



GOVERNMENT OF MAKUENI COUNTY

COUNTY PUBLIC SERVICE BOARD

TRAINING AND DEVELOPMENT POLICY



COUNTY PUBLIC SERVICE BOARD

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Training and Development Policy

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Preface

The County Government recognizes that an effective and efficient public service contributes immensely to the transformation of the County into a competitive region. The competitiveness of the County will depend on its ability to develop a human resource that is creative, innovative and is able to apply technology and knowledge to improve performance. In this regard, the County Government lays great emphasis on training and capacity building in the public service.

Training and capacity building plays a critical role in enhancing employees' acquisition of requisite skills, knowledge, attitude and competencies. It also promotes institutional development through maintenance of a sufficient and suitable range of skills amongst employees necessary for improved performance and productivity. Consequently, it is necessary to provide policy direction to guide the process of training and development in the County to ensure that training is focused and prioritized towards addressing the needs of the County's development for effective service delivery.

The development of this policy is a step towards integrating and streamlining human resource development and training into our socio economic development agenda. The policy contains essential aspects on training and development necessary for managing training and capacity building function in the County to facilitate human capital required for performance and growth of the County.

The County Government of Makueni is committed to ensuring this by providing the necessary budgetary allocation and administrative support to make the policy a success. At the same time, it is important to note that resource mobilization for implementing training programs will be given serious attention while at the same time ensure prudent use of scarce resources. Implementation of this policy will therefore be important in guiding human resource development objectives including individual career growth, succession planning and career development so as to achieve optimum staffing levels for improved service delivery.

County Departments are therefore expected to be guided by this policy in undertaking their training and development programmes. Monitoring and

evaluation is an essential aspect of the policy and shall be coordinated and undertaken by County and Departmental Training Committees to realize intended objectives. This will facilitate review and adjustment of the policy in line with emerging technological and market dynamics.

Effective implementation of the policy calls for collective effort and commitment by all major stakeholders. All relevant offices responsible for the various training and capacity building activities outlined in this policy will monitor, evaluate and regularly prepare appropriate reports to relevant offices as provided in the policy to ensure its effective implementation and institutionalization.

Definition of Terms

Capacity Building: A long term and continuous process of developing and strengthening the skills, abilities, competencies, attitude, knowledge, processes and resources that organizations and individuals require to adapt to and survive in the first changing environment for effective and efficient performance.

Evaluation: Process of gathering information and data regarding on going activities/programmes and implementation on their effectiveness.

CPSB: County Public Service Board

T&D: Training and Development

Human Resource Development: A process of continuous development of individuals, societal. Organization and nation knowledge, skills, attitudes, values, behavior and competencies to enable them perform in their present and future roles utilizing and strengthening their inherent potential in a conducive work environment.

Induction

Induction is a process that enables an employee to adapt and acquaint themselves with the position and organizational environment.

Mentoring: A relationship at the work place between a more experienced and knowledgeable person in a given field guiding another person/employee to gain skills and knowledge to perform a given task and grow professionally.

Monitoring: Systematic collection, analysis and use of data collected on progress of programmes and activities for decision making.

Performance Management: A strategic and integrated approach to delivering sustained success to organizations.

Training: Process of systematic learning experience designed to impart skills, knowledge and appropriate attitude to an employee or individual to improve performance on a given job.

Training Bond: A formal agreement between an employee and the employer that binds the former to serve in the organization for a specified period of time after completion of training following sponsorship for training by the employer.

Training Needs Assessment: A performance audit that generates and provides management with data and analytical information on knowledge, skills and competency deficiencies of an individual/organization performance for decision making relating to training.

CHAPTER ONE

Introduction

1.1 Background

The Constitution of Kenya 2010, created County Governments which among other tasks were mandated to oversee the development and management of their human resource through the County Public Service Boards. The County Public Service Boards are responsible for the development and management of human resource as provided for in the County Governments Act 2012.

