



From left: Members Josephine Mwau, FCPA Sylvester Kiini, MBS, Dr. Zebedee Mwandi, Chairperson Benjamin KasaMBA, H.E Governor Mutula Kilonzo Jnr, CBS, H.E Deputy Governor Lucy Mulili, CEO/Secretary CS Redempta Kavindu, Vice Chairperson Deborah Kyalo and Member Christopher Masila

FOREWORD



It is with great honor that I present the inaugural 100-day report of the Board's journey, a bold commitment I made during my vetting and upon assumption of office on 8th January 2026. From the moment the Full Board was constituted on 16th February 2026, this pledge became the foundation of our Inception Rapid Results Initiative (RRI), guiding us toward transformative institutional change. This report chronicles our progress from 8th January to 18th April 2026, highlighting key achievements, challenges, and forward-looking recommendations, all aimed at creating a "Happy Hour" for the people of Makueni. A Happy Hour happens when citizens receive high-quality, efficient, and responsive services delivered by a motivated and empowered public service.

Serving as a vital accountability tool, this report is addressed to the Makueni County Assembly, His Excellency the Governor, the County Executive, and the County Public Service. Its purpose is threefold: to fulfill oversight obligations, to advise on human resource management and development, and to provide structured feedback to staff for continuous improvement. In these first 100 days, the Board concentrated on three critical areas: Employee Satisfaction, Productivity and Performance Management, and Compliance with Policy Frameworks. Our findings revealed areas requiring urgent attention, including low promotion progression rates, gaps in staff induction, limited stakeholder engagement, staffing shortages, and weaknesses in productivity mainstreaming. Despite financial and operational constraints, we achieved notable milestones, including the conclusion of 101 promotion cases, review of terms of service for 57 staff, and the adoption of a policy

direction that common cadre promotions will now be automatic to enhance efficiency and fairness.

We also fostered strategic partnerships, notably with the Kenya Red Cross, the Institute of Certified Secretaries, and other development partners, to support capacity building, institutional strengthening, and staff welfare initiatives. Our efforts in Productivity and Performance Management were further demonstrated through engagements such as the *Governor's English Dinner*, which brought together stakeholders to discuss productivity, collaboration, and service excellence. On compliance and policy frameworks, we identified critical gaps in HR processes and responded by developing Standard Operating Procedures (SOPs) and a Human Resource Dashboard, key reforms aimed at strengthening transparency, accountability, efficiency, and data-driven decision-making.

As we look ahead, our focus remains on deepening reforms to deliver a true “Happy Hour” for the citizens of Makueni County through an empowered, productive, and motivated workforce. I extend my sincere gratitude to His Excellency the Governor, the County Assembly, and all stakeholders for the privilege to serve, and to County staff for their dedication and commitment to serving the people of Makueni. This report is not only a reflection of our achievements but also a strategic roadmap guiding future policy direction and operational excellence. Together, we are shaping a public service that embodies merit, equity, professionalism, and responsiveness, truly working for the people of Makueni.

Benjamin Kioko KasaMBA

Chairperson

MAKUENI COUNTY PUBLIC SERVICE BOARD

ACKNOWLEDGEMENT



The successful completion of this report on the Board's first 100 Days in Office is a testament to the unwavering support and active participation of numerous stakeholders. I extend my heartfelt appreciation to the entire Board, under the exemplary leadership of the Chairperson, for their clear guidance and strategic direction during this pivotal period.

Special thanks are due to the dedicated Secretariat Technical Team, including CHRP Evalyne Nzuve, Raphael Wambua, Victor Mutunga, Daniel Mbithi, CPA Magdalene Kisini, Mary Kyule, Musyoka Ndunda, Alex Francis, Samuel Mwanza, Mohamed Mutiso, and other staff members, whose commitment was instrumental in the development of this report.

We also recognize the vital contributions of County Chief Officers, departmental Human Resource Officers, and other authorized officers. Their commitment, timely data submissions, and active participation in implementing human resource initiatives across departments were crucial. Additionally, the ICT and Monitoring & Evaluation Officers played a key role in harmonizing Standard Operating Procedures and establishing the Quarterly Reporting Framework.

Finally, the Board sincerely acknowledges the support, strategic leadership, and oversight provided by the County Executive, led by His Excellency the Governor, as well as the Makueni County Assembly under the leadership of the Hon. Speaker. We also appreciate the valuable feedback from County Staff and Trade Union representatives, which greatly enriched this report.

The Board remains steadfast in its commitment to delivering a prosperous and thriving Makueni County, driven by a motivated and dedicated human resource, with the ultimate goal of creating a Happy Hour for all citizens.

CS Redempta Kavindu

Board Secretary/CEO

MAKUENI COUNTY PUBLIC SERVICE BOARD

BOARD COMPOSITION



**Benjamin Kioko Kasamba –
Chairperson**

Master's in Public Health,
Hebrew University of
Jerusalem.

Served as Director of Programs
Healthpro consortium East
Africa (HCEA), Kenya Red
Cross Society Disaster
Preparedness and Response
Manager Political advisor
Makueni County Government,
Chief Officer - Health and
Sanitation, Water and Irrigation
in Kitui County Government
Founding Chairperson, PHO
Council (2013–2014)



Deborah Mutheu Kyalo – Vice Chairperson

LLM (Ongoing), University of Nairobi

Postgraduate Diploma in Law,
Kenya School of Law

Managing Partner, DM Kyalo & Associates



Christopher Masila – Member

MBA in Strategic Management,
Moi University

Served as Regional and Branch
Manager at Barclays, KCB, and
National Bank of Kenya

Board Member since 16th May
2023



**FCPA Sylvester Ngei Kiini –
Member**

MBA, UoN; PhD Candidate

Served as Deputy Auditor

General – Financial Audit

Services

Awarded Moran of the order of
Burning Spear MBS (2025)



**Josephine Mbenya Mwau –
Member**

MA Public Policy, Kenyatta

University

Regional Program Officer; Deaf

Child Worldwide East Africa

(2019–Present)

Former Board Member, County

Assembly Service Board,

Makueni (2017–2022)



**Dr. Zebedee Mwandi –
Member**

MPH, University of London
Served as Regional Senior
Technical Advisor, Johns
Hopkins University Affiliate
(2016–2025)

Biomedical HIV/AIDS
Prevention Advisor, US
Embassy Malawi



**CS Redempta Kavindu –
CEO/Secretary**

Master of Arts in Project
Planning and Management,
University of Nairobi and a PhD
Student.

Served as Chief of Staff,
Director of Monitoring &
Evaluation, and Sub County
Administrator in Makueni
County

CEO/Secretary, MCPSB since
1st April 2022

EXECUTIVE SUMMARY

This report presents a comprehensive, evidence-based account of the implementation status of the 100-Day Agenda of the Third Generation Makueni County Public Service Board for the period 8th January 2026 to 20th April 2026. It highlights key findings, achievements, challenges, and recommendations towards creating a “Happy Hour” for the people of Makueni through an empowered and highly motivated staff. The “Happy Hour” denotes the highest level of citizen satisfaction derived from timely, efficient, and quality service delivery by County staff.

This report therefore serves as an accountability tool to the Makueni County Assembly, His Excellency the Governor, the County Executive, and the County Public Service, who constitute the Board’s key stakeholders. The purpose of this report is threefold: to fulfill an accountability obligation to the County Assembly as the oversight body pursuant to Section 59 of the County Governments Act, 2012; to provide advisory support to the County Executive on Human Resource Management and Development; and to offer structured feedback to County staff for continuous improvement.

