



Enhancing Service Delivery through ICT at the Teachers Service Commission - Kenya

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BACKGROUND

TEACHERS SERVICE COMMISSION

Independent Commission established under Article 237 (2) of the Constitution of Kenya (Kenya, 2010)

Mandate

- Register trained teachers;
- Recruit and employ registered teachers;
- Assign teachers employed by the Commission for service in any public school or institution;
- Promote and transfer teachers;

BACKGROUNDCONT'

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- Exercise disciplinary control over teachers;
 - Terminate the employment of teachers;
 - Review the standards of education and training of persons entering the teaching service;
 - Review the demand for and supply of teachers;
 - Advise the national government on matters relating to the teaching profession;

Statistics

- Number of registered teachers as at September 2024 - 906,865
- 405,673 are directly employed by the Commission and assigned to 32,235 public educational institutions in the Kenya

PROBLEM STATEMENT

- Over 400,000 employees payroll is centralized (IPPD)
- Manual records – over 3,000 daily correspondences
- mishandling of information
- loss of papers,
- slow retrieval of records,
- inadequate storage space,
- unauthorized removal and alteration of records

PROBLEM STATEMENT....CONT'


- Average time to process/respond to teachers enquiries – 30 days
- widespread distribution of employees across the vast geographical regions affected monitoring of teachers performance
- Costs of operations
 - Ksh. 108,000 for printing pay slips and Kshs. 66,000 for postage
 - 19 members of staff worked on management and capture of third-party data, printing and dispatch of pay slips.
- manual records became ineffective to retrieve, hard to control and risky to lose

PURPOSE AND OBJECTIVES OF CHANGE

General Objective

- The general objective of automating and digitizing services and records was to enhance efficiency and effectiveness in service delivery for employees and other stakeholders.

Specific Objectives

- Bringing services closer to the employees by reducing the turnaround time by 80%;
 - Reducing operational cost by 70% through automation;
 - Strengthening business continuity;
 - Reducing the service and communication lead time from an average of 90days to 14days;
 - Enhancing data management and accessibility; and
 - Enhancing accountability of the human resources.
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Teachers Service Commission (TSC) committed to undertake a review of its manual processes through the Strategic Goal: *Service Delivery Re-engineering and Innovation* (Teachers Service Commission, 2023) .

This has continually led to initiatives that have given yield to the following systems.

Teacher registration

TEACHERS ONLINE

- Teacher registration process was entirely manual.
- Applications were made through filling of manual forms supported by certified copies of academic and professional certificates.
- The Commission maintained a manual *Karamazoo* register and issued printed certificates through the Post Offices to the successful applicants. This process used to take an average of 90 days.
- Applicants now submit online applications.
- The applications are vetted and successful applicants issued with online certificates through their email addresses.

ACHIEVEMENTS OF TEACHERS ONLINE

- eliminated the paper work thus saving on costs of purchase, printing and sending the certificates to successful applicants;
- allows officers to process applications from remote locations and thus making it time flexible;
- It now takes an average of 21 days to process an application for registration;
- Online tracking process has reduced enquiries and visits to the TSC offices

ONLINE ENTRY/EXIT

Manual reporting of entry/exit of teachers to the institutions caused delayed receipt of the entry/exit reports resulting to accumulation of teachers' salary and allowances arrears and overpayments respectively.


Achievements

- Improved efficiency by ensuring the teachers are onboarded faster and all teachers accounted for by the click of a button;
- It has cut the cost of printing and postage of manual entry/exit (casualty) forms
- Real-time submission of Entry/Exit reports hence reducing the time taken to process cases at TSC Headquarters;
- Reduced the time taken to correctly place teachers in respective schools/institutions;
- The onboarding time for recruited teachers has been reduced to less than 30 days upon recruitment;
- Integration with the registration system has also resolved the updating of the teachers' register status for teachers who are retired, deceased, recruited and dismissed among other reasons;

TPAY

TSC used to generate, print and distribute hardcopy pay slips for its over 400,000 employees spread across all the 47 counties in the country every month

Achievements

- Efficiency in the delivery of pay information to all employees including complying with the provisions of Employment Act, Cap 226 which requires pay information to be given to employees before the time at which payment of salary is made;
 - Efficiency in facilitating processing of staff payroll third party deductions through check off;
 - Cost effectiveness through saving on printing and dispatch of pay slips as the process is paperless;
 - Improving security and privacy of pay information;
 - Compliance with the set regulations on providing written document on pay information, making returns on time as P9 form is also accessed together with the pay slip and adhering to one-third rule government regulation;
 - Efficiency as pay information is received promptly and sent to third parties within a click of a button; and
 - Improved quality of service and customer satisfaction as the whole access to pay information and processing credit facility acquisition is automated;
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TPAY EMPIRICAL DATA

