

Mishahara

A NEWSLETTER OF THE SALARIES AND REMUNERATION COMMISSION | ISSUE NO. 9, JULY – SEPTEMBER 2022

SRC ISSUES GAZETTE NOTICE ON THE REMUNERATION AND BENEFITS FOR STATE OFFICERS



**AN IMPACTFUL
ENGAGEMENT WITH
THE KENYA EDITORS
GUILD**

**SRC HOLDS
CONSULTATIVE
TALKS WITH
PARLSCOM**

"The public service has not had a policy on allowances and benefits over the years, yet allowances are a major component of the total compensation package"

FROM THE EDITOR-IN-CHIEF



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A HIGHLY ENGAGED QUARTER

The first quarter of the financial year 2022/2023, was jam-packed and eventful. Top on the agenda was the Commission's issuance of a Gazette Notice on the remuneration and benefits for State officers. The release of the Gazette Notice elicited quite some buzz from some stakeholders, the media and the public. The Commission took up the opportunity to clarify the elements in the Gazette Notice.

The media is a key ally in informing the public on transparency and access to information. SRC has largely enjoyed and been a beneficiary of good media coverage since its establishment. The engagement with the Kenya Editors Guild, therefore, came at the opportune time during the quarter. The Commission will continue engaging the media on critical issues of national interest.

With at least 247 allowances prevailing in the public service, SRC is at the tail-end of the issuance of a fresh advice on streamlining of the allowances. This is after a wide stakeholder and public participation was undertaken. The Commission also issued its First Quarter Wage Bill Bulletin covering July-September 2022. There is plenty of data and statistics in there on the wage bill.

The country has just emerged from a gruelling election season and a new president is in office. It has been a busy period inducting MPs, governors and deputy governors, among other new office bearers. The inductions are key to providing the new office bearers with the necessary tools, knowledge, understanding and awareness on the constitutional mandate of SRC. The interaction with the new office bearers has realised new networks and connections.

The Commission also celebrated the tenure of two Commissioners who left SRC to pursue other higher assignments for the country. Commissioners Hon. Amina Abdalla and Christine Agimba shall be highly missed. ■

Tony

Anthony Mwangi
Editor-in-Chief



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THE COMMISSION



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Commissioner

SRC's STRATEGIC PLAN

2019/20 - 2023/24



ALLOWANCES AND BENEFITS

GEARING UP

FOR THE THIRD REMUNERATION REVIEW CYCLE

By Evelyn Mbuni

SRC set out to review the salary components in the public service under the third remuneration and benefits review cycle 2021/22 – 2024/25. During a four-day meeting held in Naivasha, the Commission identified the components as comprising basic salary, house allowance, commuter allowance and leave allowance.

While outlining the expectations of the review cycle, SRC acknowledged that market positioning had played a key role in determining the areas for review of salary structures for various institutions.

In particular, SRC interrogated gross salary structures and observed that there were pay disparities across the public service.

For instance, there were three gross salary structures in county governments, namely, the salary structure for staff inherited from defunct local authorities, the salary structure with a higher house

allowance rate for staff employed by the respective county government in 2013, before the 2014 SRC advice on house allowance in the public service, and the salary structure with lower house allowance rates advised by SRC in December 2014.



(L-R) Commissioner Abdi Abdullahi, Vice Chair, Dr. Amani Komora, Commissioners Nelly Ashubwe, Wangui Muchiri and Margaret Sawe, enjoying a light moment during a break.

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Disparities were also noted when considering the gross salaries for comparable State corporations and Constitutional Commissions and Independent Offices, which differed structurally.

In order to make a determination on the review of the salaries, SRC adopted the use of Cost of Living Adjustment (COLA), which makes reference to the impact of inflation on the purchasing power of the gross salary.

Moreover, the meeting recognised that, arising from an SRC circular of June 2021 on the outcome of the third remuneration review cycle, no salary had been advised to institutions under the 2021-2025 Collective Bargaining Agreement (CBA) cycle.



SRC Commissioners and members of the Secretariat team during the retreat to deliberate on budget projections for the 3rd remuneration and benefits review cycle.

Compounding this was the realisation that some institutions had barely concluded their Collective Bargaining Negotiations (CBNs) for the 2021-2025 review cycle. Notwithstanding, most of the CBNs were based on COLA.

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Under COLA, the inflation rates for 2017- 2020 to project basic salary, house and leave allowances, will be used. On the other hand, the Transport Consumer Index for 2017-2020 will be used to project commuter allowance.

For this particular third cycle, SRC carried out three market salary surveys to guide the review, setting and advising on desirable market remuneration and benefits structures in the public service.

These three were, the International Salary Survey on Remuneration Structures for select State Officer's jobs, the Salary Survey for Public Sector Institutions in Kenya, and the Salary Survey on Benchmark Jobs in Private Sector Institutions in Kenya.

Applying the harmonisation principle reduces widespread disparities in basic salary and allowances, and addresses inequity in salary after

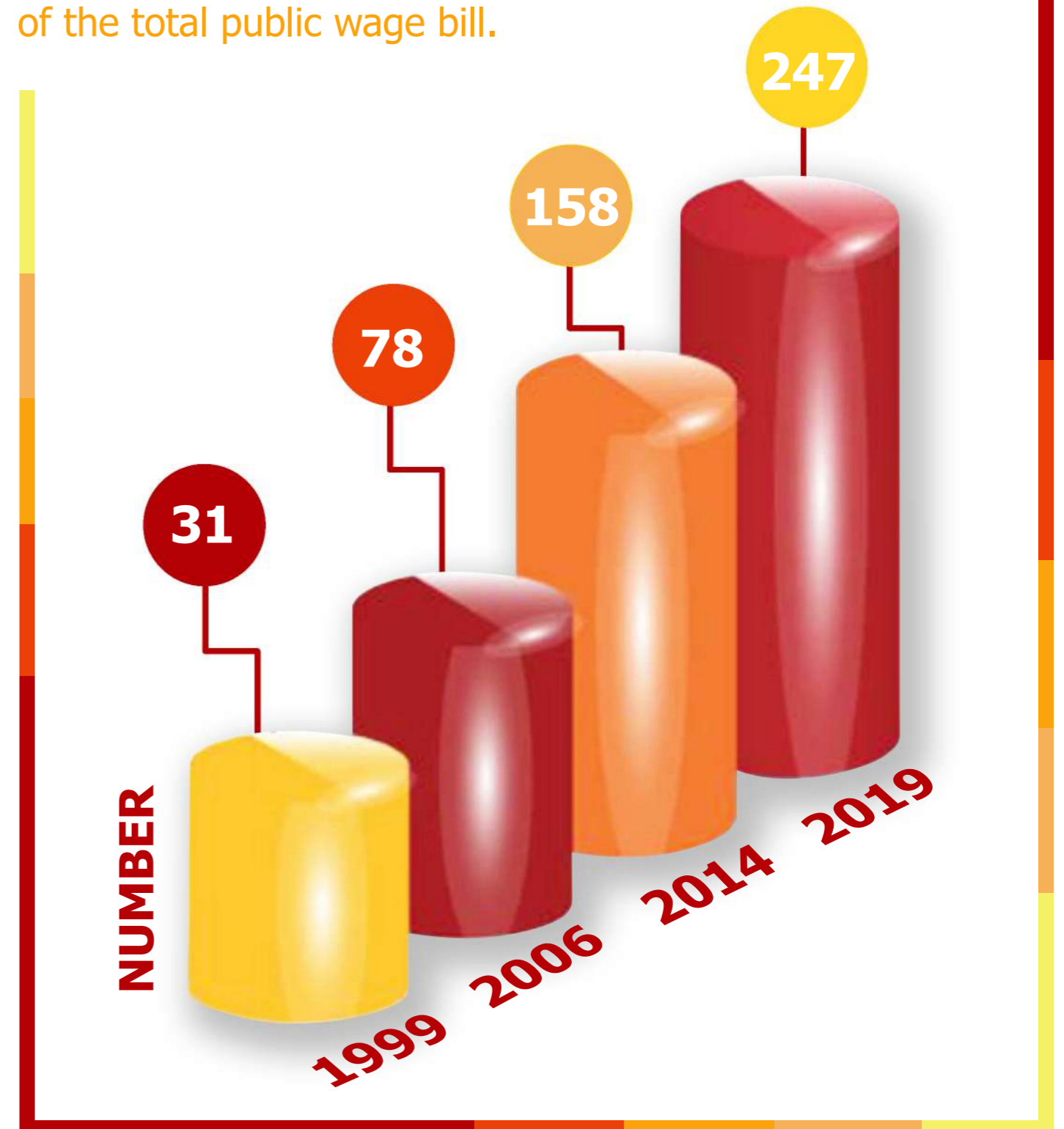
COLA. This principle is considered appropriate when reviewing house and leave allowances. The Naivasha meeting was attended by Lyn Mengich, Chairperson; Dr. Amani Komora, Vice Chairperson; and Commissioners Dr. Mumbua Munyao, Abdiwahab Abdullahi, Margaret Sawe, Sophie Moturi, Nelly Ashubwe, Wangui Muchiri; and Ann Gitau Commission Secretary/CEO.

