

PUBLIC SERVICE COMMISSION

**GUIDELINES ON MANAGING
TRAINING IN THE PUBLIC
SERVICE**

February, 2017

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PREFACE

The Government recognizes the importance of human resource development as a means towards efficiency and effectiveness in the delivery of public services. In order to maintain and enhance the momentum towards greater productivity, the government pursues a policy of continually upgrading staff competencies, knowledge, skills and attitude, with the aim of addressing identified performance gaps.

The Public Service Commission is responsible for human resource development, promoting efficiency and effectiveness in the delivery of services as well as overseeing other human resource related functions in the public service. The Commission is therefore dedicated to the development of a committed, productive and people-centred public service staffed by public servants whose performance is maximized and whose potential is fully developed through appropriate, comprehensive and adequate training at all levels. Through delegation, the Commission has tasked Ministries, Departments and Agencies (MDAs) with the responsibility of training and development and performance management of staff in those MDAs.

The aim of these Guidelines on Managing Training in the Public Service is to provide public service employees with a clear understanding of the regulations and standard procedures on training currently in use in the public service as a whole. It is hoped that this guide will help a great deal in the administration of training programmes. The guide will help minimize some of the mistakes and presumptions that have been witnessed during the implementation of various training programmes.

The guidelines outline the procedure for course application, the process of nomination for training, course approval requirements and procedures, various modes of course administration, types of funding, eligibility and bonding regulations.

A handwritten signature in black ink, appearing to read 'Alice A. Otwala', is positioned above the typed name. The signature is written in a cursive style with a horizontal line crossing through the middle of the letters.

**Alice A. Otwala (Mrs.), CBS,
*SECRETARY/CHIEF EXECUTIVE OFFICER,
PUBLIC SERVICE COMMISSION.***

ACRONYMS AND ABBREVIATIONS

AO	Authorized Officer
DPSM	Directorate of Public Service Management
DTC	Departmental Training Committee
GHRIS	Government Human Resource Information System
GOK	Government of Kenya
HOD	Head of Department
PS	Principal Secretary
PSC	Public Service Commission
HRD	Human Resource Development
HRDU	Human Resource Development Unit
MDA	Ministry, Department, Agency
M&E	Monitoring and Evaluation
TIA	Training Impact Assessment
TNA	Training Needs Assessment
TRF	Training Revolving Fund
MHRMAC	Ministerial Human Resource Management Advisory Committee
HRM&D	Human Resource Management and Development

1.0 INTRODUCTION

1.1 Context and Background

The Kenya Vision 2030, the nation's development blueprint, aims at having a well-trained, developed and globally competitive workforce, to provide quality services to all. Within the same scope, the Public Service Commission recognizes that well trained employees are critical in enhanced service delivery which contributes to the overall development of our country. There is therefore a greater need for education, training and development initiatives to equip public service staff with new and relevant skills and competencies to deliver services.

The Commission developed and released the Human Resource Development Policy, which provides a framework for the human resource development function in the public service, and whose objectives are to:

- i. entrench national and public service values and principles in training and development;
- ii. ensure public servants are accorded equal opportunities for relevant training at all levels of the public service;
- iii. ensure that public servants possess the necessary knowledge, skills, attitudes and competencies for performance improvement and career progression;
- iv. create a mechanism for ensuring adequate funding for human resource development, and capacity building programmes in the public service;
- v. ensure implementation of prioritized, demand driven programmes that are cost-effective;

- vi. encourage a culture of life-long learning, knowledge sharing, innovation and creativity in order to create a strong human resource base in the public service for human resource planning and management;
- vii. encourage the development of research and consultancy capacities of public sector institutions while strengthening collaboration and linkages with the private sector, recognized training institutions and development partners;
- viii. promote linkages between the industry, training and research institutions in order to ensure training that is demand-driven and responsive to the requirements of the industry;
- ix. enhance attraction and retention of competent talent locally and from the diaspora; and
- x. ensure an effective monitoring, evaluation and audit system that is integrated in public service human resource development programmes for efficiency and effectiveness.

In a nutshell therefore, training should aim at addressing identified performance gaps and hence training activities must be based on the need to close performance gaps and raise effectiveness and quality of service.

In order to provide a guide to implementation of the policy and other staff development-related initiatives, the Public Service Commission has developed the Guidelines on Managing Training in the Public Service. The guidelines are within the context of other policies so that staff will have the information they need to access appropriate training.

1.2 Purpose of the Guidelines

These guidelines are meant to provide a one-stop source of information on training and human resource development for the public service, to enable public servants understand and appreciate the policies governing training and procedures to be followed in accessing training opportunities. It is also hoped that the guidelines will enhance transparency and ensure equal opportunity in accessing training opportunities and resources. This will ensure that employees access appropriate training to meet their personal development objectives and the organizational needs, and hence improve performance and service delivery. The specific aims, therefore, are as follows:

- i. consolidate all information on human resource development procedures in one document for use by stakeholders;
- ii. provide guidance to public servants in their application for training;
- iii. enhance transparency and reduce skewed training decisions; and
- iv. Enable equal opportunity in accessing training opportunities and resources.

