



Ministry of Medical Services and
Ministry of Public Health and Sanitation

TRAINING PROCEDURE GUIDELINES

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FOREWORD

The Kenya Government recognizes the importance of developing and training Public Servants. It is the policy of the Government to continually upgrade core competencies, knowledge, skills and attitudes of Public Servants with the aim of addressing identified performance gaps. Resources have been availed to ensure that every employee in the public service receives training that will contribute to enhancement of the quality of service delivery. The Government is also keen to ensure that employees receive training that is relevant and that improves their productivity and performance.

The Human Resource Development Units (HRDUs) in the Ministries of Health have been charged with the responsibility of enabling training and development of the health care workforce with a view to increasing access and quality of health services across the country. This is done in recognition that human resources for health are a critical component in the delivery of that service and ultimately in the national health outcomes.

The aim of this Training Procedure Guidelines Manual is to bring to the attention of all staff, departments and divisions within the Ministry of Medical Services (MOMS) and Ministry of Public Health and Sanitation (MOPHS), the policy and standard procedures currently in use in the Ministry and indeed, the public service as a whole. It is hoped that this training manual will help a great deal in the administration of the training programmes. The manual will help prevent some of the mistakes and presumptions that have been witnessed during the implementation of various training programmes.

In addition, the use of this manual will lead to effective and efficient management of the training function by the Human Resource Development Unit in the Ministry.

The manual gives the procedure of course applications, training nomination process, course approval requirements and procedures, various modes of course administration, types of funding programmes, eligibility and bonding regulations.

This manual is for all Ministry staff and other stakeholders in training such as training institutions and development partners. These procedures will be reviewed from time to time to reflect changes in public service and training policy.

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ACRONYMS AND ABBREVIATIONS

AO	Authorised Officer
DHMT	District Health Management Team
DMOH	District Medical Officer of Health
DPM	Directorate of Personnel Management
DTC	Departmental Training Committee
GOK	Government of Kenya
HMT	Hospital Management Team
HOD	Head of Department
HRD	Human Resource Development
HRH	Human Resources for Health
HRDU	Human Resource Development Unit
LMS	Leadership, Management and Sustainability Program
MDGs	Millennium Development Goals
MOH	Ministry of Health
MOMS	Ministry of Medical Services
MOPHS	Ministry of Public Health and Sanitation
MSH	Management Sciences for Health
MSPS	Ministry of State for Public Service
MTC	Ministerial Training Committee
PHMT	Provincial Health Management Team
TNA	Training Needs Assessment

1. INTRODUCTION

1.1 CONTEXT AND BACKGROUND

The Kenya Vision 2030 aims at having a well trained and developed workforce which will provide quality services and also be globally competitive. Similarly, the Ministries of Health recognize that the human resources for health (HRH) are a critical ingredient in health sector planning, service delivery and, ultimately, national health outcomes. The health sector is labour-intensive and dependent on its workforce for the precise application of knowledge and technical skills in the provision of health care services. Consequently, one of the major contributors to the slow pace of attainment of the MDGs is the HRH challenge of ‘low productivity and inadequate skills’ (National Human Resources for Health Strategic Plan 2009 -2012). There is therefore a greater need for education, training and development initiatives to equip the staff with new and relevant skills (technical leadership, management and supervisory skills) to deliver services.

The Government Policy on training is to continually upgrade core competencies, knowledge, skills and attitudes of Public Servants. The objectives of the Recruitment and Training Policy (2005) among others were to:

- Provide for succession planning
- Strengthen process of identifying staff for training
- Enhance gender equity
- Ensure that funds for training are focused on priority areas
- Ensure that employees in the Public Service have the necessary competence and capabilities
- Strengthen the research and development capabilities of the Public Service
- Ensure that training and capacity building activities undertaken within the public service lead to advancement of national goals and priorities.

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

The Human Resource Development (HRD) units in the Ministries of Health are charged with the strategic responsibility of training and developing the health service providers for the benefit of the sector. The units identified the need to develop training procedure guidelines for the ministries of health in addition to the general guidelines that are available to the whole Civil Service. Information on training has been scattered in different documents that include policy booklets and circulars. This has created inconsistency in the information accessible to officers and the majority of those in the field are not aware of the policies and procedures that guide training. Staff often travel long distances to seek information on training or to submit application documents in search of training only to find that they have to travel back to their station because the documents were incomplete.

The HRD Units of the Ministries of Health have developed these guidelines within the context of other policies so that staff will have the information they need to access appropriate training and hence close performance gaps, leading to improved performance and service delivery.

