



**EXECUTIVE OFFICE OF THE PRESIDENT**  
**OFFICE OF THE CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE**

---

**IMPROVEMENT OF PERFORMANCE AND EFFICIENCY IN THE PUBLIC SERVICE  
TO OPTIMAL LEVELS THROUGH TAKING OF PROMPT CORRECTIVE ACTION,  
AND, IMMEDIATE ADMINISTRATION OF LAWFUL CONSEQUENCES FOR  
INFRACTIONS IN THE PUBLIC SERVICE**

**1. INTRODUCTION**

- i. The continuous improvement of performance and efficiency in the Public Service is a core priority of this Administration, anchored in **Articles 10** and **232** of the Constitution, which mandate integrity, accountability, and high ethical standards.
- ii. However, a culture of impunity, inertia, and non-performance persists, undermining the achievement of premier service delivery, thereby eroding public trust and the credibility of the Public Service.
- iii. Evaluation of the existing surveillance and performance tracking systems has revealed two critical weaknesses:
  - a) **Failure to take prompt corrective action**, allowing inefficiencies and non-compliance to persist unchecked; and
  - b) **Failure to administer lawful and proportionate consequences**, thereby emboldening misconduct and eroding public trust.
- iv. This Administration promised to put in place an agile, people-centric and responsive Public Service in order to meet the high expectations of the public with regard to service delivery.
- v. To address the two critical weaknesses stated above, this Office has put in place mechanisms to urgently change the institutionalized culture of public servants being tolerant of inaction and inertia, thereby compromising the speed and quality of service being rendered to Citizens.

- vi. Thus, the **Matrix of Lawful Consequences for Infractions in the Public Service** below has been curated by this Office from the existing legal framework. The Matrix provides a codified, lawful, and practical framework for:
- a) Promoting the culture change towards prompt corrective action through highlighting the lawful consequences for officers' failure to act promptly and the responsibility of the duty bearer required to take action;
  - b) Empowering Accounting Officers, Heads of Departments, and Human Resource Officers to operationalize timely and firm responses to misconduct across all cadres;
  - c) Escalating corrective actions commensurate with the nature and gravity of infractions; and
  - d) Aligning disciplinary processes with existing employment laws, PSC Regulations, and approved Human Resource Manuals.
- vii. The **Matrix** applies to **ALL** public officers within the Ministries, State Departments and Agencies who are bound by **Articles 10** and **232** of the Constitution of Kenya.
- viii. **Accounting Officers and Heads of HR** are specifically charged with the responsibility for implementation, as per their delegated powers under the PSC Regulations and respective organisational instruments. They are required to initiate disciplinary mechanisms, ensure full compliance with lawful instructions, and document actions taken within the established timelines.
- ix. The effective application of the Matrix is premised on the clear definition and assignment of roles and responsibilities.
- x. The Matrix is not exhaustive. Rather, it forms a foundational enforcement tool — to be read alongside the Constitution, employment laws, court jurisprudence, and sector-specific codes of conduct.
- xi. **Note:** A recording of the Virtual Meeting held on 30<sup>th</sup> July 2025 is available on the Website of the Chief of Staff and Head of the Public Service under the Circulars Tab; Audit, Legal and Regulatory Compliance Sub-tab.

**Prompt action is not optional. Consequence is not discretionary. The restoration of public confidence depends on a Public Service that is responsive, ethical, and enforceable.**

## 2. MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
	<b>A. OVERARCHING CONSEQUENCES FOR INFRACTIONS REGARDING NON-COMPLIANCE</b>  This category encompasses failures by State and Public officers in Ministries, State Departments and Agencies to adhere to established laws, policies, codes of conduct, or official instructions in the execution of their duties				
1.	<b>Failure of Presidential Appointees to adhere to lawful instructions</b>	<ul style="list-style-type: none"> <li>- PCS</li> <li>- CSs</li> <li>- Secretary to the Cabinet</li> <li>- COS&amp;HOPS</li> <li>- D. HOPS</li> <li>- D.COS</li> <li>- Presidential Advisors</li> <li>- Statehouse Comptroller</li> <li>- Chairpersons of Boards</li> </ul>	<ul style="list-style-type: none"> <li>- Reprimand/ oral warning/ written warning</li> <li>- Suspension</li> <li>- Summary Dismissal</li> </ul>	H.E the President	<ul style="list-style-type: none"> <li>- The Constitution grants the President the power and authority to hire and fire this category of public officers as he deems fit without let or hindrance and without further reference to anybody.</li> </ul>