The values and principles that guide the implementation of training in the public service are to be found in the legal, policy and procedural frameworks in the country. Specific to training, the main principles include:

- i. equality of access by all personnel at all levels to meaningful training opportunities;
- ii. empowerment of previously disadvantaged and marginalized groups;

- iii. democratic, non-racist and non-sexist policies, practices and values;
- iv. Lifelong learning;
- v. effective career paths for all public servants;
- vi. broad participation and involvement by all relevant stakeholders;
- vii. mutual understanding and respect, and tolerance for diversity;
- viii. quality and cost effectiveness in human resource utilization; and
- ix. efficiency, effectiveness and a professional service ethos.

1.3 Scope of the Guidelines

These guidelines have been developed primarily for members of the Ministerial Human Resource Management Advisory Committee (MHRMAC) and County Human Resource Advisory Committee (CHRAC) in the national government, and members of human resource development committees in other public service organizations. Furthermore, anyone interested in effective management of the training function in these organizations - be they researchers; consultants; training managers; training officers; training providers or training coordinators, at all levels of the public service, should find these guidelines invaluable. The guidelines are based on current public service policies on human resource management and development.

2.0 MANAGEMENT AND COORDINATION OF TRAINING

The Constitution of Kenya bestows the Public Service Commission with the mandate to develop human resources in the public service and to ensure that the service is efficient and effective in its performance. Under Article 234(5), the Commission is allowed to delegate any of its functions and powers to any one or more of its members, or to any officer, body or authority in the public service. The Commission therefore works closely with the State department responsible for Public Service and other stakeholders to whom it has delegated the function of co-ordination and development of the human resources. This section highlights the various other offices and bodies involved in the management of training.

2.2 State Department Responsible for Public Service

The Public Service Commission has delegated to the department responsible for Public Service the authority to carry out the following human resource development functions:

- i. plan and coordinate training and capacity building;
- ii. co-ordinate Training Needs Assessment and development of training projections;
- iii. coordinate course approvals and sponsorship awards;
- iv. carry out Training Impact Assessment;
- v. update the skills inventory; and
- vi. submit quarterly reports on HRD activities to the Public Service Commission.

2.3 State Corporations Advisory Committee (SCAC)

The Commission has tasked SCAC with the responsibility to ensure that state corporations:

- i. adhere to values and principles of the public service in the development of human resources;
- ii. maintain an updated skills inventory; and
- iii. submit quarterly reports on HRD activities to the Public Service Commission.

2.4 Authorized Officer

The Authorized Officer is charged with the responsibility of ensuring human resource development through approval of all human resource development activities in a Ministry, Department or Agency (MDA).

2.5 Principal Secretary

The Principal Secretary shall be responsible for the administration and management of human resource functions in the department; chairing MHRMAC and advising the Cabinet Secretary on HRM&D matters.

2.6 Head of Human Resource Management and Development

The Head of Human Resource Management and Development shall:

- i. be the Secretary to MHRMAC;
- ii. co-ordinate and facilitate HR development;
- iii. monitor staff performance management and capacity development; and
- i. Co-ordinate submission of quarterly reports by the MDA.

2.7 Ministerial Human Resource Management Advisory Committee (MHRMAC)

Each state department shall manage the training and development function through the Ministerial Human Resource Management Advisory Committee (MHRMAC). The Committee shall consider and approve training objectives, staff development strategies, training needs, training projections, skills inventory and training data. The Committee shall also advise on optimal utilization of local and foreign training resources and opportunities, identification and selection of suitable applicants for various training programmes and assessment of the impact and effectiveness of the training. The composition of the Committee shall be as directed by the Public Service Commission.

2.8 County Human Resource Advisory Committee (CHRAC)

The County Human Resource Advisory Committee shall co-ordinate training programmes for officers performing national government functions at the county level. The committee shall deliberate and determine training and development matters in line with the Constitution, policies and other guidelines issued by the Public Service Commission. CHRAC recommendations shall be submitted to the respective Cabinet Secretary for approval and implementation.

2.9 State Departments/Other Public Service Organizations and Agencies

The departments shall be responsible for the following:

- i. implementation of HRD policies, standards, guidelines, rules and regulations;

- ii. management and co-ordination of the training and development function;
- iii. updating and maintenance of skills inventory;
- iv. development, updating and maintaining records of training and development activities;
- v. development of HRD plans to support achievement of goals and objectives in their strategic plans;
- vi. carrying out Training Impact Assessment; and
- vii. monitoring, evaluating, auditing and submitting quarterly reports on HRD programmes to the Public Service Commission.

2.10 Human Resource Development (HRD) Unit

The mandate of the HRD Unit, which is within the Directorate of Human Resource Management, includes:

- i. co-ordination of all training activities, including internship and attachment programmes in the MDA;
- ii. provision of professional guidance to the MDA on Human Resource Development matters;
- iii. carrying out Training Needs Assessment in liaison with user departments;
- iv. coordinating and developing annual training plans for the MDA and playing advisory role in its state corporations;
- v. setting objectives for HRD planning under the guidance of MHRMAC;

- vi. preparation of the training budget and utilization of training funds in liaison with user departments in the MDA;
- vii. administration of the MDA training programmes;
- viii. monitoring and evaluation of training programmes;
- ix. carrying out internal HRD audit;
- x. conducting and maintaining skills inventory analysis;
- xi. bonding of serving officers undertaking training that attracts bond;
- xii. issuance of course approval to officers proceeding on authorized training; and
- xiii. recommending recovery and remittance of training levy to the relevant MDA.