Employees' development will comprise of processes by which continuous efforts are made to develop them for their present and future roles, identify and utilize their inner potentialities as well as create a conducive environment for the same. To effectively execute this mandate, there is need to put in place a Training and Development Policy.

As such, this policy will provide clear guidelines for efficient management of training functions in the County Public Service. A Training and Development Policy is necessary in influencing a shift in the training and development practices towards a results oriented management approach in the public service.

Training and capacity building will at all times be linked to development needs of the County and Nation as a whole. It will assist the Government to achieve the goal of a lean, efficient and effective public service comprised of qualified, trained and committed staff. The policy will help to address human capital needs of the County in line with the County Integrated Development Plan and Vision 2030.

Low human resource productivity and poor skills diversification as a result of inadequate human resource training is still a salient feature of the public service in Kenya. Since the public service provides the backbone of the Labour force in the formal sector, it is imperative that the Government invest resources in training and building their competencies, skills and attitudes.

1.2 Rationale for Human Resource Training and Development Policy

The Constitution of Kenya 2010, Article 232 (i) on Values and Principles of Public Service calls for affording adequate and equal opportunities for appointment, training and advancement, at all levels of public service for everybody regardless of gender, ethnicity or disability. It therefore becomes necessary to come up with a mechanism that will ensure parity treatment in respect to management of training and development function in the County. Further, the County Government Act, 2012 section 55 specifies the need for provision of systems and mechanisms for human resource utilization and development in a manner that best enhances service delivery by County public service. One such mechanism is to develop and operationalize a training and development policy.

The public service plays a critical role in service delivery and therefore needs to be equipped with relevant knowledge, skills, attitudes and competencies for effective performance. The development of these attributes requires a systematic approach guided by policy to ensure that training undertaken address the needs of employees, the County and the Nation as a whole.

The demand for training in the County is expected to rise, notwithstanding the limited funds allocated for training. The County Government is expected to focus on critical skills and competencies required to spur its growth. This policy will therefore help to streamline management of training to focus on the County development plan for improved service delivery that meets aspirations of the people. The policy is also expected to enhance attraction and retention of quality human capital needed to drive political and social-economic development of the County.

1.3 Objectives of the Policy

The main objective of the policy is to provide operational guidelines for the management of training and development in the County Public Service. Specifically the policy will:

- i Provide a broad direction on training and capacity building activities.
- ii Provide guidance for allocating training resources (funds) on priority areas.

- iii Ensure all public servants are accorded equal opportunities for relevant training at all levels of the public service.
- iv Strengthen realization of the Values and Principles of Public Service on training and capacity building in the County,
- v Provide information to employees on regulations and opportunities for training.
- vi Ensure that employees in the County public service have the necessary competences and capabilities;
- vii Ensure that monitoring, evaluation and audit system is integrated in public service human resource development activities for greater efficiency and effectiveness
- viii Encourage a culture of life-long, knowledge sharing, innovation and creativity to create a strong human resource base in the County Public Service for succession planning and management.

1.4 Scope of the Policy

This Human Resource Training and Development policy covers all employees according to their terms and conditions of engagement in the Government of Makueni County.

1.5 Operationalization of the Policy

The County Public Service Board shall have oversight role in respect to the implementation of the policy. The Head of the County Public Service shall be responsible for guiding its implementation.

CHAPTER TWO

Training and Development

2.1. Introduction

This training and development policy addresses broad strategic approaches that will be operationalized by Makueni County Government for efficient implementation and management of human resource. The policy seeks to ensure that public service values and principles envisaged in the Constitution of Kenya 2010, on training and development are integrated in the County socio-economic development. Training and development plays a fundamental role towards improving performance of the public service as well as the morale of the employees.

This policy therefore seeks to address key training and development aspects with emphasis on:

- i. Public Service Capacity building and training within the County goals and priorities.
- ii. Strengthening the structures and processes of selecting trainees
- iii. Outlining and strengthening the mechanism for prudent, efficient and prioritized use of training resources.
- iv. Training components, approaches and procedures.

