REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

Evaluation Report for the Year 2016/2017 on Public Service Compliance with the Values and Principles in Articles 10 and 232 of the Constitution

DECEMBER 2017

REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

Evaluation Report for the Year 2016/2017 on Public Service Compliance with the Values and Principles in Articles 10 and 232 of the Constitution

Prepared and Issued
Pursuant to Article 234(2)(h) of the Constitution

DECEMBER 2017

Our Vision

To be the lead Service Commission in the provision, management and development of competent human resource in the public service.

Our Mission

To transform the public service to be dynamic, professional, efficient and effective for the realization of national development goals.

Our Core Values

(i)   **Professionalism:** Undertakes duties without compromising standards and values;

(ii) **Fairness, Equity and Diversity:** Consistently directs effort to build inclusivity;

(iii) **Integrity, Transparency and Accountability:** Adheres to impeccable and beyond reproach professional standards; upholds openness and takes responsibility for actions in the discharge of the mandate;

(iv) **Team Spirit:** Maintains a high degree of co-operation and team work;

(v)   **Creativity and Innovation:** Applies new ideas, methods and technology in the discharge of its mandate; and

(vi) **Excellence:** Values continual improvement.

MEMBERS OF THE COMMISSION

Prof. Margaret Kobia, PhD, MGH
Chairperson

Amb. Peter O. Ole Nkuraiyia, CBS
Vice Chairperson

Titus M. Ndambuki, CBS
Commissioner

Patrick G. Gichohi, CBS
Commissioner

Catherine R. Omweno, MBS
Commissioner

Veronica Birgen, MBS
Commissioner

Dr. Judith Bwonya, MBS
Commissioner

Lawrence Nyalle, MBS
Commissioner

Prof. Michael N.I Lokuruka, EBS
Commissioner

Dr. Alice A. Otwala (Mrs), CBS
Secretary

CONTENTS

TABLES AND FIGURES

Tables

Figures

ACRONYMS

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CoB	Controller of Budget
CPD	Continuous Professional Development
CRA	Commission on Revenue Allocation
DPP	Director of Public Prosecution
EACC	Ethics and Anti-Corruption Commission
GHP	Grievance Handling Procedure
GHRIS	Government Human Resource Information System
IOs	Independent Offices
IPPD	Integrated Payroll and Personnel Database
KICD	Kenya Institute of Curriculum Development
KNCHR	Kenya National Commission on Human Rights
KRA	Kenya Revenue Authority
MDAs	Ministries, Departments and Agencies
MoE	Ministry of Education
NGEC	National Gender and Equality Commission
OAG & DoJ	Office of the Attorney General and Department of Justice
PAYE	Pay As You Earn
PSC	Public Service Commission
PWDs	Persons with Disabilities
QMS	Quality Management System
SAGAs	Semi-Autonomous Government Agencies
SCAC	State Corporations Advisory Committee
SDGs	Sustainable Development Goals

FOREWORD

The hallmark of a high performing public service is in the quality of services it offers. Placing values and principles as the foundation of national development plans and making them a way of life constitutes an enduring pedestal for anchoring service delivery transformation that is critical for the sustainable development of any country. This report fulfills the constitutional requirement for the Public Service Commission to produce an annual report on the extent to which the public service has complied with the national values and principles of governance in Article 10 as well as the public service values and principles in Article 232 of the Constitution.

The Commission has made great strides in evaluating the extent of compliance with the values and principles of the public service by public service institutions within its purview since the promulgation of the Constitution in 2010. Four reports arising from annual evaluations have been prepared and submitted to the President and Parliament since 2014. The annual reports produced contained findings and recommendations reflecting the measures taken, progress realized and challenges experienced.

In the FY2016/17, the Commission conducted a self-reporting evaluation that culminated in this Values and Principles Compliance Report. The evaluation was anchored on the framework for implementation of values and principles issued by the Public Service Commission in 2015 and focused on a review of the compliance status documented in the previous reports. This report takes stock of the measures taken, progress realized and impediments in the implementation of recommendations of the previous reports.

In a transitioning from paper-based approaches, the data collection for the 2016/17 report was online based. The evaluation targeted four service sectors namely: Ministries and State Departments; Constitutional Commissions and Independent Offices; State Corporations and Semi-Autonomous Government Agencies (SAGAs); and Statutory Commissions and Authorities.

The report presents a comparative analysis of performance scores for the service sectors in nine thematic areas. The overall compliance index for all the public institutions evaluated under the nine thematic areas was 70 percent. This was an increase of 2 percent from the 2015/16 index of 68 percent. The leading service sector was Statutory Commissions and Authorities with an overall score of 75 percent, followed by State Corporations and SAGAs with an overall score of 72 percent. These two service sectors recorded an improved performance of 6 percent. The Independent Offices and Commissions sector was ranked third with

a score of 71 percent while Ministries and State Departments recorded a score of 63 percent.

Further findings revealed that majority of the public organizations evaluated have complied with the two thirds gender principle. These organizations are therefore urged to take necessary measures to bring their gender parity to 50 percent in fulfilment of the government's commitment to the CEDAW Convention and the attainment of the Sustainable Development Goals (SDGs) No. 5 on Gender Equality. In addition, it was established that various legislative frameworks, systems, structures and measures have been put in place to support the espousal of the values and principles in the public service. Specifically, deliberate measures have been put in place by public institutions to mainstream the values and principles in their operations.

The Government had also put in place measures to facilitate equitable allocation of opportunities and resources through the enactment of relevant laws, regulations and policies. To this end, various programmes have been introduced to support the youth, women, PWDs and other vulnerable groups in the country. This is consistent with the State's commitment towards achieving goals 8 and 16 of the SDGs.

However, the service continues to experience challenges in implementing national and public service values and principles. Among the challenges are slow passage of relevant legislations, weak enforcement of laws, regulations and policies relating to the mobilization and utilization of public resources, lack of disaggregated data on disability, slow automation of business processes and low levels of productivity.

Proposed interventions towards ensuring higher levels of compliance with the values and principles of the public service include; promoting high standards of professionalism, ensuring efficiency and effectiveness in service delivery and entrenching good governance practices across the entire public service. Public organizations are encouraged to decentralize their services to the extent practicable, offer front services on the Huduma platform and seek to migrate these services to the e-government portal to facilitate ease of access to government services across the country.

The report lays the foundation for future evaluations in which organizations will be held accountable based on the commitments they make. The findings of the evaluation will inform policy interventions by the Government in furtherance of ensuring a values-based and ethical public service. Moving forward, all public institutions are urged to maintain disaggregated and updated records on gender, ethnicity, minority and marginalized communities and PWDs at all levels. This will enable public organizations to provide coherent, timely and adequate statistical diversity-related data to inform interventions.

It is anticipated that, based on the progress registered this far, the effective implementation of the recommendations proposed in this report will lead to an inclusive, values-based and effective public service.
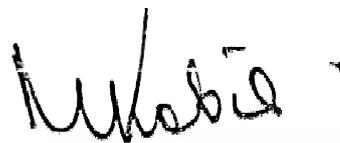
Professor Margaret Kobia, PhD, MGH,
Chairperson, Public Service Commission

PREFACE

The 2016/2017 evaluation report is the fifth in the series, and presents a comprehensive evaluation of measures taken, progress achieved and impediments faced by government Ministries, Departments and Agencies (MDAs) in the implementation of national and public service values and principles. The Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service, 2015, provides the standards and indicators along which the report was prepared. The standards are based on thematic areas that are aligned to the constitutional values and principles. The report has developed performance indices across thematic areas and sectors with comparison made against the 2015/16 indices.

The Commission, therefore, wishes to thank the public organizations in general, and the specific officers for their commitment towards ensuring timely submission of organizational reports and

therefore safeguarding the integrity of the data management processes. However, some targeted organizations did not meet the submission deadlines and therefore could not be considered in the evaluation. This challenge underscores the need for all public organizations to endeavour to participate in the pre-survey sensitization exercise so as to strengthen their readiness for providing data through the online tool.

The findings of this evaluation have established that there is a remarkable improvement in the number of programmes and activities initiated by reporting organizations towards compliance and overall promotion of values and principles in the public service. However, public organizations in the respective sectors have demonstrated varying degrees of performance across the thematic areas. There is therefore need to appreciate the efforts and achievements made by these public organizations in complimenting efforts by the Government and other stakeholders at ensuring an efficient and effective public service.

To continually monitor the status of implementation of organizational commitments geared towards addressing identified gaps, the report has provided a comprehensive framework to guide MDAs in implementing the recommendations of the evaluation. The report also provides an elaborate section with appendices containing specific details on the various performance indicators addressed.

Dr. Alice A. Otwala (Mrs), CBS
Secretary/Chief Executive

ACKNOWLEDGEMENTS

The Public Service Commission wishes to express special thanks to all Government Ministries, State Departments, Independent Offices and Commissions, State Corporations, Semi-Autonomous Government Agencies, and Statutory Commissions and Authorities that actively participated in the provision of data and information used in preparing this report.

We appreciate the Commission Board under the leadership of the Chairperson, Professor Margaret Kobia, PhD, MGH, and the Commissioners for their strategic and policy guidance. Special thanks to the Compliance and Quality Assurance Committee members led by the Chair, Commissioner Dr. Judith Bwonya, MBS, Prof. Michael Lokoruka, PhD, EBS and Mr. Patrick Gichohi, CBS for their invaluable guidance, insightful advisory and quality assurance of the report.

We also appreciate the Commission Secretary/Chief Executive, Dr. Alice A. Otwala, CBS, for immensely facilitating the resources required for the entire assignment including subscription for the online Monkey Survey tool. In addition, we also thank the Values and Principles Evaluation Technical Team which comprised Mr. Wachinga S. Gikonyo (Director, Compliance and Quality Assurance), Mr. Wesley Kipngetich (Deputy Director), Mr. Gabriel Juma (Deputy Director), Mr. Francis Lemarkat (Assistant Director), Mr. Simon Ojala (Assistant Director), Ms. Rahma Hassan (Assistant Director), Mr. Isaac Kihiu (Principal Governance and Ethics Officer), Mr. Jacob Gumba (Principal Monitoring and Evaluation

Officer), Ms. Salyvia Kagoi (Principal HRM&D Officer), Mr. Joseph Kenei (Economist) and Mrs. Evelyn Adhiambo (Senior HRM&D Officer).

Our utmost appreciation goes to all the stakeholders who participated in various stages of the preparation of this report.

Amb. Peter O. Ole Nkuraiyia, CBS,
Vice Chairperson, Public Service Commission

EXECUTIVE SUMMARY

The 2016/17 compliance report on values and principles of governance and public service is the fifth such report under the new mandate of Public Service Commission (PSC) since the promulgation of Kenya's Constitution in 2010. Article 234 (2) (c) of the constitution mandates PSC to promote the national values and principles of governance of Article 10 of the Constitution, and the public service values and principles of Article 232. Article 234 (2) (h) requires the Commission to undertake an evaluation and report to the President and Parliament on the extent to which the values and principles are complied with.

This year's report presents aggregated compliance and performance scores for public institutions guided by the metrics under ten thematic areas: (1) Ensuring High Standards of Professional Ethics; (2) Devolution and Sharing of Power; (3) Good Governance, Transparency and Accountability (4) Diversity Management; (5) Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development; (6) Equitable Allocation of Opportunities and Resources; (7) Accountability for Administrative Acts; (8) Improvement in Service Delivery; (9) Performance Management; and (10) Public Participation in Policy Making.

The 2016/17 evaluation was a self-reporting survey that took stock of the measures taken, progress realized and challenges experienced in the implementation of recommendations of the previous reports. Primary data collection was through two main online questionnaires; the MDA specific questionnaire and Oversight institutions questionnaire. The MDA specific questionnaire was used to gather cross-cutting data on the implementation of values and principles while the oversight institutions questionnaire provided data for triangulation purposes. The evaluation also benefited from secondary data from Independent Offices and Commissions. Performance and composite indices for all the public institutions that

participated in evaluation were computed based on measures of central tendency and standardized scores.

Compliance and performance levels by MDAs on the evaluated thematic areas were classified into three categories namely "High Achievers", "Medium Achievers" and "Low Achievers". "High Achievers" classification covered scores for individual public institutions with aggregate scores of 81 percent and above, "medium Achievers" classification covered scores within the range of 57 percent to scores below 81 percent. Institutions which scored below 57 percent were rated as "Low Achievers".

The overall compliance index for all the public institutions evaluated under the nine thematic areas was 70 percent. This was an increase of 2 percent from the 2015/16 index of 68 percent. Like the previous year, devolution and sharing of power was not included in computing the overall index. The leading service sector was Statutory Commissions and Authorities with an overall score of 75 percent, followed by State Corporations and SAGAs with an overall score of 72 percent. These two service sectors recorded an improved performance of 6 percent. The Independent Offices and Commissions were ranked third with a score of 71 percent while Ministries and State Departments were ranked fourth with a score of 63 percent.

Findings of the 2016/17 evaluation report are envisaged to inform the determination of the extent of compliance with values and principles of the public service by each institution since all the reporting institutions were expected to develop action plans and affirmative programmes to address the existing gaps. Essentially, the report lays the foundation for future evaluations whereby organizations will be held accountable based on the proposed commitments made by each institution. The recommendations of the evaluation will inform policy interventions by Government in furtherance of ensuring a value based and ethical public service.

Summary of Survey Findings and Recommendations

Overall compliance index scores

70%
Overall compliance index

2%
Increase in overall compliance index

Overall compliance index for public institutions evaluated under the nine thematic areas was 70 percent; an increase of 2 percent from the 2015/16 index of 68 percent. Like the previous year, devolution and sharing of power was not included in computing the overall index. The leading service sector was Statutory Commissions and Authorities with an overall score of 75 percent, followed by State Corporations and SAGAs at 72 percent. These two service sectors recorded an improved performance of 6 percent. The Independent Offices and Commissions were ranked third with a score of 71 percent while Ministries and State Departments were ranked fourth at 63 percent.

Overall Ranking by Service Sector

Out of 37 Ministries and State Departments evaluated, 1 (3 percent) was categorized in the High achievers category, 21 (57 percent) were Medium achievers and 15 (40 percent) were Low achievers. Further, in the State Corporations and SAGAs category with 114 public institutions, 25 (22 percent) were categorized as high achievers, 71 (62 percent) were classified as medium achievers while 18 (16 percent) were low achievers. The Independent Offices and Commissions category, out of 9 public institutions, 1 (11 percent) institution was ranked as high achiever while 8 (89 percent) were in the medium achievers category. In the Statutory Commissions and Authorities, out of 4 public institutions one (25 percent) was ranked as high achiever while 3 (75 percent) were medium achievers.

Overall Ranking by Institutions

The top five institutions were all from state corporations. The overall best performing institution was Capital Markets Authority with 91.2 percent followed by KICC at 90.7 percent and Ewaso Ng'iro South Development Authority at 90 percent. Other high achievers included KENTTEC at 88.3 percent, Kenya Institute of Special Education (KISE) at 87.8 percent, Kenya Electricity Generating Company (87.4 percent) and Water Sector Trust Fund (81.5 percent).

In the ministries category, the best three performing departments were Fisheries and Blue Economy at 81.8 percent followed by Energy at 80.5 percent and Irrigation Services at 78.7 while the best institution in the Statutory Commissions and Authorities was Council of Governors at 84 percent followed by the Energy Regulatory Commission at 81.7 percent. In the category of Independent Offices and Commissions the best institution was the Commission on Revenue allocation at 84 percent followed by Kenya National Commission on Human Rights at 75.7 percent and Controller of Budget at 75 percent.

3% of the ministries and state departments were high achievers, 57% were medium achievers and 40% were low achievers

Performance and Compliance by Thematic Areas

Thematic Area 1: Ensuring High Standards of Professional Ethics in Public Service

Performance and Compliance Level

The overall performance in this thematic area was 75.3 percent. The best performing sector was Statutory Commissions and Authorities at 89 percent followed by State Corporations and SAGAs at 78 percent. The least performing sectors were Independent Offices and Commissions and Ministries and State Departments at 71 percent and 66 percent respectively.

75%

Performance in this thematic area

A further breakdown of the performance rating reveals that 59 percent of the Ministries and State Departments were rated as medium achievers while 41 percent were rated as low achievers. For Independent Offices and Commissions, 11 percent were rated as high achievers, 56 percent as medium achievers and 33 percent as low achievers. Similarly, 3 percent of State Corporations and SAGAs were rated as high achievers, 86 percent as medium achievers and 11 percent as low achievers. Statutory Commissions and Authorities had 75 percent and 25 percent of their institutions rated as high achievers and low achievers respectively.

Recommendations:

i.   Public Institutions to provide budgetary allocation for training, sensitization and mainstreaming Ethics and Integrity in all their programmes and activities;

ii. Public Institutions to align their respective operational mandates with the constitutional provisions on values and principles;

iii. Public Institutions to support continuous professional development for members of regulated professional bodies; and

iv. Government to ensure full implementation of a value-based curriculum so as to concretize integration of national values and principles in all levels of learning.

Thematic Area 2: Devolution and Sharing of Power

KEY
Achievement

Establishment of Inter-Governmental Relations Technical Committee

Performance and Compliance Level

The key achievements under this thematic area included: the establishment of the Inter-Governmental Relations Technical Committee to assume the functions of the defunct Transition Authority; transfer of all the functions under the Fourth Schedule of the Constitution including the resources, other supporting functions and seconded staff to the County Governments; capacity building and technical support to the County governments by the National Government; and an updated assets and liabilities register for the County Governments. However, it was noted that the County Public Service Bill has not been enacted into law and the Devolution policy was still outstanding.

Recommendations:

Government to:

(i)   Fast track the enactment of the County Public Service Bill, 2016 to anchor the County Pension Scheme in law;

(ii) Finalize the Draft Devolution Policy by June 2018;

(iii) Continually strengthen professional and technical capacity of County Governments towards the promotion of national and values and principles of the public service; and

(iv) Enhance institutional capacity and public awareness across the public service on devolution processes.

Thematic Area 3: Good Governance, Transparency and Accountability

Performance and Compliance Level

The overall performance in this thematic area was 89.0 percent. The best performing sector was Statutory Commissions and Authorities at 100 percent followed by State Corporations and SAGAs at 91.2 percent, Independent Offices and Commissions at 88.9 percent while Ministries and State Departments recorded a score of 81.1 percent.

89%
Performance in Good Governance, Transparency and Accountability

66%
Performance in diversity management

Seventy Eight (78) percent of the institutions under Independent Offices and Commissions were rated as high achievers while 22 percent were low achievers. Ministries and State Departments had 62 percent of the institutions rated as high achievers compared to 38 percent that were rated as low achievers. State Corporations and SAGAs, 82 percent were rated as high achievers and 18 percent as low achievers. All the four Statutory Commissions and Authorities evaluated were rated as high achievers.

Recommendations:

Government to:

(i) Undertake a governance audit in public organizations to confirm the veracity of compliance with the Executive Order No.6 of 2015 on Ethics and Integrity in the Public Service;

(ii) Fast-track finalization of the draft National Ethics and Anti-Corruption Policy;

(iii) Review and harmonize Corruption prevention laws; and

(iv) Support continuous monitoring and evaluation on management systems and processes to ensure good governance, transparency and accountability.

Thematic Area 4: Diversity Management

Performance and Compliance Level

The overall performance in this thematic area was 65.9 percent. The best performing sector was Statutory Commissions and Authorities at 69.7 percent followed by State Corporations and SAGAs at 67.8 percent. Independent Offices and Commissions recorded a score of 66.3 percent while . Ministries and State Departments recorded a score of 59.6 percent.

Out of the nine Independent Offices and Commissions evaluated, 11 percent were ranked as high achievers, 78 percent as medium achievers while 11 percent as low achievers. For Ministries and State Departments, majority (70 percent) of the institutions were ranked as medium achievers, 8 percent as high achievers and 22 percent as low achievers. State Corporations and SAGAs had 19 percent of the institutions ranked as high achievers, 68 percent as medium achievers and 13 percent as low achievers. All Statutory Commissions and Authorities evaluated were ranked as medium achievers.

Four State Corporations exceeded the 5 percent requirement of representation of PWDs. These included: Kenya Education Management Institute (KEMI), Kenya Institute of Special Education (KISE), Lake Victoria South Water Service Board (LVWSB) and National Council for Persons with Disabilities (NCPWDs). Further, Kenya Water Towers and Industrial and Commercial Development Corporation (ICDC) had complied with the requirement. Of the 164 institutions evaluated, 46 ethnic communities were represented in the public service.

Recommendations:

Public institutions to:-

i. Conduct diversity audits, confirm diversity gaps and develop affirmative action programmes to redress the gaps at all levels;

ii. Make provision for special employment opportunities for the unrepresented and under represented marginalized communities;

iii. Endevaour to attain 50 percent gender parity in line with the CEDAW Convention and the SDG goal No.5 on Gender Equality;

iv. Develop and implement affirmative action programmes in order to ensure

the constitutional requirement on the 5% representation of PWDs is progressively realized;

v. Establish and maintain structured collaboration/liaison framework with NCPWDs in order to facilitate identification and placement of PWDs within the public service;

vi. Maintain disaggregated and updated records on gender, ethnicity; including minority and marginalized communities, PWDs, rights-based data at all times; and

vii. Develop and institutionalize time-bound affirmative action programmes for appointments, training and promotion of the marginalized and other disadvantaged groups across the public service.

Thematic Area 5: Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development

69%
Performance in efficiency, effectiveness, economic use of resources and sustainable development

Performance and Compliance Level

The overall performance in this thematic area was 68.8 percent. The best performing sector was Independent Offices and Commissions at 81.3 percent followed by Statutory Commissions and Authorities at 75 percent. State Corporations and SAGAs and Ministries and State Departments scored 68 percent and 67 percent respectively.

Independent Offices and Commissions had 63 percent of institutions ranked as high achievers and 37 percent as medium achievers. Ministries and State Departments had 36 percent of the institutions ranked as high achievers, 60 percent as medium achievers and 4 percent as low achievers. State Corporations and SAGAs had 37 percent of the institutions ranked as high achievers, 61 percent as medium achievers and 2 percent as low achievers. Statutory Commissions and Authorities had 50

percent of the institutions ranked as high achievers while 50 percent were ranked as medium achievers.

Recommendations:

Government to:-

i. Develop and update the inventory of existing public assets; and

ii. Facilitate continuous capacity building and civic education on effective management of resources for sustainable development.

Thematic Area 6: Equitable Allocation of Opportunities and Resources

Performance and Compliance Level

The overall performance in this thematic area was 80.0 percent. The best performing sector was Statutory Commissions and Authorities at 87.5 percent followed by Independent offices and Commissions with a score of 83.3 percent. State Corporations and SAGAs scored 80 percent while Ministries and State Departments scored 77.7 percent.

80%
Performance in equitable allocation of opportunities and resources

Independent Offices and Commissions had 33 percent of the institutions ranked as high achievers while 67 percent were medium achievers. Ministries and State Departments had 41 percent of the institutions ranked as high achievers, 46 percent medium achievers and 13 percent as low achievers. Further, State Corporations and SAGAs had 33 percent of the institutions being ranked as high achievers, 58 percent as medium achievers and 9 percent as low achievers. Out of the four Statutory Commissions and Authorities evaluated, 50 percent were ranked as high achievers and 50 percent as medium achievers.

Recommendations

Government to:

i.   Ensure strict enforcement of the policy on Access to Government Procurement Opportunities (AGPO) across all public institutions; and

ii.   Fast-track disbursement of equalization funds.

Thematic Area 7: Accountability for Administrative Acts

79%

Performance in accountability for administrative acts

Performance and Compliance Level

The overall performance in this thematic area was 78.5 percent. The best performing sector was State Corporations and SAGAs at 63 percent followed by Independent Offices and Commissions at 75 percent. Statutory Commissions and Authorities had a score of 71.9 percent while Ministries and State Departments had a score of 66.2 percent. Independent Offices and Commissions had 11 percent of the institutions ranked as high achievers, 56 percent as medium achievers and 33 percent as low achievers.

Ministries and State Departments had 8 percent of the institutions ranked as high achievers, 65 percent as medium achievers and 27 percent as low achievers. State Corporations and SAGAs had 32 percent of the institutions ranked as high achievers, 64 percent as medium achievers and 4 percent as low achievers. All the Statutory Commissions and Authorities evaluated were ranked as medium achievers.

Recommendations

Public Institutions to:

i.   Review their service charters and grievance handling procedures to align them to the constitution and other relevant enabling

legislations, regulations and the Revised Public Officer Code of Conduct and Ethics, 2016; and

ii.   Continually comply with the provisions of the Revised Public Officer Code of Conduct and Ethics, 2016.

Thematic Area 8: Improvement in Service Delivery

46%

Performance on improvement in service delivery
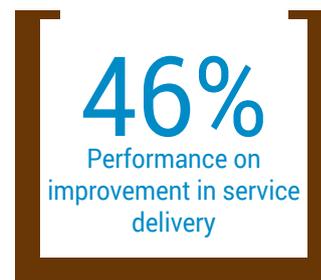
Performance and Compliance Level

The overall performance in this thematic area was 46.1 percent. The best performing sector was Independent Offices and Commissions at 70 percent followed by State Corporations and SAGAa at 48.6 percent. Ministries and State Departments recorded as core of 37.3 percent while Statutory Commissions and Authorities recorded a score of 35 percent.

Independent Offices and Commissions had 22 percent of the institutions ranked as high achievers, 56 percent as medium achievers and 22 percent as low achievers. Ministries and State Departments had 11 percent of the institutions ranked as high achievers, 46 percent as medium achievers and 43 percent as low achievers. State Corporations and SAGAs had 18 percent of the institutions ranked as high achievers, 60 percent as medium achievers and 22 percent as low achievers. Out of the four Statutory Commissions and Authorities evaluated, 75 percent of the institutions were ranked as medium achievers and 25 percent as low achievers.

Recommendations

Public Institutions to:

i.   Establish concrete technological infrastructure and upgrade existing ICT systems and equipment to facilitate automation;

ii. Migrate the respective front line business processes to E-Government portal;

iii. Decentralize their services to the extent practicable including offering their services on Huduma Platform; and

iv. Align their respective workplace policies to the relevant constitutional provisions, as well as other service regulations and operational guidelines.

Thematic Area 9: Performance Management

63%

Performance management Index

Performance and Compliance Level

The overall performance in this thematic area was 63.4 percent. The best performing sector was State Corporations and SAGAs at 69.4 percent followed by Statutory Commission and Authorities 67.5 percent. Independent Offices and Commissions scored 60 percent while Ministries and State Departments cored 45.1 percent. All the nine Independent Offices and Commissions and the four Statutory Commissions and Authorities evaluated were ranked as medium achievers.

Ministries and State Departments had 3 percent of the institutions ranked as high achievers, 67 percent as medium achievers and 30 percent as low achievers. State Corporations and SAGAs had 23 percent of the institutions ranked as high achievers, 67 percent as medium achievers and 10 percent as low achievers.

Recommendations

a) Public Institutions to:

(i) Comply with the HRD policy on induction of newly appointed officers;

(ii) Adopt and implement a Quality Management Systems (QMS) and those with existing QMS

to upgrade their respective systems to the current standard;

(iii) Develop HR plans and have them reviewed and aligned to the Public Service Commission Act, 2017;

(iv) Enhance public-private partnerships to mobilize resources/funding to facilitate creation of effective, transparent, accountable and sustainable performance management systems; and

(v) Mainstream values and principles in the interview process.

b) Government to:

(i) Initiate a study to establish the reasons behind the average performance in the public service with a view to putting in place corrective measures to enhance productivity; and

(ii) Review relevant legislations and policies to enable support cadre to serve on permanent and pensionable basis.

Thematic Area 10: Public Participation in Policy Making Process

62%

Performance in public participation

Performance and Compliance Level

The overall performance in this thematic area was 61.6 percent. The best performing sector was Statutory Commissions and Authorities at 75 percent followed by Ministries and State Departments at 67.6 percent. State Corporations and SAGAs scored 59.7 percent while Independent Offices and Commissions scored 55.6 percent.

Of the Independent Offices and Commissions evaluated, 56 percent were ranked as high achievers, 44 percent as low achievers, while 68 percent of the

Ministries and State Departments were ranked as high achievers and 32 percent as low achievers. More than half (60 percent) of the State Corporations and SAGAs were ranked as high achievers while 40 percent were ranked as low achievers. Of the Statutory Commissions and Authorities evaluated, 75 percent were ranked as high achievers while 25 percent were ranked as low achievers.

Recommendations

(i)   Public organizations to review their operational guidelines in line with the provisions of the public participation guidelines issued by the Commission;

(ii)   Government to expedite finalization of the Public Participation Bill 2016; and

(iii) Government to fast-track finalization of the National Policy on Public participation.

General Recommendations

(i)   Government to establish an inter-agency forum (a coordinated sectoral approach) for monitoring the implementation of values and principles in the public service.

CHAPTER ONE

Introduction

CHAPTER ONE: INTRODUCTION

1.0 Establishment, Composition and Mandate of the Commission

The Public Service Commission (PSC) is an independent Commission established under Article 233 of the Constitution of Kenya. It consists of a Chairperson, Vice Chairperson and seven members appointed by the President with the approval of the National Assembly. The mandate of the Commission is spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. This includes establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the Public Service. In discharging its mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act 2015 and other relevant legislation.

1.1 Functions and Powers of the Commission

(a) Establishment and abolition of offices in the Public Service;

(b) Appointment of persons to hold or act in those offices, and to confirm appointments;

(c) Exercising disciplinary control and removal of persons holding or acting in those offices;

(d) Promotion of national values and principles of governance; and values and principles of Public Service;

(e) Investigating, monitoring and evaluating the organization; administration and personnel practices of the Public Service;

(f) Ensuring that the Public Service is efficient and effective;

(g) Development of human resources in the Public Service;

(h) Reviewing and making recommendations to the National Government in respect of conditions of service, code of conduct and qualifications of officers in the Public Service;

(i) Evaluating and reporting to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 are complied with in the Public Service;

(j) Hearing and determining appeals in respect of county governments' Public Service;

(k) Nominating persons to the Judicial Service Commission and Salaries and Remuneration Commission under Articles 171(2) (g) and 230(2) (b) (i) respectively;

(l) Recommending persons to be appointed as Principal Secretaries under Article 155(3)(a);

(m) Receiving petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);

(n) Protection of public officers against victimization and discrimination while discharging their duties; and

(o) Performing any other functions and exercising any other powers conferred by national legislation.

1.2   Scope of Responsibility

In the performance of its functions, the Commission is responsible for all human resource matters in Ministries, Departments, Office of the Attorney General and Department of Justice, and State Corporations. However, with regard to the function of promotion, compliance, evaluation and reporting on values and principles referred to in Articles 10 and 232 of the Constitution, the Commission is responsible for the staff of the following:

(a)   Ministries, Departments, Office of the Attorney General and Department of Justice and State Corporations.

(b)   Constitutional Commissions and Independent Offices namely: Gender and Equality Commission; Kenya National Commission on Human Rights; National Lands Commission; Independent Electoral and Boundaries Commission; Commission on Revenue Allocation; Salaries and Remuneration Commission; Office of the Auditor General and Controller of Budget.

(c)   Statutory Commissions and Authorities namely:- National Cohesion and Integration Commission; Commission on Administrative Justice; Inter-Governmental Relations Technical Committee; Director of Public Prosecutions; Ethics and Anti-Corruption Commission; Witness Protection Agency; Energy Regulatory Commission; Kenya Law Reform Commission; Commission for University Education and Independent Police Oversight Authority.

(d)   Any other public entity not excluded under Article 234(3).

1.3   Background to the Evaluation

The Constitution of Kenya provides for National Values and Principles of Governance in Article 10 and Values and Principles of Public Service in Article 232. Prior to the promulgation of the Constitution of Kenya 2010 the Commission promoted good governance practices in the public service through the administration of the Public Officer Ethics Act, 2003.

The Commission undertook the first evaluation on the extent to which the values and principles are complied with in the public service in 2011/2012.

This report provided the basic information and data on the readiness of the public service with regard to promotion and implementation of values and principles and to determine how compliance evaluation would be conducted in future. This was the State of the Public Service Report 2012. The 2012/2013 evaluation was an assessment of the findings and recommendations of the State of the Public Service Report. The values and principles were assessed independently and not grouped into thematic areas. That was the first report to be submitted to the President and Parliament.

The 2013/2014 evaluation aggregated values and principles into the current 10 thematic areas and actionable indicators to facilitate future assessment of compliance status. The report reiterated the need for the Commission to forge increased partnership with oversight institutions in the public service to provide credible data that is critical for an objective compliance evaluation.

In May 2015, the Commission developed and issued to the Service the Framework for Implementation for Values and Principles. The framework provides for the strategies for implementation of values and principles, performance standards and indicators by thematic areas and a monitoring, evaluation and reporting framework. The 2014/2015 evaluation facilitated the refinement of a set of indicators for each thematic area, as envisaged in the framework, to measure levels of compliance.

The 2015/2016 evaluation focused on determination of compliance indices for values and principles based on the 10 thematic areas. The overall compliance index with the values and principles and the citizen satisfaction index were computed at 68 percent and 43 percent respectively. The evaluation enabled the government to mirror compliance with the values and principles and overall perception by the citizenry on service delivery.

The Commission has made great strides in evaluating the extent of compliance with the values and principles of the Public Service by public institutions within its purview since the promulgation of the Constitution in 2010. Four reports arising from annual evaluation have been prepared and submitted to the President and Parliament since 2013. The annual reports contained findings and recommendations reflecting the measures taken, progress made and challenges experienced.

In the FY2016/2017, the Commission conducted a self reporting survey that culminated in the 2016/2017 Values and Principles Compliance Evaluation Report. The evaluation focused on review of the status contained in the previous five reports. It takes stock of the measures taken, progress realized and challenges experienced in the implementation of recommendations of the previous reports. The output of the current evaluation is envisaged to inform the determination of the extent of compliance with values and principles of the Public Service by each institution since all the reporting institutions will be expected to develop action plans and affirmative programmes to address the existing gaps. Essentially, the report lays the foundation for future evaluations where organizations will be held accountable based on the proposed commitments made by each institution. The findings of the evaluation will inform policy interventions by Government in furtherance of ensuring a value based and ethical Public Service.

1.4   Objectives of the Evaluation

The overall objective of the evaluation was to determine the extent to which the recommendations from the previous reports of 2011/2012 to 2015/16 have been implemented in the Public Service.

The specific objectives of the evaluation were to:

(i)   Determine the implementation gaps;
(ii)   Assess the progress realized;
(iii)   Determine the impediments; and
(iv)   Make recommendations to Parliament and the President for policy interventions.
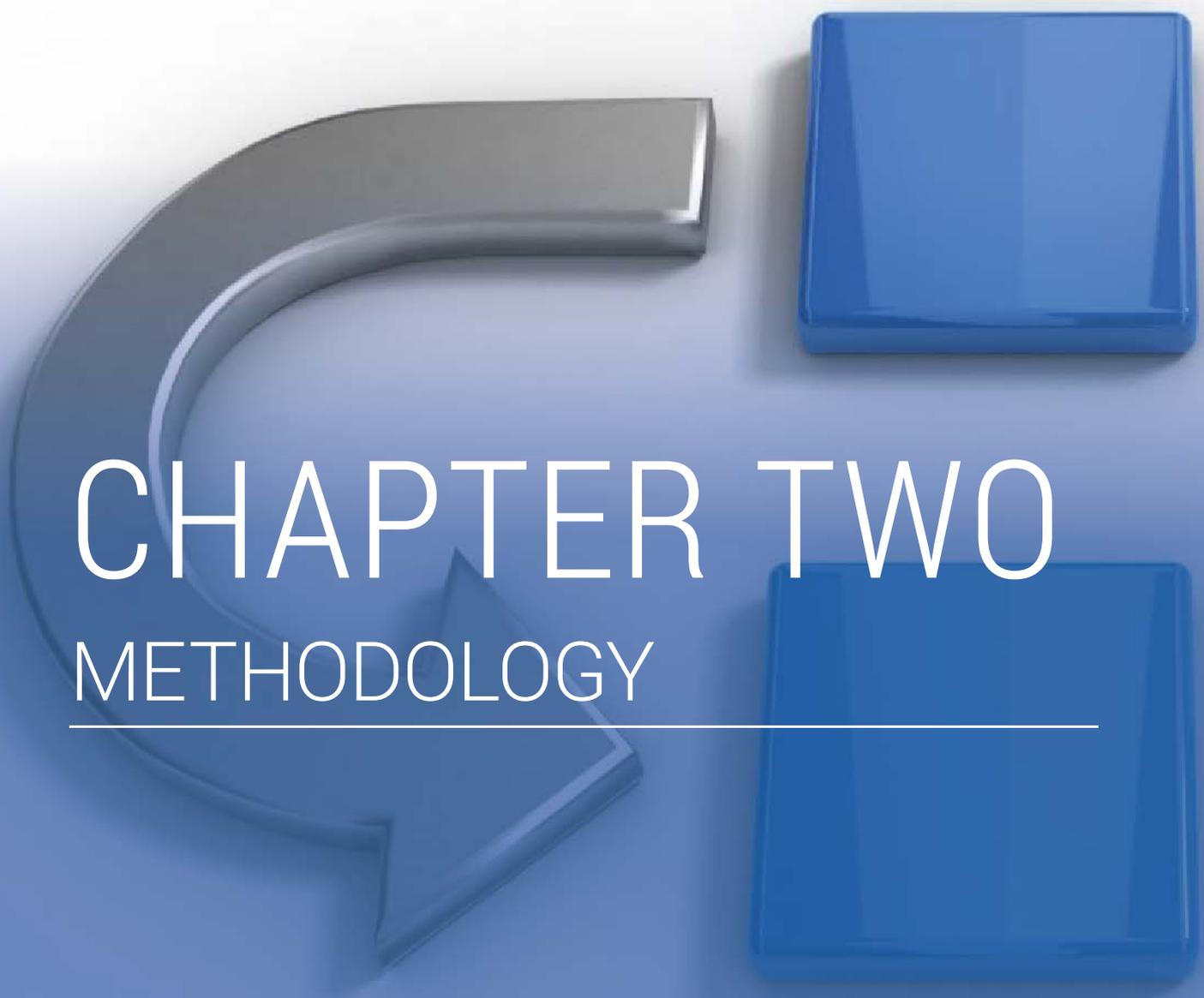
CHAPTER TWO
METHODOLOGY

CHAPTER TWO: METHODOLOGY

2.0   Evaluation Methodology

The evaluation methodology entailed:

(i)   Development of the roadmap to guide the evaluation process;

(ii)   Undertaking performance gap analysis of the 2011/2012 to 2015/2016 values reports;

(iii)   Literature review of secondary reports from oversight institutions;

(iv)   Development and piloting of the online evaluation tools;

(v)   Identification and training of respondents from public institutions on the online tools and the evaluation process;

(vi)   Administration of the tools to the trained respondents;

(vii)   Collection;

(viii)   Collating, validation and analysis of data; and

(ix)   Report writing.