3.0 PLANNING FOR TRAINING

As per the HRD policy and other HRM&D guidelines in the public service, planning for training shall be guided by the outcome of Training Needs Assessment and shall be designed in line with identified performance gaps linking training to closing of such gaps. Training will be planned to upgrade core competencies, knowledge, skills and attitudes of public servants, with the aim of enhancing service delivery.

3.1 Training Needs Assessment (TNA)

Training Needs Assessment is an audit process or method of determining if a training need exists, and if it does, what training is required to fill the gap. TNA seeks to identify accurately the levels of the present situation, and the gap between the present status and desired status and may indicate problems that in turn can be translated into a training need. The Human Resource Management and Development directorate will coordinate all the TNA activities both at Ministerial and Departmental levels.

3.2 Training Projections

Training projections are human resource development plans that are based on identified training needs. The plans assist the organization to achieve its training objectives. Organizations have goals and objectives to be achieved over a given time duration. In so doing, they set out strategic plans, annual work plans and set targets on the basis of the resources and technology at their disposal.

All Ministries, Departments and Agencies are expected to project their staff for training. As per the HRM&D policies, the directorate in charge of HRM&D shall liaise with other departments to coordinate preparation of training projections for

submission to MHRMAC. As part of the identification and prioritization process, the HoD/line manager shall articulate how the training request aligns with the MDA's strategic plan. MHRMAC shall thereafter meet for further processing of the projection lists in order of priority, adherence to regulations, policies and funding. The committee will thereafter make recommendations to the Authorized Officer for approval/further guidance before implementation.

3.3 Modes of Training

This section lists different types and modes of training that officers may undertake. The course administration methods used in various programmes are as follows:

- i. **Full time** – This is where the trainee is released from work station to attend training on full time basis.
- ii. **Part time** –
 - a) **Evening and Weekend Classes** – This is, for example, where an officer attends classes in the evening or over the weekends. In other words, the trainee is not released to attend training on a full time basis.
 - b) **Sandwich** – This is where a trainee attends his/her training programme in blocks, e.g., during the months of April, August and December.
 - c) **E-Learning/ On-Line Studies** – This is electronic learning, and typically means using a computer to deliver or undertake part, or all of a course.
 - d) **Open and/or Distance Learning** – this mode of learning is carried out remotely using the postal and electronic communication. This type of

learning is often heavily dependent on e-Learning.

- iii. **Experiential Learning / Exchange programme** – These are training programmes where trainees learn by experience. Trainees are placed in institutions to learn how the institutions carry out work.
- ii. **Internship** – A programme established to provide unemployed graduates with opportunities for hands-on training for skills acquisition to enhance future employability and fulfill the legal requirement for professional registration. This will be undertaken as provided for in the Internship Policy and Guidelines for Public Service.
- iii. **Attachment** – Attachment is regarded as an important component of training and shall be regulated as provided for in the Guidelines on Industrial/Field attachment in the public service.
- iv. **Staff Development**

All public servants will be eligible for at least 5 days training in a year. Officers in the managerial cadre shall undertake training in policy formulation and project implementation.
- v. **Induction Courses** – Induction and orientation is mandatory for employees to familiarize themselves with the work environment and requirements. This training will be undertaken within three (3) months of the officer's joining the service, on transfer, re-deployment, re-designation or on promotion as envisaged in the HRD policy.

- vi. **Group Training** - Public service organizations are encouraged to design and implement work related in-house and group training programmes to address the identified training needs while taking into account the following:
 - a) organizational needs and priorities;
 - b) availability of professionally qualified and experienced trainers/facilitators;
 - c) appropriate training facilities and equipment;
 - d) guidelines on standards of training;
 - e) funding; and
 - f) cost-effectiveness vis-à-vis expected benefits.

3.4 Quarterly Returns on Training

These shall be submitted to the Public Service Commission on quarterly basis on the reporting format at Appendix 1.

The information in the quarterly reports should include the following:

- i. number of officers trained;
- ii. grade of the officer and designation;
- iii. type of training – title and area of specialization;
- iv. number of officers trained by gender;
- v. number of officers trained by age;
- vi. total cost of training;
- vii. Venue and duration of the course;
- viii. Date of last training; and
- ix. such other information that may be required from time to time.

4.0 TRAINING ADMINISTRATION

4.1 Course Nomination Process

This section outlines the basis for nominating officers to go for training, the process followed and documents that are essential for support of the application.

4.1.1 Guiding Principles in Nomination for Courses

While work or performance related training is available to all regular employees, training for personal development purposes should not be considered as a right. Training is provided based on need, budget availability and strategic alignment. Nomination for training opportunities should adhere to the following guiding principles:

- i. gender equity, transparency, meritocracy and other principles provided for in the Constitution and other government policies;
- ii. course relevance in addressing performance gaps;
- iii. cost effectiveness and availability of funds;
- iv. consistency with results of TNA, performance appraisal and the departmental training projections; and
- v. training plan as communicated through the training projections from the departments as the basis of course nomination by the MHRMAC.

4.1.2 Steps in Nomination Process

The steps in the nomination process shall include:

- i. conducting of Training Needs Assessment by the Department;

- ii. drawing of training projections by the Department;
- iii. submission of training projections by the department to HRD Unit;
 - i. submission of names of officers projected for training in a particular year to the Head of HRM&D;
- iv. submission of applications by individuals for self-initiated courses that are in the training projections;
- v. review of the applications against the training projections and eligibility by MHRMAC and recommendation to the Authorized Officer for approval;
- vi. communication of decision of the Authorized Officer back to MHRMAC; and
- vii. communication of decision of the Authorized Officer to the applicant.