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

<b>S/No.</b>	<b>Subject Matter (Infractions)</b>	<b>Target Entity (Public Officer)</b>	<b>Corrective Action/ Measures Available</b>	<b>Entity Responsible</b>	<b>Remarks</b>
<b>2.</b>	<b>Failure to Comply with Regulations/ Guidelines/ Circulars/ Directives/ Codes of Conduct/ Lawfully issued instructions</b>	Principal Secretary	- Reprimand/oral warning/ written warning	The President COS&HOPS CS/AG	- Useful for early-stage infractions; encourages compliance without severe disruption.
			- Clarification of Circulars and Capacity Building	The entity issuing the Circular/ Guideline/ Regulations (COS&HOPS, Treasury, PSC etc.)	- Effective where non-compliance stems from misunderstanding or lack of awareness.
			- Formal disciplinary process (per HR Manual/ PSC Regulations)	PSC	- Formal mechanisms ensure procedural fairness and standardisation.
		Chairpersons	- Revocation of Appointment Reprimand/oral warning/ written warning	The President COS&HOPS, CS/AG	- Useful for early-stage infractions; encourages compliance without severe disruption.
			- Require reversal/retraction	The President COS &HOPS, CS/AG	- Corrective action should be aligned with the nature and gravity of the infraction.
			- Restitution/ Surcharge	IGC	- Financial accountability reinforces deterrence;

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

<b>S/No.</b>	<b>Subject Matter (Infractions)</b>	<b>Target Entity (Public Officer)</b>	<b>Corrective Action/ Measures Available</b>	<b>Entity Responsible</b>	<b>Remarks</b>
					requires clear evidence of loss.
			- Clarification of Circulars and Capacity Building	The entity issuing the circular/ guideline/regulation (COS&HOPS, Treasury, etc)	- Effective where non-compliance stems from misunderstanding or lack of awareness.
			- Referral to EACC/DCI for investigation where criminality is involved	EACC/ DCI if escalated (intra-agency forum)	- Escalation is appropriate in cases of suspected criminality or corruption.
		Board Members	- Revocation of Appointment/ Dissolution of the Board	The President CS/AG	- Severe action appropriate for persistent or high-level breaches; must follow due process.
			- Reprimand/oral warning/ written warning	The President COS &HOPS CS/AG	- Useful for early-stage infractions; encourages compliance without severe disruption.
			- Restitution/Surcharge in case of loss	IGC	- Financial accountability reinforces deterrence; requires clear evidence of loss.

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

<b>S/No.</b>	<b>Subject Matter (Infractions)</b>	<b>Target Entity (Public Officer)</b>	<b>Corrective Action/ Measures Available</b>	<b>Entity Responsible</b>	<b>Remarks</b>
			- Clarification of Circulars and Capacity Building	The entity issuing the Circular/ Guideline/ Regulations	- Effective where non-compliance stems from misunderstanding or lack of awareness.
			- Referral to EACC/DCI for investigation if criminality is involved	EACC/ DCI if escalated	- Escalation is appropriate in cases of suspected criminality or corruption.
		Chief Executive Officer/Managing Director/ Director General	- Suspension/Termination of employment	Respective Board PSC	- Severe action appropriate for persistent or high-level breaches; must follow due process.
			- Reprimand/oral warning/ written warning	CS/AG COS & HOPS Board IGC	- Useful for early-stage infractions; encourages compliance without severe disruption.
			- Require reversal/retraction	Respective Board IGC	- Corrective action should be aligned with the nature and gravity of the infraction.
			- Restitution/ Surcharge	IGC	- Financial accountability reinforces deterrence; requires clear evidence of loss.