Within the reporting period, the Board focused on three Key Result Areas: Employee Satisfaction, Productivity and Performance Management, and Compliance with Policy Frameworks. Key findings from literature review, corroborated by a baseline survey on employee satisfaction and compliance with national values, established that staff promotion levels were below optimal levels, there was limited induction of Chief Officers and staff, inadequate staff engagement through structured meetings, staffing gaps, and insufficient mainstreaming of productivity within performance management systems. Limited budgetary allocation, in the context of wage bill constraints relative to County revenue, emerged as the

main constraint affecting promotions, recruitment, induction, and training initiatives.

Against these constraints, the Board achieved notable milestones within the 100 days, including: promotion of 96 out of 100 requests under the common establishment; review and approval of 5 non-common cadre promotions; mapping and costing of 184 other outstanding non-common establishment promotions; confirmation of 128 staff into permanent and pensionable establishment; review of terms of service for 57 out of 59 officers from contract to permanent and pensionable terms; and advertisement of 105 recruitment vacancies to address staffing gaps. In addition, the Board addressed disciplinary matters by reinstating one officer and dismissing two officers out of eight cases, while the remaining cases are ongoing in accordance with due process.

A key policy milestone was the resolution that common cadre promotions shall be automatic effective 1st July 2026, enhancing efficiency, fairness, and timeliness in career progression. The Board also achieved progress in recruitment processes by hiring one officer. Further, the induction of the Full Board, supported through partnerships with development partners including LAPFUND, County Pension Fund (CPF), Kenya Commercial Bank, The Family Bank, ESAMI and the Institute of Certified Secretaries, was a significant institutional strengthening milestone that enhanced the Board's operational capacity and strategic direction.

On Productivity and Performance Management, the Board established that while a performance management system exists, there are gaps in the effective mainstreaming of productivity metrics. A baseline survey conducted on 14th April 2026 established concerns regarding late reporting to duty in some instances and irregular office attendance in certain departments, largely attributable to work allocation practices and operational

arrangements outside official workstations. In response, the Board strengthened stakeholder engagement and hosted the *Governor's English Dinner*, bringing together key actors including the Salaries and Remuneration Commission (SRC) and GIZ to enhance dialogue on productivity and performance improvement.

With regard to compliance with policy frameworks, the Board established that although the Human Resource Policies and Procedures Manual (2025) is in place, compliance levels remain inconsistent, particularly in relation to promotions, acting appointments redesignations, and other HR processes. Gaps in HR planning and budgeting for personnel emoluments were also identified. To address these challenges, the Board, in collaboration with HR, ICT, and M&E officers, developed Standard Operating Procedures (SOPs) and standardized reporting templates. The integration of these systems into a Human Resource Dashboard represents a significant milestone in strengthening transparency, accountability, efficiency, and data-driven decision-making in HR management.

In conclusion, the report presents key recommendations aimed at strengthening service delivery, including mandatory quarterly staff meetings on projects, productivity and HR management, structured induction of Chief Officers and other staff, full adoption of SOPs, improved staff facilitation, and timely payment of staff dues. The achievements realized under this Rapid Results Initiative demonstrate the Board's commitment to upholding the values and principles of public service as enshrined in the Constitution of Kenya, 2010, particularly in promoting meritocracy, equity, professionalism, and responsiveness in service delivery. As the Board transitions into the next phase of institutional strengthening, the focus will be on strengthening employee engagement and productivity, deepening reforms, and enhancing Human Resource governance systems.

This report thus provides critical insights to inform future policy and operational decisions aimed at enhancing the effectiveness, efficiency, and responsiveness of the County Public Service.

Executive Performance Snapshot

S/No	Key Area	Requests	Achieved	Performance Status
1	Promotions (Common establishment)	100	96	96%
2	Promotions (Non-common establishment)	103	5	4.9%
3	Review of Terms of Engagement (Competitive)	59	57	100%
4	Review of Terms of Engagement (Competitive)	61	15	24.59%
5	Confirmation into Permanent Pensionable Establishment	128	128	100%
6	Re-designation	23	18	78.26%
7	Recruitment	107	1	1%
8	Correction of Designation	6	6	100%
9	Alignment of Career Progression Guidelines	18	18	100%
10	Adoption of Specialization Titles	7	7	100%
11	Disciplinary Control	8	3	37.5%

Table of Contents

FOREWORD.....	ii
ACKNOWLEDGEME.....	iv
BOARD COMPOSITION.....	vi
EXECUTIVE SUMMARY.....	x
LIST OF ABBREVIATIONS AND ACRONYMS.....	xvii
CHAPTER	
ONE.....	1
1.0 Introduction.....	1
1.2 Background Information	2
1.3 Legal and Institutional Framework	3
1.4 Composition and Structure of the Board.....	3
1.5 Board Secretariat.....	4
1.6 Induction and Onboarding of the Board.....	4
1.7 Methodology	5
1.8 Legal and Policy Framework	5
1.9 Overview of the 100-Day Report.....	6
1.10 Purpose of the Report.....	6
1.11 Key Observations on Status of Human Resource at Inception.....	7
1.12 Productivity and Performance Management Framework.....	7
1.13 Institutional Strengthening and Staff Welfare Initiatives	8
CHAPTER TWO.....	10
2.0 SITUATIONAL ANALYSIS.....	10
2.1 KRA 1: EMPLOYEE SATISFACTION	10
2.1.1 Promotions	11

2.1.1.2 Common Establishment Promotions	11
2.1.1.3 Key Observations on Promotions Process	11
2.1.1.3 Non-Common Establishment Promotions.....	13
2.1.2 Review of Terms of Engagement from Contractual to Permanent and Pensionable Terms.....	14
2.1.2.1 Competitive Contracts.....	14
2.1.2.2 Non-Competitive Contracts	16
2.1.3 Confirmation and Admission of Staff into the Permanent and Pensionable Establishment.....	17
2.1.4 Re-Designation of Staff.....	19
2.1.5 Recruitment.....	20
2.1.6 Correction of Designation.....	21
2.1.7 Alignment of Career Progression Guidelines for Clinical Officers	22
2.1.8 Adoption of Specialization Titles	22
2.1.9 Disciplinary Control.....	22
2.1.10 Training and Capacity Development.....	23
2.1.11 Work Environment	23
2.2 KRA 2: PERFORMANCE AND PRODUCTIVITY	25
2.3 KRA 3: COMPLIANCE LEVELS AND POLICY FRAMEWORKS	28
2.3.2 Compliance with Oath of Secrecy Requirements	30
2.3.3.1 Legal Framework.....	31
2.3.3.2 Status of Compliance	31
Findings	32

2.3.3 Key Implications	33
CHAPTER THREE.....	34
3.0 ACHIEVEMENTS	34
3.1 Key Result Area 1: Employee Satisfaction	34
3.2 Key Result Area 2: Performance and Productivity	35
3.3 Key Result Area 3: Compliance Levels and Policy Frameworks ..	37
CHAPTER FOUR.....	39
4.0 CHALLENGES AND RECOMMENDATIONS	39
4.1 Overview	39
4.2 Key Challenges	39
4.2.1 Institutional and Operational Challenges	39
4.2.2 Financial and Budgetary Constraints	40
4.2.3 Human Resource Management Challenges.....	40
4.2.4 Performance Management Challenges.....	41
4.2.5 Compliance and Governance Challenges.....	41
4.2.6 Work Environment and Staff Welfare Challenges.....	42
4.2.7 Sector-Specific Challenges	42
4.3 Recommendations	43
4.4 Conclusion	44
Implementation Matrix.....	45