2.1   Sampling Design

The 2016/17 compliance evaluation report targeted Ministries and State Departments (MDAs), Constitutional Commissions and Independent Offices, State Corporations & Semi-Autonomous Government (SAGAs) and Statutory Commissions and Authorities. The PSC organized sensitization workshops for all institutions under the jurisdiction of the Commission. 300 public institutions were targeted for the evaluation and two officers were invited for training from each of the institutions. A total of 424 officers out of 600 targeted turned up for the training on the online tool and the evaluation process among others.

The evaluation targeted a total of 215 institutions which included 185 Ministries/State Departments, State Corporations, Independent Commissions and Offices, Statutory Commissions and Authorities

215
Public Service institutions were targeted in the evaluation

as well as 30 oversight institutions that were sensitized. The online tool was administered to respondents who attended the training (one from each institution).

Of the 215 institutions which participated in the survey, 193 responded to the evaluation tool representing 90 percent response rate as shown in Figure 2.1 (also see the participating institutions listed in Appendix 8). However, 18 institutions submitted partial responses; thus, were not considered for the evaluation (Appendix 7).

2.2   Data Collection

Data collection involved literature review and gap analysis of 2011/2012 to 2015/2016 reports. The analysis of the reports provided information, which was categorized into specific thematic areas. Besides informing the development of data collection tools, the analysis also highlighted key recommendations given in each of the past reports, the measures that had been taken to address the challenges and the gaps that are yet to be addressed.

Primary data collection adopted two main questionnaires. These were: MDA specific questionnaire and oversight institutions questionnaire. The MDA specific questionnaire was used to gather cross-cutting data on the implementation of values and principles while the oversight institutions questionnaire sought to gather data on the same institutions on their oversight mandates. This was undertaken for data triangulation purposes.

Figure 2.1: Response Rate by Service Sector
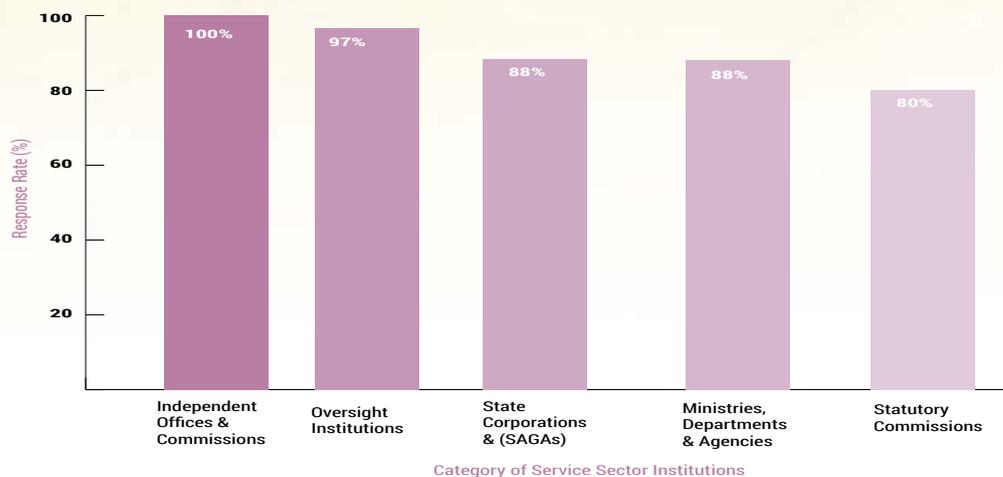
Source: Public Service Values Survey, 2017

Further, other reports from Independent Commissions and Offices were analyzed to corroborate data from MDAs on the implementation of values and principles (Appendix 9). The reports also provided information on implementation gaps that are yet to be addressed in the implementation of values and principles in MDAs. The reviewed reports were from the following institutions:

(a) Ethics and Anti-Corruption Commission;

(b) National Cohesion and Integration Commission;

(c) National Gender and Equality Commission;

(d) Parliamentary Service Commission;

(e) Judicial Service Commission;

(f) Kenya National Commission on Human Rights;

(g) Commission on Administrative Justice;

(h) Teachers Service Commission;

(i) National Land Commission;

(j) Commission on Revenue Allocation;

(k) Salaries and Remuneration Commission;

(l) Independent Electoral and Boundaries Commission;

(m) National Police Service Commission;

(n) Office of the Auditor General;

(o) Controller of Budget; and

(p) Annual Presidents Report on Realization of National Values (Cabinet Office).

2.3　Survey Tools and Piloting

The contents of the questionnaires were partly informed by:

(i) model questions developed in earlier surveys;

(ii) specific measures taken in the 2016/17 financial year;

(iii) Institutional recommended commitments to address implementation gaps for the 2011-2016 evaluation reports; and

(iv) the performance indicators as provided in the Framework for Implementation of Values and Principles and under Articles 10 and 232 of the Constitution.

Piloting for the questionnaire was done during the three weeks training of Heads of Human Resource and the technical officers held between 25th September and 13th October 2017. The officers responded to the online tool during the practical sessions and their comments were incorporated during the finalization of the questionnaires.

2.4　The online Survey Tool

The two questionnaires were uploaded on Survey Monkey tool which is an online-based tool. This type of questionnaire is versatile, convenient, and efficient and provides for broad variables which are easy to administer and analyze. Further, the online survey tool was chosen because of its ability to target a larger sample size. The documents were uploaded through encrypted data format to secure it against interference.

2.5　Data Processing and Analysis

Data from the reviewed literature and reports was analyzed in thematic areas and key findings

enumerated. Further, duly completed data from questionnaires was downloaded from the Survey Monkey and exported to Microsoft excel worksheet. The data was cleaned and uploaded tables were cross checked to eliminate gaps and aligned for analysis. All entered data was validated for consistency and verified before the analysis. Most of the analysis was performed using Advanced MS Excel tools, Statistical Package for Social Science 20.0 and STATA MP 11.2. Qualitative data was collated, analyzed and categorized into respective thematic areas.

2.6 Computation of Thematic Performance and Composite Indices

This evaluation determined performance and composite indices for all the public institutions that responded to the online questionnaire on cross-cutting issues. The computation approaches applied in the evaluation are consistent with global practice.

The estimation of an index for each of the 9 thematic areas involved the following steps:

(a) Identifying the questions in each thematic area that were used as indicators for determining an index;

(b) A score of one was assigned to institutions that possessed the attribute while zero was assigned for those not possessing the desired attribute;

(c) For indicators that required attainment of constitutional or legal requirements, the score of one was assigned for possessing the minimum constitutional provisions and values from zero to one, progressively arranged as 0 percent to 5 percent. For example, the percentage of PWDs, minimum attainment of 5 percent representation by institution(s) was assigned a value of 1; and 0 percent to 5 percent progressively assigned value of 0 to 1;

(d) The average scores of the indicators was determined as per institutions for each theme; and

(e) The average scores were then standardized using the following equation.

$$\text{Standardized Score} = \frac{\text{MDA Indicator Value} - \text{Minimum Value}}{\text{Minimum Value} - \text{Maximum Values}}$$

However, some indicators in which there was a reverse score i.e. Yes=0 and No= 1, for example where organizations were required to indicate officers charged with corruption related offences, the equation used to standardize such scores was:

$$\text{Standardized Score} = 1 - \frac{\text{MDA Indicator Value} - \text{Minimum Value}}{\text{Minimum Value} - \text{Maximum Values}}$$

Ranking

(f) The mean and the standard deviation of the standardized scores were then determined. They were used to establish the boundaries for categorizing the public institutions into High, Medium and Low as follows (Appendix 4-6):

(i) High if the score was more than 1 standard deviation above the mean,

(ii) Medium if the score was within 1 standard deviation of the mean; and

(iii) Low if the score was 1 standard deviation below the mean.

(g) For comparative analysis purposes, the individual institutions were clustered into 4 categories:

(i) Ministries and State Departments;

(ii) Independent Offices and Commissions;

(iii) State Corporations and SAGAs; and

(iv) Statutory Commissions and Authorities.

Within these clusters the number of public institutions that were High Achievers, Medium Achievers and Low Achievers was established.

2.7 Assumptions

(i) All public institutions would send officers to participate in the sensitization and the survey.

(ii) The information provided by the institutions would be accurate and meet integrity threshold.

2.8 Limitations of the Survey

(i) Not all public service institutions participated in the survey.

(ii) Some institutions provided inconsistent data (Appendix 7).

(iii) Some institutions failed to meet submission deadline and hence could not be considered in the survey.

CHAPTER THREE

PERFORMANCE &
COMPLIANCE EVALUATION
FINDINGS

CHAPTER THREE: PERFORMANCE AND COMPLIANCE EVALUATION FINDINGS

3.0 Introduction

The evaluation was done against the backdrop of the current composition of the Public Service using the framework for implementation of values and principles issued by the PSC in 2015. The evaluation focused on ten thematic areas of: High Standards of Professional Ethics; Devolution and Sharing of Power; Good Governance, Transparency and Accountability; Diversity Management; Efficiency, Effectiveness, Economic Use of resources and Sustainable Development; Equitable Allocation of Opportunities and Resources; Accountability for Administrative Acts;Improvement in Service Delivery; Performance Management; and, Public Participation in Policy making.

3.1 Thematic Area 1: Ensuring High Standards of Professional Ethics

3.1.1 Overview

This thematic area provides for professionalization of the public service and in particular, guides the upholding of high standards of professional ethics. Professionals have specialized training in their fields of expertise. They are registered and licensed to practice under their professional associations. The professional associations are regulated by an Act of Parliament and hence are statutory bodies. The professionals are required to undergo continuous development and be in good standing.

Public institutions are required to have an inventory of professions in their organizations and their particulars. The public institutions are also required to establish linkages with professional bodies in order to support professions to be up to date with the requirements of their practice. Continuous Professional Development (CPD) also has a bearing on the budget as it involves training staff.

3.1.2 Performance Standards and Indicators

In this evaluation, under the thematic area on ensuring high standards of professional ethics in the public service, each institution was expected to provide information on professionalism within their organizations. The performance indicators sought to find out the following:

(i) Existence of a budgetary provision for, sensitization on ethics and integrity, mainstreaming of values and principles in the induction programme and support to CPD;

(ii) Number of officers sensitized;

(iii) Number of regulated professional bodies and professionals; and

(iv) Number of professionals registered, not registered, number in good standing, supported for CPD, cited for professional misconduct, and / or charged in court.

3.1.3 The 2011/2016 Performance Gaps

The gap analysis report for the 2011– 2016 revealed that there was lack of:

(i) A mechanism for vetting and lifestyle audit for public officers;

(ii) A curriculum on national values and principles;

(iii) Sensitization on values and principles in the public institution;

(iv) A draft training manual on national values and principles of governance; and

(v) Inventories for regulated professional bodies and professionals in public institutions.

3.1.4 Measures Taken

(i) Mainstreamed the national values and principles of governance and the values and principles of public service in the institutions manuals, induction and training programmes for public officers;

(ii) Provided budgetary provisions for sensitization of officers on values and principles;

(iii) Sensitized and trained staff on values and principles;

(iv) Operationalized code of conduct and ethics and sensitization on key requirements and constitutional provisions;

(v) Five syllabi, at primary (3) and pre-school (2) level, were reviewed to incorporate values and principles;

(vi) EACC trained a total 1,956 officers on ethics and integrity from 171 organizations from both the National and County Governments;

(vii) A framework for the implementation of values and principles and Public Service Code of Conduct and Ethics, 2016 is in place; and

(viii) Public Service (Values and Principles) Act, 2015 is in place.

3.1.5 Progress Realized

3.1.5.1 Budgeting for Ethics Sensitization

The specific performance indicators sought to find out, if the public institutions had a budget for sensitization of staff on ethics and integrity, and the number of officers sensitized during the 2016/17 FY. Figure 3.1 indicates the findings as represented by each sector.

(a) Observations

79 percent of public institutions that responded to the survey made budgetary provisions on sensitization of their officers on ethics while 21 percent did not.

From Figure 3.1, it is noted that 51 percent of Ministries and State Departments made no budgetary provisions for sensitization on ethics. This accounted for over half the number of institutions which responded in this service sector.

Figure 3.1: **Proportion of Institutions with Budget provisions for sensitization on Ethics and Integrity by Sector**

State Corporations & SAGAs	90%
Statutory Commissions and Authorities	75%
Independent Offices & Commissions	67%
Ministries & State Departments	49%
Overall	79%
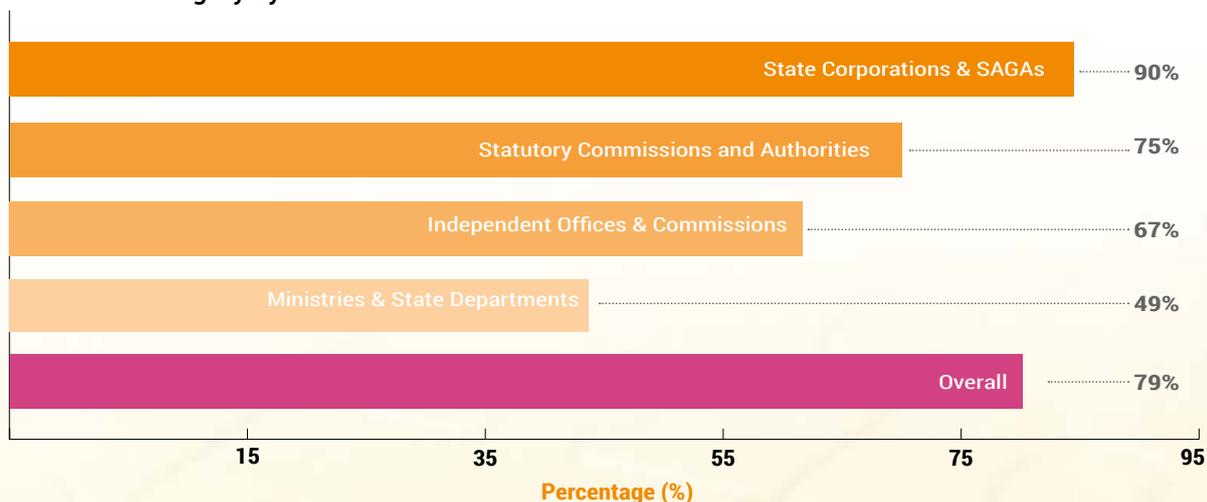
Percentage (%)

Data Source: Public Service Values Survey, 2017

The best performing service sector in the evaluation was State Corporations and Semi-Autonomous Government Agencies (SAGAs) which registered 90 percent compliance in this assessment. Only 11 percent of the institutions assessed were non-compliant. The non-compliant institutions indicated that they had no budget provision for sensitization on ethics and integrity.

(b) Implications to the Service

Failure to undertake sensitization on ethics and integrity undermines the ability of government to promote good governance practices in the public service. Poor governance practices undermine the ability of the government to attract investments due to low global ranking. This also goes against the values and principles of transparency, accountability and sustainable development.

Although 79 percent of public institutions reported having budgetary provisions for ethics sensitization, only 12 percent (16,348) of the officers were sensitized on ethics and integrity. Statutory Commissions and Authorities reported the highest sensitization coverage at 74 percent. Coverage for Ministries and State Departments was lowest at 2 percent (Figure 3.2)There is, therefore, a disconnect between budgeting and implementation as it is not clear how the sensitization budgets were used if 89 percent of the officers were not sensitized despite

the government making budgetary provisions in the 129 out of 164 institutions evaluated.

Recommendations

All institutions to budget for training and sensitization on ethics and integrity by June, 2018.

The office of the Auditor General to establish how the sensitization budgets on Ethics and Integrity were utilized in the 129 institutions.

3.1.5.2 Regulated Professions and Professionals

Under this thematic area, the organizations were expected to provide information on the number of staff affiliated to professional bodies.

(i) Regulated Professions

Regulated professionals are required to comply with the provisions of section 5 of the Public Service Values and Principles Act, 2015. The number of regulated professional bodies represented in the public service was reported to be 21 (as listed in Table 3.1). A regulated profession is one which is established by law. In this context a professional is one who possesses expert knowledge, is registered by a professional body, licensed to practice, required to undergo continuous professional development, subscribes to a code of practice and remains in

Figure 3.2: Sensitization Coverage by Service Sector

Statutory Commissions and Authorities	74%
State Corporations & Semi-Autonomous Government Agency	21%
Independent Offices & Commissions	7%
Ministries & State Departments	2%
Overall	12%

Percentage (%)
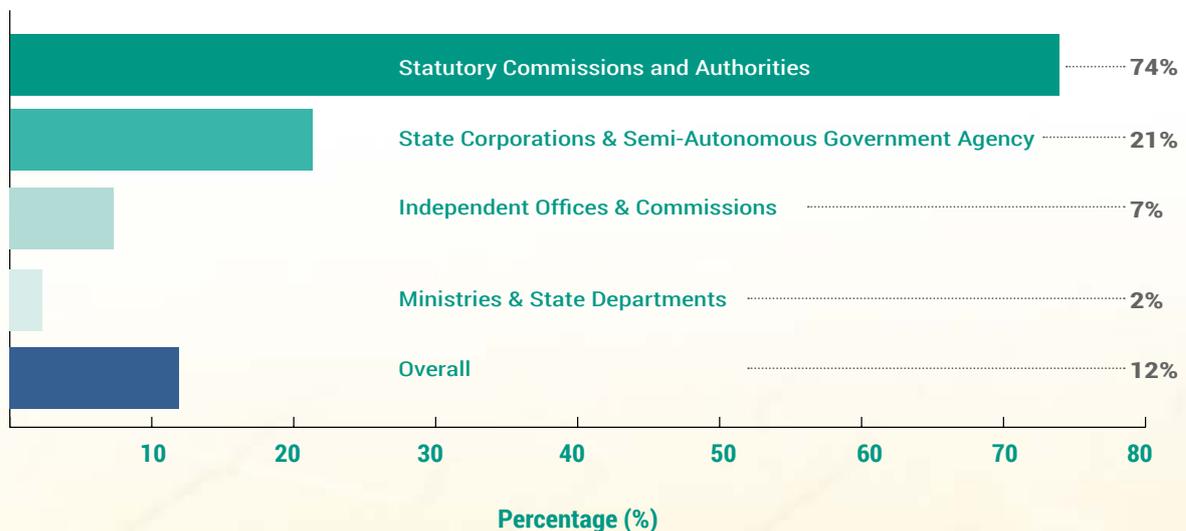
Source: Public Service Values Survey, 2017

good standing with the ethical requirements of the profession.

The specific performance indicator sought to find out the regulated professional bodies. Table 3.1 shows the regulated professional bodies across the public sector.

(ii) Institutional Representation of Regulated Professionals

The specific performance indicator sought to find out the total number of organizations with staff affiliated to regulated professional bodies and those organizations without any affiliation to professional bodies. Figure 3.3 shows the service sector status of affiliation to regulated professional bodies.

Of the public institutions evaluated 96 percent reported to have professionals while 4 percent had none. These were 3 ministries and 4 state corporations as listed.

Institutions without regulated professionals

1. State Department of Special Programmes;
2. Department of ICT and Innovation;
3. Department of Broadcasting and Telecommunication;
4. Agriculture Information Resource Centre;
5. Kenya National Library Services;
6. National Youth Council; and
7. Technical and Vocational Education and Training Authority.

Table 3.1: Regulated Professional Bodies Represented in the Public Service

S/NO	NAME OF PROFESSIONAL BODY
1.	Board of Registration of Architects & Quantity Surveyors (BORAQS)
2.	Chartered Institute for Procurement and Supply
3.	Clinical Officers Council (COC)
4.	Engineers Board of Kenya (EBK)
5.	Estate Agents Registration Board
6.	Hydrological Society of Kenya (HSK)
7.	Institute of Certified Public Accountants of Kenya (ICPAK)
8.	Institute of Certified Public Secretaries of Kenya (ICPSK)
9.	Institute of Certified Securities and Investment Analysts (ICIFA)
10.	Institute of Human Resource Management (IHRM)
11.	Institute of Quantity Surveyors of Kenya (IQSK)
12.	Kenya Engineering and Technology Registration Board (KETRB)
13.	Kenya Institute of Supplies Management (KISM)
14.	Kenya Medical Laboratory Technicians and Technologists Board (KMLTTB)
15.	Kenya Medical Practitioners and Dentists Board (KMPDB)
16.	Kenya Veterinary Board (KVB)
17.	Law Society of Kenya (LSK)
18.	Media Council of Kenya (MCK)
19.	Nursing Council of Kenya (NCK)
20.	Pharmaceutical and Poisons Board (PPB)
21.	Valuers Registration Board

Source: Public Service Values Survey, 2017

Figure 3.3: Distribution of Institution with Professionals by Service Sector

Sector	Percentage
Statutory Commissions and Authorities	100%
Independent Offices & Commissions	100%
State Corporations & SAGAs	97%
Ministries & State Departments	92%
Overall	96%

(iii) Status on Representation of Public Service Sector Staff in Professional Bodies

The specific performance indicators sought to find out a comparable analysis of the number of officers – in-post, number of institutions with professionals and their registration status, number of professional bodies represented and in good standing, number of officers supported for CPD training, those who have been cited for professional misconduct and those charged in court

over the offence. The status of professionals in the four service sectors are as illustrated in Table 3.2.

Out of the in-post of 142,264 officers only 7 percent are members of regulated professional bodies while out of the 7 percent professionals 22 percent are not registered to practice.

Of the 9,533 professionals 27 percent were reported not to be in good standing in the professional

Table 3.2: Distribution of Regulated Professionals in the Public Service

Service Sector	In-Post	No. of Institutions with Professionals	No. of Professional Bodies Represented	Total No. of Professionals	No. Registered	No. Not Registered	No. in Good Standing	No. Supported for CPD	No. Cited for Professional Misconduct	No. Charged for Professional Misconduct
Independent Commissions & Offices	3016	9	7(33%)	1124(37%)	926(82%)	198(18%)	1036(92%)	401(36%)	0	0
Ministries & State Departments	72,032	34	15(71)	2710()	2045(75)	665(2%)	1563 (58%)	1150(4%)	4(0.1%)	3(0.1%)
State Corporations & SAGAs	66,952	110	19(90%)	5650(8%)	4420(78%)	1230(21%)	4294 (76%)	3718(66%)	8(0.1%)	8(0.1%)
Statutory Commissions & Authorities	264	4	4(19%)	49(19%)	47(96%)	2 (4%)	47(96%)	50(102%)	0 (0.1%)	0
Total	142,264	157	21	9533(7%)	7438(78%)	2095(22%)	6940(73%)	5319(56%)	12 (0.1%)	11(0.1%)

practice. Of the 9,533 professionals in the service, 44 percent were not supported to undergo continuous professional development.

On disciplinary control 12 (0.1 percent) of the professionals were cited for professional misconduct and 11 (0.1 percent) were charged for the same.

Recommendations

(i)   All professionals in the public service to comply with the requirements of their regulating bodies by June 2018;

(ii)   The 27 percent members reported not to be in good standing to comply with the requirements of the regulating agency by June, 2018; and

(iii)   All public institutions to budget for the members of the regulated professional bodies to comply with the requirements for CPD.

(iv) Continuous Professional Development (CPD)

In this evaluation, under the thematic area on ensuring high standards of professional ethics in the Public Service, each institution was expected to provide information on the budgetary support for CPD or otherwise for its officers affiliated to professional bodies.

Out of the 164 institutions evaluated 9 percent did not make budgetary provisions to support CPD for professionals while 91% had made budgetary provisions.

3.1.5.3   Mainstreaming and Sensitization on Values and Principles in the Public Service

The institutions were expected to give information on how values and principles have been mainstreamed in induction programmes, number of sensitization programmes conducted and number of staff sensitized on values and principles in the public service. Table 3.3 provides a service sector overview of how values and principles have been mainstreamed in the public service.

Out of the evaluated public service institutions 20 percent reported not to have undertaken sensitization on values and principles.

Although 80 percent of evaluated institutions reported to have undertaken sensitization on values and principles, 83 percent of officers in those public institutions were not sensitized.

84 percent of public organizations reported to have mainstreamed values and principles in their induction programmes.

3.1.5.4   Oversight Institutions

The evaluation findings also revealed that:

(i)   Mechanisms for vetting and lifestyle audit for public officers had been developed;

Figure 3.4: Institutions that Budget or Fail to Budget for Continuous Professional Development
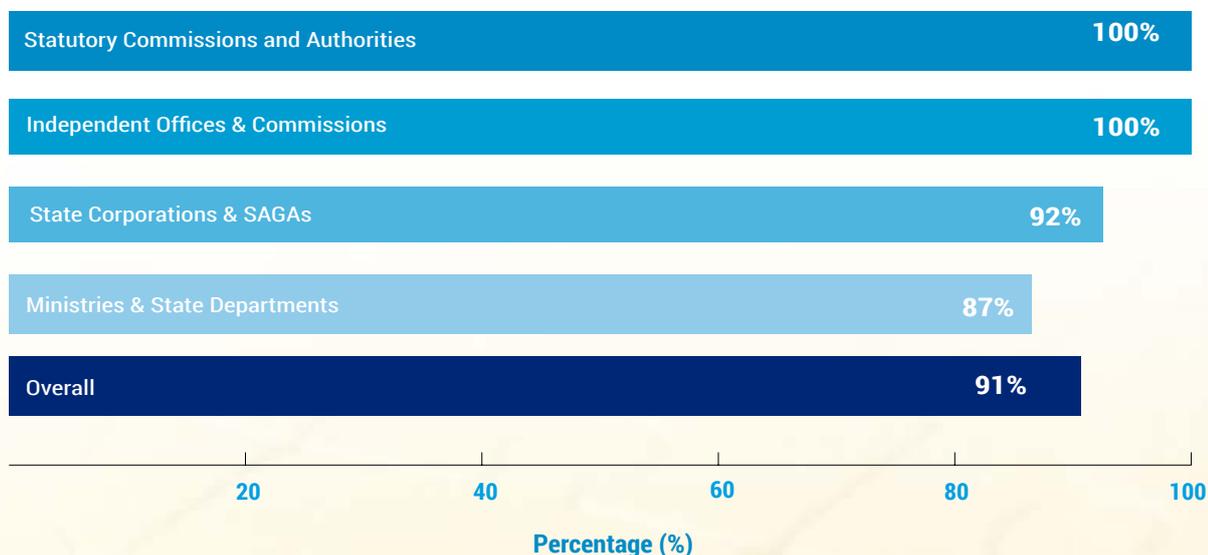
Source: Public Service Values Survey, 2017

Table 3.3: Mainstreaming and sensitization on values and principles in the public service

Service Sector	Total	Induction Programme		Sensitization Programmes		In-post	Officers Sensitized	
		Mainstreamed	Not Mainstreamed	Undertaken	Not Undertaken		No. Sensitized	No. Not Sensitized
Independent Offices & Commissions	9	7 (78%)	2 (22%)	6 (68%)	3 (33%)	3,016	879 (29%)	2137 (71%)
Ministries & State Departments	37	34 (91.9%)	3 (8%)	25 (67.6%)	12 (32%)	72,032	5,587 (8%)	66,445 (92%)
State Corporations & SAGAs	114	93 (82%)	21 (18%)	96 (84%)	18 (16%)	66,952	17,612 (26%)	49340 (74%)
Statutory Commissions and Authorities	4	4 (100%)	0	4 (100%)	0	264	71 (27%)	175 (74%)
Total	164	138 (84%)	26 (16%)	131 (80%)	33 (20 %)	142,264	24,149 (17%)	118,115 (83%)

Source: Public Service Values Survey, 2017

(ii) A curriculum for training on ethics, values and principles in the public service had been developed;

(iii) KSG trained a total of 18,349 officers on ethics and integrity from Ministries and State Departments while EACC trained 1,956 officers from 171 organizations in the National and County Governments;

(iv) Two Hundred (200) officers from MDAs and County Governments were trained on the values and principles framework to build capacity for promotion and evaluation of compliance with the national values and principles;

(v) A total of five syllabi, at primary (3) and pre-school (2) level were reviewed by KICD to incorporate values and principles. However, the secondary and post-secondary education were yet to be reviewed; and

(vi) EACC trained a total 1,956 officers on ethics and integrity from 171 organizations from the National and County Governments.

3.1.6 Performance Indices

The overall performance in this thematic area was 75.3 percent. The best performing sector was Statutory Commissions and Authorities at 89 percent followed by State Corporations and SAGAs at 78 percent. The least performing sectors were Independent Offices and Commissions and Ministries and State Departments at 71 percent and 66 percent respectively. Figure 3.5 presents a comparative analysis on sector performance for the period 2015/16 and 2016/17.

3.1.7 Performance Ranking

A further breakdown of the performance rating reveals that 59 percent of the Ministries and State Departments were rated as medium achievers while 41 percent were rated as low achievers. For Independent Offices and Commissions, 11 percent were rated as high achievers, 56 percent as medium achievers and 33 percent as low achievers. Similarly, 3 percent of State Corporations and SAGAs were rated as high achievers, 86 percent as medium achievers and 11 percent as low achievers. Statutory Commissions and Authorities had 75 percent and 25 percent of their institutions rated as high achievers and low achievers respectively. The ranking of the sector in ensuring high standard of professional ethics in public service is as shown in Table 3.4.

3.1.8 Performance Challenges

Over the review period (2016/17FY) the institutions evaluated presented the following challenges in the implementation process:

(i) Weak enforcement of laws in line with Chapter Six of the Constitution;

(ii) Slow adjudication of cases characterized by adjournments, judicial review applications and constitutional references, complex

Figure 3.5: High Standard of Professional Ethics Performance Indices
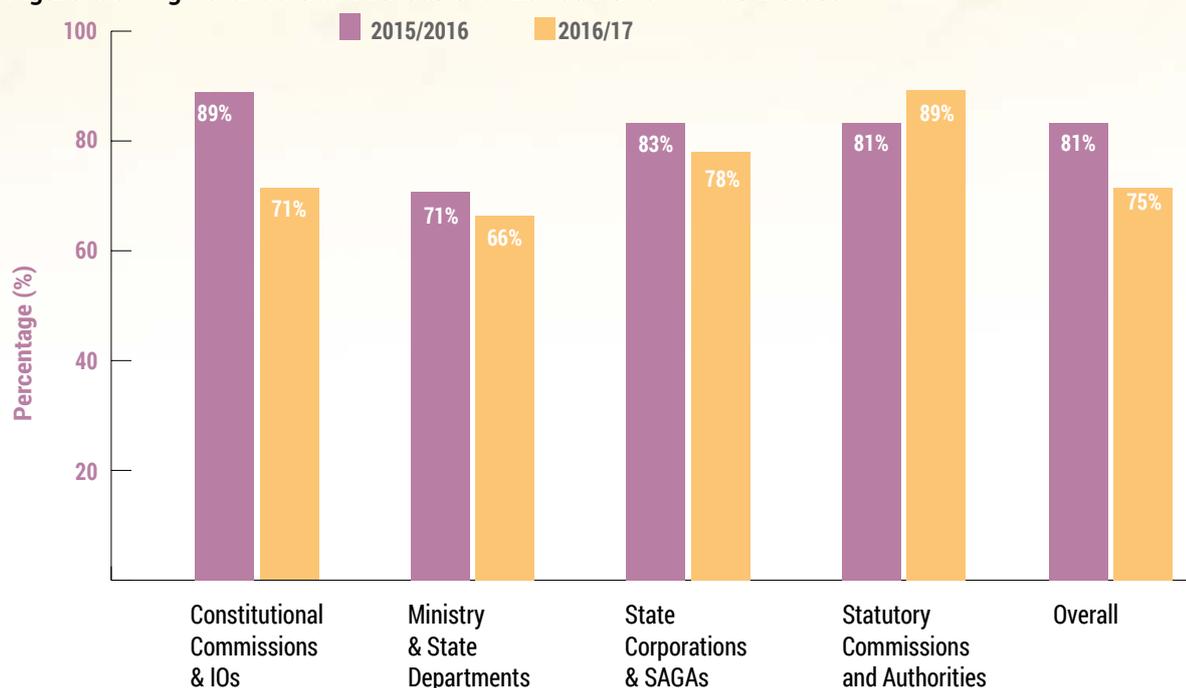
Data Source: Public Service Values Survey, 2017

Table 3.4: Performance Ranking on High Standard of Professional Ethics

Category of Service Sector Institutions	High		Medium		Low		Sector Mean Score (%)	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Independent Offices & Commissions	100.0	1	83	5	43	3	71	9
Ministry & State Departments			77	22	51	15	66	37
State Corporations & SAGAs	100.0	3	81	98	50	13	78	114
Statutory Commissions and Authorities	100.0	3			57	1	89	4
Totals	100	7	81	125	50	32	75	164

Source: Public Service Values Survey, 2017

investigations, complex mutual legal assistance;

(iii) Inadequate civic engagement and education on values and principles;

(iv) Few public institutions maintained updated inventory of regulated professionals;

(v) Budgetary constraints;

(vi) Inadequate knowledge by officers about Article 10 and 232;

(vii) Regulated professionals serving in the public service but not registered by professional bodies; and

(viii) The secondary and post-secondary education curricula were yet to be reviewed and aligned to the values and principles.

3.1.9 Recommendations

i. Public Institutions to provide budgetary allocation for training, sensitization and mainstreaming Ethics and Integrity in all their programmes and activities.

ii. Public Institutions to align their respective operational mandates with the constitutional provisions on values and principles.

iii. Public Institutions to support continuous professional development for members of regulated professional bodies.

iv. Government to ensure full implementation of a value-based curriculum so as to concretize integration of national values and principles in all levels of learning.

v. Oversight institutions and MDAs to establish linkages with regulated professional bodies.

3.2 Thematic area 2: Devolution and Sharing of Power

3.2.1 Overview

This thematic area provides for the principle of sharing of power between the two levels of government which are distinct and interdependent. This is geared to support devolution of functions and resources to the county governments for which the commission played a key role with the defunct Transition Authority and the Inter-Governmental Relations Technical Committee (IGRTC).

3.2.2 Performance Standards and Indicators

In this evaluation, under the thematic area on devolution and sharing of power, the oversight institutions were expected to provide information on devolution and sharing of power. The specific performance indicators sought to find out the following:

(i) Updating of the assets and liabilities register for the County Governments;

(ii) Transfer of all seconded staff to the county government;

(iii) Establishment of the County Pension Schemes;

(iv) Declaration of County Public Service as 'public service' for pension purposes; and

(v) Development of a framework for norms and standards.

3.2.3 Performance Gaps

The gap analysis report for the 2011–2016 period revealed the following:

(i) Assets and liabilities registers for County Governments had not been finalized;

(ii) Transfer of functions under the Fourth Schedule and seconded staff to the Counties had not been completed;

(iii) Establishment of a county pension scheme had not been finalized; and

(iv) A framework for uniform norms and standards for management of human resources has not been developed.

3.2.4 Measures Taken

Establishment of the IGRTC to assume the functions of the defunct Transition Authority.

3.2.5 Progress Realized

During the year under review, in order to strengthen devolution:

(i) All the functions under the Fourth Schedule of the Constitution including the resources, other supporting functions and seconded staff had been transferred to the County Governments;

(ii) Capacity building and technical support was provided to the County Governments by the National Government;

(iii) Audit of assets and liabilities of the National and County Governments undertaken and the assets and liabilities register updated as at 30th June 2017;

(iv) Pension scheme for officers serving in the County Governments established. The Council of Governors instructed that all county governments' employees should be enrolled to the County Pension Fund (LAPTRUST) as prescribed under Section 132 of the County Governments Act;

(v) A total of 99 appeal cases from the County Government Public Services were heard and determined;

(vi) County anti-corruption outreach programmes were undertaken. The programmes were aimed at creating awareness among members of the public on the effects of corruption and sought to enlist their support in combating corruption and unethical conduct in the Counties;

(vii) Kenya National Commission on Human Rights (KNCHR) developed, validated and submitted to the Senate a framework for monitoring and enforcement of economic and social rights to ensure County Governments adhere to Article 43 of the Constitution;

(viii) National Gender and Equality Commission (NGEC) facilitated the development of model laws for Persons with Disabilities (PWDs) in five Counties – Meru, Nyandarua, Migori, Kajiado and Tharaka-Nithi;

(ix) The Commission for Revenue Allocation (CRA) developed a handbook on enhancement of County Governments sources of revenue to support recurrent and development budgets; and

(x) The Controller of Budget (CoB) advised the National and County Governments on prudent resource allocation and utilization to ensure that the budgets met the requirements of the law before approval of release of funds from the exchequer.