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

<b>S/No.</b>	<b>Subject Matter (Infractions)</b>	<b>Target Entity (Public Officer)</b>	<b>Corrective Action/ Measures Available</b>	<b>Entity Responsible</b>	<b>Remarks</b>
			- Referral to EACC/DCI for investigation if criminality is involved	EACC/ DCI if escalated	- Escalation is appropriate in cases of suspected criminality or corruption.
		Staff of MDAs	- Reprimand/oral warning/written warning	As provided for in the MDAs' approved HR Policy and Procedures Manual	- Useful for early-stage infractions; encourages compliance without severe disruption.
			- Restitution/Surcharge	CEO/MD/DG, IGC	- Financial accountability reinforces deterrence; requires clear evidence of loss.
			- Suspension /Termination of employment	As provided for in the MDAs' approved HR Policy and Procedures Manual	- Severe action appropriate for persistent or high-level breaches; - Must follow due process.
			- Formal disciplinary process (per HR Manual/ Public Service Commission Regulations)	PSC/Boards	- Formal mechanisms ensure procedural fairness and standardisation.
			- Referral to EACC/DCI for investigation if there is criminality is involved.	EACC/ DCI if escalated	- Escalation is appropriate in cases of suspected criminality or corruption.

OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
 MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
 RELEASED ON 30<sup>TH</sup> JULY 2025

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
<p><b>B. INFRACTIONS RELATED TO THE CONDUCT OF CHAIRPERSONS, BOARD MEMBERS, CEOS AND STAFF</b></p> <p>This category covers misconduct by public sector leaders and staff, such as failing to act with integrity, having conflict of interests, neglecting oversight duties, acting unprofessionally, ignoring government rules and reporting requirements, interfering with audits or disciplinary processes, and not meeting performance standards.</p>					
3.	<b>Misconduct by Chairperson/ Board Members Contrary to State Corporations Act, Mwongozo Code of Governance</b>	Board Chairpersons/ Members	<ul style="list-style-type: none"> <li>- Censure</li> <li>- Suspension</li> </ul>	Appointing Authority	<ul style="list-style-type: none"> <li>- Corrective action should be aligned with the nature and gravity of the infraction.</li> </ul>
4.	<b>Misconduct by CEO/Senior Staff</b>	CEOs; Senior Staff	<ul style="list-style-type: none"> <li>- Reprimand</li> <li>- Defer increment</li> <li>- Constrain promotion</li> <li>- Surcharge</li> <li>- Termination</li> </ul>	Board of State Corporations	
5.	<b>Misconduct by other staff</b>	Staff under CEO jurisdiction	<ul style="list-style-type: none"> <li>- Reprimand</li> <li>- Defer increment</li> <li>- Constrain promotion</li> <li>- Termination</li> </ul>	CEO with HRMAC (as provided for in the HR Manuals)	



OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
 MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
 RELEASED ON 30<sup>TH</sup> JULY 2025

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
	<b>C. INFRACTIONS RELATED TO CONFLICT OF INTEREST</b>  This category covers breaches arising from actual, perceived, or undeclared conflicts between official duties and private interests. Infractions include nepotistic award of contracts or employment opportunities; holding financial interests in entities that transact with one's institution; participating in decisions affecting personal investments or businesses; misuse of confidential government information for private gain; and failure to disclose or declare conflicts of interest as required by law.				
6.	<b>Conflict of Interest contrary to LIA, 2012 (Sec. 16)</b>	All Public Officers	<ul style="list-style-type: none"> <li>- Verbal/Written warning</li> <li>- Removal from decision-making</li> <li>- Administrative action</li> <li>- Disciplinary process</li> </ul>	The President COS&HOPS CS/AG PS CEO/DG/MD HODs	- Corrective action should be aligned with the nature and gravity of the infraction.
	<b>D. INFRACTIONS RELATED TO AUDIT QUERIES</b>  These infractions arise from audit anomalies, weaknesses, or irregularities in financial management, procurement processes, or operational compliance. They include failure to implement audit recommendations, persistent irregular procurement practices, and any other acts or omissions that result in unresolved audit findings or undermine the integrity of the audit process.				
7.	<b>Failure to resolve prior audit queries</b>	Accounting Officers	<ul style="list-style-type: none"> <li>- Warning</li> <li>- Administrative Action</li> <li>- Disciplinary sanction recommended</li> </ul>	COS&HOPS	<ul style="list-style-type: none"> <li>- Useful for early-stage infractions;</li> <li>- Encourages compliance without severe disruption.</li> </ul>
8.	<b>Failure to implement surcharges for loss of public funds</b>	Accounting Officers	- Investigation	AOs	- Corrective action should be aligned with the nature and gravity of the infraction.
			- Recommend surcharge	COS&HOPS; IGC	- Financial accountability reinforces deterrence; requires clear evidence of loss.

