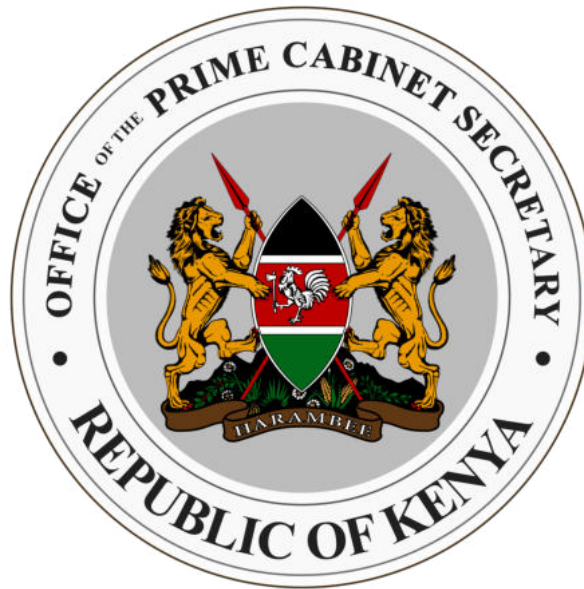




**EXECUTIVE OFFICE OF
THE PRESIDENT**

OFFICE OF THE PRIME CABINET SECRETARY

SPEECH BY THE PRIME CABINET SECRETARY, H.E. (DR) MUSALIA MUDAVADI, EGH, DURING THE PRINCIPAL SECRETARIES/ACCOUNTING OFFICERS' COMMITTEE MEETING ON WEDNESDAY 22ND MARCH, 2023; AT THE KENYA SCHOOL OF GOVERNMENT, NAIROBI, KENYA



**SPEECH BY THE PRIME CABINET SECRETARY, H.E. (DR)
MUSALIA MUDAVADI, EGH, DURING THE PRINCIPAL
SECRETARIES/ACCOUNTING OFFICERS' COMMITTEE
MEETING**

WEDNESDAY 22ND MARCH, 2023

THE KENYA SCHOOL OF GOVERNMENT,

NAIROBI, KENYA.





The Hon. Attorney General;

All Principal Secretaries and Accounting Officers;

Distinguished Ladies and Gentlemen:

1. I extend my warmest congratulations following your appointment. **YOU are now key actors in Government who should ensure Government strategy, structure, culture and the philosophy deliver results to Kenyans.** Notwithstanding the challenges, I have no doubt that with our combined efforts and commitment to serve as *watumishi*, we will make significant progress in achieving The Plan.

2. After a General Election, a new Government issues an Executive Order that comprises the Agenda; its philosophy, vision, broad mandates, institutions, structure, and key actors that are expected to deliver to the electorate. Therefore, **Executive Order No.1 of 2023**, reorganized Government; Departments and functions were transferred, restructured or reorganized partly or wholly, and new Mandates to MDAs issued.

3. **The PSs Committee is institutionalized in the Executive Order No.1 of 2023, in which my Office is mandated to Chair. Invariably, it is in this capacity that I "Assist the President and the Deputy President in the management of government".**

4. The main characteristic of an effective Public Service is in its **ability to convert political statements and public pronouncements and demands into Public Policy and**





Legislation. This **Meeting** comes in the footsteps of the **Nanyuki Retreat**. It should give YOU the opportunity, as the technical arm of the Government, to know how to operationalize all Government decisions and directives.

5. For the avoidance of doubt, let me state that **the success of the Government will depend on the Synergy of Teamwork and the Partnership between My Office and the MDAs offices**. This Committee will provide Supervisory and Technical inputs to the MDAs, in relation to **Capacity Building; Institutionalization of Professionalism and Standards; Stakeholder Inclusion, and Developing a Peer Review Mechanism to share Best Practices**.

6. As a first charge, **YOU are expected to fully understand and interpret the mandate, core functions, policy priorities, strategic objectives, goals, specific tasks, SMART targets, and work plans of YOUR MDAs. You are, therefore, expected to develop or update your Strategic Plans and synchronize them with Medium Term Plans (MTP).**

7. It is YOUR responsibility as both Accounting and Authorized Officers, to ensure that **requisite competencies (Knowledge Skills and Attitude) are adequate in their right numbers and cadre in your dockets**. This should be guided by professional workload Analysis and tested Staffing and Tooling Norms.

8. Your immediate tasks within your dockets are to:
a) Identify and resolve Functional Overlaps, Duplications, Inconsistencies, Conflicts, and Ambiguities;





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- b) Quantify and harmonize Staffing and Tooling Surplus, and Deficits;
- c) Identify and weed out Budgets not aligned to your Mandates and Functions;
- d) Practice Professional Deployment and Redeployment of Staff; Tooling within the MDAs and between MDAs in consultation with the Central Posting Organ;
- e) Update the Inventory of Assets in liaison with the Ministry of Finance; and
- f) Undertake Payroll Audit and Payroll Cleansing to validate Staff Complements.