LIST OF ABBREVIATIONS AND ACRONYMS

RRI	Rapid Results Initiative
SOP	Standard Operating Procedures
SRC	Salaries & Remuneration Commission
P&P	Permanent and Pensionable
KRA	Key Result Area
CIDP	County Integrated Development Plan 2023-2027
CPF	County Pension Fund
ADP	Annual Development Plan 2025/2026
CPSB	Makueni County Public Service Board
MOU	Memorandum of Association
ESAMI	Eastern and Southern African Management Institute
ESI	Employee Satisfaction Index
CPD	Continuing Professional Development
PSC	Public Service Commission
SRC	Salaries and Remuneration Commission

CHAPTER ONE

1.0 Introduction

This report presents a comprehensive account of the implementation of the 100-Day Agenda under the Rapid Results Initiative (RRI) Framework by the Makueni County Public Service Board for the period 8th January 2026 to 20th April 2026. The Agenda was conceived as a strategic, results-oriented intervention aimed at fast-tracking priority human resource reforms and delivering measurable institutional outcomes within a defined timeframe. Specifically, the objectives of the RRI were to; Conduct Human Resource Audit on staff welfare; Establish status of HR Processes and Procedures; and to inform the Board's direction for the six-years as committed during the vetting by the Makueni County Assembly.

The purpose of this report is threefold; First, it serves as an accountability tool, demonstrating the Board's commitment to efficient, transparent, and results-based public service delivery. Second, to advise on human resource management and development by highlighting areas requiring policy direction, resource allocation, and institutional strengthening. Third, it provides structured feedback to staff for continuous improvement.

The report is aligned with the County Integrated Development Plan (CIDP 2023–2027), the Annual Development Plan (ADP 2025/2026), The Board's Strategic Plan (2022-27) and applicable human resource policies. It serves both as a corrective intervention and as a foundation for sustainable institutional strengthening.

During the reporting period, the Board placed deliberate emphasis on institutionalizing Human Resource Planning and reporting, strengthening productivity and performance management systems, enhancing compliance with legal and policy frameworks, and improving employee satisfaction as key drivers of productivity, accountability, and service delivery.

This report covers the key activities, achievements, challenges, and lessons learned during the implementation of the 100-Day Agenda. It focuses specifically on human resource management reforms, institutional capacity strengthening, and performance improvement initiatives undertaken by the Board within the reporting period.

1.2 Background Information

The establishment and operationalization of County Public Service Boards is anchored in the Constitution of Kenya, which ushered in a devolved system of governance aimed at enhancing service delivery, promoting equitable development, and fostering citizen participation.

In line with this constitutional framework, the County Governments Act, 2012 provides for the establishment of County Public Service Boards in each county to oversee human resource management and development within the County Public Service.

The Makueni County Public Service Board plays a central role in ensuring that the County Government is equipped with a competent, professional, and ethical workforce. Over time, the Board has implemented reforms aimed at strengthening institutional capacity,

enhancing merit-based recruitment, streamlining promotion processes, and ensuring compliance with legal and policy frameworks.

The 100-Day Report was adopted as a strategic approach to fast-track priority interventions, enhance efficiency in service delivery, and ensure the achievement of measurable results within a defined timeframe.

1.3 Legal and Institutional Framework

The operations of the County Public Service Board are guided by the Constitution of Kenya, the County Governments Act, 2012, and other relevant public service laws, regulations, and policies. These frameworks provide the legal basis for the Board's mandate in recruitment, promotion, discipline, and capacity development within the County Public Service.

1.4 Composition and Structure of the Board

The Board consists of a Chairperson, five members, and a Secretary/Chief Executive Officer, all appointed by the Governor with the approval of the County Assembly. The Members of the Third Generation Board bring on board a wealth of experience, professional expertise, and diverse competencies in public administration, human resource management, governance, law, finance, and strategic leadership.

The Board remains committed to leveraging its collective expertise to enhance efficiency, professionalism, integrity, and accountability within the County Public Service.

1.5 Board Secretariat

Board is supported by a Secretariat headed by the Chief Executive Officer, which facilitates its administrative and operational functions. The current establishment is of 13 officers, a volunteer and one intern.

1.6 Induction and Onboarding of the Board

In order to strengthen its effectiveness and ensure alignment with its strategic mandate, the Board underwent a comprehensive five-day induction held at Mombasa Beach Hotel from 23rd to 27th February 2026.

The induction focused on:

- (i) Legal and institutional frameworks governing County Public Service Boards;
- (ii) Public sector human resource management reforms;
- (iii) Performance management and accountability systems;
- (iv) Governance, ethics, and leadership in public service.

This induction enhanced the Board's capacity to effectively discharge its mandate and fostered a shared understanding of the Board's strategic priorities and operational expectations.

1.7 Methodology

In the development of this report, the Board employed a mixed-methods approach including;

- (i) Literature Review;
- (ii) Focused-Group Discussions
- (iii) Structured consultations with key stakeholders, including the Governorship, County Assembly Committee on Devolution and Public Service, County Executive Committee Members, County Secretary and Head of Public Service, County Chief Officers, Human Resource practitioners, ICT and Monitoring & Evaluation officers, Trade Unions as well as Persons with Disability.
- (iv) Cross-Sectional Baseline Survey; and Board meetings

1.8 Legal and Policy Framework

The implementation of the RRI was anchored within the following legal and policy frameworks:

- (i) The Constitution of Kenya (Articles 10, 232, and 235);
- (ii) The County Governments Act, 2012;
- (iii) The Employment Act, 2007;
- (iv) Public Service Commission guidelines and circulars;
- (v) Salaries and Remuneration Commission advisories; and
- (vi) The County Human Resource Policies and Procedures Manual.

These frameworks guided all human resource interventions and ensured compliance, accountability, fairness, and adherence to public service values and principles.

1.9 Overview of the 100-Day Report

The 100-Day Report was structured around three key result areas:

- (i) Employee Satisfaction;
- (ii) Performance and Productivity; and
- (iii) Compliance with Legal and Policy Frameworks.

The report focused on addressing critical human resource interventions including promotions, recruitment, confirmations, re-designations, disciplinary control, and broader institutional strengthening initiatives aimed at improving service delivery and organizational effectiveness.

1.10 Purpose of the Report

The purpose of this report is to:

- (i) Provide accountability on the implementation of the 100-Day Agenda;
- (ii) Inform policy formulation, planning, and resource allocation decisions; and
- (iii) Provide a basis for continuous improvement in human resource management within the County Public Service.

1.11 Key Observations on Status of Human Resource at Inception

At the time of assumption of office, the Board identified significant human resource gaps requiring urgent and strategic intervention:

- (i) Inadequate Annual Human Resource Planning tools;
- (ii) Lack of harmonized Human Resource Standard Operating Procedures (SOPs);
- (iii) Lack of a unified reporting template for Human Resource matters in the public service;
- (iv) Lack of a centralized tracking systems for Human Resource matters at the Board;
- (v) Delayed promotions and conversion of employment terms; and
- (vi) 184 non-common establishment promotions outstanding due to budget constraints
- (vii) Inadequate Compliance with Article 232 of the Constitution, The Public Officer Ethics Act, 2003 and HR Policies on the Management of Government information.

These challenges informed the prioritization and sequencing of interventions under the 100-Day Agenda.

1.12 Productivity and Performance Management Framework

The Board established that the County Public Service was on Performance Management System as a key driver of productivity, efficiency, and accountability within the County Public Service.

However, the following gaps were identified;

- (i) Majority of staff reported to work after 8.00am;
- (ii) Inadequate mainstreaming of productivity into performance;
- (iii) Lack of a dedicated office with fulltime staff for day to day management of performance. Inadequate capacity building of staff on productivity measurement;
- (iv) Inadequate adoption of results-based culture of performance through Performance contracts and Appraisal System.