Section 11(e) of SRC Act, 2011, requires SRC to determine the cycle of salaries and remuneration review upon which Parliament may allocate adequate funds for implementation.

Based on this statutory requirement, SRC set a four-year remuneration review cycle for the public service. The first cycle was held in the financial year (FY) 2013/14 – 2016/17; the second cycle in FY 2017/18 – 2020/21; and the third cycle in FY 2021/22 – 2024/25. ■

Allowances paid

in the public service increased significantly from 31 recorded in 1999, to 247 in 2019, accounting for 48% of the total public wage bill.



DID YOU KNOW?

On 17 June 2021, SRC issued a circular guiding public service institutions that due to the slowdown in economic performance as a result of the Covid-19 pandemic, remuneration and benefits for public officers would not be reviewed for FY 2021/2022 – 2022/2023.

The National Treasury reported that the economic growth rate had slowed down from 5.4 per cent in 2019 to 0.6 per cent in 2020, with a negative ramification on government revenue.

It is on this premise that the National Treasury advised SRC to put on hold the review of remuneration and benefits in the public service until FY 2023/2024.

The National Treasury further projected that the economy was to recover and grow at 6.6 per cent in 2021, consequently leading to growth in government revenue. ■



SRC ISSUES GAZETTE

NOTICE ON THE REMUNERATION AND BENEFITS FOR STATE OFFICERS FOR THE REMUNERATION REVIEW CYCLE 2021/2022 - 2024/2025

By Anthony Mwangi

In exercise of the mandate of SRC, as set out under Article 230(4)(a) of the Constitution of Kenya, 2010, SRC reviewed and set the remuneration and benefits for State officers under the Third Remuneration and Benefits Review Cycle.

In accordance with Section 11(e) of SRC Act, 2011, SRC set a four-year review cycle for remuneration and benefits in the public service so as to align with the country's planning and budgetary processes.

The first review cycle ran for the financial year (FY) 2013/14 – 2016/17, while the second was during FY 2017/18 – 2020/21. The third review cycle runs for FY 2021/22–2024/25.

The third remuneration review cycle is in three phases, as follows:

- a) For the period 2021/2022, as applicable during the second remuneration review cycle;

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- b) For the period 2022/2023, SRC has set the remuneration and benefits as published in the Gazette Notice; and
- c) For the period 2023/2024 – 2024/2025, SRC shall set the remuneration and benefits on or before the commencement of FY 2023/2024.

In reviewing and setting remuneration and benefits for State officers, SRC is guided by principles set out in Article 230(5) of the constitution, and Section 12 of SRC Act, 2011.

These principles are:

- a) The need to ensure that the total public compensation bill is fiscally sustainable;
- b) The need to ensure that the public services are able to attract and retain the skills required to execute their functions;

- c) The need to recognise productivity and performance;
- d) Transparency and fairness; and
- e) Equal remuneration to persons for work of equal value.

With that background, the outcome of the third remuneration review cycle was informed by;

- a) Job evaluation: SRC undertook job evaluation across the public service to determine the relative worth of jobs and to harmonise job grades within and across sectors to ensure equity and fairness in salary structures.
- b) Salary surveys: SRC carried out salary surveys covering international benchmarks, and public and private sector salary surveys. These provided market data, which will inform the salary structures in the last phase of this cycle.

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SRC Chairperson issuing the Gazette Notice.

Remuneration and Benefits Review Cycles, were undertaken for job evaluation and grading structure for State and other public officers, and which established the relative worth of jobs.

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- c) Economic outlook: The review took into account Kenya's economic performance for FY 2020/2021 – 2021/2022, as well as affordability and fiscal sustainability.
 - d) Deconsolidation of pay: SRC took into account the judgment of the Employment and Labour Relations Court Petition 29 of 2019, requiring SRC to deconsolidate the remuneration for State officers.
- Stakeholder engagement: Wide and consultative public and stakeholder engagements were held. The input was analysed and considered while revising the proposed remuneration and benefits structures.
- Consequently, for FY 2022/2023;
- a) The salary structure remains the same, thus, the gross pay has been retained, except for roles that have been upgraded.
 - b) The consolidated salary has been deconsolidated and itemised into basic salary, house allowance, commuter allowance and salary market adjustment.
 - c) The roles of the Members of Parliament, County Executive Committees and County Speakers are upgraded as a result of job evaluation.
 - d) Sitting Allowance for Plenary Sessions in Parliament and County Assemblies is abolished and ceases to be payable.
 - e) Transport Facilitation Benefit in the form of a Car Grant for State officers is abolished and ceases to be payable.

Any remuneration and benefits not specified in the Gazette Notice is not payable, unless subsequently set by SRC. The Gazette Notice took effective on 9 August 2022. ■



SRC HOLDS CONSULTATIVE TALKS WITH PARLSCOM

By Evelyn Mbuni

A delegation from SRC led by Lyn Mengich, Chairperson, attended a consultative meeting with the Parliamentary Service Commission (PARLSCOM) on 19 September 2022, at Parliament Buildings, Nairobi.

The meeting was attended by Hon. Moses Wetangula, Speaker of the National Assembly; Hon. Gladys Shollei, Deputy Speaker of the National Assembly; Dr. Naomi Shaban, Vice Chair, PARLSCOM; Jeremiah Nyegenye, Clerk to the Senate and Secretary, PARLSCOM; and senior members of PARLSCOM Secretariat.

SRC Chairperson was accompanied by Dr. Amani Komora, Vice Chairperson, Commissioners Nelly Ashubwe, Dr. Leah Mumbua, Abdi Abdullahi, and



Group photo of SRC and PARLSCOM representatives.



The delegation from SRC engaging with representatives from PARLSCOM.

Anne Gitau, Commission Secretary/CEO. Others included, Dr. Hilary Patroba, Director, Remuneration Services, and James Sitienei, Head of Legal Services.

The meeting sought to address issues touching on the remuneration and benefits of State officers serving in parliament. The parley also provided members with an opportunity to discuss SRC's mandate and principles used to determine pay.

SRC's engagement with PARLSCOM also paved the way for a more incisive engagement with all Members of the 13th Parliament, who had been scheduled to attend an induction workshop from 19 to 21 September 2022, at Safari Park Hotel, Nairobi. ■





HOUSE ALLOWANCE:

TRENDS IN THE PUBLIC SERVICE

By Evelyn Mbuni

A study conducted by SRC in 2014 on allowances payable in the public service in Kenya unearthed some disparities in allowances that have prevailed to date.