3.2.6 Performance Challenges

Full implementation for pensionable service had not been effected in many counties because clear communication was not done to the affected employees by the respective County Public Service Boards since the lapse of the secondment period in March, 2015.

3.2.7 Recommendations

Government to:

(i) Fast track the enactment of the County Public Service Bill, 2016 to anchor the County Pension Scheme in law;

(ii) Finalize the Draft Devolution Policy by June 2018;

(iii) Continually strengthen professional and technical capacity of County Governments towards the promotion of national and values and principles of the public service; and

(iv) Enhance institutional capacity and public awareness across the public service on devolution processes.

3.3 Thematic Area 3: Good Governance, Transparency and Accountability

3.3.1 Overview

Good governance is the accountable exercise of power and authority. This includes adherence to the rule of law, respect of institutions of governance, the basic tenets of democracy, the bill of rights and constitutionalism.

3.3.2 Performance Standards and Indicators

The institutions were expected to report on the implementation status of the Executive Order No. 6 of March, 2015 on Ethics and Integrity in the Public Service. The specific indicators were to establish:

(i) Measures put in place by public institutions to implement the Executive Order No. 6 of 2015;

(ii) Number of officers serving in acting capacity for more than 6 months at each level/grade, gender and the reasons for the same; and

(iii) Status of corruption related cases in public institutions.

3.3.3 Performance Gap Analysis

The following performance gaps were identified from the 2011-2016 reports:

(i) Status of implementation of the Executive Order No. 6 of March, 2015;

(ii) Status of reported corruption related cases in the Public Service;

(iii) Status of legislative amendments on anti-corruption laws; and

(iv) Status of the Anti-Corruption Policy.

3.3.4 Measures Taken

(i) Public forum on good governance was held and 200 public officers trained on complaints handling processes;

(ii) Corruption perception survey undertaken;

(iii) Mwongozo code of conduct developed and issued to the service;

(iv) About 3,000 title deeds of grabbed land were revoked and reverted to the rightful public institutions;

(v) Amendment of the National Land Commission Act, 2012 to provide for adjudication of claims arising out of historical land injustices;

(vi) Standard County Revenue Automation Guidelines developed;

(vii) Report on the Review of the Legal, Policy and Institutional Framework for Fighting Corruption in Kenya adopted and is under implementation through a multi-stakeholder approach led and coordinated by Office of the Attorney General and State Department of Justice; and

(viii) Anti-Corruption Laws (Amendment) Bill, 2016 developed.

3.3.5 Progress Realized

3.3.5.1 Executive Order on Ethics and Integrity in the public service

The specific indicator was to establish the measures put in place by public institutions to implement the Executive Order.

Of the public institutions evaluated 96 percent reported to have implemented the Executive Order No. 6 of 2015 on ethics and Integrity.

The Executive Order required public institutions to undertake mandatory training on Ethics and Integrity. The findings indicated that 12 percent of officers were sensitized on Ethics and Integrity and 17 percent on values and principles. It would therefore appear that the degree of compliance is not

consistent with the evaluation findings as 96 percent of the institutions had reported implementing the Executive Order. (Figure 3.6).

Recommendation

A governance audit be undertaken to confirm the veracity of compliance with the Executive Order No.6 of 2015 on Ethics and Integrity in the public service.

3.3.5.2 Officers Serving in Acting Capacity in the Public Service

The specific indicator was to establish the total number of officers serving in an acting capacity at each level/ grade, gender for more than six months and the reasons for the same. Table 3.5 provides a total service sector overview on the appointments.

Section 34(3) of the Public Service Commission Act, 2017 provides for the period one can serve in an acting capacity after appointment which does not exceed 6 months. The evaluation of the said appointments in public institutions indicated that 1,084 officers had served in an acting capacity for more than 6 months, the majority (99 percent) of whom were in State Corporations.

Observations

Whereas the PSC Act, 2017 provides for a period within which an officer can serve in an acting capacity, the appointments are occasioned by

Figure 3.6: Implementation Status of Executive Order No. 6 of March, 2015 by Public Institutions
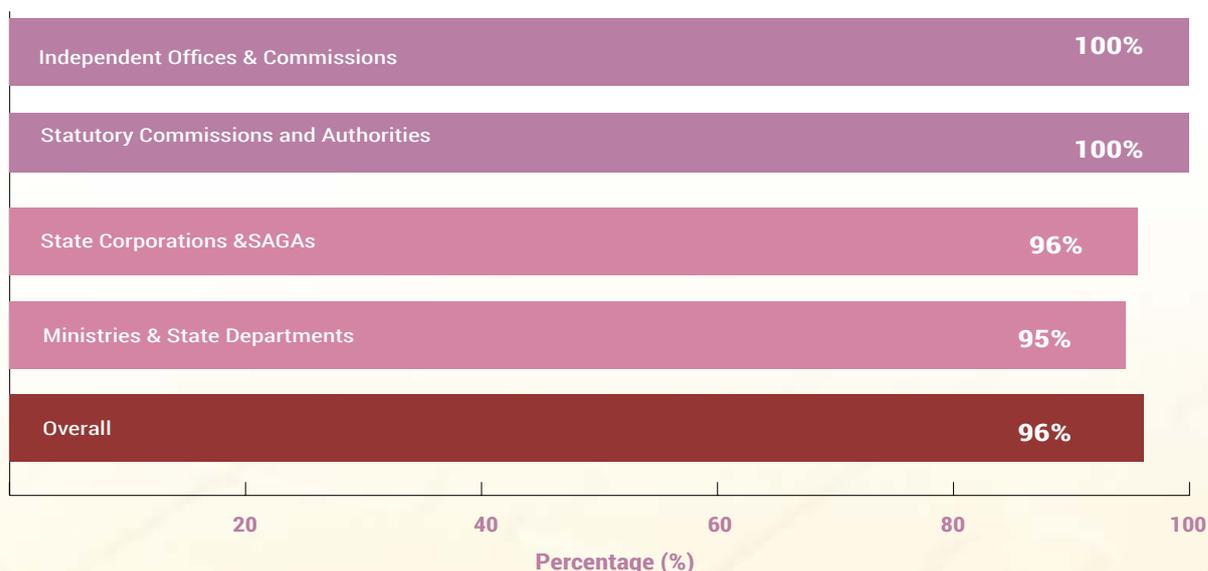
Data Source: Public Service Values Survey, 2017

Table 3.5: Officers Serving in Acting Capacity in the Public Service

Service Sector	In-Post	No. of officers serving in acting capacity	%	No. of officers serving in acting capacity for more than 6 months	%
Independent Offices & Commissions	3,016	8	0.3	7	0.2
Ministries & State Departments	72,032	33	0.04	0	0
State Corporations & Semi-Autonomous Government Agency (SAGA)	66,952	108	0.16	1,075	1.6
Statutory Commissions and Authorities	264	4	1.5	2	0.8
Total	142,264	153	0.1	1,084	0.8

Source: Public Service Values Survey, 2017

absence of officers from duty stations for reasons other than existence of a vacancy. Officers may be away from duty stations on study, secondment, medical grounds, or other acceptable reasons for periods longer than 6 months. This may occasion the appointment of qualified officers to act in or hold those positions during the period of absence. At the same time Section 34(4) of the PSC Act, 2017 provides for appointment of officers to perform duties during the temporary absence of the substantive office holder. This, however, attracts different benefits and qualifications for considerations for the respective appointment and does not address situations where one serves for more than 6 months.

Recommendation

The inconsistencies in Section 34(3) and 34(4) of the PSC Act 2017 be cured in the review of PSC regulations.

Why Officers Serve in Acting Capacity for More than Six Months in Organizations

The following reasons were given by various institutions:

a) Officers on secondment in the organizations where they are acting;

b) Recruitment for vacant positions deferred due to financial constraints;

c) Delayed approvals from the Boards, mother ministry, SCAC, or PSC to fill the vacant positions;

d) Failure by some organizations to recruit officers to fill the vacant positions;

e) Suspension of the office holder(s) through the directive of EACC, or pending the outcome of a court process;

f) Delayed finalization of restructuring in respective organizations;

g) Officers placed on 'brief' extension by their respective organizations awaiting decision from management;

h) Lack of operational Boards in some organizations to facilitate recruitment;

i) Some organizations await job evaluation report to determine the status of the position an officer is holding in acting capacity;

j) When the office holders go for training for more than six months;

k) Lack of a candidate with requisite professional qualifications for the positions; and

l) Institutional policies that allow officers to be on acting appointment for a period of up to 12 months e.g. EACC.

NB: Some organizations did not give reason(s) for having officers serving in an acting capacity for more than 6 months.

3.3.5.3 Reported Cases of Corruption in the Public Service

The specific indicator was to establish the total number of officers who were investigated for corruption related offences and consequently charged or convicted.

Tables 3.6 and 3.7 provides the total service sector overview on the number of corruption cases reported by EACC in relation to post and comparative data on corruption related offences.

Table 3.6: Incidences of Corruption in the Public Service

Service Sector	Total No. of Institutions	No corruption cases Reported	%	Corruption Cases reported	%	In post	Charged	Convicted	% of Charged Officers Convicted
Independent Offices & Commissions	9	7	78	2	22	3,016	2	0	0
Ministries & State Departments	37	25	68	12	32	72,032	178	10	6
State Corporations &SAGAs	114	99	87	15	13	66,952	75	20	27
Statutory Commissions and Authorities	4	4	100		0.	264	0	0	0
Total	164	135	82	29	18	142,264	255	30	12

Source: Public Service Values Survey, 2017

In the period under review corruption cases were reported in 29 out of 164 institutions evaluated. This accounted for 18 percent of the institutions. A total of 255 officers were charged with corruption related cases out of which 30 were convicted translating to a 12 percent conviction rate. However, the highest rates of convictions were realized in State Corporations at 27 percent even though the Ministries and State Departments had more than double the number of officers charged with corruption related offences.

Table 3.7: Officers Investigated or Charged or Convicted for Corruption Related Offences in the Public Service

S. No.	Organizations	No. of Officers investigated	No. of Officers Charged	No. of Officers Convicted	No. of Officers recommended for administrative action
1	Ministries & State Departments	418	166 (40%)	25 (15%)	19 (11%)
2	State Corporations	115	34 (30%)	7 (21%)	1(3%)
3	Independent Commissions & Offices (DPP)	42	9(21%)	4 (44%)	-
4	Statutory Commissions, Authorities & Agencies (Judiciary, counties)	420	91(22%)	15 (16%)	10 (11%)
	Total	995	300 (30%)	51(17%)	30 (10%)

Data Source: EACC, 2017

The EACC figures differed from those of MDAs. Which reported those charged to be 255 officers compared to EACC which reported 300 officers. There was a significant deviation from the State Corporations figures. EACC also included agencies outside the jurisdiction of the Commission in their submissions i.e. Judiciary and the Counties.

3.3.5.4 Implementation of Code of Conduct and Ethics

The indicator was to establish the number of officers who have either been investigated, indicted, convicted and those recommended for administrative action, prosecution or whose cases were recommended for closure. Table 3.8 provides the total service sector overview on the implementation status.

Out of the 49 cases investigated for ethical breaches 8 percent were recommended for administrative action, 16 percent for prosecution and 26 percent for closure. The majority of cases investigated were from State Corporations at 59 percent followed by Ministries and Government Departments at 20 percent.

3.3.6 Performance Indices

The overall performance in this thematic area was 89.0 percent. This thematic area performed well and registered an increase of 18 percent during the year under review. The most improved service sector in this thematic area are State Corporations at 18.2 percent followed by Ministries and State Departments at 17.6 percent.

The best performing sector was Statutory Commissions and Authorities at 100 percent followed by State Corporations and SAGAs at 91.2 percent, Independent Offices and Commissions at 88.9 percent while Ministries and State Departments recorded a score of 81.1 percent as shown in Figure 3.7.

3.3.7 Performance Rankings

Seventy Eight (78) percent of the institutions under Independent Offices and Commissions were rated as high achievers while 22 percent were low achievers. Ministries and State Departments had 62 percent of the institutions rated as high achievers compared to 38 percent that were rated as low achievers. State Corporations and SAGAs, 82 percent were rated as

Table 3.8: Status of Implementation of Code of Conduct and Ethics on Ethical Breaches

S. No.	Organizations	No. of Officers investigated	No. of Officers indicted	No. of Officers Convicted	No. of Officers recommended for administrative action	Recommended for Prosecution	Recommended for closure
	Ministries & State Departments	10	0	0	1(10%)	2(20%)	7(70%)
	State Corporations	29	0	0	3 (10%)	5(18%)	21(73%)
	Independent Commissions & Offices	7	0	0	0	0	7 (100%)
	Statutory Commissions, Authorities & Agencies	3	0	0	0	1(33%)	2 (67%)
Total		49	0	0	4(8%)	8(16%)	37(76%)

Data Source: EACC, 2017

Figure 3.7: Good Governance, Transparency and Accountability Performance Indices
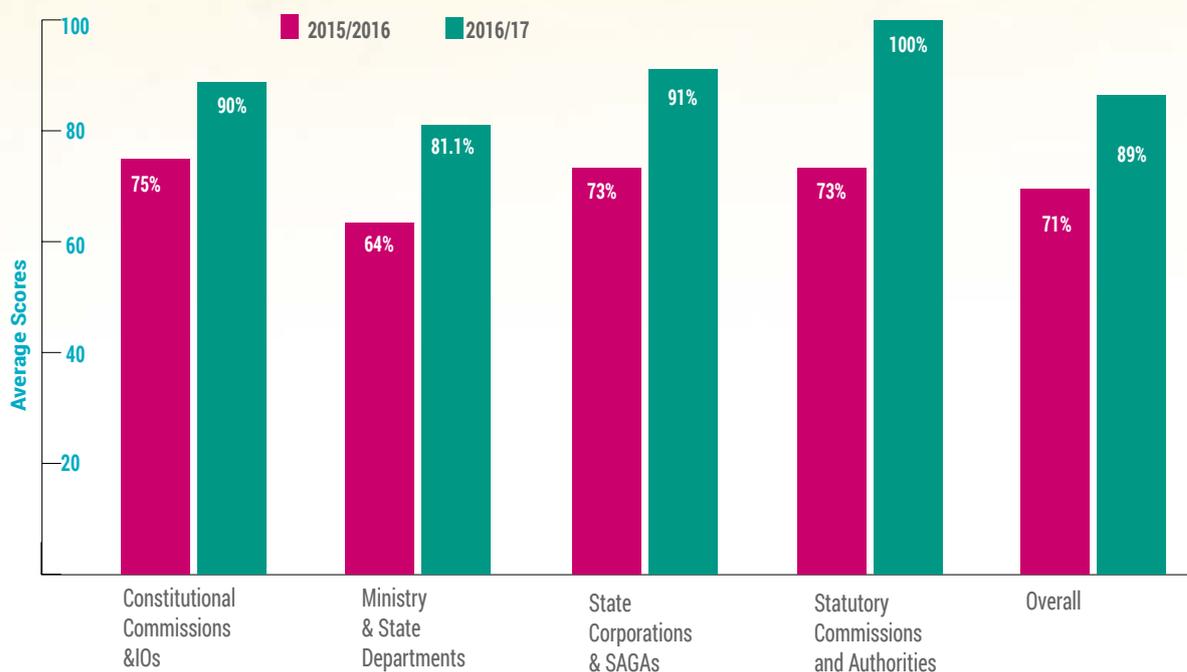
high achievers and 18 percent as low achievers. All the four Statutory Commissions and Authorities evaluated were rated as high achievers as shown in Table 3.9.

3.3.8 Performance Challenges

(i)   Some State Corporation boards were not fully constituted as at 30th June, 2017; and

(ii) Ineffective enforcement of legal and policy frameworks on transparent and accountable management of resources.

Table 3.9:   Performance Ranking on Good Governance, Transparency and Accountability

| Category | High | | Low | Medium | Mean | Total No. of |
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	No entity was scored	Score (%) for Sector	Institutions
Independent Offices & Commissions	100	7	50	2		90	9
Ministry & State Departments	100	23	50	14		81	37
State Corporations & SAGAs	100	94	50	20		91	114
Statutory Commissions and Authorities	100	4				100	4
Totals	100	128	50	36		89	164

Data Source: Public Service Values Survey, 2017

3.3.9 Recommendations

Government to:

(i)   Undertake a governance audit in public organizations to confirm the veracity of compliance with the Executive Order No.6 of 2015 on Ethics and Integrity in the Public Service;

(ii)   Fast-track finalization of the draft National Ethics and Anti-Corruption Policy;

(iii)   Review and harmonize Corruption prevention laws;

(iv)   Support continuous monitoring and evaluation on management systems and processes to ensure good governance, transparency and accountability; and

(v)   Fast-track the implementation of the task force report on the legal, institutional and policy reforms on anti-corruption.

3.4   Thematic Area 4: Diversity Management

3.4.1 Overview

Article 27(6) and (8) of the Constitution provides that the State shall take legislative and other measures including affirmative action programmes and policies designed to redress any disadvantages suffered by individuals or groups because of past discrimination. Further, section 8 provides that the State shall take legislative and other measures to implement the principle that not more than two thirds of the members of elective or appointive bodies shall be of the same gender.

Article 54 of the Constitution provides for entitlements of persons with disability including entitlement to reasonable access to all places, public transport and information, use of sign language, braille or other appropriate means of communication and access to materials, devices to overcome constraints arising from the person's disability. The State is required to ensure the progressive implementation of the principle that at least 5 percent of the members of the public in elective and appointive bodies are persons with disabilities.

Article 56 of the Constitution requires the State to put in place affirmative action programmes designed to

ensure that minorities and marginalized groups are provided with special opportunities for access to employment. Section 10 of the Public Service Values and Principles Act 2015 provide for circumstances under which affirmative action measures may be applied in the appointment and promotions of public officers in the public service.

Article 232(1) (g,h&i) of the Constitution provides for fair competition and merit as the basis of appointment and promotions subject to representation of Kenya's diverse communities and the provision of adequate and equal opportunities of men and women, members of all ethnic groups and Persons with Disabilities (PWDs) in appointment, training and advancement at all levels in public service.

The PSC issued the Diversity Policy for the Public Service in May 2016. The Policy is a guideline for the Public Service on the mainstreaming and management of diversity issues in the Public Service. The thrust of this policy is to ensure that the Public Service is representative and reflective of Kenya's communities.

3.4.2 Performance Standards and Indicators

In this evaluation, under the thematic area on diversity management, the institutions were expected to provide information and data on:

(i)   Diversity audit and gaps in each public institution;

(ii)   Gender representation in the public service;

(iii)   Ethnic representation in their respective organizations;

(iv)   Gender balance in appointments, training and promotions;

(v)   PWDs who were appointed, trained and promoted; and

(vi)   Facilities available in each institution to cater for the needs of PWDs.

3.4.3 Performance Gaps

The performance gap analysis for the 2011-2016 Reports revealed that:

(i)   Attainment of the two-thirds gender principle at various job levels was not met;

(ii) Prevalence of over-representation, under-representation and un-representation;

(iii) No standardized criteria for determining minorities and marginalized groups exists;

(iv) Progressive attainment of the 5 percent requirement for PWDs in appointment remains a challenge;

(v) Affirmative action programmes to address diversity are not in place;

(vi) Representation of the youth has not been attained;

(vii) No structured framework for collaboration;

(viii) No IPPD system for State Corporations and the ethnicity category in IPPD not updated;

(ix) Slow progress on provision of customized facilities for PWDs; and

(x) Slow progress on implementation of the diversity policy for the Public Service.

3.4.4 Measures Taken

Measures taken to address diversity gaps

(i) More female candidates shortlisted for managerial positions to enhance their chances of recruitment;

(ii) Training of women to enhance their chances of being promoted to senior positions in the Service;

(iii) Improvement of working conditions and environment for women for example through provision of Improved Personal Protective Equipment (PPE) in electrical and engineering fields;

(iv) Creation of employment opportunities for under-represented ethnic communities through quota systems;

(v) Minorities and marginalized groups encouraged to apply for positions through targeted advertising;

(vi) Capacity building forums for peace and cohesion and facilitation of intra and inter-County Peace and Dialogue Forums in Counties prone to clashes;

(vii) Framework for integrating principles of equality and freedom from discrimination in the Private Sector;

(viii) Status report on equality and inclusion provided baseline data on the gaps in 4 sectors namely: employment, political representation, social protection and education;

(ix) Developed a database of minority and marginalized groups in the 47 counties;

(x) Developed a multi-sectoral monitoring and evaluation framework towards prevention and response to sexual gender based violence;

(xi) Model laws developed for the promotion of gender equality and non-discrimination for PWDs; and

(xii) Policies put in place to address diversity include Diversity Management Policy, Public Service (Values and Principles) Act 2015, Public Service Commission Act, 2017; and, framework for implementation of values and principles.

Table 3.10: Diversity Audits Status in the Public Service

Service Sector	Total	Conducted Diversity Audits	%	Institutions with Diversity Gaps	%	Did not conduct Diversity Audits	%	Institutions without Diversity Gaps	%
Independent Offices & Commissions	9	9	6	6	67	0	0.0	3	33
Ministries & State Departments	37	20	12	17	85	17	10.4	3	15
State Corporations & SAGAs	114	84	51	69	82	30	18.3	15	18
Statutory Commissions and Authorities	4	4	2	3	75		0.0	1	25
Total	164	117	71	95	81	47	28.7	22	19

Source: Public Service Values Survey, 2017

3.4.5 Progress Realized

3.4.5.1 Diversity Audits and Gaps in the Public Service

The specific indicator was to establish the total number of institutions that had conducted diversity audit and identified gaps. Table 3.10 provides a total service sector overview of these findings while Table 3.11 presents the list of institutions that reported absence of diversity gaps.

Of the Public Service Institutions evaluated, 71 percent had conducted diversity audits to establish gaps in their institutions. Out of the 117 institutions that conducted diversity audits 81 percent established existence of diversity gaps with most of them being Ministries and State Departments at 85 percent followed by State Corporations and SAGAs at 82 percent. Only 22 (19) of the institutions evaluated (see Table 3.11) indicated that they did not have diversity gaps.

Table 3.11: List of Institutions without Diversity Gaps

Name of Organization
Commission On Revenue Allocation
National Land Commission
Office of the Auditor General
State Department for Planning and Statistics
State Department For Transport
State Department of University Education
Bomas of Kenya Ltd
Kenya Forestry Research Institute
Kenya Maritime Authority
Kenya National Assurance Company (2001) Limited
Kenya Pipeline Company Limited
Kenya Reinsurance Corporation Limited
Kenya Water Towers Agency
Kenya Wildlife Service
National Council for Law Reporting
National Council For Population and Development
National Industrial Training Authority
National Water Conservation & Pipeline Corporation

Name of Organization
Northern Water Services Board
Water Resources Management Authority
Water Sector Trust Fund
Kenya Law Reform Commission

Source: Public Service Values Survey, 2017

Of the evaluated institutions, 28.7 percent did not conduct diversity audit.

Recommendations on Diversity Audits

(i) Public service institutions to conduct diversity audits, confirm gaps and develop affirmative action programmes to address the gaps by June 2018.

(ii) The 22 institutions which did have diversity gaps to confirm compliance with the two thirds gender principle, proportionate representation of all ethnic groups and the compliance with the 5 percent representation of PWDs.

3.4.5.2 Gender Representation in the Public Service

The specific indicator was to establish the total number of officers based on gender at each level in the public institutions and the gender gaps. Table 3.12, 3.13 and 3.14 presents a total service sector overview of the findings.

It is observed that there is an unexplained variance of 5,786 officers between the in-post of 142,264 reported by the evaluated institutions and the breakdown of the same by gender aggregating to 136,478.

The two thirds gender principle requires an institution to attain 33 percent minimum of either gender. The gender balance on the evaluated public institutions reported to be at 30 percent for female against 70 percent male giving a negative gender gap of 3 percent.

Whereas the service gap is 3 percent for all the 4 service sectors evaluated, gender balance was attained in Independent Offices and Commissions at 41:59 female to male and in Statutory Commissions and Authorities at 48:52 female to male. The State Corporations and Ministries and State Departments had a gender gap of 5 percent and 2 percent for

Table 3.12: Gender Representation by Service Sector in the Public Service

Service Sector	In-post	Female	Male	Total (F+M)	Variance (Total - In-post)	% of Female	% of Male	Gender Gap %
Independent Offices & Commissions	3,016	1237	1793	3030	+14	41	59	-
Ministry and State Departments	72,032	21392	48599	69,991	-2041	31	69	2
State Corporations and SAGAs	66,952	17941	45261	63,202	-3750	28	72	5
Statutory Commissions & Authorities	264	123	132	255	-9	48	52	-
Total	142,264	40,693	95,785	136,478	5,786	30	70	3

Source: Public Service Values Survey, 2017

female respectively. Therefore, the 3 percent gender gap in the 4 service sectors is attributed to the imbalances in the Ministries and State Corporations.

Recommendations on Gender Representation

(i) The 104 public institutions whose reports contributed to the variance between in-post and the figures in the gender balance of 5,786 to explain the inconsistency in their reports by March 2018. (See Appendix 1).

(ii) The gender balance in the two service sectors comprising of ministries and State Corporations are yet to be achieved. Hence the 39 listed Ministries/departments and State Corporations take affirmative action measures to address the 3 percent gender gap by June 2020. (See Appendix 2).

(iii) The gender balance in Independent Offices and Commissions and Statutory Commissions and Authorities is near parity level. Article 2(6) of the Constitution provides that any treaty or convention ratified by Kenya forms part of the laws. Kenya is a state party to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) convention on the rights of women which provide that each state party shall take necessary measures to bring gender parity to 50 percent . Therefore, public institutions which have attained the two thirds gender principle work towards the attainment of the commitments of the CEDAW treaty and the Sustainable Development Goal (SDG)No. 5 on Gender Equality.

CEDAW is an international Treaty adopted in 1979 by the United Nations General Assembly. Described as an international Bill of Rights for women, it was instituted on September 3, 1981 and has been ratified by 189 states.)

Across the service sectors evaluated there was no gender gap at the technical staff levels (Job Group J-M or equivalent) in the Public Service. The gender gaps are most pronounced at support staff, lower technical staff (Job Group E-H or equivalent), middle management, senior management and policy level cadres.

Recommendations on Affirmative Action

(i) Public institutions can implement affirmative action measures to address the gender gaps at the identified levels by June 2020.

(ii) State Corporations Advisory Committee to take necessary measures to ensure that the 14 percent gender gap at policy level is addressed during the recruitment of Chief Executives (CEO) of State Corporations.

Table 3.13: Gender Representation at Various Job Group Levels

Job Levels/Service Sector	Constitutional Commissions and IOs		Ministry and State Departments		State Corporations and SAGAs		Statutory Commissions and Authorities	
	F	M	F	M	F	M	F	M
A-D or equivalent (Support Staff)	101	136	468	985	3206	11397	2	4
E-H or equivalent (Technical Officers with certificate/ Diploma)	276	391	13945	33359	6683	17398	20	25
J-M or equivalent (Technical Staff with Bachelors)	574	615	6021	11943	5921	11221	60	52
N-Q or equivalent (Middle management)	219	495	679	1725	1730	4098	23	25
R-T or equivalent (Senior Management)	57	144	210	479	372	1048	16	24
U and above or equivalent (CEO or Policy Level)	10	12	30	55	21	89	2	2
Total	1237	1793	21353	48546	17933	45251	123	132
*Not Disaggregated by levels			39	53	8	10		

Source: Public Service Values Survey, 2017

N/B: *State Department of ICT and Innovation and Media Council of Kenya did not disaggregate data at various levels.

Table 3.14: Analysis of Gender Gaps at Various Job Group Levels

Job Levels/Service Sector	Constitutional Commissions and IOs			Ministry and State Departments			State Corporations and SAGAs			Statutory Commissions and Authorities			Overall Gap
	F	M	Gap	F	M	Gap	F	M	Gap	F	M	Gap	
A-D or equivalent (Support Staff)	43%	57%	0	32%	68%	1%	22%	78%	11%	33%	67%	0	12%
E-H or equivalent (Technical Officers with certificate/ Diploma)	41%	59%	0	29%	71%	4%	28%	72%	5%	44%	56%	0	9%
J-M or equivalent (Technical Staff with Bachelors)	48%	52%	0	34%	66%	0	35%	65%	0	54%	46%	0	0
N-Q or equivalent (Middle management)	31%	69%	2%	28%	72%	5%	30%	70%	3%	48%	52%	0	10%
R-T or equivalent (Senior Management)	28%	72%	5%	30%	70%	3%	26%	74%	7%	40%	60%	0	15%
U and above or equivalent (CEO or Policy Level)	45%	55%	0	35%	65%	0	19%	81%	14%	50%	50%	0	%14
Total	41%	59%	0	31%	69%	2%	28%	72%	5%	48%	52%	0	

Source: Public Service Values Survey, 2017

3.4.5.3 Compliance by Institutions on Attainment of 5 Percent Level on PWDs

The institutions were expected to report on compliance with the 5 percent requirement on representation of PWDs in appointment. Table 3.15 and 3.16 presents the findings.

Only 6 of the 164 evaluated institutions have complied with the constitutional principle that public service institutions progressively ensure 5 percent representation of PWDs in the appointive positions in the public service is realized. All the six institutions are State Corporations. None of the Ministries, Independent Offices and Commissions

Table 3.15: Representation of PWDs in the Public Service

Category	Total	Complied	Compliance Above 5%	Not Met	Staff In-Post as at 30th June, 2017	No. of PWDs Ideal(5%)= Inpost*5%	No. of PWDs in Institutions	Gap inNo. of PWDs (Ideal- Inpost)	(% of PWDs in Institutions)*0.05	GAP (5%-% of PWDs) (Deviations)
Independent Offices & Commissions	9	0	0	9	3,016	151	40	111	1	3.67
Ministry & State Departments	37	0	0	37	72,032	3,602	457	3,145	1	4.37
State Corporations &SAGAs	114	2	4	108	66,952	3,348	813	2,535	1	3.79
Statutory Commissions and Authorities	4	0	0	4	264	13	2	11	1	4.24
Total	164	2	4	158	142,264	7,114	1,312	5,802	1	4.08

Source: Public Service Values Survey, 2017

Table 3.16: Distribution of PWDs in the Public Service by Levels

Category	Level/Grade/Scale/Job Group	No. of PWDs in the Service
Constitutional Commissions & Independent Offices	A-D	2
	E-H	3
	J-M	14
	N-Q	17
	R-T	4
	U	0
Sub-Total	40	
Ministry & State Departments	A-D	7
	E-H	216
	J-M	188
	N-Q	31
	R-T	14
	U	1
Sub-Total	457	
State Corporations & SAGAs	A-D	134

Category	Level/Grade/Scale/Job Group	No. of PWDs in the Service
	E-H	326
	J-M	250
	N-Q	88
	R-T	15
	U	0
Sub-Total	813	
Statutory Commissions and Authorities	A-D	0
	E-H	0
	J-M	0
	N-Q	1
	R-T	1
	U	0
Sub-Total	2	
Grand Total	1,312	

Source: Public Service Values Survey, 2017

and Authorities had attained the five percent compliance on representation of PWDs.

Out of the in-post of 142,264 public officers in the evaluated institutions, only 1,312 are PWDs representing 1 percent. The distribution of PWDs by service sector and level is highlighted in Table 3.16.

Recommendations

a) The following institutions that have exceeded the 5 percent representation of PWDs be recognized for exemplary performance

(i) Kenya Education Management Institute (KEMI);

(ii) Kenya Institute of Special Education (KISE);

(iii) Lake Victoria South Water Service Board (LVWSB); and

(iv) National Council for Persons With Disabilities (NCPWDs).

b) The following institutions that have complied with the 5 percent requirement in appointment of PWDs be commended

(i) Kenya Water Towers; and

(ii) Industrial and Commercial Development Corporation (ICDC).

3.4.5.4   Ethnic Representation in the Public Service

The specific indicator was to establish the total number of ethnic groups in the organization and the percentage contribution of each in relation to the total population census (2009) as presented in Tables 3.17 and 3.18 respectively (also see Appendix 3).

From the institutions evaluated 46 ethnic communities are represented in the public service. Two of the communities have attained a proportionate representation in the service. It was not possible to determine the representation of three communities due to lack of the national population data. Thirty-seven of the ethnic communities from the institutions evaluated are within the normal

Table 3.17: Representation of Ethnic Communities in the Public Service

S/No	Name Of Ethnic Community	Total Population (2009 Census)	Percentage Contribution	No. of Officers in the Service	Percentage Contribution (%)	Deviations	Rating
1	Bajun	69,110	0.18	383	0	0.09	Normal Representation
2	Basuba	139,271	0.36	167	0	-0.24	Normal Representation
3	Boni-Sanye	-		33	0	0.02	Normal Representation
4	Boran	161,399	0.42	1,146	1	0.40	Normal Representation
5	Burji	23,735	0.06	67	0	-0.01	Normal Representation
6	Dasnach	12,530	0.03	9	0	-0.02	Normal Representation
7	Dorobo	35,015	0.09	54	0	-0.05	Normal Representation
8	El Molo	2,844	0.01	8	0	0.00	Proportionate Representation
9	Embu	324,092	0.85	2,126	2	0.66	Normal Representation
10	Gabra	89,515	0.23	260	0	-0.04	Normal Representation
11	Galjeel	7,553	0.02	3	0	-0.02	Normal Representation
12	Galla/ Gureeh	8,146	0.02	175	0	0.10	Normal Representation
13	Gosha	21,864	0.06	2	0	-0.06	Normal Representation
14	Kalenjin	4,929,469	12.90	21,895	16	2.69	Over Representation
15	Kamba	3,893,157	10.90	13,835	10	-1.05	Normal Representation
16	Kenyan American			0	0		
17	Kenyan Arabs	40,760	0.11	145	0	-0.01	Normal Representation
18	Kenyan Asians	46,782	0.12	17	0	-0.11	Normal Representation
19	Kenyan Europeans	5,166	0.01	2	0	-0.01	Normal Representation
20	Kenyan Somali (Ogaden, Ajuran, Degodia, Hawiyah, Somoli-So-State)	2,388,732	6.25	3,424	2	-3.81	Under Representation
21	Kikuyu	6,622,576	17.33	29,978	21	4.01	Over Representation
22	Kisii	2,205,669	5.77	9,772	7	1.19	Normal Representation
23	Konso			2	0		
24	Kuria	260,401	0.68	586	0	-0.26	Normal Representation

S/No	Name Of Ethnic Community	Total Population (2009 Census)	Percentage Contribution	No. of Officers in the Service	Percentage Contribution (%)	Deviations	Rating
25	Leysan			2	0		
26	Luhya	5,338,666	13.97	15,471	11	-2.96	Under Representation
27	Luo	4,044,440	10.58	16,877	12	1.44	Normal Representation
28	Maasai	841,622	2.20	2,766	2	-0.23	Normal Representation
29	Mbeere	168,155	0.44	502	0	-0.08	Normal Representation
30	Meru	1,658,108	4.34	6,602	5	0.36	Normal Representation
31	Mijikenda	1,967,474	5.15	5,624	4	-1.15	Normal Representation
32	Njemps	32,516	0.09	207	0	0.06	Normal Representation
33	Nubian	15,463	0.04	51	0	0.00	Proportionate Representation
34	Orma	66,275	0.17	260	0	0.02	Normal Representation
35	Other Kenyans	446,047	1.17	778	1	-0.62	Normal Representation
36	Pokomo	94,965	0.25	803	1	0.32	Normal Representation
37	Randille	60,437	0.02	231	0	0.15	Normal Representation
38	Sakuye	26,784	0.07	21	0	-0.06	Normal Representation
39	Samburu	237,179	0.62	950	1	0.06	Normal Representation
40	Swahili - Shirazi	110, 614	0.29	308	0	-0.07	Normal Representation
41	Taita	273,519	0.72	2,456	2	1.03	Normal Representation
42	Taveta	20,828	0.05	120	0	0.04	Normal Representation
43	Teso	338,833	0.89	923	1	-0.23	Normal Representation
44	Tharaka	175,905	0.46	183	0	-0.33	Normal Representation
45	Turkana	988,592	2.59	1,230	1	-1.71	Normal Representation
46	Walwana	16,803	0.04	4	0	-0.04	Normal Representation

Data Source: Public Service Values Survey, 2017

Table 3.18: Analysis of Ethnic Representation and Computation of Deviations for 2015/16 -2016/17

S/No	Name Of Ethnic Community	Total Population (2009 Census)	No. of Officers in the Service	Percentage Contribution (%)	Proportionate Contribution to National Population	2015-16 Deviation Rates	2016/17 Deviation Rates	Deviation increase or decrease
1	Bajun	69,110	383	0	0.18		0.09	0.09
2	Basuba	139,271	167	0	0.36	-0.21	-0.24	-0.03
3	Boni-Sanye	-	33	0			0.02	0.02
4	Boran	161,399	1,146	1	0.42	0.92	0.40	-0.52
5	Burji	23,735	67	0	0.06	-0.02	-0.01	0.01
6	Dasnach	12,530	9	0	0.03	-0.01	-0.02	-0.01
7	Dorobo	35,015	54	0	0.09		-0.05	-0.05
8	El Molo	2,844	8	0	0.01		0.00	0
9	Embu	324,092	2,126	2	0.85	0.15	0.66	0.51
10	Gabra	89,515	260	0	0.23	0.11	-0.04	-0.15
11	Galjeel	7,553	3	0	0.02		-0.02	-0.02
12	Galla/Gureeh	8,146	175	0	0.02	0.01	0.10	0.09
13	Gosha	21,864	2	0	0.06	-0.09	-0.06	0.03
14	Kalenjin	4,929,469	21,895	16	12.90	1.75	2.69	0.94
15	Kamba	3,893,157	13,835	10	10.90	-0.24	-1.05	-0.81
16	Kenyan American		0	0				0
17	Kenyan Arabs	40,760	145	0	0.11	-0.04	-0.01	0.03
18	Kenyan Asians	46,782	17	0	0.12	-0.03	-0.11	-0.08
19	Kenyan Europeans	5,166	2	0	0.01		-0.01	-0.01
20	Kenyan Somali (Ogaden, Ajuran, Degodia, Hawiyah, Somoli-So-State)	2,388,732	3,424	2	6.25	-3.68	-3.81	-0.13
21	Kikuyu	6,622,576	29,978	21	17.33	3.47	4.01	0.54
22	Kisii	2,205,669	9,772	7	5.77	0.78	1.19	0.41
23	Konso		2	0				0
24	Kuria	260,401	586	0	0.68	-0.24	-0.26	-0.02
25	Leysan		2	0				0
26	Luhya	5,338,666	15,471	11	13.97	-1.89	-2.96	-1.07
27	Luo	4,044,440	16,877	12	10.58	-0.03	1.44	1.47
28	Maasai	841,622	2,766	1	2.20	-0.35	-0.23	0.12
29	Mbeere	168,155	502	0	0.44	-0.13	-0.08	0.05
30	Meru	1,658,108	6,602	5	4.34	0.95	0.36	-0.59
31	Mijikenda	1,967,474	5,624	4	5.15	-1.68	-1.15	0.53
32	Njemps	32,516	207	0	0.09	0.09	0.06	-0.03
33	Nubian	15,463	51	0	0.04	0.09	0.00	-0.09
34	Orma	66,275	260	0	0.17	0.07	0.02	-0.05

S/No	Name Of Ethnic Community	Total Population (2009 Census)	No. of Officers in the Service	Percentage Contribution (%)	Proportionate Contribution to National Population	2015-16 Deviation Rates	2016/17 Deviation Rates	Deviation increase or decrease
35	Other Kenyans	446,047	778	0	1.17		-0.62	-0.62
36	Pokomo	94,965	803	0	0.25		0.32	0.32
37	Randille	60,437	231	0	0.02	0.11	0.15	0.04
38	Sakuye	26,784	21	0	0.07	-0.09	-0.06	0.03
39	Samburu	237,179	950	1	0.62	0.56	0.06	-0.5
40	Swahili - Shirazi	110, 614	308	0	0.29	0.01	-0.07	-0.08
41	Taita	273,519	2,456	2	0.72	1.14	1.03	-0.11
42	Taveta	20,828	120	0	0.05	0.03	0.04	0.01
43	Teso	338,833	923	1	0.89	-0.22	-0.23	-0.01
44	Tharaka	175,905	183	0	0.46	-0.36	-0.33	0.03
45	Turkana	988,592	1,230	1	2.59	-1.78	-1.71	0.07
46	Walwana	16,803	4	0	0.04		-0.04	-0.04

Source: Public Service Values Survey, 2017

threshold of representation and the observed deviations from their proportionate share of representation can be corrected through normal attrition and replacement through succession management plans.

