies |
| Citizens | Offering feedback services in order to improve areas of weaknesses and ensuring efficiency and effectiveness in service delivery. |
| Vision 2030 National Results Partner Forum | Offering Technical support in effective function of PSB |
| Industrial Court | Resolution of labour disputes. |
| Institute of Certified Public Service Secretaries of Kenya(ICPSK) | Training and Capacity building of CPSB members and secretariat staff to improve service delivery |
| Institute of Certified Public Accountants of Kenya(ICPAK) | Training and Capacity building of CPSB members and secretariat staff to improve service delivery |
| Institute of Human Resource management(IHRM) | Training and Capacity building of CPSB members and secretariat staff to improve service delivery |

12.2 PROGRAMME PERFORMANCE REVIEW 2017/2018-2019/2020

12.2.1 Review of sector programme/sub-programme performance- delivery of outputs/KPI/Targets as per the table below

Table 12.1: sector programme performance Reviews

| Programme | Key outputs | Key performance indicators | Planned target | Achieved targets | Remarks |
|------------------|--------------------|-----------------------------------|-----------------------|-------------------------|----------------|
| | | | | | |

| | | | | | | | | | |
|--|---|--|---------|---------|---------|---------|---------|---------|---|
| General Administration, Policy planning and Support Services | | | 2017/18 | 2018/19 | 2019/20 | 2017/18 | 2018/19 | 2019/20 | |
| Sub-programmes | | | | | | | | | |
| General Administration | Compensation of staff | Payroll | 23 | 25 | 22 | 23 | 25 | 22 | Achieved |
| | Payment of utility Bills | Utility Bills payments | 13 | 18 | 14 | 13 | 18 | 12 | Achieved |
| | Maintenance of leased office | Leased office maintained | 5 | 5 | 5 | 5 | 5 | 5 | Achieved |
| Policy Development and Planning | Development of Training policy documents | Draft Training document | 1 | 0 | 1 | 1 | 0 | 1 | Achieved |
| | Development of Service Charter document | Draft Service Charter document | 1 | 0 | 1 | 1 | 0 | 1 | Achieved |
| | Development of Code of Conduct | Draft Code of Conduct | 0 | 1 | 1 | 0 | 1 | 1 | Achieved |
| | Development of performance contracting toll | Performance development tool developed | 1 | 0 | 0 | 1 | 0 | 0 | Achieved |
| | Training and Capacity building | Certificates and reports | 23 | 25 | 22 | 18 | 10 | 5 | 50% achieved.The other 50% is as result |

| | | | | | | | | | |
|--|--|-------------------------------------|----|---|----|----|---|---|--|
| | of staff | | | | | | | | of inadequate training funds and Covid pandemic |
| | Induction of employees | Number of employees inducted | 50 | 0 | 17 | 50 | 0 | 7 | 28% achieved 72% not achieved due to inadequate budgetary allocation- there is a need to induct everybody |
| | Development of Recruitment policy | Draft recruitment policy | 0 | 0 | 1 | 0 | 0 | 0 | Not Achieved due to inadequate funds |
| | Development of sexual harassment policy | Draft sexual harassment policy | 0 | 0 | 1 | 0 | 0 | 0 | Not Achieved due to inadequate funds |
| | Harmonization of County organization structure | Draft County Organization structure | 1 | 0 | 0 | 0 | 0 | 0 | 10% achieved. Awaiting staff establishment reports from departments |
| | Domestication of scheme of service | Draft Scheme of service | 46 | 0 | 0 | 46 | 0 | 5 | 11% Achieved. Awaiting feedback from the rest of the departments |

12.2 .2 Expenditure analysis

12.2.2.1 Analysis of programmes expenditure

Table 12.2: Programme/ sub-programme expenditure Analysis

| ANALYSIS OF PROGRAMME EXPENDITURE | | | | | | |
|--|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|
| PROGRAMME | APPROVED BUDGET | | | ACTUAL EXPENDITURE | | |
| | 2017/18 | 2018/19 | 2019/20 | 2017/18 | 2018/19 | 2019/20 |
| Programme 1: General Administration, Policy planning and Support Services | | | | | | |
| Sub-Programme; General administration | 43,611,370 | 47,154,356 | 46,448,733 | 52,567,508 | 46,274,411 | 43,637,629 |
| Sub-Programme: policy development & planning | 31,389,879 | 12,073,984 | 6,198,196 | 14,203,015 | 9,104,752 | 6,015,370 |
| Total Programme | 70,711,288 | 59,228,340 | 52,646,929 | 66,770,523 | 55,379,163 | 49,652,999 |
| Total VOTE..... | 70,711,288 | 59,228,340 | 52,646,929 | 66,770,523 | 55,379,163 | 49,652,999 |