For instance, disparities were noted in the payment of house allowance in public service institutions, where the rates differed across institutions. The study also revealed the disparities in rates payable to public officers in county governments, despite the issuance of an SRC Circular in 2013.

In particular, the house allowance rates in Nairobi, did not apply to staff seconded to counties from the national government, staff inherited from defunct local authorities, and national government staff deployed in counties.

The rates obtained by the national government staff deployed in counties and/or seconded to county governments were lower than those of staff recruited by county governments. Moreover, those obtained by the staff in defunct local authorities was the highest, compared to all categories of staff working in counties.

The study provided the basis for the review of house allowances to create harmony in the payment of house allowances, address disparities, and compensate the cost of living.

Thereafter, SRC advised on the reviewed house allowance and regionalised these into four clusters, ranging from Ksh 2,250 per month for job group A, to Ksh 80,000 per month for job group T and U in the public service.

A caveat was placed on this where, institutions whose existing rates were higher, were to retain at existing levels, while those whose rates were below, were to adopt the new rates. The review did not apply to State officers since they were on a consolidated pay structure inclusive of house allowance.

Another study was undertaken to inform the cost of house rent in the country during the period 2020-2021. The findings showed that housing prices have been increasing over the years due to changes in macroeconomic factors such as the rate of population growth rate, urbanisation, inflation, and cost of construction.

During the survey, 40 per cent of respondents cited the forces of demand and supply as the main factor influencing rent payable in the counties.

Due to the expanded economy, there has been an increased demand for modern residential houses, which attracts high rent. Additionally,

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when the cost of construction increases, the cost is transferred to tenants, making houses unaffordable. Take for instance, the percentage increase in the cost of construction for residential houses which increased from 2.6 per cent in 2015 to 6.5 per cent in 2019 (Source: KNBS data).

Since inflation affects low-income earners more than it affects high-income earners, SRC considers this a key component in wage negotiation and indexation. Accordingly, SRC's study proposed that house allowance rates for public officers be adjusted to determine the rates payable in 2022.

SRC also observed that some State corporations were adjusting their grading structure to get higher rates of house allowance at comparable levels. Others, for instance, public service institutions with unionisable employees, were paying house allowance rates based on the prevailing Collective Bargaining Agreements (CBAs), resulting in disparities or deviations from SRC-advised rates. This will be corrected when prevailing CBAs of institutions expire.

The third remuneration review cycle will provide SRC with an opportunity to progressively harmonise house allowance rates to enable public servants to afford decent residential houses. ■

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DID YOU KNOW?

Section 31(1) of the Employment Act, 2007, requires employers to provide reasonable housing accommodation for employees near their place of employment or pay the employee a sufficient sum, in addition to salary, as rent to enable the employee to obtain reasonable accommodation. However, Sub-Section(2) provides that Section(1) shall not apply to an employee whose contract of service;

- a) contains a provision which consolidates as part of the basic wage or salary of the employee, an element intended to be used by the employee as rent, or which is otherwise intended to enable the employee to provide himself with housing accommodation; or
- b) is the subject matter of, or is otherwise covered by a collective agreement, which provides consolidation of wages as provided in Paragraph(a).

House allowance is one of the remunerative benefits paid monthly to public servants to cater for their residential rental expenses. The Human Resource Policies and Procedures Manual for the Public Service, 2016, provides that public servants are eligible for house allowance applicable to their grades as stipulated in government Circulars issued from time to time. The house allowance rates generally vary by cadre and working station. ■



REVIEWING THE EIGHTH SUMMIT RESOLUTIONS

By Stephen Oinga

It is now three years since the National Wage Bill Conference, 2019, was held, and which resulted in the adoption of 15 resolutions by the Eighth Summit. The resolutions are being implemented by various public service institutions.

To examine the status of the implementation of the 15 Summit Resolutions, SRC participated in a consultative meeting on 4 August 2022, at Norfolk Hotel, Nairobi, organised by the Intergovernmental Relations Technical Committee (IGRTC), in collaboration with various actors.

The meeting discussed, among others; the status of the past national coordinating summit resolution; the strategic priorities; framework for recognising and rewarding productivity and performance in the public service; staffing and remuneration of county offices; and proposed staffing for the office of the governors.

The meeting also looked at the "Concept Paper on the Implementation of the Public Finance Management Regulations, 2015, on the County

Governments' Wages and Benefit Expenditures for its Other Public Officers."

As a consequence of the wage bill conference, Kenyans have now acknowledged that the public service remuneration policy and practice has critical implications on the country's development. They have also understood that the size of the wage bill has an impact on the



Participants listening keenly to the discussions

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Participants listening keenly to the discussions

performance of the national economy and the quality of life of citizens.

The Commission was represented by Lyn Mengich, Chairperson; Commissioners Nelly Ashubwe, Wangui Muchiri, Dr. Leah Mumbua and John

Monyoncho; Anne Gitau, Commission Secretary/CEO; and Dr. David Muthaka.

Other institutions also present were, the Commission on Revenue Allocation, Office of the Controller of Budget, and the Public Service Commission. ■



FIRST QUARTER WAGE BILL BULLETIN (JULY-SEPTEMBER 2022)

By Monitoring & Evaluation Department

a) Introduction

This Wage Bill Bulletin covers the first quarter of the Financial Year (FY) 2022/2023, that is, July–September 2022. The quarter was characterised by high intensity general election campaigns, which slowed down in mid-September 2022, after the swearing in of the new President of Kenya.

b) SRC First Quarter Advice

During the period under review, SRC received 23 requests that had a cost implication amounting to Ksh 1,949,019,947. The requests received were as follows: a) Salary reviews (2); b) Collective Bargaining Negotiations (5); c) Allowances and Benefits (14); and d) Performance bonus (2).

Out of this, SRC approved requests worth Ksh 1,611,950,575 (82.71% of the total requests). Through this intervention, SRC saved taxpayers Ksh 337,069,373.

The cost implication of the approved requests by SRC during Q1 of FY 2021/2022 was 28.52 per cent, while in the current financial year, the cost implication stands at 82.71 per cent as at the end of the first quarter. The cost implication in absolute terms is higher in FY 2022/2023 than in FY2021/22.

Table 1 below shows the approved requests as a share of the requests placed by public institutions during the FY 2021/22 and FY 2022/23.

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Table 1: Approved advice as a share of the request received in FY 2021/2022 and FY 2022/2023

FY	Quarter	Cost of Requests by Public Institutions (Ksh)	Cost of Commission Advice - (Amount Approved) (Ksh)	Approved advice as a share of the Request Received (%)
2021/22	Q1	680,881,013.00	194,163,863.00	28.52
	Q2	18,090,117,623.50	1,281,498,141.50	7.08
	Q3	58,335,610.00	350,000.00	0.60
	Q4	924,299,176.00	609,621,656.00	65.96
Total		19,753,633,422.50	2,085,633,660.50	10.56
2022/23	Q1	1,949,019,947.05	1,611,950,574.55	82.71
Total		1,949,019,947.05	1,611,950,574.55	82.71

Source: SRC 2022, internal data

Table 2: Quarterly trend of cost of public institution requests and SRC's advice in FY 2021/2022 and FY 2022/2023