4.2 Course Approval

The Human Resource Development Policy, 2015 provides that officers in the public service proceeding on authorized training will be required to obtain a Course Approval. Course approvals are issued for both external and for local training.

Heads of HRM&D will be required to ensure that the process of approval is adhered to and that they make adequate use of the automated platform provided under the Government Human Resource Information System, (GHRIS) to process the approval.

4.2.1 Requirements for Course Approval

To be eligible for a course approval an officer must observe the following:

i. **Minimum Period of Service** – Must have completed at least two (2) years of service after first appointment and the minimum prescribed period since completion of the previous course.

ii. **Foreign Courses**

Approval to train in foreign based institutions will be granted only in instances where the course applied for is not available in any local institution. Exceptions will be granted where the course is funded by a foreign institution of learning, development partner or where, in the case of a short programme, attendance of the programme would be of immense strategic benefit to the organization.

Officers applying for overseas training on self-sponsorship basis must show proof of financial capability.

Group Training – Any planned group training programme shall be accompanied with a detailed training proposal complete with a budget.

- iii. **Documents to be attached for course approval-** All applications for course approval must be accompanied with the following documents:
- a. A letter of admission to a recognized training institution complete with fees structure and/or a detailed proforma invoice and course duration;
 - b. Extracts of approved minutes of the MHRMAC meeting recommending the training; and
 - c. A Training Bio data form as per Appendix 3, duly completed and forwarded by the immediate supervisor.

4.2.2 Other Factors for Consideration in Granting a Course Approval

- i. **Undergraduate Training** – The Government **will not** meet the cost of undergraduate training for serving officers as it has ample supply of graduate entrants in the service from institutions of higher learning.
- ii. **Parallel University Programmes** – The Government will offer sponsorship for relevant courses under the universities parallel programme (Module II) as long as such cases are recommended by MHRMAC.
- iii. **PhD Training** – Training at PhD level will be approved for officers working in universities, research institutions and in departments or agencies where research is a major component of their job. Requests by officers wishing to pursue PhD on self-sponsorship shall be approved on condition that the area of study is relevant to their duties and that the approval shall not provide for reimbursement of training expenses.
- iv. **Travel Clearance** – Travel clearance for officers travelling out of the country to attend a training programme will be granted only after a course approval has been issued by the state department responsible for public service as per the regulations.
- v. **Release of Officers for Training** – An officer proceeding for training shall be released from his/her work station only after the course approval has been granted.

- vi. **Change of Course or Institution** – Failure to take up an approved course or change of an institution or a course that is already approved will require that the applicant seeks another course approval.
- vii. **Deferred Courses** – All applications for courses for government funding are valid during the specific year only, unless deferred by the MHRMAC on reasonable grounds. HRD Units shall ensure that all deferred cases are resubmitted at subsequent MHRMAC meetings.
- viii. **Course Extension Requests** – Course extensions will not be allowed, unless based on a written request from a training institution, in which case the request may be considered by MHRMAC subject to the rules governing training.

5.0 SOURCE OF FUNDING

There are three sources of funding for training as listed below:

- i. Government of Kenya (GoK)/Ministerial Scholarships
- ii. Technical Assistance Scholarship Awards
- iii. Private/ self-financing

5.1 Government of Kenya (GOK) Scholarships

These are scholarships funded through the exchequer allocations to the MDA. They are usually based on the following criteria:

- a) **Length of Service** – Must have been confirmed in service and completed two years of service from the date of first appointment.
- b) **Skill Relevance** – The skills being sought must be relevant to the duties of the officer.
- c) **Critical Skill Gaps** – Priority will be given to applications in fields where critical skill gaps exist.

5.2 Technical Assistance Scholarship Awards

These scholarships are through bilateral agreements with development partners. The HRM&D directorate consequently announces the courses to respective departments. Responses from prospective public officers are forwarded to the development partners through the state department responsible for public service or the department through which the announcement was first made.

Nominations for scholarships will be based on the same criteria as in 5.1 a, b and c.

5.3 Private/ Self-Financing

The Government encourages public servants to undertake self-development programmes. An employee who undertakes self-development programme at own time and cost will be eligible for reimbursement of fifty per cent (50%) of the cost of tuition and examination upon successful completion of the course, as per the prevailing conditions.

The government has established a Training Revolving Fund (TRF) from which public servants can borrow funds for training, at subsidized interest rates, based on guidelines issued from time to time. An officer who borrows from this Fund for self-development will not be eligible for reimbursement of the cost of tuition and examinations.

6.0 TERMS AND CONDITIONS WHILE ON TRAINING

An officer on an approved training will be deemed to be on duty, entitled to the requisite benefits and subject to service regulations. The terms and conditions such as salary, promotion, leave, and allowances for officers attending external and local training are as below.

6.1 Terms for Officers Attending Local Courses

a) Salary and Benefits

An officer will continue to draw his/her substantive salary for the duration of the course. Any deductions due will continue to be made in the normal way.

Provided that his/her work and conduct are satisfactory, an officer will be eligible to receive annual increments in accordance with the normal procedure.

