



*Rewarding productivity*

# **SALARIES & REMUNERATION COMMISSION**

## **STRATEGIC PLAN** **2019/20-2023/24**



Salaries & Remuneration  
Commission

2019/20-2023/24  
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## VISION

A productive public service that is fairly remunerated

## MISSION

To set, review and advise on equitable, competitive and fiscally sustainable remuneration and benefits in the public sector through research and analysis

## CORE VALUES

Fairness  
Accountability  
Collaboration  
Integrity  
Innovation  
Transparency



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## ABBREVIATIONS AND ACRONYMS

<b>AGPO</b>	Access to Government Procurement Opportunities
<b>BCP</b>	Business Continuity plan
<b>BPO</b>	Business Process Outsourcing
<b>CBA</b>	Collective Bargaining Agreement
<b>CBN</b>	Collective Bargaining Negotiation
<b>COTU</b>	Central Organization of Trade Union
<b>CSR</b>	Corporate Social responsibility
<b>DRP</b>	Disaster Recovery plan
<b>ERP</b>	Enterprise Resource Planning
<b>FKE</b>	Federation of Kenya Employers
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>HoD</b>	Head of Department
<b>HRMIS</b>	Human Resource Management Information System
<b>ICT</b>	Information Communication Technology
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IPPD</b>	Integrated Payroll and Personnel Database
<b>IT</b>	Information Technology
<b>JE</b>	Job Evaluation
<b>KES</b>	Kenya Shillings
<b>KRA</b>	Key Result Areas
<b>MERL</b>	Monitoring, Evaluation, Reporting and Learning
<b>MoU</b>	Memorandum of Understanding
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MTP</b>	Medium Term Plan
<b>MTR</b>	Medium Term Review





## ABBREVIATIONS AND ACRONYMS

<b>PBB</b>	Programme Based Budgeting
<b>PC</b>	Performance Contracting
<b>PESTEL</b>	Political Economic Social Technological Environmental Legal
<b>PFM</b>	Public Finance Management
<b>PPRA</b>	Public Procurement Regulatory Authority
<b>QMS</b>	Quality Management System
<b>SCAC</b>	State Corporations Advisory Committee
<b>SDG</b>	Sustainable Developments Goals
<b>SRC</b>	Salaries and Remuneration Commission
<b>SWOT</b>	Strengths Weaknesses Opportunities Threats



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## FOREWORD



It is with utmost delight that I present the second Strategic Plan of the Salaries and Remuneration Commission (SRC), for the period **2019/20-2023/24**. The motto of the Strategic Plan is Rewarding Productivity. The plan coincides with the term of the second Commission and most notably, with the implementation of the Government's Big Four Agenda and the Third Medium Term Plan of Vision 2030.

SRC's main contribution to both initiatives rests primarily on its mandate of a fiscally sustainable wage bill. A high wage bill crowds out resources for development and service delivery. The Strategic Plan focuses on effective wage bill management in order to enable attainment of the desired development goals and expansion in public services.

The Strategic Plan is anchored on the SRC's mandate as outlined in Article 230 of the Constitution of Kenya.

Our strategic outcomes over the Strategic Plan are to:

- i. *Establish an affordable and fiscally sustainable remuneration and benefits regime;*
- ii. *Reward performance and productivity in the public service;*
- iii. *Facilitate equitable and fair remuneration;*
- iv. *Enable the public service to attract and retain requisite skills; and*
- v. *Enable the public service to pay equal pay to persons for work of equal value.*

The plan will be guided by our Transformation Agenda that seeks to enable our staff transition to new ways of working centered on building deep expertise and multi-skilling in remuneration and benefits. These will be anchored on robust performance management, data driven decisions and a more efficient customer service in a collaborative environment.

To achieve the outcomes, strategies and detailed activities have been developed to drive implementation. The overall success and achievement of the strategic goals will require concerted efforts, commitment and dedication of the commissioners, Management and staff of the Commission. In addition, cooperation and support from our stakeholders is key in successful implementation of the plan. The Commission will therefore continue to engage all stakeholders.

As we embark on the 2nd Strategic Plan, I am confident that the team of commissioners and the secretariat, with support from stakeholders will deliver on its Mandate and Mission.

**Mrs. Lyn C. Mengich**  
**CHAIRPERSON**



## PREFACE



The SRC's Strategic Plan, FY 2019/20 – 2023/24, is closely aligned to the country's development priorities. The goals and initiatives of the plan will guide the Commission for the next five years.

The plan also highlights the activities that shall support the five Key Result Areas (KRA) which include: fiscal sustainability of public service wage bill, remuneration and benefits, policy and legal framework, collaborations and partnerships; and institutional capacity. To assist the Commission in formulating its

strategic directions and goals, SRC contracted Kenya School of Government (KSG). SRC together with the Consultant compiled data from various sources, and held consultative meetings on the strategic direction of the Commission for the next five years.

Key Result Areas were determined, specific goals and actions identified, and responsibilities assigned. The plan will be used as a tool to estimate and measure the progress of the Commission in achievement of its mission. SRC will collaborate and partner with stakeholders so as execute activities that will facilitate achievement of the Commission's objectives.

Internally, the Commission will continue to foster a cohesive team that will develop programmes that support the goals of the Strategic Plan, and design a system for tracking progress made in each KRA. The Commission is keen on seeking ways that will enable it to realize its mandate. Finally, I wish to acknowledge all stakeholders who participated directly or indirectly towards the successful preparation of the 2019/20-2023/24 Strategic Plan. Further, I appeal for continued support to ensure the successful implementation of this Strategic Plan.

**Mrs. Anne R. Gitau, MBS**  
**COMMISSION SECRETARY/CEO**



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## EXECUTIVE SUMMARY

The Strategic Plan of Salaries and Remuneration Commission (SRC) has been developed in cognizance of its mandate as stipulated in Article 230 of the Constitution of Kenya and SRC Act 2011, Kenya's Vision 2030 and its attendant Third Medium Term Plan (MTP III), the Big Four Agenda, Africa 2063 aspirations, Sustainable Development Goals and other prevailing legal and policy documents. The implementation of this Strategic Plan is based on stakeholders' participation, good governance and a professional approach to institutional management.

The Vision of the Commission is "A productive public service that is fairly remunerated".

The Mission is "To set, review and advise on equitable, competitive and fiscally sustainable remuneration and benefits in the public sector through research and analysis".

The Strategic Plan gives the historical and legal framework of SRC, the rationale and methodology. It provides an institutional framework which expounds on the mandate of SRC.

The Commission has presented its agenda and the challenges in the dynamic environment under which it operates. It also takes cognizance of the importance of the linkages and collaborations in the achievement of the set strategic objectives.

The Institutional review and situational analysis stipulates the achievements of the Commission, challenges and lessons learnt. It deals with the environmental

analysis as they affect SRC using the SWOT and PESTEL models. Key Stakeholders were also identified and common expectations analyzed.

During the Plan period, the Commission will focus on five Key Results Areas (KRA's):

1. *Fiscal sustainability of public service wage bill;*
2. *Remuneration and Benefits;*
3. *Policy and Legal Framework;*
4. *Collaboration and Partnerships; and*
5. *Institutional Capacity*

A strategy matrix has been developed to match the identified key result areas with strategic objectives and appropriate strategies that will enable the Commission achieve the Key Result Areas.

Institutional capacity and resource mobilization were analyzed to determine the organizational structure and staffing levels. An appropriate implementation and co-ordination mechanism has been developed which identifies what the Commission must accomplish before, during and post implementation period.

A set of risk factors were identified and appropriate mitigating factors recommended. The Plan puts in place monitoring methodologies, evaluation mechanisms and periodical progress reporting frameworks.

A midterm review will be undertaken in 2022 and appropriate amendments made at that time. A final evaluation will be done to create the baseline for the next Strategic Plan.

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# Chapter One:

## Historical, legal and Institutional framework



## 1.0 BACKGROUND

The Salaries and Remuneration Commission (SRC) is established as an independent Commission under Article 230 of the Constitution of Kenya, 2010.

The Commission's structures, responsibilities and authority are stipulated in the Salaries and Remuneration Commission Act, 2011. Prior to the creation of SRC, remuneration and benefits were set through ad hoc committees and commissions.

Many public service institutions determined their remuneration and benefits independently. Consequently, there was great vertical and horizontal disparity and inequity leading to discontent and frequent industrial unrest. Creation of SRC was an effort to bring all remuneration setting, review and advice in public service under one organ.

### 1.1 Commission Mandate

The mandate of the Commission as stated in Article 230 of the Constitution is to:

- (a) *Set and regularly review the remuneration and benefits of all State officers;*
- (b) *Advise the national and county governments on the remuneration and benefits of all other public officers.*

In performing its functions, the Commission shall take into account the following principles:

- (a) *The need to ensure that the total public compensation bill is fiscally sustainable;*
- (b) *The need to ensure that the public service is able to attract and retain the skills required to execute its functions;*
- (c) *The need to recognize, promote and reward productivity;*
- (d) *Transparency and fairness; and*
- (e) *Equal remuneration to persons for work of equal value.*

### 1.2 Functions of the Commission

In addition to the powers and functions of the Commission under Article 230(4), the Salaries and Remuneration Commission Act, 2011 under Section 11, provides that the Commission shall—

- (a) *Inquire into and advise on the salaries and remuneration to be paid out of public funds;*
- (b) *Keep under review all matters relating to the salaries and remuneration of Public Officers;*



- (c) Advise the national and county governments on the harmonization, equity and fairness of remuneration for the attraction and retention of requisite skills in the public sector;
- (d) Conduct comparative surveys on the labour markets and trends in remuneration to determine the monetary worth of the jobs of Public Officers;
- (e) Determine the cycle of salaries and remuneration review upon which Parliament may allocate adequate funds for implementation;
- (f) Make recommendations on matters relating to the salary and remuneration of a particular State or Public Officer;
- (g) Make recommendations on the review of pensions payable to holders of Public Offices; and
- (h) Perform such other functions as may be provided by the Constitution or any other written law.