Improvement to varying degrees was registered in the representation of 20 communities out of the 46 communities evaluated while 26 regressed within the normal range of representation over the review period.

Tables 3.19 and 3.20 present institutions with the highest and lowest number of diverse ethnic groups. Table 3.21 presents institutions with the most representative diverse ethnic communities in public service by service sectors.

Table 3.19: Institutions with Highest Number of Diverse Ethnic Communities in Public Service

Category	S/No	Name of Organization	No. of Communities Represented
Ministry & State Departments	1	State Department of Interior	39
	2	Directorate of Immigration and Registration of Persons	36
	3	Kenya Correctional Services (Prisons)	
State Corporations & SAGAs	4	Kenya Wildlife Service	35
Ministry & State Departments	5	State Department for Social Protection	32
	6	Ministry of Lands and Physical Planning	
State Corporations & SAGAs	7	Kenya Forest Service	
	8	Kenya Revenue Authority	31
Constitutional Commissions &IOs	9	Ethics and Anti-Corruption Commission	29
Ministry & State Departments	10	Ministry of Foreign Affairs	
	11	National Youth Service	

Category	S/No	Name of Organization	No. of Communities Represented
State Corporations &SAGAs	12	Kenya Pipeline Company Limited	27
Ministry & State Departments	13	The National Treasury	
State Corporations &SAGAs	14	Kenya Ports Authority	
	15	National Drought Management Authority	26
Constitutional Commissions & Independent Offices	16	National Land Commission	25
Ministry & State Departments	17	State House	
State Corporations &SAGAs	18	National Transport And Safety Authority	
Ministry & State Departments	19	Ministry Of Defence	
State Corporations &SAGAs	20	Kenya Power & Lighting Co. Ltd	
Ministry & State Departments	21	Office of The Deputy President	24
State Corporations &SAGAs	22	Kenya Utalii College	
Ministry & State Departments	23	Office Of The Attorney General And Department Of Justice	
	24	State Department of Public Service and Youth Affairs	
State Corporations &SAGAs	25	East African Portland Cement Company Limited	

Source: Public Service Values Survey, 2017

Table 3.20: Institution with the Lowest Number of Diverse Ethnic Communities in Public Service

Category	S/No	Name of Organization	No. of Communities Represented
State Corporations & SAGAs	1	Kenya Film Classification Board	14
	2	Capital Markets Authority	
	3	Higher Education Loans Board	
Ministry & State Departments	4	State Department of University Education	
State Corporations & SAGAs	5	National Water Conservation & Pipeline Corporation	
	6	Kerio Valley Development Authority	
	7	Competition Authority Of Kenya	13
	8	Kenya Roads Board	
	9	Kenya Industrial Property Institute	
Ministry & State Departments	10	State Department Of Gender Affairs	
State Corporations & SAGAs	11	Bukura Agricultural College	
	12	Kenya Reinsurance Corporation Limited	
Ministry & State Departments	13	State Department for Irrigation	
	14	State Department Of Trade	
	15	State Department of Fisheries and the Blue Economy	
State Corporations & SAGAs	16	Kenya Industrial Research & Development Institute	
	17	Commodities Fund	12
	18	Kenya Water Towers Agency	
Statutory Commissions and Authorities	19	Council of Governors	
Constitutional Commissions & Independent Offices	20	Commission On Revenue Allocation	
State Corporations & SAGAs	21	Anti-Counterfeit Agency	
	22	Kenya Institute of Mass Communication	
Ministry & State Departments	23	State Department of Petroleum	
	24	State Department of Cooperatives	
State Corporations & SAGAs	25	Kenya Institute Of Curriculum Development	11
	26	Anti-Female Genital Mutilation Board	
	27	Northern Water Services Board	
	28	Kenya National Commission For UNESCO	
	29	National Biosafety Authority	
	30	Export Promotion Council	
	31	Kenya Institute For Public Policy Research And Analysis	
	32	Industrial and Commercial Development Corporation	
	33	Pest Control Products Board	

Category	S/No	Name of Organization	No. of Communities Represented
	34	The Jomo Kenyatta Foundation	
	35	Numerical Machining Complex	
	36	Kenya School of Law	
	37	Lake Basin Development Authority	
	38	Agro Chemical And Food Company Limited	
	39	Kenya Ordnance Factories Corporation	
	40	Nyayo Tea Zones Development Corporation	
	41	Unclaimed Financial Assets Authority	10
	42	Local Authorities Provident Fund	
Ministry & State Departments	43	State Department of Maritime And Shipping	
State Corporations & SAGAs	44	Water Sector Trust Fund	
	45	Kenya Nuclear Electricity Board	
	46	Micro and Small Enterprises Authority	
	47	Kenya Education Management Institute	
	48	Insurance Regulatory Authority	
	49	Ewaso Ng'iro South Development Authority	
	50	Kenya Institute Of Special Education	
	51	Muhoroni Sugar Company Limited (In Receivership)	
	52	South Nyanza Sugar Company Limited	
	53	Kenya Veterinary Board	9
	54	Konza Technopolis Development Authority	
	55	The Kenya Vision 2030 Delivery Secretariat	
	56	National Crime Research Centre	
	57	Technical and Vocational Education and Training Authority	
	58	Agriculture Information Resource Center	
	59	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	
	60	Nursing Council Of Kenya	
	61	Retirement Benefits Authority	
	62	Athi Water Service Board (AWSB)	
	63	Kenya National Trading Corporation	
Statutory Commissions and Authorities	64	Kenya Law Reform Commission	
Constitutional Commissions & Independent Offices	65	Salaries and Remuneration Commission	

Category	S/No	Name of Organization	No. of Communities Represented
State Corporations & SAGAs	66	National Council for Law Reporting	8
	67	Media Council of Kenya	7
	68	Kenya Cultural Centre/National Theatre	
	69	Rift Valley Water Services Board	
	70	National Commission For Science, Technology and Innovation	
	71	Tana and Athi Water Services Board	
	72	Lake Victoria South Water Services Board	
	73	Lake Victoria North Water Services Board	
	74	National Youth Council	6
	75	Engineers Board Of Kenya	
	76	Anti-Doping Agency Of Kenya	
	77	Kenya National Assurance Company (2001) Limited	4
	78	National Communications Secretariat	

Source: Public Service Values Survey, 2017

Table 3.21: Institutions with the Highest Ethnic Community Representation in Public Service by Service Sectors

Category	Name of Organization	No. of Ethnic Communities Represented
Constitutional Commissions & Independent Offices	Ethics and Anti-Corruption Commission	29
	National Land Commission	25
	Public Service Commission	21
	Office of the Auditor and Controller General	
	Commission On Administrative Justice	19
	Kenya National Commission on Human Rights	
	Office of The Controller Of Budget	18
Ministry & State Departments	State Department of Interior	39
	Kenya Correctional Services (Prisons)	36
	Directorate of Immigration and Registration of Persons	
	State Department For Social Protection	32
	Ministry of Lands and Physical Planning	
	National Youth Service	29
	Ministry of Foreign Affairs	
	The National Treasury	27

Category	Name of Organization	No. of Ethnic Communities Represented
State Corporations &SAGAs	Kenya Wildlife Service	35
	Kenya Forest Service	32
	Kenya Revenue Authority	31
	Kenya Pipeline Company Limited	27
	Kenya Ports Authority	
	National Drought Management Authority	26
Statutory Commissions and Authorities	National Cohesion and Integration Commission	19
	Energy Regulatory Commission	18
	Council of Governors	12
	Kenya Law Reform Commission	9

Source: Public Service Values Survey, 2017

3.4.5.5 Representation in Appointments, Training and Promotions in FY2016/17

The specific indicator was to establish the representation in appointment, training and promotions during the 2016/17 FY as presented in Tables 3.22, Figure 3.8 and 3.9 respectively.

(i) Representation in Appointments

The appointments by the institutions evaluated in the year under review complied with the two thirds gender principle. The percentage of male to female appointed were 65 percent male to 35 percent female exceeding the 2/3rd gender principle by 2 percent as highlighted in Figure 3.8.

Table 3.22: Representativeness of the Public Service in Appointments

Service Sector	Total No. of Appointments				Gender	PDWs	No. of PWDs appointed	No. of Ethnic Groups appointed
		Male	%	%	Female	%	Total	Total
Constitutional Commissions and IOs	486	286	59%	2%	200	41%	**9**	23(50%)
Ministries and State Departments	2,015	1,036	51%	1%	979	49%	**13**	29(63%)
State Corporations and SAGAs	6,449	4475	69%	7%	1974	31%	**466**	33(72%)
Statutory Commissions and Authorities	23	13	57%	4%	10	43%	**1**	9(20%)
Total	8,973	5,810	65%	5%	3,163	35%	489	46

Source: Public Service Values Survey, 2017

Figure 3.8: Gender Balance in Appointments in 2016/17 FY

65% MALE
35% FEMALE

3,163   5,810

Source: Public Service Values Survey, 2017

Figure 3.9: Analysis of Training Opportunities by Gender

39%
10,370

61%
16,535
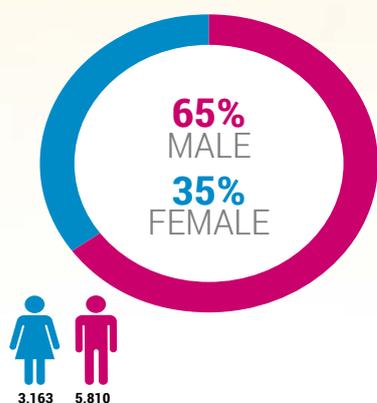
Three of the four service sectors met the gender balance in appointment in the year under review. However, State corporations failed the test, with a balance of 69 percent male against the female, which is 2 percent below the two-thirds required gender balance. On appointment of PWDs the evaluated institutions achieved the requirement of 5 percent. The target was exceeded by 0.4 percent.

Ministries and Independent Offices and Commissions underperformed by 1 percent and 2 percent respectively.

The most representative service sector in terms of ethnic composition in appointments was State Corporations at 72 percent, accounting for 33 ethnic groups out of 46. This was followed by Ministries and State Departments at 63 percent, accounting for 29 of the 46 ethnic communities. Statutory Commissions and Authorities accounted for only 9 of the 46 ethnic communities representing 20 percent.

(ii) Representation in Training Opportunities

The specific indicator was to establish the distribution of training opportunities by gender, PWDs and ethnicity during the 2016/17 FY as presented in Figure 3.9 and Table 3.23.

During the year under review the two-thirds gender rule was attained with regard to the distribution of training opportunities, with 61 percent of male officers benefiting.

Only 19 percent of the officers in the evaluated institutions were trained during the year under review. The highest number of officers trained was in Independent Offices and Commissions at 37 percent. The lowest was in Ministries and State Corporations at 7 percent.

Up to 78 percent of PWDs from the evaluated institutions were trained during the year under review. The findings revealed inconsistency of data with regard to the training of PWDs in State Corporations. The number of officers trained in State Corporations was 965 against the in-post of 813. The least performing service sector on allocation of training opportunities to PWDs was Ministries and State departments at 13 percent.

The most representative Service Sector in opportunities for training of the highest number of ethnic groups was State Corporations at 76 percent, where 35 out of 46 ethnic communities were accorded opportunities for training. The least performing Service Sector was Statutory Commissions and Authorities at 39 percent where only 18 out of the 46 ethnic communities were trained.

In the year under review 826 officers benefited from government scholarships amounting to KSh19,459,700. The scholarships were shared by the National and County Governments at 503 and 323 respectively. The scholarships benefited 562 male (68 percent) and 264 (32 percent) female officers, 1 percent below the two thirds gender balance.

Table 3.23: Distribution of Training Opportunities by Gender, Ethnicity and PWDs in FY 2016/17

Category	Staff In-Post as at 30th June, 2017	Total Trained	Training		PWDs			No. of PWDs in Org.	% Total Trained Over Total PWDs	No. of Ethnic groups Trained
			Male	Female	Male	Female	Total			
Independent Offices and Commissions	3,016	1121 (37%)	661 (59%)	460 (41%)	16 (70%)	7 (30%)	23	40	58%	31 (67%)
Ministries and State Departments	72,032	4,836 (7%)	2,628 (54%)	2,208 (46%)	24 (71%)	10 (29%)	34	457	13.2%	29 (63%)
State Corporations and SAGAs	66,952	20,832 (31%)	13,183 (63%)	7,649 (37%)	697 (72%)	268 (28%)	965	813	-	35 (76%)
Statutory Commissions and Authorities	264	116 (44%)	63 (54%)	53 (46%)	0	1 (100%)	1	2	50%	18 (39%)
Grand Total	142,264	26,905 (19%)	16,535 (61%)	10,370 (39%)	737 (72%)	286 (28%)	1023	1,312	78%	46

(iii) Representation in Promotions

The specific indicator was to establish the total number of promotions based on gender, PWDs and ethnicity during the 2016/2017 FY as presented in Tables 3.24 and 3.25 respectively.

Table 3.24: Distribution of Promotions by Gender

Gender	Total	Percent (%)	Variance
Male	7,970	73%	
Female	2,964	27%	-6%
Total	10,934	100%	

Source: Public Service Values Survey, 2017

During the year under review promotional appointments undertaken in the evaluated institutions did not meet the two thirds gender balance. The number of officers promoted, were 7,970 (73 percent) male and 2,964 (27 percent) female giving a gender gap variance of 6 percent. The overall gender gap in the service sectors evaluated stood at 3 percent. The gaps are most pronounced at middle, senior management and policy levels in the evaluated service sectors which stand at an aggregate of 13 percent for the 3 levels.

Gender balance was not attained in promotions in Ministries and departments, which promoted 75 percent of male and only 25 percent female, giving a gender gap of 8 percent. This gender imbalance was also registered in State Corporations at 69 percent male against female, giving a gender gap of 2 percent. The gender balance was attained in the other two sectors of Independent Commissions and Offices at 54 percent male and 46 percent female; and Statutory Commission and Authorities at 58 percent male against 42 percent female.

(iv) Representation in Appointments, Training and Promotions by Ethnicity in the FY2016/2017.7

The specific indicator was to establish the distribution of appointments, training and promotions by ethnicity during the 2016/2017 FY, as presented in Tables 3.26 and 3.27 respectively.

Table 3.25: Promotions by Gender, PWDs and Ethnicity in the FY2016/17

Category	Total	Gender			PWDs		No. of ethnic Groups promoted
		Male	Female	No. of PWDs in Institutions	Total promoted		
Independent Offices &Commissions	76	41 (54%)	35 (46%)	40	0		14 (30%)
Ministries and State Departments	7,166	5,402 (75%)	1,764 (25%)	457	27 (6%)		30 (65%)
State Corporations & SAGAs	3,652	2,504 (69%)	1,148 (31%)	813	28 (3.4%)		32 (70%)
Statutory Commissions and Authorities	40	23 (58%)	17 (42%)	2	1 (50%)		9 (20%)
Total	10,940	7,970 (73%)	2,964 (27%)	1,312	56 (4.2%)		46

Source: Public Service Values Survey, 2017

Table 3.26: Representation in Appointments, Training and Promotions by Ethnicity in Relation to Total Population in the Public Service in FY2016/17

Ethnic Group	Total Population in the service	Appointments	%	Training	%	Promotions	%
Borana	1146	97	9	124	10.8	154	13
Burji	67	10	13	4	6.0	6	9
Embu	2126	104	5	361	17.0	104	5
Gabra	260	36	12	20	7.7	18	7
Galjeel	3	1	33	3	100.0	0	0
Galla	175	0	0	4	2.3	0	0
Kalenjin	21895	1497	7	3545	16.2	1429	7
Kamba	13835	834	6	2630	19.0	1059	8
Kenyan Arabs	145	10	7	19	13.1	14	10
Kenyan Asians	17	4	24	8	47.1	0	0
Kenyan Somali	3424	293	9	376	11.0	344	10
Kikuyu	29978	1861	6	6231	20.8	2188	7
Kisii	9772	610	6	1983	20.3	735	8
Kuria	586	47	8	115	19.6	55	9
Luhya	15471	835	5	3285	21.2	1157	8
Luo	16877	939	5	3420	20.3	1276	8
Maasai	2766	427	15	395	14.3	333	12
Mbeere	502	32	6	36	7.2	57	11
Meru	6602	407	6	1158	17.5	635	10

Ethnic Group	Total Population in the service	Appointments	%	Training	%	Promotions	%
Mijikenda	5624	361	6	900	16.0	654	12
Njemps	207	65	31	17	8.2	13	6
Nubi	51	5	10	12	23.5	6	12
Orma	260	7	3	13	5.0	32	12
Others	778	29	4	35	4.5	34	4
Rendille	231	20	9	18	7.8	16	7
Sakuye	21	4	19	8	38.1	2	10
Samburu	950	45	5	80	8.4	94	10
Suba	167	9	5	49	29.3	26	16
Swahili	308	75	24	120	39.0	92	30
Taita	2456	152	6	1720	70.0	177	7
Taveta	120	17	14	21	17.5	15	13
Teso	923	33	4	107	11.6	77	8
Tharaka	183	12	7	8	4.4	24	13
Turkana	1230	95	8	80	6.5	108	9
Total		8,973		26,905		10,934	

Source: Public Service Values Survey, 2017

The evaluated institutions reported 8,973 new appointments and 10,934 promotions. This represented 34 ethnic groups during the period under review.

3.4.5.6 Customization of Facilities for PWDs

The specific indicator was to establish the total number facilities in existence in each public institution and also additional facilities as presented in Tables 3.28, 3.29 and 3.30.

Table 3.27: Representation in Appointments and Promotions by Ethnicity in Relation to Total Population in the Public Service in 2016/17 FY

Ethnic Group	Total Population in the service	New Appointments	%	Proportionate Contribution to National Population	Promotions	%	Under & Over representation
Borana	1146	97	9	0.42	154	13	0.40
Burji	67	10	15	0.06	6	9	-0.01
Embu	2126	104	5	0.85	104	5	0.66
Gabra	260	36	14	0.23	18	7	-0.04
Galjeel	3	1	33	0.02	0	0	-0.02
Galla/ Guree	175	0	0	0.02	0	0	0.10
Kalenjin	21895	1497	7	12.90	1429	7	2.69
Kamba	13835	834	6	10.90	1059	8	-1.05
Kenyan Arabs	145	10	7	0.11	14	10	-0.01

Ethnic Group	Total Population in the service	New Appointments	%	Proportionate Contribution to National Population	Promotions	%	Under & Over representation
Kenyan Asians	17	4	24	0.12	0	0	-0.11
Kenyan Somali	3424	293	9	6.25	344	10	-3.81
Kikuyu	29978	1861	6	17.33	2188	7	4.01
Kisii	9772	610	6	5.77	735	8	1.19
Kuria	586	47	8	0.68	55	9	-0.26
Luhya	15471	835	5.	13.97	1157	8	-2.96
Luo	16877	939	6	10.50	1276	8	1.44
Maasai	2766	427	15	2.20	333	12	-0.23
Mbeere	502	32	6	0.44	57	11	-0.08
Meru	6602	407	6	4.34	635	10	0.36
Mijikenda	5624	361	6	5.15	654	12	-1.15
Njemps	207	65	31	0.09	13	6	0.06
Nubi	51	5	10	0.04	6	12	0.00
Orma	260	7	3	0.17	32	12	0.02
Others	778	29	4	1.17	34	4	-0.62
Rendille	231	20	9	0.02	16	7	0.15
Sakuye	21	4	19	0.07	2	10	-0.06
Samburu	950	45	5	0.62	94	10	0.06
Suba	167	9	5	0.36	26	16	-0.24
Swahili	308	75	24	0.29	92	30	-0.07
Taita	2456	152	6	0.72	177	7	1.03
Taveta	120	17	14	0.05	15	13	0.04
Teso	923	33	4	0.89	77	8	-0.23
Tharaka	183	12	7	0.46	24	13	-0.33
Turkana	1230	95	8	2.59	108	9	-1.71
Groups not Represented in new Appointments and Promotions							
Bajun	383	0	0	0.18	0	0	0
Dasnach	9	0	0	0.03	0	0	0
Dorobo	54	0	0	0.09	0	0	0
El Molo	8	0	0	0.01	0	0	0
Gosha	2	0	0	0.06	0	0	0
Kenyan American	0	0	0	0.00	0	0	0
Konso	2	0	0		0	0	0
Pokomo	803	0	0	0.25	0	0	0
Walwana	4	0	0	0.04	0	0	0

Ethnic Group	Total Population in the service	New Appointments	%	Proportionate Contribution to National Population	Promotions	%	Under & Over representation
Kenyan European	2	0	0	0.01	0	0	0
Leysan	2	0	0	0.00	0	0	0
Boni - Sanye	33	0	0		0	0	0
Total		8,973			10,934		

Source: Public Service Values Survey, 2017

Table 3.28: Customization of Facilities and Services for use by PWDs by Service Sector

Type of Facilities/ Services	Availability of Services/ Facilities	Constitutional Commissions &IOs	%	Ministry & State Departs	%	State Corporations & SAGAs	%	Statutory Commissions & Authorities	%	Total
Access Ramp	None Existence	2	10	6	30.0	12	60		0	20
	Existence	7	5	31	21.5	102	71	4	3	144
	Total	9	6	37	22.6	114	70	4	2	164
Reserved Parking for PWDs	None Existence	3	8	7	19.4	24	67	2	6	36
	Existence	6	5	30	23.4	90	70	2	2	128
	Total	9	6	37	22.6	114	70	4	2	164
Sign Language Interpreter	None Existence	7	6.8	30	29	62	60	4	4	103
	Existence	2	3.3	7	12	52	85		0	61
	Total	9	5.5	37	23	114	70	4	2	164
Brail Machines	None Existence	7	6.3	32	29	70	63	3	3	112
	Existence	2	3.8	5	10	44	85	1	2	52
	Total	9	5.5	37	23	114	70	4	2	164
Customized Sanitation Facilities	None Existence	4	6.9	17	29	36	62	1	2	58
	Existence	5	4.7	20	19	78	74	3	3	106
	Total	9	5.5	37	23	114	70	4	2	164

Type of Facilities/Services	Availability of Services/Facilities	Constitutional Commissions &IOs	%	Ministry & State Departs	%	State Corporations & SAGAs	%	Statutory Commissions & Authorities	%	Total
Lifts	None Existence	2	2.3	17	20	68	78		0	87
	Existence	7	9.1	20	26	46	60	4	5	77
	Total	9	5.5	37	23	114	70	4	2	164
Wheel Chair	None Existence	8	6.8	33	28	74	63	3	3	118
	Existence	1	2.2	4	9	40	87	1	2	46
	Total	9	5.5	37	23	114	70	4	2	164

Data Source: Public Service Values Survey, 2017

Table 3.29: Comparative Analysis on Distribution of Facilities for PWDs between 2011/12 -2016/17

Facility/Service	2011/12	2013/14	2014/2015	2015/16	2016/17
Braille to Staff	149%	-	-	54%	32%
Sign Language Interpreters	17%	-	-		37%
Customized Toilets	29%,	-	-	62%	65%
Lifts	-	-	-		47%
Access Ramps	-	-	-		88%
Wheel Chairs	-	-	-		28%
Reserved Parking Bays for PWDs	49%	-	-	-	78%

Source: Public Service Values Survey, 2017

NB: The 2015/2016 values and principles report evaluated availability of accessible customized facilities (toilets, lifts, ramps and wheel chairs)

3.4.6 Performance Indices

The overall performance in this thematic area was 65.9 percent. The thematic area improved by 12 percent during the year under review. The best performing sector was Statutory Commissions and Authorities at 69.7 percent followed by State Corporations and SAGAs at 67.8 percent. Independent Offices and Commissions recorded a score of 66.3 percent while . Ministries and State Departments recorded a score of 59.6 percent as shown in Figure 3.10.

3.4.7 Performance Rankings

Out of the nine Independent Offices and Commissions evaluated, 11 percent were ranked as high achievers, 78 percent as medium achievers while 11 percent as low achievers. For Ministries and State Departments, majority (70 percent) of the institutions were ranked as medium achievers, 8 percent as high achievers and 22 percent as low achievers. State Corporations and SAGAs had 19 percent of the institutions ranked as high achievers, 68 percent as medium achievers and 13 percent as low achievers. All Statutory Commissions and Authorities evaluated were ranked as medium achievers (Table 3.31).

Table 3.30: Additional Facilities and Services Introduced by Institutions to Facilitate PWDs to Access Government Services

Service Sector	Name of Organization	Other forms of Facilities & Services for PWDs
Independent Offices and Commissions	Kenya National Commission On Human Rights	Installed JAWs software for the visually impaired
Ministries & State Departments	Directorate of Immigration and Registration of Persons	Facilitated with an assistant
	Ministry Of Foreign Affairs	Facilitated with an assistant
	State Department for Arts and Culture	Installed JAWs software for the visually impaired
	State Department of Environment	Special chairs
	State Department of Interior	Customer care desk on the ground floor to Serve PWDs.
	State Department of Public Service and Youth Affairs	1. Implementing the disability guide allowance guideline
		2. Proper deployment of PWDs
State Corporations &SAGAs	Agriculture and Food Authority	1. Condom dispensers installed at accessible heights
		2. Reception desks lowered toease access by short persons
		3. Automatic sanitary bins availed
		4. Full body mirrors installed in washrooms
	East African Portland Cement Company Limited	1. Registration of staff with Disabilities
		2. Income Tax exemption
		3. Assistant Allowance (For Visual Impairment)
		4. Assistive Devices
		5. Facilitate staff with disability to get education assistance from NCPWD
		6. Implementation of AGPO
	Kenya Institute Of Special Education	Disability Friendly Buses
	Kenya Post Office Savings Bank	Lowered counters for to ease access by customers who are PWDs
	Kenya Urban Roads Authority	The Service Charter Is available in Braille.
	National Council for Law Reporting	Accessible website for persons with visual Impairment
	National Council For Persons With Disabilities	1. Provision of JAWs software for visually Impaired.
		2. Carpeted office floors to enable PWDs with crutches to move with ease.
Statutory Commissions and Authorities	Kenya Law Reform Commission	Provision of JAWs software, phone and white cane for visually impaired.

Source: Public Service Values Survey, 2017

3.4.8 Performance Challenges

(i) balancing diversity and merit;

(ii) lack of disaggregated data on disability, which has hampered efforts to formulate informed policies and programmes;

(iii) poor data on socio-economic variables for individuals and households to enable objective comparisons of the marginalized vis-à-vis the non-marginalized groups; and

(iv) negative ethnic relations.

Figure 3.10: Diversity Management Performance Indices
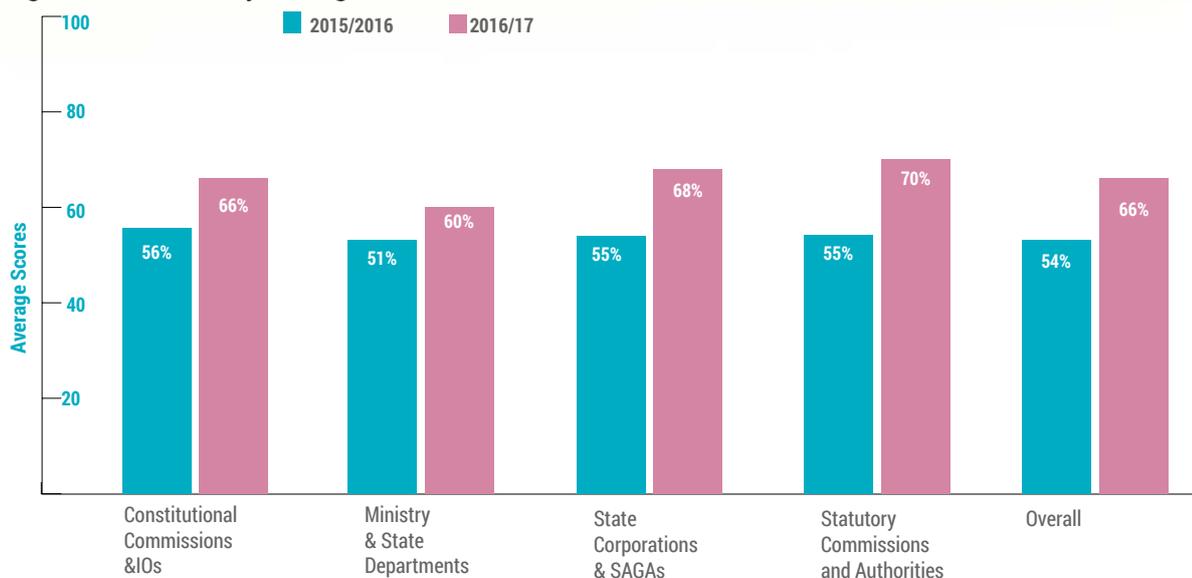
Source: Public Service Values Survey, 2017

Table 3.31: Performance Ranking on Diversity Management by Service Sectors

Category	High		Medium		Low		Sector Mean Score (%)	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Independent Offices & Commissions	91	1	66	7	46	1	66	9
Ministry & State Departments	92	3	63	26	38	8	60	37
State Corporations & SAGAs	90	22	68	77	32	15	68	114
Statutory Commissions and Authorities			70	4			70	4
Total	90	26	67	114	35	24	66	164

Source: Public Service Values Survey, 2017

3.4.9 Recommendations

Public institutions to:

(i) Conduct diversity audits, confirm diversity gaps and develop affirmative action programmes to redress the gaps at all levels.

(ii) Make provision for special employment opportunities for the unrepresented and under represented marginalized communities.

(iii) Endeavour to attain 50 percent gender parity in line with the CEDAW Convention and the SDG goal No.5 on Gender Equality.

iv. develop and implement affirmative action programmes in order to ensure the constitutional requirement on the 5% representation of PWDs is progressively realized.

v. establish and maintain structured collaboration/liaison framework with NCPWDs in order to facilitate identification and placement of PWDs within the public service.

vi. maintain disaggregated and updated records on gender, ethnicity; including minority and marginalized communities, PWDs, rights-based data at all times.

vii. develop and institutionalize time-bound affirmative action programmes for appointments, training and promotion of the marginalized and other disadvantaged groups across the public service.

Oversight Institutions

viii. the State Corporations Advisory Committee (SCAC) to take appropriate measures to ensure that the existing 14 percent-gender gap at policy level is addressed during the recruitment of Chief Executives officers (CEOs) of State Corporations.

ix. the NCPWDs to establish and maintain structured collaboration/ liaison framework with organizations across the public service institutions in order to facilitate identification and placement of PWDs by June, 2018.

x. The Ministry of Labour should enforce the provision of facilities required by PWDs in all public institutions by June 2020.

3.5 Thematic Area 5: Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development

3.5.1 Overview

Article 232(1)(b) of the Constitution lays the cornerstone for an accountable Public Sector by affirming the need for the public service to ensure efficient, effective and economic use of resources. Further, the Public Finance Management Act, 2012 and the Public Procurement and Asset Disposal Act 2015 have put in place mechanisms to ensure effective management of public funds, efficiency and transparency and, in particular, proper accountability over the expenditure of those funds.

3.5.2 Performance Standards and Indicators

The performance standards that govern economic use of resources are based on the principle of prudent allocation and utilization of public resources. In this evaluation, under the thematic area on efficiency, effectiveness and economic use of resources, the institutions were expected to report on:

(i) Budget estimates and absorption levels;

(ii) Compliance to the set budget ratios;

(iii) How the institutions were cited in the Auditor's 2015/2016 report; and

(iv) Status of implementation of 2015/2016 PAC and PIC reports.

3.5.3 Performance Gaps

The performance gap analysis for the 2011 to 2016 reports revealed that:

(i) there is still high recurrent expenditure to development expenditure ratio;

(ii) austerity measures and delays in release of exchequer affected implementation of planned activities;

(iii) lengthy procurement timelines negatively impacted the implementation of development projects;

(iv) low absorption rate of development expenditure; and

(v) slow processing through IFMIS affected service delivery.

3.5.4 Measures Taken

(i) Development of a monitoring and evaluation framework to facilitate implementation of the National and County Governments budgets.

(ii) IFMIS be re-engineered;

(iii) Improved uptake of e-procurement of public institutions (64 percent); and

(iv) Enactment of the Public Finance Management Act and Regulations.

3.5.5 Progress Realized

3.5.5.1 Budget Estimates and Absorption Levels for FY2016/17

The specific indicator was to establish the budget absorption levels and compliance to the budget ratios. Table 3.32 provides a total service sector overview of these estimates.

Of the institutions evaluated 2 service sectors (Independent Offices and Commissions and Statutory Commissions and Authorities) did not comply with the Recurrent to Development budget ratios. However, the overall compliance level for the service was 50:50 recurrent to development. The Statutory Commissions and Authorities was the only sector that complied with the recommended ratio of PE to OM at 40:60. Data from 39 institutions evaluated was insufficient for analysis and was, therefore, not computed in the budget estimates and the budget absorption levels.

3.5.5.2 Tax Remittance by Public Organizations

The specific indicator was to establish the public institutions that complied with remittance of PAYE deductions to KRA.

During the period under review a total of 355 public organizations remitted PAYE deductions as required by law while 36 Organizations did not as shown in Table 3.33.

Table 3.32: Budgets Estimates and Absorption Levels by Service Sectors

Details	Constitutional Commissions &IOs	Ministry & State Departments	State Corporations & SAGAs	Statutory Commissions and Authorities	Total
Total Estimates	12,589,796,183	684,765,574,067	418,837,617,435	1,274,556,478	1,117,467,544,163
Recurrent Estimates	11,994,604,931	340,380,870,867	201,033,161,603	772,583,798	554,181,221,199
Development Estimates	912,289,707	304,827,757,255	262,417,241,871	135,300,000	568,292,588,833
Personnel Emoluments (PE)	6,249,583,725	50,203,702,123	95,118,104,435	462,226,680	152,033,616,963
Operations and Maintenance (OM)	5,563,005,326	112,769,967,015	72,965,702,288	314,446,000	191,613,120,629
Budget Absorption Level on Recurrent (Kshs)	10,916,818,409	301,063,229,739	176,699,805,006	757,132,122	489,436,985,276
70:30 Ratio of Recurrent to Development	93:7	53:47	44:56	85:15	50:50
Budget Absorption Level on Development (Kshs)	880,249,106	245,921,779,706	166,014,998,098	133,947,000	412,950,973,910
% of PE to Recurrent Expenditure	52	15	47	60	27
Ratio of PE to OM(40:60)	47:53	69:31	43:51	40:60	56:44

Details	Constitutional Commissions &IOs	Ministry & State Departments	State Corporations & SAGAs	Statutory Commissions and Authorities	Total
% of OM to Recurrent Expenditure	46	33	36	41	35
Absorption Level on Recurrent Exp. (%)	91	88	88	98	88
Absorption Level on Development Exp. (%)	96	81	63	99	73

Source: Public Service Values Survey, 2017

Table 3.33:   Tax Remittance by Public Organizations in FY 2016/17

Organizations	No. of Organizations which remitted PAYE 2016/17 FY	No. of Organizations that did not remit PAYE 2016/17 FY	Action Taken on Organizations	Remarks
Ministries & State Departments	42	0		
State Corporations and Semi-Autonomous Government Agencies	297	35	Issue demand notices Issue notice to file returns Sensitize taxpayers.	More taxpayers were brought on board, hence remitting the returns and making payments.
Independent Offices and Commissions	16	1	Outstanding taxes were demanded	Follow up on the demanded taxes
Statutory Commissions, Authorities & Agencies	-	-	-	-
Total	355 (91%)	36 (9%)		

Data Source: Kenya Revenue Authority, 2017

3.5.5.3 Audit Findings from Public Institutions

The specific indicator was to establish how each institution responded to its citation by Auditor General based on Unqualified, Qualified, Adverse Opinions or Disclaimer. Table 3.34 provide a global summary of the findings.