1.2 PURPOSE AND AIMS OF THE PROCEDURE GUIDELINES

These procedure guidelines are meant to provide a one-stop source of information on training and human resource development for the Ministries of Health. They are expected to result in MOH staff having clear understanding of the policies governing training of government officers and knowing the procedures to be followed in accessing training opportunities. It is also hoped that the guidelines will enhance transparency and ensure equal opportunity in accessing training opportunities and training resources. This will ensure that employees access appropriate training opportunities that will both meet their personal development objectives and the organizational needs, and hence improve performance and service delivery. The specific aims, therefore, are as follows:

- i. Consolidate all information on human resource development procedures in one document for use by MOH staff and stakeholders
- ii. Provide guidance to MOH staff in application for training
- iii. Support the harmonization and smooth coordination of training in the Ministries of Health
- iv. Enhance transparency and reduce skewed training decisions that seem to favour certain individuals or departments
- v. Enable equal opportunity in accessing training opportunities and resources.

1.3 PROCESS OF DEVELOPMENT

Between September and December 2010, the Human Resource Development Units (HRDUs) in the Ministries of Health compiled the HRD implementation plan that identified priority activities to strengthen the HRD systems and practices. Among these, a key priority identified was to ensure that MOH staff understands the application requirements and has knowledge of the procedures for accessing training opportunities. This was seen to be best achievable through production of a single training and human resource development procedure guidelines manual that would act as a one stop-source of information on training and development.

The Training Procedure Guidelines that follow are a result of work involving HRD Units of MOMS and MOPHS. In carrying out the assignment of developing the guidelines, the two ministries set up a project team constituted of members from the HRD Units of the Ministry of Medical Services (MOMS) and Ministry of Public Health and Sanitation (MOPHS), and the Leadership, Management and Sustainability Program (LMS) of Management Sciences for Health (MSH) to design, plan and implement this activity. The project team developed a first draft of the Training Procedure Guidelines and invited input from the HODs of both ministries and revised the draft. Ministerial Training Committee (MTC) members from both ministries then reviewed the revised draft in a two day retreat. The Departments heads of both ministries did further reviews and approval before the guidelines were published.

1.4 SCOPE AND LIMITATION OF THE GUIDELINES

These procedure guidelines are based on current policies on staff training and development and therefore, do not aim at revision or introduction of any new policy. They are also based on the existing structures and hence it is important to take recognition that appropriate review will be essential with the implementation of the new constitution as a number of changes are anticipated.

2. MANAGEMENT & COORDINATION OF TRAINING

The management and co-ordination of training in the Public Service is the responsibility of the Ministry of State for Public Service (MSPS). MSPS in turn mandates the Permanent Secretary as the Authorized Officer (AO) in every Ministry to coordinate all human resource development activities including training. This section discusses the various offices and bodies involved in the management of training, their composition, functions and mandate.

2.1 MANDATE OF THE AUTHORIZED OFFICER (AO)

The Authorized Officer is charged with the responsibility of ensuring human resource development through the following mandate:

- i. To approve all human resource development activities in the ministry
- ii. To liaise with Ministry of State for Public Service (MSPS) on all human resource development issues
- iii. To delegate human resource development functions appropriately

2.2 MANDATE OF HUMAN RESOURCE DEVELOPMENT (HRD) UNIT

The mandate of the HRD Unit comprises of the following:

- Coordination of all training activities in the Ministry and State Corporations under it
- Provision of professional guidance to the Ministry on Human Resource Development matters
- Carrying out training needs assessments with user Departments
- Coordinating and developing annual training plans for the Ministry and playing advisory role in its state corporations
- Setting objectives for HRD planning in conjunction with Ministerial Training Committee (MTC)
- Preparation of the training budget and utilization of training funds in liaison with user departments in the Ministry
- Administration of the Ministerial training programmes
- Monitoring and evaluation of training programmes
- Carrying out HRD audit
- Conducting and maintaining skills inventory analysis
- Liaising with relevant boards and councils, training institutions and the Ministry in placement of trainees
- Bonding of serving officers undertaking training that attracts bond
- Issuance of course approvals to officers proceeding on authorized training
- Recommending recovery and remittance of training levy to Ministry of State for Public Service.

2.3 MINISTERIAL TRAINING COMMITTEES (MTCs)

The Directorate of Personnel Management (DPM) / Ministry of State for Public Service (MSPS) established statutory committees in all Ministries named “Ministerial Training Committees” (MTCs).

2.3.1 Composition of MTC

The MTCs are composed of the following officers:

- Chairman: Authorized Officer or an appointee of the Authorized Officer not below the rank of a Deputy Secretary (DS)
- Secretary: Head of the Human Resource Development Unit
- Members: (i) Heads of Departments and divisions in the Ministry or Department
(ii) Representative of MSPS / DPM

2.3.2 Functions of Ministerial Training Committee (MTC)

All training activities must be initiated by the Ministry through its Ministerial Training Committee. The main functions and responsibilities of MTC include:

- Recommending for approval all seminars, workshops, short and long courses being undertaken by the Ministry staff
- Drawing budgets for courses to be undertaken by the Department staff
- Implementation of budgets and approval of spending of training funds allocated to the Department
- Reviewing Departmental training needs assessment, reports and training projections irrespective of whether the courses are self-sponsored or funded by Government of Kenya (GOK) or through other bilateral arrangements.
- Mobilizing resources for training

2.4 DEPARTMENTAL TRAINING COMMITTEES (DTCs)

These are committees established within Departments and their main function is to make decisions on training and human resource development activities affecting officers in the Department.