### 1.3 Key Relevant Legislation

The legislation that is relevant to the functions of the Commission are described in table 1.1:

S/No.	Legislation	Relevance to SRC
1.	The Constitution of Kenya, 2010	Article 230 establishes the Commission and outlines key principles to be adhered to by the Commission in undertaking its mandate
2.	SRC Act 2011 (Revised in 2017)	Provides the functions, powers and structures of the SRC
3.	Public Finance Management Act, 2012	Guides on proportion of personnel emoluments relative to revenue
4.	Public Procurement and Asset Disposal Act, 2015	Regulates procurement procedures within the Commission
5.	Pensions Increase Act, 2015	Provides for increase of pensions payable
6.	Labour Laws	Regulates relations in the labour industry
7.	County Government Act, 2012	Provides a clear understanding of county governments powers, functions and responsibilities to deliver services

**Table 1.1: Legislation**





## 1.4 Relevant Policies

The policies that are relevant to the Commission's mandate are described in table 1.2:

S/No.	Policy	Relevance to SRC
1.	Vision 2030 and MTP III	Guide the developmental trajectory of the Country
2.	Big Four Agenda	Sets out current government priorities
3.	State Corporations Advisory Committee (SCAC) guidelines	Guide in offering advisories on State Corporations
4.	Minimum Wage Guidelines	Guides on minimum wage
5.	Public Service Commission Human Resource Policies, Procedures and Guidelines	Provide guidance on terms and conditions of service for public servants
6.	Public Sector Remuneration and Benefits Policy, 2015	Provide an institutional framework on matters of remuneration and benefits
7.	Mwongozo code	Provide guidelines for Corporate Governance

**Table 1.2: Relevant Policies**



## 1.5 Compliance with the Constitution

The Salaries and Remuneration Commission shall respect, uphold and defend the Constitution. In exercise of its mandate, SRC shall in particular adhere to the following Articles:

- |                              |  |
|------------------------------|--|
| (a) <b>Article 10 (1)(2)</b> | The national values and principles of governance;  |
| (b) <b>Article 21(3)</b>     | Address the needs of vulnerable groups within and without the Commission including women, persons with disabilities, children, youth, members of minority or marginalized communities and members of particular ethnic, religious or cultural communities; |
| (c) <b>Article 35(1)</b>     | Access to information;   |
| (d) <b>Article 36</b>        | Freedom of association   |
| (e) <b>Article 41</b>        | Labour relations   |
| (f) <b>Article 50</b>        | Fair hearing;  |
| (g) <b>Chapter Six</b>       | Leadership and integrity;  |
| (h) <b>Article 201</b>       | Principles of public finance;  |
| (i) <b>Article 227</b>       | Procurement of public goods and services;  |
| (j) <b>Article 232</b>       | The values and principles of public service;   |
| (k) <b>Article 249</b>       | Objects, authority and funding of commissions and Independent Offices  |
| (l) <b>Article 252 (1)</b>   | The power necessary for conciliation, mediation and negotiation  |
| (m) <b>Article 259 (11)</b>  | SRC's advisory is binding.   |

## 1.6 Rationale for Development of the Strategic Plan 2019/20-2023/24

The development of this Strategic Plan is necessitated by the need to:

- (a) Provide strategic direction of the Commission for the period 2019/20-2023/24;
- (b) Align the Commission's strategic direction with the relevant National, Regional and International development agenda; and
- (c) Provide an overall framework for prioritization and allocation of resources.

## 1.7 Approach and Methodology

This Strategic Plan was developed through a participatory process which involved Commissioners, management and staff. The process entailed review of internal and external environment to determine the key result



areas, objectives, strategies and activities. Reference was made to relevant legal instruments, policies and documents. Finally, the Strategic Plan was subjected to the stakeholders for validation.

## 1.8 National Development Agenda

This section outlines the National Development Agenda including the Kenya Vision 2030 and its attendant MTP III, the Big Four Agenda, the Sustainable Development Goals and the Africa Agenda 2063. The section further expounds the role of the Commission in realizing the National Agenda.

### 1.8.1 Kenya Vision 2030

Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. It aims at making Kenya a newly industrialized, "middle income country providing high quality life for all its citizens by the year 2030". It is founded on three pillars: economic, social and political. The Economic pillar aims at achieving an economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate adequate resources for achieving the Vision's goals. The main drivers are tourism, increasing value in agriculture, wholesale and retail trade, manufacturing, Business Process Outsourcing (BPO), Oil, mining and financial services.

The Social Pillar aims at a just and cohesive society enjoying equitable social development in a clean and secure environment. It addresses eight key areas namely: education and training; health systems; water and sanitation; environmental protection; housing and urbanization; gender, youth and vulnerable groups; equity, poverty elimination and reconciliation and Science, Technology and Innovation.

The Political Pillar focuses on an issue-based, people-centered, result-oriented and accountable democratic political system. This pillar is founded on the following principles: rule of law; competitive and fair electoral and political processes; democracy and public service delivery; transparent, accountable, ethical and results-oriented public institutions; improved public administration and service delivery; security, peace-building and conflict management. Each of the three pillars specifies priorities for the respective sectors of the economy which include flagship projects and other high priority programmes. The Vision is implemented through the five-year Medium-Term Plans.

### 1.8.2 The Third Medium Term Plan (MTP III) 2018-2022

The theme of MTP III is –Transforming Lives: Advancing Socio-economic Development through the “Big four”, pathway to Devolution, Socio-Economic Development, Equity and National Unity. The aim of the MTP III is to move the economy towards a high growth trajectory to achieve 10 percent economic growth rate by the end



of the Plan period. MTP III builds on gains made so far in key sectors of the economy including completing projects initiated during MTP II. MTP III focuses not only at increasing the level of investment but also enhancing the productivity of investment, as well as raising productivity in all sectors of the economy. In particular, MTP III aims at effecting structural changes towards increasing the shares of the manufacturing, industrial and exporting sectors in the economy.

The third MTP also accords priority to development of MSME sector of Kenya's economy and outlines measures to support the sector's growth. MTP III accords priority to enhancing and developing foundations and enablers such as infrastructure, public sector reforms, science, technology and innovation and ICT. The Plan has identified manufacturing, food security, affordable housing and universal health coverage as the four main agenda for implementation.

These are also tied with SRC's mandate and principles and especially on the aspect of ensuring efficient and effective delivery of services, management of the public wage bill to ensure release of funds for development, providing a stable labour market that will attract and make Kenya an investment destination, job creation and security, enhanced productivity and growth.

**SRC will play its role in implementing MTP III by doing the following:**

- (a) *Advice on compensation and benefits in the public service to attract and retain skills for efficient service delivery;*
- (b) *Advise on salaries and benefits that will ensure productivity and performance of public servants thus resulting in achievement of Vision 2030;*
- (c) *Promote a stable and predictable labour environment;*
- (d) *Ensure that public service wage bill is affordable and fiscally sustainable within the set limits to free public resources for development and service delivery; and*
- (e) *Work together with the public sector employers to rationalize the public-sector wage bill.*

### **1.8.3 The Big Four Agenda**

The Government has prioritized policy objectives under "The Big Four Agenda" that will lead to accelerated growth of the economy where it seeks to build on the progress made so far under the socio-economic transformation. The Big Four Agenda targets to:

- (a) *Focus on initiatives that guarantee food security and improve nutrition to all Kenyans by 2022;*
- (b) *Support value addition and raise the manufacturing sector share of GDP to 15 percent by 2022;*
- (c) *Provide universal health coverage thereby guaranteeing quality and affordable healthcare to all Kenyans;*
- (d) *Provide affordable housing by targeting construction of at least five hundred thousand (500,000) houses by 2022.*





As an enabler towards achieving the Big Four Agenda, SRC will strive to:

- (a) *Ensure that the public service wage bill is fiscally sustainable to free resources for development and service delivery;*
- (b) *Recognize, promote and reward productivity;*
- (c) *Set, review and advise on wages that ensure a sustainable wage differential between the public and private sector and maintain Kenya as an attractive investment destination;*
- (d) *Advise on competitive remuneration and benefits in the public sector for attraction and retention of requisite skills;*
- (e) *Advise on mortgage schemes for the public sector as a benefit to access affordable housing; and*
- (f) *Promote a stable and predictable labour environment.*

#### **1.8.4 Africa Agenda 2063**

The Africa - Agenda 2063 is a collective vision and roadmap for social economic transformation of the continent over the next fifty years that is committed to achieving seven aspirations. Agenda 2063 builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

SRC will contribute directly or indirectly to the realization of this agenda through the following strategies:

- (a) *On Aspiration No. 1 which is a prosperous Africa, based on inclusive growth and sustainable development, SRC will seek a fiscally sustainable public wage bill that will free resources for sustainable development and service delivery;*
- (b) *On Aspiration No. 2 which is an integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance, SRC will initiate appropriate wage policy that allows free movement of labour;*
- (c) *On Aspiration No. 3 which is an Africa of good governance, democracy, respect for human rights, justice and the rule of law, SRC will advocate for fair wages that promote human dignity and ability to afford basic human rights;*
- (d) *On Aspiration No. 4 which is a peaceful and secure Africa, SRC will promote salaries and benefits that enhance stability in the labour environment;*
- (e) *On Aspiration No. 5 which is an Africa with a strong cultural identity, common heritage, values and ethics, SRC will seek a value-based reward system that promotes productivity and service;*
- (f) *On Aspiration No. 6 which is an Africa whose development is people driven, relying on the potential offered by African people, especially its women and youth, and caring for children, SRC will administer a salary regime that promotes affirmative action; and*
- (g) *On Aspiration No. 7 which is an Africa as a strong, united, resilient and influential global player and partner, SRC will pursue attraction and retention of highly skilled labour to drive productivity and growth.*



### 1.8.5 Sustainable Development Goals (SDGs)

Kenya is committed to the attainment of the United Nations' Sustainable Developments Goals (SDGs) as agreed upon by the international community. There is a total of 17 SDGs which aim to enhance the quality of life of the world's citizens. Each goal has a specific target to be achieved over the next 15 years. SRC will play a role in the realization of SDG's which are related to their functions in pursuit of addressing the economic, social and environmental dimensions of development in a comprehensive and integrated manner.

The Commission will address the goals against poverty, hunger and ill health by seeking fiscally sustainable wage bill that will free resources for development and service delivery, reward performance and productivity in the public service and advising on competitive remuneration in the health sector for attraction and retention of skills to achieve universal health care. On the goals of quality education, gender equality, decent work and economic growth, SRC will aim at attraction and retention of high skilled labour to drive productivity and growth, ensure remuneration is competitive, fair and equitable and pursue a wage policy that comply with international conventions, reward productivity to stimulate performance and economic growth.

On industry, innovation and infrastructure; reduced inequalities; sustainable consumption and production; peace, justice and strong institutions, SRC will set, review and advise on wages that ensure a sustainable wage differential between the public and private sector and maintain Kenya as an attractive investment destination, sustainable wage differential wage bill between Kenya and neighbouring economies, recognize and promote productivity and performance





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# Chapter Two

## Institutional review and Situational analysis





## 2.0 Introduction

The development of Salaries and Remuneration Commission's Strategic Plan involved institutional performance review and an internal and external assessment of the Commission. This focused on a critical review and analysis of achievements, challenges and lessons learnt. The analysis was conducted using SWOT, PESTEL and Stakeholder Analysis. Both positive and negative factors were identified. Strategic implications were developed and appropriate strategic responses and mitigations recommended.