- The **turnaround time** for employees accessing the pay slips reduced from an average of three (3) months to end of every month;
- The number of employees who used to come for pay information related issues were **34** per day during the School holidays. Currently, all employees can access their pay information at the comfort of their homes through their mobile phones;
- Previously, **19** members of staff worked on management and capture of third party data, printing and dispatch of pay slips for a week ever month. These staff were deployed elsewhere to undertake other functions;
- Third party firms who used to come for services reduced from an average of **14** firms per day to one (1) per day within the month;
- The Commission was paying **Ksh. 108,000** for printing pay slips and **Kshs. 66,000** for postage of the pay slips every month;
- The revenue accruing from commissions charged on third party deductions doubled **from Ksh 250M to Ksh 650M** between 2015/16 to 2023/24 financial year;
- Highly improved security and privacy of employee's pay information;
- Synergy between Companies i.e between third parties and between third parties and the Commission;
- Responsiveness to vulnerable and marginalized groups e.g people living with disabilities, marginalized communities etc,

TEACHER PERFORMANCE APPRAISAL AND DEVELOPMENT (TPAD)

The purpose of the performance appraisal is to review and improve teaching standards through a systemic appraisal approach, with a view to evaluate teachers' performance and promote professional development for enhanced learning outcomes.

TPAD rolled out in all primary and secondary schools' country wide in 2016


ACHIEVEMENTS OF TPAD

- All teachers have been successfully appraised each term
- Enhanced teacher performance as demonstrated through increased teacher-learner contact time
- effective lesson preparation, time management, the use of teaching and learning materials in curriculum delivery.
- purposes of promotion, deployment and other rewards
- identify training needs and take corrective measures

DATA CONTROL SHEET

The Commission is obligated by the PFM Act, 2015 and other legislations to account for all monies allocated to it.

Over 99% of the commissions total allocation from the exchequer is meant to pay employees salaries and allowances

- Innovations – automated DCS in 2023
 - Provides a mechanism for monthly check of employees paid in every work station.
 - HOIs are required to confirm that all the employees paid through their station were on duty during the month
 - Commission account for all her employees every month and thus significantly reduce the likelihood of having ghost workers on her payroll
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ELECTRONIC DATA MANAGEMENT SYSTEM (EDMS)

- digital platform to scan and store all records and provide access to them from remote locations.
- mitigated the risk of Business Continuity through provision of a back up to the records
- made files accessible to multiple officers through the shared platform.
- enhanced service delivery as files are now retrieved faster than the manual ones

CHALLENGES

- low levels of acceptability and usability by employees and some stakeholders
- The IPPD system is a flat file that has no room for integration with other systems
- scanning and indexing of incoming and outgoing correspondences.
- This requires a huge investment in scanners and human resources
- web-based systems require adequate and reliable infrastructure and network for all the users.
- This environment varies across the country and therefore uptake of these systems is not guaranteed.
- Use of ICT varies across the ages of the employees.
- There is a significant cohort of employees that require to be capacity built to effectively use technology

CONCLUSION

Investment in the automation of services and digitization of Commissions records has been a journey that has yielded immense benefits to enhanced service delivery.

- Automation of services have reduced the contacts between the teachers and the officers. This reduced contact saw a significant reduction in incidents of bribery
- The digitized processes have assisted in improving learner teacher contact time thus improving the learning outcome among the learners.
- Teachers also no longer travel for long distances seeking for teacher related services but they can request for the service at the comfort of their desks.
- Digital teacher registration allow teachers download the certificate from their emails.
- Teachers are currently using entry exit module to report their presence in the schools where they are deployed.
- The digitalization of teachers' processes is in line with Kenyan government to enhance digital transformation in the country.

CONCLUSION.....CONT'

- plans to establish a centralized data warehouse to cater for all systems through integration, continuously upgrade the Commissions systems and decentralize non-core payroll functions to improve service delivery
- training of its employees and recruitment of graduate teachers and secretariat staff
- To mitigate the risks of teacher shortage in basic public schools, the Commission has rolled out remote learning programs where use of technology is used to share the teaching resources amongst schools.
- RLM program is being upscaled to 30more principle and 180 satellite schools.
- customer relationship management system shall be acquired and rolled out to enable teachers remotely interact with the employer and thus improve service delivery.

RECOMMENDATIONS

- Referencing one database will eliminate data inconsistencies that are experienced due to the variances across the databases.
- Continuous capacity building of system users and clients will greatly improve the user uptake of technology.
- Government should invest more in infrastructure countrywide to allow for faster growth in the ICT industry.
- Institutions should align their budgets with the service delivery innovations that seek to enhance efficiency, effectiveness and encourage accountability and transparency while highlighting key outputs and outcomes that are specific, measurable, achievable, realistic and time bound (SMART).

The

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