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

<b>S/No.</b>	<b>Subject Matter (Infractions)</b>	<b>Target Entity (Public Officer)</b>	<b>Corrective Action/ Measures Available</b>	<b>Entity Responsible</b>	<b>Remarks</b>
<b>9.</b>	<b>Non-compliance with PFMSC directives</b>	Principal Secretary	- Notification - Directive for report	COS&HOPS	- Corrective action should be aligned with the nature and gravity of the infraction.
		Accounting Officers	- Disciplinary action	PFMSCs	
<b>10.</b>	<b>Failure to submit internal audit reports timely</b>	Accounting Officers	- Citation for delay - Explanation letter - Performance review	COS&HOPS	- Provides feedback mechanism to improve future compliance.
<b>11.</b>	<b>Disclaimer/adverse audit opinions</b>	Accounting Officers	- Performance review - Special audit Sanctions/ - Replacement	PFMSCs	- Provides feedback mechanism to improve future compliance.
<b>E. PUBLIC FINANCE MANAGEMENT ACT RELATED INFRACTIONS</b>  These infractions involve breaches of the Public Finance Management Act (PFMA), and include: misappropriation or misuse of public funds; exceeding approved budget ceilings; unauthorized budget reallocations; failure to maintain proper financial records; non-compliance with procurement laws; failure to remit statutory deductions; delayed or non-submission of financial reports; unsupported or irregular expenditures; and incurring unauthorized commitments or pending bills.					
<b>12.</b>	<b>Failure to account for cash advance / imprest (PFMA Sec. 71)</b>	All Public Officers	- Demand for immediate retirement of the imprest - Written warning - Surcharge - Debarment of further imprest until surrender is done	Accounting Officer	- Useful for early-stage infractions; encourages compliance without severe disruption.

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
13.	PFMA 196, 197, 198, 199, 200, 202, 204 violations.	All Public Officers	<ul style="list-style-type: none"><li>- Disciplinary action</li><li>- Recovery</li><li>- Prosecution</li></ul>	AO; AG; DPP; Courts; Treasury; PSC	<ul style="list-style-type: none"><li>- Corrective action should be aligned with the nature and gravity of the infraction.</li></ul>
14.	Abuse of Office/ Power contrary to ACECA, 2003 (Sec. 46)	All Public Officers	<ul style="list-style-type: none"><li>- Suspension</li><li>- Disciplinary action</li></ul>	PSC	<ul style="list-style-type: none"><li>- Corrective action should be aligned with the nature and gravity of the infraction.</li></ul>
			<ul style="list-style-type: none"><li>- Referral to EACC/DCI</li></ul>	EACC/DCI	<ul style="list-style-type: none"><li>- Escalation is appropriate in cases of suspected criminality or corruption.</li></ul>
	<div><div>F. PROCUREMENT RELATED INFRACTIONS</div><div>Procurement-related infractions arise when public entities or officers deviate from lawful procurement procedures, leading to the loss of public funds, distortion of fair competition, or compromised quality of goods and services. Such breaches may include irregular award of tenders, conflict of interest, unjustified single-sourcing, failure to adhere to evaluation criteria, engagement of unregistered or ineligible suppliers, overpricing or fraudulent invoicing, non-compliance with procurement timelines and procedures, or violation of contractual terms.</div></div>				
15.	Breach of Procurement Laws (PPADA, 2015)	Procurement Officers; Accounting Officers	<ul style="list-style-type: none"><li>- Internal investigation; Suspension</li><li>- Disciplinary action</li></ul>	AO	<ul style="list-style-type: none"><li>- Corrective action should be aligned with the nature and gravity of the infraction.</li></ul>
			<ul style="list-style-type: none"><li>- Referral to PPRA/EACC</li></ul>	EACC	

OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
 MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
 RELEASED ON 30<sup>TH</sup> JULY 2025