2.4.1 Composition of DTC

- Chairman: Head of Department or the deputy
- Secretary: Human Resource Development Unit representative
- Members: Heads of divisions

2.4.2 Functions of Departmental Training Committee (DTC)

The main functions and responsibilities include:

- Recommending for approval all seminars, workshops, short and long courses being undertaken by the Department staff
- Drawing budgets for courses to be undertaken by the Department staff

- Implementation of budgets and approval of spending of training funds allocated to the Department
- Reviewing Departmental training needs assessment, reports and training projections irrespective of whether the courses are self-sponsored or funded by Government of Kenya (GOK) or through other bilateral arrangements.

2.5 DISTRICT HEALTH MANAGEMENT TEAMS/ HOSPITAL MANAGEMENT TEAMS (DHMTs/HMTs)

The DHMTs and HMTs play the role of Departmental Training Committees (DTCs) at the district and hospital level and are charged with the responsibility of making decisions on training and human resource development within their area of jurisdiction.

2.5.1 Composition of Training Committees at DHMT/HMTs

- Chairman – DMOH/Medical Superintendent
- Secretary – District Health Administrative Officers/ Hospital Health Administrative Officer
- Members – Heads of Departments/Divisions and Sections

2.5.2 Functions of DHMT/HMT in Training

The DHMT/HMTs have the responsibility of facilitating training recommendations at the district or hospital level. Their main functions and responsibilities include:

- Recommending for approval all seminars, workshops, long and short courses being undertaken by health workers within their areas of jurisdiction
- Forwarding training recommendations to headquarters for further processing and approval
- Budgeting for courses to be undertaken by their staff
- Approving all the training budgets and use of training funds allocated to the district
- Approving district training needs assessment reports and training projections, irrespective of whether the courses are self-sponsored or are funded by GOK or through bilateral arrangements.
- Mobilizing resources for training of staff working in the districts.

3. PLANNING FOR TRAINING

Planning for training in the Ministries of Health shall be guided by the Training Needs Assessment and be designed in line with identified performance gaps linking training to closing of such gaps. Training will be planned to upgrade core competencies, knowledge, skills and attitudes of Public Servants with the aim of enhancing service delivery.

3.1 TRAINING NEEDS ASSESSMENT (TNA)

Training Needs Assessment is the process of identifying gaps in knowledge and skills of workers, which inhibit the performance and attainment of the Ministry's objectives. The Recruitment and Training Policy of May, 2005 provides that "all training in the public service will be based on comprehensive training needs assessment to be conducted on annual basis in each organization."

3.1.1 Aims and Objectives of the TNA

The aims and objectives of the TNA are to:

- Identify areas with critical skill gaps
- Develop a sound base for management decisions on training needs
- Realize demand-driven training in the public service
- Improve overall performance and service delivery

The Human Resource Development Unit will coordinate all the TNA activities both at Ministerial and Departmental levels.

3.2 TRAINING PROJECTIONS

These are human resource development plans based on identified training needs in a Department. The plans assist the Departmental Training Committees or DHMTs in preparation of projections that guide the MTC in nominating officers for training. The Recruitment and Training Policy of May, 2005 states that "All Public Service organizations will be required to identify training needs and prepare training projections that will guide the Training Committees in nominating officers for training."

3.2.1 Aims and Objectives of the Training Projections

- The Training Projection forms the annual Human Resource Development plan based on needs identified through the TNA
- To earmark officers to be trained in a given year
- To guide the MTC in the process of nominating officers for training.

3.3 TRAINING BUDGET

Each Department will be expected to budget for their training programmes each financial year to enable them cater for their training needs.

3.4 MODES OF TRAINING

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

- i. **Full time** – This is where the trainee is released from work station to attend training on full time basis.
- ii. **Part time** –
 - a. **Evening and Weekend Classes** – This is, for example, where an officer attends classes in the evening or over weekends. In other words, the trainee is not released to attend training on a full time basis.
 - b. **Sandwich** – This is where a trainee attends his/her training programme in blocks, e.g., during the months of April, August and December.
 - c. **E-Learning/ On-Line Studies** – These are courses taken via the internet.
 - d. **Open and/or Distance Learning** – this mode of learning is carried out remotely using the postal and electronic communication systems to accomplish its goals. Officers attending open learning programs will be given equal opportunity in terms of sponsorship as those attending regular or parallel courses. This type of learning is often heavily dependent on e-Learning.
- iii. **Experiential Learning / Exchange programme** – These are training programmes where trainees learn by experience. Trainees are placed in institutions to learn how those institutions carry out work.
- iv. **Internship** – Internship is regarded as an important part of training for health workers and shall be regulated by the relevant regulatory bodies.
- v. **Attachment** – Attachment is regarded as an important component of training and shall be regulated as provided for in the Guidelines on Industrial/Field attachment in the public service.
- vi. **Mandatory Training** (Recruitment and Training Policy, 2005)
 - All public servants will be eligible for at least 5 days training in a year. The training should address emerging issues.
 - All officers in the managerial cadre shall undertake training in policy formulation and project implementation.
- vii. **Induction Courses** – Induction and orientation is mandatory for employees to familiarise themselves with the work environment and requirements. This training will be given within three (3) months of the officer's joining the service, on transfer, re-designation or on promotion.