12.2.3 Analysis of programme expenditure by economic classification

Table 12.3 Programme expenditure by economic classification

| ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION | | | | | | |
|--|-----------------|---------|---------|--------------------|---------|---------|
| ECONOMIC CLASSIFICATION | APPROVED BUDGET | | | ACTUAL EXPENDITURE | | |
| | 2017/18 | 2018/19 | 2019/20 | 2017/18 | 2018/19 | 2019/20 |
| PROGRAMME 1: General Administration, Policy planning and Support Services | | | | | | |

| Sub programme 1:general administration | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Current Expenditure | 56,793,746 | 49,623,588 | 46,448,733 | 52,567,508 | 46,274,411 | 43,637,629 |
| Compensation of Employees | 35,965,476 | 31,211,109 | 29,934,046 | 34,894,789 | 30,211,109 | 29,902,434 |
| Use of Goods and Services | 10,111,711 | 18,412,479 | 10,214,687 | 8,067,093 | 16,063,302 | 8,125,195 |
| Other recurrent | 10,716,559 | 0 | 6,300,000 | 9,605,626 | 0 | 5,610,000 |
| Total Programme | 56,793,746 | 49,623,588 | 46,448,733 | 52,567,508 | 46,274,411 | 43,637,629 |
| Sub programme; policy & planning | | | | | | |
| Current Expenditure | 14,977,700 | 9,604,752 | 6,198,196 | 14,203,015 | 9,104,752 | 6,015,370 |
| Use of Goods and Services | 14,977,700 | 9,604,752 | 6,198,196 | 14,203,015 | 9,104,752 | 6,015,370 |
| Total VOTE..... | 71,771,446 | 59,228,340 | 52,646,929 | 66,770,523 | 55,379,163 | 49,652,999 |

12.2.4 Review of pending Bills

.12.2.4.1 Recurrent Pending Bills 2019/2020

| Items Supplied | Amount(Ksh.) | Status |
|-----------------------------|---------------------|--------------------------|
| Trainings | 1,183,700 | Payment process on going |
| Air tickets | 172,630 | Paid |
| Legal consultancy services | 1,156,702 | Payment process on going |
| Insurance for motor vehicle | 653,940 | Payment process on going |
| Motor Vehicle maintenance | 271,700 | Payment process on going |
| TOTAL | 3,438,672 | |

12.3.0 MEDIUM TERM PRIORITIES AND FINANCIAL PLAN 2021/2022-2023/2024

12.3.1 Prioritization of programmes and sub-programmes

| S/NO. | Programme | Priority Ranking |
|--------------|--|-------------------------|
| 1 | General Administration, Policy planning and Support Services | 1 |
| 2 | Finance and administration support Services | 2 |
| 3 | Legal, Ethics, Governance and Compliance | 3 |

12. 3.2 Programmes and their objectives

| S/NO. | Programme | Objectives |
|-------|--|--|
| 1 | General Administration, Policy planning and Support Services | Enhancing institutional efficiency and effectiveness in service delivery |
| 2 | Finance and administration support Services | To promote better resource management for the benefit of Citizens |
| 3 | Legal, Ethics, Governance and Compliance | To promote compliance and professionalism |

12. 3.3 Programmes, sub-programmes, expected outcomes, outputs, and key performance indicators (KPIs) for the Sector as per the format below

Table 12.4: programmes/Sub-programme, outcome, outputs and KPIs

| Programme | Delivery Unit | Key Outputs | Key Performance Indicators | Target 2019/20 | Actual achievement 2019/20 | Target Baseline 2020/21 | Target 2021/22 | Target 2022/23 | Target 2023/24 |
|--|---|-------------------------|----------------------------|----------------|----------------------------|-------------------------|----------------|----------------|----------------|
| Name of Programme: General Administration, Policy planning and Support Services | | | | | | | | | |
| Outcome: Enhancing institutional efficiency and effectiveness in service delivery | | | | | | | | | |
| SP 1.1 | Directorate of Finance and Administration | Employees Compensated | No. of Employees paid | 22 | 22 | 22 | 22 | 28 | 28 |
| | | Utility Bills Paid | % of Utility bills paid | 100% | 100% | 100% | 100% | 100% | 100% |
| SP 1.2 | Directorate of Human Resource Management | Policies Developed | No. of policies developed | 1 | 0 | 5 | 7 | 10 | 10 |
| | | Trainings and workshops | Certificates and reports | 22 | 5 | 22 | 30 | 35 | 40 |
| | | Preparation of Plans | No. of Plans prepared | 4 | 4 | 6 | 5 | 5 | 5 |