## 2.1 Key Achievements of the Commission

The key achievements of the Commission during the 2014-2018 strategic planning period include:-

S/No.	Achievements	Evidence
1.	Job evaluation and grading structure for State and other Public Officers	Report on job evaluation for State and other Public Officers
2.	Remuneration structure for State and other Public Officers	Gazette notices of 2013 and 2017 on State Officers' remuneration structure  Advisories to all public institutions
3.	Reviewed and harmonized house, hardship, leave and subsistence allowances in the public sector	Report on allowances in the public sector  Circular of December 2014 on payment of the allowances
4.	Reviewed the Collective Bargaining Agreement (CBA) cycle from two to four years	Circular of 2014 advising on parameters of CBA negotiations
5.	Reviewed Collective Bargaining Negotiations (CBN) guidelines	CBN guidelines
6.	Developed and implemented Public Sector Remuneration and Benefits Policy	Policy document

**Table 2.1: Achievements**



## 2.2 Challenges faced by the Commission

Despite the achievements realized, the Commission has faced a number of challenges including:

S/ No.	Challenges	Mitigation Measures
1.	Job evaluation implementation challenges	Ensure stakeholder involvement in the entire job evaluation process
2.	Misinterpretation of SRC's mandate	Continuous stakeholder engagement and sensitization on Commission's mandate
3.	Multiplicity of determinants of wage bill, some of which are beyond SRC's mandate	Continuous collaboration with relevant employer institutions on relevant policies on wage bill management
4.	Misinterpretation of SRC's role in Collective Bargaining Negotiations	Continuous stakeholder engagement and sensitization on Commission's role
5.	Non-Compliance with SRC Circulars and Advice	Carry out sensitization on Commission's advisories and frequent compliance checks  Entrench consequence management strategies with stakeholders
6.	Lack of a central payroll data warehouse and data mining system	Collaborate with stakeholders towards operationalizing central data warehouse  Procure a data intelligence system

**Table 2.2: Challenges**



## 2.3 Lessons learnt

Key lessons upon which future successes will be built on have been identified below:

- (a) *Involvement and participation of stakeholders in SRC policy making process and programs yields better results;*
- (b) *Strengthening of institutional capacity is important for realization of SRC Mandate;*
- (c) *Pursuing alternative dispute resolution as opposed to active litigation yields results;*
- (d) *Prompt response to stakeholders request for advice is important;*
- (e) *Stakeholder issues are best addressed by developing stakeholder specific strategies;*
- (f) *Change management strategies are critical in implementation of remuneration and benefits advisories;*
- (g) *Sector based job evaluation delivers better results;*
- (h) *Ineffective management of the wage bill has adverse effects in fiscal planning, competitive compensation and service delivery;*
- (i) *Adjusting employment levels and composition in response to demographic and technological change can reduce inefficiencies in service delivery;*
- (j) *There is need to undertake functional reviews to inform structural and institutional reforms as opposed to short-term measures such as wage and employment freezes;*
- (k) *Having strong institutions to centrally manage the wage bill is necessary to control fiscal pressure;*
- (l) *A combination of various government arrangements can be set up to help achieve fiscal objectives;*
- (m) *Capping of the wage bill and employment levels should be done after undertaking reviews on government expenditures and activities to avoid creating inefficiencies;*
- (n) *Structural reforms should be instituted to address the problem of overstaffing and high wage levels.*

## 2.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

An analysis of the Commission's internal and external environment was undertaken as part of the strategic planning process. The objective of SWOT analysis is to provide detailed information on how internal and external environment impact on the operations of the Commission.

The internal environment explores the strengths and weaknesses of the Commission while the external environment provides the opportunities that are available and the threats that may affect the Commission's operations.



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## STRENGTHS

S/ No.	Strength	Strategic Implication	Strategic Response
1.	Anchored in the Constitution	Adherence is backed up by the Constitution  Insulation against threats  Clarity of mandate	Fulfill constitutional mandate
2.	Diverse, competent and experienced Commission	Well thought out decision and policy direction  Efficiency in executing Commission's mandate	Strengthen capacity
3.	Good relations with stakeholders	Positive image of the Commission	Maintain the good working relations
4.	Good Governance	Guiding policies & procedures	Promote good governance practices

*Table 2.2: Challenges*



## WEAKNESSES

S/No.	Weakness	Strategic Implication	Strategic Response
1.	Inadequate performance measurement and monitoring	Hinders performance	Regular and continuous monitoring
2.	Inadequate compliance checks	Increases compliance risk within public sector	Procure data mining system Regular compliance Checks and awareness campaigns
3.	Inadequate ICT Infrastructure	Operational inefficiencies	Invest in ICT infrastructure
4.	Inadequate office space	Non optimal working conditions	Acquire more office space
5.	Inadequate remuneration database	Delay in undertaking analysis/ decision making	Procure a system to store database

*Table 2.4: Weaknesses*



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## OPPORTUNITIES

S/ No.	Opportunity	Strategic Implication	Strategic Response
1.	Vibrant ICT environment	Improved efficiency in information management and decision making	Enhance stakeholder management  Procure data mining system
2.	Enhanced awareness by stakeholders on the need to control wage bill	Appreciation of SRC's mandate	Systematic power analysis of stakeholder  Increased collaboration with partners for more support
3.	Strategic partnerships	Financial and technical support	Increase stakeholder engagement
4.	Collaboration with other arms of Government	Support SRC's mandate	Enhance collaboration
5.	Rewarding and promoting productivity and performance	Improved service delivery	Recognize productivity and performance in pay determination

*Table 2.5: Opportunities*



## THREATS

S/No.	Threat	Strategic Implication	Strategic Response
1.	Non-optimal staff numbers in the public service	High wage bill relative to the desired ratio to revenue	Engage with public sector employers on managing wage bill to revenue ratio
		Compromised service delivery	Need for rationalization of staff in the public service
		Less funds for development and service delivery	Pursue appropriate ratio of wage bill to revenue
2.	Non-responsive human resource practices, skills and competencies	Low productivity	Collaborate with stakeholders to reward productivity
3.	Clamor for higher salaries and allowances	Unstable and unpredictable labour environment	Proactively engage different stakeholders on salary reviews
			Harmonization of salaries across the public service
			Match productivity with pay increase
4.	Lack of integrated payroll systems	Non-comprehensive and centralized data on wage bill	Collaborate with stakeholders on development of a centralized and comprehensive data warehouse
5.	Low productivity	Inefficient and ineffective service delivery	Collaborate with stakeholders to strengthen performance management and to reward productivity and performance
6.	Large portfolio of allowances	Unsustainable wage bill	Harmonize and consolidate the allowances

**Table 2.6: Threats**



## 2.5 Environmental Scanning – PESTEL Analysis

A broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken with a view to describing the circumstances under which the Commission operates so as to be able to appreciate the factors that will either support or impede the process of implementing the Strategic Plan. A synthesis of the outcome of the PESTEL analysis is presented below:

### POLITICAL FACTORS

S/ No.	Political Factor	Strategic Implication	Strategic Response
1.	Change of Government priorities	Decrease or increase in funding	Align SRC's mandate to changing priorities
2.	Political goodwill	Commission facilitated to achieve its mandate	Strengthen working relations with various arms of the Government
3.	Devolved system of Government	Different salary structures	Streamline salary structures

*Table 2.7: Political Factors*





## ECONOMIC FACTORS

S/ No.	Economic Factor	Strategic Implication	Strategic Response
1.	Austerity Measures	Budget cuts affecting implementation of Commission's strategic priorities	Innovative resource utilization and mobilization mechanisms
2.	High cost of Labour	Low attraction of investors due to high cost of doing business	Sustainable wage differential in public-private sector
3.	Inflation	Erosion of purchasing power of employees  Push for higher pay and industrial unrest	Align wage reviews to economic indicators
4.	Low economic growth	Fiscal unsustainability (High wage bill to revenue ratio)  Crowding-out of development funds	Recognize productivity and performance in pay determination
5.	Pay disparity	Low productivity	Reduce compression ratios in salary structures  Progressive harmonization of salaries in the public sector

**Table 2.8: Economic Factors**



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## SOCIAL FACTORS

S/No.	Social Factor	Strategic Implication	Strategic Response
1.	Increased public participation and access to government services	Transparency and accountability	Ensure more public participation and transparency
2.	Diversity and inclusion	Compliance with the Constitution	Affirmative action advisories

*Table 2.9: Social Factors*

## LEGAL FACTORS

S/No.	Legal Factor	Strategic Implication	Strategic Response
1.	Labour laws	Prevailing legal framework not fully aligned to the new constitutional dispensation	Collaborate with stakeholders to streamline labour laws

*Table 2.11: Legal Factors*



## TECHNOLOGICAL FACTORS

S/No.	Technological Factor	Strategic Response	Strategic Implication
1.	Advanced technological environment	Efficiency in decision making and service delivery	Continuously upgrade ICT infrastructure  Automate internal processes
2.	Integrated Financial Management Information System (IFMIS) and Integrated Payroll and Personnel Database) (IPPD)	Enhanced efficiency, transparency and accountability  Effective payroll management	Leverage on the systems
3.	Information System for remuneration analysis and data storage	Real-time analysis and storage	Procure data mining system
4.	Social media	Real-time communication and stakeholders' engagement	Leverage social media platforms

*Table 2.10: Technological Factors*



## 2.6 Stakeholder Analysis

The Commission has strong linkages with stakeholders who have an interest in what the Commission does as it impacts on them in one way or the other. It recognizes that the stakeholders can either facilitate or impede its work and therefore, there is need to build good working relationships. A stakeholder analysis was conducted to understand the nature and extent of the functional relationships. A summary of the analysis is as shown below:

S/ No.	Stakeholder	Stakeholder Expectations	SRC Expectations
1.	Government (National and County)	<p>Remuneration that is fiscally sustainable; attractive; recognizes; promotes productivity and performance; and is transparent and fair</p> <p>Timely setting and review of remuneration</p> <p>Transparency and accountability in execution of SRC functions</p> <p>Consistency in SRC advisories</p> <p>Timely response to requests</p> <p>Protection of constitutionalism by SRC</p> <p>Collaboration and cooperation</p>	<p>Adequate funding by National Government</p> <p>Compliance with SRC circulars/advisories</p> <p>Compliance with SRC guidelines</p> <p>Supportive legal framework</p> <p>Regular consultations</p> <p>Provision of reliable, accurate and timely data and information on remuneration</p> <p>Support in ensuring SRC mandate is achieved</p> <p>Shared accountability and responsibilities on PFM and compliance with SRC's advices</p>



2.	Media	<p>Involvement in public participation in policy making</p> <p>Timely and accurate information and data on remuneration</p> <p>Access to information</p> <p>Regular engagements as appropriate</p>	<p>Objective and accurate reporting</p> <p>Public sensitization on public service remuneration</p> <p>Inform the public on SRC obligations and expectations</p> <p>Seek clarification on information before print</p>
3.	Federation of Kenya Employers (FKE)	<p>Timely advise to employers</p> <p>Involvement and participation in decision making</p> <p>Managing wage bill to contain cost of doing business</p> <p>Wage differential between private and public sector that does not lead to migration of skills from private to public</p> <p>Fiscally sustainable wage bill</p>	<p>Wage differential between private and public sector that does not lead to migration of skills from public to private sector</p> <p>Capacity building of their members in the public sector</p> <p>Information sharing</p> <p>Aligning their decisions on CBA to the mandate and constitutional principles of SRC</p>
4.	Central organization of Trade Unions (COTU) and other Unions' umbrella bodies (through the employers)	<p>Consultation and participation in relevant policy making</p> <p>Consultations and participation in relevant policy making</p> <p>Remuneration that is competitive, attractive, transparent and fair</p> <p>Timely setting and review of remuneration.</p>	<p>Consultations and collaborations</p> <p>Enforce compliance with SRC salaries, Legal and CBA regulations and guidelines by their members</p> <p>Sustainable Unions demands in regard to remuneration and benefits</p> <p>Promotion of stable and predictable labour environment</p>