3.5 QUARTERLY RETURNS ON TRAINING

These shall be submitted to the Human Resource Development Unit at Ministry Headquarters quarterly using the reporting format given in Appendix 1

The information in the quarterly reports should include the following:

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

4. TRAINING ADMINISTRATION

4.1 COURSE NOMINATION PROCESS

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

4.1.1 Guiding Principles in Course Nominations

- For all nominations, gender equity, transparency, meritocracy and other principles provided for in the constitution and other government policies
- Course relevance in addressing performance gaps
- Cost effectiveness and availability of funds
- Consistency with results of TNA and with the annual Departmental training projections
- Training plan as communicated by the Training Projection from the Departments as the basis of course nomination by the MTC

4.1.2 Steps in Nomination Process

- Conducting of Training Needs Assessment by the Department
- Drawing of Training Projections by the Department
- Submission of training projections by the department to HRD Unit
- Submission of names of officers to be trained in a particular year to the Head of HRDU at Ministry headquarters by 28th February the preceding year, e.g., names of officers to be trained in 2012/2013, submitted by 28th February 2012.
- Submission of Application/s by individuals for self initiated courses that are in the Training Projection
- Review of the applications against the Training Projections and Eligibility by the MTC and recommendation to the Authorised Officer for approval
- Communication of decision of the Authorised Officer to the applicant.

4.2 COURSE APPROVALS

The Training Policy of May, 2005 and Section P3 of the Code of Regulations (revised June, 2006) provide that officers in the Public Service proceeding on authorized training will obtain a **Course Approval**. This must be strictly adhered to. Course approvals are issued for external and for local training.

4.2.1 Requirements for Course Approval

To be eligible for a course approval an officer of the Ministry or Parastatal under the Ministry must observe the following:

- i. **Minimum period of service** – Must have completed two (2) years of service after first appointment. Must have completed two (2) years after the completion of previous long course. HRD can otherwise recommend exceptions.

- ii. **Overseas courses** – Officers applying for overseas training on self-sponsorship basis must show proof of financial capability and will be required to attach original bank statement.
- iii. **Group Training** – Any planned group training programme shall be accompanied with a detailed training proposal complete with budget as shown in Appendix 2.
- iv. **Supporting Documents to be attached to application** – All course approval applications must be accompanied by the following documentation:
 - a) A letter of admission to a recognized training institution complete with fees structure;
 - b) Minutes of the Hospital Management Team (HMT) or DHMT meetings recommending training
 - c) For Courses Required for Career Progression: Applications for courses which are a requirement for an officer's career progression should be supported with copies of relevant sections of the scheme of service.
 - d) A Training Bio data form as per Appendix 3, duly completed and forwarded by the immediate Supervisor and the Head of Department at the headquarters.
- v. **Multiple applications for same course** – If there are many applicants for the same or similar courses, selection will depend on seniority, age and affirmative action.

4.2.2 Course Approval Process

- i. All applications for course approval must be addressed to the Permanent Secretary. Appendix 4 shows a sample application letter.
- ii. Applications emanating from the districts/facilities must be duly processed through the relevant management teams (e.g. DHMT, HMT) through Provincial Health Management Team (PHMT) and then forwarded through the relevant Departmental Head at the headquarters. Applications from Divisions should also be channelled through the relevant Departmental Heads.
- iii. Copies of the Departmental training projections will be presented to the Ministerial Training Committee (MTC) at the headquarters together with names of officers to go for training for further approval and implementation.

4.2.3 Other Factors in Course Approval

- i. **Undergraduate training** – The Government will not meet the cost of undergraduate training for serving officers as it has ample supply of graduate entrants in the service from institutions of higher learning.
- ii. **Parallel University programmes** – The Government will sponsor courses under the parallel University programmes as long as such cases are recommended by MTCs.