2.2. Policy Statement

The County Government recognizes that Human Resource Training and Development is a basic requirement for socio – economic development and transformation and will therefore ensure continuous upgrading of employees’ core competencies, knowledge, skills and attitudes in an ever changing work environment.

The County Government shall invest adequate resources in training and capacity building to meet the human resource development needs. The County Government shall also direct more training resources towards on-job-related

short courses that enhance performance and service delivery and equally adopt appropriate training approaches to facilitate effective use of limited resource through coaching, mentoring on the job training and in-house training.

2.3. Significance of Training and Development

Human Resource development is a crucial requirement for both the organization and individual professional growth and development. The County will need qualified and competent staff to achieve its development goals, County Integrated Development Plan and Vision 2030.

Investment in human resource will ensure that the County has a public service with the necessary knowledge, skills, competencies and attitudes required to drive its development agenda. The development of this policy therefore intends to streamline the management of the following training components:

2.3.1 Training Needs Assessment (TNA)

TNA is a performance audit measure or process of gathering information on performance gaps that exist due to lack of skills, knowledge, appropriate attitude or values. It acts as a sound basis for management decisions on training needs that improve performance. All training programmes, proposals and activities in the County shall be conducted in accordance with a comprehensive training needs assessment.

The County training and development committee will oversee the formation of competent teams to carry out a scientific and credible TNA at Departmental or County level. TNA will focus on identifying training needs and non-training needs with a view to bridge performance gaps.

2.3.2 Training Projections

All departments in the County Government shall be required to develop training projections derived from the TNA for purposes of prioritizing training needs and nominating officers for training. The projections shall be prepared before the beginning of each financial year

2.3.3 Training Programmes

The County Government will from time to time design specific training programmes as a way of drawing training interventions, that address identified training needs. These programmes include short and long-term courses that can be conducted locally or abroad.

Identified training programmes must be designed on the basis of:

- i Availability of professional and experienced trainers
- ii Accredited and credible training institutions
- iii Guidelines and standards for training programmes
- iv Cost effectiveness of the programme
- v Effective monitoring, evaluation and reporting feedback mechanism

2.3.4 Staff Development

Staff development serves to improve individual staff morale and performance. The County Government will ensure that every employee is trained for at least 5 days in a financial year.

The County Public Service Board and Training Committees will encourage and facilitate staff to upgrade their skills, knowledge and competencies. Officers serving at managerial level will be required to undergo training on policy formulation and implementation, leadership, management/supervisory skills and project management.

2.3.5 Selection of Trainees

Selection of trainees will be based on identified training needs, training projections and departmental functions. This will therefore, be based on the following considerations:

- i Service delivery and individual career progression.
- ii Fairness and equity
- iii Mode of training
- iv Terms and conditions of service,
- v Availability of resources
- vi Performance and competence
- vii County and Individual goals

2.3.6 Induction Training

Induction and orientation training for newly recruited, devolved, seconded, promoted and those on transfer will be conducted within three months from the date of reporting. The objective of induction training is to familiarize the inductees with their job requirements and new work environment.

Induction and orientation training is compulsory and departments will be required to organize such trainings as a necessary step to assimilate the staff into their service delivery system, ethics, attitude and code of conduct. The County Government shall develop an induction manual.

2.3.7 Skills Inventory

The County Public Service Board shall maintain a comprehensive skills inventory of the County public service. The skills inventory will reflect the spectra of skills existing among the available work force. This is necessary to cover future service skills requirements for purposes of human resource planning and succession management. The skills inventory is also critical for analyzing existing gaps and providing appropriate training to bridge the same.

2.3.8 Training Committees

Training committees will be established at County and departmental levels for the coordination and management of the training function. The Committees will provide guidance on TNA, establish training priorities and plan for the human resource capacity building and growth. They will look into training projections, assess available training resources and determine the level of utilization.

Training committees will also be expected to focus on changing human resource and public service demands. The committees will apply a paradigm shift on their approach and adopt strategic thinking, be creative, visionary and flexible for quick adaptation to rapidly changing political and socio – economic environment. Membership of the County training and development committee will comprise of the County Secretary as Chairperson or Chief Officer responsible for Public Service in the absence of the former, the County Head of Human Resource as the secretary, a representative from the CPSB, all Chief Officers or their representatives not below the rank of Assistant Director.