5.	Service providers	<p>Prompt payment for services and goods supplied</p> <p>Transparency, fairness and equity in business opportunities.</p> <p>Compliance to Access to Government Procurement Opportunities (AGPO) - Affirmative action</p>	<p>Timely delivery of quality goods and services</p> <p>Competitive pricing</p> <p>Compliance with contract terms and conditions</p>
6.	Development partners	<p>Accountability in public and donor funds utilization</p> <p>Sharing of information/data and knowledge transfer</p>	<p>Financial and technical support in SRC's activities</p> <p>Provision of timely and accurate information</p> <p>Assist capacity building</p>
7.	Civil Society Organizations	<p>Remuneration that is fiscally sustainable; recognizes and promotes productivity and performance; and transparent and fair.</p> <p>Fairness to Mwananchi and public service</p> <p>Public participation in policy making</p>	<p>Goodwill and support</p> <p>Whistle blowing</p> <p>Provision of information</p> <p>Public interest representation</p>
8.	Other independent Commissions	<p>Involvement and participation in decision making</p>	<p>Collaboration</p>
9.	Private sector	<p>Involvement and participation in decision making</p> <p>Managing wage bill so as to manage cost of doing business</p> <p>Wage differential between public and private sector that does not lead to migration of skills from public to private sector</p>	<p>Wage differential between private and public sector that does not lead to migration of skills from private to public</p>



10.	Pensioners	Regular review of pension policy Equity in pension provision	<p>Mutual engagement</p> <p>Expeditious conclusion of cases</p> <p>Impartiality in determination of cases</p> <p>Recognition of SRC role in the labour relations</p> <p>Passing of budget or amendments and regulations</p> <p>Take action on non-compliance areas touching on SRC</p> <p>Ensure the Commission is adequately funded</p> <p>Collaboration in sharing information</p> <p>Assist capacity building</p> <p>Support in lobbying and providing forums for sharing</p> <p>Technical assistance</p>
11.	Judiciary	Fairness in treatment of pensioners Fair administrative action	
12.	Legislature	Remuneration that is fiscally sustainable; attractive, recognizes and promotes productivity and performance; and transparent and fair Timely setting and review of remuneration Consistency in SRC's advisories Consultation, involvement and participation in decision making Participation in the Commission's activities	
13.	Professional associations/ academia & research institutions	Adherence to principles Professionalism Strategic collaboration Sharing of information Recognition of skills	



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14.	Internal stakeholders	Stable and progressive Commission Competitive and equitable terms and conditions of service	Innovation, creativity and optimal productivity Commitment to the Commission's mandate Efficiency and effectiveness in service delivery
15.	Public	Fiscally sustainable wage bill Transparency and fairness	Participation in public forums Support from the general public Goodwill and support Whistle blowing



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## CHAPTER THREE

### STRATEGY FOCUS

#### 3.0 Introduction

This chapter presents the strategy focus of the Salaries and Remuneration Commission and enumerates the various strategic elements that include the motto, vision, mission, and core values.

#### 3.1 Motto, Vision, Mission and Core Values

##### Motto

Rewarding productivity

##### Vision

A productive public service that is fairly remunerated

##### Mission

To set, review and advise on equitable, competitive and fiscally sustainable remuneration and benefits in the public sector through research and analysis

##### Core Values

- (a) **Fairness** : We endeavour to be honest, fair, and objective in all the Commission's activities and decision making.
- (b) **Accountability** : We shall be accountable for our decisions or actions.
- (c) **Collaboration**: We believe in the power of working together with stakeholders. We shall build, support and encourage collaboration across teams, organizations and sectors in order to achieve our mission.
- (d) **Integrity** : We value high standards of ethical behavior at all times. We shall uphold honesty and strong moral

principles in all the Commission's activities and decision making.

- (e) **Innovation**: We are committed to fostering an enabling environment that encourages continuous learning and relentless pursuit of creative solutions to achieve efficiency and effectiveness in service delivery.
- (f) **Transparency**: We are committed to promoting transparency in our work. We shall be open in accordance with the law.

#### 3.2 Mandate and Principles

The mandate and principles of the Commission are to set, review and advise on:

- (a) Affordable and sustainable remuneration;
- (b) Remuneration that attracts and retains requisite skills;
- (c) Remuneration that recognizes, promotes and rewards productivity;
- (d) Remuneration in a transparent and fair manner; and
- (e) Remuneration that ensures equal pay to persons for work of equal value

#### 3.3 Key Result Areas (KRAs)

The strategic framework outlines five KRAs which reflect the Commission's mandate and functions and will be the pillars of this Strategic Plan. The KRAs are:

- (a) Fiscal sustainability of public service wage bill;
- (b) Remuneration and benefits;
- (c) Policy and legal framework;
- (d) Collaboration and partnerships; and
- (e) Institutional capacity.

#### 3.4 Strategic Objectives

The Key Result Areas (KRAs) will be achieved through



the following strategic objectives:

**KRA 1: Fiscal sustainability of public service wage bill**

- (a) To contribute to achieving and maintaining an affordable and fiscally sustainable remuneration regime; and
- (b) To reward performance and productivity in the public service.

**KRA 2: Remuneration and Benefits**

- (a) To contribute to achieving equitable, affordable and fair remuneration and benefits;
- (b) To enable the public service to achieve competitive remuneration and benefits;
- (c) To promote a predictable and stable labour environment; and
- (d) To access real-time data for decision making and compliance.

**KRA 3: Policy and legal framework**

- (a) To reinforce the Commission's mandate; and
- (b) To ensure adherence to remuneration and benefits as set and advised by the Commission.

**KRA 4: Collaboration and Partnerships**

- (a) To build synergistic relationships

**KRA 5: Institutional capacity**

- (a) To enhance corporate image and brand;
- (b) To institutionalize corporate governance;
- (c) To enhance the Commission's financial ability to discharge its mandate;
- (d) To build a versatile, competent, highly performing and

- motivated workforce; and
- (e) To enhance operational efficiency.

**3.5 Strategic Objectives and Strategies**

In order to address the strategic objectives identified in 3.4, the following strategies have been formulated:

KRA 1: Fiscal Sustainability of Public Service Wage Bill		
	Strategic Objective	Strategy
1.	To contribute to achieving and maintaining an affordable and fiscally sustainable remuneration regime	Engage with public sector employers on managing public sector wage bill  Promote adherence to the public finance management provisions and best practices on revenue to wage bill ratio  Align wage reviews to economic indicators  Review remuneration and benefits to include pension factors
2.	To reward performance and productivity in the public service	Recognize productivity and performance in pay determination



KRA 2: Remuneration and Benefits		
	Strategic Objective	Strategy
1.	To contribute to achieving equitable, affordable and fair remuneration and benefits	<ul style="list-style-type: none"> <li>Institutionalize job evaluation</li> <li>Establish equitable salary structures</li> <li>Provide evidence based advice on remuneration and benefits</li> <li>Streamline allowances and benefits</li> <li>Promote equity and fairness in pension benefits provision</li> </ul>
2.	To enable the public service to achieve competitive remuneration and benefits	<ul style="list-style-type: none"> <li>Establish attraction and retention remuneration strategies for scarce and critical skills</li> </ul>
3.	To promote a predictable and stable labour environment	<ul style="list-style-type: none"> <li>Engage stakeholders on SRC's role in Collective Bargaining Negotiations (CBNs)</li> </ul>
4.	To access real-time data for decision making and compliance	<ul style="list-style-type: none"> <li>Collaborate with stakeholders on establishment of a centralized remuneration and benefits data warehouse</li> <li>Establish Data intelligence system</li> <li>Harness data from other stakeholders</li> </ul>
KRA 3: Policy and legal framework		
	Strategic Objective	Strategy
1.	To reinforce the Commission's mandate	<ul style="list-style-type: none"> <li>Strengthen the legal framework</li> <li>Hedge the Commission against potential threats of adverse treatment</li> </ul>
2.	To ensure adherence to remuneration and benefits set and advised by the Commission	<ul style="list-style-type: none"> <li>Strengthen compliance mechanism</li> </ul>
KRA 4: Collaboration and Partnerships		
	Strategic Objective	Strategy
1.	To build synergistic relationships	<ul style="list-style-type: none"> <li>Strengthen stakeholder engagement</li> </ul>
KRA 5: Institutional Capacity		
	Strategic Objective	Strategy
1.	To enhance corporate image and brand	<ul style="list-style-type: none"> <li>Improve visibility of the Commission</li> <li>Enhance stakeholder communication</li> <li>Improve customer satisfaction</li> </ul>
2.	To institutionalize corporate governance	<ul style="list-style-type: none"> <li>Strengthen corporate governance</li> <li>Manage enterprise-wide risk</li> </ul>
3.	To enhance the Commission's financial ability to discharge its mandate	<ul style="list-style-type: none"> <li>Enhance resource mobilization</li> <li>Manage resources prudently</li> </ul>
4.	To build a versatile, competent, highly performing and motivated workforce	<ul style="list-style-type: none"> <li>Ensure attraction and retention of requisite skills</li> <li>Manage talent</li> <li>Strengthen performance management</li> <li>Improve work environment</li> <li>Institutionalize positive corporate culture</li> <li>Establish and implement the Commission's information repository</li> </ul>
5.	To enhance operational efficiency	<ul style="list-style-type: none"> <li>Leverage on technology</li> <li>Adopt a Quality Management Systems(QMS)</li> </ul>

Table 3.1: Strategy Matrix



## CHAPTER FOUR

### RESOURCE MOBILIZATION, IMPLEMENTATION AND COORDINATION FRAMEWORK

#### 4.0 Introduction

The implementation of this Strategic Plan requires that the Commission strengthens its institutional capacity, and puts in place appropriate implementation and coordination frameworks.

#### 4.1 Governance Structures

The Salaries and Remuneration Commission (SRC) is managed by a Commission that is responsible for policy and strategic guidance.

The Chairperson and other members of the Commission are appointed in accordance with the provisions of Article 230 of the Constitution and SRC Act, 2011.

As a Constitutional Commission the Salaries and Remuneration Commission has the objects and authority as provided under Article 249 of the Constitution of Kenya 2010, namely to:-

1. *Protect the sovereignty of the people;*
2. *Secure the observance by all State organs of the democratic values and principles; and*
3. *Promote constitutionalism.*

To facilitate effective and efficient execution of the strategic plan the Commission will adopt the following structure and functions.