	Quarter 1 (July-Sep 2021)			Quarter 2 (Sep-Dec 2021)			Quarter 3 (Jan-Mar 2022)			Quarter 4 (Apr-Jun 2022)			Quarter 1 (July-Sep 2022)		
	Requests (Ksh)	Advice (Ksh)	Advice as % of Request	Requests (Ksh)	Advice (Ksh)	Advice as % of Request	Requests (Ksh)	Advice (Ksh)	Advice as % of Request	Requests (Ksh)	Advice (Ksh)	Advice as % of Request	Requests (Ksh)	Advice (Ksh)	Advice as % of Request
CBAs reviewed	178,677,648	0	0.0	16,815,268,102	453,892,676	2.7	18,568,000	0	0.0	924,299,176	609,621,656	66.0	63,787,328	11,508,468	18.0
Allowances and Benefits reviewed	308,065,025	23,353,400	7.6	645,920,162	241,164,562	37.3	39,600,000	350,000	0.9	2,160,000	5,760,000	266.7	415,915,002	13,431,000	3.2
Salary reviewed	0	0	0.0	628,929,360	586,440,904	0.0	2,011,320	0	0.0	376,087,800	395,466,473	0.0	-	150,816,632	0.0
New institution advice on salary	194,138,340	170,810,463	88.0	0	0	0.0	0	0	0.0	0	-	0.0	-	-	0.0
Bonus reviewed	0	0	0.0	0	0	0.0	0	0	0.0	411,545,757	208,395,183	0.0	1,469,317,617	1,436,194,475	97.7
Total	680,881,013	194,163,863	28.5	18,090,117,624	1,281,498,142	7.1	60,179,320	350,000	0.6	1,714,092,733	1,219,243,312	71.1	1,949,019,947	1,611,950,575	82.7

Source: SRC 2022, Internal Data

Table 3: Cumulative cost of public institution requests and SRC's advice for FY 2021/2022 and FY 2022/2023

Requests	Cumulative for FY 2021/2022			Cumulative for FY 2022/2023		
	Requests (Ksh)	Advice (Ksh)	Advice as % of Request	Requests (Ksh)	Advice (Ksh)	Advice as % of Request
CBA's reviewed	17,147,019,369	453,892,676	2.6	63,787,328	11,508,468	18.0
Allowances and Benefits reviewed	995,745,187	270,627,962	27.2	415,915,002	13,431,000	3.2
Salary reviewed	1,007,028,480	981,907,377	97.5	0	150,816,632	0
New institution advice (on applicable salary)	194,138,340	170,810,463	88.0	0	0	0
Bonus reviewed	411,545,757	208,395,183	50.6	1,469,317,617	1,436,194,475	97.7
Total	19,755,477,133	2,085,633,661	10.6	1,949,019,947	1,611,950,575	82.7

Source: SRC 2022, internal data

c) Personnel emoluments for county governments

The Public Finance Management (PFM) Act, 2012, and the attendant PFM (Regulations), 2015, set the

threshold of not more than 35 per cent of wage bill to total revenue ratio.

The county government wage bill for the first quarter of FY 2022/2023 is projected to have

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increased to Ksh 50.82 billion from Ksh 38.15 billion in the first quarter of FY 2021/22. The projection is based on the same percentage increase in the previous financial year.

During the first quarter, the personal emoluments (PE), as a share of the total revenue ratio, is projected to be 79.5 per cent, which is above the recommended 35 per cent threshold.

As such, county governments are advised to institute appropriate measures to ensure adherence to the PFM (County Government) Regulations, 2015, threshold on PE to revenue ratio of not more than 35 per cent, of the total revenue spent on PE.

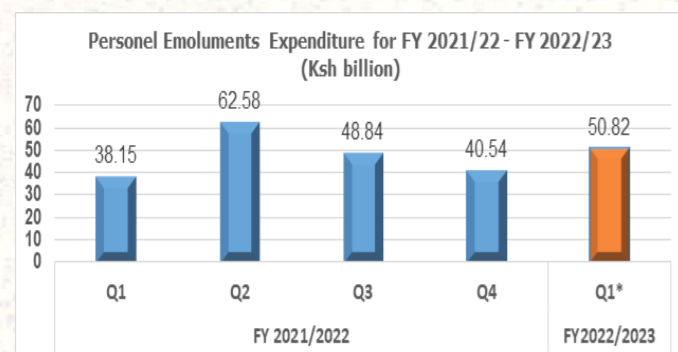
Table 4: Below shows the quarterly expenditure trends of county governments for FY 2021/2022 and FY 2022/2023. (Ksh billion)

Expenditure	FY 2021/2022				Cumulative FY 2021/22	FY 2022/2023 Q1*
	Q1	Q2	Q3	Q4		
Development	3.55	22.38	18.37	54.17	98.47	5.47
Operations and maintenance	11.14	31.72	30.45	39.07	112.38	7.68
Personnel emoluments	38.15	62.58	48.84	40.54	190.11	50.82
Total	52.84	116.7	97.66	133.78	400.96	63.96
PE as a % of Total	72.2	53.6	50.0	30.3	47.4	79.5

Source: Office of Controller of Budget (OCOB), 2021 and 2022

Note: * Implies extrapolated projections.

Figure 2: PE expenditure for county government for FY 2021/22 – FY 2022/23 (Ksh billion)



Source: OCOB, 2021 and 2022

Note: Q1* is a projected quarterly expenditure. The figure has been extrapolated from the performance of the first quarter of FY 2021/22

d) PE for the national government

During the first quarter, the expenditure on PE in the national government is projected to be Ksh 133.96 billion, representing a 9.1 per cent increase compared to Ksh 122.76 billion in the first quarter of FY 2022/23.

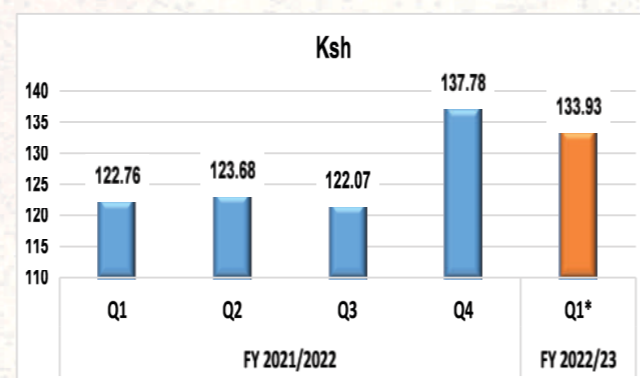
Table 5: below shows the quarterly expenditure trends in the national government for FY 2021/22 – FY 2022/23. (Ksh billion)

Expenditure	FY 2021/2022				FY 2022/2023 Q1*
	Q1	Q2	Q3	Q4	
Development	112.13	119.11	86.13	236.00	157.43
Operations and maintenance	360.14	454.31	497.98	582.97	469.62
Personnel Emoluments	122.76	123.68	122.07	137.78	133.93
Total	595.03	697.1	706.18	956.75	760.98
PE as a % of Total	20.6%	17.7%	17.3%	14.4%	17.6%

Source: OCOB, 2021 and 2022

Note: * Implies extrapolated projections

Figure 3: PE expenditure for the national government for FY 2021/22 - FY 2022/23 (Ksh billion)



Source: OCOB 2021 and 2022

Note: Q1* is a projected quarterly expenditure. The figure has been extrapolated from the performance of the first quarter of FY 2021/22

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Table 6: Public wage bill, nominal GDP, ordinary revenue, recurrent expenditure and employment trends and ratios

