Republic of Kenya

Case-Study of the Kenya Civil Service Reform (CSR) Programme

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1997
Introduction

The presentation on the Kenya Civil Service Reform (CSR) programme was made by Permanent Secretary, Mr. A. Sarve, Kenya Government. The programme was launched in August 1993 and its main objective was to improve efficiency and productivity of the Civil Service. To this end, the government created steering Committees on the Civil Service Reform Programme (CSRP) at the national, provincial and district levels as well as in each ministry with a national secretariat as its operational arm.

The reform represented significant policy shifts in the areas of staffing, civil service organization, pay and benefits, personnel management and training and financial and performance management. Specific policy issues raised under each reform programme include the following:

Staffing

- Cutback management approach entailing cuts in staff through retrenchment and natural attrition is being undertaken;
- Government has moved from employer of last resort to a recruitment policy based on need and established operational staffing norms; and
- A major intra and inter-ministerial redeployment is now being undertaken to balance Ministerial/departmental staffing levels.

Civil Service Organization

- A cutback management approach through declaration of redundancies in tasks and services provided by the government is being undertaken through rationalization.
- A move from a hierarchical type of organizational structures to more flexible and professionally oriented structures is also being undertaken through rationalization.
- A move from focusing on mere tasks to a focus on the clients or target/client beneficiaries.
- Decentralization of Ministry's core functions to Provinces and Districts as well as lower operational levels to ensure effective service delivery.
- Privatization and commercialization of a number of activities previously performed by ministries.
- Unification and consolidation of similar functions previously performed under different departments.

Training and Capacity Building

- A move from supply to demand driven training which ensures that it is not individual demands that are met but organizational demands.
- Strengthening government training institutes to make them capable of providing highly targeted training to strategic persons.
- Making greater use of performance appraisal techniques to identify strengths and weaknesses of individual contributions.
Financial Management

- A deliberate reallocation of more resources to Operations and Maintenance as staff reduction measures take effect and savings are realized.
- Identification and improvement of potential areas for revenue collection to supplement envisaged cutbacks in ex-chequer releases.

Performance Management

- A shift from executive type of appraisal based on rules to a results based performance appraisal.
- Enforcement of target setting in Ministerial operations/tasks.

Pay and Benefits

- A move from a system where salaries are determined through intermittent Committees and Commissions to an introduction of a standing Committee to review salaries more regularly.
- Monetization (meaning consolidating allowances to salaries) of allowances for purposes of equity and ease of administration.
- Revising Civil Service housing policy to increase equity.
- A move from a system where Civil Servants are rewarded uniformly to that which ensures that skills and in particular, individual achievements are recognized and rewarded.