| Programme | Delivery Unit | Key Outputs | Key Performance Indicators | Target 2019/20 | Actual achievement 2019/20 | Target Baseline 2020/21 | Target 2021/22 | Target 2022/23 | Target 2023/24 |
|---|---|---|--|----------------|----------------------------|-------------------------|----------------|----------------|----------------|
| Name of Programme: Finance and administration support Services | | | | | | | | | |
| Outcome: To promote better resource management for the benefit of Citizens | | | | | | | | | |
| SP 1.1 Financial ,Accounting and administrative services | Directorate of Finance and Administration Directorate of Human Resource Management | Budget Preparation, Budget control, and Implementation. | No. of Budgets prepared, implementation done within the Directorates | 3 | 2 | 3 | 3 | 3 | 3 |
| | | Strategic Plan | No. of Strategic Plans prepare. | | | | | | |
| | | Annual Development plan | No. of ADP | 1 | 1 | 1 | 1 | 1 | 1 |
| | | Work Plans CIDP | No. of workplans | 1 | 1 | 1 | 1 | 1 | 1 |
| | | CPROP | No. of CIPD Prepared | 1 | 1 | 1 | 1 | 1 | 1 |
| | | Financial requisitions | No. of requisitions processed for three | 3 | 3 | 3 | 3 | 3 | 3 |

| | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|
| | | ,reporting and advisory services. | directorates No. of reports prepared | 3 | 3 | 3 | 3 | 3 | 3 |
| | | Assets management | No. of Assets Managed | 7 | 7 | 7 | 7 | 7 | 7 |
| SP 1.2 • supply chain management activities | | Coordination' of procurement activities in the 3 directorate. | No. of procurement activities coordinated in the 3 Directorates | 1 | 1 | 3 | 3 | 3 | 3 |

| Programme | Delivery Unit | Key Outputs | Key Performance Indicators | Target 2019/20 | Actual achievement 2019/20 | Target Baseline 2020/21 | Target 2021/22 | Target 2022/23 | Target 2023/24 |
|--|--|--|----------------------------|----------------|----------------------------|-------------------------|----------------|----------------|----------------|
| Name of Programme: Legal, Ethics, Governance and Compliance | | | | | | | | | |
| Outcome: To promote compliance and professionalism | | | | | | | | | |
| SP 1.1 Legal Services | Directorate of Legal, Ethics, Governance and | Research and development on new laws and | No. of Publications done | 0 | 0 | 1 | 2 | 3 | 4 |

| | | | | | | | | | |
|---|------------|--|--|---|---|---|---|---|---|
| | Compliance | regulations. | | | | | | | |
| | | Legal consultancy services | Number of consultancies services | 1 | 1 | 3 | 3 | 3 | 3 |
| SP 1.2 • Ethics & Governance | | Development and review of disciplinary Policy document | No of Disciplinary documents developed | 1 | 0 | 1 | 0 | 1 | 1 |
| SP 1.3 Compliance | | Sensitization of Values and Principles | Number of meetings held | 0 | 0 | 1 | 4 | 4 | 4 |
| | | Monitoring and evaluation of DIALs | Number of reports | 1 | 1 | 1 | 1 | 1 | 1 |

12.3.4 Programmes by Order of ranking

12.3.5 Analysis of resources requirement versus allocation by:

12.3.5.1 Sub-sector/sector (recurrent)

Table 12.5 Recurrent requirements/allocation

| Sector Name | Economic classification | 2020/2021 Estimate | REQUIREMENT | | | ALLOCATION | | |
|--|---------------------------|--------------------|-------------|-------------|-------------|------------|------------|------------|
| | | | 2021/22 | 2022/23 | 2023/24 | 2021/22 | 2022/23 | 2023/24 |
| County public service board Vote no: 5273 | | | | | | | | |
| | Gross | 66,113,090 | 91,724,399 | 100,896,839 | 110,986,523 | 51,937,209 | 57,130,930 | 62,844,023 |
| | GOK | | | | | | | |
| | NET | | | | | | | |
| | Compensation to employees | 35,396,998 | 38,936,698 | 42,830,368 | 47,108,405 | 46,239,458 | 50,863,404 | 55,949,744 |
| | Other recurrent | 30,716,092 | 52,787,701 | 58,066,471 | 106,276,678 | 5,697,752 | 6,267,527 | 6,894,280 |