Membership of the departmental training committee will include the respective Chief Officer as Chairperson or his/her representative not below the rank of Assistant Director, heads of units/sections as members and a designated secretary among the members.

The recommendations by the departmental committee shall be forwarded to the County training and Development committee.

The functions of the County Training Committee shall be:

- i Consideration and approval of County training objectives and staff development strategies
- ii Consideration of County's analysis of training needs forecasts and setting up a hierarchy of priorities within the overall training projections.
- iii Ensure optimum and prudent utilization of training resources
- iv Identification and selection of suitable candidates for various training programmes
- v Monitoring and evaluation of training programmes in the County,
- vi The County Training and Development committee shall prepare and submit periodic reports on training and development to the CPSB that is mandated to oversee the implementation of training and development.
- vii Any other function related to training as may be directed by the CPSB

2.3.9 Modes of Training

The following will be the accepted modes of training:

- i Full time (Regular)
- ii Part time
- iii Open learning (online)
- iv Mentorship and coaching
- v Seminars and workshops
- vi In-service
- vii Any other mode as may be approved by the County Training and Development Committee.

2.3.10 Foreign Training

The cost of foreign training is high and therefore, the County Government shall restrict such training to demand-driven programmes that are not available in local training institutions targeting specialized skills/areas. The training will only

be allowed in recognized and accredited institutions. The County Government will liaise with the state department in the national Government to complement foreign training programs under multilateral and bilateral arrangements support.

2.3.11 Authorization of Training

The County Government will grant course approval to officers proceeding on authorized training. An officer on an approved course will be deemed to be on duty and will be entitled to the requisite benefits.

The County secretary shall, prior to commencement of the course, issue course approval to officers proceeding for training based on the recommendations of the County training and development committee.

Only officers attending group training seminars/workshops and induction training locally are exempted from this requirement but the County Secretary must approve such training programmes.

The County Government will rely on the labour market for graduate entrants and will therefore not meet the cost for undergraduate training for serving officers.

2.3.12 Bonding

The County Government will enter into a formal agreement with County public officers who proceed on approved courses of training binding them to serve in the County public service for a specified period of time. The duration of the bond shall be determined by length of training and cost. This is to ensure that the County Government gets value for its investment in training and benefits adequately from the skills acquired by employees who have undergone training. In addition, bonding will help to stem brain drain and adverse labour mobility. The County Public Service Board will issue guidelines on bonding of trainees.

2.3.13 Training Levy

Public servants undertaking sponsored training programmes lasting more than four weeks in local or foreign training institutions shall contribute at the rate of 10% and 20% of their basic salary respectively as a cost sharing measure.

The levy shall be used to support training activities in the County. Officers undertaking self-sponsored courses at their own time and cost will be exempted from this levy.

Respective County departments shall remit the levy to the CPSB for utilization as a training revolving fund for public service.

2.3.14 Completion of Training

On successful completion of a course, staff will be required to give feedback for purposes of disseminating and sharing experience on knowledge gained during training. Each department should keep a collection of all training reports submitted by officers on completion of training in a resource centre for reference.

Departments should take this as an important requirement that will enable it to tap and utilize new knowledge and skills. Employees on approved course of training are expected to successfully complete their training within the stipulated duration, resume duty and provide proof of course completion.

Officers who do not successfully complete their course within the stipulated time shall resume duty and complete the remainder of the programme at their cost and time. The CPSB shall determine the timeframe within which such officers will be required to complete the course. Those who fail to complete their courses for whatever reason shall refund the full cost.

2.3.15 Standardization and Certification

The County Government shall only recognize training programmes undertaken in accredited training institutions.

The Training Committees shall only recommend employees training in accredited and recognized institutions by the relevant authority to ensure quality and credible training programs.

