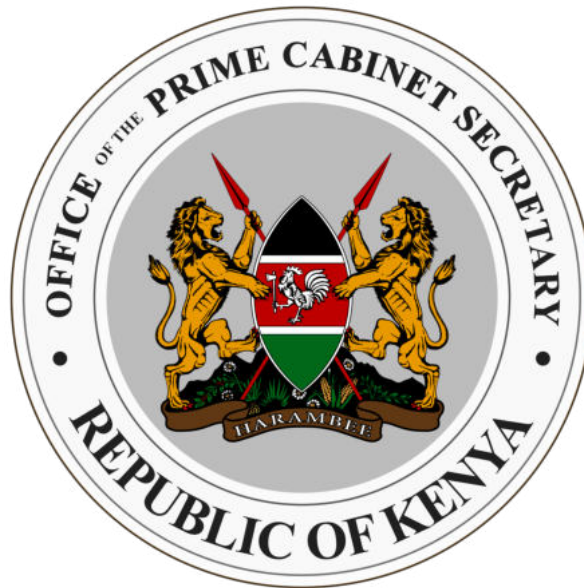




**EXECUTIVE OFFICE OF  
THE PRESIDENT**

OFFICE OF THE PRIME CABINET SECRETARY

SPEECH BY H.E. HON. DR MUSALIA MUDAVADI, EGH., PRIME CABINET SECRETARY OF THE REPUBLIC OF KENYA, DURING THE INDUCTION TRAINING FOR SENIOR OFFICERS IN THE OFFICE OF THE PRIME CABINET SECRETARY



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PRIME CABINET SECRETARY OF THE REPUBLIC OF  
KENYA, DURING THE INDUCTION TRAINING FOR  
SENIOR OFFICERS IN THE OFFICE OF THE PRIME  
CABINET SECRETARY**

**AUGUST 11, 2023**

**KENYA SCHOOL OF GOVERNMENT, NAKURU**





**PS, Eurelia Rono;**

**Lisa Karanja, Country Director for Tony Blair Institute for Global Change;**

**Facilitators from the Kenya School of Government, and other institutions;**

**Officer Participants.**

Good morning!

1. It gives me great pleasure to join you at this overdue induction workshop. I trust the week has borne fruit and that you have been sufficiently appraised in all areas necessary to enable you to execute your functions. I have been keenly monitoring your stay here as it is my conviction that the outcome of this induction will usher in a new beginning for our office. I am happy to note that the level of participation progressively increased.

2. Many of you have diverse skills, competencies, backgrounds, and experiences that must coalesce and jell to guarantee the success of the new Office. You are the pillars for what will





become the epic establishment of the OPCS. But, to borrow from Shakespeare's Julius Caesar:

3. *"...; I come to bury Caesar, not to praise him. The evil that men do lives after them; But the good is often buried with their bones; So let it be with Caesar."* However, I do not intend for the good that you are being buried because you either were not given an opportunity to contribute or were demotivated into submission. The good that you are must live long after you. Hence, the priority of this induction training is to equip you to make your finest contribution. On this occasion, therefore, I will be frank with you:

4. Since this Office was re-constituted by Executive Order No. 1 of January 2023, our numbers have been growing with the recruitment and deployment of officers in different cadres. I recall that at the beginning I was the only officer formally in office and therefore this steady growth in numbers has been encouraging. Officers have been recruited and others deployed from various institutions; and appointed to different Advisory, Technical, and Administrative positions to operationalize the Office.

5. While the process of getting the Office to operate optimally is still ongoing, it has come with its own challenges. At the core





of streamlining operations are human resource issues related to grading discrepancies of freshly recruited officers, and structural and hierarchical relationships. We need to tackle these challenges conclusively even as we roll our sleeves to deliver the desired results for the office.

6. We are engaging relevant institutions to iron out these teething Human Resources issues. Specifically, my Office and HR are engaged with the Public Service Commission (PSC) to streamline the grading inconsistencies so as to motivate and retain relevant skill sets. I am also aware that the process of clarifying job descriptions for various cadres by a committee headed by HR is ongoing. I would have expected this exercise to have been concluded by now and clear Job descriptions relayed to all of you before this induction program. I, therefore, want this process of clarity in job descriptions completed with the urgency it deserves. On this, I direct the Chief of Staff in liaison with the Human Resource Department to accelerate the process and report back to me in the shortest time possible.

7. I, however, believe that once these processes are completed, officers should be confident and motivated to deliver on their functions, while strictly adhering to organizational reporting structures. I note satisfactorily that you have been sensitized





about respect and obedience to structural and hierarchical relationships. Indeed, while each officer is individually liable for the signed Performance Contract and responsible for accounting for deliverables under the contract, it is important to realize that performance feeds into each other. If you do not perform, you inadvertently punish a fellow officer whose performance deliverables are dependent on yours. We therefore must embrace the collective responsibility of delivering-as-one or perish as a whole.