- iii. **PhD training** – The Government will sponsor officers for PhD training only if;
- one is in a training institution
 - one is in a research institution
 - a Scheme of service stipulates that a PhD qualification is a requirement for the job.
- iv. **Travel Clearance** – Travel clearance for officers travelling out of the country to attend a training programme will only be given by the Ministry after a Course Approval has been issued by the Ministry of State for Public Service. The officer should apply for travel clearance from the Accounting Officer at least one week before date of travel.
- v. **Release of Officers for Training** – Only after course approval has been issued shall the release of the officer from his/her work station take place.
- vi. **Change of Courses or Institutions** – Failure to take up an approved course or change of an institution or course itself will require that the applicant seek a new course approval.
- vii. **Deferred Courses** – All applications for courses for government funding are valid during the specific year only, unless deferred by the MTC for whatever reason. HRD Units shall ensure that all deferred cases are resubmitted at subsequent MTCs by respective heads of Departments (HODs).
- viii. **Course Extension Requests** – Course extensions will not be allowed, unless based on a written request from a training institution, in which case the request may be considered subject to the rules governing training.

5. SCHOLARSHIPS

The Ministry awards three types of scholarships as listed below:

- Government Of Kenya (GOK) Scholarships
- Ministerial Scholarships
- Technical Assistance Scholarship Awards

5.1 GOVERNMENT OF KENYA (GOK) SCHOLARSHIPS

These are scholarships that are funded by the Exchequer for in-service courses in various Government Training Institutes and Polytechnics. Allocations for these courses are given to MSPS/DPM each financial year and the information communicated to the various ministries.

5.2 MINISTERIAL SCHOLARSHIPS AWARD

These are Ministries' Internal Scholarships for post graduate studies and are awarded on the following criteria:

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

5.3 TECHNICAL ASSISTANCE SCHOLARSHIP AWARDS

These scholarships are through bilateral agreements with development partners and are announced through the Ministry of State for Public Service. The HRD Units consequently announce the courses to respective departments. Responses from prospective public officers are forwarded to the development partners through the Ministry of State for Public Service. The lists of successful candidates are communicated to the Accounting Officers through the Ministry of State for Public Service and the HRD Units.

6. TERMS AND CONDITIONS WHILE ON TRAINING

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

6.1 FOR OFFICERS ATTENDING LOCAL COURSES

a) Salary and Benefits

- An officer will continue to draw his/her substantive salary for the duration of the course. Any deductions due will continue to be made in the normal way.
- Provided that his/her work and conduct are satisfactory, an officer will be eligible to receive annual increments in accordance with the normal procedure.
- During the training an officer remains eligible to be considered for promotion.

b) Allowances

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

c) Leave Entitlement

- An officer attending a short course locally which has no provision for vacations is deemed to be on duty and must report back to work immediately the course is over.
- An officer on a long term full-time course of study in a local institution will normally be granted the student's vacation, but may be required to resume duty during vacations at his Ministry/Department provided that he enjoys a minimum of one month's vacation in a year. Such an officer will not be eligible for any additional leave in respect of the period of the course.
- Unpaid study leave or leave of absence is no longer granted for purposes of training.

d) Expenditure which will be met by the Officer

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

- A contribution to the cost of his/her training at the rate of 20% of his basic salary which must be remitted by his Ministry to the Directorate of Personnel Management.
- All other personal commitments including subscriptions (voluntary or compulsory), laundry, recreation, entertainment, etc.

e) Expenditure which will be met by the Government

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

- Fees for approved courses and related examination fees
- The cost of transport and travelling to the institution at the beginning and from the institution in which the course is held at the end of the course.
- An officer who wishes to relocate the family while undertaking a course may be granted, prior to departure for the course, free transport for the spouse and children in accordance with Section K, (where applicable) and luggage transport (up to transfer limits) to their preferred destination within Kenya. Free transport to the officer's duty station may also be granted on the officer's return at the end of the course.

f) Retention of Government Quarters or Payment of House Allowance

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

6.2 TERMS FOR OFFICERS ATTENDING COURSES OUTSIDE KENYA

The conditions applicable to serving officers attending courses outside Kenya are indicated in Code of Regulations section P.12-16 and are as follows:

6.2.1 Courses Financed by the Kenya Government

a) Salary and Benefits

- An Officer's full basic salary will continue to be paid throughout the period of study, and any deductions will continue to be made in the usual way.
- In addition to the normal salary deductions, 20% of the officer's basic salary will be deducted by the respective Ministry/Department and remitted to the Directorate of Personnel Management as a contribution towards the cost of the officer's training.
- Provided that performance and conduct are satisfactory, the officer will continue to be eligible for annual increments in the normal manner.

b) Allowances

An officer who is required to attend a course/seminar/workshop outside Kenya will be eligible for payment of maintenance allowance at the prevailing rates to meet his basic and other living expenses such as subsistence, accommodation, local transport, warm clothing, outfits and excess baggage on return home.

c) Leave Entitlement

An officer attending training outside the country will be eligible for their normal annual leave due only for the year they return to the country.

d) Expenditure which will be met by the Officer

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

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

e) Expenditure which will be met by the Government

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

- Pre-departure medical examination, passport, visa, vaccination and inoculation fees
- All course fees (other than residence fees or other charges for board and lodging) including registration, admission, tuition, examination, project/dissertation/thesis, laboratory and similar fees
- All transport and travelling necessary in connection with an officer's training (other than daily commuting between lodgings and an officer's normal place or places of study) at economy class rates
- Local transport and travelling to and from the airport of departure and arrival in Kenya
- Economy class passage to and from the country in which the course is held
- Medical insurance contribution, where applicable.