12.3.6 Programmes/sub-programmes (current and capital) as per the format below

12.3.6.1 Analysis of resources requirement vs Allocation for 2021/22-2023/24

Table 12.6 Programme/sub-Programme resources requirement

| ANALYSIS OF PROGRAMME RESOURCES REQUIREMENT (AMOUNT KSH MILLIONS) | | | | | | | | | | | | |
|---|-------------------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|-------------------|
| | 2020/2021 | | | 2021/2022 | | | 2022/2023 | | | 2023/2024 | | |
| | Current | Capita l | Total | Current | Capita l | Total | Current | Capita l | Total | Current | Capita l | Total |
| Programme 1: General Administration, Policy planning and Support Services | | | | | | | | | | | | |
| Sub-programme 1 General Administration | 53,025,390 | 0 | 53,025,390 | 58,327,929 | 0 | 58,327,929 | 64,160,722 | 0 | 64,160,722 | 70,576,794 | 0 | 70576794 |
| Sub-programme 2 Policy planning | 13,087,700 | 0 | 13,087,700 | 14,396,470 | 0 | 14,396,470 | 15,836,117 | 0 | 15,836,117 | 17,419,729 | 0 | 17419729 |
| Sub Total | 66,113,090 | 0 | 66,113,090 | 72,724,399 | 0 | 72,724,399 | 79,996,839 | 0 | 79,996,839 | 87,996,523 | 0 | 87,996,523 |
| Programme 2: Finance and administration support Services | | | | | | | | | | | | |
| Sub-programme 1 Financial accounting &Administrativ e services | 0 | 0 | 0 | 6,500,000 | 0 | 6,500,00 | 7,150,000 | 0 | 7,150,000 | 7,865,000 | 0 | 7,865,000 |
| Sub-programme 1 Supply Chain | 0 | 0 | 0 | 1,000,000 | 0 | 1,000,000 | 1,100,000 | 0 | 1,100,000 | 1,210,000 | 0 | 1,210,000 |

| | | | | | | | | | | | | |
|--|-------------------|----------|-------------------|-------------------|----------|-------------------|--------------------|----------|--------------------|--------------------|----------|--------------------|
| management activities | | | | | | | | | | | | |
| Sub Total | | | | 7,500,000 | 0 | 7,500,000 | 8,250,000 | 0 | 8,250,000 | 9,075,000 | 0 | 9,075,000 |
| Programme 3: Legal, Ethics, Governance and Compliance | | | | | | | | | | | | |
| Sub-programme 1 Legal services | 0 | 0 | 0 | 3,500,000 | 0 | 3,500,000 | 3,850,000 | 0 | 3,850,000 | 4,235,000 | 0 | 4,235,000 |
| Sub-programme 2 Ethics and Governance | 0 | 0 | 0 | 5,000,000 | 0 | 5,000,000 | 5,500,000 | 0 | 5,500,000 | 6,050,000 | | 6,050,000 |
| Sub-programme 3 Ethics and Governance | 0 | 0 | 0 | 6,000,000 | 0 | 6,000,000 | 6,600,000 | 0 | 6,600,000 | 7,260,000 | 0 | 7,260,000 |
| Subtotal | 0 | 0 | 0 | 14,500,000 | 0 | 14,500,000 | 15,950,000 | 0 | 15,950,000 | 17,545,000 | 0 | 17,545,000 |
| Grand Totals | 66,113,090 | 0 | 66,113,090 | 94,724,399 | 0 | 94,724,399 | 104,196,839 | 0 | 104,196,839 | 114,616,523 | 0 | 114,616,523 |

Table 12.7 Programme/sub-Programme resources allocation

| ANALYSIS OF PROGRAMME RESOURCES ALLOCATION (AMOUNT KSH MILLIONS) | | | | | | | | | | | | |
|--|------------------|----------------|--------------|------------------|----------------|--------------|------------------|----------------|--------------|------------------|----------------|--------------|
| | 2020/2021 | | | 2021/2022 | | | 2022/2023 | | | 2023/2024 | | |
| | Current | Capital | Total | Current | Capital | Total | Current | Capital | Total | Current | Capital | Total |
| Programme 1: General Administration, policy planning and support services | | | | | | | | | | | | |

| | | | | | | | | | | | | |
|---|-------------------|----------|-------------------|-------------------|----------|-------------------|-------------------|----------|-------------------|-------------------|----------|-------------------|
| Sub-programme 1 General Administration | 53,025,390 | 0 | 53,025,390 | 46,239,458 | 0 | 46,239,458 | 50,863,404 | 0 | 50,863,404 | 55,949,744 | 0 | 55,949,744 |
| Sub-programme 2 Policy Planning | 13,087,700 | 0 | 13,087,700 | 5,697,752 | 0 | 5,697,752 | 6,267,527 | 0 | 6,267,527 | 6,894,280 | 0 | 6,894,280 |
| Total Vote | 66,113,090 | 0 | 66,113,090 | 51,937,210 | 0 | 51,937,210 | 57,130,931 | 0 | 57,130,931 | 62,844,024 | 0 | 62,844,024 |