Economic Indicators (Ksh Millions)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21*	2021/22*
	2016	2017	2018	2019	2020	2021	2022
Compensation of Employees/Total Wage bill	622,269	670,762	784,526	851,683	944,890	998,643	1,055,454
GDP Real/Constant Price	7,594,064	7,885,521	8,330,891	8,756,946	8,735,040	9,391,684	9,861,268
Inflation Rates	6.3	8	8	5.3	5.4	6.1	5
GDP Nominal/Current Price	7,594,064	8,483,397	9,340,307	10,237,727	10,716,034	12,098,201	13,658,640
Total Ordinary Revenue	1,254,790	1,439,570	1,522,276	1,705,094	1,795,977	1,783,778	2,038,678
Total Revenue (Including Grants)	1,512,828	1,661,785	1,804,762	2,042,969	2,255,535	2,268,511	2,281,562
Total Recurrent Expenditure	1,564,286	1,657,215	2,083,678	2,375,053	2,339,114	2,706,990	2,882,145
Pension	37,500	53,400	64,000	65,100	66,400	87,000	110,300
Public Service Employees							
Total Public Service Employees ('000)	774.7	833.1	842.9	865.2	884.7	923.1	963.2
Average Monthly Gross Salary Per Employee (Ksh)	62,434	66,937	67,095	77,562	82,031	89,003	90,153
Ratios (Per Cent)							
Wage bill to Nominal GDP (Benchmark Target: 7.5%)	8.19	7.91	8.40	8.32	8.82	8.25	7.73
Wage bill to Ordinary Revenue	49.59	46.59	51.54	49.95	52.61	55.98	51.77
Wage bill to Total Revenue (PFM Target: 35%)	41.13	40.36	43.47	41.69	41.89	44.02	46.26
Wage bill to Recurrent Expenditure (PFM Target: 30%)	39.78	40.48	37.65	35.86	40.40	36.89	36.62
Growth (Per Cent)							
Growth in Wage Bill	10.13	7.79	16.96	8.56	10.94	5.69	5.69
Growth in Average Monthly Gross Salary Per Employee (%)	7.21	0.24	15.60	5.76	8.50	1.29	1.29
Growth in Real GDP	86.96	3.84	5.65	5.11	-0.25	7.52	5.00
Growth in Ordinary Revenue	12.74	14.73	5.75	12.01	5.33	-0.68	14.29
Growth in Total Revenue	8.33	9.85	8.60	13.20	10.40	0.58	0.58
Growth in Recurrent Expenditure	13.27	5.94	25.73	13.98	-1.51	15.73	6.47
Growth in Employment	2.72	7.54	1.18	2.65	2.25	4.34	4.34

Note: *implies provisional/estimates; +implies projections

Source: The Economic Survey 2020, 2021 and 2022; Budget Policy Statements 2016 – 2022

Notes:

- The total wage bill, GDP nominal, total revenue and total public service employees for FY 2021/22 were projected using the same growth rate as the previous year.
- The real GDP value for FY 2021/22 has been projected using a growth rate of 5 per cent as projected in the Economic Survey 2022.
- The inflation rate, total ordinary revenue and total recurrent expenditure for FY 2021/22, are as projected in the Economic Survey 202

Observations

- The wage bill to nominal GDP ratio was 7.91 per cent in FY 2016/2017, rising to 8.82 per cent in FY 2019/2020. The ratio decreased to 8.25 per cent in FY 2020/2021 and is projected to

reduce further to 7.73 per cent in FY 2021/2022. This ratio is projected to decrease towards 7.5 per cent in line with the average for developing countries, and approximately 7 per cent, which is the internationally desirable level.

- The wage bill to ordinary revenue ratio has been fluctuating between 46 per cent in FY 2016/2017 and 56 per cent in 2020/2021, and is projected to reduce slightly to 51.77 per cent in FY 2021/2022.
- The wage bill to total revenue ratio has been oscillating between 40 per cent in 2016/2017 and 44 per cent in 2020/2021, and is projected to increase to 46.26 per cent in FY 2021/2022. This implies that the ratio is projected to remain above 40 per cent in FY 2021/2022, significantly above 35 per cent, which is the recommended

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ratio as PFM Act, 2012, and PFM Regulations, 2015.

- 4) The wage bill to recurrent expenditure ratio recorded the lowest and highest ratios in FY 2018/2019 (35.86%) and FY 2016/2017 (40.48%), respectively. The ratio is projected to reduce slightly from 36.89 per cent in FY 2020/2021 to 36.62 per cent in FY 2021/2022.
- 5) The number of public service employees rose from 774,700 in 2015/2016 to 923,100 in FY 2020/2021. On average, the public service labour force grew by 4.34 per cent as at FY 2020/2021, and is projected to grow by the same rate to 963,200 employees in FY 2021/2022.

e) Economic indicators affecting wage bill sustainability

e.1) Consumer Price Index and inflation rate

The Consumer Price Index (CPI) is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food, and medical care.

It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them. Changes in the CPI is used to assess price changes associated with the cost of living.

The CPI increased from 125.05 in July 2022 to 125.58 in August 2022, and to 126.73 in September 2022. In comparison with the same period in the previous financial quarter, the CPI was 115.40 in July 2021, 115.70 in August 2021, and 116.10 in September 2021, respectively.

e.2) Inflation rate

Inflation is a persistent increase in the general price of goods in an economy over a given period of time.

During the first quarter, inflation was above the target range of 5 per cent, plus or minus 2.5 per cent set by the Central Bank of Kenya (CBK).

Inflation has been increasing from 8.32 per cent in July 2022, to 8.53 per cent in August 2022, to 9.2 per cent in September 2022. This is occasioned by the disruption of the global supply chains caused by the Ukraine-Russia war and the anxiety among economic actors in the country over the general elections.

The average inflation rate during the review period was 8.67, compared to an average of 6.68 per cent for the first quarter of FY 2021/2022. Inflation was fairly stable during the first quarter of FY 2021/22, compared to FY 2022/23, where inflation has been increasing at a faster rate.

Table 7: CPI and Inflation Rate

Months	Kenya CPI	Q. Av. CPI	M-on-M inflation	Q. Av. Inflation	Kenya CPI	Q. Av. CPI	M-on-M inflation	Q. Av. Inflation
July	115.40		6.55		125.05		8.3	
August	115.70	115.74	6.57	6.68	125.58	125.79	8.5	8.67
September	116.10		6.91		126.73		9.2	
October	116.70		6.45					
November	117.20	107.87	5.80	5.99				
December	118.30		5.73					
January	118.64		5.39					
February	119.13	9.3	5.08	5.36				
March	120.14		5.60					
April	122.17	123.17	6.47	7.16				

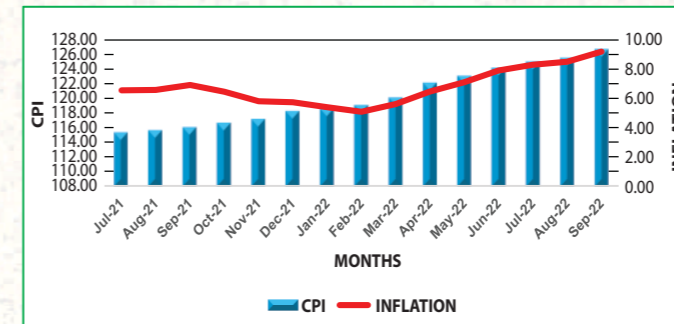
Source: Kenya National Bureau of Statistics (KNBS) and CBK 2021 - 2022

Key: Q. Av. = Quarterly Average; M-on-M = Month-on-Month

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Figure 4: CPI and Inflation Rate (July 2021-September 2022)



Source: KNBS, 2022

f) Revenue performance

The National Treasury projects that the total revenue collection for FY 2022/2023 will amount to Ksh 2,480 billion, equivalent to 17.5 per cent of GDP. Of this, ordinary revenue is estimated at Ksh 2,142 billion, equivalent to 15.3 per cent of GDP.

This revenue projection is approximately Ksh 449 million higher than the total revenue collection of Ksh 2,031 billion in FY 2021/2022.

g) Public service employees

According to KNBS (2022), Kenya's total workforce stands at 12 million, with 10 million being in the informal sector. Only two million of the workforce constitute the formal sector, which comprises government civil service, staff of parastatals and the private sector employees.

The share of private sector employment was 68.3 per cent in 2021, which was slightly higher than the previous year, which stood at 67.8 per cent. Employment in the public service increased by 4.3 per cent to 923,100 employees in 2021, compared to 2.3 per cent recorded in 2020. The increase was mainly attributed to

recruitment in the civil service for essential services. This shows that the public service will continue to attract skills from the labour market.