6.2.2 Courses Financed Under Technical Assistance Arrangement

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

a) Expenditure which will be met by the Government

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

b) Medical Insurance Coverage

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

c) Allowances

Maintenance allowance from Kenya Government funds will not normally be paid since an officer's subsistence is generally provided for by the scholarship award. However, in a case where an officer is travelling outside the country on a short course of up to four (4) weeks and is partially funded under bilateral agreement, the officer will be entitled to 25% of the subsistence allowance applicable to the designated country.

6.3 OTHER POLICIES AND RULES

i. Short Courses, Seminars and Conferences

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

ii. Self Sponsored Courses

- a) Officers undertaking part-time or full-time self sponsored courses will be exempted from paying 20% training levy. Such officers will be granted study leave and will be eligible for full salary and benefits as long as the course is approved, relevant and is undertaken in a recognized institution.
- b) In a case where an officer has proceeded on an approved self-sponsored course and in the course of training secures Government funding, the remittance of the appropriate training levy by the officer to the Government will apply only for that duration of the sponsorship. However, sponsorship will not cover any outstanding fees prior to the scholarship.

iii. Conduct during training

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

iv. Repeating Classes/Course

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

v. Completing of Training

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

vi. Refund of Prescribed Examination Fees

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

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

vii. **Examination Grants and Bonuses**

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

- Relevant to their Scheme of Service
- Approved by the Authorized Officer
- The officer has not been sponsored for the same course before.

In addition, the officer may be eligible for payment of an examination bonus in accordance with the existing regulations. However, officers undertaking a first degree will not benefit from this provision.

viii. **Training Levy**

A sponsored training programme for any officer in the Public Service, that lasts 30 days or longer, will attract a training levy on the trainee's basic salary at the rate of **10%** for local courses and **20%** for external courses respectively.

ix. **Standardization and Certification**

Officers will only be allowed to attend courses at accredited institutions. It is the responsibility of the Departments to verify accreditation status before submitting nominations to MTC for approval.

x. **Learning Transfer**

An officer is expected to share the new skills/knowledge acquired with the rest of the staff in the Department on completion of the course.

7. BONDING

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

7.1 LENGTH AND AMOUNT OF BOND

Bond periods can be as short as one year or as long as five years while the amount will be the total cost of training. The bond period would be determined by either the duration of the course or the value/cost of the course.

7.1.1 Bond period determined by course duration

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

7.1.2 Bond period determined by cost of training

This type of bonding may be applied for short courses or seminars that involve learning or professional, technical or specialised development for duration of below six months but where the value/cost of such courses is high and constraining the organisation's training budget. In such a case, the officer may be bonded for a minimum period of one year but not exceeding five years.

7.2 CALCULATION OF THE BOND AMOUNT

The total cost of training will constitute the bond.

7.2.1 Components of bond

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

- Tuition
- Dissertation/research/thesis/project allowances
- Insurance fee
- Library/computer/examination fees
- Travel/transport expenses
- Gross salary for the period of the course in months less 10% (for local) or 20% (for foreign) training levy
- Book allowance
- Living/subsistence allowance
- Any other approved training expenses

7.2.2 Calculation of Bond Amount Based on Mode of Study

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

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

7.3 OTHER REGULATIONS ON BONDING

7.3.1 Liquidated Damages

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

7.3.2 Limitations on Bonding

- Only officers on Permanent and Pensionable terms of employment are to be bonded
- Employees on Probation, Casual, Interns, Contract and Temporary Terms will only attend short term training that does not attract bonding
- Permanent employees: These officers are eligible for long and short training programmes that attract bonding

7.3.3 Bond Merger

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

7.3.4 Concurrent Bonds

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

7.3.5 Forfeiture of Bond Agreement

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

7.3.6 Transfer of Bond Obligations

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

- a. Within the Civil Service: The remaining bond will be transferred to the new work station
- b. To State Corporation: The remaining bond will be transferred to the new work station.
- c. From Civil Service to Partially Government owned Agency on own initiative: The bond must be redeemed in full
- d. From Civil Service to Partially Government owned Agency through employer's initiative (Secondment): The remaining bond will be transferred to the new work station.
- e. Within State Corporations and Statutory Bodies: The remaining bond will be transferred to the new work station
- f. From Public Service to private sector: The bond must be redeemed in full.