2.3.16 Personal Development

The County Government shall accord cardinal attention to employees' personal development for performance improvement and career development. In this

regard, the County Government, subject to availability of resources will refund 50% of tuition and examination expenses that satisfy the following conditions: Any officer who through his/her own time pursue an approved course of long training relevant to his/her duties and that of the department and he/she intends to make a claim of 50% refund shall be required to obtain prior authority for training from the County Training Committee, approved by the County Secretary.

The training committee and the County Secretary should be satisfied that the course will improve the officer's work performance and that of the department. The request for the training and approval should be based on the training projections.

2.3.17 Management and Co-ordination of Training

The management and coordination of human resource training and development shall be carried out by the established committees at the County and Departmental levels. Departments will conduct their training programmes under the guidance of County Training Committee, County Secretary and County Public Service Board.

To enhance monitoring of training, departments shall maintain and forward to the County Training Committee records for all staff on training, the nature of training and expected date of completion.

2.3.18 Pre-retirement Training

The County Government will ensure that all employees undertake pre-retirement training in order to lead a meaningful and descent life after retirement. It is important that all officers be sensitized on the need to prepare for retirement right from the time they join the service and progressively reminded about the same until they exit the service.

2.3.19 Allowances for County Government Sponsored Training

Employees from the County Government sponsored for various training programmers shall be entitled to allowances for training where applicable as provided for in service regulations.

CHAPTER THREE

Human Resource Development, Capacity Building and Performance Management

3.1 Human Resource Development and Capacity Building

Human Resource Development and Capacity Building are the most cost-effective intervention for improving human resource productivity in any organization. The County Government will continuously and sustainably develop competencies, knowledge, skills and attitudes of all existing employees and provide opportunities for acquiring new ones. The purpose is to enhance their performance, career growth and ability to assimilate technology.

Capacity building is specifically concerned with the provision of adequate intellectual capability, physical facilities and a supportive work environment.

To achieve this, the County will take appropriate measures to ensure that:

- i. Resources are availed to train County public officers for acquisition of skills, knowledge, appropriate work attitude and competencies;
- ii. County Public Servants are encouraged to undertake relevant training on their own by enhancing the refund on tuition;
- iii. County Government budgets for research activities;
- iv. County Government adequately prepare their staff for retirement by developing and implementing specific retirement programmes and also develop manuals and brochures on retirement as envisaged under 2.3.18.

In addition to training, the County shall encourage other approaches that enhance HRD and capacity building like:

3.1.1 Career Guidance and Counseling

The County Government will institutionalize career guidance and counseling services in the Public Service to assist employees make informed decisions and cope with work environment requirements. Career guidance and counseling is a developmental program designed to assist individuals in making informed

training and occupational choices. It enhances an individual employee's capacity to assess their competencies for career planning.

The programme aims at encouraging all County public officers, irrespective of gender, age, race, religion and social economic status, to pursue available career opportunities in line with their abilities and interests.

The County Government shall put in place guidance and counseling services to address the needs of all County employees, especially those who become physically and/or psychologically disoriented and traumatized while in service in order to rehabilitate and reintegrate them in ways that enhance their performance.

3.1.2 Coaching and Mentoring

Coaching and mentoring will be done by senior staff to ensure that those working under them acquire relevant managerial and performance experience. The County Government shall encourage mentoring and coaching in the service to ensure transfer of knowledge, skills, attitudes and competencies.

All County departments will be expected to entrench coaching programs in their operations to facilitate effective performance, acquisition of relevant skills and enhance succession management.

3.1.3 Industrial Attachment and Internship Industrial Attachment

The County Government will provide opportunities for attachment where possible in the public service. Industrial attachment is important for purposes of acquiring relevant practical experience. It is an important component of education and training in the Public Service. It helps to provide attachees with opportunities to acquire practical aspects of their respective areas of specialization in a real workplace environment.

Internship

The County Government will use internship programmes as a tool for molding interns to become responsible citizens who will contribute effectively in the socio-economic development of the County. The programme will afford the interns an opportunity to increase their workplace skills, employability as well as facilitate them to receive on-the-job experience.