During the 100 Days, the Board:

- (i) Issued advisories on mid-term performance review for the FY 2025/2026 contracting cycle;
- (ii) Initiated the automation of Human Resource Standard Operating Procedures (SOPs) in the public service;
- (iii) Held a consultative meeting with the Integrated Performance Management Committee on finalization of Rewards and Sanctions Guidelines for the Public Service as well as re-engineering performance management system by incorporating aspects of balanced score-card.

1.13 Institutional Strengthening and Staff Welfare Initiatives

The Board undertook several initiatives aimed at strengthening institutional culture and enhancing staff welfare, including:

- (i) Administration of the Oath of Secrecy to staff, reinforcing confidentiality, professionalism, and integrity in public service;
- (ii) Introduction of staff wellness initiatives to promote team cohesion, mental well-being, and a positive and supportive work environment;
- (iii) Strengthening induction processes for newly recruited staff to enhance early integration and performance; and
- (iv) Engagement with partners to support mental health and employee wellness programmes.

These interventions contributed to improved staff morale, enhanced accountability, and the development of a more cohesive and productive workforce.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This chapter presents the state of affairs at the inception of the Third Board during the 100 days ending 18th April 2026. The analysis is organized under three (3) Key Result Areas (KRAs): Employee Satisfaction, Performance and Productivity, and Compliance with Legal and Policy Frameworks.

2.1 KRA 1: EMPLOYEE SATISFACTION

Employee satisfaction refers to the level of contentment and positive emotional attitude that employees have towards their jobs, work environment, and organization. It encompasses factors such as job fulfillment, recognition, work-life balance, compensation, and interpersonal relationships within the workplace. High employee satisfaction typically results in increased productivity, stronger employee loyalty, and improved organizational performance.

Under this KRA, the Board focused on the following interventions:

- (i) Promotions under both the common and non-common establishment;
- (ii) Review of terms of engagement from contractual to permanent and pensionable terms;
- (iii) Confirmation and admission of staff into the permanent and pensionable establishment;
- (iv) Re-designation of staff;

- (v) Recruitment;
- (vi) Correction of staff designations;
- (vii) Alignment of career progression guidelines for Clinical Officers;
- (viii) Adoption of specialized designation titles;
- (ix) Disciplinary control and enforcement of HR regulations;
- (x) Training and capacity development; and
- (xi) Improvement of working conditions and staff facilitation measures.

2.1.1 Promotions

2.1.1.2 Common Establishment Promotions

At the inception of the Third Board, 59 common establishment promotion requests had been received. An additional 41 requests were received by 18th April 2026, bringing the total to 100.

Out of these, 96 (96%) have been successfully concluded, while 4 cases remain outstanding pending final verification and administrative processing. This high completion rate reflects the Board's commitment to timely career progression, fairness, and efficiency in human resource decision-making.

2.1.1.3 Key Observations on Promotions Process

The Board observed that delays in a small number of cases were largely attributed to documentation gaps, budgetary validation requirements, and verification of eligibility criteria. Going forward, the Board will strengthen pre-verification processes and

coordination with line departments to ensure faster turnaround times and eliminate avoidable backlogs.

Table 1: Common Cadre Promotions by Department

Department	No. Requested as at 8.01.2026	No. Requested as at 18.04.2026	Total No. Requested	No. Promoted	No. Not Promoted
Health Services	4	16	20	20	0
ICT, Education And Internship	52	0	52	49	3
Devolution, Public Participation, County Administration And Special Programmes	0	14	14	13	1
Agriculture, Livestock, Fisheries & Co-Operative Development	2	0	2	2	0
Infrastructure, Transport, Public Works And Energy	1	4	5	5	0
Trade, Marketing, Industry, Culture And Tourism	0	7	7	7	0
Total	59	41	100	96	4
Percentage				96%	4%

Source: MCPSB Registry

No requests were received from the departments of Gender, Children, Youth, Sports and Social Services; Water, Sanitation and Irrigation; Office of the County Attorney; Office of the Governor; Public Service Management; Lands, Urban Planning and Development, Environment and Climate Change; Finance,

Planning, Budget and Revenue; and Makueni County Fruit Development and Marketing Authority.

2.1.1.3 Non-Common Establishment Promotions

A total of 29 non-common establishment promotion requests had been received before 8th January 2026, with a further 74 received by 18th April 2026, totaling 101 requests. Of these, 5 have been successfully concluded, 12 vacancies have been advertised, and 63 remain pending subject to budget provision.

Table 2: Non-Common Cadre Promotions by Department

Department	No. requested as at 8.01.2026	No. requested as at 18.04.2026	Total requests	No. Advertised	No. Promoted	No. not Promoted
Health Services	22	40	62	12	3	59
Gender, Children, Youth, Sports and Social Services	0	2	2	0	0	2
Water Sanitation and Irrigation	0	1	1	0	0	1
ICT, Education and Internship	4	0	4	0	0	4
Devolution, Public Participation, County Administration and Special Programmes	1	2	3	0	1	2

Agriculture, Livestock, Fisheries & Co-Operative Development	0	2	2	0	0	2
Infrastructure, Transport, Public Works and Energy	0	18	18	0	0	18
Office of the Governor	0	2	2	0	0	2
Public Service Management	1	4	5	0	1	4
Trade, Marketing, Industry, Culture and Tourism	1	2	3	0	0	0
MCPSB	0	1	1	0	0	1
Total	29	74	103	12	5	91

Source: MCPSB Registry

No requests were received from Makueni County Fruit Development and Marketing Authority; Lands, Urban Planning and Development, Environment and Climate Change; Office of the County Attorney; and Finance, Planning, Budget and Revenue.

2.1.2 Review of Terms of Engagement from Contractual to Permanent and Pensionable Terms

2.1.2.1 Competitive Contracts

At inception, 59 officers who had joined the public service through a competitive process remained unconverted at the end of the

Second Board's tenure. Following the confirmation of the budget by the respective department, the Board reviewed 57 of these contracts.

Table 3: Conversion from Contractual -Competitive Category

Department	No. Requested as at 8.01.2026	No. Requested as at 18.04.2026	Total Requests	No. Converted	No. Not Converted
Health Services	4	0	4	4	0
Water Sanitation and Irrigation	3	0	3	3	0
Finance, Planning, Budget and Revenue	42	0	42	42	0
Lands, Urban Planning and Development, Environment and Climate Change	5	0	5	5	0
Trade, Marketing, Industry, Culture and Tourism	3	0	3	1	2
Makueni County Fruit Development and Marketing Authority	2	0	2	2	0
Total	59	0	59	57	2

Source: MCPSB Registry

The following Departments did not have contractual staff under the competitive category: Gender, Children, Youth, Sports and Social Services; Office of the County Attorney; Infrastructure, Transport, Public Works and Energy; Office of the Governor; Public Service Management; Devolution, Public Participation, County Administration and Special Programmes; ICT, Education and

Internship; and Agriculture, Livestock, Fisheries and Co-Operative Development.

2.1.2.2 Non-Competitive Contracts

Out of the 61 officers on noncompetitive contracts, the Board has advertised 15 vacancies to facilitate absorption of the officers. The outstanding number is attributable to lack of budget.