7.4 SURETIES

7.4.1 Number of Sureties

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

7.4.2 Qualification of a Surety

A person will qualify to be a surety if s/he satisfies the following conditions:

- a. Is a Public Servant
- b. Is at a grade comparable, same or higher than the bondee
- c. Is at least 21 years of age and of a maximum age that enables him/her to serve for the duration of the bond
- d. Does not stand surety for more than 5 bondees at any given time
- e. An officer serving a bond may stand as a surety for a maximum of three bondees
- f. Has not been declared bankrupt

7.4.3 Death of Surety

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

7.4.4 Surety(ies) Commitment

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

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

7.4.5 Release of Surety(ies)

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

7.5 BONDING INSTRUMENT / TRAINING BOND FORM

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

- a. Attachment of a coloured passport size photograph for the bondee
- b. Provision of bondee's personal particulars including ID number, personal number, PIN number, passport number, email address, and telephone number
- c. The form must be signed in the presence of the Human Resource Development Officer or Training Manager of respective organization who must then sign as a witness and append the official stamp.

APPENDICES

APPENDIX 1	MONTHLY / QUARTERLY TRAINING REPORT FORMAT
APPENDIX 2	GROUP TRAINING PROPOSAL FORMAT
APPENDIX 3	TRAINING BIO DATA FORM
APPENDIX 4	TRAINING APPLICATION FORMAT
APPENDIX 5	TRAINING BOND FORM

APPENDIX 2

GROUP TRAINING PROPOSAL FORMAT

S/NO.	TRAINING OBJECTIVE(S)	SPECIFIC OBJECTIVES	TARTGET GROUP	PROG. DURATIO N	VENUE	COURSE CONTENT	METHOD OF COURSE ADMIN.	FACILITATI ON	BUDGET	SCHEDULE OF ACTIVITIES
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										

REFERENCE MATERIALS

1. Code of Regulations, 2006
2. Recruitment and Training Policy, 2005
3. Training Procedures in the Public Service, October 2006
4. Guidelines on Industrial Attachment in the Public Service
5. Guidelines on Bonding Public Service Trainees, April 2011
6. Circular letter Ref. No. DPM.MD/1/44.TY/ (136) of December, 2008
7. Circular letter Ref. No. OP.CAB II/I of Nov 13, 2006
8. Circular no. OP/CAB.2/124 of November 1, 2004
9. Circular letter No. 26 of August 2, 1996

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QUARTERLY TRAINING RETURNS FOR THE PERIOD ENDING

S/NO	CADRE	APPROVED LONG COURSES	APPROVED SHORT COURSES	TOTAL APPROVED TRAINING REQUESTS	ONGOING COURSES	COMPLETED COURSES
1.	Medical Officers					
2.	Clinical Officers					
3.	Nursing Officers					
4.	Radiographers					
5.	Health Resource & Information Officers					
6.	Drivers					
7.	Medical Engineering Technologists					
8.	Clerical Officers					
	Sub- Total					
	GROSS TOTAL					

SUMMARY OF TRAINING RETURNS FOR THE PERIOD ENDING

S/NO	CADRE	ONGOING COURSES	COMPLETED COURSES	APPROVED TRAINING REQUEST
1.	Medical Officers			
2.	Clinical Officers			
3.	Nursing Officers			
4.	Radiographers			
5.	Health Resource & Information Officers			
6.	Drivers			
7.	Medical Engineering Technologists			
8.	Clerical Officers			
	TOTAL			

TRAINING BIODATA FORM

PART I (PERSONAL & COURSE DETAILS)

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

PART I (For Official Purposes Only) -

15. Course justification by Immediate Supervisor :.....
.....
.....
.....
- Supervisor's Name: Design.....
Sign..... Date.....

16. Forwarded by Head of Department (HQS)

Name..... Design Sign..... Date.....

APPENDIX 4

"Sample Application for Course Approval"

The Permanent Secretary
Ministry Of Medical Services
P.O Box 30016-00100
NAIROBI - (Atten: Training Co-ordinator)

Mr. Afya Mingi Matibabu
Afya Bora District Hospital
P O Box 123456-00100
NAIROBI

30th June, 2011

Thro'

Director of Medical Services
Afya House
NAIROBI

Thro'
The Head of Department
Afya House
NAIROBI

Thro'

Provincial Director of Medical Services
Nairobi Provincial
P O Box 34349-00100
NAIROBI

Thro'

The Medical Superintendent
Afya Bora District Hospital
P O Box 123456-00100
NAIROBI

RE: APPLICATION FOR COURSE APPROVAL

I am a.... (*designation*)....currently stationed at Afya Bora District Hospital, Nairobi County.

I have been admitted for Masters Degree course majoring in Clinical Pharmacy, tenable at the University of Nairobi from the ... (*actual dates*).....to... (*actual dates*)....on full-time basis.

The course is relevant to my duties as.... (*designation*)....in the Ministry and successful completion will help to enhance my knowledge and skills in dispensing health care services to the citizenry of this country.

The purpose of this letter is to request for course approval and sponsorship to enable me attend the course as scheduled.