The internship period shall not exceed one (1) year. The County Government shall encourage departments to strengthen internship programmes in their operations. The CPSB will develop guidelines on industrial attachment and internship.

3.1.4 Secondment

The County Government will utilize secondment as a way of providing employees with opportunities to learn, benchmark, and acquire practical knowledge and skills from organizations with known areas of specialization. Public service employees may be seconded to public and other credible organizations for a non-renewable period not exceeding three (3) years.

3.2 Research and Development

The County Government shall support research and development activities in the Public Service as a tool for making informed decisions and policies. It will promote a participatory approach to research and development whereby all stakeholders will be involved.

Research and development explores, investigates and informs on the best options in solving existing challenges. It enhances policy formulation, interpretation, implementation and alignment to emerging issues. It also fosters creativity and innovativeness in the Public Service.

3.3 Professional Development

Professional Development is a key area for cultivation of professional ethics and standards in service delivery. The County Government will support and encourage, through the CPSB, staff membership to professional bodies as a way of strengthening standards and professional ethics in service delivery as envisaged under Article 232 (1a) of the constitution 2010. In this regard, the CPSB will accord added advantage to employees who are members of professional bodies.

A professional body creates a forum for its members to interact and deliberate on issues affecting their professions, establish minimum standards of behavior,

guiding regulations, ethics and professional credibility, and disciplinary control criteria. Each cadre of public servants is therefore expected to belong to a professional body where applicable.

3.4 HRD Data, Records and Information

For effective and efficient management of the HRD function, it is necessary that all HRD activities are documented, managed, controlled and diffused. The following HRD data, records and information need to be developed by each department and managed by CPSB to inform management on human resource issues; skills inventory, training plans, training projections and HRD audit reports.

3.5 Performance Management

Performance Management (PM) is a system through which County and individual staff work assignments are assessed for the purpose of improving productivity. The system is developed within agreed frameworks of performance standards and targets in order to achieve the objectives and goals of the County.

Performance management will be monitored and evaluated to determine the levels of success. For effective performance management, the CPSB will ensure that all departments in the County implement performance management system in their service delivery.

Good performance management links organizational goals and programme implementation; recognizes and rewards good performance; identifies performance gaps and encourages organizational learning. The system provides mechanisms for correcting poor performance and promotes effective communication as a key aspect that enables staff understand and embrace the strategic goals of the County.

Human Resource Development identifies individual and organizational performance gaps through the appraisal system and Training Needs Assessment and recommends training and non-training interventions.

The training and development policy will require clear performance management systems in the County public service that are result oriented in approach. This will entail development of appropriate strategic management practices to be put in place in the County public service. County Executive Committee Members, Head of Public Service and Chief Officers will be required to spearhead implementation of performance management. The County Government shall ensure the following is undertaken to provide a sound basis for performance improvement:-

- i Service delivery survey (SDS) to establish current County performance status;
- ii Service delivery improvement programmes be developed;
- iii Performance Appraisal system be developed and institutionalized,
- iv Performance Contracting;
- v Service Charters and performance standards be developed for customer focus,
- vi Performance benchmarks, service standards and targets be established.

The County Government is committed in supporting employees perform to the best of their abilities through effective performance management. All departments in the County public service shall therefore be expected to undertake the aforementioned.

CHAPTER FOUR

Funding

4.1 Introduction

The County Government takes cognizance of the challenges associated with funding training programmes in relation to the high demand for training by employees. Budgetary allocations for training are not adequate to cater for all training requirements of the County public service. It is therefore necessary to find ways of mobilizing additional resources to meet the ever increasing demand for training.