Table 8: Wage employment in the public service 2017 – 2021 ('000)

	2017	2018	2019	2020	2021
Ministries and other extra-budgetary institutions	197.6	206.4	207.2	206.1	220.7
Teachers Service Commission	302.9	313.6	324.5	331.1	349.9
Parastatal Bodies	110.1	96.7	96.2	95.7	96.7
Corporations controlled by the government	47	47.5	47.3	47.1	47.5
County governments	175.5	178.7	190	204.6	208.3
Total	833.1	842.9	865.2	884.7	923.1

Source: KNBS, Economic Survey 2022

h) Conclusion

During the first quarter, the following were observed:

- 1) SRC continued to receive and review various requests on salaries and benefits from public service institutions.
- 2) Revenue is projected to decline on account of economic slowdown due to the general election-related activities, which historically slows down the economic performance.
- 3) The cost of living is likely to rise as a result of increase in fuel prices and the removal of fuel subsidy, hence, a likely demand for pay increase.
- 4) The wage bill for the national and county governments is projected to increase as a result of the creation of new offices, such as the Office of the Prime Cabinet Secretary, among others, in addition to existing ones. ■

HON. AMINA ABDALLA: FROM SRC COMMISSIONER TO AMBASSADOR

By Stephen Oinga

Pursuant to Article 132(2)(e) of the Constitution of Kenya, 2010, and Section 5 of the Public Appointments (Parliamentary Approval) Act No. 33 of 2011, H.E. President Uhuru Kenyatta appointed Commissioner Hon. Amina Abdalla as Kenyan Ambassador to the Sultanate of Oman.

Prior to the appointment on 4 May 2022, Hon. Abdalla had spent two years as a Commissioner at SRC, where she served diligently as a member of the Job Evaluation and Salary Structures, and Legal and Policy committees of SRC.



Hon. Amina in a group photo with Commission members and staff

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The Commission organised a farewell luncheon for her on 22 July 2022, at Villa Rosa Kempinski. Present at the luncheon included Lyn Mengich, Chairperson, Commissioners, CS/CEO and secretariat staff.



Hon. Amina receiving a certificate of appreciation

"Thank you Hon. Abdalla for the period we have known each other and worked together," said Mrs. Mengich, adding: "I appreciate you for assisting the Commission to bridge the gap between SRC and Parliament as a key stakeholder."

Mrs. Mengich affirmed SRC's gratefulness for her wide experience, which "was very impactful and insightful to the whole Commission." She wished Hon. Abdalla success as she embarked on her



Hon. Amina receiving a large photo portrait



Hon. Amina receiving a memento from SRC Chairperson Lyn Mengich

mission as the new Kenyan Ambassador to the Sultanate of Oman.

On her part, Hon. Abdalla noted, "I am truly happy to have had the opportunity to work and learn from all of you. As I leave SRC, I am glad that the decisions we made for the last two years were for the good of the nation."

"I have worked in many places, but have not found hard working employees like you," she said, while commending the secretariat.

She was showered with praises for her dedication and commitment to SRC. She received a memento, a portrait designed with her photo, a flash disk containing memorable photos of her while at SRC, and a certificate of appreciation.

Hon. Abdalla was nominated to SRC by the Parliamentary Service Commission. She has over 25 years of experience in public service oversight and international natural resources management. She served three consecutive terms as a nominated Member of Parliament for the period 2003-2017.

The Commission and secretariat staff wish her success as she undertakes her new ambassadorial assignment. ■

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Farewell

CELEBRATING AN ILLUSTRIOUS CHAPTER OF A COMMISSIONER

By Evelyn Mbuni

SRC bid farewell to Christine Agimba, whose tenure ended in September 2022, having served as a Commissioner since July 2014.

In a farewell ceremony on 9 September 2022, Lyn Mengich, SRC Chairperson, appreciated Commissioner Agimba's contribution over the years, which often infused elements of history, the reality

of government and provided insights on the impact of decisions made.

Commissioner Agimba's exceptional listening and analytical skills, as well as her unique ability to steer discussions towards a better understanding of government systems and processes, were recognised.



Appreciating Commissioner Agimba (5th from right) for her commitment and dedication

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SRC Chairperson sharing some thoughts at the farewell of Commissioner Agimba

Notably, she has an admirable and hardworking work mantra. She dispelled the notion that meetings were only to be attended, by making a personal commitment to prepare well for them and paid keen attention to deliberations.

She often went beyond the call of duty and helped colleagues to learn immensely. In addition, Commissioner Agimba had a unique way of doing things, and helped promote diversity at the Commission.

On her part, Commissioner Agimba observed that the Commission's work involved and demanded hard work: hard, painful work. She held that SRC had attracted Commissioners who had a high level of commitment, clear views and perspectives, and were focused and willing to put in the time and effort to move the Commission forward.

She added that a lot had been achieved, especially during the Covid-19 pandemic, noting that the Commission worked tirelessly to be of service to Kenyans, while staying true to delivering its mandate.

"The impact of the work done is lasting, considering that stakeholder engagement had been carried out and strikes had reduced over time," said Commissioner Agimba.

Known for her high sense of African fashion, Commissioner Agimba was the longest serving Commissioner, who is fondly remembered for being cool, calm and collected. She has more than 25 years of experience in the public and private legal sectors.

Her expertise spans a broad spectrum covering legal, governance and policy matters, in the judicial and financial sectors.

The Commission acknowledges her immense contribution, and affirm that she will make a positive impact at her new assignment as the Chairperson of the Kenya Law Reform Commission. The Commission and Secretariat wish her well in her new appointment. ■



LEVERAGING ON KENYA'S DIPLOMATIC FOOTPRINT

By Stephen Oinga

Chairperson Lyn Mengich, and Commissioner Hon. Amina Mohamed, attended the 18th Ambassadors and High Commissioners' Conference themed, 'Delivering Greater Value by Leveraging on Kenya's Diplomatic Footprint and Strategic Global Position'.

The conference, which was held from 10 to 18 June 2022, at Windsor Golf Hotel and Country Club in Nairobi, accorded a deliberative platform to fully apprise Heads of Missions on Kenya's foreign policy trajectory.

Organised by the Ministry of Foreign Affairs, the gathering also crafted a road-map on the future of both the Ministry of Foreign Affairs and Foreign Service, in light of the changing dynamics of the contemporary global system.

In her remarks, Mrs. Mengich shed light on the mandate and milestones achieved by SRC since its inception. Her address drew perspectives on the



SRC Chairperson (r), together with SRC Commissioner Amina Abdalla (l), answering questions from the diplomats

transitional nature of Kenya's public service remuneration and benefits in the near past, and laid the foundation on the debate on the future of Kenya's productivity.

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Kenyan ambassadors at the diplomatic event

The conference, which attracted the rich expertise of various speakers from the government, private sector and academia, also provided a platform for SRC Chairperson to receive feedback on the delivery of SRC's mandate.

About 150 participants attended, and included, cabinet secretaries, principal secretaries, directors-general, ambassadors and high commissioners, directors/heads of division/unit, facilitators, and other invited guests. ■

SRC SHEDS LIGHT ON ITS MANDATE DURING INDUCTION OF GOVERNORS

By Evelyn Mbuni

Lyn Mengich, SRC Chairperson, participated as a panellist during a Council of Governors (COG) induction workshop held from 14 to 17 September 2022, at Pride Inn Restaurant, Mombasa.

Held under the theme, 'Towards better governance and outcome-driven service delivery at the counties', the induction targeted 47 governors and deputy governors.

In her presentation, the chairperson delved into issues relating to the wage bill management and wage forecasting in the public service at the county level.



Lyn Mengich delivering her presentation during the COG induction

The induction was organised for purposes of discussing wide-ranging issues touching on the inter-governmental relations between the national and county governments.