#### 4.2 Commissioners

The responsibilities of the Commissioners are:

- i. *Overseeing implementation of the provisions of the SRC mandate as spelt in the Constitution and in the SRC Act 2011;*
- ii. *Provision of policy direction for the implementation of the SRC mandate as spelt in the Constitution and in the SRC Act 2011;*
- iii. *Negotiating for funds with funding agencies;*
- iv. *Approving annual work-plans, procurement plans, training plans and budgets;*
- v. *Submitting annual reports to the President and the Parliament;*
- vi. *Submitting reports on any particular issues as may be required by the President, National Assembly or the Senate;*
- vii. *Publishing and publicising every report required of the Commission;*
- viii. *Approving annual audited financial statements; and*
- ix. *Ensuring effective functioning of the Commission through provision of resources required.*

#### 4.3 Office of the Commission Secretary / CEO

The office of the Commission Secretary has the responsibility of:

- i. *Managing and coordinating the affairs of the Commission Secretariat;*
- ii. *Ensuring effective and efficient service delivery, performance management, staff development and resource mobilization;*
- iii. *Ensure development and implementation of Business*



- Continuity Plan; and*
- iv. *Day-to-day management of the affairs of the Commission.*

#### 4.4 Directorates and Departments

The Commission will have two Directorates as follows:

- 1) Directorate of Remuneration Services; and
- 2) Directorate of Corporate Services

##### 4.4.1 Directorate of Remuneration services

The directorate will have the following departments:-

###### a) Research and Compliance:

The directorate will be responsible for the following functions:

- i. *Planning, coordinating and executing all research activities within the Commission;*
- ii. *Identifying areas of improvements and develop new methodologies to improve on the Commissions programmes;*
- iii. *Liaising with user departments in preparation of research objectives and deliverables;*
- iv. *Adopting the latest developments in research tools and techniques to ensure that research deliverables meet quality standards and requirements;*
- v. *Analysing and resolving research issues promptly and accurately;*
- vi. *Developing and maintaining policies and procedures for the operation of the Compliance function of the Commission;*
- vii. *Responding to alleged violations of rules, regulations, policies, procedures, and standards by evaluating or*

- recommending the initiation of investigative procedures;*
- viii. *Identifying potential areas of compliance vulnerability*
  - ix. *Developing and overseeing a system for uniform handling of non-compliance;*
  - x. *Providing reports on a regular basis, and as directed or requested, to keep the Commissioners and Management informed of the operation and progress of compliance efforts;*
  - xi. *Monitoring compliance and undertaking appropriate measures;*
  - xii. *Ensuring maintenance of accurate data and information on pension; and*
  - xiii. *Undertake any other function as may be directed by the Commission.*

###### b) Job Evaluation and Salary Structure:

- i. *Undertaking of grading and classification structures for the various institutions under SRC mandate;*
- ii. *Developing and facilitating implementation of a robust policy framework for JE in the public service;*
- iii. *Developing and supporting the implementation job evaluation guidelines;*
- iv. *Developing an SRC job evaluation manual;*
- v. *Reviewing job evaluation appeals and re-evaluating cases as appropriate;*
- vi. *Reviewing job grading and salary structures post the appeal process;*
- vii. *Providing oversight to ensure that recommendations from job evaluation of the public sector are implemented;*
- viii. *Preparing a plan and road map to conduct a job evaluation for all public sector institutions two years before the next review cycle;*
- ix. *Conducting a salary survey covering public and private sector in Kenya and other countries in preparation*



- for the next review cycle;*
  - x. *Providing oversight on implementation of the SRC job evaluation system;*
  - xi. *Providing oversight in job evaluation and job grading to inform the next review cycle;*
  - xii. *Providing oversight in preparation of job evaluation reports;*
  - xiii. *Providing guidance/oversee studies that lead to the obtaining of data on pay determination factors;*
  - xiv. *Overseeing and reviewing proposals from public service organizations on remuneration and benefits for their respective state and public officers;*
  - xv. *Developing/Reviewing salary structures for state officers;*
  - xvi. *Advising on salary structures for public officers;*
  - xvii. *Guiding on appeals on salary structures;*
  - xviii. *Spearheading special reviews to ensure attraction and retention of critical and scarce resources in the public sector;*
  - xix. *Providing guidance on harmonization, equity and fairness of remuneration and benefits;*
  - xx. *Ensuring adequate internal capacity of the Commission on job evaluation;*
  - xxi. *Engaging stakeholders at every important step of remuneration review; and*
  - xxii. *Supporting state and public service institutions to build job evaluation capacity.*
- c) Allowances and Benefits:**
- i. *Planning, managing, and directing allowances and benefits administration;*
  - ii. *Setting and advising on allowances and benefits as deemed necessary;*
  - iii. *Undertaking remuneration and benefits analysis;*
  - iv. *Coordinating of compensation surveys that inform allowances and benefit structures;*
- d) Collective Bargaining Agreements:**
- v. *Liaising with stakeholder organisations that provide data on allowances and benefits, and other information required;*
  - vi. *Ensuring maintenance of accurate data and information on allowances and benefits;*
  - vii. *Carrying out analysis to inform pension review; and*
  - viii. *Liaising with stakeholder organisations that provide data on pension and other information required.*
- e) Performance and productivity:**
- i. *Collaborating with stakeholders to develop and implement policy framework on rewarding performance and productivity;*
  - ii. *Identifying performance measures and indices in liaison with holders;*
  - iii. *Developing and/or reviewing sector specific incentive schemes in liaison with stakeholders; and*



- iv. *Management of performance and productivity data.*

#### 4.4.2 Directorate of Corporate Services

The Directorate is responsible for the direction and management of Corporate Services of the Commission and for ensuring the provision of high level systems and services for all administrative functions including human resources, finance and accounting, and ICT.

This directorate will have the following departments:-

##### **(a) Finance and Accounts Department:**

The core functions of the department include:

- i. *Establishment of sound financial policies, systems and procedures in compliance with statutory regulations;*
- ii. *Designing and implementing accounting system and internal control procedures;*
- iii. *Preparation of financial reports and statements;*
- iv. *Participation in the preparation of the SRC's strategic plan, forecasts and cash flow projections;*
- v. *Coordinating the planning function, budgeting process, monitoring cash flow and overseeing the organization's financial performance against the budget and operational goals; and*
- vi. *Maintaining liaison with relevant government departments for necessary consultation on financial matters to ensure the SRC's compliance with statutory requirements.*

##### **(b) Human Resources and Administration:**

The core functions of the department include:

- i. *Development and implementation of Human resource*

- policies and procedures;*
- ii. *Preparation and implementation of the Human Resource and Administration work plans;*
- iii. *Planning and directing human resource development, performance management and career development processes and programmes;*
- iv. *Overseeing the processes of selection, recruitment, induction, placement and discipline of staff in the organization;*
- v. *Administration of staff remuneration and benefits;*
- vi. *Ensuring compliance with labour laws and regulations;*
- vii. *Overseeing employee welfare;*
- viii. *Preparing, implementing and controlling the Human Resource and administration budget;*
- ix. *Enforcing safety and security procedures; and*
- x. *Overseeing day to day administration for effective service delivery.*

##### **(c) Procurement Department:**

The core functions of the department include:

- i. *Ensuring timely, efficient and effective procurement of goods, services and works, while adhering to the procurement policy and regulations;*
- ii. *Ensuring user departments adhere to procurement plans;*
- iii. *Development of quality specifications of goods and services required by SRC in liaison with the relevant department and end-users;*
- iv. *Carrying out designated checks on quality and security aspects of procurement;*
- v. *Managing annual supplier pre-qualifications exercise;*
- vi. *Managing the disposal of obsolete and disposable items;*
- vii. *Ensuring compliance with the Public Procurement and Disposal Act and other legal framework govern-*





- ing procurement;
- viii. *Prepare statutory reports as stipulated by the Public Procurement Oversight Authority on quarterly basis or as required;*
- ix. *Coordinate periodic and annual stock taking for prudent inventory management and use of the Commission resources; and*
- x. *Manage procurement contracts.*

**(d) Information Communication and Technology (ICT):**

The core functions of the ICT Department include:

- i. *Formulation and implementation of ICT policies and procedures;*
- ii. *Develop user requirements on the Commission remuneration system;*
- iii. *Implement and maintain the system;*
- iv. *Development, implementation and management of computerised information system;*
- v. *Ensure data security and data recovery;*
- vi. *Provision of appropriate information and guidance on emerging trends and best practices in ICT to enable SRC optimise usage of technology;*
- vii. *Provision of ICT services to all the functions of the Commission;*
- viii. *Ensuring well-coordinated information dissemination systems with sufficient controls to capture and process data;*
- ix. *Ensuring that all ICT equipment are in good working condition;*
- x. *Ensuring network security and availability of appropriate backing system;*
- xi. *Conducting and coordinating of user training;*
- xii. *Management of the SRC's databases; and*
- xiii. *Maintenance of the SRC's website.*

Three other departments report directly to the Com-

mission Secretary. They include:

**(a) Internal Audit:**

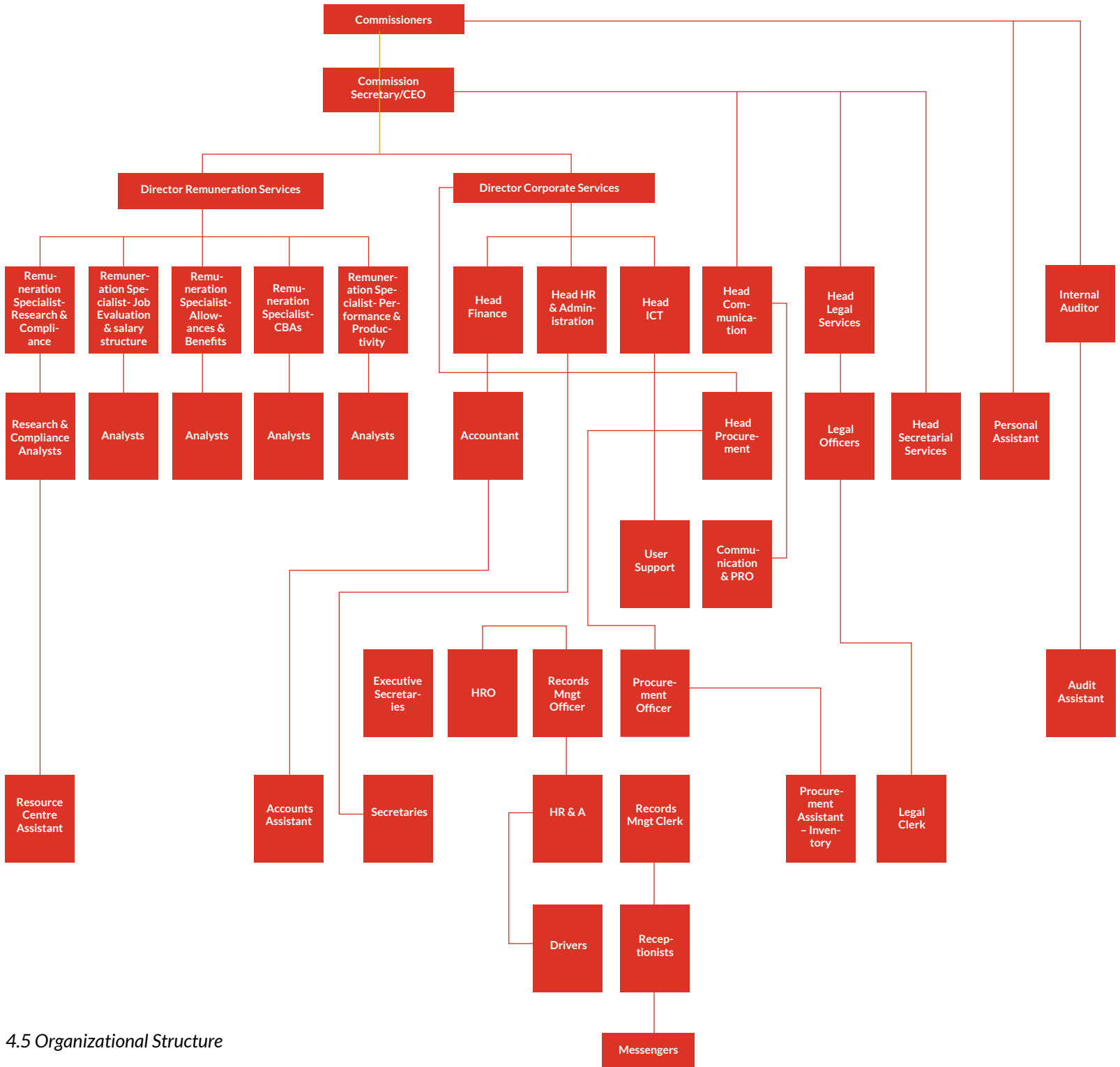
The core functions of the department include:

- i. *Ensuring that the Commission's risk management, internal controls, and governance processes are adequate and functioning;*
- ii. *Carrying out timely and continuous audits, verifying and monitoring of financial transactions of SRC;*
- iii. *Checking and reporting on the performance of the organizational systems in place;*
- iv. *Vouching and monitoring expenditure;*
- v. *Carrying out investigations where necessary;*
- vi. *Ensuring accuracy of internal management reports;*
- vii. *Ensuring employees' actions are in compliance with policies and procedures;*
- viii. *Ensuring quality and continuous improvement are fostered in the organization's control process; and*
- ix. *Ensuring compliance with relevant legislative or regulatory issues.*

**(b) Corporate Communication:**

The core functions of the department include:

- i. *Execution of the media relations plans which are in line with the SRC's strategic interests;*
- ii. *Identifying and implementing common themes to communicate the SRC's agenda;*
- iii. *Preparation of SRC's documentaries and publications such as newsletters, calendars and articles in journals;*
- iv. *Management of the relationship with media houses;*
- v. *Development of materials for current social media networking platforms; and*
- vi. *Coordination of press releases and SRC image building activities.*



4.5 Organizational Structure



**(c) Legal Services:**

The role of the department will be to provide legal services to SRC including:

- i. Ensuring provision of professional, timely and objective legal services to SRC;
- ii. Drafting of legal documents, leases and contracts;
- iii. Formulating and drafting bills and guidelines for SRC;
- iv. Liaising with the Attorney-General's chambers and external lawyers on all legal matters touching on SRC;
- v. Undertaking research on various legal aspects and processes related to the mandate of SRC;
- vi. Ensuring appropriate representation of SRC in all legal matters; and
- vii. Carry out Company Secretarial function.