During the training, an officer remains eligible to be considered for promotion.

b) Allowances

An officer travelling for an approved training, sponsored by the Government will be deemed to be travelling on duty and will be granted appropriate allowances and travelling privileges in accordance with the prevailing regulations.

c) Leave Entitlement

- i. An officer attending a short course locally which has no provision for vacations is deemed to be on duty and must report back to work immediately the course is over.
- ii. An officer on a long term full-time course of study in a local institution will normally be granted the

student's vacation, but may be required to resume duty during vacations at his Ministry/Department provided that he enjoys a minimum of one month's vacation in a year. Such an officer will not be eligible for any additional leave in respect of the period of the course.

- iii. Unpaid study leave is no longer granted for purposes of training.

d) Expenditure to be met by the Officer

An officer will be responsible for meeting the following expenditure in connection with a course:

- i. A contribution to the cost of his/her training at the rate of 20% of his basic salary for foreign-based courses lasting four (4) weeks or more and 10% for local courses lasting four (4) weeks or more; and which must be remitted by his MDA to the state department responsible for public service.
- ii. All other personal commitments including subscriptions, (voluntary or compulsory), laundry, recreation and entertainment.

e) Expenditure to be met by the Government

In addition to the payment of salary and allowances, the Government will meet the following expenditure for officers it has sponsored:

- i. Fees for approved courses and related examination fees
- ii. Cost of transport and travelling to the institution at the beginning; and from the institution in which the course is held at the end of the course.

- iii. An officer who wishes to relocate the family while undertaking a course may be granted, prior to departure for the course, free transport for the spouse and children in accordance with prevailing regulations.

f) Retention of Government Quarters or Payment of House Allowance

Retention of Government quarters or payment of house allowance for officers on training shall be as follows:

- i. An officer who is in occupation of a Government quarter will be allowed to retain such a quarter for occupation by his/her family for the duration of the course and the usual rent at market rates will be deducted from his/her salary.
- ii. An officer on training will continue to receive house allowance in the usual manner.
- iii. Where residential facilities are not provided at the place of the course, the officer will be eligible for a stipend to enable him meet the cost of accommodation in accordance with the prevailing rates.

6.2 Terms for Officers Attending Courses outside Kenya

6.2.1 Courses Financed by the Kenya Government

a) Salary and Benefits

An Officer's full basic salary will continue to be paid throughout the period of study, and any deductions will continue to be made in the usual way.

b) Allowances

An officer who is required to attend a course/seminar/workshop outside Kenya will be eligible for

payment of maintenance allowance at the prevailing rates to meet his basic and other living expenses such as subsistence, accommodation, local transport, warm clothing, outfits and excess baggage on return home.

c) Expenditure to be met by the Officer

An officer will be responsible for meeting all expenditure in connection with the course on the following items from the allowances payable to him:

- i. the full cost of his own subsistence during both term-time and vacation, whether this takes the form of a fee for a residence at an institution or payment of board and lodging outside the institution;
- ii. fares for daily journeys between his lodging and place of study;
- iii. the purchase of all outfits and clothing including any academic dress required;
- iv. subsistence when travelling; and
- v. all other personal commitments including subscriptions, (voluntary or compulsory), laundry, recreation, entertainment, etc.

d) Expenditure to be met by the Government

In addition to the payment of salary and allowances, the following items of expenditure will be met by the Government:

- i. pre-departure medical examination, passport, visa, vaccination and inoculation fees;
- ii. all course fees (other than residence fees or other charges for board and lodging) including registration,

- admission, tuition examination, project/dissertation/thesis, laboratory and similar fees;
- iii. all transport and travelling necessary in connection with an officer's training (other than daily commuting between lodgings and an officer's normal place or places of study) at economy class rates;
 - iv. local transport and travelling to and from the airport of departure and arrival in Kenya;
 - v. economy class passage to and from the country in which the course is held; and
 - vi. medical insurance contribution, where applicable.

6.2.2 Courses Financed Under Technical Assistance Arrangement

All the conditions which are articulated in 6.2.1 (a) to (d) above will apply to serving officers undertaking courses under technical assistance arrangements.

a) Expenditure to be met by the Government

In addition to the payment of salary and allowances, the Government will meet the expenditure in respect to any items listed in 6.2.1 (c) above if these are not covered by the scholarship award. Course fees and the cost of transport and travelling within the country in which the course is held will, however, be met from the award.

b) Medical Insurance Coverage

The terms of a scholarship award may or may not provide medical insurance coverage. Where such insurance coverage is not provided under a Technical Cooperation Training Award, the Government will make appropriate arrangements through the

appropriate Mission abroad to provide sufficient medical insurance coverage for the officer.

c) Allowances

Maintenance allowance from Kenya Government funds will not normally be paid since an officer's subsistence is generally provided for by the scholarship award. However, in a case where an officer is travelling outside the country on a short course of up to four (4) weeks and is partially funded under bilateral agreement, the officer will be entitled to 25% of the subsistence allowance applicable to the designated country. Other conditions attached to allowances in this section are to be found in Section H. of the Human Resource Policies and Procedures Manual, 2015.

6.3 Other Policies and Rules

a) Short Courses, Seminars and Conferences

Officers attending short courses, seminars, conferences of up to four (4) weeks' duration locally or abroad will be regarded to be travelling on duty and will receive applicable facilitation or allowances as communicated by the Government from time to time.

b) Self-Sponsored Courses

Officers undertaking part-time or full-time self-sponsored courses will be exempted from paying the training levy. Such officers will be granted leave and will be eligible for full salary and benefits as long as the course is approved, relevant and is undertaken in a recognized institution.