These are very critical and urgent assignments. Consequently, a circular with clear guidelines on the above has been issued.

9. Service Charter and Performance Contracting

Public Service Performance

Wananchi has high expectations on the **professional delivery of goods and services in an Efficient, Effective, Transparent, and Ethical Manner.**

One of the most effective instruments that will **guarantee predictable services to our people is the Service Charter** already contained in the Performance Contracts (PCs)^[1]. **Unfortunately, the Service Charter and the**





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Culture of Performance Contracting have been relegated to the periphery of public service.

Consequently, it is directed that YOU:

- a) Update the Service Charters in all areas where *Wananchi* seek goods and services from the **National Government;**
- b) **In liaison with COG**, update the Service Charters in all areas where *Wananchi* seek Goods and Services in the **County Government;** and
- c) **Digitize and BenchMark Service Charters with best practices** within and beyond the Public Service.

Implementation of digitized Service Charters should commence by 1st April 2023 and should be fast-tracked within 60 days under the Rapid Result Initiative (RRI) Framework.

On Updating Performance Contracts

YOU are expected to track Performance Targets and Results in MDAs, guided by MTP, and undertake the following:

- a) **Ensure the state of preparedness in readiness for signing by 22nd of April 2023 before the H.E the President;**
- b) **Enforce Quarterly Evaluation Reports** by responsible reform committees, champions, and leadership;
- c) **Develop an effective Complaints and Compliments Mechanism**, with clear Standard Operating Procedures (SOPs). This should be digital and manual;





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d) **Finalize Assessment, Ranking, and Award or Sanctions by August /September 2023 before H.E. the President;** and

e) **Review the Relevance of Performance Contracting Instruments guided by the MTP and the new Government Agenda (BETA).**

Good examples are, the **Hustler Fund** and **Diaspora Target** which are not in the current **Performance Contract Instrument**.

10. Development of modern Dashboards and leveraging

on ICT, Research and Development (R&D)

a) Within the *Need-to-know Principle*, **consider interfacing MDAs- Dashboards on monitoring and tracking critical projects and targets countrywide;** and

b) **Ministries responsible for ICT and Public Service in consultation with my Office, will provide the Status Report on Digitization,**

Innovation, Research, and Development with recommendations on leveraging and mainstreaming ICT and R&D in the progression to the **Digital Economy**.

11. Ethical Procurement in Government





- a) This is a very critical function in the success of Government business because about **60% of the budget is on procurement.**
- b) **The image and reputation of the Government are dented by unethical practices** and MDAs should commit to **zero tolerance for corruption.**
- c) PSs should **list key Procurement and Service Areas/Projects prone to unethical practice. You should also pay key attention to huge contracts and MDAs evaluation committees.** In addition, ensure the **rejuvenation of Ministerial Integrity Committees** chaired by PSs, including **Departmental/Sections Committees** chaired by respective heads; and **Digitize the Procurement Processes** with clear guidelines.
- d) Critically **review the chronic non-performing contractors to improve their performance or exit.** Meanwhile, **build the capacity of performing Indigenous Contractors to effectively compete** Nationally and Beyond;
- e) **Harmonize procurements within and between MDAs to eliminate distorted purchase of same goods at extremely varied prices leading to loss of value for money;** and
- f) In the **adoption of Austerity Measures, consider the Pooling of Resources** within and between MDAs.

12. Synergy and Unity of Purpose in Government

The whole of Government Approach:





There is a need to embrace and adopt the ***Whole-of-Government Approach*** within the ***Collective Responsibility Principle*** in the conduct of Government business. This means the **elimination of the prevailing Silo Mentality and enhancing Networks and Partnerships** within and between MDAs that will yield excellent results;

Open-Government Approach:

- a) Embrace the ***Open-Government Partnership Strategies and Initiatives based on the Principles of Transparency, Integrity, Accountability, and Stakeholder Participation for consensus and ownership.*** The aim is to facilitate the Citizenry to effectively engage and hold Governments at the National and County Levels to account.
- b) Develop innovative and pragmatic interventions and solutions, and make use of new technologies sharing best Practices within institutions and Counties as part of the Government's **commitment to good governance.**

13. Bottom-UP Economic Transformation Approach (BETA)

Under the **Bottom-UP Economic Transformation Approach (BETA)**, the Government is determined to launch **an aggressive promotion of good governance practices** both at the National and Sub-National levels.