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
<p style="text-align: center;"><b>G. PERFORMANCE RELATED INFRACTIONS</b></p> <p>This category covers failures by public officers to meet expected standards of service delivery and accountability. It includes non-implementation of Cabinet, Ministerial, or Management directives; failure to achieve set performance targets; submission of inaccurate or misleading progress reports; inadequate supervision or managerial oversight; and the delivery of substandard services resulting in persistent public complaints or reputational harm to institutions.</p>					
16.	<b>Failure to meet PC commitments without reasons</b>	Heads of Departments	<ul style="list-style-type: none"> <li>- Formal warning</li> <li>- Withholding benefits</li> <li>- Disciplinary action</li> </ul>	PC Secretariat; HOD	<ul style="list-style-type: none"> <li>- Corrective action should be aligned with the nature and gravity of the infraction.</li> </ul>
17.	<b>Failure to Demonstrate Regulatory Impact, Visibility, or Service Delivery Outcomes</b>	Principal Secretaries; Chairpersons/Board Members; CEOS;	<ul style="list-style-type: none"> <li>- Oversight capacity-building sessions</li> <li>- Notification of underperformance</li> <li>- Directive to develop and implement performance improvement plans.</li> <li>- Performance contract review.</li> <li>- Deployment of special audit and compliance review teams.</li> </ul>	COS & HOPS; Respective PS;	<ul style="list-style-type: none"> <li>- Each department to create a model for rewarding performance.</li> </ul>

OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
 MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
 RELEASED ON 30<sup>TH</sup> JULY 2025

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
18.	<b>Failure to demonstrate regulatory impact/service outcomes</b>	PSs; Boards; CEOs	<ul style="list-style-type: none"> <li>- Review targets</li> <li>- Formal oral and written warning</li> <li>- Capacity building;</li> <li>- Performance plans</li> <li>- Removal</li> </ul>	COS&HOPS; Relevant PSs; Boards	
<b>H. INFRACTIONS RELATED TO FAILURE TO ADHERE TO ADMINISTRATIVE PROCESSES AND PROCEDURES</b>  This category refers to instances where public officers fail to observe established administrative rules and protocols. Such infractions include disregarding official guidelines, acting without proper authority, delays in processing leave or claim approvals, poor management of duty allocations, and general non-adherence to approved procedures.					
19.	<b>Failure to seek and notify AG on legal issue/ submit high level contracts to AG leading to an illegality/ loss of public funds</b>	Cabinet Secretaries, PSs CEOs	<ul style="list-style-type: none"> <li>- Personal liability</li> <li>- Surcharge</li> <li>- Referral to EACC/DCI</li> </ul>	CS; PS; CEOs; AG; Treasury; EACC; DCI	<ul style="list-style-type: none"> <li>- Corrective action should be aligned with the nature and gravity of the infraction.</li> <li>- In the case of unauthorized information, the Dpt. of ICT to assist in unearthing the person/officers responsible.</li> </ul>
20.	<b>Failure to exercise HR powers under delegation</b>	Supervisors/Authorized Officers	<ul style="list-style-type: none"> <li>- Warning</li> <li>- Disciplinary process</li> <li>- Revocation of delegation</li> </ul>	Supervisor; Authorized Officer	
21.	<b>Disclosure of unauthorized information</b>	All Public Officers	<ul style="list-style-type: none"> <li>- Warning</li> <li>- Interdiction</li> <li>- Suspension</li> <li>- Termination</li> </ul>	Authorized Officers; PSC; Boards; Courts	

**OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
RELEASED ON 30<sup>TH</sup> JULY 2025**

<b>S/No.</b>	<b>Subject Matter (Infractions)</b>	<b>Target Entity (Public Officer)</b>	<b>Corrective Action/ Measures Available</b>	<b>Entity Responsible</b>	<b>Remarks</b>
<b>22.</b>	<b>Failure to implement PSC decisions</b>	Heads of HR, Authorized Officers, Boards	<ul style="list-style-type: none"> <li>- Warning</li> <li>- Disciplinary process</li> <li>- Revocation of delegation</li> </ul>	Authorized Officers; Heads of HR; PSC; HOPS; President	
<b>23.</b>	<b>Contravention of PSC Regulations, 2020</b>	Authorized Officers; Heads of HR	<ul style="list-style-type: none"> <li>- Disciplinary action</li> </ul>	PSC; Boards; Secretary/CEO	
<b>24.</b>	<b>State Corporations Act Cap 446 violations</b>	Boards; CEOs	<ul style="list-style-type: none"> <li>- Investigation</li> <li>- Surcharge</li> <li>- Disciplinary action</li> </ul>	IGC	
<b>25.</b>	<b>Dispute resolution in appointments/ removals in SCs</b>	Boards; SC HR	<ul style="list-style-type: none"> <li>- ADR for resolution</li> </ul>	SCAC; PSC (appellate)	
<b>26.</b>	<b>Unauthorized use/misuse of government vehicles; as well as other properties</b>	All Public Officers using Gov't Vehicles	<ul style="list-style-type: none"> <li>- Oral/Written warning</li> <li>- Recovery of costs</li> <li>- Disciplinary process</li> <li>- Suspension of privileges</li> </ul>	HOD	<ul style="list-style-type: none"> <li>- Useful for early-stage infractions;</li> <li>- Encourages compliance without severe disruption.</li> </ul>
<b>27.</b>	<b>Failure to follow the law on recruitment of staff</b>	HR	<ul style="list-style-type: none"> <li>- Oral/Written warning</li> <li>- Disciplinary process</li> <li>- Cancellation of the recruitment process and appointment letters.</li> <li>- Suspension</li> <li>- Surcharge</li> </ul>	MD/CEO/DG Department Heads	<ul style="list-style-type: none"> <li>- Encourage compliance with procedures.</li> <li>- Promotes recruitment as per the law.</li> </ul>