The governors held their first council meeting where they elected Anne Waiguru, Governor of Kirinyaga County, as COG Chairperson. ■



Lyn Mengich, SRC Chairperson (fourth from left), at a panel during the COG induction workshop in Mombasa

STRATEGIC PLAN: A TIME TO REVIEW AND REFOCUS

By Evelyn Mbuni

Strategic planning is a critical process that SRC employed to establish the strategic direction for the period 2019/20 to 2023/24. While setting out the vision, mission, core values, motto and objectives to be achieved during this period, SRC was guided by its mandate and principles as outlined in the constitution and SRC Act, 2011.

As part of its effort to ensure that the outlined activities are implemented as per the strategic plan, SRC organised a senior management retreat to review the progress made so far. The retreat, held from 28 to 30 September 2022, at the Royal Tulip, Nairobi, reviewed the key result areas, programme outputs and outcomes for the period 2023/2024 to 2024/2025. The retreat also identified funding gaps, and highlight donor opportunities to be considered.

The process enabled the senior management to work in teams to agree on activities to be implemented during the last phase of the strategic plan. The review also assisted in addressing uncertainties surrounding



Staff in a breakaway discussion

identified activities and agree to measures to reduce the risk of not implementing the activities.

Staff were able to proactively analyse factors that affect the achievement of planned activities and set out realistic targets that are aligned to the strategic objectives, for increased operational efficiency.

The retreat fostered teamwork, built consensus on the strategic direction, peer reviewed departmental and institutional performance targets and indicators, and prioritised budgetary requirements needed to implement the activities.

This resulted in inter-departmental collaboration, improved understanding of outlined initiatives and the harmonisation of budgetary needs to be used up through to the financial year 2025/26. This would ensure continuity of planned activities and enhance adherence to the government budget planning cycles. ■



Anne Gitau, Commission Secretary/CEO, speaking to staff during the strategic planning meeting.

AN IMPACTFUL ENGAGEMENT WITH THE KENYA EDITORS GUILD

By Anthony Mwangi

As an independent constitutional commission, SRC occupies an integral place in the governance structure of Kenya. Engaging stakeholders and responding to their concerns, therefore, has improved SRC's overall performance, and increased knowledge and relationships. It has also given stakeholders a right to be heard

and the opportunity to be considered in decision-making processes, and thereby, enabled better management of risks and reputation.

Due to its expansive mandate and having to deal with remuneration and benefits for both



Rosalia Omungo, CEO, Kenya Editors Guild, delivering her opening remarks

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Jaindi Kisero, Communications Consultant, setting the scene, at the meeting

State and public officers, SRC inevitably attracts the attention of the media and can be considered as a major newsmaker in the country.

The media is a key ally in informing the public on transparency and access to information. SRC has largely enjoyed and been a beneficiary of good media coverage since its establishment.



(l-r) SRC Commissioners Margaret Sawe, Abdiwahab Abdullahi Abdi, and Dr. Leah Mumbua, at the event

However, the media has in some cases sensationalised coverage based on misinterpretation of SRC's mandate or meant to benefit a specific angle. It is, therefore, important for SRC to invest and sustain media relations to achieve an objective, balanced and accurate coverage of its policy decisions, actions and activities.

Within this context, SRC engaged the Kenya Editors Guild at a luncheon on 28 July 2022, at the Sarova Stanley Hotel, Nairobi. The editors brought out key questions and comments based on SRC's mandate, and to which the Commission members responded.



Eric Shimoli of the Editors Guild sharing a few pointers

SRC shall continue engaging editors to ensure objective and fair media coverage, as well as explore opportunities and forge closer cooperation and partnership with the media in the interest of the taxpayer.

The engagement with the editors was held concurrently with the release of the Gazette Notice on the remuneration and benefits of State officers. The release of the Gazette Notice took place within an already heightened political atmosphere and close to the general election. ■

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CHAIRPERSONS OF CCIO FORUM CHART WAY FORWARD

By Evelyn Mbuni

Constitutional Commissions and Independent Offices (CCIOs) play a critical role in Kenya. They have been instrumental in enhancing good governance and accountability of various State organs. As their name suggests, CCIOs have also promoted constitutionalism and serve to protect the sovereignty of the people.

The Forum for Chairpersons of CCIOs held a breakfast meeting at Serena Hotel, Nairobi, on 9 September 2022, to review the status report of the CCIOs 10th Anniversary celebration held in April

2022. They also deliberated on modalities of their engagement with the national and county governments.

Present during the breakfast were chairpersons; Lyn Mengich, Salaries and Remuneration Commission (SRC); Gershom Otachi, National Land Commission (NLC); Hon. Florence Kajuju, Commission on Administrative Justice (CAJ); Dr. Jane Kiringai, Commission on Revenue Allocation (CRA); Rev. Dr. Samuel Kobia, National Cohesion and Integration Commission (NCIC); Roselyn



Chairpersons of CCIOs sharing a light moment

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Gershom Otachi, Chairperson, NLC, giving his remarks at the breakfast meeting

Odede, and Kenya National Commission and Human Rights (KNCHR).

Others included; Dr. Joyce Mutinda, National Gender and Equality Commission (NGEC); Amb. Anthony Muchiri, Public Service Commission (PSC); Dr. Jamleck Muturi, Teachers Service Commission (TSC); and Eliud Kinuthia, National Police Service Commission (NPSC).

Also present were; Archbishop Dr. Eliud Wabukala, Ethics and Anti-Corruption Commission (EACC); Christine Agimba, Kenya Law Reform Commission (KLRC); Anne Makori, Independent Policing Oversight Authority (IPOA); and representatives from the Office of the Director of Public Prosecutions (ODPP), and Office of the Attorney General and Department of Justice Office (OAG-DJ).

The breakfast follows the successful marking of the 10th Anniversary of CCIOs, under the auspices of the Chairpersons' Forum, which falls under the Chairmanship of the Chairman, NLC.

The anniversary raised awareness about the positive impact of CCIOs on the life of individuals and the integral role they play in strengthening the rule of law. The event also celebrated the existence of CCIOs by honouring their outstanding achievements.

The commemoration helped CCIOs to strengthen relationships with stakeholders and highlighted CCIOs' complementary vision of strengthening governance and accountability for shared prosperity. It also played a key role in interrogating the score card of CCIOs for the past ten years.

The constitution established CCIOs. These are: CAJ; CRA; EACC; IPOA; KLRC; KNCHR; NCIC; NGEC; NPSC; OAG-DJ; PARLSCOM; NLC; PSC; SRC; and TSC.

Others are; Office of the Auditor General; Controller of Budget; Independent Electoral and Boundaries Commission; Inspector General of Police; and Judicial Service Commission. ■

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COMMEMORATING AFRICA PUBLIC SERVICE DAY 2022

By Stephen Oinga

Kenya must focus on pay structures that are productivity and performance driven," said, Lyn Mengich, Chairperson, SRC, while delivering remarks during the commemoration of the Africa Public Service Day (APSD), held at KICC, Nairobi, on 23 June 2022.

APSD is an African Union event, celebrated annually to reflect on the efficiency of public service delivery and also to take cognizance of the achievements made in public service transformation.

In her remarks, Mrs. Mengich acknowledged the government's effort in creating an inclusive environment for the youth, who are instrumental to the use of technology, to enable innovative public service delivery.

The event was graced by government officials, including Dr. Joseph Kinyua, Head of Public Service,

Prof. Margaret Kobia, Cabinet Secretary, Ministry of Public Service and Gender, and Wickliffe Oparanya, Governor, Kakamega County.

"As we balance between a sophisticated young citizenry and limited resources, it is of fundamental importance that the public servant is innovative, prudent and resourceful to ensure we meet the expectations," said Dr. Kinyua, while delivering his address.