Out of 139 institutions evaluated 37 percent received unqualified opinion while 57 percent received qualified opinion. Another 2percent received adverse opinion, while only 4percent had disclaimer.

Only 37 percent of the institutions-evaluated complied with financial regulations and procedures. Those that failed to comply were not cleared by the Auditor General.

The report from the office of the Auditor General correlated with the response by MDAs for the 2015/16 audit report.

In the 2015/16 audit report, a total of 93 (30 percent) public institutions had unqualified opinion, 183 (60 percent) and 14 (5 percent) had qualified and adverse opinions, respectively. Only 16 (5 percent) of the institutions had disclaimers.

3.5.5.4 2015/16 Auditor Report

The specific indicator was to establish how each public institution was cited in the 2015/16 Auditor General's Report. Table 3.35 provides a summary of the findings.

In the 2015/2016 audit report, a total of 93 (30 percent) public institutions had unqualified opinion,

Table 3.34: Distribution of 2015/16 Audit Findings by Service Sector

Service Sector	Service Sector	Total Response	Unqualified Opinion	Qualified Opinion	Adverse Opinion	Disclaimer	No Response
Independent Offices and Commissions	9	8	5(62%)	3(38%)	0	0	1
Ministries & State Departments	37	27	9(33%)	15(56%)	1(4%)	2(7%)	10
State Corporations &SAGAs	114	100	36 (36%)	59 (59%)	2 (2%)	3 (3%)	14
Statutory Commissions and Authorities	4	4	2(50%)	2(50%)	0	0	0
Total	164	139	52(37%)	79(57%)	3(2%)	5(4%)	25

Data Source: Public Service Values Survey, 2017

183 (60 percent) and 14(5 percent) had qualified and adverse opinions respectively. Only 16 (5 percent) of the institutions had disclaimers. The report from the office of the Auditor General correlated the response by MDAs for the 2015/2016 audit report.

3.5.5.5   Implementation of PAC and PIC Report Recommendations

The specific indicator was to establish the status of implementation of recommendations of the 2015/2016 audit report according to the Public Service Values Survey, 2017.

Of the 164 institutions evaluated 142 reported that they were not cited in the PAC and PIC reports. Only 22 reported that they were cited in the reports. Out of the 4 service sectors evaluated, the Independent Offices and Commissions and Statutory Commissions and Authorities were not cited in the PAC and PIC reports. Thirteen State Corporations and nine Ministries and State Departments were cited in the reports.

Table 3.35: Citations of Public Institutions in the 2015/16 Audit Report by Service Sector

S.No.	Organizations	Unqualified Opinion	Qualified Opinion	Adverse Opinion	Disclaimer	Remarks
	Ministries & State Departments	6	25	1	2	
	State Corporations	63	108	10	12	Audit of 17 State Corporations Ongoing
	Independent Offices and Commissions	5	10	1	-	
	Statutory Commissions, Authorities& Agencies	6	12	2	1	
	Other Authorities	13	28	0	1	
	Total	93 (30%)	183 (60%)	14 (5%)	16 (5%)	

Data Source: Office of the Auditor General

3.5.6 Performance Indices

The overall performance in this thematic area was 68.8 percent. The best performing sector was Independent Offices and Commissions at 81.3 percent followed by Statutory Commissions and Authorities at 75 percent. State Corporations and SAGAs and Ministries and State Departments scored 68 percent and 67 percent respectively as shown in Figure 3.11.

3.5.7: Performance Ranking

Independent Offices and Commissions had 63 percent of institutions ranked as high achievers and 37 percent as medium achievers. Ministries and State Departments had 36 percent of the institutions ranked as high achievers, 60 percent as medium achievers and 4 percent as low achievers. State Corporations and SAGAs had 37 percent of the institutions ranked as high achievers, 61 percent as medium achievers and 2 percent as low achievers. Statutory Commissions and Authorities had 50 percent of the institutions ranked as high achievers while 50 percent were ranked as medium achievers as shown in Table 3.36.

Figure 3.11: Performance Indices Trend for Economic Use of Resources in 2015/16 - 2016/17 FY
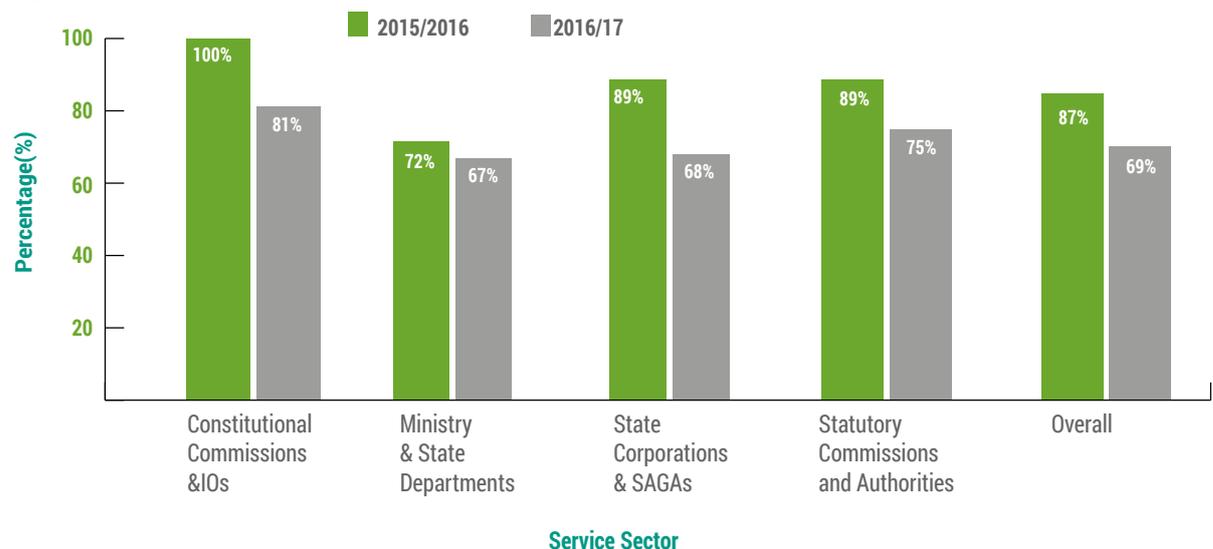
3.5.8 Performance Challenges

The 2016/2017 evaluation identified the following challenges:

(i)   inability by public institutions to meet the threshold of the 70:30 ratio of development to recurrent and 40:60 personnel emoluments to operations and maintenance;

(ii)   weak enforcement of policies, laws and regulations relating to mobilization and utilization of public resources; and

(iii)   insensitivity to sustainable use of natural resources and environment.

3.5.9 Recommendations

Government to:

(i)   Develop and update the inventory of existing public assets; and

(ii)   Facilitate continuous capacity building and civic education on effective management of resources for sustainable development.

3.6   Thematic Area 6: Equitable Allocation of Opportunities and Resources

3.6.1 Overview

Section 2.4 of the National Values and Principles of Governance Policy (Sessional Paper No. 8,

Table 3.36: Performance Ranking on Economic Use of Resources and Sustainable Development

Category	High			Low		Medium	Mean Score (%) for the Sector	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Independent Offices and Commissions	100	5			50	3	81	8
Ministry & State Departments	100	9	25	1	50	15	67	25
State Corporations & SAGAs	100	36	25	2	50	59	68	97
Statutory Commissions and Authorities	100	2			50	2	75	4
Total	100.0	52	25.0	3	50.0	79	68.8	134

Source: Public Service Values Survey, 2017

2013) provides policy direction on the promotion of national unity, patriotism and the fostering of national cohesion through equitable allocation of opportunities and resources.

The government has put in place measures to facilitate the equitable allocation of opportunities and resources through the enactment of relevant laws, regulations and development of policies. The laws include the Public Procurement and Asset Disposal Act, 2015 and the Public Procurement and Asset Disposal (Preference and Reservations) (Amendment) Regulations, 2013 which provide for preferential tendering for disadvantaged groups which include the women, youth and PWDs.

The government has directed the Public Service to set aside 30 percent of the procurement budget for disadvantaged groups through the Access to Government Procurement Opportunities (AGPO) program.

In addition, the government has established various funds such as the UWEZO Fund, the Youth Fund and the Women Enterprise Fund to support entrepreneurs from the disadvantaged groups and cash transfer system to the vulnerable groups (orphans, PWDs and the elderly). This is also consistent with the State commitments under goals 8 and 16 of the SDGs.

3.6.2 Performance Standards and Indicators

In this evaluation, under the thematic area on Equitable Allocation of Opportunities and Resources, the institutions were expected to report on:

(i)   Compliance with the AGPO policy;

(ii)   Distribution of procurement allocation to women, youth and PWDs; and

(iii)   Distribution of the Equalization Fund.

3.6.3 Performance Gaps

The performance gaps analysis for the 2011 to 2016 reports revealed the following:

(i)   Delayed implementation of the equalization fund;

(ii)   Low compliance with AGPO policy;

(iii)   Institutions yet to establish their baseline information; and

(iv)   Criteria for determination of disadvantaged groups yet to be reviewed.

3.6.4 Measures Taken

(i)   AGPO as per Public Procurement and Assets Disposal Act, 2015 implemented;

(ii)   Marginalized counties were allocated funds from the Equalization Fund;

(iii)   Uwezo fund, Youth fund and Women fund established;

(iv) Cash transfers to vulnerable groups established;

(v) Gender index and disability index established;

(vi) Expansion of NHIF cover to include persons over 60 years;

(vii) Criteria for determination of disadvantaged groups established; and

(viii) Implementation of ethnic quotas in appointments.

3.6.5 Progress Realized

During the year under review, 16 Counties were identified to benefit from the Equalization Fund and new parameters on sharing of revenue between National and County Governments in the 2017/18 FY were developed.

3.6.5.1 Procurement Opportunities in Compliance with AGPO

The specific indicator was to establish the total procurement allocation during the 2016/2017 FY in relation to compliance with AGPO and distribution budget to women, youth and PWDs. Table 3.37 and 3.38 provides a total service sector overview of these findings.

The government policy on AGPO requires public institutions to allocate 30 percent of their annual procurement budget to disadvantaged and vulnerable groups. In the year under review the procurement budget for the 144 evaluated institutions was Ksh410.2 billion. The 30 percent of the procurement budget which should have been allocated to the AGPO programme was Ksh123 billion. 59 evaluated institutions complied with the AGPO policy representing 41 percent compared to 85 (59 percent) institutions that were non-compliant. The National Treasury indicated that 153 public institutions had complied.

During the year under review, the institutions in the 4 service sectors evaluated allocated 24 percent of the procurement budget to the AGPO programme. This was 6 percent less than the requirement of 30 percent. The least amount allocated of the required 30 percent was in Ministries and State Departments and State Corporations at 23 percent and 24 percent respectively. The two service sectors that complied with the AGPO requirement were Independent Offices and Commissions at 31 percent and Statutory Commissions and Authorities at 93 percent.

The highest amount of allocation under the AGPO programme went to women (48 percent) and youth (43 percent). Allocation to PWDs was only 9 percent of the total allocation to AGPO.

Table 3.37: Compliance with AGPO by Service Sector

Category	Total Procurement Budget FY2016/17	30% of Procurement Budget	Totals Allocation to Groups (Kshs.)	Total Institutions	Complied to AGPO	Non-Compliant to AGPO
IOs and Commissions	5,778,613,995.00	1,733,584,198.5	542,539,071.16 (31.3%)	9	3 (33%)	6 (67%)
Ministry & State Departments	151,038,052,960.5	45,311,415,888	10,242,742,302.00 (22.6%)	29	15 (52%)	14 (48%)
State Corporations & SAGAs	252,520,171,154.6	75,756,051,346.4	18,277,842,567.44 (24.1%)	102	39 (38)	63 (62%)
Statutory Commissions and Authorities	926,982,464.0	278,094,739.2	257,940,462.04 (92.8%)	4	2 (50%)	2 (50%)
Grand Total	410,263,820,574.1	123,079,148,872.2 (30%)	29,321,064,402.64 (23.8%)	144	59 (41%)	85 (59%)

Source: Public Service Values Survey, 2017

Nineteen (19) institutions did not provide sufficient data for evaluation under this thematic area. Of these, 7 were from Ministries and Departments while 12 were from State Corporations. The National Treasury reported that a total of 153 groups benefited from the AGPO programme.

3.6.5.2 Distribution of Equalization Fund

The specific indicator was to establish the total allocation disbursed to the marginalized counties from the Equalization Fund since 2011/12 -2016/17 FY. Table 3.39 provides the total disbursement of equalization fund to marginalized counties.

Table 3.38: Distribution of Procurement Budget to Women, Youth and PWDs

Details	Totals Allocation to Groups (Kshs.)	Women (Kshs.)	Youth(Kshs.)	PWDs(Kshs.)
Constitutional Commissions & Independent Offices	542,539,071.16	347,534,209.60 (64%)	133,918,398.56 (25%)	61,086,463.00 (11%)
Ministry & State Departments	10,242,742,302.00	5,423,339,996.19 (53%)	4,610,108,392.21 (45%)	209,293,913.60 (2%)
State Corporations & SAGAs	18,277,842,567.44	8,226,006,406.47 (45%)	7,698,222,779.82 (42%)	2,353,613,381.15 (13%)
Statutory Commissions and Authorities	257,940,462.04	134,971,637.08 (52%)	107,011,300.96 (41%)	15,957,524.00 (7%)
Total	29,321,064,402.64	14,131,852,249.34 (48%)	12,549,260,871.55 (43%)	2,639,951,281.75 (9%)

Source: Public Service Survey, 2017

The Equalization Fund is provided for under Article 204 of the Constitution and Section 18 of the PFMA, 2012.

The Commission on Revenue Allocation (CRA) recommended allocation of funds from 2013/2014FY to 2015/16FY but disbursement did not start till 2015/2016FY. Out of a total Ksh. 11,801,200,000 only Ksh. 481,948,224, 4 percent, was disbursed to 9 marginalized counties. However, Taita Taveta, Narok, Wajir, Turkana and Samburu did not receive funds. Kitui and Baringo counties were also classified as marginalized.

3.6.6 Performance Indices

The overall performance in this thematic area was 80.0 percent, an improvement by 21 percent compared to last year when it posted 59 percent. The best performing sector was Statutory Commissions and Authorities at 87.5 percent followed by Independent Offices and Commissions with a score of 83.3 percent. State Corporations and SAGAs scored 80 percent while Ministries and State Departments scored 77.7 percent as shown in Figure 3.12.

3.6.7 Performance Ranking

Independent Offices and Commissions had 33 percent of the institutions ranked as high achievers while 67 percent were medium achievers. Ministries and State Departments had 41 percent of the institutions ranked as high achievers, 46 percent medium achievers and 13 percent as low achievers. Further, State Corporations and SAGAs had 33 percent of the institutions being ranked as high achievers, 58 percent as medium achievers and 9 percent as low achievers. Out of the four Statutory Commissions and Authorities evaluated, 50 percent were ranked as high achievers and 50 percent as medium achievers as presented in Table 3.40.

Table 3.39: Disbursement of Equalization Fund to Marginalized Counties

Marginalized County	Total Allocations (Ksh.) 2013/14-2015/16FY	Year of Disbursement (2010/11-2016/17 FY)	Amount Disbursed (Kshs)
Marsabit	886,200,000	2016/2017	16,000,000.00
Mandera	967,600,000	2016/2017	27,000,000.00
Garissa	783,500,000	2016/2017	167,816,106.00
Isiolo	746,900,000	2016/2017	66,600,000.00
Lamu	722,200,000	2016/2017	60,000,000.00
West Pokot	866,100,000	2016/2017	103,782,138.00
Tana River	859,000,000	2016/2017	15,000,000.00
Kilifi	763,500,000	2016/2017	5,750,000.00
Kwale	795,300,000	2016/2017	2,0000,000.00
Taita Taveta	751,700,000		
Narok	809,500,000		
Wajir	929,800,000		
Turkana	1,050,200,000		
Samburu	869,700,000		
Kitui*			New
Baringo*			New
	11,801,200,000		481,948,244

Source: The National Treasury

Figure 3.12: Performance Indices for Equitable Allocation of Opportunities
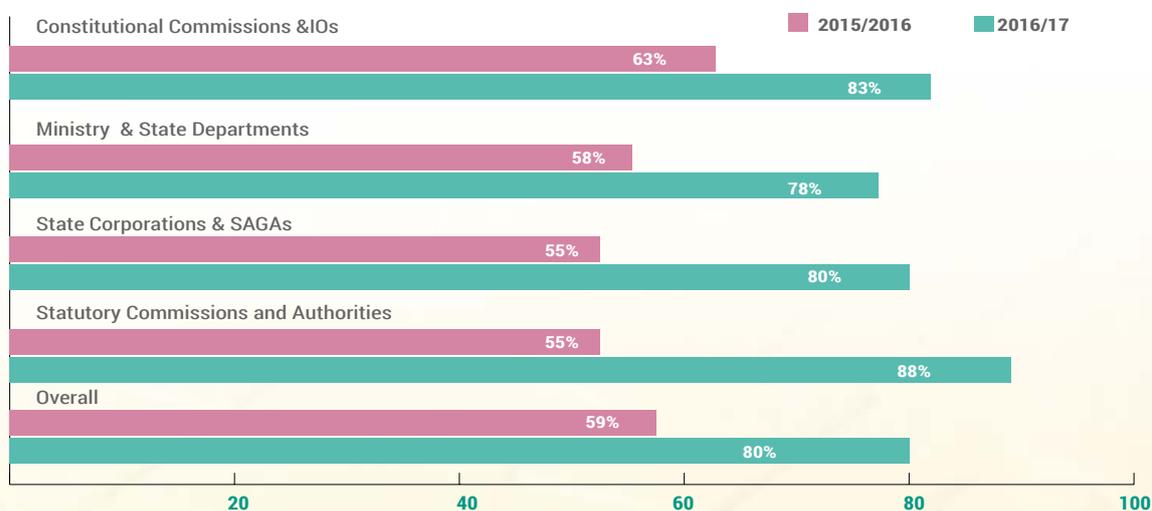
Source: Public Service Survey, 2017

3.6.8 Performance Challenges

(i) Partial compliance to the AGPO Policy;

(ii) Delayed disbursement of equalization funds by the Government; and

(iii) Minimal commitment to the formulation, enactment, review and implementation of laws, policies and regulations to strengthen implementation and enforcement of the Bill of Rights.

3.6.9 Recommendations

Government to:

(i) Ensure strict enforcement of the policy on Access to Government Procurement Opportunities (AGPO) across all public institutions; and

(ii) Fast-track disbursement of equalization funds.

3.7 Thematic Area 7: Accountability for Administrative Acts

3.7.1 Overview

Accountability for administrative acts is grounded in Article 47 and 232(1)(e) of the Constitution, the Fair Administrative Action Act, 2015, section 9 of The Public Service Values and Principles Act, 2015. Accountability by public officials acknowledges responsibility for policies, plans, actions, outputs and outcomes, and provides information on the same to the public and other stakeholders. Consequently, the public service should have clear documentation of its operations, and mechanisms through which citizens can seek desired information, as well as redress when aggrieved by public institutions and/or officers. Some of the tools for accountability include documentation of records, Customer Service Charters, grievance handling procedures, performance agreements, existence of a gift register, and declaration of conflict of interest register.

3.7.2 Performance Standards and Indicators

In this evaluation, under the thematic area on accountability for administrative acts, the institutions were expected to provide information on:

(i) Existence of Service Charter's and grievance handling procedures;

(ii) Implementation of the Public Officer Code of Conduct and Ethics; and

(iii) Status of cases of maladministration in the public service.

3.7.3 Performance Gaps

The performance gap analysis for the 2011 to 2016 reports revealed the following:

(i) Service Charters were not aligned to the Constitution, Public Service (Values and Principles) Act 2015 and the Public Officer Code of Conduct and Ethics;

Table 3.40: Performance Ranking on Equitable Allocation of Opportunities and Resources

Category	High		Low		Medium		Mean Score (%) For The Sector	Total No. Of Institutions
	Mean Score (%)	No. Of Institutions	Mean Score (%)	No. Of Institutions	Mean Score (%)	No. Of Institutions		
Independent Offices and Commissions	100	3			75	6	83	9
Ministry & State Departments	100	15	20.0	5	75	17	78	37
State Corporations & SAGAs	100	37	45.5	11	75	66	80	114
Statutory Commissions and Authorities	100	2			75	2	88	4
Total	100	57	37.5	16	75	91	80	164

Source: Public Service Values Survey, 2017

(ii) Weak implementation of the provisions of the Public Officer Code of Conduct and Ethics;

(iii) Lack of minimum service delivery standards;

(iv) Regulations on Fair Administrative Action Act 2015 and Public Service (Values and Principles) Act 2015 had not yet been developed;

(v) National policy on public service values and principles yet to be finalized; and

(vi) Reported cases of maladministration on the increase.

3.7.4 Measures Taken

(i) Enactment of the Fair Administrative Action Act, 2015 and Public Service (Values and Principle) Act 2015;

(ii) Publication of the revised Public Service Code of Conduct and Ethics, April 2016;

(iii) Annual reports on maladministration in place;

(iv) Service charters and grievance handling procedures availed in some institutions; and

(v) Inter-agency committee on the development of the citizen charter established.

3.7.5 Progress Realized

3.7.5.1 Client Service Charter

Article 232 of the Constitution requires that public services be provided in a prompt, responsive, equitable, impartial and effective manner. Section 7(3) of the Public Service (Values and Principles) Act,

2015 (PSVP) provide that public service is delayed if it is not given in accordance with the service charter of the public institution.

The specific indicator was to establish the existence of client service charter, when it was last reviewed and how it has been aligned to values and principles of public service. Figure 3.13, Tables 3.41, and 3.42 provides the service sector findings on service charters.

Out of the institutions evaluated, 92 percent were reported to have developed Client Service Charters, with the highest number being from State Corporations at 96 percent. They were followed by ministries at 89 percent. According to the Commission for Administrative Justice the two leading causes of complaints on service delivery are unresponsive official conduct and delay. The law anticipates that all public institutions have Client Service Delivery Charters.

The five institutions which reviewed their Service Charters by 2010 may not have aligned their charters to the Constitution. The 74 (49 percent) institutions that reviewed their charters before 2015 may not have aligned the charters to the Public Service Values and Principles Act 2015 and The Fair Administrative Action Act 2015. A total of 73 (48 percent) public institutions reviewed their charters after 2015, and those Service Charters may have been aligned to the Constitution and enabling legislations. Four institutions did not indicate the period their charters were reviewed.

Figure 3.13: Availability of Client Service Charter in Public Institutions
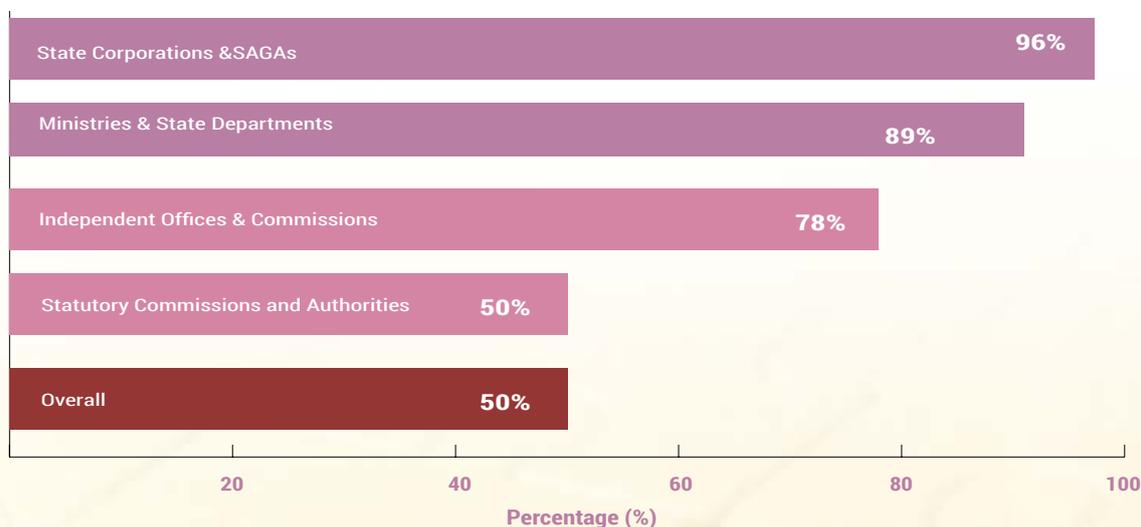
Source: Public Service Values Survey, 2017

Although 49 percent of public institutions evaluated indicated that they had reviewed their service charters, the periods may not have allowed them to align to the Constitution and enabling legislations. Seventy four percent of public institutions reported to have aligned their charters to the values and principles and the Code of Conduct, while 26 percent of the institutions had not.

Recommendation on Service Charters

The 74 public institutions to review their Service Charters to align to the Constitution and enabling legislations, regulations and the Code of Conduct and Ethics. It may be advisable for the Service to review their Service Charters by June 2019.

3.7.5.2 Grievance Handling Procedure (GHP)

The specific indicator was to establish the existence of a grievance handling procedure and the year it was last reviewed. Figure 3.14 and Table 3.43 provide a service sector on existence of GHP.

Section 7(4), 9 (2)(d) and Section 13 of the Public Service Values and Principles Act 2015 provide for resolution of grievances in the Public Service.

Table 3.41: Review of the Client Service Charter by Public Institutions

Service Sector	Total Between 2009-2010	Total Between 2011-2015	Total Between 2016-17	No timeline indicated	Total
Independent Offices and Commissions	1	1	5		7
Ministries & State Departments	2	20	11		33
State Corporations & (SAGAs)	2	48	55	4	109
Statutory Commissions and Authorities			2		2
Total	5	69	73	4	151

Source: Public Service Values Survey, 2017

Table 3.42: Alignment of Charter to Values and Principles of the Public Service and the Code of Conduct and Ethics for Public Service

Service Sector	Not Aligned	%	Aligned	%	Total
Independent Offices and Commissions	3	33	6	67	9
Ministries & State Departments	11	30	26	70	37
State Corporations & Semi-Autonomous Government Agency (SAGA)	26	23	88	77	114
Statutory Commissions and Authorities	3	75	1	25	4
Total	43	26	121	74	164

Data Source: Public Service Values Survey, 2017

Section 42 of the Leadership and Integrity Act 2012 provides for mechanisms for lodging, investigation and resolution of complaints. This therefore requires that all public institutions develop GHP . Up to 91 percent of public institutions evaluated reported to have GHP.

The seven institutions which reviewed their GHP by 2010 may not have aligned their procedures to the Constitution.

The 56(38 percent) institutions which reviewed their procedures before 2015 may not have aligned them to the Public Service (Values and Principles)

Act 2015 and The Fair Administrative Action Act 2015. Eighty Four (56 percent) of public institutions reviewed their procedures after 2015, and they may have been aligned to the Constitution and enabling legislations. Nine institutions did not indicate the period their procedures were reviewed while 15 institutions did not have them in place.

Recommendations on GHP

The 56 public institutions be advised to review their procedures to align to the Constitution and enabling legislations, regulations and the Code of Conduct and Ethics by June, 2019.

In light of the low numbers of Institutions that may have complied with the alignment of procedures and the enabling legislation, regulations and the Code of Conduct and Ethics, it may be advisable for the service to be required to review their GHP by June 2019..

In light of the low numbers of Institutions that may have complied with the alignment of procedures and the enabling legislation, regulations and the Code of Conduct and Ethics, it may be advisable for the service to be required to review their GHP by June 2019.

Figure 3.14: Proportion of Institutions with GHP by Service Sector
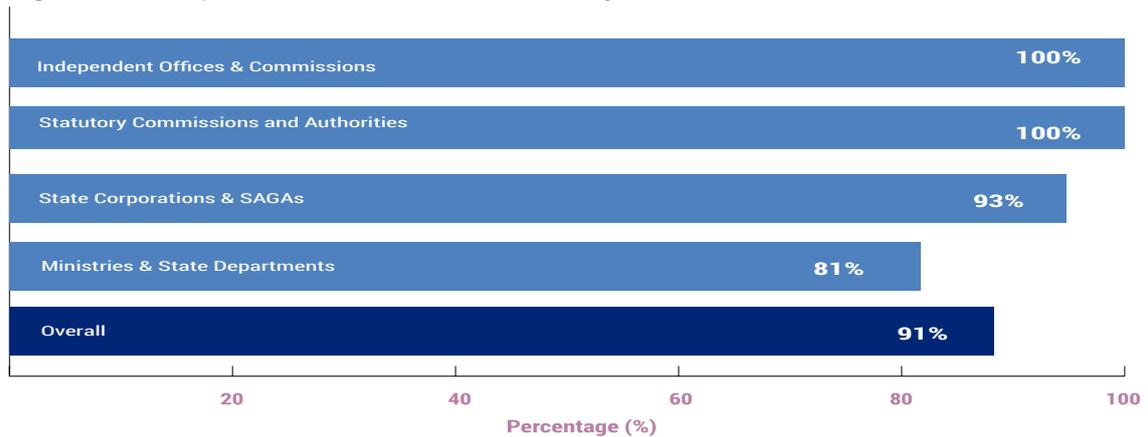
Source: Public Service Values Survey, 2017

Table 3.43: Period of Review of GHP by Institutions

Service Sector	Total Between 2002-2010	Total Between 2011 -2015	Total Between 2016-2017	No timelines	No. Procedures	Total
Independent Offices and Commissions	0	3	4	2		9
Ministries & State Departments	2	7	18	3	7	37
State Corporations & SAGAs	5	38	59	4	8	114
Statutory Commissions and Authorities	0	1	3			4
Total	7	49	84	9	15	164

Data Source: Public Service Values Survey, 2017

3.7.5.3 Public Officer Code of Conduct and Ethics, 2016

The Leadership and Integrity Act 2012 and the Public Officer Code of Conduct and Ethics 2016 require public institutions to manage conflicts through prescribed mechanisms in the law and the Code. These mechanisms include maintenance of a schedule of registrable Interests, conflict of Interest register, gift register; complaints register and commit all their officers to the Code of Conduct and Ethics through signing of the commitment forms.

The specific indicator was to establish if each institution had implemented the Public Officer Code of Conduct and Ethics. Table 3.44 provides the service sector overview of these findings.

Ninety One (91) percent of public institutions maintain gift registers, 83 percent maintain conflict of Interest registers and 94 percent maintain complaints registers. Six (4 percent) institutions were not compliant .

Sixty one percent of public institutions were reported to have committed their officers to the Code of Conduct and Ethics while 39 percent were yet to commit their staff to the Code.

Forty three percent of public institutions were reported to have filled the Schedule of Registrable Interest while 57 percent were yet to fill the Schedule.

3.7.6 Performance Indices

The overall performance in this thematic area was 78.5 percent. The best performing sector was State Corporations and SAGAs at 83 percent followed by Independent Offices and Commissions at 75 percent. Statutory Commissions and Authorities had a score of 71.9 percent while Ministries and State Departments had a score of 66.2 percent as presented in Figure 3.15.

3.7.7 Performance Ranking

Independent Offices and Commissions had 11 percent of the institutions ranked as high achievers, 56 percent as medium achievers and 33 percent as low achievers. Ministries and State Departments

Table 3.44: Implementation of Public Officer Code of Conduct and Ethics by Institutions

Service Sector of Organizations	Type of Registers Maintained by Institutions										No Registers Maintained
	Gift Register		Conflict of Interest Register		Complaints Register		Commitment Forms		Schedule of Registrable Interests		
	Register Not in Place	Register in Place	Register Not in Place	Register in Place	Register Not in Place	Register in Place	Signed	Not Signed	Filled	Not Filled	No. of Organizations
Independent Offices and Commissions	1	8	1	8	2	7	5	4	4	5	0
Ministries & State Departments	9	28	14	23	6	31	17	20	8	29	5
State Corporations &Semi- (SAGA)	5	109	13	101	2	112	76	38	56	58	1
Statutory Commissions and Authorities		4		4		4	2	2	2	2	0
Total	15 (9%)	149 (91%)	28 (17%)	136 (83%)	10 (6%)	154 (94%)	100 (60.8%)	64 (39.2%)	70 (42.7%)	94 (57.3%)	6 (4%)

Data Source: Public Service Values Survey, 2017

had 8 percent of the institutions ranked as high achievers, 65 percent as medium achievers and 27 percent as low achievers. State Corporations and SAGAs had 32 percent of the institutions ranked as high achievers, 64 percent as medium achievers

and 4 percent as low achievers. All the Statutory Commissions and Authorities evaluated were ranked as medium achievers as shown in Table 3.45.

Figure 3.15: Accountability for Administrative Acts Performance Indices
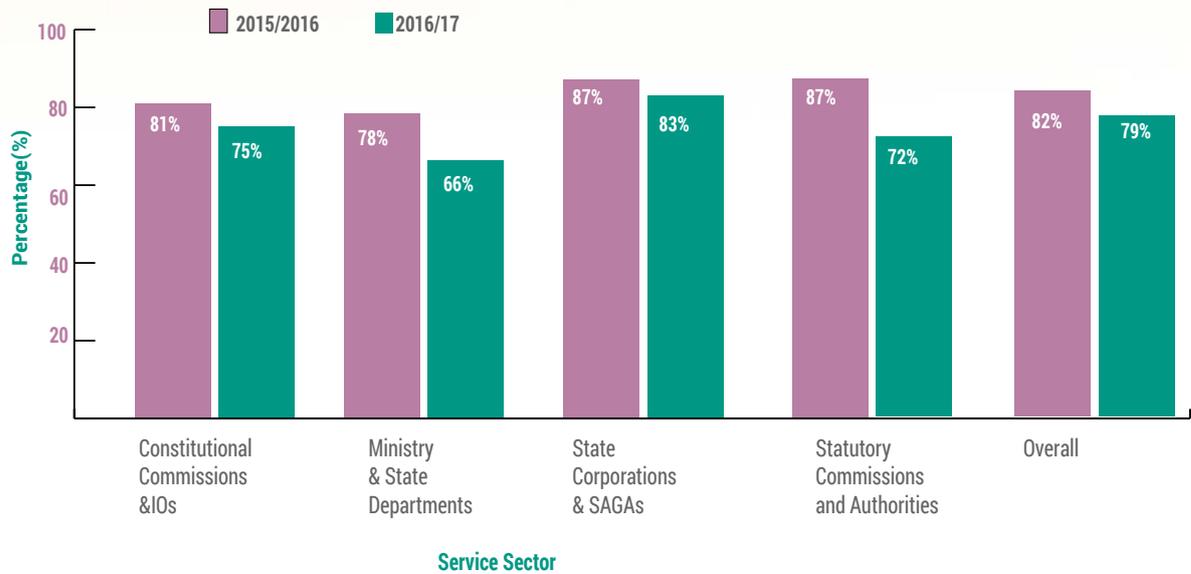
3.7.8 Performance Challenges

a) Multiple agencies administering the Code of Conduct and Ethics.

b) Duplication of functions.

3.7.9 Recommendations

Public Institutions to:

i. Review their service charters and grievance handling procedures to align them to the

Table 3.45: Performance Rankings on Accountability for Administrative Acts

Category	High		Medium		Low		Sector Mean Score (%)	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Independent Offices & Commissions	100.0	1	85	5	50	3	75	9
Ministry & State Departments	100.0	3	74	24	36	10	66	37
State Corporations & SAGAs	100.0	36	77	73	35	5	83	114
Statutory Commissions and Authorities			71	4			72	4
Totals	100.0	40	77	106	38	18	79	164

Source: Public Service Values Survey, 2017

constitution and other relevant enabling legislations, regulations and the Revised Public Officer Code of Conduct and Ethics, 2016.

ii.   Continually comply with the provisions of the Revised Public Officer Code of Conduct and Ethics, 2016.

3.8   Thematic Area 8: Improvement in Service Delivery

3.8.1 Overview

Article 232 of the Constitution and Section 7 of the Public Service Values and Principles Act, 2015 reinforces the right of citizens to be responsive, prompt, effective, impartial and equitable. Further the Access to Information Act, of 2016 emphasizes the right to public information on service delivery. The Act provides for public institutions to disclose information on request in line with the constitutional principles

3.8.2 Performance Standards and Indicators

In this evaluation, under the thematic area on Improvement in service delivery, the institutions were expected to report on:

 (i)   the status of their level in terms of documentation, automation and e-presence; and

(ii)   the status of decentralization of services and their presence in the Huduma centre platform.