In a case where an officer has proceeded on an approved self-sponsored course and in the course of training secures government funding, the remittance of the appropriate training

levy by the officer to the government will apply only for that duration of the sponsorship. However, sponsorship will not cover any outstanding fees prior to the scholarship.

c) Conduct During Training

An officer on approved training is deemed to be on duty and thus subject to service regulations and benefits.

d) Repeating Classes/Course

If for any reason a trainee is required to repeat a class or a course, the trainee will have to bear any additional costs.

e) Completion of Training

An officer on approved training is expected to complete the training within the stipulated time and resume duty immediately. An officer should also submit a copy of the certificate attained and a report on the training programme. No officer is allowed to enroll for another course immediately after completing a course.

f) Refund of Prescribed Examination Fees

All candidates who sit for the civil service examinations are required to pay a prescribed examination fee. The rate of fees and mode of payment for the examinations will be notified when the dates for each examination is announced.

Candidates who pass examinations will be refunded the prescribed fee by their respective Accounting Officers.

g) Reimbursement of Tuition and Examination Fees

An officer who, on his own initiative and at his own time and cost, undertakes and passes a course which is administered by a recognized institution will be eligible for refund of tuition expenses and examination fees of 50% provided that the course is:

- i. relevant to their Scheme of Service;
- ii. approved by the Authorized Officer; and
- iii. the officer has not been sponsored for a similar course before.

However, officers undertaking a first degree and PhD will not benefit from this provision.

h) Training Levy

A sponsored training programme for any officer in the public service that lasts for four (4) weeks or longer will attract a training levy on the trainee's basic salary at the rate of 10% for local courses and 20% for external courses.

i) Standardization and Certification

Officers will only be allowed to attend courses at accredited institutions. It is the responsibility of the departments to verify accreditation status before submitting nominations to MHRMAC for further processing.

j) Learning Transfer

An officer will be called upon to share the new skills/knowledge acquired with the rest of the staff in the MDA on completion of the course.

7.0 BONDING

In April 2011, the Government launched comprehensive Guidelines on Bonding Public Service Trainees to harmonize the application of bonding process across the public service and provide clear procedures for effective implementation and management of the same.

7.1 Length and Amount of Bond

Bond periods can be as short as one year or as long as five years while the amount will be the total cost of training. The bond period would be determined by either the duration of the course or the value/cost of the course. It is the responsibility of the head of the directorate of Human Resource Management and Development to ensure that the bond conditions as stipulated in the Guidelines are strictly adhered to.

7.1.1 Bond Period Determined by Course Duration

- i. Training lasting six (6) months to one (1) year will be bonded for one (1) year.
- ii. More than one year up to two (2) years will be bonded for two (2) years.
- iii. More than two (2) years up to three (3) years will be bonded for three (3) years.
- iv. More than three (3) years will be bonded for up to length of course but not more than Five (5) years.

7.1.2 Bond Period Determined by Cost of Training

This type of bonding may be applied for short courses or seminars that involve learning or professional, technical or specialized development for duration of below six months but where the value/cost of such courses is high and constraining the

organization's training budget. In such a case, the officer may be bonded for a minimum period of one year but not exceeding five years.

7.2 Calculation of the Bond Amount

The total cost of training will constitute the bond.

7.2.1 Components of Bond

The components of the bond amount may include the following (as applicable):

- i. Tuition;
- ii. Dissertation/research/thesis/project allowances;
- iii. Insurance fee;
- iv. Library/computer/examination fees;
- v. Travel/transport expenses;
- vi. Gross salary for the period of the course in months less 10% (for local) or 20% (for foreign) training levy;
- vii. Book allowance;
- viii. Living/subsistence allowance; and
- ix. Any other approved training expenses

7.2.2 Calculation of Bond Amount Based on Mode of Study

The amount of bond may be determined as follows according to mode of study:

Mode of Study	Calculation of Bond Amount
Full-time sponsored	Total cost of training plus the gross salary for the duration of training
Full-Time self-sponsored	Gross salary for the duration of training
Part-Time sponsored	Total cost of training plus gross salary for the period of training during Government working hours
Part-Time self-sponsored	Gross salary for the period of training during Government working hours
Own Time Self-Sponsored	No bonding except for where the officer claims 50% reimbursement in which case the refundable amount constitutes the bond amount
Own Time Sponsored	Bonded for the full cost of training for duration of the course

7.3 Other Regulations on Bonding

7.3.1 Liquidated Damages

This refers to redeeming of bond for Termination of Service before expiry of bond period. An employee who leaves the employing organization before the expiry of the bond period shall be liable to pay the whole amount of the bond in lump sum.

7.3.2 Eligibility for Bonding

Only officers on Permanent and Pensionable terms of employment are to be bonded.

Employees on Probation, Casual, Interns, Contract and Temporary Terms will only attend short term training that does not attract bonding.

7.3.3 Bond Merger

Where a bondee has been awarded a second scholarship by a development partner in recognition of exemplary performance and the same is approved by the MHRMAC, the bondee will be required to enter into a second bond. The two bonds shall be combined and the bond period shall not exceed five years.

7.3.4 Concurrent Bonds

Bonds may be served concurrently where an officer has been bonded for a long programme but before completion of bond period s/he is awarded a short course in specialized/critical area that attracts bonding. (An officer from a long course must serve for a minimum of two (2) years before being considered for another long programme)

7.3.5 Forfeiture of Bond Agreement

If a bondee fails to complete a course of training for reasons which cannot be justified, s/he and/or her/his surety(ies) will be liable to repay any sums advanced.