12.3.7 Programme and Sub-programme by economic classification

Table 12.8 Programme and Sub-programmes by economic classification

| ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION | | | | | | |
|--|-------------|------------|------------|------------|------------|------------|
| ECONOMIC CLASSIFICATION | REQUIREMENT | | | ALLOCATION | | |
| | 2021/22 | 2022/23 | 2023/24 | 2021/22 | 2022/23 | 2023/24 |
| PROGRAMME 1: General Administration, Policy planning and Support Services | | | | | | |
| Current Expenditure | | | | | | |
| Compensation of Employees | 38,936,698 | 42,830,368 | 47,108,405 | 46,239,458 | 50,863,404 | 55,949,744 |

| | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Use of Goods and Services | 33,787,701 | 37,166,471 | 40,888,118 | 5,697,752 | 6,267,527 | 6,894,280 |
| Sub Total | 72,724,399 | 79,996,839 | 87,996,523 | 51,937,210 | 57,130,931 | 62,844,024 |
| Programme 2: Finance and administration support Services | | | | | | |
| Use of Goods and Services | 7,500,000 | 8,250,000 | 9,075,000 | 0 | 0 | 0 |
| Sub Total | 7,500,000 | 8,250,000 | 9,075,000 | 0 | 0 | 0 |
| Programme 3: Legal, Ethics, Governance and Compliance | | | | | | |
| Use of Goods and Services | 14,500,000 | 15,950,000 | 17,545,000 | 0 | 0 | 0 |
| Sub Total | 14,500,000 | 15,950,000 | 17,545,000 | 0 | 0 | 0 |

12.4.1 CROSS SECTOR LINKAGES AND EMERGING ISSUES/CHALLENGES/CONCLUSIONS/RECOMMENDATIONS

12.4.2 Constraints and challenges in budget implementation and how they are being addressed

The county government has been implementing the IFMIS. This is basically meant to improve efficiency in public finance management which is I deal for that for purpose. However the department noted there is network problems which calls for upgrading of the network. The ICT department needs to put in place Network infrastructure (cabling) in all the accounting entities which this system needs to embrace for the faster implementation of the IFMIS in all the accounting entities.

The department also prepared the procurement plan, which need to be adhered to as well as capacity building on E-Business to fastrack the procurement procedures and budget implementation. Other factors affecting the budget implementation includes; Late release of funds by national treasury, insufficient Budgetary allocations, lack of working equipments and machines, Political interference, procedures and systems, lack of official transport, Inadequate staff, Limited resources, Low levels of automation and Poor communication and interpersonal relations.

12.4.3 CONCLUSION

The Nyamira County Public Service Board has strived for excellence despite several challenges. The Board is sensitive conscious to the requests and demands of various departments and the general public of Nyamira County residents and Kenyans at large. Despite the many challenges we've been able to tackle the most critical mandate and in real time. However, if the said challenges as enumerated herein were to be tackled and addressed, the Board will make invaluable strides for the betterment of services and for the benefit of all.

It should be remembered that for any organization to succeed, having a proper and well motivated workforce, is paramount and key to success.

12.4.4 Recommendations

- In order for the Board to perform its mandate effectively, it is necessary to get sufficient funding
- The Board has a deficit of about 6 staff members as it stands now. If sufficient budgetary allocations are availed, then the Board can be able to hire more staff for manpower service delivery
- The Board lacks proper offices and crucial working equipments such as bulk filing cabinets, desktops, laptops, projectors and other office equipments and machines. To facilitate proper service delivery and record keeping, it is necessary to have such equipments and good offices.

- The County Public Service Board is the body charged with Human Resource Restructuring, performance contracting and Appraisals within the County. It is also supposed to coordinate all trainings for the County Public Service. In order to be effective and versatile in that mandate, the county needs to invest in training of the Board members and its secretariat so that they are well versed in this very important mandate. We do therefore recommend that training needs of the Board and its secretariat be addressed through budgetary allocations.