Table 4: Conversion from Contractual -Non-Competitive Category

Department	No. Requested as at 8.01.2026	No. Requested as at 18.04.2026	Total Requests	No. Advertised	No. Not Converted
Health Services	3	0	3	0	3
Gender, Children, Youth, Sports and Social Services	6	0	6	0	6
Water Sanitation and Irrigation	7	0	7	0	7
ICT, Education and Internship	2	0	2	1	2
Finance, Planning, Budget and Revenue	7	0	7	1	7
Devolution, Public Participation, County Administration and Special Programmes	11	0	11	0	11
Agriculture, Livestock, Fisheries & Co-Operative Development	5	0	5	5	5

Office of County Attorney	1	0	1	0	1
Infrastructure, Transport, Public Works and Energy	8	0	8	8	8
Office of the Governor	3	0	3	0	3
Public Service Management	3	0	3	0	3
Lands, Urban Planning and Development, Environment and Climate Change	2	0	2	0	2
Trade, Marketing, Industry, Culture and Tourism	2	0	2	0	2
Makueni Fruit Development and Marketing Authority	1	0	1	0	1
Total	61	0	61	15	61

Source: MCPSB Registry

2.1.3 Confirmation and Admission of Staff into the Permanent and Pensionable Establishment

During the reporting period, the Board received and processed a total of 128 requests for confirmation and admission into the permanent and pensionable establishment upon completion of probation period. All 128 requests were approved.

Table 5: Confirmation into Permanent and Pensionable Establishment

Department	No. Requested as at 8.01.2026	No. Requested as at 18.04.2026	Total Requests	No. Approved	No. Not Approved
Health Services	0	109	109	109	0
Water Sanitation and Irrigation	0	10	10	10	0
Devolution, Public Participation, County Administration and Special Programmes	0	1	1	1	0
Office of County Attorney	0	2	2	2	0
Public Service Management	0	3	3	3	0
MCPSB	0	1	1	1	0
Makueni County Fruit Development and Marketing Authority	2	0	2	2	0
Total	2	126	128	128	0

Source: MCPSB Registry

The Board did not receive any requests from the department of Trade, Marketing, Industry, Culture and Tourism; Lands, Urban Planning and Development, Environment and Climate Change; Office of the Governor; Infrastructure, Transport, Public Works and

Energy; Agriculture, Livestock, Fisheries and Co-Operative Development; ICT, Education and Internship; Finance, Planning, Budget and Revenue; and Gender, Children, Youth, Sports and Social Services.

2.1.4 Re-Designation of Staff

The Board received a total of 23 re-designation requests, of which 18 were successfully concluded.

Table 6: Re-designation of Staff by Department

Department	No. Requested as at 8.01.2026	No. Requested as at 18.04.2026	Total Requests	No. Redesignated	No. Not Redesignated
Health Services	6	14	20	16	4
Gender, Children, Youth, Sports and Social Services	1	0	1	1	0
Water Sanitation and Irrigation	1	0	1	0	1
Office of the Governor	0	1	1	1	0
Total	8	15	23	18	5
Percentage				78.3%	21.7%

Source: MCPSB Registry

Requests were received from only four (4) departments: Health Services; Gender, Children, Youth, Sports and Social Services; Water, Sanitation and Irrigation; and Office of the Governor.

2.1.5 Recruitment

The Board appointed 1 officer into the county public service during the reporting period and advertised 105 vacancies for competitive filling.

Table 7: Recruitment by Department

Department	No. Requested as at 8.01.2026	No. Requested as at 18.04.2026	Total Requests	No. Appointed	No. Advertised	No. Pending
Health Services	0	44	44	0	44	44
Water Sanitation and Irrigation	0	1	1	0	0	1
ICT, Education and Internship	1	12	13	1	12	12
Finance, Planning, Budget and Revenue	0	25	25	0	25	25
Devolution, Public Participation, County Administration and Special Programmes	0	8	8	0	8	8
Agriculture, Livestock, Fisheries & Co-Operative	0	8	8	0	8	8

Development						
Infrastructure, Transport, Public Works and Energy	0	1	1	0	1	1
Office of the Governor	0	3	3	0	3	3
Public Service Management	0	1	1	0	1	1
Lands, Urban Planning and Development Environment and Climate Change	0	3	3	0	3	3
Total	1	106	107	1	105	106

Source: MCPSB Registry

No requests were received from the department of Gender, Children, Youth, Sports and Social Services; Office of the County Attorney; Trade, Marketing, Industry, Culture and Tourism; and Makueni County Fruit Development and Marketing Authority.

2.1.6 Correction of Designation

The Board received and successfully corrected six (6) requests for adoption of appropriate staff designations from the Department of Finance, Planning, Budget and Revenue, ensuring alignment with the approved establishment structure and job descriptions.

2.1.7 Alignment of Career Progression Guidelines for Clinical Officers

The Board received and aligned eighteen (18) Clinical Officers to the revised Career Progression Guidelines (May 2024), ensuring full compliance with the updated professional and regulatory requirements governing the cadre.

2.1.8 Adoption of Specialization Titles

Following the acquisition of Higher Diploma and Bachelor's degree qualifications, the Board received and approved the alignment of seven (7) officers from the Department of Health Services to their respective specialization titles, thereby ensuring proper recognition of competencies and qualifications within the public service structure.

2.1.9 Disciplinary Control

The Board received eight (8) disciplinary cases and resolved three (3), which included the reinstatement of one (1) officer and dismissal of two (2) officers from the County Public Service.

The remaining five (5) cases are still under review and processing in accordance with established disciplinary procedures, ensuring fairness, due process, and adherence to public service regulations.

2.1.10 Training and Capacity Development

The Board identified gaps in the prioritization of induction and structured training for promotion readiness across departments, which negatively affected officer performance and readiness for advancement.

Departments were advised to:

- Conduct preliminary training needs assessments;
- Review existing training initiatives and participation levels; and
- Identify priority competency development areas aligned to departmental mandates.

Review of HRMAC minutes further established training gaps largely attributed to limited budgetary allocation for capacity development. This highlights the need for a ring-fenced training budget and leveraging development partners for technical support. In addition, there is need for a structured county-wide training plan to strengthen continuous professional development.

2.1.11 Work Environment

The cross-sectional survey on employee satisfaction survey corroborated by literature review established the following gaps;

- (i) Inadequate tools of work and operational resources;
- (ii) Shortages of fuel and logistics support;
- (iii) Insufficient office space and poor ergonomics;

- (iv) Rising concerns related to employee mental health and psychosocial wellbeing;
- (v) Inadequate clarity in assignment of duties in some departments;
- (vi) Delayed payment of staff allowances

Additionally, both staff and members of the public raised concerns regarding the distance and cost of accessing the CPSB offices from the County Headquarters, which affects service accessibility and efficiency.

The Board sought to establish status of staff payables which is presented in the table hereunder

Aging Analysis	Staff Payables	%
Sum of >0-30 Days	4,221,100.00	16%
Sum of >30-60 Days	1,860,025.00	7%
Sum of <60-90 Days	6,973,175.00	26%
Sum of 90+ Days	14,088,617.00	51%
TOTAL	27,142,917.00	

Source: County Treasury

Findings

Documents available to the Board indicated that staff payables as at 27th February 2026 amounted to Kshs 27,142,917. The payables are

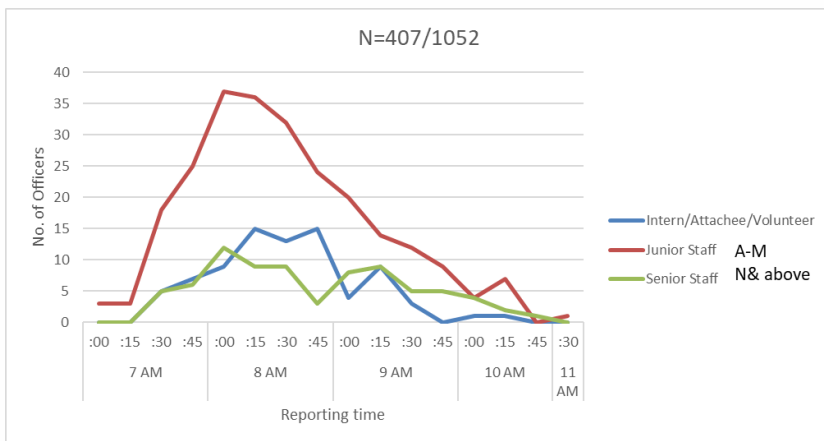
attributable to payment of allowances and claims to various activities of the County Government which had already been undertaken from July 2025 to 27th February 2026. As indicated from the above summary of the aging analysis of the staff payable, more than 50% of the payables are between 90 days and 240 days old. The delay in payment of the allowances may impact negatively on service delivery to the citizens of Makueni county due to low staff morale.