An exhibition, held from 21 to 23 June 2022, on the side-lines of the commemoration, brought together Ministries, Departments and Agencies, and county governments, which showcased innovations that have transformed public service delivery.

While recognising the role of the youth in driving change, Prof. Margaret Kobia highlighted the need to focus on harnessing the skills from youth for

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Participants at the APSD 2022

digital transformation in the delivery of services. "The government is implementing a robust Public Service Internship Programme that will equip interns with practical work experience to strengthen their capabilities for accessing employment," said Prof. Kobia.

She added that while this programme is being implemented, focus should be placed on tapping into the digital skills of the youth.

The ceremony included an award ceremony for government institutions that have excelled in the delivery of innovations in the public service. ■



SRC Chairperson speaking on digital opportunities available to young people in the public service



A group photo of the principles representing several institutions at the commemoration

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A CHAT with Lyn Mengich

By Stephen Oinga

Lyn Mengich, Chairperson shares her story following an interview with the Business Daily Newspaper. Here are some highlights of the interview

Who is Lyn Mengich?

I grew up in a Christian family with nine siblings, I am the fourth born. We were raised near Kapsaret, in Uasin Gishu County. I am married with three children - all adults and working. My father was a leader in the church. He instilled in me values of integrity, honesty and hard work.

I attended mission schools for my high school and A levels, and joined the University of Nairobi, where I graduated with a Bachelor of Arts Degree. Later on, I pursued a Master of Science in Human Resource Management.

What is your leadership style?

There is no single leadership style that one can apply in all situations. Leadership is situational. There are times when you need to be more diplomatic, consultative or directive.

Why should organisations consider women for top leadership positions?

Women leadership brings on board certain unique characteristics like integrity,



Lyn Mengich, SRC Chairperson.

accountability, and focus on delivery. Studies undertaken globally on diversity, have shown that when women are in boards, issues of accountability, integrity, and governance are upheld.

What barriers deny women leadership positions?

There are mainly two broad categories; those that women impose on themselves and those that society imposes on them. Barriers imposed

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on women include, cultural barriers and work environment. Culturally, you find, as girls grow up in certain cultures, they are socialised to believe they are not leaders, even at home. When young adults are chosen for certain leadership roles, the girls are left out.

Examples of workplace barriers are stereotypes on characteristics of leadership, and which tend to exclude women, including the lack of flexi-hours to accommodate the needs of mothers.

Examples of barriers that women impose on themselves are; women not applying for senior leadership positions because of a mind-set that tells them that they do not have what it takes.

Everything starts with our mind-set, which informs our actions. If your mind-set says, "because I am a woman, I cannot take up certain positions," even when advertised, you will have imposed on yourself a barrier. There are also biases that are subconscious and conscious.

How can women ascend to top positions?

Firstly, know that no one will freely give you a position, you have to grab it. You must ask yourself what it is that you need to do to be the best candidate for a position. This is by preparing yourself and demonstrating your capability.

Secondly, it is about the impact you make in whatever role you have held. If you have been assigned a role, the positive impact you make speaks for itself. You are in a position to demonstrate your competencies and the impact you will make in other roles.

Thirdly, networking is important. It will help people know you and what you are capable of. In some instances, during recruitment, headhunting is used and, in such cases, networking becomes key.



What advice can you give to the next generation of women leaders?

Know you are in that position because you deserve to be there. This is important because some people will not believe that you genuinely qualify to be there. Women should play their roles as leaders and deliver what is expected of them.

Who inspires you?

There is no specific person that inspires me because inspiration is in many spheres of life and comes at different times. However, one of the people that stands out is the late Nelson Mandela. Also, Walter Sisulu, who was a South African anti-apartheid activist and member of the African National Congress. I am currently reading his book, 'In Our Lifetime'. ■

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PICTORIALLY SPEAKING



Chairperson Lyn Mengich addressing the media, jointly with Hon. Moses Wetang'ula, Speaker of the National Assembly, following an induction session for MPs, held on 21 September 2022, at Safari Park Hotel, Nairobi.



The Commission attended the official commissioning of the Kisumu Shipyard and floatation of the MV Uhuru II ship, presided over by President Uhuru Kenyatta on 2 August 2022, in Kisumu.

#ZingaKBC
 Topic: Je SRC imeafikia malengo yake.
 Tue 30th Aug 2022 | 8am to 9am

Guest:
Dr. Amani Yuda Komora
 Vice Chairperson Salaries and Remuneration Commission

Hosts:
Captain Njoroge na Mwachuma Choji

www.kbc.co.ke @radiotaifa Kbc Radio Taifa 92.9fm, Sauti Ya Mkenya

Dr. Amani Komora, Vice Chairperson, was interviewed at the #ZingaKBC show of KBC Radio Taifa on 30 August 2022, where he articulated, in Swahili, the mandate of SRC, and the State officers' remuneration and benefits, among other emerging issues.

The Commission retreated to Crowne Plaza Hotel, Nairobi, from 28 to 30 June 2022, to review and finalise on the State officers' pay. The meeting, which included presentations from some selected secretariat staff, also looked at ICT and HR policies and procedural manuals, among other technical agenda items.



To evaluate the legal position of an MP under the system of the division of powers in Kenya, three students from Kenyatta University School of Law, met with a representative of SRC's Legal Department (2nd left) on 23 September 2022. The students learnt the legal framework for the remuneration of MPs.



In a bid to equip SRC staff with the technical know-how on the functionalities of the newly-developed, Electronic Data Management System (EDMS), COSEKE Limited, an external vendor, trained some selected staff on 15 and 21 July 2022, at SRC offices.

Dr. Amani Komora, Vice Chairperson, SRC, conducted an induction session for Members of County Assembly of Siaya. The session, which was held on 28 September 2022, at Pride Inn Paradise Hotel, Mombasa, oriented MCAs on SRC's mandate and principles for determining the remuneration and benefits of State officers.





The Monitoring and Evaluation Department attended a meeting on the validation of course curriculum and manual for the induction of Members of County Assembly in Kenya, held on 18 July 2022, at Crowne Plaza, Nairobi.



The Legal Department of SRC attended the launch of the third edition of the county fact sheets conducted by the Commission on Revenue Allocation on 29 June 2022, at Safari Park Hotel, Nairobi.



SRC attended the National Election Conference organised by the Independent Electoral and Boundaries Commission on 11 and 12 July 2022, at the Kenyatta International Convention Centre. The conference, which was set under the theme, 'Moving Kenya Towards a Stronger Democracy,' reviewed Kenya's preparedness towards a fair, peaceful and credible election.



Technical teams from SRC's departments of Collective Bargaining Negotiations, and Job Evaluation and Salary Structures, held a meeting with the Pyrethrum Processing Company of Kenya. The meeting, held on 30 June 2022, at SRC, focused on the job evaluation report for the company.



In a primetime Citizen TV interview with Victoria Rubadiri, held on 27 August 2022, Chairperson Lyn Mengich clarified issues raised following SRC's issuance of a Gazette Notice on the remuneration and benefits of State officers. She also articulated the principles under which the Commission makes its decisions.

SRC's Legal Department participated in a meeting hosted by the County Assemblies Forum. The meeting, held on 27 June 2022, at Fairview Hotel, sought to validate and submit views on the report on 'County Assembly Performance in Policy, Legislative Formulation and Oversight Across Devolved Functions'.



The department of Corporate Communications held a meeting with a communication team from the Public Financial Management Reforms Secretariat (PFMR) on 29 June 2022, at SRC. The PFMR team sought to explore ways of strengthening collaboration between the two teams around publicising the achievements of the PFMR initiatives.



The Commission visited KenGen's Hydro Power Generation Projects on 14 and 15 July 2022. The visit aimed at carrying out stakeholder mapping in preparation for undertaking a productivity measurement.



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