S/ No.	Designation	Level	Proposed Staff numbers	Inpost position	Variance
1	Commission Secretary	2	1	1	0
2	Director Remuneration Services	3	1	1	0
3	Director Corporate Services	3	1	1	0
4	Internal Auditor	4	1	1	0
5	Remuneration Specialists	4	5	2	2
6	Head of Finance	4	1	1	0
7	Head HR & Administration	4	1	1	0
8	Head ICT	4	1	1	0
9	Head of Communication	4	1	1	0
10	Head Legal Services	4	1	1	0
11	Procurement Officer	5	1	1	0
12	Head Secretarial Services	5	1	New	0
13	Personal Assistant	5	1	1	0
14	Legal Officers	5	2	0	2
15	Accountant	5	1	1	0
16	Research & Compliance Analysts	6/5	2	1	1



17	Remuneration Analysts	6/5	13	2	11
18	User Support	6	2	new	2
19	Communication and Public Relations Officer	6	1	1	0
20	Executive Secretaries	7	3	3	0
21	Human Resource Officer	7	1	1	0
22	Records Management Officer	7	1	1	0
23	Audit Assistant	7	1	1	0
24	Procurement Officer	7	1	1	0
25	Resource Centre Assistant	8	1	1	0
26	Legal Clerk	8	1	1	0
27	Accounts Assistant	8	1	3	-2
28	Human Resource & Administration	8	1	1	0
29	Records Management Clerk	8	1	1	0
30	Procurement Assistant - Inventory	8	1	1	0
31	Secretaries	8	4	2	2
32	Receptionists	9	2	2	0
33	Drivers	9/8	19	11	8
34	Messengers	10	4	4	0
	<b>TOTAL</b>		<b>80</b>		

Table 4.1: Projected staff establishment

#### 4.7 Financial Implication

The Programmes identified in this Strategic Plan will be accomplished through activities which shall be allocated resources through the Programme-Based Budgeting (PBB) which has been adopted by the Commission as

required by the Public Finance Management Act. The resources required for implementing activities under the strategic objectives that the Commission has identified is approximately Ksh. 3.6 billion that will be provided under the Medium Term Expenditure Framework.



Projected Budget For The Financial Years 2019/20-2023/24						
Particulars	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Kes Millions	Kes Millions	Kes Millions	Kes Millions	Kes Millions	
Personal Emoluments And Related Expenses	265	273	281	295	310	1,424
Operation Recurrent Expenditure	364	311	325	331	338	1,669
Strategy Implementation	81	174	71	75	83	484
Gross Resources Requirement	710	758	677	701	731	3,577
Allocation From National Treasury	630	584	606	627	646	3,093
Other Sources						
Total Revenue	630	584	606	627	646	3,093
Resource Gap	80	174	71	74	85	484

Table 4.2: Projected Budget for the Financial Years 2019/20 – 2023/24

Note. The resource gap in the respective years will be sourced from development partners.

#### 4.7.1 Resource Mobilization

The Commission will mobilize resources to finance the implementation of this Strategic Plan through engagement with:

- (a) Government to provide adequate funding; and
- (b) Development Partners.

#### 4.7.2 Measures to Improve Efficiency

To promote operational efficiency and effectiveness, the

Commission will put in place the following measures:

- a) Automate processes and systems
- b) Undertake business process reengineering
- c) Build leadership development capacity
- d) Institute a robust performance management system
- e) Leverage on technology
- f) Adopt a Quality Management Systems (QMS)
- g) Automate compliance checks
- h) Modernize and upgrade and ICT Infrastructure

#### 4.8 Strategy Implementation



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The implementation of this Strategic Plan will be spearheaded by the Commission. The Commission will engage stakeholders in areas that require collaboration. Implementation will be executed through annual work plans and continuous monitoring and evaluation.

#### 4.8.1 Implementation

The following critical factors will be invoked for the successful implementation of the Plan:

- (a) *Effective communication to all implementers to ensure clarity of vision and purpose;*
- (b) *Appropriate organizational structure and allocation of resources as identified for each activity;*
- (c) *Assign roles and responsibilities for successful implementation;*
- (d) *Mobilize, allocate and utilize resources in accordance with prioritized activities as stipulated in the Plan;*
- (e) *Ensure that annual work plans and action plans are aligned to the Strategic Plan;*

- (f) *Build staff capacity to implement and monitor the strategies;*
- (g) *The day-to-day implementation, monitoring, evaluation and reporting of the plan will be undertaken and feedback provided to key actors in the implementation;*
- (h) *Robust performance management system.*

#### 4.9 Linkages, Collaboration and Partnerships

The Commission will mobilize and enhance linkages, partnerships and collaborations with stakeholders and other players in implementation of the Strategic Plan.

#### 4.10 Risk Management

The implementation of the Strategic Plan faces potential risks that have to be mitigated if the Commission's strategic objectives are to be achieved. This requires that possible risks be analyzed and precautionary measures undertaken in good time to prevent failure of the Plan's implementation.



S/ No.	Risk Factor	Risk Identified	Level of risk (Low, Medium, High)	Mitigation
1.	Financial	Inadequate funding	Medium	Innovative resource utilization and mobilization mechanisms Seek additional funding from the National Treasury Source for additional funding from development partners
		Imprudent utilization of resources	Low	Adhere to financial regulations and laws
2.	Operational	Inadequate implementation of Strategic Plan	Low	Robust performance management framework Align organization structure to strategy
3.	Compliance	Disregard to SRC advisories	Medium	Strengthen compliance
4.	Technological	Information Security Lagging behind in technological advancement	Medium Medium	Strengthen information security Investment in technology (Hardware & Software) and automation Procure reliable internet and ICT systems and/or Programs to address SRC needs
5.	Legal risks	Non-compliance	Low	Strengthen compliance mechanism
6.	Political risks	Changes in legislation	Low	Stakeholder engagement
7.	Human Resource	Inadequate skills and optimum numbers	Low	Capacity building Fill the approved establishment
8.	Security	Fire outbreaks leading to damages; Theft of property; Riots	Medium	Insure Commission assets Enhance security Business Continuity Plan Install fire detectors

Table 4.3: Risk Analysis



## CHAPTER FIVE

### MONITORING, EVALUATION, REPORTING AND LEARNING

#### 5.0 Introduction

This chapter provides the monitoring, evaluation, reporting and learning framework for the Salaries and Remuneration Commission that will ensure implementation is on track. Monitoring, Evaluation, Reporting and Learning (MERL) is a central feature of the Strategic Plan implementation. MERL is vital in ensuring that targets are achieved within the plan period. The Commission will monitor and evaluate outputs to ensure that objectives of the Plan are attained.

#### 5.1 Monitoring, Evaluation, Reporting and Learning Framework

The MERL framework for this Plan will be based on the various key result areas, strategic objectives, strategies and activities that the Commission envisages to undertake. Specifically, the MERL will consider the objectives of various functional areas to ensure corrective actions are taken to avoid any deviations from the targets.

Key performance indicators that will inform management decision making have been identified and the frequency of reporting on these indicators determined.

Monitoring the implementation of the Strategic Plan shall be based on the annual work-plans. Progress for each activity shall be measured against specific targets in the Plan and reporting done on quarterly and annual basis. Results from the analysis shall be used to inform decision-making, identify challenges and take immediate corrective action.

#### 5.1.1 Monitoring and Evaluation

The Chief Executive Officer (CEO) shall ensure that a performance management system is implemented, actual performance is measured against agreed targets at all levels and feedback provided to key actors in the implementation. MERL shall be embedded in each directorate and/or department for the Strategic Plan to be effectively implemented.

The Directors and Heads of Departments shall ensure that strategies are implemented, performance is measured, progress reports are made, discussed and corrective action taken where necessary. Responsibility for data collection, aggregation, analysis and reporting on the Plan will rest with the Directors and Heads of Departments.

#### 5.2 Linking MERL to Performance Management

MERL will be integrated into the Commission's performance management system. The Strategic Plan shall, therefore, be cascaded to all staff to enable them understand and plan for their respective roles. Functional and individual work plans with clear performance indicators, resource requirements and responsibility for their achievement shall be developed in line with activities in the Plan.

#### 5.2.1 Data and Information Collection Procedures

Data and information collection templates and procedures will be developed to measure performance as per the indicators. The reports will describe actions





taken by the departments towards achieving the specific strategies of the Plan and will include achievements, challenges, emerging issues and recommendations.

### 5.2.2 Progress Reports

The CEO shall ensure reports are prepared and meetings are held to track progress on implementation of the Plan and resolve issues that may arise during implementation. Scheduled meetings shall be held as follows:

- (a) *Monthly review meetings at the Directorate and departmental levels shall be convened to ensure implementation is on track;*
- (b) *Quarterly review meetings at the Commission level shall be convened to receive reports on implementation of the Plan; and*
- (c) *A strategy implementation review meeting will be held annually to evaluate the progress made on the implementation of the Plan;*

### 1.2.3 Annual Reports

The Commission shall prepare and submit an annual report in accordance with Article 254 of the Constitution.

### 5.3 Budget Monitoring

Actual results will continually be reviewed against budget and any variances investigated. Where necessary, work-plans shall be amended to align with available resources or the budget will be revised to take into account new developments that require action.

### 5.4 Performance Review of the Strategic Plan

Performance review shall be undertaken annually, at mid-term and at the end of the Plan period as follows:

#### (a) Annual Review

A report will be produced at the end of each financial year, giving details on the implementation of the plan.

#### (b) Mid-Term Review (MTR)

A Mid-Term Review will be undertaken at mid-term giving a status report on the implementation of the Plan.