3.8.3 Performance Gaps

The performance gap analysis for the 2011 to 2016 reports revealed:

(i)   low uptake of ICT;

(ii)   Manual processes still being utilized in some institutions;

(iii)   Lack of Citizens Service Charters in some institutions;

(iv)   Low migration of services to e-government portal;

(v)   Not all institutions had migrated their services to Huduma Platform; and

(vi)   Not all institutions had decentralized their services to the extent practicable.

3.8.4 Measures Taken

(i)   Huduma Centres established in all the 47 counties and 5 sub-counties;

(ii)   Some institutions had established and operationalized regional offices;

(iii)   Base line citizen survey satisfaction conducted and is at 42.6 percent;

(iv)   Reviewed ICT Policy in place;

(v)   E-government portals established;

(vi)   Automation of business processes done;

(vii)   State department in charge of ICT established;

(viii)   National Land Commission continued to implement the National Land Integrated Management System (NLIMS) which integrates land processes and operations into one streamlined and optimally functional entity so as to avoid confusion, inefficiency and low productivity;

(ix)   The Office of the Auditor General (OAG) acquired an Audit Software and Business Intelligence Tool to carry out real time audit on transactions in government;

(x)   The Commission on Revenue Allocation facilitated the automation of about 25 counties and offered expert technical ICT capacity assistance to county governments; and

(xi)   Diversity management policy, Public Service (Values and Principles) Act, 2015, Public Service Commission Act 2017 and Framework for implementation of values and principle are in place.

3.8.5 Progress Realized

3.8.5.1   Documentation, Automation and E-presence of Business Processes

Article 6(3) of the Constitution provides that a state organ shall ensure reasonable access to its services in all parts of the republic so far as it is appropriate to do so, having regard to the nature of the service. In addition, Section 8 and 9 of the Public Service Values and Principles Act, 2015 provide for transparency and the provision of timely and accurate information to the public and accountability for administrative acts including the keeping of accurate records. Further, Section 19(2) of the ICT Policy 2016 provides for e-Government applications geared to improve productivity and ensure all citizens participate

effectively in the information society and in particular require public institutions to automate government functions including business process re-engineering of government departments to enhance timely service delivery and reduce transactional costs.

The specific indicator was to establish how each institution had scored in documentation, automation and migrated to e-government portal. Table 3.46 provides a total service sector overview of the findings.

The findings show that where a majority of institutions (81 percent) have documented their business processes, more than half (56 percent) have automated the processes and less than a third (23 percent) are rendering the services in E-Government portals.

The effort to document, automate and migrate government business processes to e-Government portals was to facilitate ease of access to government services across the country, reduce on transactional costs and enhance transparency. The end result is efficiency and effectiveness in the delivery of government services.

Recommendation on Automation

Government to fast-track the uptake of automation by the 44.4 percent of institutions yet to implement this in their business processes and all public institutions to migrate front line business processes to e-Government portal by June 2020.

3.8.5.2 Decentralization of Services

The specific indicator was to establish to what extent public services have been decentralized and their presence in the Huduma Centre platform. Table 3.47 provides a total service sector overview of the findings.

Out of the public institutions evaluated 55 percent reported to have decentralized their functions while 16 percent render their services through the Huduma platform.

Recommendation on Decentralization

The 45 percent of institutions which have not decentralized their services to implement this to the extent practicable and the 84 percent of institutions which do not offer services on the Huduma platform to ensure they have presence , by June 2020.

Table 3.46: Levels of Business Process Re-Engineering by Service Sector

Service Sector	Total	Documentation		Automation		E-Presence	
		Documented Business Processes	Business Processes Not Documented	Automation of Business Processes	Business Processes Not Automated	Migrated to E-Government Portal	Not Migrated to E-Government Portal
Independent Offices and Commissions	9	6	3	6	3	3	6
Ministries & State Departments	37	18	19	13	24	6	31
State Corporations & SAGAs	114	107	7	70	44	28	86
Statutory Commissions and Authorities	4	2	2	2	2	1	3
Grand Total		133	31	91	73	38	126
	164	81%	19%	56%	45%	23%	77%

Source: Public Service Values Survey, 2017

3.8.6 Performance Indices

The overall performance in this thematic area was 46.1 percent, an under performance of 22.4 percent compared to the FY2015/16. The best performing sector was Independent Offices and Commissions at 70 percent followed by State Corporations and SAGAa at 48.6 percent. Ministries and State Departments recorded a score of 37.3 percent while Statutory Commissions and Authorities recorded a score of 35 percent as shown in Figure 3.16.

3.8.7 Performance Ranking

Independent Offices and Commissions had 22 percent of the institutions ranked as high achievers, 56 percent as medium achievers and 22 percent as low achievers. Ministries and State Departments had 11 percent of the institutions ranked as high achievers, 46 percent as medium achievers and 43 percent as low achievers. State Corporations and SAGAs had 18 percent of the institutions ranked as high achievers, 60 percent as medium achievers and 22 percent as low achievers. Out of the four Statutory Commissions and Authorities evaluated, 75 percent of the institutions were ranked as medium achievers and 25 percent as low achievers. This is presented in Table 3.48.

3.8.8 Performance Challenges

(i)   Inadequate infrastructural capacity;

(ii) Slow automation of government processes;

(iii) Public institutions are yet to prioritize research as a basis for informing decision making and policy formulation to improve service delivery.

(iv) delay of Supplementary Budgets that fails to allow sufficient time for implementation of activities; and

(v)   inadequate ICT infrastructure..

3.8.9 Recommendations

Public Institutions to:

(i)   Establish concrete technological infrastructure and upgrade existing ICT systems and equipment to facilitate automation;

(ii) Migrate the respective front line business processes to E-Government portal;

(iii) Decentralize their services to the extent practicable including offering their services on Huduma Platform; and

(iv) Align their respective workplace policies to the relevant constitutional provisions, as well as other service regulations and operational guidelines.

Table 3.47: Decentralization of Services by Sector

Service Sector	Total	Decentralization of Services				Huduma Platform			
		Services Decentralized	%	Services Not Decentralized	%	Presence in Huduma Centres	%	No Presence in Huduma Centres	%
Independent Offices and Commissions	9	6	67	3	33	4	44	5	56
Ministries & State Departments	37	21	57	16	43	11	30	26	70
State Corporations SAGAs	114	62	54	52	46	10	9	104	91
Statutory Commissions and Authorities	4	1	25	3	75	1	25	3	75
Grand Total	164	90	54	74	45	26	16	138	84

Source: Public Service Values Survey, 2017

Figure 3.16: Performance Index for Improvement in Service Delivery
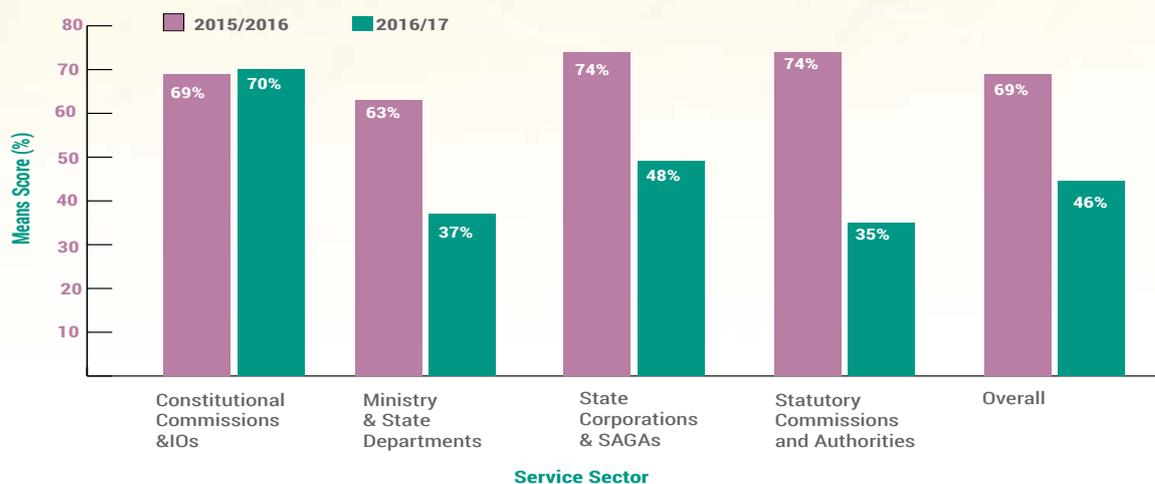
Table 3.48: Performance Rankings on Improvement in Service Delivery

Category	High		Medium		Low		Sector Mean Score (%)	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Independent Offices and Commissions	90	2	60	5	10	2	56	9
Ministry & State Departments	90	4	47	17	14	16	37	37
State Corporations & SAGAs	80	21	51	68	16	25	47	114
Statutory Commissions and Authorities			47	3	-	1	35	4
Total	82	27	51	93	15	44	46	164

3.9 Thematic Area 9: Performance Management

3.9.1 Overview

The Employment Act 2007 and the Labour Relations Act revised 2012 defines "employee" to mean a person employed for wages or a salary and includes an apprentice and indentured learner. Section 44 and 62(1)(a) of the PSC Act 2017 requires the Commission to prescribe the terms and conditions for employment of casual employees in the public service and promote efficiency and effectiveness of the public service by setting standards in service delivery for evaluating performance in the public service.

Performance management is the systematic process of planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion and rewarding good performance. It is therefore the process of improving an organization, team and individual results by working within a set framework of planned goals, objectives and standards. Performance contracting

is subsequently used as the main tool for managing the performance of public institutions against targets, augmented with annual staff performance appraisals.

3.9.2 Performance Standards and Indicators

In this appraisal, each public institution evaluated was expected to:

(i) Provide the authorized establishment and the total number of staff in-post during the 2016/2017 financial year and their terms of service;

(ii) Provide details of all staff on secondment and those that have been on secondment for a duration exceeding six years as at 30th June, 2017 with reasons thereto;

(iii) Report on the status of induction of officers upon new appointment;

(iv) Report on implementation of QMS systems;

(v) report on implementation of human resource plans in the institution; and

(vi) Report on the status of Performance Contracting.

3.9.3 Performance Gaps

The performance gap analysis for the 2011 to 2016 reports revealed the following:

(i) Slow uptake of Performance Appraisal System in the service;

(ii) Low uptake of QMS;

(iii) Lack of HR management plans;

(iv) Succession management challenges;

(v) Low participation by institutions in Performance Contracting;

(vi) Framework for norms and standards yet to be developed;

(vii) Slow implementation of the job evaluation report; and

(viii) Recruitment and selection policy not in place.

3.9.4 Measures Taken

Measures put in place to improve performance management since 2011:

(i) Review of the Staff Performance appraisal tool;

(ii) Adoption of QMS in some institutions, while others have set up Committees and allocated funds for implementing QMS;

(iii) Development and implementation of various HR policies;

(iv) Reviewed policies guiding the HR function in the public service

(v) Job evaluation in the public service undertaken;

(vi) Declaration and filling of vacancies;

(vii) Standardization of norms and standards for the management of National and County Public Service have been addressed by the Enactment of the PSC Act 2017;

(viii) Rewards and sanction policy in place; and

(ix) The PSC Act, 2017 placed performance contracting in the public service under Public Service Commission.

3.9.5 Progress realized

3.9.5.1 General Information on Composition of the Public Service

The specific performance indicators sought to find out the authorized establishment and the total number of staff in-post during the 2016/2017 financial year and their terms of service during the period under review. Table 3.49 shows the status of staff across the Public Service as highlighted by service sector.

Authorized establishment for the 164 Public Institutions which responded to the survey was 211,153 against an in-post of 142,264 as at 30th June 2017.

The optimal staffing level for the evaluated service was 174,228 against an in-post of 142,264 giving a shortfall variance of 31,964. This means the service operates at less than 18 percent of the required optimal staffing level.

Of the 142,264 serving officers, 113,481 are serving on Permanent and Pensionable (P&P) terms. This accounts for 80 percent of the serving officers. Officers reported to be serving on permanent but non-pensionable terms are 9,721 representing 7 percent of the officers in service.

Observations

It is not clear why the disparity exists for this cadre of staff who are permanent and not pensionable. This

negates the current government policy on affording the citizens social protection as exemplified through the cash transfer programme to the old and PWDs. This also violates the provisions set out in Article 27(4) of the Constitution on non-discrimination.

Further, 12,341 officers were reported to be serving on contract terms. This accounts for 9 percent of the serving officers. Officers reported to be serving on probation are 6,635 representing 5 percent of the serving officers. Out of 4,087 officers reported to be serving on casual basis in the service 3,526 were serving in State Corporations accounting for 86 percent of the total number of casuals in the service. Of the 1,684 interns reported to be in the service, 1,220 were serving in State Corporations accounting for 72 percent of the total number of interns.

a) Secondment of Staff

The specific performance indicators sought to find out the total number of staff on secondment in all the sectors and those whose secondment duration has exceeded six years with reasons for the extended secondment period. Table 3.50 shows the status of seconded staff across the public service as highlighted per sector.

The total number of officers reported to be on secondment in the evaluated institutions were 1,272 against an in post of 142,264 accounting for 0.9 percent of serving officers. Of the 1,272 officers on secondment, 55 had served beyond the stipulated six-year term and 8 were on secondment without approval while two were approved belatedly. This means that 65 officers were irregularly seconded.

Reasons for Extension of Secondment Period

The reasons given by the organizations for extension of secondment beyond 6 years were;

(i) Staffing challenges;
(ii) Belated request for transfer of service after absorption into the organizations they are seconded to;
(iii) Officers were retained due to added responsibilities and pending assignments they were undertaking;
(iv) Two organizations under receivership extended the secondment of officers pending appointment of an administrator;
(v) Organizations seconded security officers and drivers offering defensive driving due to their shortage;

Table 3.49: Authorized Establishment and Staff In-post as at 30th June, 2017 in the Public Service

Service Sector	Total	Authorized Establishment	Optimal Staffing (OS)	Staff In-Post	No. of Staff Deployed to the Institution	No. of Officers on Permanent &Pensionable	No. of Officers on Permanent	No. of Officers on Contract	No. of Officers on Probation	No. of Officers on Officers on Casual	No. of Interns
Independent Offices and Commissions	9	7,861	4,169	3,016		2,122	0	744	150	0	106
Ministries & State Departments	37	120,051	94,309	72,032		64,897	1,085	637	5,413	561	273
State Corporations & Semi-Autonomous Government Agency (SAGA)	114	82,939	75,461	66,952	86	46,267	8,636	10,894	1,069	3,526	1,220
Statutory Commissions and Authorities	4	302	289	264		195	0	66	3	0	85
Total	164	211,153	174,228	142,264	86	113,481	9,721	12,341	6,635	4,087	1,684

Source: Public Service Values Survey, 2017

(vi) Secondment extended awaiting substantive filling of the post; and

(vii) Officers failed to return after the expiry of the secondment.

Recommendations

It is recommended that:

(i) The support cadre on permanent but not pensionable be placed on P&P terms to accord them parity of treatment.

(ii) The shortfall of 31,964 on optimal staffing be addressed to enable the service render public services optimally.

(iii) On status of secondment of staff in the public service. It is recommended that a special audit be conducted on the institutions which allowed the 65 officers to be on secondment beyond the statutory timeline of 6 years.

(b) Induction

Section 56(1)(i) of the PSC Act, 2017 requires public institutions to prescribe measures to guarantee effective orientation and induction programmes in the public service. In addition, the Human Resource Development Policy 2015 requires officers joining a public institution on first appointment, transfer, re-designation, re-appointment and promotion within three months after their engagement to orientate and induct the officer to the organizations work procedures, environment and public service culture.

The specific indicator was to establish the duration taken to induct newly appointed officers within a pre-defined period of time and on the contrary the number of officers not inducted for the 2016/2017 FY. Table 3.51 provides a total service sector overview of these findings.

In the year under review, 80 percent of public institutions evaluated reported to have inducted newly appointed officers within three months as required under the policy 20 percent of the public institutions did not comply with the policy guidelines.

Recommendations on Induction

Public institutions which did not comply with the HRD policy on induction of newly appointed officers be required to comply by 30th June 2018.

c) Staff Performance Appraisal System (SPAS)

Section 62(1)(d) and (e) of the PSC Act 2017 requires the Commission to promote efficiency and effectiveness of the public service by providing guidelines on performance appraisal systems for public bodies or individual public officers and a tool for evaluating performance agreements between the government and public bodies or individual public

Table 3.50: Secondment of Staff in the Public Service

Service Sector	Staff In-Post	No. of Seconded Officers	Served Beyond the Six years	Belated Approvals	On Secondment without Approvals
Independent Offices and Commissions	3,016	218	8	0	0
Ministry and State Departments	72,032	713	16	2	7
State Corporations And SAGAs	66,952	324	30	0	1
Statutory commissions and authorities	264	17	1	0	0
Total	142,264	1,272	55	2	8

Data Source: Public Service Values Survey, 2017

officers. Further, the Performance Rewards and Sanctions Framework for the Public Service 2016 provide for the criteria for evaluating, rewarding and sanctioning performance.

The specific indicator was to establish the number of officers sensitized and appraised on one hand and those who were not sensitized or trained on the other and officers sensitized on the appraisal instrument.

Table 3.52 and 3.53 provides a total service sector overview of the findings.

In the year under review, 53 percent of public officers were reported not to have been sensitized on Staff Performance Appraisal System (SPAS) and 61 percent were not appraised.

Table 3.51: Status of Induction of Newly Appointed Officers by Service Sector

Service Sector	Total	Within 3Months	%	3-6 Months	%	Over 6 Months	%	Officers not Inducted	%
Independent Offices and Commissions	9	7	78	2	22		0.0		0
Ministries & State Departments	37	25	68	10	27	1	2.7	1	3
State Corporations & (SAGA)	114	97	85	15	13	1	0.9	1	1
Statutory Commissions and Authorities	4	3	75	1	25		0.0		0
Total	164	132	80	28	17	2	1.2	2	1

Source: Public Service Values Survey, 2017

Out of the 164 institutions evaluated, 100 (61 percent) undertook an evaluation on staff performance. Out of the 54,968 (39 percent) of the staff appraised, only 6 percent were rewarded and 0.2 percent sanctioned. The Performance Rewards and Sanctions Framework for the Public Service 2016 provide that all those officers who were rated "Very Good" and "Excellent" in the appraisal process qualify for rewards. This means that only 6percent of the 54,968 officers appraised in the public service achieved all the agreed performance targets.

Out of the 54,968 officers appraised (92) 0.2 percent were sanctioned in accordance with the policy where they performed at "Fair" and or "Poor" respectively. It can be concluded that majority of staff in the public service are therefore of average performance.

Major reasons given by evaluated institutions for the low uptake of appraisal include failure by officers to set targets, non-existence of Ministerial

Performance Management Committees in some Ministries and State Departments, inaccessibility of GHRIS and use of different appraisal systems in State Corporations and SAGAs.

Recommendations on Performance Appraisal System

(i) It is recommended that a study be conducted to establish the reasons for the average performance in the public service with a view to putting in place corrective measures to enhance productivity;

(ii) Staff performance appraisal to form a critical component in promotional appointments during the interview process and should form part of the scoring criteria;

(iii) The bandwidth for GHRIS to be upgraded to increase accessibility; and

(iv) Public institutions to mainstream the values and principles in the interview process.

Table 3 52: Distribution of Staff Sensitized and Appraised by Service Sectors

Service Sector	In-Post	No. of Officers Sensitized	No. of officers Not sensitized	No. of Officers Appraised	No. of officers Not Appraised
Independent Offices and Commissions	3,016	2,912(97%)	104(3%)	2,801(93%)	215(7%)
Ministry & State Departments	72,032	34,028(47%)	38,004(53%)	15,909(22%)	56,123(78%)
State Corporations & Semi- (SAGA)	66,952	29,184(44%)	37,784(56%)	36,007(54%)	30,945(46%)
Statutory Commissions and Authorities	264	242(92%)	22(8%)	251(95%)	13(5%)
Total	142, 264	66,366(47%)	75,898(53%)	54,968(39%)	87,296(61%)

Data Source: Public Service Values Survey, 2017

d)   Quality Management Systems

Section 62(1)(b) of the PSC Act, 2017 require the Commission to promote efficiency and effectiveness of the public service through evaluating the organization and core functions of public bodies with respect to human resources, internal processes, citizen satisfaction and recommending measures for improved performance. The internal processes include Quality Management Systems, Documentation of business processes, and automation of business processes and delivery of

Table 3.53: Distribution of Officers Appraised, Evaluated, and Rewarded and Sanctioned in Public Institutions

Service Sector	Total No. of Institutions	In-Post	Total No. of Officers Appraised	No. of Institutions that Evaluated Staff	%	No. of Officers Rewarded	%	No. of Officers Sanctioned	%	No. of Institutions that did not Evaluate Staff	%
Independent Offices & Commissions	9	3,016	2,801	7	77.8	468	17	6	0.2	2	22
Ministries & State Departments	37	72,032	15,909	11	29.7	320	2	0	0.0	26	70
State Corporations & (SAGA)	114	66,952	36,007	79	69.3	2,385	7	85	0.2	35	31
Statutory Commissions and Authorities	4	264	251	3	75.0	98	39	1	0.4	1	25
Total	164	142, 264	54,968	100	61	3,271	6	92	0	64	39

Data Source: Public Service Values Survey, 2017

public services through E-government platforms.

Implementation of QMS creates predictability in service delivery, transparency, accountability and institutionalization of knowledge management. A QMS system is a management technique used to communicate to employees what is required to produce the desired quality of products and services and influence employee actions to complete tasks in accordance to the Quality specifications and helps to direct corporate culture.

The specific indicator was to establish the number of institutions that complied with QMS. Table 3.54 provides a total service sector overview of the findings.

Up to 63 percent of public service institutions evaluated were reported to have QMS systems. The highest number of institutions with QMS were in State Corporations at 78.5 percent, followed by Ministries and State Departments at 32.4 percent.

The numbers of institutions which have implemented the current ISO QMS system (ISO 9001:2015) are only 33 percent while the majority (64 percent) of the evaluated institutions are implementing ISO 9001:2008.

Of the evaluated public institutions 37 percent reported to have no QMS system in place.

Recommendations on QMS

It is recommended that the institutions which have been reported not to have QMS system in place be required to adopt and implement Quality Management Systems. The institutions which have been implementing ISO QMS systems be required to upgrade the systems as they are improved..

e)   Human Resource Plans

Human resource plans are the basis on which organizations determine their human resource requirements, placement, training, career progression, conduct, retention and exits. It is therefore necessary for every public service institution to have in place the human resource plan in order to deliver on their mandates. Thus HR plans are an interface between the human resource function and the strategic direction of an organization.

Table 3.54: Implementation of Quality Management Systems by Service Sector

Service Sector	Total No. of Institutions	No. of Institutions with QMS	Quality Management Systems (QMS)						No. of Institutions without QMS
			ISO 9001:2015 QMS	ISO 9001 : 2008 QMS	ISO9001-2008 QMS/ ISO14001-2004 EMS/ ISO17025-2005 LMS/	ISO 9001:2008 QMS	ISO /IEC17025:2005	ISO 9001:2008 QMS & ISO27001:2013QMS	
Independent Offices and Commissions	9	0 (0%)							9 (100%)
Ministries & State Departments	37	12 (32%)	4	8		1			25 (68%)
State Corporations & (SAGA)	114	90 (79%)	29	58	1			1	24 (21%)
Statutory Commissions and Authorities	4	1 (25%)	1						3 (75%)
Grand Total	164	103 (63%)	34 (33%)	66 (64%)	1		1	1	61 (37%)

The specific indicator was to establish the number of institutions that have human resource plans and those on the contrary. Figure 3.17 provides a total service sector overview of these findings.

Out of the public institutions evaluated 70 percent indicated that they have HR plans while 30 percent did not have. Most of the institutions with HR plans are in Statutory Commissions and Authorities at 75percent, followed by State Corporations at 73 percent and Independent Offices and Commissions at 67 percent.

Recommendations on HR Plans

All public institutions without HR plan to develop the Plans by June 2018; those which have the plans to review and align the plans to the Public Service Commission Act 2017 by June, 2018.

f) Performance Contracts (PCs)

The specific indicator was to establish the number of institutions that signed the PCs for the 2016/2017 FY. Table 3.55 provides a total service sector overview of these findings.

Figure 3.17: Status of Availability of Human Resource Plans by Service Sector
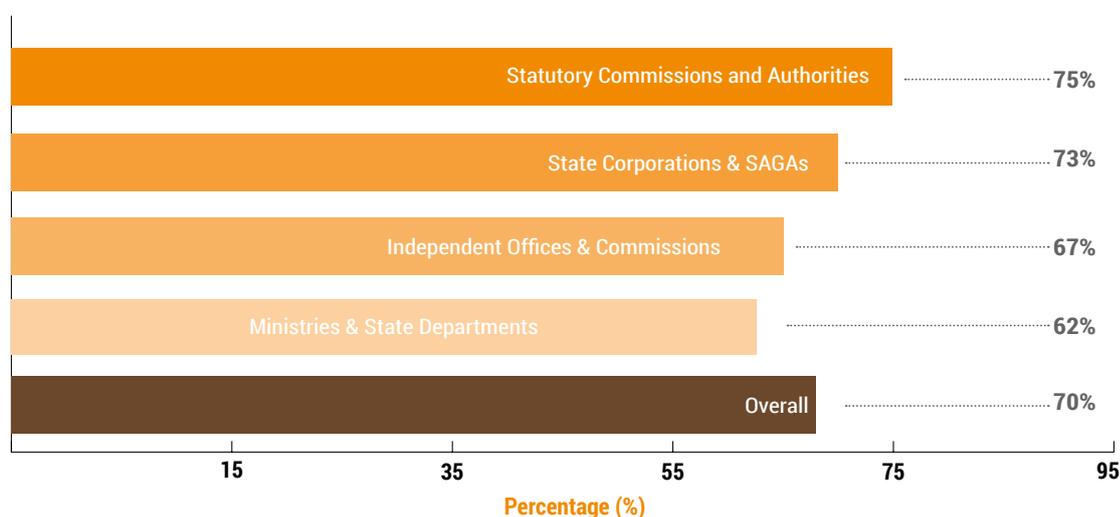
Source: Public Service Values Survey, 2017

During the year under review a total of 308 public institutions signed Performance Contracts in December 2016 for Ministries and February 2017 for State Corporations and Tertiary Institutions as shown in Table 3.55.

Table 3.55: Public Institutions that signed PC in FY 2016/17

Service Sector	Number
Ministries and state departments	21
State corporations and SAGAs	286
Constitutional Commissions and Independent offices	1
Statutory Commissions and Authorities	0
Total	308

Source: Directorate of Performance Contracting, 2017

Recommendation

PSC to develop and issue performance contract guidelines in the public service.

3.9.6 Performance Indices

The overall performance in this thematic area was 63.4 percent, reflecting an under-performance of 15 percent. The best performing sector was State Corporations and SAGAs at 69.4 percent followed by Statutory Commission and Authorities 67.5 percent. Independent Offices and Commissions scored 60 percent while Ministries and State Departments cored 45.1 percent as shown in Figure 3.18.

3.9.7 Performance Ranking

All the nine Independent Offices and Commissions and the four Statutory Commissions and Authorities evaluated were ranked as medium achievers. Ministries and State Departments had 3 percent of the institutions ranked as high achievers, 67 percent as medium achievers and 30 percent as low achievers. State Corporations and SAGAs had 23 percent of the institutions ranked as high achievers, 67 percent as medium achievers and 10 percent as low achievers as presented in Table 3.56.

3.9.8 Performance Challenges

(i)   Slow adoption of ISO quality management systems in some institutions;

(ii) Difficulty in accessing and operating GHRIS; and

(iii) Slow uptake of the performance appraisal by staff.

3.9.9 Recommendations

(a)   Public Institutions to:

(i)   comply with the HRD policy on induction of newly appointed officers;

(ii) adopt and implement a Quality Management Systems (QMS) and those with existing QMS to upgrade their respective systems to the current standard;

(iii) develop HR plans and have them reviewed and aligned to the Public Service Commission Act, 2017;

(iv) enhance public-private partnerships to mobilize resources/funding to facilitate creation of effective, transparent, accountable and sustainable performance management systems;

Figure 3.18: Performance Indices of Performance Management Thematic Area
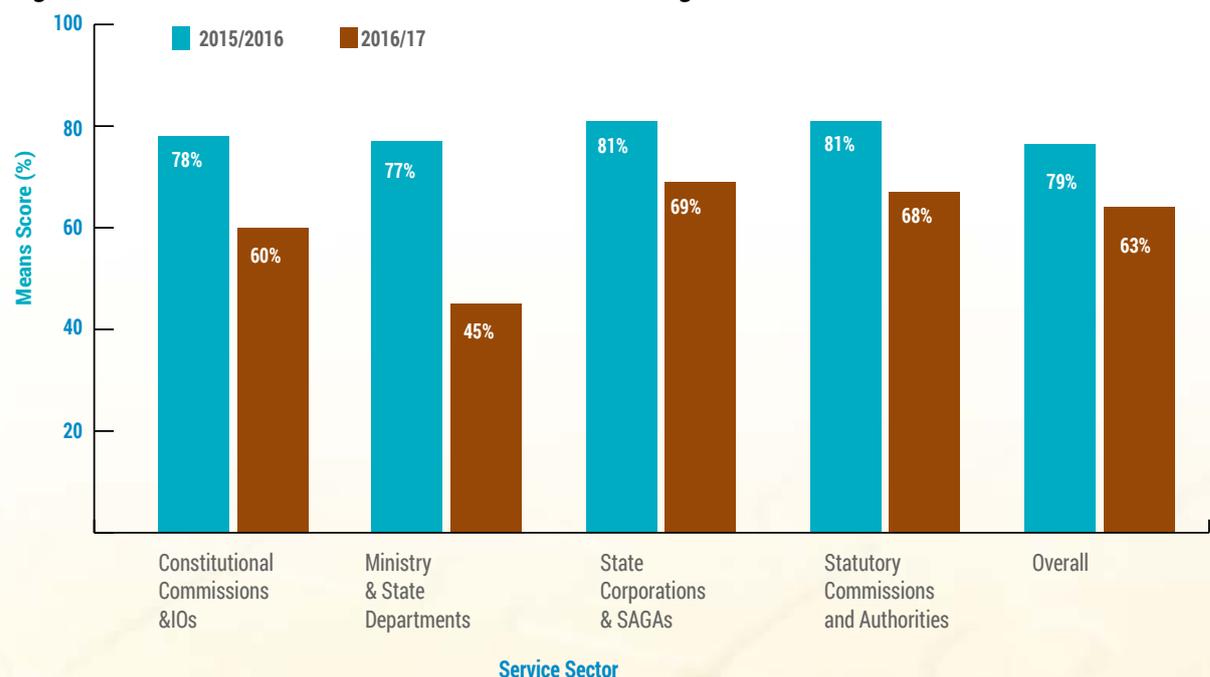
Source: Public Service Values Survey, 2017

Table 3.56 Performance Ranking on Performance Management

Category	High		Medium		Low		Sector Mean Score (%)	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Constitutional Commissions & IOs			60	9			60	9
Ministry & State Departments	90	1	53	25	23	11	45	37
State Corporations SAGAs	96.9	26	67	77	21	11	69	114
Statutory Commissions & Authorities			67	4			67	4
Totals	96.7	27	63	115	22	22	63	164

(v)   mainstream values and principles in the interview process; and

(vi)   ensure staff performance appraisal forms a critical component in promotional appointments during the interview process.

(b)   Government to:

(i)   initiate a study to establish the reasons behind the average performance in the public service with a view to putting in place corrective measures to enhance productivity;

(ii)   review relevant legislations and policies to enable support cadre to serve on permanent and pensionable basis; and

(iii)   enhance budgetary allocation to support Performance Contracting.

3.10   Thematic Area 10: Public Participation in Policy Making

3.10.1 Overview

Section 11 and 12 of the Public Service (Values and Principles) Act 2015 requires public service to develop guidelines for public participation in the promotion of values and policy making. The Public Finance Management (PFM) Act, (2012) provides for public participation in forums at the national and county levels.

3.10.2 Performance Standards and Indicators

Under this thematic area the institutions are expected to present the extent to which progress on public participation has been achieved.

3.10.3 Performance Gaps

The performance gap analysis for the 2011 to 2016 reports revealed that:

(i)   The national policy on public participation was yet to be finalized; and

(ii) There is need to fast-track the enactment of Public Participation Bill.

3.10.4 Measures Taken

(i)   Public participation guidelines in place;

(ii)   Draft public participation policy in place; and

(iii)   Public Participation Bill, 2016 in place.

3.10.5 Progress Realized

The specific indicator was to establish the existence of public participation guidelines in each of the specific institutions and to highlight the key provisions in the guidelines if they have been included, while on the other hand note the number of institutions without the guidelines. Figure 3.19 and Table 3.57 presents the findings for the global public sectors.

Only 62 percent of public institutions evaluated reported to have put in place public participation guidelines.

Recommendation

The government finalizes the development of public participation policy and legislation.

On average 85 percent of public institutions had incorporated key aspects of public participation in their guidelines as shown on Table 3.56.

Figure 3.19:   Status of Public Participation Guidelines by Service Sector
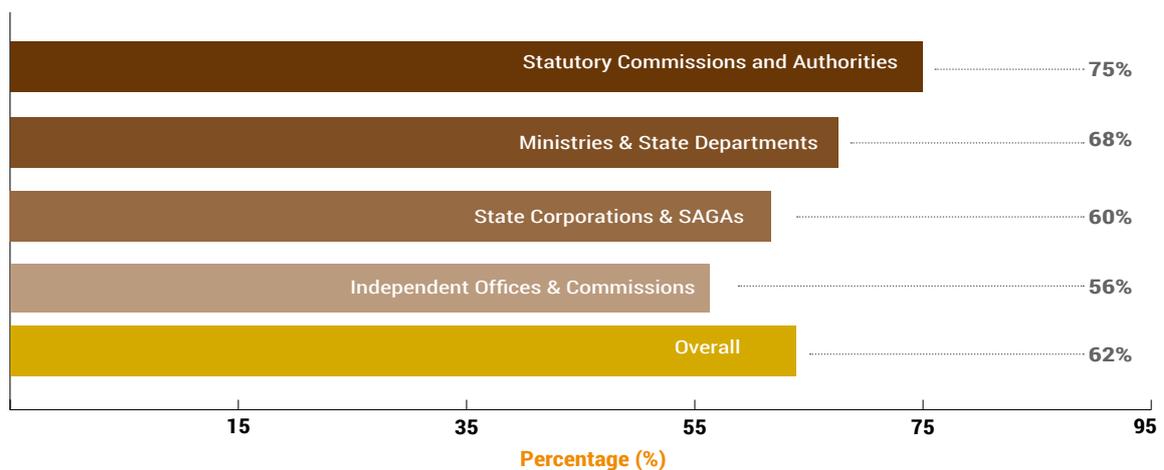
Source: Public Service Values Survey, 2017

Recommendations

(i)   All public institutions to review their guidelines to include key provision of public participation guidelines by June 2018; and

(ii)   All public institutions to align the guidelines to the provisions of public participation policy and legislation when passed.

3.10.6 Performance Indices

The overall performance in this thematic area was 61.6 percent. The best performing sector was Statutory Commissions and Authorities at 75 percent followed by Ministries and State Departments at 67.6 percent. State Corporations and SAGAs scored 59.7 percent while Independent Offices and Commissions scored 55.6 percent as shown in Figure 3.20.

Table 3.57: Status of key provisions of the public participation guidelines

Service Sector	Institutions with Public Participation Guidelines	Stakeholders Mapping		Attendance Registers		Validation Sessions		Policy Review	
		Included	Not Included	Included	Not Included	Included	Not Included	Included	Not Included
Constitutional Commissions & IOs	5	5	0	5		5		5	
Ministries & State Departments	25	20	5	23	2	19	6	21	4
State Corporations & SAGAs	68	57	11	66	2	50	18	57	11
Statutory Commissions and Authorities	3	3		3		2	1	3	
Totals	101	85 (84%)	16 (16%)	97 (96%)	4 (4%)	76 (75%)	25 (25%)	86 (85%)	15 (15%)

Source: Public Service Values Survey, 2017

3.10.7 Performance Rankings

Of the Independent Offices and Commissions evaluated, 56 percent were ranked as high achievers, 44 percent as low achievers, while 68 percent of the Ministries and State Departments were ranked as high achievers and 32 percent as low achievers. More than half (60) of the State Corporations and SAGAs were ranked as high achievers while 40 percent were ranked as low achievers. Of

Figure 3.20: Performance Indices Trends for Public Participation
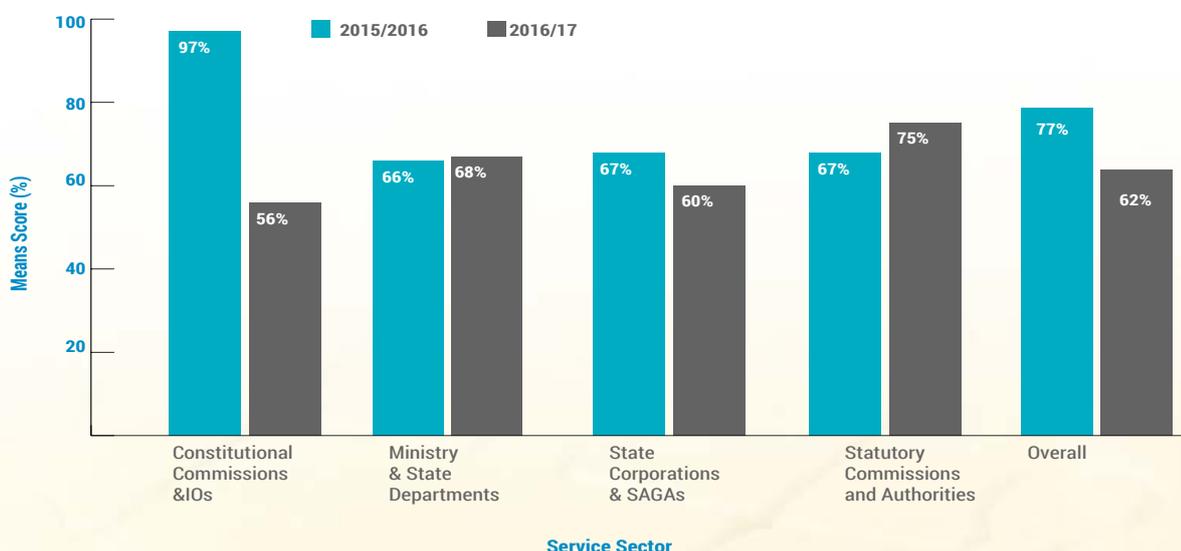
the Statutory Commissions and Authorities evaluated, 75 percent were ranked as high achievers while 25 percent were ranked as low achievers as presented in Table 3.58.