OFFICE OF THE CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE -  
 MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE –  
 RELEASED ON 30<sup>TH</sup> JULY 2025

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
<b>I. INFRACTIONS RELATED TO LEADERSHIP AND INTEGRITY/PUBLIC OFFICER ETHICS ACTS</b>  This category encompasses breaches of ethical and leadership standards, including but not limited to: corruption, favoritism, misuse of office, failure to address public complaints, abusive or unprofessional conduct by public officers, dissemination of misleading information, and poor handling or suppression of audit queries					
28.	<b>Failure to address public complaints/ Dissemination of misleading information/ Unprofessional conduct, including abuse or mistreatment of citizens/ Breaches of moral and ethical standards that constitute violations of the values and principles of public service.</b>	All public officers	<ul style="list-style-type: none"> <li>- Disciplinary action</li> <li>- Removal from office</li> <li>- Surcharge and Restitution</li> <li>- Criminal prosecution</li> <li>- Public reprimand or apology.</li> </ul>	COS&HOPS; DCI; EACC; Disciplinary Committees or Boards; Any authorized person as defined by PSC; PSC;	<ul style="list-style-type: none"> <li>- Such infractions directly undermine the constitutional values of dignity, integrity, accountability, and responsiveness in the Public Service.</li> <li>- Officers found culpable must face prompt disciplinary action, including public reprimand, restitution where applicable, and removal from office in severe cases.</li> </ul>

### 3. KEY

**ACECA** - Anti-Corruption and Economic Crimes Act

**AO** - Accounting Officer

**AG** - Attorney General

**CEO** - Chief Executive Officer

**CS** - Cabinet Secretary

**COS** - Chief of Staff

**DCI** - Directorate of Criminal Investigation

**DG** - Director General

**DPP** - Director of Public Prosecution

**EACC** - Ethics and Anti-Corruption Commission

**HOPS** - Head of Public Service

**HR** - Human Resource

**IGC** - Inspector General (Corporations)

**LIA** - Leadership and Integrity Act

**MD** - Managing Director

**MDAs** - Ministries, Departments and Agencies

**PC** - Performance Contract

**PFMSC** - Public Finance Management Standing  
Committee

**PPRA** - Public Procurement Regulatory Authority

**PS** - Principal Secretary

**PSC** - Public Service Commission

**SCAC** - State Corporations Advisory Committee

**SC** - State Corporations



## 4. NOTES

1. The purpose of this Matrix of Consequences (The Matrix) is to improve performance in the Public Service to optimal levels through taking of prompt corrective action and, immediate administration of lawful and proportionate consequences for infractions.
2. This Matrix has been prepared in conformity with the Constitution, employment laws and all other relevant laws. All HR manuals and Codes of Conduct must be revised to be in conformity with the foregoing.
3. The Matrix must also be read together with the Constitution, all employment laws, all other relevant laws, developing jurisprudence from the courts and applicable Codes of Conduct.
4. The Matrix is predicated upon the taking of prompt corrective action in order to forestall deterioration and/or further devastation.
5. Appeals processes are available for most administrative actions, typically to the Public Service Commission or relevant tribunals and courts.
6. This Matrix of Consequences is by no means exhaustive and forms a base from where other institutions specific consequences can be including for immediate administration.