This Committee should become the primary implementing organ for national and County Peer





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Review mechanisms for good governance. It means we must endeavour to:

- a) Create a conducive environment for **National and International Competitiveness, Ease of Doing Business, and Creation of Wealth and Employment;**
- b) **Enhance the role of the Private Sector** as the Engine of Growth in our Economy, and **mainstream the Kenyan Diaspora in the national development process;**
- c) **Update Policies, Legislation, and Regulations affecting the Private Sector to transform Kenya into a Destination of Choice for Investment, Trade, and Tourism. Counties will be supported to focus and become Economic and Investment Clusters;**
- d) Have a responsibility to educate Kenyan people on the importance and benefits of the **Hustler Funds Programme;**
 - a) The Foreign Ministry to come up with a comprehensive policy on **Diaspora Management** including the **threat of Kenyan workers being harassed or killed in foreign workplaces** as well as **Incentives for Investors** who would wish to bring investment back to the Country.

14. Synergy between National Government offices, Field Offices and County Governments





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Management research has demonstrated that organizations that have excelled in the attainment of their targets are those that have **Mutual Respect, Fanatical Discipline, Harmonious Working Relationships, Focus; Consult regularly and improve continuously. This way, unnecessary Conflicts, Misunderstanding, Gossips and "Fitinas" are eliminated.** Conflict in Organizations is a key indicator of lack Discipline and of Unity of Purpose which ultimately leads to Institutional Failure. It calls for humility in Servant Leadership.

It is therefore a matter of urgency to create a good working relationship between the PSs and the CSs as you perform your responsibilities. Instances in the past, where disrespect and lack of Teamwork between CSs and PSs will not be tolerated in this Administration.

The Constitution demands that the Unity and Synergy of Purpose in the two levels of Government be enhanced by the **Principles of Corroboration, Corporation, and Consultation** (Article 4, (6) (2)). However, the Services in the County Governments are coordinated and Supervised by the Governors while the National Government functions are coordinated by the Administrative Officers from the Department of Internal Security and National Administration, who are the Personal Representative of the President.

As you are aware, the two levels of **Field Services** managed by both **National and County Governments** are distinct, but interdependent. **Over 95% of Government services, field officers, and our customers are in the counties.** In this





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regard, field offices should be the key focal point in the **coordination, supervision, and delivery of Government services**. In this regard:

- a) MDAs targets should be **cascaded** down to the lowest Unit at the Grassroots level (**Village**). This means that the **field officers Must be included in the Performance Contracting with clear targets**;
- b) Your **Work Plans** should, therefore, include Scheduled and Rapid Field Visits to Supervise, Monitor, and Evaluate Performance, Work Environment, and Culture of Government, including Staff Morale, Welfare, and Discipline; and
- c) The government operates on **Predictable Order, Protocol, and Etiquette**. As an example, before visiting a project in the County, protocol demands a **Pre-arranged Courtesy call** to the County Commissioner or the Governor.

A Protocol Manual will be developed to guide the Public Service.

15. Identify Areas of Policy and Legislative Deficit

One of the cardinal characteristics of democratic Government is strict adherence to the **Rule of Law** which entails engagement of the **citizenry** in Governance, and formulation of competitive policy, institutional and legislative frameworks. The following issues are pertinent:

As the best practice, **Policies precede Legislation**;

- a) In the corollary, there is a need to audit **legislation that are not backed by policy or**





requires improvement through amendment or repeal;

b) **MDAs should be seized from the calendar of Parliamentary business and appoint responsible officers who should attend and record parliamentary deliberation and recommendations when matters affecting MDAs are discussed.** This will be critical in the event CSs commence appearance before the Floor of Parliament; and

c) **The three Arms of Government** i.e. Executive, Parliament and Judiciary, **are organically intertwined but functionally differentiated for the realization of the Rule of Law. Synergy of purpose within the whole-of-government approach** should therefore enhance cooperation of the three Arms of Government on matters **of the National Interest, notwithstanding the Doctrine of the Separation of Powers.**

16. A Government Institutionalized Professional Public Service

In this Regard:

- a) PSs/AOs' responsibility is to **Attract, Motivate, and Retain Competent staff** and bring out the best of their ability **to contribute most effectively to efficient Government business;**
- b) **PSs/AOs should develop strategies that enhance competencies through Training and**





Capacity Building by developing/updating Training Manuals that specify the minimum **Number of Days a Civil Servant** should attend training annually;

c) As **the Government** demands results, it **must also address Staff Motivation and morale** and move towards closing the pay gap between Government Employees and those in the Private Sector;

d) **But the PSs/AOs should also not tolerate Indiscipline, Lack of Integrity and Lethargy; Inability to Promptly Respond to Public Enquiries; and Unprofessional and Unethical Conduct that Inhibit Government Service Delivery to the People; and ultimately dents Government Image;** and

e) **We must all know that the future belongs to economies that leverage intelligence, knowledge, and technology to Achieve National and global competitiveness. PSs/AOs** are therefore encouraged to **Utilize the Existing Intelligence, Investigative, and Security Organs** to make informed and timely decisions on matters affecting the security of your MDAs; and ward off threats such as **Sabotage, Subversion, and Espionage**. Additionally, feel free to proactively invite these Agencies to **Train** or **Sensitize the Staff**.