8. I must, however, caution against the disturbing habit of some officers exploiting gaps in the organizational structure to circumvent existing reporting channels and engage in the annoying habit of name-dropping. This was also manifested in the participation in this induction where some officers chose to join at their convenience. This is unacceptable. Whereas some of you may have genuine reasons, I have regrettably noted some of you want to conduct government business in their own way oblivious of the structures, systems, rules, and regulations already in place.

9. Just as I have warned officers in MDAs against the corrosive habit of "**Waziri Amesema**" while angling for favorable decisions; I don't enjoy officers intimidating others with





slogans like; **"PCS has said. PCS called me. I talked to PCS. I was with PCS."** I say this because I am aware you have been inducted into public service etiquette and confidentiality. Therefore, in as much as there is no crime for any officer to access me, the habit of name-dropping my name in vain must henceforth come to a stop.

10. Additionally, in as much as I may consult directly on any matter, officers must still respect and observe the hierarchical order in communicating. Officers must communicate through their respective departmental agency heads and Principal Secretaries. Therefore, you have been inducted into the global communication practice in Government. The purpose was for you to seriously domesticate the same in our internal communication. Discipline, Respect, and Humility must become second nature in managing interpersonal relationships while carrying out our duties.

11. I am also informed that you have been taken through the meaning and necessity of Protective Security as Government officers. My office receives many guests. Arising from this induction, there will be a need to step up our Protocol function to bring professionalism to how we receive and treat guests coming into our office, without compromising security. This is





an area, I intend to beef up in terms of human resources in order to ensure a well-trained and professional Protocol team for the office. Remember, we are in our respective positions to serve.

12. Attendant to this has been the instruction received on cybercrime and security observations to counter this increasingly disruptive delinquency. You were told cybercrime is the third largest economy after the USA and China but with dextrous results. Indeed, I am informed Kenya leads Africa in cybercrime with trillions being heisted off by criminal malcontents. More alarming is that on-the-net criminals' soft entry is the oblivious individual government officer. I, therefore, impress upon you to jealously secure communications gadgets used in transacting government business against infiltration and intrusion.

13. Related to this is the matter of managing internal communication as an extremely critical factor in our performance as an Office. I do hope you have learned and fully embraced the rules and guidelines on internal office communications and personal conduct. We must never fall prey to the practice of holding onto information and delaying the flow of communication. Indeed, I look forward to receiving an





applicable template on Office Communication Etiquette which will contain guidelines on how long an officer should hold onto correspondence before escalating it to the intended destination.

14. The other issue is the silo mentality. The wide-ranging detailed presentations on the **Whole-of-Government Approach (WOGA)** must have convinced you that this is the only way the government will deliver public services effectively and in a timely manner. It is now our duty to domesticate the same at our workstations before escalating WOGA to MDAs. I cannot be out there preaching the adoption of **Whole-of-Government delivering-as-one** as a counterfoil against the ingrained silo mentality culture in public service, while my Office is building silos. The cleavages between those who were deployed from the civil service and those recruited from outside must come to an end. You all do work for me, and consequently the Government. Through this induction workshop, you have acquired skills to help you enhance teamwork, and manage interpersonal work relationships to achieve synergy. Consultations and civility between officers are now mandatory.

15. There is also an urgent need for attitude adjustment and realization that you, as a civil servant, work for the incumbent





Government, no matter your political inclination. Therefore, a quick understanding of Government policies, programs, and project processes is key to effective and efficient delivery of public services. You must take time to appreciate and understand the Bottom-Up Economic Transformation Agenda (BeTA), the Kenya Kwanza Government development blueprint. It is only by translating BeTA into your work outcomes that you can be said to be useful as a government officer, and indeed be beneficial to Kenyans.

16. Lastly, you work in an Office that is at the forefront of overseeing the national constitutional values of integrity become basic in the public service. The instrument of Performance Contracting partly serves the purpose. The Government Delivery Services (GDS), the Inspectorate of State Corporations (ISC), and the State Corporations Advisory Committee (SCAC) are the watchdogs of integrity in the public service domiciled in my Office. You are that Office. Your knowledge and department matters. You must internalize and practice integrity values, and be an example to your peers in MDAs. And don't say I did not warn you if you ignore my advice on this matter. While at it, familiarise yourselves with the requirements of Chapter Six on Leadership and Integrity in the





Kenya Constitution, the attendant Public Officer Ethics Act, and the Public Finance Management Act, of 2021.

17. May I thank our partners, the **Tony Blair Institute for Global Change and the Kenya School of Government for their support for this induction. On behalf of the Government, may I assure you of our continued engagement as we seek perfect Government systems for the active delivery of services to Kenyans.**

With these remarks, it is my privilege to declare this induction training officially closed.

**ASANTENI SANA.**

**H.E. HON. DR MUSALIA MUDAVADI, EGH.,  
PRIME CABINET SECRETARY,  
THE REPUBLIC OF KENYA.**