4.2 Resource Mobilization Strategies

The County Government will adopt the following resource mobilization strategies to fund training activities:

- i Dedicate 3% of the departments recurrent budget to training and development.
- ii Engage the private sector and development partners for support so as to supplement Government effort in training and capacity building.
- iii Establish public private partnerships in training.
- iv Enforce prudent management and utilization of resources allocated to training.
- v Ensuring that every project being implemented has a training and capacity building component.
- vi Design innovative incentives that encourage staff to invest their own resources to personal growth.
- vii Adopt cost effective approaches in conducting training programmers such as peer mentorship, on the job training and group training.
- viii Establish a training revolving fund.
- ix Enforce cost sharing measure in training (training levy).
- x Prepare training proposals requesting for funding from national Government, development partners, Non-Governmental Organizations (Civil Society organizations CBOs, FBOs).
- xi Establish a resource centre for the County to promote learning.

4.3 Resource Requirements and Allocation

Training activities will depend on availability of resources and finance for successful implementation. Preparation of budget estimates therefore is a very important aspect of training. Funding for training and capacity building policy activities will cover:

- i Cost of conducting training and research
- ii Production cost – costs relating to preparation of trainings e.g. TNA, designing training programmes;
- iii Employees training requirements
- iv Monitoring and Evaluation cost.

Chapter Five

Monitoring and Evaluation

5.1 Introduction

Monitoring and evaluation of the extent to which activities and programmes developed for training and capacity building are being implemented will be critical to the County's implementation of this policy. Some of the reasons for poor implementation of policies, strategies and programmes relate to lack of an effective M&E system to enable timely feedback mechanism.

Monitoring is a continuous function that provides management and major stakeholders of the policy with early indications of progress, or lack thereof, in the achievement of results. Monitoring helps to track the policy's achievements by regular collection of information to assist timely decision making, ensure accountability, and provide a basis for evaluation and learning.

Evaluation on the other hand will be applied as a systematic and objective assessment aimed at determining the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability of training and development programmes. The policy evaluation will also provide credible information on training and development to facilitate incorporation of lessons learned in the decision making process.

The County Training and Development Committee will develop monitoring and evaluation tools to be used.

5.2 Policy Statement on Monitoring and Evaluation

The County Government is committed to mainstreaming M&E systems on HRD activities at all levels of County public service for effective service delivery. A framework for M&E will be established within the County to reflect a structure that facilitates the necessary capacity building in the public service, prompt decision-making, accountability to stakeholders, and objectivity in

evaluation. The framework will be designed to ensure that a suitable results-oriented approach in M&E is adopted within the operational systems in the County Public Service.

5.3 Monitoring and Evaluation

The activities and programmes outlined in this policy document will be monitored and performance evaluated periodically at all levels. Participatory monitoring and evaluation approaches will be applied in order to effectively monitor implementation of various training activities and programmes.

The County Training and Development Committee shall be responsible for coordinating M&E activities. In addition, departments shall be responsible for ensuring that M&E is carried out for all training and development activities conducted within their purview.

This will involve:

- i Definition of the main objectives and targets to provide a common understanding among the various actors;
- ii Selection of indicators for measuring the efficiency and effectiveness of activities; the quality and effectiveness of outputs; results and impact;
- iii Emphasis on self-monitoring and evaluation at all levels and stages ;
- iv Identification of ways and means for feedback on lessons learnt, areas of improvement and replication of best practices.

The County and Departmental Training committees will prepare annual work plans with a component on M&E for training and development activities. This is to ensure effective monitoring and evaluation of the policy initiatives that have been outlined.

5.4 Review of the Policy

This policy will be reviewed every five (5) years or as need may arise to address emerging HRD trends at County, national and/or international levels.

5.5 CONCLUSION

The Government of Makueni County puts a lot of emphasis on Human Resources Training and development. Training and capacity building plays a fundamental role in enhancing employees' acquisition of requisite skills, competencies,

knowledge, attitudes and values. The policy will help to promote institutional development through maintenance of a sufficient and suitable range of skills that is a prerequisite for political and socio-economic development of the County. Training and Development will therefore, serve as an essential pillar in the contribution of the public sector towards the realization of CIDP and Vision 2030.

The County leadership and all stakeholders will have to work together to enhance effective implementation of the policy. Therefore, the success of this policy shall be a collective responsibility.