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AND HEAD OF THE PUBLIC SERVICE
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Ref. No. OP.CAB.12/6A
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P.O. Box 62345-00200
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February 15, 2006

The Attorney General
All Permanent Secretaries/Accounting Officers
The Controller and Auditor-General
The Clerk, National Assembly
The Director General, National Security Intelligence Service
The Private Secretary/Comptroller of State House
The Registrar, High Court of Kenya
The Chairman, Electoral Commission
The Secretary, Public Service Commission
The Secretary, Teachers' Service Commission
All Chief Executives, State Corporations and Statutory Boards
All Provincial Commissioners *(with sufficient copies to District Commissioners)*

TRAINING OF PUBLIC OFFICERS

Training and capacity building plays a crucial role in enabling the Government realize its national goals and objectives. Towards this end, the Government has continued to invest heavily in human resource development while ensuring that training and capacity building initiatives address emerging policy priorities.

In the 1960's training aimed at institutional and capacity development to prepare indigenous Kenyans to take over from colonial administration. In the 1970's through 1980's, training was geared towards developing the professional, technical and managerial capacity of Public Service employees. The 1990's coincided with the Public Service reforms and the

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focus on training shifted to building individual and institutional capacities. The government at the same time continued to sponsor employees for professional and post-graduate studies. It is noted that throughout this period, most Government resources were invested in training programmes which had minimal emphasis on enhancement of productivity and service delivery.

Despite the above efforts by the Government to build a strong human resource base in the Public Service, service delivery to the citizenry remains wanting. Public servants continue to pursue academic qualifications to meet the requirements of their respective schemes of service. Such training is in most cases not job related and does not, therefore, contribute to performance improvement. This is not in keeping with the general trend world wide which is to match job requirements with the skill levels so as to realize organizational goals and objectives.

There is, therefore, need for a paradigm shift where the public service must move away from training for promotion and emphasize on training for performance improvement. There is further need to benchmark public service organizations that have succeeded to improve service delivery by building the capabilities and competencies of their workforce through skill and performance improvement training interventions. The Government must also take cognizance of the fact that the country has sufficient human resource with professional and technical qualifications from which the Public Service can benefit.

It has, therefore, been decided that, from the date of this circular, the Government will direct its training resources on job-related short courses that enhance performance and service delivery. The Government will further focus on on-the-job training by adapting new approaches such as coaching, mentoring and counselling for performance. A culture of continuous learning will also be encouraged as a way of developing personnel in the Public Service. In this regard, Government sponsorship for post-graduate programmes will henceforth be limited to areas where skills are not readily available in the open market. For prudent utilization of scarce Government resources, Accounting Officers should ensure that training is held locally except where the required skills are not available within the country.

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Ministries/Departments and other Public Service organizations should, therefore, identify their training needs, prioritize them and plan for appropriate training interventions in collaboration with the Public Training Institutions. In addition, they should ensure that every employee undertakes at least five days training in a year.

To ensure the Public Service benefits from training undertaken by employees, Ministries/Departments and other Public Service organizations should develop effective monitoring and evaluation mechanisms to enable employees apply the skills acquired during training.

The contents of this circular should be brought to the attention of all officers working under your jurisdiction.

Amb. Francis K. Muthaura, EGH
PERMANENT SECRETARY/SECRETARY TO THE
CABINET AND HEAD OF THE PUBLIC SERVICE

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