3.10.8 Performance Challenges

Limited participation of stakeholders in policy making at both levels of government.

Table 3.58: Performance Ranking on Public Participation

Category	High			Low	Sector Mean Score (%)	Total No. of Institutions
	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions		
Independent Offices & Commissions	100.0	5	-	4	55.6	9
Ministry & State Departments	100.0	25	-	12	67.6	37
State Corporations & SAGAs	100.0	68	-	46	59.6	114
Statutory Commissions and Authorities	100.0	3	-	1	75.0	4
Total	100.0	101	-	63	61.6	164

Data Source: Public Service Values Survey, 2017

3.10.9 Recommendations

(i) Public organizations to review their operational guidelines in line with the provisions of the public participation guidelines issued by the Commission;

(ii) Government to expedite finalization of the Public Participation Bill 2016; and

(iii) Government to fast-track finalization of the National Policy on Public participation.

General Recommendation

Government to establish an inter-agency forum (a coordinated sectoral approach) for monitoring the implementation of values and principles in the public service.
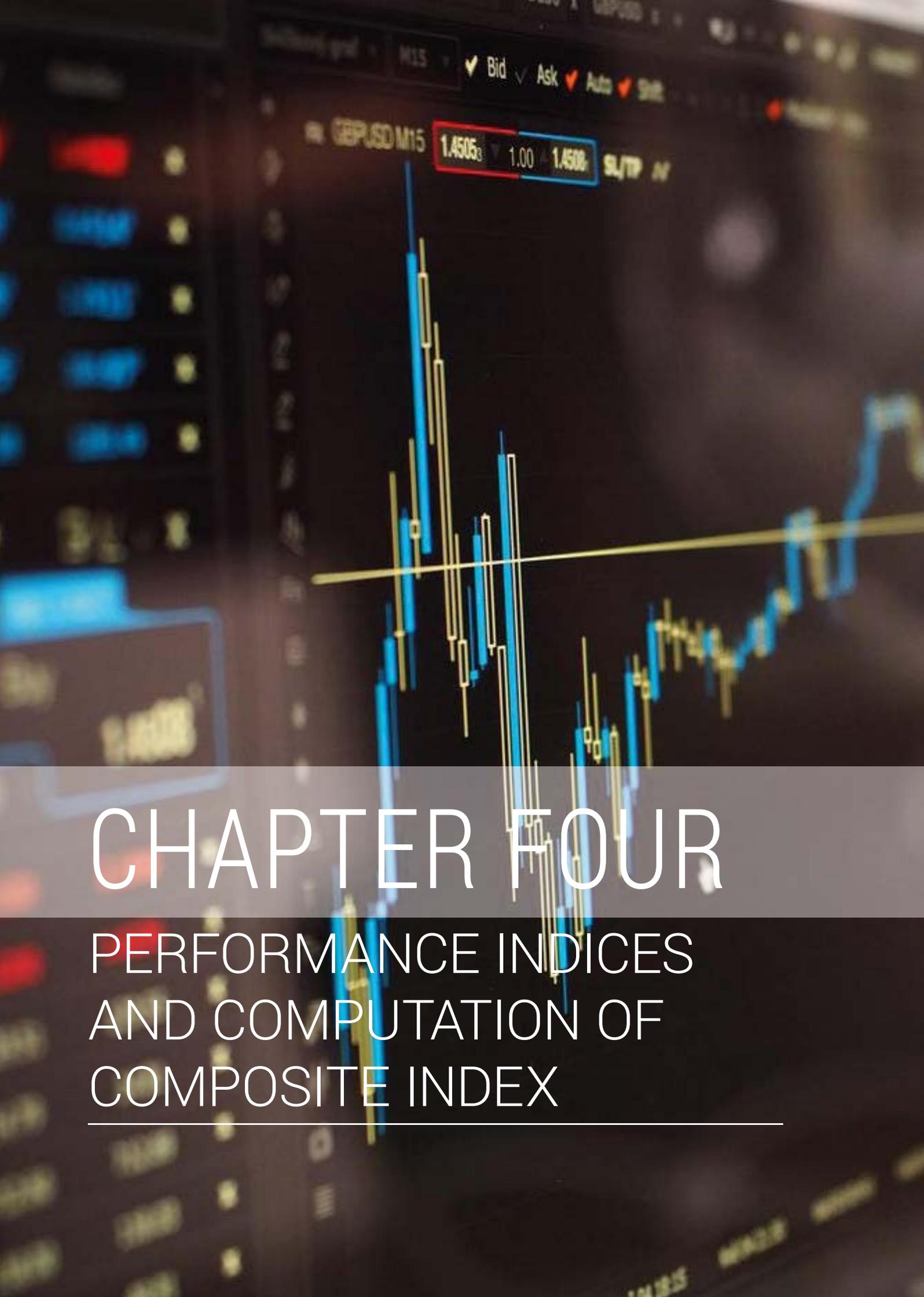
CHAPTER FOUR

PERFORMANCE INDICES AND COMPUTATION OF COMPOSITE INDEX

CHAPTER FOUR: PERFORMANCE INDICES AND COMPUTATION OF COMPOSITE INDEX

4.0 Overview

As noted in Chapter Two on Methodology, this evaluation computed an index score for each of the public institutions, each thematic area (identified by the framework for the Implementation of values and principles in Articles 10 and 232 of the Constitution in the Public Service), and an overall index on public institution's compliance focusing on the same values and principles. The rest of the section presents the calculated indices for each of the public institutions, each thematic area and an overall compliance index for public institutions. A comparative analysis of the 2015/16 and 2016/17 financial years is also presented.

4.1 Overall Index Scores

Table 4.1 illustrates the overall compliance index score of 70 percent for all the public institutions evaluated under nine thematic areas. This was an increase of 2 percent from the 2015/16 index of 68 percent. The public institutions are clustered into:

(i)   Independent Offices and Commissions with an overall score of 71 percent;

(ii) Ministries and State Departments averaging 63 percent;

(iii) State Corporations and SAGAs with an overall score of 72 percent; and

(iv) Statutory Commissions and Authorities averaging 75 percent.

The State corporations and SAGAs and Statutory Commissions and Authorities recorded an average improved performance of 6 percent.

Table 4.2 presents the overall ranking by institutions (also see Appendix 4). The top five institutions were all from State Corporations. The overall best performing institution was Capital Markets Authority leading with 91.4 percent followed by KICC at 90.7 percent and Ewaso Ng'iro South Development Authority at 90 percent. Other high achievers were

Table 4.1: Comparative Analysis of Index Scores 2015/16 - 2016/17

Sector Group	Aggregate Index in Percentage		Deviation
	2016/17	2015/16	
Independent Offices and Commissions	71	73	-2
Ministries and State Departments	63	64	-1
State Corporations & SAGAs	72	67	5
Statutory Commissions & Authorities	75		
Composite Index	70	68	2

Source: Public Service Values Survey, 2017

KENTTEC at 88.3 percent, Kenya Institute of Special Education (KISE) at 87.8 percent, Kenya Electricity Generating Company 87.4 percent and Water Sector Trust Fund 81.5 percent.

In the ministries category, the best three performing departments were Fisheries and Blue Economy at 81.8 percent, followed by Energy at 80.5 percent and Irrigation Services at 78.7 percent as shown in Table 4.3. The best institution in the Statutory Commissions and Authorities was Council of Governors at 84 percent followed by the Energy Regulatory Commission at 81.7 percent. In the category of Independent Offices and Commission the Commission on Revenue allocation topped with

84.4 percent.

Institutions that were rated as low achievers included Cabinet Affairs Office 50 percent, Office of the Deputy President 49 percent, Media Council of Kenya at 49 percent, the National Youth Council at 48 percent and the Nursing Council of Kenya at 46 percent.

Institutions that were rated as low achievers included the Nursing Council of Kenya at 46 percent followed by the National Youth Council at 48 percent, Media Council of Kenya at 49 percent, Office of the Deputy President 49 percent and Cabinet Affairs Office 50 percent.

Table 4.2: Performance Ranking for Highest and Low Achievers

Category	S/No	Organization	Overall Aggregate Score (%)	Ranking
Top Ten High Achievers				
State Corporations & SAGAs	1	Capital Markets Authority	91.4	High
	2	Kenyatta International Convention Centre	90.7	
	3	Ewaso Ngiro South Development Authority	90.0	
	4	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	88.3	
	5	Kenya Institute Of Special Education	87.8	
	6	Kenya Electricity Generating Company (KENGEN)	87.4	
Independent Offices and Commissions	7	Commission on Revenue Allocation	84.4	
Statutory Commissions & Authorities	8	Council of Governors	84.0	
Ministries & Departments	9	State Department of Fisheries and Blue Economy	81.8	
Statutory Commissions & Authorities	10	Energy Regulatory Commission	81.7	

Category	S/No	Organization	Overall Aggregate Score (%)	Ranking
Ten Lowest Achievers				
State Corporations & SAGAs	1	Kenya Veterinary Board	54.4	Low
	2	Kenya Wildlife Service	54.2	
Ministries & Departments	3	Department of Arts & Culture	53.6	
	4	Department of Maritime & Shipping	52.4	
	5	South Nyanza Sugar Company	51.7	
Ministries & Departments	6	Cabinet Affairs	50.1	
	7	Office of the Deputy President	48.9	
State Corporations & SAGAs	8	Media Council of Kenya	48.5	
	9	National Youth Council	48.1	
	10	Nursing Council of Kenya	46.4	

Data Source: Public Service Values Survey, 2017

Table 4.3: Performance Ranking for Top Ten Highest Achievers in Ministries and Departments

ORGANIZATION	Scores (%)
State Department of Fisheries and the Blue Economy	81.8
State Department of Energy	80.5
State Department for Irrigation	78.7
Ministry of Foreign Affairs	73.5
Office of the Attorney General and Department of Justice	71.3
State Department of Cooperatives	71.1
Kenya Correctional Services (Prisons)	69.5
State House	68.9
State Department for Planning and Statistics	68.4
Ministry of Defence	66.6

Source: Public Service Values Survey, 2017

4.2 Performance ranking by service sector

Out of 37 Ministries and State Departments evaluated, one (3 percent) was placed in the High achievers category, 21 (57 percent) were Medium achievers and 15 (40 percent) were Low achievers. Further, in the State Corporations and SAGAs category with 114 public institutions, 25 (22 percent) were categorized as high achievers, 71 (62 percent) were classified as medium achievers while 18 (16 percent) were low achievers. In the Commissions and Independent Offices category, out of 9 public institutions, one (11 percent) was ranked as high achiever while 8 (89 percent) were in the medium achievers category. In the Statutory Commissions and Authorities category, out of 4 public institutions one (25 percent) was ranked as higher achiever while 3 (75 percent) were medium achievers. This is illustrated in Table 4.4.

Table 4.4: Performance Ranking by Service Sector

Category of Organizations	Total Number	High Achievers	Medium Achievers	Low Achievers
Ministries & State Departments	37	01 (3 %)	21 (57%)	15 (40%)
State Corporations &SAGAs	114	25 (22%)	71 (62%)	18 (16%)
Commissions & Independent Offices	09	1 (11%)	8 (89%)	-
Statutory Commissions and Authorities	04	1 (25%)	3 (75%)	-
Total	164	28	103	33

Source: Public Service Values Survey, 2017

4.3 Performance by Sector and Thematic Area

The nine thematic areas were analyzed and classified into three categories namely "High", "Medium" and "Low". "High" covered scores for individual public institutions with an aggregate 82 percent and above, "medium" covered scores within the range of 58 percent to below 81.7 percent. Institutions which scored below 57.9 percent were classified as "Low".

Comparative analysis of performance by sector and thematic areas Institutions

This study computed composite mean scores for each of the nine thematic areas for public sector institutions. Table 4.5 and Figure 4.1 present a summary of categorized public service sector showing the indices for each thematic area.

Table 4.5: Comparative Analysis of Performance by Sector and Thematic Area

Service Sectors	Thematic Area	Performance Index For 2015/2016	Performance Index For 2016/2017	Recommended Performance Index For 2017/2018
State Corporations (Inc. Public Universities)	High Standards of Professional Ethics	84%	83%	
	Devolution and Sharing of Power	**	**	
	Good Governance	73%	91%	
	Diversity Management	55%	68%	
	Economic use of Resources and Sustainable Development	89%	68%	
	Equitable Allocation of Opportunities	55%	80%	
	Accountability for Administrative Acts	87%	83%	
	Improvement in Service Delivery	74%	49%	
	Performance Management	81%	69	

Service Sectors	Thematic Area	Performance Index For 2015/2016	Performance Index For 2016/2017	Recommended Performance Index For 2017/2018
	Public Participation in Policy making process	67%	60%	
Aggregate Performance Index	67%		72%	
Ministries and State Departments	High Standards of Professional Ethics	71%	66.40%	
	Devolution and Sharing of Power	**	**	
	Good Governance	64%	81%	
	Diversity Management	51%	60%	
	Economic use of Resources and Sustainable Development	72%	67%	
	Equitable Allocation of Opportunities	58%	78%	
	Accountability for Administrative Acts	78%	66%	
	Improvement in Service Delivery	63%	37%	
	Performance Management	77%	45%	
	Public Participation in Policy making process	66%	68%	
Aggregate Performance Index	64%		63%	
Constitutional Commissions/ Independent Offices	High Standards of Professional Ethics	88.90%	71%	
	Devolution and Sharing of Power	**	**	
	Good Governance	75%	89%	
	Diversity Management	56%	66%	
	Economic use of Resources and Sustainable Development	100%	81%	
	Equitable Allocation of Opportunities	63%	83%	
	Accountability for Administrative Acts	81%	75%	
	Improvement in Service Delivery	69%	56%	
	Performance Management	78%	60%	

Service Sectors	Thematic Area	Performance Index For 2015/2016	Performance Index For 2016/2017	Recommended Performance Index For 2017/2018
	Public Participation in Policy making process	97%	56%	
Aggregate Performance Index		73%	71%	
		In the 2015/16 FY. no Institutions were included in the State Corporations Survey		
Statutory Commissions & Authorities	High Standards of Professional Ethics		89%	
	Devolution and Sharing of Power		**	
	Good Governance		100.00%	
	Diversity Management		69.70%	
	Economic use of Resources and Sustainable Development		75.00%	
	Equitable Allocation of Opportunities		87.50%	
	Accountability for Administrative Acts		71.90%	
	Improvement in Service Delivery		35	
	Performance Management		68%	
	Public Participation in Policy making process	73%	75%	
Aggregate Performance Index			75%	
Overall Compliance Index		68.10%	70%	

Legend	**	Thematic area was not evaluated.

Source: Public Service Values Survey, 2017

Figure 4.1: Comparative Analysis of Performance by Sector and Thematic Area

Efficiency, Effectiveness and Economic use of Resources
- Average Score: 69
- Statutory Commissions & Authorities: 75
- State Corporations & SAGAs: 68
- Ministry & State Departments: 67
- Constitutional Commissions & Independent Offices: 81

Public Participation in Policy Making Process
- Average Score: 62
- Statutory Commissions & Authorities: 75
- State Corporations & SAGAs: 60
- Ministry & State Departments: 68
- Constitutional Commissions & Independent Offices: 56

Equitable Allocation of Opportunities
- Average Score: 80
- Statutory Commissions & Authorities: 88
- State Corporations & SAGAs: 80
- Ministry & State Departments: 78
- Constitutional Commissions & Independent Offices: 83

Diversity Management
- Average Score: 66
- Statutory Commissions & Authorities: 70
- State Corporations & SAGAs: 68
- Ministry & State Departments: 60
- Constitutional Commissions & Independent Offices: 66

Perfomance in Service Delivery
- Average Score: 46
- Statutory Commissions & Authorities: 35
- State Corporations & SAGAs: 49
- Ministry & State Departments: 37
- Constitutional Commissions & Independent Offices: 70

Perfomance Management
- Average Score: 63
- Statutory Commissions & Authorities: 68
- State Corporations & SAGAs: 69
- Ministry & State Departments: 45
- Constitutional Commissions & Independent Offices: 60

Good Governance, Transparency and Accountability
- Average Score: 89
- Statutory Commissions & Authorities: 100
- State Corporations & SAGAs: 91
- Ministry & State Departments: 81
- Constitutional Commissions & Independent Offices: 89

Ensuring High Standards of Professional Ethics in Public Service
- Average Score: 75
- Statutory Commissions & Authorities: 89
- State Corporations & SAGAs: 78
- Ministry & State Departments: 66
- Constitutional Commissions & Independent Offices: 71

Accountability for Admin. Acts
- Average Score: 79
- Statutory Commissions & Authorities: 72
- State Corporations & SAGAs: 83
- Ministry & State Departments: 66
- Constitutional Commissions & Independent Offices: 75

■ Average Thematic Area Score

4.4 Indicator Scoring Criteria and Mean Score for Indicators

The indicators used and the scoring criteria as well as their mean scores across public institutions are presented by thematic areas below (Page 88-90).

Theme 1: Ensuring High Standards of Professional Ethics in Public Service

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
How many officers were sensitized on ethics and integrity	(Yes=1, Some Staff=0.5, No=0)	37
Budgetary provision for sensitization on ethics and integrity	(Yes=1, No=0)	79
Are there regulated professionals serving in your organization	(Yes=1, No=0)	96
Made budgetary provisions to support continuous professional development (CPD)	(Yes=1, No=0)	92
Mainstreamed values and principles in the induction programme	(Yes=1, No=0)	84
The Duration to Induct Newly Appointed Officers	(Yes=1, No=0)	801
Undertaken awareness forums on national values and principles of governance and values and principles of public service	(Yes=1, No=0)	80

NOTE: No data were collected on theme 2 on devolution and sharing of power

Theme 3: Good Governance, Transparency and Accountability

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Implemented the Executive Order No. 6 of March, 2015 on Ethics and Integrity in the Public Service	(Yes=1, No=0)	96
Organization has officers charged with corruption related Issues	(Yes=0, No=1)	82

Theme 4: Diversity Management

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Diversity Audit undertaken	(Yes=1, No=0)	71
Existence Access Ramps for PWDs	(Yes=1, No=0)	88
Availability of Reserved Parking for PWDs	(Yes=1, No=0)	78
Availability Of Sign Language Interpreter (s)	(Yes=1, No=0)	37
Availability Of Braille	(Yes=1, No=0)	32
Customization of Sanitation Facilities for PWDs	(Yes=1, No=0)	65
Customization of Lifts for PWDs	(Yes=1, No=0)	47
Availability of Wheel Chairs for PWDs	(Yes=1, No=0)	28

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Ethnic Communities Represented in Organization	(For 100%= 1, for less than 100% progressively values of 0 to 1)	35
PWDs in Public Organization	(5% and above =1, less than 5% progressively assigned values of 0 to 1)	4
Women in public Institutions	(33% and above=1, less than 33% progressively assigned values of 0 to 1)	79
Use of Newspapers for job adverts	(Yes=1, No=0)	98
Use of Radio for job Adverts	(Yes=1, No=0)	4
Use of Internet for Job Adverts	(Yes=1, No=0)	84
Use of Television for job adverts	(Yes=1, No=0)	2
Use of Local Administration for job adverts	(Yes=1, No=0)	18
Existence of Affirmative Action Programmes to Address Diversity Gaps	(Yes=1, No=0)	67

Theme 5: Efficiency, Effectiveness and Economic use of Resources

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Nature of the opinion of the Auditor General's report	(Unqualified =1, Qualified= 0.5, adverse=0.25, Disclaimer=0)	69

Theme 6: Equitable Allocation of Opportunities

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
No. of women groups benefited from AGPO	(Yes=1, No=0)	98
No. of Youth Groups benefited from AGPO	(Yes=1, No=0)	98
No. of Persons With Disabilities		
benefited from AGPO	(Yes=1, No=0)	89
Percentage of procurement allocated to women, youth and PWDs	(Greater than 30%=1, Less than 30%=0)	36

Theme 7: Accountability for Administrative Acts

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Existence of a client's service charter	(Yes=1, No=0)	92
Reviewed and aligned the charter to values and principles	(Yes=1, No=0)	74
Existence of a Grievance Handling Procedure	(Yes=1, No=0)	91

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Existence of a Gift Register	(Yes=1, No=0)	91
Existence of Conflict of Interest Register	(Yes=1, No=0)	83
Existence of a Complaint Register	(Yes=1, No=0)	94
Administered Commitment Forms on Code Of Conduct And Ethics	(Yes=1, No=0)	61
Compiled Schedule Of Registrable Interests For Each Of Your Staff	(Yes=1, No=0)	43

Theme 8: Improvement of Service Delivery

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Existence of Documentation of Business Processes	(Yes =1, No=0)	81
Documented Business Processes Automated	(Yes =1, No=0)	56
Automated Business Processes Migrated to e-Government Portal	(Yes =1, No=0)	23
Decentralization of Services throughout the Country	(Yes =1, No=0)	55
Presence of Services at Huduma Platform centres	(Yes =1, No=0)	16

Theme 9: Performance Management

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
No. of Officers Sensitized on The Appraisal Instrument Staff	(Yes=1, Some Staff =0.5, No=0)	60
No. of Officers Appraised	(Yes=1, Some Staff=0.5, No=0)	63
Conducted Analysis of the Staff Appraised	(Yes=1, No=0)	61
Existence of a Quality Management System (QMS)	(Yes=1, No=0)	63
Existence of an Approved Human Resource Plan	(Yes=1, No=0)	70

Theme 10: Public Participation in Policy Making

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Existence of Public Participation Guidelines	(Yes=1, No=0)	62

4.5 Composite Indices for public Institutions

Composite scores (or an average score) was computed for the nine thematic areas for each public institution. Table 4.6 through Table 4.9 summarizes the composite indices for all the thematic areas of respective public institutions. In each table all the four categories are classified as High, Medium and Low. A public institution is categorized in the low category region, if its calculated score was more than one standard deviation below the mean; medium if its score was one standard deviation within the mean; and high if its computed score was greater than one standard deviation above the mean.

Table 4.6: Composite Indices for the nine (9) thematic Areas for Ministries and State Departments

Name of Organization	Score	Rating
Office of The Deputy President	48.87	Low
Cabinet Affairs Office	50.12	
State Department of Maritime And Shipping	52.44	
State Department for Arts and Culture	53.56	
State Department of Environment	55.56	
Ministry of Lands and Physical Planning	55.63	
Ministry Of Tourism	55.73	
State Department for Water Services	57.33	
State Department of Interior	61.76	Medium
State Department of University Education	62.21	
State Department Of Public Works	62.46	
Directorate of Immigration and Registration of Persons	63.13	
Ministry of Mining	63.26	
State Department Of Sports Development	65.72	
State Department For Labour	65.73	
Ministry Of Defence	66.61	
State Department for Planning and Statistics	68.43	
State House	68.89	
Kenya Correctional Services (Prisons)	69.48	
State Department of Cooperatives	71.11	
Office Of The Attorney General And Department Of Justice	71.31	
Ministry Of Foreign Affairs	73.51	
State Department for Irrigation	78.73	
State Department Of Energy	80.54	
State Department of Fisheries and the Blue Economy	81.83	High

Name of Organization	Score	Rating
State Department Of Trade		Not Ranked for lack of information on thematic area 9
The National Treasury		
State Department of Public Service and Youth Affairs		
National Youth Service		
State Department For Social Protection		
State Department For Special Programs		
State Department For Transport		
State Department of Broadcasting and Telecommunication		
State Department Of Devolution		Not Ranked for lack of information on thematic area 9
State Department Of Gender Affairs		
State Department Of ICT & Innovation		
State Department of Petroleum		

Table 4 7: **Composite Indices for the nine (9) thematic areas for State Corporations and Semi-Autonomous Government Agencies**

Organization	Score	Ranking/ Rating
Nursing Council Of Kenya	46.35	Low
National Youth Council	48.11	
Media Council of Kenya	48.53	
South Nyanza Sugar Company Limited	51.65	
Kenya Wildlife Service	54.21	
Kenya Veterinary Board	54.36	
National Drought Management Authority	54.52	
Micro and Small Enterprises Authority	55.80	
Agricultural Development Corporation	55.84	
Tanathi Water Services Board	56.10	
Agro Chemical and Food Company Limited	56.43	
National Commission for Science, Technology and Innovation	56.62	
Numerical Machining Complex	56.97	
Kenya National Assurance Company (2001) Limited	60.26	Medium
National Communications Secretariat	60.37	

Organization	Score	Ranking/ Rating
Kerio Valley Development Authority	60.66	
Anti-Female Genital Mutilation Board	60.85	
Kenya Film Classification Board	61.64	
Lake Victoria South Water Services Board	61.72	
National Transport And Safety Authority	62.28	
Unclaimed Financial Assets Authority	62.87	
National Irrigation Board	63.05	
Kenya Cultural Centre/National Theatre	63.29	
Bomas of Kenya Ltd	63.64	
Public Procurement Regulatory Authority	63.96	
Kenya National Trading Corporation	64.13	
Kenya National Commission For UNESCO	64.56	
Pest Control Products Board	64.71	
Kenya Industrial Property Institute	64.89	
Export Promotion Council	65.00	
Nyayo Tea Zones Development Corporation	65.16	
Kenya Power & Lighting Co. Ltd	66.14	
Kenya National Bureau Of Statistics	66.21	
Kenya Maritime Authority	66.31	
National Council For Persons With Disabilities	66.68	
Kenya Veterinary Vaccines Production Institute	66.77	
Kenya Urban Roads Authority	67.08	
Industrial and Commercial Development Corporation	67.14	
Kenya Broadcasting Corporation	67.19	
Anti-Counterfeit Agency	67.32	
Kenya Institute of Mass Communication	67.52	
Retirement Benefits Authority	68.21	
Bukura Agricultural College	68.67	
Kenya School of Law	70.28	
Konza Technopolis Development Authority	70.63	
Lake Victoria North Water Services Board	71.29	
Kenya Pipeline Company Limited	71.40	
Competition Authority Of Kenya	71.71	
Agriculture Information Resource Center	72.02	
Kenya Institute for Public Policy Research and Analysis	72.71	
Lake Basin Development Authority	72.98	

Organization	Score	Ranking/ Rating
Kenya Institute of Curriculum Development	73.13	
Kenya National Library Service	74.05	
Tana and Athi Rivers Development Authority	74.40	
Engineers Board Of Kenya	75.21	
Kenya Seed Company Limited	75.32	
Rift Valley Water Services Board	76.26	
Kenya National Highways Authority	76.68	
National Crime Research Centre	77.26	
Local Authorities Provident Fund	77.35	
National Environment Management Authority	77.43	
Kenya Utalii College	77.47	
National Council for Population and Development	77.52	
Kenya Water Towers Agency	78.58	
The Kenya Vision 2030 Delivery Secretariat	79.08	
National Social Security Fund	79.59	
Kenya Ports Authority	79.64	
National Water Conservation & Pipeline Corporation	79.96	
National Council for Law Reporting	80.21	
Kenya Marine and Fisheries Research Institute	80.21	
East African Portland Cement Company Limited	80.86	
Rural Electrification Authority	81.33	
Kenya Civil Aviation Authority	81.82	High
Kenya Nuclear Electricity Board	81.85	
Kenya Forestry Research Institute	81.87	
Higher Education Loans Board	82.02	
Kenya Plant Health Inspectorate Service	82.26	
Kenya Roads Board	83.47	
National Construction Authority	83.60	
National Government Constituencies Development Fund	83.62	
Kenya Post Office Savings Bank	83.73	
Insurance Regulatory Authority	84.15	
Consolidated Bank of Kenya Ltd	84.36	
Athi Water Service Board (AWSB)	84.49	
Kenya Ferry Services Limited	84.76	
The Jomo Kenyatta Foundation	84.81	
Northern Water Services Board	85.69	

Organization	Score	Ranking/ Rating
Water Sector Trust Fund	86.47	
National Industrial Training Authority	86.76	
Kenya Reinsurance Corporation Limited	87.06	
Kenya Industrial Research & Development Institute	87.10	
Kenya Electricity Generating Company (KENGEN)	87.40	
Kenya Institute of Special Education	87.79	
Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	88.25	
Ewaso Ngiro South Development Authority	90.03	
Kenyatta International Convention Centre	90.71	
Capital Markets Authority	91.38	
Agriculture and Food Authority		Not Ranked for lack of information on thematic area 9
Anti-Doping Agency of Kenya		
Commodities Fund		
Kenya Education Management Institute		
Kenya Forest Service		
Kenya Literature Bureau		
Kenya Ordnance Factories Corporation		
Kenya Revenue Authority		
Kenya School of Government		
Maasai Mara University		
Muhoroni Sugar Company Limited (In Receivership)		
NACADA		
National Aids Control Council		
National Biosafety Authority		
New Kenya Cooperative Creameries Limited		
Technical and Vocational Education and Training Authority		
Water Resources Management Authority		

Table 4.8: Composite Indices for the nine (9) thematic areas for Constitutional Commissions and Independent Offices

Organization	Score	Rating
Commission on Administrative Justice	57.95	Low
National Land Commission	60.77	Medium
Salaries and Remuneration Commission	64.92	
Public Service Commission	66.21	
Ethics and Anti-Corruption Commission	73.83	
Office of the Controller Of Budget	75.04	
Kenya National Commission on Human Rights	75.71	
Commission on Revenue Allocation	84.36	High
Office of The Auditor - General		Not Ranked for insufficient information on Indicators for thematic Area No.9
Kenya Law Reform Commission	63.55	Medium
National Cohesion And Integration Commission	68.94	
Energy Regulatory Commission	81.68	High
Council of Governors	83.98	

Table 4.9: Composite Indices for the nine (9) thematic areas for Constitutional Commissions and Independent Offices

S/No	Organization	Scores	Group Ranking
1.	Kenya Law Reform Commission	63.55	Medium
2.	National Cohesion And Integration Commission	68.94	
3.	Energy Regulatory Commission	81.68	High
4.	Council of Governors	83.98	

4.6 Conclusion

In conclusion, it is noted that the 2016/17 compliance evaluation report has attempted to highlight areas that require attention by public organizations to enable full realization of values and principles across the public service. In order to continually monitor the status of implementation of the recommendations, the 2016/17 report provides a detailed matrix complete with performance gaps and actors which is presented in Chapter Five. The matrix is not conclusive but provides a framework that shall guide MDAs in making concrete commitments towards the implementation of the relevant report recommendations.

CHAPTER FIVE

SUMMARY OF RECOMMENDATIONS AND WAY FORWARD

CHAPTER FIVE: SUMMARY OF RECOMMENDATIONS AND WAY FORWARD

5.0   Overview

Based on the evaluation findings, this chapter presents recommendations on interventions, strategic alternatives that are expected to significantly improve levels of compliance across the ten thematic areas by individual public sector organizations and the service generally. Successful implementation of the recommendations by the various actors identified will lead to entrenchment of values and principles across the service and improved service delivery to the citizens of Kenya for the period 2018/19 and beyond..

Table 5.1 Implementation Matrix

S/No	Thematic Area	Recommendation	Actor(s)	Time Frame
1.	Ensuring High Standards of Professional Ethics in Public Service	Public Institutions to provide budgetary allocation for training, sensitization and mainstreaming ethics and integrity in all their programmes and activities.	All MDAs, National Treasury, Oversight Institutions	By June, 2018
	Public Institutions to align their respective operational mandates with the constitutional provisions on values and principles.	All MDAs		By June, 2018
	Public Institutions to support continuous professional development for members of regulated professional bodies.	All MDAs		Continuous
	All regulated professionals to comply with the requirement of their regulating bodies.	All MDAs, All Regulatory Bodies		By June, 2018

S/No	Thematic Area	Recommendation	Actor(s)	Time Frame
	Public Institutions to establish structured collaboration framework with regulated professional bodies	All MDAs, All Regulatory Bodies	Continuous	
	Government to ensure full implementation of a value-based curriculum so as to concretize integration of national values and principles in all levels of learning.	MoE, KICD, KSG, CUE, KEMI, KISE, TVETA	By June, 2019	
2.	Devolution and Sharing of Power	Government to fast track the enactment of the County Public Service Bill, 2016 to anchor the County Pension Scheme in law;	Parliament, OAG& DoJ, CoG	June 2018.
		Government to finalize the Draft Devolution Policy	State Department of Devolution, CoG	June 2018.
		Government to continually strengthen professional and technical capacity of County Governments towards the promotion of national and values and principles of the public service.	Presidency, CoG, KSG, PSC	Continuous
		Government to enhance institutional capacity and public awareness across the public service on devolution processes.	Presidency, CoG, KSG, PSC	Continuous
3.	Good Governance, Transparency and Accountability	Government to undertake a governance audit in public organizations to confirm the veracity of compliance with the Executive Order No.6 of 2015 on Ethics and Integrity in the Public Service.	Presidency, EACC, OAG, DPP,	By June, 2018
		Government to fast-track finalization of the draft National Ethics and Anti-Corruption Policy.	Parliament, EACC,	By June, 2018
		Government to review and harmonize Corruption prevention laws.	Parliament, EACC, OAG & DoJ, KLRC	By June, 2019
		Government to fast-track implementation of the Taskforce Report on the Legal Institutional and Policy Reforms on Anti-Corruption	Parliament, EACC, OAG & DoJ, DPP, CAJ,	By June, 2019
		Government to support continuous monitoring and evaluation on management systems and processes to ensure good governance, transparency and accountability.	All MDAs	Continuous
4.	Diversity Management	Public institutions to conduct diversity audits, confirm diversity gaps and develop affirmative action programmes to redress the gaps at all levels.	All MDAs	Continuous
		Public institutions to make provision for special employment opportunities for the unrepresented and underrepresented marginalized communities.	NGEC, PSC, KNCHR, NCIC, NCPWD, All MDAs	By June, 2018

S/No	Thematic Area	Recommendation	Actor(s)	Time Frame
		Public institutions to endeavor to attain 50 percent gender parity in line with the CEDAW Convention and the SDG goal No.5 on Gender Equality.	PSC, NGEC, All MDAs	Continuous
		Public institutions to develop and implement affirmative action programmes in order to ensure the constitutional requirement on the 5% representation of PWDs is progressively realized.	All MDAs, NCPWD	Continuous
		Public institutions to establish and maintain structured collaboration/liaison framework with NCPWDs in order to facilitate identification and placement of PWDs within the public service	All MDAs, PSC, NCPWD	By June, 2018
		Public institutions to maintain disaggregated and updated records on gender, ethnicity; including minority and marginalized communities, PWDs, rights-based data at all times.	All MDAs	Continuous
		Public institutions to develop and institutionalize time-bound affirmative action programmes for appointments, training and promotion of the marginalized and other disadvantaged groups across the public service.	All MDAs	By June, 2022
		Government to strengthen enforcement for provision of customized facilities for PWDs in all public institutions	All MDAs, NCPWDs, State Department of Labour	By June, 2020
5	Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development	Government to develop and update the inventory of existing public assets.	National Treasury, CoG	By June, 2018
		Government to facilitate continuous capacity building and civic education on effective management of resources for sustainable development.	All MDAs	Continuous
6	Equitable Allocation of Opportunities and Resources	Government to ensure strict enforcement of the policy on Access to Government Procurement Opportunities (AGPO) across all public institutions.	PPRA, PPARB, National Treasury, All MDAs	Continuous
		Government to fastrack disbursement of equalization funds.	Parliament, CRA, National Treasury, CoG,	Continuous
7	Accountability for Administrative Acts	Public institutions to review their service charters and grievance handling procedures to align them to the constitution and other relevant enabling legislations, regulations and the Revised Public Officer Code of Conduct and Ethics, 2016.	All MDAs, PSC	By June, 2019
		Public institutions to continually comply with the provisions of the Revised Public Officer Code of Conduct and Ethics, 2016.	PSC, All MDAs	Continuous
8	Improvement in Service Delivery	Public institutions to establish concrete technological infrastructure and upgrade existing ICT systems and equipment to facilitate automation.	All MDAs, ICTA, National Treasury, State Department of ICT	By June, 2020

S/No	Thematic Area	Recommendation	Actor(s)	Time Frame
		Public institutions to migrate the respective front line business processes to E-Government portal.	All MDAs, ICTA, National Treasury, State Department of ICT	By June, 2020
		Public institutions to decentralize their services to the extent practicable including offering their services on Huduma Platform.	All MDAs, Huduma Secretariat	By June, 2020
		Public institutions to align their respective workplace policies to the relevant constitutional provisions, as well as other service regulations and operational guidelines.	All MDAs, State State Department of Labour	By June, 2019
9	Performance Management	Public institutions to comply with the HRD policy on induction of newly appointed officers.	All MDAs	Continuous
		Public institutions to adopt and implement a Quality Management Systems (QMS) and those with existing QMS to upgrade their respective systems to the current standard.	All MDAs	By June, 2019
		Public institutions to develop HR plans and have them reviewed and aligned to the Public Service Commission Act, 2017.	All MDAs, PSC, SCAC,	By June, 2018
		Public institutions to enhance public-private partnerships to mobilize resources/funding to facilitate creation of effective, transparent, accountable and sustainable performance management systems.	All MDAs, National Treasury	Continuous
		Public institutions to mainstream values and principles in the interview process.	PSC, All MDAs	Continuous
		Staff performance appraisal to form a critical component for promotional appointments.	All MDAs	By June, 2018 and Continuous
		Government to initiate a study to establish the reasons behind the average performance in the public service with a view to putting in place corrective measures to enhance productivity.	PSC	By June, 2018
		Government to review relevant legislations and policies to enable support cadre to serve on permanent and pensionable basis.	Parliament, PSC, National Treasury	By June, 2019
10	Public Participation in Policy Making Process	Public organizations to review their operational guidelines in line with the provisions of the public participation guidelines issued by the Commission.	All MDAs	By June, 2018
		Government to expedite finalization of the Public Participation Bill 2016.	Parliament, OAG& DoJ, CoG,	By June, 2019
		Government to fastrack finalization of the National Policy on Public participation.	Parliament, OAG& DoJ, CoG,	By June, 2019
11	General Recommendations	Government to establish an inter-agency forum (a coordinated sectoral approach) for monitoring the implementation of values and principles in the public service.	PSC, All MDAs	By June, 2019
		Strengthen collaboration and synergy among public institutions in the promotional of values and principles in all public institutions	All MDAs, Oversight institutions	Continuos

5.1 Way Forward

Towards full realization of institutionalizing and implementing the values and principles of public service by institutions, specific commitments are highlighted under each thematic area to shape the way forward as outlined below.