#### (c) End Term Review

At the end of the planning period, the final evaluation for this Strategic Plan shall be carried out to determine:

- i. *The extent to which the activities undertaken achieved the objectives;*
- ii. *The achievements realized;*
- iii. *Challenges faced and mitigation measures;*
- iv. *Lessons learnt; and*
- v. *The way forward on the subsequent Plan.*

### 5.5 Implementation Matrix

The Implementation matrix is a framework that allows for effective implementation of the Strategic Plan. The implementation matrix shall consist of:

- i. *Key Result Areas;*
- ii. *Strategic Objectives;*
- iii. *Strategies;*
- iv. *Key activities;*
- v. *Output Indicators;*
- vi. *Targets;*
- vii. *Budget; and*
- viii. *Responsibility*



## APPENDICES

### KRA 1: Fiscal sustainability of public service wage bill

Strategic Objective 1: To contribute to achieving and maintaining an affordable and fiscally sustainable remuneration regime

S/ No.	Strategy	Key Activities	Output indicators	Target for 5 years	Annual Targets					Budget Ksh.(Mn)					Total	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Engage with public sector employers on managing public sector wage bill	Develop and implement collaborative framework on appropriate wage bill ratios	Approved framework	1		-	-	-	-	0.5	-	-	-	-	0.5	DRS
			Reports	5	1	1	1	1	1	-	-	-	-	-		DRS
		Collaborate with public sector employers on rationalization and optimal staffing strategy	No. of validated structures and staffing levels in Public Service	7	3	3	1	-	-	2	2	1	-	-	5	DRS
2	Promote adherence to the public finance management provisions and best practices on revenue to wage bill ratio  Revenue to wage bill ratio	Collaborate with stakeholders to set targets on appropriate wage bill ratio	Set targets	5	1	1	1	1	1							DRS
		Tracking of set targets to ensure compliance	Reports	5	1	1	1	1	1							
3	Align wage reviews to economic indicators	Review and implement wage guidelines for public sector	No. of Gazetted Wage guidelines	2	1	-	-	-	1	1	-	-	-	1	2	DRS
		Develop wage determination and forecasting model	Wage determination and forecasting model	1	1					1	1	-	-	-	2	DRS



4	Review remuneration and benefits to include pension factors Undertake an actuarial review	Undertake an actuarial review	Pension liability analysis report	1	1	-	-	-	-	-	-	-	-	-	-	DRS	
		Update the pension review policy and make recommendations for its implementation	Pension policy	1	-	1	-	-	-	-	-	-	-	-	-	-	DRS
		Collaborate with stakeholders for the implementation of the contributory pension scheme	Contributory pension scheme	1	1	-	-	-	-	-	-	-	-	-	-	-	DRS
		Develop internal pension benefits policy	Pension benefit policy	1	-	-	1	-	-	-	-	-	-	-	-	-	DRS
<b>TOTALS</b>											4.5	3	1	0.2	1.2	9.9	

Appendix I: Implementation Matrix

KRA 1: Fiscal Sustainability of Public Wage Bill																
Strategic Objective 2: To reward performance and productivity in the public service																
S/ No.	Strategy	Key Activities	Output indicators	Target for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Recognize productivity and performance in pay determination	Develop a framework and policy for recognition of performance and productivity	Performance and productivity recognition framework and policy	1	-	-	-	-	-	0.5	-	-	-	-	0.5	DRCPP
		Collaborate with stakeholders in development and implementation of productivity indices	Sector productivity indices	3	-	1	1	1	-	1.5	1.5	-	-	-	3	DRS
<b>TOTALS</b>											2	1.5	-	-	-	3.5

KRA 1-TOTALS

<b>TOTALS</b>											6.5	4	1	0.2	1.2	12.9
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**KRA 2: Remuneration and Benefits**

Strategic Objective 1: To contribute to achieving equitable, affordable and fair remuneration and benefits

S/ No.	Strategy	Key Activities	Output Indicators	Target for 5 years	Budget (Mn) Budget					Annual Targets					Total	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Institutionalize job evaluation	Review the JE policy	JE policy	2	1	-	-	-	1							DRS
		Undertake job evaluation	Job grading structures	1	1	-	-	-	-	100	0	0	0	0	100	DRS
		Build capacity of the public service in job evaluation	Approved curricula	2	1	1	-	-	-							DRS
			No. of trained JE experts	1000	400	600	-	-	-							DRS
2	Establish equitable salary structures	Develop salary structure policy and framework	Revised Salary Structure Policy and Framework	1	1	-	-	-	-	0	0	0	0	0	0	DRS
		Design sector based remuneration structures	Sector specific structures	10	-	10	-	-	-							DRS
3	Provide evidence based advice on remuneration and benefits	Develop guidelines for pay determination	Guidelines	1	1	-	-	-	-							DRS
		Collate and analyze data on labour market efficiency and dynamics as well as prevailing economic situation	Quarterly reports	20	4	4	4	4	4							DRS
		Carry out salary market survey on pay in the public and private sector	Survey report	1	1	-	-	-	-							DRS
		Review pay determination guidelines	Guidelines	4	-	1	1	1	1							DRS



4	Stream-line allowances and benefits	Review the allowances study report and update allowances payable in the Public Service	Report	1	1					0	0	0	0	0	0	DRS
		Rationalize allowances payable in the Public Service	Report	1	1					0	0	0	0	0	0	DRS
		Develop allowances and benefits Policy	Allowances Policy	1	1					0.5	0	0	0	0	0.5	DRS
		Implement allowances and benefits Policy	Implementation report	1		1					1.0				1.0	DRS
5	Promote equity and fairness in pension benefits provision	Make recommendations on the laws to be reviewed and submit to relevant stakeholders	Report on recommendations	1			-	-	-	0	0	0	0	0	0	DRS
		Collaborate with stakeholders to review pension and gratuity laws affecting Public Officers	Report	1	-			-	-	0.2	0.2	0	0	0	0.4	DRS
<b>TOTALS</b>										<b>0.7</b>	<b>100.2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.9</b>	

## KRA 2: Remuneration and Benefits

Strategic Objective 2: To enable the public service to achieve competitive remuneration and benefits

S/ No.	Strategy	Key Activities	Output indicators	Target for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Establish attraction and retention remuneration strategies for scarce and critical skills	Carry out baseline study on scarce skills in the public service	Baseline report	1			-	-	-	0.5	0.5	0	0	0	1	DRS
		Develop a Policy to facilitate attraction and retention of scarce and critical skills	Policy	1	-											DRS
<b>TOTALS</b>										<b>0.5</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	



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**KRA 2: Remuneration and Benefits**

**Strategic Objective 3: To promote a predictable and stable labour environment**

S/ No.	Strategy	Key Activities	Output indicators	Tar- get for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
1	Engage stakeholders on SRC's role in Collective Bargaining Negotiations (CBNs)	Develop policy and legal framework for a body/entity to negotiate for government as an employer	Policy and Legal Framework	1	1			-	-	0.5	0	0	0	0	0.5	DRS	
		Collaborate in the establishment of a CB negotiation body/s for public sector employers	CBN body	1	-			-	-							DRS	
		Review Guidelines for remuneration and benefits determination	Approved Guidelines	1	1	-	-	-	-	0.3	0	0	0	0	0.3	DRS	
		Collaborate with stakeholders to develop a curriculum and build capacity on labour relations in the public sector	Curriculum	1	1	-	-	-	-								DRS
			Number of trained public officers	500	100	200	200	-	-								DRS
		Collaborate with stakeholders to align and harmonize the labour laws	Collaborative partnerships	1													DRS
<b>TOTALS</b>										<b>0.8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.5</b>		



**KRA 2: Remuneration and benefits**

Strategic Objective 4: - To access real-time data for decision making and compliance

S/ No.	Strategy	Key Activities	Output indicators	Target for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
1	Collaborate with stakeholders on establishment of a centralized remuneration and benefits data warehouse	Develop specifications on user requirements	User specifications	1	1	-	-	-	-							DRS/ Head ICT	
2	Establish Data intelligence system	Acquire a data intelligence system	System	1	-	1	-	-	-	0	0.2	0.2	0.2		0.6	DRS/ Head ICT	
		Capacity build on the data mining system	Number of experts trained	3	-	3	-	-	-								DRS/ Head ICT
			Number of users trained	30	-	30	-	-	-								DRS/ Head ICT
3	Harness data from other stakeholders	Collect, analyze and store data	Accurate, updated and timely data	100%	100%	100%	100%	100%	100%							DRS/ Head ICT	
			Monthly report	60	12	12	12	12	12							DRS/ Head ICT	
<b>TOTALS</b>										<b>0</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0</b>	<b>0.6</b>		

**TOTAL - KRA 2**

<b>TOTALS</b>										<b>2</b>	<b>100.9</b>	<b>0.2</b>	<b>0.2</b>	<b>0</b>	<b>103.3</b>	
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**KRA 3: Policy and legal framework**

**Strategic Objective 1: To reinforce the Commission's mandate**

S/ No.	Strategy	Key Activ- ities	Out- put Indi- cators	Tar- get for 5 years	Annual Targets					Budget (Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Strengthen the legal framework	Review the policy on remuneration and benefits	Remuneration and Benefits Policy	1		-	-	-	-	0.15	0.15	-	-	-	0.3	DRS/Head L
		Draft the public sector remuneration and benefits policy Bill and Regulations	Draft bill and regulations	1	-			-	-	0.5	0.5	-	-	-	1	DRS/Head L
		Review the existing SRC guidelines and draft regulations on the SRC Act	Regulations	1		-	-	-	-	0.5	0.5	0.5	-	-	1.5	DRS/Head L





2	Hedge the Commission against potential threats of adverse treatment	Collaborate with state actors on areas of mutual interest	Collaborative initiatives	100%	100%	100%	100%	100%	100%								DRS/Head L
		Undertake advocacy to secure the Commission mandate and existence	Advocacy initiatives	100%	100%	100%	100%	100%	100%								
<b>TOTALS</b>										1.15	1.15	0.5	-	-	2.8		

### KRA 3: Policy and legal Framework

Strategic Objective 2: To ensure adherence to remuneration and benefits as set and advised by the Commission

S/No.	Strategy	Key Activities	Output indicators	Target for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
1	Strengthen compliance mechanism	Sensitization and capacity building of public institutions.	Number of institutions	100%	100%						0.4	0.4		0.4	0.4	1.6	DRS/Head L
		Undertake compliance checks in public sector institutions	Number of compliance checks	5	1	1	1	1	1	1	1	1	1	1	1	5	DRS/Head L
			Level of compliance	100%	100%												DRS/Head L
		Review and implement MOUs to strengthen collaboration	Revised MOU's	5	1	1	1	1	1	1	1	0.1	-	-	-	1.1	DRS/Head L
			Corrective actions from MOU reports	100%	100%												
<b>TOTALS</b>										2.4	1.5	1	1.4	1.4	7.7		

### TOTALS KRA 3

<b>TOTALS</b>										3.55	2.65	1.5	1.4	1.4	10.5	
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**KRA 4: Collaboration and Partnerships**

**Strategic Objective 1: To build synergistic relationships**

S/ No.	Strategy	Key Activities	Output Indicators	Target for 5 years	Annual Targets					Budget (Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Strengthen stakeholder engagement	Develop appropriate strategies for different Stakeholders	Stakeholders mapping Report	1	1	-	-	-	-	0	0	0	0	0	0	DCS/ Head of Com- muni- cation
		Engage stakeholders on a framework for collaborations	Signed MoUs	100%	50%	50%	-	-	-	0	0	0	0	0	0	
		Collaborate with stakeholders to undertake advocacy programmes	Advocacy programmes	10	2	2	2	2	2	1	1	1	1	1	5	
<b>TOTALS</b>										<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>5</b>	