I have attached copies of the said admission letter, an extract of the DHMT minutes and a duly completed Training Bio data form for your necessary.

Mr. Afya Mingi Matibabu
P/NO 2012037527



REPUBLIC OF KENYA

AFFIX RECENT COLOURED
PASSPORT PHOTO

TRAINING BOND FORM FOR PUBLIC SERVANTS

Please use block letters to complete this form:

In triplicate

- *Attach a recent coloured passport size photograph*
- *Copies to be distributed to:- Ministry training file, Bondees personal file; and a copy retained by the Bondee.*

Know all men by these presents that

I Designation:
(Bondee full names)

Employment No: ID No:

Pin No: Passport No:

Mobile No: E-mail:

Ministry/Department/Agency: Address:

Postal Code: Telephone No:

Other relevant information:

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

..... for years upon completion

of the course in

(Course Title)

held at

(Institution)

From: To:

And: Designation:
(First surety full name)

Employment No: ID/Passport No:

Mobile No: E-mail:

Ministry/Department/Agency: Address:

Postal Code: Telephone No:

Other Relevant Information:

And Designation:
(Second surety full name)

Employment No: ID/Passport No:

Mobile No: E-mail:

Ministry/Department/Agency: Address:

Postal Code: Telephone No:

Other Relevant Information:

We (*Bondee, 1st Surety and 2nd Surety*) jointly and severally bind ourselves, our heirs, executors and administrators to pay unto the Government of Kenya (*here in after called "the Government"*) on demand the sum of Kenya Shillings (*In words*)

..... (*In figures*) on

account of the Bondee defaulting to serve the bonded period of years.

Sealed with our seals this day of in the year Two thousand and

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

NOW THE CONDITIONS OF THE ABOVE WRITTEN OBLIGATIONS are that:

1. Every serving officer granted a course approval to pursue a course of study tenable in or outside Kenya is required to comply with the following rules:
 - a) To proceed to the recognized institution and begin the course of study for which the approval was granted and to continue with such studies for as long as prescribed unless he/she is prevented from so doing by sickness proved by a certificate from a recognized Medical Practitioner or by circumstances beyond his/her control recognized as such by the Authorized Officer or any other person in that behalf.

- b) To devote his/her whole time to following the course of instruction for which the approval is granted unless permission to undertake other work or studies or to modify his/her course in content or duration is granted.
 - c) Not to engage in any occupation or activity which is considered detrimental to his/her progress in the course of studies prescribed for him/her and/or detrimental to his/her health.
 - d) To satisfy the Government as to attendance, conduct and progress by a report from the Head of the institution or such other approved person at the institution in which he/she is studying.
 - e) To comply with the scholarship conditions.
 - f) To sit for and pass any prescribed examinations or approved group of examinations within the time fixed by the authorities of the institution at which he/she is attending, unless he/she is prevented from so doing by sickness proved by a certificate from a recognized medical practitioner or by circumstances beyond his/her control recognized as such by the Authorized Officer or any other person in that behalf.
 - g) To complete the course within the stipulated period and resume duty.
 - h) On resumption of duty to continue in the service for a period as per the aforementioned bond agreement.
 - i) The commencement date of the bond will be either the earliest date the employee reports to work station after completion of training; or the date the employee goes on annual leave immediately after completion of training.
 - j) All Bondees will be required to sign the following declaration in the presence of either a Magistrate, Commissioner of Oaths, or organization's Legal Officer.
 - k) An officer under bond obligation who privately secures employment in any partially owned public institution or in the private sector will be required to redeem the bond in full.
2. The obligations contained in this agreement shall also be governed by the terms and conditions of employment in the Public Service and will bind and be paramount to any subsequent terms of appointment unless his/her bond is first terminated by the Government of Kenya.
 3. This Training Bond Form together with the Guidelines on Bonding Public Service trainees shall constitute a formal agreement between the Bondee and the Government of Kenya.
 4. In the event the Bondee shall breach any or all of the above conditions, the above written bond shall remain in full force and effect and the agreed bond amount shall be forthwith payable to the respective authorized officer on behalf of the Government of Kenya, by way of liquidated damages, and not as a penalty and in case of his/her failing to do so, by the Surety(ies) jointly or severally.

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

- i. The Bondee completes the period of obligatory service;
- ii. The Bondee or Surety(ies) fully redeems the bond;
- iii. The service of the Bondee is terminated by the employer;
- iv. The Bondee is declared permanently incapacitated by a certificate from a recognized medical practitioner; and
- v. The Bondee dies.

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

Signed, sealed and delivered by;

Bondee Name: Signature: Date:
(Bondee)

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

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

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

Name: Signature: Date:
(Seal)

DECLARATION

I
(Name of Bondee)

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

Signature: Date:

I certify that the Declaration was both read and signed by the Candidate in my presence
on theday of 20.....

Name Signature
(Witness) (Stamp)

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