A Security Manual and Guidelines will be developed/updated to also include County Governments where Security and Confidentiality remain a challenge.





17. Cross-cutting issues of strategic importance

As the Technical Meeting will generate Issues and an Agenda for processing by the whole Government, I propose the following topics, among others, to be part of the current and future agenda:

- a) Economic Recovery Strategy to actualize BETA, MTP, and SDGs;
- b) Transitioning from Vision 2030 in seven years to Vision 2063;
- c) Youth and Population Dividend;
- d) Green and Blue Economy; Global Warming and Climate Change Environmental Management;
- e) Leveraging Technology, Intelligence, and Knowledge Management for Industrialization and Value Addition in a Digital Economy;
- f) Resource Mobilization: Creating Networks and Partnerships both Locally and Beyond;
- g) Remuneration Reforms in the Economy (Closing Pay Gaps between Public and Private Sectors possibly through the Presidential Commission);
- h) National Interest, National security, Statehood, Nationhood, Sovereignty and Legitimacy;
- i) Competitive Advantage and Comparative Advantage in Kenya's Economy (Ease of Doing Business Index and Competitive Index);
- j) Positioning of Kenya's Image and Reputation nationally, regionally, and internationally;
- k) Creating Revolutions in: Agriculture; Water; Food; Health; Security; Land Use; Mining; and Housing sectors;
- l) The Future of Urbanization and Housing Complex in Kenya;





- m) Infrastructure for Transformation; and
- n) New Management Paradigms in Kenya's Public Service (Doctrine, Ethos, Excellence Centres and Productivity Circles, and Peer Reviews).

18. Monitoring and Evaluation of the Decisions and Recommendations by this Committee

I recommend the following:

- a) The OPCS convenes quarterly meetings of this Committee to deliberate on the Technical Monitoring and Evaluation of Government Policies, Programmes and Projects;
- b) Head of Public Service (HOPS) convenes at least a monthly meeting to deliberate on facilitating the organization and efficient execution of government business;
- c) The format of the meetings should be **in tandem with Cabinet Meetings** for ease of follow-up of recommendations and preparations of **Cabinet Memos**;
- d) To **develop own rules and conduct guide** of Committee business and modus operandi;
- e) Need to **cluster the PSs/AOs into Sectoral Committees**, preferably **in tandem with clustering of CSs in the Cabinet** for ease of standardization and harmony in public business;
- f) Address the implementation of the SDGs (Sustainable Development Goals) and all targets; and





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g) A Representative Committee from all Sectors, of PSs/AOs not exceeding **Ten (10)** to be formed to:

- Monitor and Evaluate Resolutions and Directives of these Meetings;
- Identify Ministries that might require collective support;
- Develop Measures for Reforms, Professionalization, and Standardization of Government business; Quarterly Reviews of State of Public Service; Redefine the Culture of Government including Protocols and Etiquettes in the Public Service;
- And most importantly, look into the welfare of PSs/AOs, and all workers in the Public Service.

You are directed that your submissions to OPCS be concurrently shared to HOPS.

16. Conclusion

As I conclude this **Inaugural Address** at this critical meeting, our resolve to deliver services to the People of Kenya is only possible if we **embrace and pursue Excellence in the Principles and Values of Professionalism, Integrity, Loyalty, Positive Work Ethics, Results Productivity, and Discipline which should ultimately constitute the Culture of this Government.**

Remember;

"As a best practice, discipline refers to consistency of action and methods, consistency with values, with





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long-term goals, with performance standards, and with sustainable consistency over time. True discipline requires Patriotism, independence of mind, self-discipline, and the inner will to deliver excellent outcomes, whatever it takes and no matter how difficult.”

You notice, therefore, that Discipline is not merely Regimentation, Measurements, Hierarchical Obedience, or Adherence to Bureaucratic Rules and Codes, even though they could be important. True Discipline, entails Humility and Servant Leadership.^[2]

Remember too:

H.E. The President has made Public Commitments which should be delivered without undue delay, so as to meet the High Public Expectations. One of the greatest challenges of this Committee will be to prioritize areas of Investment that Yield the Highest Returns to our people, especially Wealth and Job Creation.

Thank you and God Bless all of you.





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H.E. HON. DR Musalia Mudavadi, EGH

Prime cabinet secretary

The Republic of Kenya

[1] A service charter describes **the Nature and Type of Goods and Services, the Cost of Service, the Service Standards, the Time** it will take to provide the **Goods and Services**, and the **requirements** by the Service Recipient (i.e. the Citizens).

[2] *Great by Choice*, book by Jim Collin and Morton T Hansen-2011 page 21.