**KRA 5: Institutional Capacity**

**Strategic Objective 1: To enhance corporate image and brand**

S/ No.	Strategy	Key Activ- ities	Output Indica- tors	Tar- get for 5 years	Annual Targets					Budget (Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Improve visibility of the Com- mission	Devel- op and implement corporate branding strategy	Corporate Brand strat- egy	1	1	-	-	-	-							DCS/ Head of Com- muni- cation
			Level of imple- mentation	100%	100%					2	2	2	2	2	10	
		Undertake perception surveys	Perception survey reports	5						0.3				0.3	0.6	
		Undertake CSR pro- grammes	No. of CSR programmes undertaken	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	0.5	
		Develop awareness strategy on SRC mandate	Awareness strategy	1												
		Implement awareness strategy on SRC mandate	Level of imple- mentation	100%							0.5	0.5	0.5	0.5	0.5	



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2	Enhance stakeholder communication	Review and implement corporate communication strategy	communication strategy	1						0.25					0.25	DCS/ Head of Communication
		Develop and implement robust feedback mechanisms	feedback mechanism	1		-	-	-	-							
3	Improve customer satisfaction	Review and implement service charter	Reviewed corporate service charter	1		-	-	-	-	0.5	-	-	-	0.05	0.55	DCS/ Head of Communication
		Undertake customer satisfaction surveys	Customer satisfaction survey report	5						-	0.25	-	-	0.25	0.5	
<b>TOTALS</b>										<b>3.75</b>	<b>2.95</b>	<b>2.7</b>	<b>2.7</b>	<b>3.3</b>	<b>15.4</b>	



**KRA 5: Institutional Capacity**

**Strategic Objective 2: To Institutionalize corporate governance**

S/ No.	Strategy	Key Activ- ity	Key Perfor- mance Indica- tor	Tar- get for 5 years	Annual Targets					Budget (Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Strengthen corporate governance	Develop and review governance manuals	Ap- proved govern- ance manual	1	1	-	-	-	-	0.35	-	-	-	-	0.35	Directors/ HODs
		Build Ca- pacity on Corporate Govern- ance	No. of Com- mission- ers and senior man- agers trained on cor- porate govern- ance	100%	50%	50%	-	-	-	0.75	0.75	0.75	0.75	0.75	3.75	DCS
		Devel- op and implement corruption prevention policy	Ap- proved Policy	1		-	-	-	-	0.35						0.35
	level of Imple- men- tation of the policy	100%	100%					-	-	-	-	-				



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2	Manage enterprise-wide risk	Develop risk framework	Approved risk framework	1		-	-	-	-	0.2	-	-	-		0.2	Head Internal Audit
		Automate the risk framework	Automated risk management system	1		-	-	-	-	-	0.7	0.4	0.2	0.2	1.5	
		Review Business Continuity plan (BCP)	Reviewed BCP and DRP	1		-	-	-	-	15	2.5	2.5	2.5	2.5	25	
		Implement Business Continuity plan (BCP) and Disaster Recovery plan (DRP)	level of implementation	100%	100%	-	-	-	-	-	-	-	-	-	-	
<b>TOTALS</b>						-	-	-	-		<b>3.95</b>	<b>3.65</b>	<b>3.45</b>	<b>3.45</b>	<b>31.15</b>	



**KRA 5: Institutional Capacity**

**Strategic Objective 3: To enhance the Commission's financial ability to discharge its mandate**

S/ No.	Strategy	Key Activities	Output indicators	Target for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5				
1	Enhance re-source mobilization	Engage the Government to increase the funding level	Funds allocated	100%	100%						0.05	0.05	0.05	0.05	0.05	0.25	DCS/ Head of Finance	
		Engage Development partners to fund Commission's programmes	No. of partnerships with development partners	9	1	2	2	2	2	2	0.05	0.05	0.05	0.05	0.05	0.25	DCS/ Head of Finance	
			Funding from Development Partners	Ksh. 50M	10	10	10	10	10	-	-	-	-	-	-		DCS/ Head of Finance	
		Engage non-state actors for resources to support Commission programmes	No. of non-state actors engaged	29	5	6	6	6	6								DCS/ Head of Finance	
2	Manage resources prudently	Strengthen internal controls Adhere to the Public Financial Management Act 2015 (PFM Act 2015) and the Public Procurement and Asset Disposal Act 2015	Statutory and Compliance levels	100%	100%						0.05	0.05	0.05	0.05	0.05	0.25	DCS/ Head of Finance	
			Financial and Audit compliance levels	100%														DCS/ Head of Finance
			Procurement compliance levels	100%														DCS/ Head of Finance
			Statutory reports	100%														DCS/ Head of Finance
<b>TOTALS</b>										<b>0.6</b>	<b>0.3</b>	<b>0.25</b>	<b>0.3</b>	<b>0.25</b>	<b>1.75</b>			



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**KRA 5: Institutional Capacity**

Strategic Objective 4: To build a versatile, competent, highly performing and motivated workforce

S/ No.	Strategy	Key Activi- ties	Output indicators	Tar- get for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
1	Ensure attraction and retention of requisite skills	Develop employer brand strategy	Brand strategy	1	1	-	-	-	-							DCS	
		Implement employer brand strategy	Level of Implementation	100%	100%					1	1	1	1	1	5	DCS	
		Develop and implement a reward management system	Reward system	1	1												DCS
		Re-align the organization structure to the Commission strategy	Aligned organisation structure	1	1	-	-	-	-	-	-	-	-	-	-		





2	Manage talent	Develop a talent management policy	Approved policy	1	1					0.25	-	-	-	0.25	0.5	DCS	
		Implement a talent management policy	Level of Implementation	100%	100%					1	1	1	1	1	5	DCS	
		Develop competency framework	Competency framework	1	1	-	-	-	-							DCS	
		Improve organizational learning and development	Training and development plan	5	1	1	1	1	1								DCS
			No. of staff trained	100%	100%					2	2.5	3	3.5	4	15	DCS	
		Develop and implement employee engagement strategy	Employee engagement level	100%	100%												DCS
		Develop a robust career planning and management strategy	Succession plan	1	1												DCS
			Clear career paths	1	1												DCS
3	Strengthen performance management	Develop and implement a robust performance management system	Performance management system	1	1	-	-	-	-	2	0.5	0.5	0.5	0.5	4	DCS	
			Approved PC	5	1	1	1	1	1							DCS	
			Appraisal reports	5	1	1	1	1	1							DCS	



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4	Improve work environment	Provide adequate office space	Adequate space provided	1	1	-	-	-	-	6.5	44	48.4	53.2	58.6	210.7	DCS
		Provide adequate office tools and equipment	Optimal availability	100%	100%				-	0.2	0.2	0.2	0.2	0.2	1	DCS
5	Institutionalize positive corporate culture	Develop corporate culture framework	Corporate culture framework	1	1	-	-	-	-	0.15	-	-	-	0.15	0.3	DCS
		Implement change management programmes	No. of change management programmes	2	1	1										DCS
6	Establish and implement the Commission's information repository	Develop policy for knowledge management	Approved policy	1	-		-	-	-	0.3	-	-	-	0.3	0.6	DCS
		Implement knowledge management system	System implemented	1			-	-	-	-	-	-	-	-		DCS
		Build capacity for Knowledge Management	Number of staff trained	100%	100%						0.5	0.5	0.5	0.5	2	DCS
<b>TOTALS</b>										<b>19.9</b>	<b>47.7</b>	<b>52.6</b>	<b>57.9</b>	<b>64.8</b>	<b>234.9</b>	



KRA 5: Institutional Capacity																
Strategic Objective 5: To enhance operational efficiency																
S/ No.	Strategy	Key Ac- tivities	Output indica- tors	Tar- get for 5 years	Annual Targets					Budget Ksh.(Mn)					Total Budget	Resp
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
1	Leverage on technology	Auto- mate business process- es	Auto- mation System	1	-	1	-	-	-	20	5	5	5	5	40	DCS/ Head of ICT
			Level of automa- tion	100%	20%	30%	50%	-	-							
		Auto- mate com- pliance checks	Level of automa- tion	100%	20%	30%	50%	-	-	1.5	1.5	0.2	0.2	0.2	3.6	DCS/ Head of ICT
		Modern- ize and upgrade and ICT Infra- struc- ture	Level of modern- ization	100%	-	20%	40%	40%	-	5	3	2	2	2	14	DCS/ Head of ICT
2	Adopt a Quality Manage- ment Sys- tems(QMS)	Develop and im- plement QMS frame- work	QMS frame- work	1	-					0.5	0.5	0.5	0.5	0.5	2.5	DCS/ Head of ICT
			Docu- mented process- es and Stand- ard Op- erating Proce- dures	100%	-	-	100%	-	-							
<b>TOTALS</b>										<b>27</b>	<b>10</b>	<b>7.7</b>	<b>7.7</b>	<b>7.7</b>	<b>56.5</b>	

**TOTALS= KRA 5**

TOTALS										67.9	64.9	66.9	72.05	79.5	339.7	
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## STRATEGIC PLANNING TEAM

S/NO.	NAME	DESIGNATION
1	Mrs. Lyn Cherop Mengich	Chairperson
2	Hon. Dalmas Otieno, EGH	Vice Chairperson
3	Dr. Mumbua Munyao, Ph.D	Commissioner
4	Mr. John Kennedy Monyoncho	Commissioner
5	Ms. Margaret Sawe	Commissioner
6	Ms. Nelly Peris Ashubwe	Commissioner
7	Dr. Amani Y. Komora, PhD	Commissioner
8	CPA Sophie Moturi, MBS	Commissioner
9	Mr. James Maina Muhoro, MBS	Commissioner
10	Mrs. Catherine Wahome	Commissioner
11	Mr. Francis Anyona, OGW	Commissioner
12	Ms. Christine Agimba	Commissioner
13	Mrs. Anne R. Gitau, MBS	Commission Secretary/CEO
14	Ms. Margaret Njoka	Director, Corporate Support Services
15	Ms. Grace Ogembo	Director, Remuneration Analysis
16	Dr. David Muthaka, PhD	Acting Director, Research, Compliance, Policy and Planning
17	Dr. Hilary Patroba, PhD	Deputy Director, Research and Compliance
18	Ms. Wanjira Wairegi	Deputy Director, Remuneration Analysis
19	Mrs. Susan Lukano (HSC)	Deputy Director Remuneration Analysis
20	Mr. George Okioma	Deputy Director, Pensions
21	Mr. Charles Ketter	Deputy Director, Information, Communication Technology
22	Mr. Samwel Makori	Deputy Director, Human Resource and Administration
23	Mr. James Sitienei	Deputy Director, Legal
24	Mr. Ali Chege	Deputy Director, Corporate Communication
25	Mr. Kirwa Lelei	Acting Assistant Director, Planning
26	Mr. Alex Mwangi	Acting Assistant Director, Finance
27	Mr. Matthew Malinda	Lead Consultant, Kenya School of Government
28	Ms. Anne Mungai	Consultant, Kenya School of Government
29	Ms. Jane Gichuki	Consultant, Kenya School of Government





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# **SALARIES AND REMUNERATION COMMISSION**

**Strategic Planning Workshop**

**7 - 10 May 2019 Great Rift Valley Lodge Naivasha**



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