There is therefore need to prioritize payment of staff payables giving priority to the long outstanding balances and the National Government Agencies be engaged on timely exchequer disbursement.

2.2 KRA 2: PERFORMANCE AND PRODUCTIVITY

The Board conducted a baseline survey on 14th April, 2026 to assess the trend on reporting time to work among other parameters. A sample of 407 officers from 7 stations namely; County Commissioner's Building at Wote, Makindu Sub County Offices, MAPS, MCRH, Office of the Governor, Tawa Sub County Hospital and Tawa Sub County Offices participated and the findings are presented below:

Figure 1: Comparative Assessment of Reporting Time by Staff Category



Findings

The Board established most officers reported late to work, with a pronounced peak at 8:15 AM, indicating this as the busiest reporting window across all staff categories.

Out of 1,052 expected in the samples stations, only 407 had reported to work by 10:30 AM. While some may have been engaged in field assignments, participating in KYISA games, or were on approved leave, the number of officers who had not reported remains notably high, as illustrated in the graph below, and cannot be overlooked

Figure 2: Comparison Between the Expected Number of Officers and Actual Attendance per Workstation

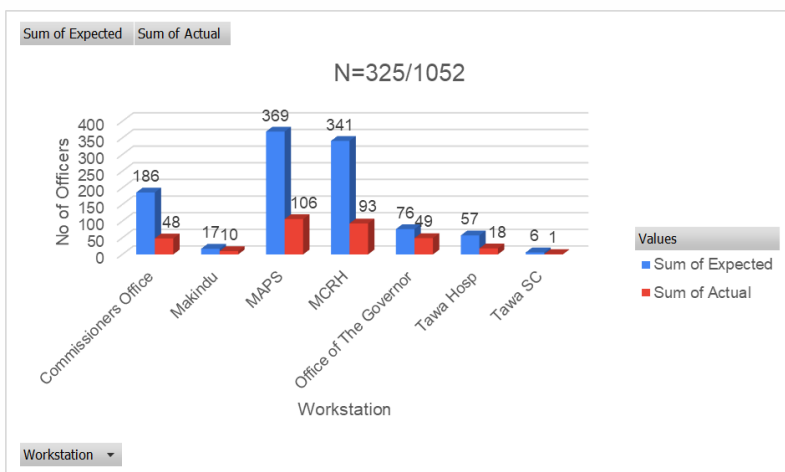


Figure 2 indicates that a significant proportion of staff (69.1%) had not reported to work by 10:30 AM or failed to report altogether, indicating notable gaps in attendance and punctuality that may affect overall service delivery.

It is therefore recommended that the Executive strengthens enforcement of the official reporting time to enhance punctuality and accountability within the workforce.

Identifying who was a staff and who wasn't was also a challenge, because the staff badge is not routinely displayed to the guards at gates, and badge display and identification at work place is a global best practice that needs to be adopted and enforced at Makueni County Public Service.

Further, while the Board noted that the Government has been implementing a Performance Management System, review of

literature established significant gaps hindering performance and productivity and requiring urgent intervention:

- (i) Lack of a fully established Performance Management Unit/Directorate with dedicated full-time officers;
- (ii) Inadequate capacity of performance champions and staff;
- (iii) Reliance on manual Performance Management systems;
- (iv) Inadequate mainstreaming of productivity measurement within the Performance
- (v) Lack of Rewards and Sanctions Guidelines;
- (vi) Lack of Annual Human Resource Planning tools;
- (vii) Lack of harmonized Human Resource Standard Operating Procedures (SOPs);
- (viii) Lack of a unified reporting template for Human Resource matters in the public service;
- (ix) Low staff motivation arising from delayed promotions, conversion of employment terms, and facilitation; and
- (x) Inadequate assignment and clarity of duties across departments.

2.3 KRA 3: COMPLIANCE LEVELS AND POLICY FRAMEWORKS

The Board established that while the Human Resource Policies and Procedures Manual (2025) was in place, compliance levels were generally low with regard to promotions, re-designations, acting appointments, and other HR processes. Further, inadequacies in Human Resource planning and budgeting for personnel emoluments and compliance with Official Secrets Act and article 232 were as well noted.

2.3.1 Compliance with Regulatory Body Requirements

The Board observed varying levels of compliance with mandatory professional registration and Continuing Professional Development (CPD) requirements across regulated cadres. To address this, the Board mapped 26 regulated professions as follows:

- (i) Kenya Medical Practitioners & Dentists Council;
- (ii) Nursing Council of Kenya;
- (iii) Clinical Officers Council of Kenya;
- (iv) Pharmacy and Poisons Board;
- (v) Kenya Medical Laboratory Technicians and Technologists Board;
- (vi) Public Health Officers and Technicians Council;
- (vii) Health Records and Information Managers Board;
- (viii) Physiotherapy Council of Kenya;
- (ix) Counselors and Psychologists Board;
- (x) Engineers Board of Kenya;
- (xi) Kenya Engineering Technology Registration Board;
- (xii) Board of Registered Architects and Quantity Surveyors;
- (xiii) Physical Planners Registration Board;
- (xiv) Institute of Certified Public Accountants of Kenya;
- (xv) Institute of Certified Secretaries of Kenya;
- (xvi) Kenya Institute of Supplies Management;
- (xvii) Institute of Human Resource Management;
- (xviii) National Industrial Training Authority;
- (xix) Kenya Veterinary Board;
- (xx) Economists Society of Kenya;
- (xxi) Computer Society of Kenya;
- (xxii) Law Society of Kenya;

- (xxiii) Public Health Council of Kenya;
- (xxiv) Kenya Association of Public Administration and Management;
- (xxv) Kenya Association of Records Managers & Archivists; and
- (xxvi) The Counselors and Psychologists Board of Kenya.

The Board established compliance gaps in CPD requirements across several professional bodies, which may be largely attributed to budgetary constraints and limited facilitation for continuous professional development.

2.3.2 Compliance with Oath of Secrecy Requirements

The Board further assessed compliance with confidentiality and information security obligations within the County Public Service, with specific focus on the administration and execution of the Oath of Secrecy by public officers and noted that only 42 officers from the Department of Devolution, Public Participation, County Administration and Special Programmes were compliant as at 8th January, 2026.

The Oath of Secrecy is a mandatory requirement for all public officers and serves as a formal commitment to uphold confidentiality, integrity, and responsible handling of official information accessed in the course of duty. It is a critical safeguard for protecting sensitive government information, including personnel records, financial data, policy documents, and strategic communications.