7.3.6 Transfer of Bond Obligations

Should a bondee wish to change jobs or work stations during the period of the bond, the following shall be undertaken:

- i. Within the Civil Service: The remaining bond will be transferred to the new work station.
- ii. To State Corporation: The remaining bond will be transferred to the new work station.

- iii. From Civil Service to Partially Government owned Agency on own initiative: The bond must be redeemed in full.
- iv. From Civil Service to Partially Government owned Agency through employer's initiative (Secondment): The remaining bond will be transferred to the new work station.
- v. Within State Corporations and Statutory Bodies: The remaining bond will be transferred to the new work station.
- vi. From Public Service to private sector: The bond must be redeemed in full.

7.4 Sureties

7.4.1 Number of Sureties

Every bondee shall secure two eligible persons to sign as sureties on the bond form.

7.4.2 Qualification of a Surety

A person will qualify to be a surety if s/he is:

- i. a Public Servant;
- ii. at a grade comparable, same or higher than the bondee;
- iii. at least 21 years of age and of an age that enables him/her to serve for the duration of the bond;
- iv. not a surety for more than 5 bondees at any given time;
- v. an officer serving a bond may stand as a surety for a maximum of three bondees; and
- vi. not or has not been declared bankrupt.

7.4.3 Death of Surety

In the event that a surety dies before the bond agreement has been fully discharged, the bondee has an obligation to inform the relevant authorized officer and the remaining surety shall guarantee the bond.

7.4.4 Surety Commitment

Should a bondee forfeit the agreement and fail to redeem the bond amount, the surety shall be required to pay all monies outstanding after reasonable attempts have been made by the government and the surety to locate the bondee.

The surety will indemnify the government against all legal and administrative costs that will be incurred by reason of any default on the part of the bondee.

7.4.5 Release of Surety

The surety will be released from his/her obligations under this agreement when the bondee serves the bond period, redeems the full bond, or if s/he dies.

7.5 Bonding Instrument / Training Bond Form

A Training Bond Form is to be filled in triplicate. Attached as Appendix 5, it requires the following details:

- i. attachment of a colour passport size photograph of the bondee;
- ii. provision of bondee's personal particulars including Identity Card number, personal number, Personal Identification number, passport number, email address, and telephone number; and

- iii. The form must be signed in the presence of the director of Human Resource Management and Development or Training Manager of respective organization who must then sign as a witness and append the official stamp.

8.0 MONITORING AND EVALUATION

8.1 Monitoring and Evaluation Reporting

Public service organizations shall continuously carry out M&E and report quarterly. The reports will, among others, cover the following:

- (i) distribution of training opportunities in terms of gender, age, cadre/designation, ethnicity, persons with disabilities, minorities and marginalized groups, and sponsor;
- (ii) number and types of group courses organized;
- (iii) cost of the training programme(s);
- (iv) relevance of the programme(s);
- (v) names officers bonded, the cost and the defaulters; and
- (vi) names of officers paying relevant Training Levy.

8.2 Training Impact Assessment (TIA)

Training impact assessment evaluates the effectiveness and relevance of a training programme in terms of content, application, adaptability and the behaviour change of the trainee on the job and in the work environment.

MDAs shall carry out and submit Training Impact Assessment reports to the Public Service Commission within the period stipulated in the relevant policies and guidelines.

APPENDICES

Appendix 1

INDIVIDUAL TRAINING QUARTERLY HRD DATA REPORTING TEMPLATE MINISTRY/DEPARTMENT..... PERIOD.....YEAR											
S/NO	Name	P/F No.	Gender	Job Group	Disability	Ethnic group	Course/ Programme and date	Institution	Sponsor (Donor, GoK/Self)	Last course attended, venue and date	Total Cost (Ksh.)
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											

Appendix 2

Group Training Quarterly Hrd Data Reporting Template										
Ministry/Department..... Period..... Year										
S/NO	Name	P/F No.	Gender	Job Group	Disability	Ethnic group	Title of Group Course/ Programme	Date of last training	Sponsor (Donor, GoK, Others)	Cost (Ksh.)
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										

Appendix 3

Revised June 2009

TRAINING BIODATA FORM

PART I (PERSONAL & COURSE DETAILS)

- 1. Name:P/No
- 2. Designation.....Station.....
- 3. Address.....Tel. No.....
- 4. Date of Birth..... Date of First Appointment
- 5. Title of Last Course attended.....
- 6. Date of Last Course Attended: From To.....
- 7. Bond Period.....Bond Amount KSh.Date Bond Expired.....
- 8. Title of Course Requested
- 9. Duration: From..... To.....
- 10. Mode of study.....(*degree applicants must give adequate reasons if not part-time*)
- 11. Venue
- 12. Sponsor.....
- 13. Total Training Costs: KSh.....*Include Travel, Accommodation, Tuition and any other hidden costs*)
- 14. Applicant's Signature.....

PART I (For Official Purposes Only):

- 15. Course justification by Immediate Supervisor:.....
Supervisor's Name: Design.....
Sign..... Date.....
- 16. Forwarded by Head of Department (HQS)
Name..... Design Sign..... Date.....