2.3.3.1 Legal Framework

The requirement for the Oath of Secrecy is anchored in the following legal and policy instruments:

- (i) Article 232 of the Constitution of Kenya, which promotes high standards of professional ethics, accountability, and responsible use of information in public service;
- (ii) The Official Secrets Act, which criminalizes unauthorized disclosure of official information and requires public officers to take an oath or declaration of secrecy before accessing classified information;
- (iii) The Public Officer Ethics Act, 2003, which prohibits improper use of information acquired in the course of official duties and obligates officers to maintain confidentiality;
- (iv) The Human Resource Policies and Procedures Manual for the Public Service, which requires all public officers to sign the Oath of Secrecy upon appointment and maintain confidentiality throughout their service.

2.3.3.2 Status of Compliance

The Board established the status of execution of the Oath of Secrecy across departments and executed as follows:

S/No.	Department	No. of Officers who have signed the Oath of Secrecy
1	Health Services	40
2	Water, Sanitation and Irrigation	67
3	ICT, Education and Internship	1,145

4	Devolution, Public Participation, County Administration and Special Programmes	167
5	Agriculture, Livestock Fisheries and Cooperative Development	112
6	Infrastructure, Transport Public Works and Energy	62
7	Lands, Urban Planning and Development, Environment and Climate Change	30
8	Office of the County Secretary & Head of County Public Service	28
9	Office of the Governor	38
10	Gender, Children, Youth, Sports and Social Service	33
11	Trade, Marketing, Industry, Culture and Tourism	38
12	County Public Service Board	13
	Total	1,773

From a public service of 3747, the Board noted that 1,773 officers had signed Oath of Secrecy while 1,974 officers had not executed the Oath of Secrecy, indicating significant gaps in compliance.

Findings

The findings reveal low and uneven compliance levels across departments, with notable disparities in uptake. While departments such as Education show relatively higher compliance, most departments exhibit minimal adherence.

This situation exposes the Government to significant risks, including:

- (i) Unauthorized disclosure of confidential information;
- (ii) Legal liability under the Official Secrets Act;
- (iii) Compromise of institutional integrity and public trust;
- (iv) Weak accountability in handling official information.

2.3.3 Key Implications

These compliance and performance gaps underscore the need for strengthened institutional enforcement mechanisms, improved HR planning systems, and dedicated funding for professional development, to ensure full alignment with statutory and regulatory requirements across the County Public Service.

CHAPTER THREE

3.0 ACHIEVEMENTS

This chapter outlines the achievements and key resolutions undertaken by the Board during the period under review across the various Key Result Areas.

3.1 Key Result Area 1: Employee Satisfaction

- (i) Automatic promotion of staff under the common establishment effective 1st July 2026, eliminating the need for officers to apply and thereby reducing delays and accumulation of arrears.
- (ii) A total of 101 staff were promoted within the County Public Service, enhancing career progression, motivation, and staff morale.
- (iii) Mapped 184 staff due for promotion, costed the required budget at KShs. 35 million, and recommended allocation in the Financial Year 2026/2027 budget to ensure timely implementation of promotion commitments.
- (iv) Received and aligned 18 Clinical Officers to the revised Career Progression Guidelines (May 2024), thereby enhancing career development and professional growth.
- (v) Approved the confirmation and admission of 128 staff into permanent and pensionable terms upon successful completion of probation, strengthening job security and commitment.

- (vi) The employment terms of 57 staff were reviewed from contract to permanent and pensionable terms, significantly enhancing job security, commitment, and motivation.
- (vii) Conducted an Employee Satisfaction Survey within the County Public Service. Key findings indicated inadequate alignment of duties with staff skills. Addressing this gap is expected to improve motivation and optimize productivity.

3.2Key Result Area 2: Performance and Productivity

- (i) Conducted a cross-sectional survey to assess trend on reporting time and employee satisfaction which identified gaps reporting time as well in the alignment of duties with staff competencies. Addressing these gaps is expected to improve motivation and maximize output
- (ii) Successfully inducted the Full Board in Mombasa from 23rd to 28th February 2026; The induction covered key areas including legal foundations of the County Public Service Board, establishment, functions and powers, governance structures, human resource management, national values and principles of public service, stakeholder engagement, strategic planning, corporate governance, and operating within a political environment. The induction significantly enhanced the Board's capacity to effectively execute its mandate.
- (iii) Inducted 36 staff recruited in Quarter 2 of FY 2025/2026 on 21st January 2026.
- (iv) Secured training on Resource Mobilization and Records Management for Board Members and Human Resource

Officers respectively to be facilitated by the Institute of Certified Secretaries of Kenya.

- (v) To enhance staff productivity, the Board engaged with the Salaries and Remuneration Commission (SRC) on productivity mainstreaming and conducted a survey on staff reporting time on 14th April 2026 to assess punctuality and commitment to duty.
- (vi) Developed Standard Operating Procedures for key human resource processes, including promotions, recruitment, and redesignation, to ensure consistency, accountability, and transparency.
- (vii) Adopted a quarterly reporting template for all human resource activities across departments, in collaboration with Human Resource Officers and Monitoring and Evaluation Officers, to facilitate timely tracking, reporting, and decision-making.
- (viii) Developed a dashboard to automate and monitor progress of human resource processes from initiation to Board resolution and feedback to the concerned officer. This was achieved in collaboration with the County ICT Department, enhancing efficiency, transparency, and traceability of HR processes.
- (ix) Held consultative meetings with key stakeholders, including County Chief Officers, Human Resource Officers, and Trade Unions, to ensure uninterrupted service delivery and improved staff productivity for the benefit of Makueni citizens.
- (x) To support optimal staffing levels and enhance service delivery, the Board recruited one officer into the County Public Service and advertised 105 vacancies for

competitive recruitment, thereby addressing staffing gaps and ensuring continuity and efficiency in service delivery and actualizing improved service responsiveness to the public (“Happy Hour” service delivery initiative).

- (xi) Issued an advisory on mid-term performance review for the FY 2025/2026 contracting cycle.
- (xii) Held a consultative meeting with the Integrated Performance Management Committee on strengthening the Performance Management System.
- (xiii) Engaged with the County Executive on finalization of Rewards and Sanctions Guidelines.
- (xiv) Hosted the Governor’s English Dinner, bringing together strategic partners for resource mobilization and institutional support.

3.3 Key Result Area 3: Compliance Levels and Policy Frameworks

- (i) Developed Standard Operating Procedures on promotions, recruitment, and redesignations aimed at addressing compliance gaps with existing human resource policies, in collaboration with Human Resource Officers.
- (ii) Developed a Standard Quarterly Reporting Template for human resource processes within departments. Departments are required to submit reports to the Board on or before the 15th day of the subsequent month following the reporting quarter to enhance compliance, accountability, and timely HR decision-making.

- (iii) Developed a Knowledge Management Strategy to promote knowledge retention, sharing, and institutional learning within the County Public Service.
- (iv) Identified gaps in the induction of Chief Officers on public service fundamentals and recommended structured induction to enhance compliance with human resource policies and governance frameworks.
- (v) Issued an advisory requiring staff within the County Public Service to be registered members of their respective professional bodies and maintain good standing, to enhance compliance, uphold professional standards, and strengthen accountability.
- (vi) Administered the Oath of Secrecy to 1773 out of 3747 County staff through the Office of the County Attorney, reinforcing ethical conduct and ensuring that public officers handle government information responsibly, confidentially, and in the public interest.

CHAPTER FOUR

4.0 CHALLENGES AND RECOMMENDATIONS

This chapter presents a synthesis of the key challenges encountered during the implementation of the RRI, as well as actionable recommendations aimed at strengthening human resource management systems and institutional performance within the County Public Service.

4.1 Overview

Despite the notable achievements realized during the 100 days, the Board encountered a range of structural, operational, financial, and institutional challenges that affected the pace and extent of implementation across the three Key Result Areas.