Appendix 4



REPUBLIC OF KENYA

AFFIX
RECENT
COLOURED
PASSPORT
PHOTO

TRAINING BOND FORM FOR PUBLIC SERVANTS

Please use block letters to complete this form:

-In triplicate

-Attach a recent coloured passport size photograph

-Copies to be distributed to: - Ministry training file, Bondees personal file; and a copy retained by the Bondee.

Know all men of these present that

I..... Designation:.....
(Bondee full names)

Employment No.: ID No:.....

Pin No:..... Passport No:.....

Mobile No: E-mail:.....

Ministry/Department/Agency:..... Address:.....

Postal Code:..... Telephone No:.....

Other relevant information:

Commit myself to serve in the Ministry/Department/Agency of:.....

..... for..... years upon completion of the course in.....
(Course title)

held at.....
(Institution)

From: To:

And:.....Designation:

(First surety full name)

Employment No:.....ID/Passport No:

Mobile No: E-mail:

Ministry/Department/Agency:Address:

Postal Code:Telephone No:

Other Relevant Information:.....

AndDesignation:

(Second surety full name)

Employment No:.....ID/Passport No:

Mobile No:E-mail:

Ministry/Department/Agency: Address:

Postal Code:.....Telephone No:.....

Other Relevant Information:

We (*Bondee 1st Surety and 2nd Surety*) jointly, and severally bind ourselves, our heirs, executors and administrators to pay unto the Government of Kenya (*here in after called "the Government"*) on demand the sum of Kenya Shillings (*In words*)(*In figures*)..... .On account of the Bondee defaulting to serve the bonded period of..... years. Sealed with our seals this day of..... in the year Two thousand and

Whereas for the better protection of the Government interests, the above Bondee has agreed to execute the bond and comply with the conditions set out hereunder:

NOW THE CONDITIONS OF THE ABOVE WRITTEN OBLIGATIONS are that:

1. Every serving officer granted a course approval to pursue a course of study tenable in or outside Kenya is required to comply with the following rules:

- a) To proceed to the recognized institution and begin the course of study for which the approval was granted and to continue with such studies for as long as prescribed unless he/she is prevented from so doing by sickness proved by a certificate from a recognized Medical Practitioner or by circumstances beyond his/her control recognized as such by the Authorized Officer or any other person in that behalf.
- b) To devote his/her whole time to following the course of instruction for which the approval is granted unless permission to undertake other work or studies or to modify his/her course in content or duration is granted.
- c) Not to engage in any occupation or activity which is considered detrimental to his/her progress in the course of studies prescribed for him/her and/or detrimental to his/her health.
- d) To satisfy the Government as to attendance, conduct and progress by a report from the Head of the institution or such other approved person at the institution in which he/she is studying.
- e) To comply with the scholarship conditions
- f) To sit for and pass any prescribed examinations or approved group of examinations within the time fixed by the authorities of the institution at which he/she is attending, unless he/she is prevented from so doing by sickness proved by a certificate from a recognized medical practitioner or by circumstances beyond his/her control recognized as such by the Authorized Officer or any other person in that behalf.

- g) To complete the course within the stipulated period and resume duty.
- h) On resumption of duty to continue in the service for a period as per the aforementioned bond agreement.
- i) The commencement date of the bond will be either the earliest date the employee reports to work station after completion of training; or the date the employee goes on annual leave immediately after completion of training.
- j) All Bondees will be required to sign the following declaration in the presence of a magistrate, Commissioner of Oaths, or organization's Legal Officer.
- k) An officer under bond_ obligation who privately secures employment in any partially owned public institution or in the private sector will be required to redeem the bond in full.

2. The obligations contained in this agreement shall also be governed by the terms and conditions of employment in the Public Service and will bind and be paramount to any subsequent terms of appointment unless his/her bond is first terminated by the Government of Kenya.

3. This Training Bond Form together with the Guidelines on Bonding Public Service trainees shall constitute a formal agreement between the Bondee and the Government of Kenya.

4. In the event the Bondee shall breach any or all of the above conditions, the above written bond shall remain in full force and effect and the agreed bond amount shall be forthwith payable to the respective authorized officer on behalf of the Government of Kenya, by way of liquidated damages, and not as a penalty and in case of his/her failing to do so, by the Surety(ies) jointly or severally.

THE ABOVE WRITTEN Obligations are conditioned to be void in case:

- i. The Bondee completes the period of obligatory service;
- ii. The Bondee or Surety(ies) fully redeems the bond;
- iii. The service of the Bondee is terminated by the employer;

- iv. The Bondee is declared permanently incapacitated by a certificate from a recognized medical practitioner; and
- v. The Bondee dies.

It should be noted that upon the lapse of the bond period, the Bondee and the Surety(ies) should be notified in writing within 21 days.

Signed, sealed and delivered by;

Bondee Name:.....Signature: Date:,.....
(Bondee)

First Surety; Name:.....Signature:..... Date:
(First Surety)

Second Surety; Name:Signature: Date
(Second Surety)

in the presence of Commissioner of Oaths /Magistrate/ Organization's Legal Officer

Name:.....Signature:Date:
(Seal)

DECLARATION

I
(Name of Bondee)

Hereby declare that I have read the foregoing rules and conditions and agree to abide by them.

Signature: Date:.....

I certify that the Declaration was both read and signed by the Candidate in my presence

on theday of20.....

Name Signature
(Witness) *(Stamp)*

(Human Resource Development Officer or Training Manager of respective Organization)