These challenges provide critical lessons and inform strategic interventions necessary to sustain gains and enhance future institutional performance.

4.2 Key Challenges

4.2.1 Institutional and Operational Challenges

- (i) Absence of Standard Operating Procedures (SOPs) at the onset, leading to inconsistencies in Human Resource processes across departments;
- (ii) Reliance on manual Human Resource processes, including application and reporting systems, resulting in inefficiencies, delays, and limited traceability;

- (iii) Lack of standardized Human Resource reporting frameworks across departments, affecting data quality, comparability, and evidence-based decision-making;
- (iv) Inadequate Human Resource planning tools, including absence of Annual HR Plans in departments at inception; and
- (v) Limited automation and integration of Human Resource systems prior to the introduction of the CPSB HR Dashboard, affecting efficiency and monitoring.

4.2.2 Financial and Budgetary Constraints

- (i) Inadequate budgetary allocation for personnel emoluments, affecting promotions, recruitment, and conversion of employment terms;
- (ii) Wage bill constraints in relation to County revenue, limiting recruitment and staff establishment expansion despite critical staffing needs; and
- (iii) Inadequate funding for training, capacity development, and staff welfare programmes, thereby constraining continuous professional development.
- (iv) Delayed payment of staff allowances by 3-9 months resulting to demoralized staff

4.2.3 Human Resource Management Challenges

- (i) Demotivation of staff arising from delayed promotions and prolonged contractual terms due to budgetary limitations;

- (ii) Inadequate awareness among staff on Human Resource processes such as re-designation procedures and career progression pathways;
- (iii) Gaps in induction processes for newly recruited staff, including County Chief Officers who are responsible for human resource functions under delegated authority; and
- (iv) Misuse or mishandling of confidential government information due to weak controls and limited sensitization on information governance and ethics.

4.2.4 Performance Management Challenges

- (i) Absence of a fully established and staffed Performance Management Unit/Directorate to provide technical leadership and coordination;
- (ii) Inadequate capacity of performance champions and staff on performance management systems and tools;
- (iii) Predominantly manual performance management processes, limiting efficiency, accuracy, and real-time tracking;
- (iv) Limited integration of productivity measurement metrics into the performance management framework; and
- (v) Delayed operationalization of Rewards and Sanctions Guidelines, affecting reinforcement of performance culture.

4.2.5 Compliance and Governance Challenges

- (i) Inconsistent compliance with professional registration and Continuing Professional Development (CPD) requirements among regulated cadres;

- (ii) Weak knowledge management and succession planning frameworks, limiting institutional memory and continuity; and
- (iii) Gaps in enforcement of Human Resource policies and guidelines across departments, resulting in uneven application of HR standards and procedures;

4.2.6 Work Environment and Staff Welfare Challenges

- (i) Inadequate tools of work and office infrastructure, affecting efficiency and service delivery;
- (ii) Poor workplace ergonomics and logistical support, including fuel constraints, leading to operational inefficiencies and reduced staff productivity;
- (iii) Increasing mental health concerns among staff, highlighting the need for structured employee wellness and psychosocial support programmes;
- (iv) Weak waste disposal systems

4.2.7 Sector-Specific Challenges

- (i) Cases of drug and substance abuse among staff within the Health Services sector, affecting discipline, productivity, and service delivery standards;
- (ii) Gaps in the management and regulation of study leave, leading to inconsistencies in staff development planning and workforce availability;

4.3 Recommendations

In order to address the identified challenges and enhance the effectiveness of Human Resource management and institutional performance, the Board proposes the following strategic recommendations:

- (i) Automatic common establishment promotions effective 1st July 2026, to enhance fairness, efficiency, and timely career progression;
- (ii) Adoption of Standard Operating Procedures (SOPs) on promotions, recruitment, and redesignation within the County Public Service to ensure consistency and compliance;
- (iii) Institutionalization of mandatory quarterly departmental performance and HR review meetings to track progress on projects, HR management, and performance management;
- (iv) Induction of all County Chief Officers and other authorized officers to strengthen their capacity in human resource management and delegated HR functions;
- (v) Allocation of KSh 35 million within the Personnel Emoluments budget to clear pending promotion-related obligations and enhance staff motivation;
- (vi) Prompt payment of staff debtors
- (vii) Compliance with Regulatory Bodies

4.4 Conclusion

The challenges encountered during the implementation of the RRI underscore the need for sustained institutional reforms, strengthened human resource systems, improved fiscal capacity, and enhanced governance frameworks. While significant progress has been achieved within the 100 days the identified gaps highlight the necessity for continued investment in systems, people, and processes.

The recommendations outlined in this chapter provide a clear and actionable roadmap for consolidating the gains realized, addressing systemic weaknesses, and strengthening institutional resilience. If fully implemented, they will significantly advance a more efficient, accountable, digitally enabled, and performance-driven County Public Service, capable of delivering a HAPPY HOUR-high-quality services to the citizens of Makueni County.

Implementation Matrix

The implementation of the above recommendations shall be undertaken in a phased and coordinated manner to ensure sustainability, accountability, and measurable results. The matrix below outlines the key interventions, timelines, and responsible actors:

S/No	Recommendation / Intervention Area	Key Actions	Timeline	Responsible Actor
1	Strengthening Human Resource Systems and Service Delivery	(i) Full rollout of the Human Resource Dashboard across all County departments; (ii) Completion of pending recruitment processes; (iii) Finalization of approved but pending promotion cases	0–3 months	County Public Service Board (CPSB) in collaboration with ICT and User Departments
2	Enhancement of HR Compliance and Institutional Capacity	(i) Capacity strengthening on Human Resource policies, procedures, and compliance requirements; (ii) Institutionalization of Standard Operating Procedure (SOP) compliance audits across departments; (iii) Continuous sensitization of HR practitioners and authorized officers (iv) Administration of Oath of Secrecy to the	3–12 months	CPSB in collaboration with County Departments and HR Units

		outstanding 1,974 staff			
3	Integration of HR Analytics and Data-Driven Decision Making	(i) Full integration of Human Resource analytics into planning and decision-making processes; (ii) Development of predictive HR dashboards for staffing, performance, and succession planning; (iii) Continuous improvement of HR data systems and reporting frameworks	12+ months	CPSB in collaboration with ICT Department and respective County Departments	

PHOTO GALLERY



Photo of Board Members and Secretariat during Baseline Survey on Employee Satisfaction on 14th April 2026



Board Members and the Committee on Devolution and Public Service



Board Members and The Makueni Network for Persons with Disability



Consultative Meeting with Trade Unions



Engagement with ICT and HR Officers on the CPSB Dash Board



Induction of Board Members



Consultative Meeting with Human Resource Practitioners



Induction of Newly Recruitment Staff and Administration of Oath of Secrecy

Photos of the Governor's English Dinner held on 24th February 2026 graced by Deputy Governor H.E Lucy Mulili, SRC Chairperson CHRP Sammy Chepkwony Hon.Speaker Douglas Mbilu Strategic Partners among other dignitaries.



The Full Board with H.E Lucy Mulili, SRC Chairperson and SRC Commissioner Aden Mohammed.



H.E Deputy Governor, Hon. Speaker, Board Chairman and Strategic Partners representing, CPF, LAPFUND, GIZ, Institute of Certified Secretaries, KCB Group, Family Bank, Kenya Redcross among others.



Board Secretariat with Chairman Benjamin KasaMBA and CEO/Secretary Redempta Kavindu during the Governor's English Dinner



Department of Trade, Marketing and Industry during the Governor's English Dinner with Strategic Partners