Thematic Area 1: Ensuring High Standards of Professional Ethics

(a) Compliance with the requirements of regulated professional bodies

The Government through the respective human resource units shall ensure that all oversight institutions and MDAs establish a structured collaboration framework with the respective regulated professional bodies so as to enable their members of staff to comply with the requirements of the respective regulated professional bodies where applicable. The Government shall further, through the National Treasury, make budgetary provision to facilitate Continuous Professional Development for all serving officers who are members of diverse regulated bodies.

(b) Mainstreaming ethics and integrity in the public service

In order to ensure high standards of professional ethics in the public service, there is need for continuous mainstreaming of ethics and integrity across the public service. This could be achieved through among others continued sensitization and capacity building on the need for public officers to embrace ethical practices and integrity. From the 2016/17 Report, 20.1 % of public service institutions were reported not to have undertaken any sensitization on values and principles in their organizations. However, from the 79.9% institutions that reported to have undertaken sensitization on values and principles, 83% of their officers reported not to have been sensitized. Therefore, the Government through the line organizations will ensure that:

i. All public institutions mainstream ethics and integrity in all their programmes and activities going forward.

ii. All Public Organizations align their respective operational mandates with the constitutional provisions on values and principles.

iii. A value-based curriculum is fully implemented so as to concretize integration of national values and principles at all levels of learning.

(c) Resource allocation for training and sensitization on ethics and integrity

Effective implementation of values and principles demands in depth knowledge and skills on ethics and integrity. In order to ensure continued and sustainable capacity building on the above, the Government commits to provide adequate budgetary allocation for training and sensitization on ethics and integrity. Further, the Government shall continually ascertain the utilization of sensitization funds for ethics and integrity training in view of the inconsistencies established between budgetary allocation and actual training and sensitization by the reporting institutions.

Thematic Area 2: Sharing and Devolution of Power

The Government remains fully committed in supporting the devolution process in collaboration with county governments: In order to strengthen sharing and devolution of power, the Government therefore makes the following commitments:

(a) Strengthening professional and technical capacity

The Government shall at all times endeavour to continue providing professional and technical capacity to the county governments through the respective line organizations. In this regard, there shall be enhanced budgetary allocation to ensure comprehensive civic education and awareness creation on devolution in general, and values and principles in particular.

(b) Finalization of pending devolution legislations and policies

It has been established the County Public Service Bill 2016, as well as Draft Devolution Policy have not been finalized and the delay has remained a

major impediment towards implementation of diverse devolution programmes and activities. The Government therefore, through the Office of the Attorney General & Department of Justice (OAG&DoJ) and the State Department of Devolution shall ensure finalization of the same by June 2018.

Thematic Area 3: Good Governance, Transparency and Accountability

Governance Transparency and Accountability, plays a critical role in the effective Implementation of values and principles. In order ensure continued promotion of the same, the Government shall take the following measures among others:-

(a) Corruption prevention

Corruption has continued to affect implementations of diverse programmes and activities across all sectors. Therefore the government through the line organization shall:

i. ensure and support full implementation of the Executive Order No.6 of 2015 on Ethics and Integrity in the Public Service and also undertake a governance audit in public organizations to confirm the veracity of compliance with the Executive Order. In addition, the government shall fast-track the implementation of the task force report on the legal, institutional and policy reforms on anti-corruption;

ii. fast-track finalization of the draft National Ethics and Anti-Corruption Policy through the EACC and the office of the Attorney General and department of Justice; and

iii. ensure review and harmonization of the existing corruption prevention laws so as to strengthen collaboration and synergy among organizations that are involved in corruption prevention.

(b) Monitoring and evaluation on management systems and processes

In order to ensure promotion of good governance, transparency and accountability there is need to establish structured monitoring and evaluation systems in all organizational programmes and activities. Therefore, the government shall continuously support monitoring and evaluation on management systems and processes towards ensuring transparency and accountability.

Thematic Area 4: Diversity Management

It has been established that most public organizations are yet to meet the constitutional threshold regarding diversity management and the government has committed to take appropriate measure to address the same. These include:

(a) Continued audit on the status of diversity

In order to establish the status of diversity at all times across the public service, the government shall ensure that public organizations continually conduct diversity audits, confirm diversity gaps and develop requisite affirmative action programmes to redress the gaps. The diversity audit should focus on ethnicity, gender, youth & women, PWDs, marginalized and minorities

(b) National affirmative action policy

Effective management of diversity requires structured coordination and collaborations among organizations that guide diverse affirmative action initiatives. Through consultation with line stakeholders, the government shall endeavour to develop a national affirmative policy to concretize affirmative action programmes and strategies. In addition, all public organizations shall develop institutionalized time-bound affirmative action programmes to address diversity gaps.

Thematic Area 5: Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

The government shall continue to enhance resource allocation to all public organizations so as to ensure sustainable and full implementation of programmes that seek to promote national and public service values & principles. Further, public organizations shall develop and implement service delivery standards that guide efficiency, effectiveness and economic use of resources. In addition, the government shall facilitate continuous capacity building and civic education on effective management of resources for sustainable development across the public service.

Thematic Area 6: Equitable Allocation of Opportunity and Resources

Towards ensuring equitable allocation of opportunities and resources, the Government shall ensure strict enforcement of the policy on Access to Government Procurement Opportunities (AGPO) across all public organizations.

Further, the Government through the Commission for Revenue Allocation, the National Treasury and the Office of the Controller of Budget and Auditor General shall ensure timely disbursement and prudent use of the equalization fund across the benefiting counties.

Thematic Area 7: Accountability for Administrative Acts

On accountability for administrative Acts, the government shall ensure that all public organizations continually comply with the provisions of the Public Officer Code of Conduct and Ethics, 2016.

Thematic Area 8: Improvement in Service Delivery

(a)   Automation and Decentralization

In order to ensure continued improvement in service delivery, the Government shall fast track the uptake of automation by institutions that are yet to automate all their business processes. Further, all public organizations shall be required to migrate their respective front line business processes to E-Government portal. In addition, all public organizations shall be encouraged to decentralize their services to the extent practicable including offering their services on Huduma Platform.

(b)   Enhancement of ICT infrastructure

The Government shall provide requisite resources to enable public organizations establish concrete technological infrastructure and upgrade their existing ICT systems and equipment to facilitate automation processes.

Thematic Area 9: Performance Management

It has been established that there is average performance in the public service with some organizations scoring below average. Therefore, in order to enhance performance management, the government shall inter alia enforce adherence to existing HR policies, regulations and guidelines and encourage all public organizations to put in place effective, transparent, and sustainable performance management systems.

Thematic Area 10: Public Participation in Policy Making Process

With regard to public participation in policy making process, the Government shall, through the office of the Attorney and the Kenya Law Reform Commission expedite finalization of the Public Participation Bill 2016, and the National Policy on Public participation. Once finalized, all public institutions shall align their respective operational guidelines with the provisions of the national policy on public participation.

Appendices

APPENDICES

Appendix 1: **Public Institutions that Failed to Meet the 2/3rd Gender Rule at Organizational Level**

Organization	Female	Male	Percentage of Representation Female	Percentage of Representation Male	Overall Gender Gap
Agricultural Development Corporation	202	631	24	76	9
Agro Chemical and Food Company Ltd	37	232	14	86	19
East African Portland Cement Company Limited	207	1058	16	84	17
Kenya Civil Aviation Authority	234	545	30	70	3
Kenya Electricity Generating Company Ltd	535	1941	22	78	11
Kenya Ferry Services Limited	33	186	15	85	18
Kenya Industrial Research & Development Institute	112	238	32	68	1
Kenya Marine and Fisheries Research Institute	229	570	29	71	4
Kenya National Bureau of Statistics	135	328	29	71	4
Kenya National Highways Authority	138	341	29	71	4
Kenya National Trading Corporation	17	46	27	73	6
Kenya Ordnance Factories Corporation	78	192	29	71	4
Kenya Ports Authority	1277	5356	19	81	12
Kenya Power & Lighting Company	2303	8911	21	79	12
Kenya Prison Service	5194	18785	22	78	11
Kenya Tsetse and Trypanosomiasis Eradication Council (Kenttec)	9	25	26	74	7

Organization	Female	Male	Percentage of Representation Female	Percentage of Representation Male	Overall Gender Gap
Kenya Urban Roads Authority	72	207	26	74	7
Kenya Veterinary Vaccines Production Institute	41	127	24	76	9
Kenya Wildlife Service	1000	4023	20	80	13
Konza Technopolis Development Authority	8	18	31	69	2
Lake Victoria North Water Services Board	16	49	25	75	8
Lake Victoria South Water Services Board	18	38	32	68	1
Muhoroni Sugar Company Limited (In Receivership)	57	526	10	90	23
National Drought Management Authority	94	259	27	73	6
National Government Constituencies Development Fund Board	71	223	24	76	9
National Irrigation Board	75	165	31	69	2
National Youth Service	547	1491	27	73	6
New Kenya Cooperative Creameries Limited	398	1202	25	75	8
Northern Water Services Board	9	26	26	74	7
Numerical Machining Complex	29	107	21	79	12
Nursing Council of Kenya	18	1	95	5	28
Public Procurement Regulatory Authority	17	47	27	73	6
South Nyanza Sugar Company Limited	162	797	17	83	16
State Department for Irrigation	51	112	31	69	2
State Department of Environment	113	461	20	80	13
State Department of Interior	4843	13939	26	74	7
State Dept for Water Services	151	403	27	73	6
Tanathi Water Services Board	13	30	30	70	3
Technical and Vocational Education and Training Authority	8	21	28	72	5

Appendix 2: Variations on Gender Representation from the In-Post

Name of Organization	Totals Table	Staff In-Post as at 30th June, 2017	Variance
Kenya Revenue Authority	4966	6281	+1315
Ministry of Lands and Physical Planning	1909	2968	+1059
Kenya Broadcasting Corporation	301	1064	+763
Kenya School of Government	0	502	+502
South Nyanza Sugar Company Limited	959	1343	+384
State Department of Environment	574	902	+328
Kenya Prison Service	23979	24282	+303
Kenya Forest Service	4885	5076	+191
Office of The Attorney General and Department of Justice	653	830	+177
Muhoroni Sugar Company Limited (In Receivership)	583	722	+139
Kenya Pipeline Company Limited	1800	1922	+122
Rural Electrification Authority	189	302	+113
National Water Conservation & Pipeline Corporation	139	232	+93
Micro and Small Enterprises Authority	1	88	+87
Agricultural Development Corporation	833	913	+80
Kenya Ferry Services Limited	219	287	+68
State Department of Broadcasting and Telecommunications	413	479	+66
Ministry of Defence	1734	1797	+63
State Department for Trade	169	228	+59
Kenya Institute of Curriculum Development	356	413	+57
National Irrigation Board	240	297	+57
New Kenya Cooperative Creameries Limited	1600	1650	+50
Local Authority Provident Fund	32	77	+45
National Industrial Training Authority	296	330	+34
Cabinet Affairs Office	308	341	+33
Kenya Institute of Mass Communication	88	116	+28
Retirement Benefits Authority	47	73	+26
State Department for Transport	180	206	+26
Nursing Council of Kenya	19	44	+25
Kenya Ordnance Factories Corporation	270	291	+21
State Department for Special Programs	160	180	+20
Kenya Cultural Centre National Theatre	0	19	+19

Name of Organization	Totals Table	Staff In-Post as at 30th June, 2017	Variance
State Department of Energy	389	406	+17
National Government Constituencies Development Fund Board	294	309	+15
The National Treasury	2854	2869	+15
Ministry of Foreign Affairs	828	842	+14
Kenya National Highways Authority	479	492	+13
Tana and Athi Rivers Development Authority	364	376	+12
Bukura Agricultural College	119	130	+11
State Department for Fisheries & Blue Economy	240	250	+10
Consolidated Bank of Kenya Ltd	271	280	+9
Kenya Post Office Savings Bank	698	707	+9
Kenyatta International Convention Centre	126	134	+8
Commission on Revenue Allocation	55	62	+7
Energy Regulatory Commission	74	80	+6
Commodities Funds	37	42	+5
Bomas of Kenya Ltd	160	164	+4
Kenya Forestry Research Institute	1001	1005	+4
Kerio Valley Development Authority	463	467	+4
National Council for Law Reporting	68	72	+4
Kenya Industrial Property Institute	84	87	+3
Kenya Power & Lighting Company	11214	11217	+3
Northern Water Services Board	35	38	+3
Anti Counterfeit Agency	72	74	+2
Export Promotion Council	51	53	+2
Kenya National Library Service	667	669	+2
Konza Technopolis Development Authority	26	28	+2
Ministry of Tourism	204	206	+2
National Environment Management Authority (NEMA)	378	380	+2
Office of the Deputy President	319	321	+2
Water Resources Management Authority	764	766	+2
Capital Markets Authority	108	109	+1
Council of Governors	51	52	+1
Kenya Law Reform Commission	68	69	+1
National Cohesion and Integration Commission	62	63	+1
National Commission for Science, Technology and Innovation	41	42	+1

Name of Organization	Totals Table	Staff In-Post as at 30th June, 2017	Variance
National Communications Secretariat	18	19	+1
State Department of Cooperatives	150	151	+1
Water Sector Trust Fund	57	58	+1
Agricultural Information Resource Centre	38	37	-1
Insurance Regulatory Authority	77	76	-1
Kenya Industrial Research & Development Institute	350	349	-1
Kenya Urban Roads Authority	279	278	-1
Kenya Water Towers	47	46	-1
National Construction Authority	237	236	-1
National Social Security Fund	1413	1412	-1
National Youth Service	2038	2037	-1
State Department of Interior	18782	18781	-1
State Department of Public Works	469	468	-1
Kenya Marine and Fisheries Research Institute	799	797	-2
Numerical Machining Complex	136	134	-2
Athi Water Service Board (AWSB)	64	61	-3
National Youth Council	11	8	-3
National Council for Persons with Disabilities	108	104	-4
National Aids Control Council	152	147	-5
State Department for Arts And Culture	325	319	-6
The Kenya Vision Delivery Secretariat	26	20	-6
Kenya National Commission on Human Rights	104	96	-8
State House	693	685	-8
State Department for Social Protection	1760	1751	-9
Kenya Seed Company Limited	495	485	-10
Salaries and Remuneration Commission	84	71	-13
State Department for Irrigation	163	149	-14
State Department for Water Services	554	535	-19
State Department of Sports Development	205	184	-21
Maasai Mara University	566	540	-26
Technical and Vocational Education and Training Authority	29	1	-28
State Department for University Education	214	185	-29
State Department of Labour	610	565	-45
Agriculture and Food Authority	543	490	-53

Name of Organization	Totals Table	Staff In-Post as at 30th June, 2017	Variance
Kenya Civil Aviation Authority	779	717	-62
National Transport and Safety Authority	721	652	-69
Higher Education Loans Board	215	110	-105
Kenya Utalii College	557	350	-207
Total	104,434	110,220	5786

Appendix 3: Representation of Ethnic Communities in the Public Service

Category	Name of Organization	No. of Ethnic Communities Represented
Constitutional Commissions & Independent Offices	Ethics and Anti-Corruption Commission	29
	National Land Commission	25
	Public Service Commission	21
	Office of the Auditor - General	21
	Commission On Administrative Justice	19
	Kenya National Commission On Human Rights	19
	Office of the Controller of Budget	18
	Commission on Revenue Allocation	12
	Salaries and Remuneration Commission	9
Ministry & State Departments	State Department of Interior	39
	Kenya Correctional Services (Prisons)	36
	Directorate of Immigration and Registration of Persons	36
	State Department for Social Protection	32
	Ministry of Lands and Physical Planning	32
	National Youth Service	29
	Ministry of Foreign Affairs	29
	The National Treasury	27
	State House	25
	Ministry of Defence	25
	State Department of Public Service and Youth Affairs	24
	Office of the Attorney General and Department of Justice	24
	Office of the Deputy President	24
	State Department for Special Programs	23
	State Department of Environment	23
	Ministry of Mining	22
	State Department Of Energy	20
	State Department for Planning and Statistics	20
	State Department of Broadcasting and Telecommunication	20
	State Department for Water Services	19
	Cabinet Affairs Office	19
	Ministry of Tourism	19

Category	Name of Organization	No. of Ethnic Communities Represented
	State Department for Transport	19
	State Department of Public Works	18
	State Department for Labour	18
	State Department of Sports Development	16
	State Department for Arts and Culture	16
	State Department of Devolution	15
	State Department of ICT & Innovation	15
	State Department of University Education	14
	State Department of Trade	13
	State Department for Irrigation	13
	State Department of Fisheries and the Blue Economy	13
	State Department of Gender Affairs	13
	State Department of Cooperatives	12
	State Department of Petroleum	12
	State Department of Maritime And Shipping	10
State Corporations &SAGAs	Kenya Wildlife Service	35
	Kenya Forest Service	32
	Kenya Revenue Authority	31
	Kenya Pipeline Company Limited	27
	Kenya Ports Authority	27
	National Drought Management Authority	26
	National Transport and Safety Authority	25
	Kenya Power & Lighting Co. Ltd	25
	Kenya Utalii College	24
	East African Portland Cement Company Limited	24
	Kenya Electricity Generating Company (KENGEN)	23
	National Social Security Fund	23
	Kenya Forestry Research Institute	23
	Kenya Broadcasting Corporation	23
	Kenya National Bureau of Statistics	22
	Kenya School of Government	22
	National Government Constituencies Development Fund	21
	Kenya Civil Aviation Authority	21
	National Industrial Training Authority	21

Category	Name of Organization	No. of Ethnic Communities Represented
	Agriculture and Food Authority	21
	Kenya Marine and Fisheries Research Institute	21
	Kenya Urban Roads Authority	20
	National Council for Persons With Disabilities	19
	National Environment Management Authority	19
	Agricultural Development Corporation	19
	Kenya Post Office Savings Bank	19
	Kenya Ferry Services Limited	18
	Tana and Athi Rivers Development Authority	18
	Maasai Mara University	18
	Kenya National Library Service	18
	National Irrigation Board	18
	Kenya Literature Bureau	17
	NACADA	17
	Consolidated Bank of Kenya Ltd	17
	Water Resources Management Authority	17
	New Kenya Cooperative Creameries Limited	16
	Kenya National Highways Authority	16
	National Construction Authority	16
	Bomas of Kenya Ltd	16
	Kenyatta International Convention Centre	16
	Rural Electrification Authority	15
	National Council for Population and Development	15
	National Aids Control Council	15
	Kenya Seed Company Limited	15
	Public Procurement Regulatory Authority	15
	Kenya Veterinary Vaccines Production Institute	15
	Kenya Maritime Authority	15
	Kenya Plant Health Inspectorate Service	15
	Higher Education Loans Board	14
	Kenya Film Classification Board	14
	National Water Conservation & Pipeline Corporation	14
	Kerio Valley Development Authority	14
	Capital Markets Authority	14

Category	Name of Organization	No. of Ethnic Communities Represented
	Bukura Agricultural College	13
	Kenya Industrial Property Institute	13
	Kenya Roads Board	13
	Competition Authority Of Kenya	13
	Kenya Reinsurance Corporation Limited	13
	Kenya Industrial Research & Development Institute	13
	Kenya Water Towers Agency	12
	Anti Counterfeit Agency	12
	Commodities Fund	12
	Kenya Institute of Mass Communication	12
	Kenya Institute of Curriculum Development	12
	Numerical Machining Complex	11
	Kenya Ordnance Factories Corporation	11
	Pest Control Products Board	11
	Lake Basin Development Authority	11
	The Jomo Kenyatta Foundation	11
	Kenya Institute for Public Policy Research and Analysis	11
	Nyayo Tea Zones Development Corporation	11
	Industrial and Commercial Development Corporation	11
	Anti-Female Genital Mutilation Board	11
	National Biosafety Authority	11
	Export Promotion Council	11
	Kenya National Commission for UNESCO	11
	Northern Water Services Board	11
	Agro Chemical and Food Company Limited	11
	Kenya School of Law	11
	Micro and Small Enterprises Authority	10
	Kenya Nuclear Electricity Board	10
	South Nyanza Sugar Company Limited	10
	Kenya Institute of Special Education	10
	Kenya Education Management Institute	10
	Insurance Regulatory Authority	10
	Muhoroni Sugar Company Limited (In Receivership)	10
	Ewaso Ng'iro South Development Authority	10

Category	Name of Organization	No. of Ethnic Communities Represented
	Unclaimed Financial Assets Authority	10
	Local Authorities Provident Fund	10
	Water Sector Trust Fund	10
	Kenya National Trading Corporation	9
	Agriculture Information Resource Center	9
	Kenya Veterinary Board	9
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	9
	Technical and Vocational Education and Training Authority	9
	Retirement Benefits Authority	9
	The Kenya Vision 2030 Delivery Secretariat	9
	Konza Technopolis Development Authority	9
	Athi Water Service Board (AWSB)	9
	National Crime Research Centre	9
	Nursing Council of Kenya	9
	National Council for Law Reporting	8
	Rift Valley Water Services Board	7
	Lake Victoria North Water Services Board	7
	Kenya Cultural Centre/National Teathre	7
	National Commission For Science, Technology and Innovation	7
	Tanathi Water Services Board	7
	Media Council of Kenya	7
	Lake Victoria South Water Services Board	7
	National Youth Council	6
	Engineers Board of Kenya	6
	Anti-Doping Agency of Kenya	6
	Kenya National Assurance Company (2001) Limited	4
	National Communications Secretariat	4
Statutory Commissions and Authorities	National Cohesion and Integration Commission	19
	Energy Regulatory Commission	18
	Council of Governors	12
	Kenya Law Reform Commission	9

Appendix 4: Overall Ranking of Public Institutions

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
State Corporations & SAGAs	1	Capital Markets Authority	91.38	High
	2	Kenyatta International Convention Centre	90.71	
	3	Ewaso Ngiro South Development Authority	90.03	
	4	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	88.25	
	5	Kenya Institute of Special Education	87.79	
	6	Kenya Electricity Generating Company (KENGEN)	87.40	
	7	Kenya Industrial Research & Development Institute	87.10	
	8	Kenya Reinsurance Corporation Limited	87.06	
	9	National Industrial Training Authority	86.76	
	10	Water Sector Trust Fund	86.47	
	11	Northern Water Services Board	85.69	
	12	The Jomo Kenyatta Foundation	84.81	
	13	Kenya Ferry Services Limited	84.76	
	14	Athi Water Service Board (AWSB)	84.49	
Independent Offices and Commissions	15	Commission on Revenue Allocation	84.36	
State Corporations & State SAGAs	16	Consolidated Bank of Kenya Ltd	84.36	
	17	Insurance Regulatory Authority	84.15	
Statutory Commissions and Authorities	18	Council of Governors	83.98	
State Corporations & SAGAs	19	Kenya Post Office Savings Bank	83.73	
	20	National Government Constituencies Development Fund	83.62	
	21	National Construction Authority	83.60	
	22	Kenya Roads Board	83.47	
	23	Kenya Plant Health Inspectorate Service	82.26	
	24	Higher Education Loans Board	82.02	
	25	Kenya Forestry Research Institute	81.87	

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
	26	Kenya Nuclear Electricity Board	81.85	
Ministry & State Departments	27	State Department of Fisheries and the Blue Economy	81.83	
State Corporations & SAGAs	28	Kenya Civil Aviation Authority	81.82	
Statutory Commissions and Authorities	29	Energy Regulatory Commission	81.68	
State Corporations & SAGAs	30	Rural Electrification Authority	81.33	Medium
	31	East African Portland Cement Company Limited	80.86	
Ministry & State Departments	32	State Department of Energy	80.54	
State Corporations & SAGAs	33	Kenya Marine And Fisheries Research Institute	80.21	
	34	National Council for Law Reporting	80.21	
	35	National Water Conservation & Pipeline Corporation	79.96	
	36	Kenya Ports Authority	79.64	
	37	National Social Security Fund	79.59	
	38	The Kenya Vision 2030 Delivery Secretariat	79.08	
Ministry & State Departments	39	State Department for Irrigation	78.73	
State Corporations & SAGAs	40	Kenya Water Towers Agency	78.58	
	41	National Council For Population and Development	77.52	
	42	Kenya Utalii College	77.47	
	43	National Environment Management Authority	77.43	
	44	Local Authorities Provident Fund	77.35	
	45	National Crime Research Centre	77.26	
	46	Kenya National Highways Authority	76.68	
	47	Rift Valley Water Services Board	76.26	
Independent Offices and Commissions	48	Kenya National Commission on Human Rights	75.71	

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
State Corporations & SAGAs	49	Kenya Seed Company Limited	75.32	
	50	Engineers Board of Kenya	75.21	
Independent Offices and Commissions	51	Office Of The Controller Of Budget	75.04	
State Corporations & SAGAs	52	Tana and Athi Rivers Development Authority	74.40	
	53	Kenya National Library Service	74.05	
Independent Offices and Commissions	54	Ethics and Anti-Corruption Commission	73.83	
Ministry & State Departments	55	Ministry of Foreign Affairs	73.51	
State Corporations & SAGAs	56	Kenya Institute of Curriculum Development	73.13	
	57	Lake Basin Development Authority	72.98	
	58	Kenya Institute for Public Policy Research And Analysis	72.71	
	59	Agriculture Information Resource Center	72.02	
	60	Competition Authority of Kenya	71.71	
	61	Kenya Pipeline Company Limited	71.40	
Ministry & State Departments	62	Office of The Attorney General And Department of Justice	71.31	
State Corporations & SAGAs	63	Lake Victoria North Water Services Board	71.29	
Ministry & State Departments	64	State Department of Cooperatives	71.11	
State Corporations & SAGAs	65	Konza Technopolis Development Authority	70.63	
	66	Kenya School of Law	70.28	
Ministry & State Departments	67	Kenya Correctional Services (Prisons)	69.48	
Statutory Commissions and Authorities	68	National Cohesion and Integration Commission	68.94	
Ministry & State Departments	69	State House	68.89	

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
State Corporations & SAGAs	70	Bukura Agricultural College	68.67	
Ministry & State Departments	71	State Department for Planning and Statistics	68.43	
State Corporations & SAGAs	72	Retirement Benefits Authority	68.21	
	73	Kenya Institute of Mass Communication	67.52	
	74	Anti-Counterfeit Agency	67.32	
	75	Kenya Broadcasting Corporation	67.19	
	76	Industrial and Commercial Development Corporation	67.14	
	77	Kenya Urban Roads Authority	67.08	
	78	Kenya Veterinary Vaccines Production Institute	66.77	
	79	National Council for Persons With Disabilities	66.68	
Ministry & State Departments	80	Ministry Of Defence	66.61	
State Corporations & SAGAs	81	Kenya Maritime Authority	66.31	
	82	Kenya National Bureau of Statistics	66.21	
Independent Offices and Commissions	83	Public Service Commission	66.21	
State Corporations & SAGAs	84	Kenya Power & Lighting Co. Ltd	66.14	
Ministry & State Departments	85	State Department for Labour	65.73	
	86	State Department of Sports Development	65.72	
State Corporations & SAGAs	87	Nyayo Tea Zones Development Corporation	65.16	
	88	Export Promotion Council	65.00	
Independent Offices and Commissions	89	Salaries and Remuneration Commission	64.92	
State Corporations & SAGAs	90	Kenya Industrial Property Institute	64.89	
	91	Pest Control Products Board	64.71	
	92	Kenya National Commission For UNESCO	64.56	

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
	93	Kenya National Trading Corporation	64.13	
	94	Public Procurement Regulatory Authority	63.96	
	95	Bomas of Kenya Ltd	63.64	
Statutory Commissions and Authorities	96	Kenya Law Reform Commission	63.55	
State Corporations & SAGAs	97	Kenya Cultural Centre/National Theatre	63.29	
Ministry & State Departments	98	Ministry of Mining	63.26	
	99	Directorate of Immigration and Registration of Persons	63.13	
State Corporations & SAGAs	100	National Irrigation Board	63.05	
	101	Unclaimed Financial Assets Authority	62.87	
Ministry & State Departments	102	State Department of Public Works	62.46	
State Corporations & SAGAs	103	National Transport and Safety Authority	62.28	
Ministry & State Departments	104	State Department of University Education	62.21	
	105	State Department of Interior	61.76	
State Corporations & SAGAs	106	Lake Victoria South Water Services Board	61.72	
	107	Kenya Film Classification Board	61.64	
	108	Anti-Female Genital Mutilation Board	60.85	
Independent Offices and Commissions	109	National Land Commission	60.77	
State Corporations & SAGAs	110	Kerio Valley Development Authority	60.66	
	111	National Communications Secretariat	60.37	
	112	Kenya National Assurance Company (2001) Limited	60.26	
Independent Offices and Commissions	113	Commission on Administrative Justice	57.95	Low
Ministry & State Departments	114	State Department for Water Services	57.33	

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
State Corporations & SAGAs	115	Numerical Machining Complex	56.97	
	116	National Commission for Science, Technology and Innovation	56.62	
	117	Agro Chemical and Food Company Limited	56.43	
	118	Tanathi Water Services Board	56.10	
	119	Agricultural Development Corporation	55.84	
	120	Micro and Small Enterprises Authority	55.80	
Ministry & State Departments	121	Ministry of Tourism	55.73	
	122	Ministry of Lands and Physical Planning	55.63	
	123	State Department of Environment	55.56	
State Corporations & SAGAs	124	National Drought Management Authority	54.52	
	125	Kenya Veterinary Board	54.36	
	126	Kenya Wildlife Service	54.21	
Ministry & State Departments	127	State Department for Arts and Culture	53.56	
	128	State Department of Maritime And Shipping	52.44	
State Corporations & SAGAs	129	South Nyanza Sugar Company Limited	51.65	
Ministry & State Departments	130	Cabinet Affairs Office	50.12	
	131	Office of The Deputy President	48.87	
State Corporations & SAGAs	132	Media Council of Kenya	48.53	
	133	National Youth Council	48.11	
	134	Nursing Council of Kenya	46.35	
	135	Kenya Education Management Institute	Not Ranked for lack of information on thematic area 9	
	136	Water Resources Management Authority		
	137	Maasai Mara University		
	138	Kenya School of Government		
	139	National Biosafety Authority		
	140	Kenya Literature Bureau		
	141	Kenya Revenue Authority		
Ministry & State Departments	142	State Department of Public Service and Youth Affairs		

Category	S/No	Name of Organization	Overall Aggregate Score	Ranking
Independent Offices and Commissions	143	Office of the Auditor - General		
State Corporations & SAGAs	144	NACADA		
	145	Kenya Forest Service		
	146	Commodities Fund		
Ministry & State Departments	147	The National Treasury		
State Corporations & SAGAs	148	Agriculture and Food Authority		
Ministry & State Departments	149	State Department of Trade		
	150	State Department of Gender Affairs		
State Corporations & SAGAs	151	National Aids Control Council		
Ministry & State Departments	152	State Department for Social Protection		
	153	State Department for Transport		
	154	State Department of Petroleum		
State Corporations & SAGAs	155	New Kenya Cooperative Creameries Limited		
	156	Anti-Doping Agency of Kenya		
	157	Technical and Vocational Education and Training Authority		
Ministry & State Departments	158	State Department of Devolution		
	159	State Department of ICT & Innovation		
	160	National Youth Service		
State Corporations & SAGAs	161	Kenya Ordnance Factories Corporation		
Ministry & State Departments	162	State Department of Broadcasting and Telecommunication		
	163	State Department for Special Programs		
State Corporations & SAGAs	164	Muhoroni Sugar Company Limited (In Receivership)		

Appendix 5: Ranking of Public Institutions by Sector

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
Independent Offices and Commissions	1	Commission on Revenue Allocation	84.36	High
	2	Kenya National Commission on Human Rights	75.71	Medium
	3	Office of the Controller of Budget	75.04	
	4	Ethics and Anti-Corruption Commission	73.83	
	5	Public Service Commission	66.21	
	6	Salaries and Remuneration Commission	64.92	
	7	National Land Commission	60.77	
	8	Commission on Administrative Justice	57.95	Low
Ministry & State Departments	1	State Department of Fisheries and the Blue Economy	81.83	High
	2	State Department of Energy	80.54	Medium
	3	State Department for Irrigation	78.73	
	4	Ministry of Foreign Affairs	73.51	
	5	Office of the Attorney General and Department of Justice	71.31	
	6	State Department of Cooperatives	71.11	
	7	Kenya Correctional Services (Prisons)	69.48	
	8	State House	68.89	
	9	State Department for Planning and Statistics	68.43	
	10	Ministry of Defence	66.61	
	11	State Department for Labour	65.73	
	12	State Department of Sports Development	65.72	
	13	Ministry of Mining	63.26	
	14	Directorate of Immigration and Registration of Persons	63.13	
	15	State Department of Public Works	62.46	

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
	16	State Department of University Education	62.21	
	17	State Department of Interior	61.76	
	18	State Department for Water Services	57.33	Low
	19	Ministry of Tourism	55.73	
	20	Ministry of Lands and Physical Planning	55.63	
	21	State Department of Environment	55.56	
	22	State Department for Arts and Culture	53.56	
	23	State Department of Maritime And Shipping	52.44	
	24	Cabinet Affairs Office	50.12	
	25	Office of The Deputy President	48.87	
State Corporations & SAGAs	1	Capital Markets Authority	91.38	High
	2	Kenyatta International Convention Centre	90.71	
	3	Ewaso Ng'iro South Development Authority	90.03	
	4	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	88.25	
	5	Kenya Institute of Special Education	87.79	
	6	Kenya Electricity Generating Company (KENGEN)	87.40	
	7	Kenya Industrial Research & Development Institute	87.10	
	8	Kenya Reinsurance Corporation Limited	87.06	
	9	National Industrial Training Authority	86.76	
	10	Water Sector Trust Fund	86.47	
	11	Northern Water Services Board	85.69	
	12	The Jomo Kenyatta Foundation	84.81	
	13	Kenya Ferry Services Limited	84.76	

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
	14	Athi Water Service Board (AWSB)	84.49	
	15	Consolidated Bank of Kenya Ltd	84.36	
	16	Insurance Regulatory Authority	84.15	
	17	Kenya Post Office Savings Bank	83.73	
	18	National Government Constituencies Development Fund	83.62	
	19	National Construction Authority	83.60	
	20	Kenya Roads Board	83.47	
	21	Kenya Plant Health Inspectorate Service	82.26	
	22	Higher Education Loans Board	82.02	
	23	Kenya Forestry Research Institute	81.87	
	24	Kenya Nuclear Electricity Board	81.85	
	25	Kenya Civil Aviation Authority	81.82	
	26	Rural Electrification Authority	81.33	Medium
	27	East African Portland Cement Company Limited	80.86	
	28	Kenya Marine And Fisheries Research Institute	80.21	
	29	National Council for Law Reporting	80.21	
	30	National Water Conservation & Pipeline Corporation	79.96	
	31	Kenya Ports Authority	79.64	
	32	National Social Security Fund	79.59	
	33	The Kenya Vision 2030 Delivery Secretariat	79.08	
	34	Kenya Water Towers Agency	78.58	
	35	National Council for Population and Development	77.52	
	36	Kenya Utalii College	77.47	
	37	National Environment Management Authority	77.43	
	38	Local Authorities Provident Fund	77.35	
	39	National Crime Research Centre	77.26	
	40	Kenya National Highways Authority	76.68	

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
	41	Rift Valley Water Services Board	76.26	
	42	Kenya Seed Company Limited	75.32	
	43	Engineers Board of Kenya	75.21	
	44	Tana and Athi Rivers Development Authority	74.40	
	45	Kenya National Library Service	74.05	
	46	Kenya Institute of Curriculum Development	73.13	
	47	Lake Basin Development Authority	72.98	
	48	Kenya Institute for Public Policy Research and Analysis	72.71	
	49	Agriculture Information Resource Center	72.02	
	50	Competition Authority of Kenya	71.71	
	51	Kenya Pipeline Company Limited	71.40	
	52	Lake Victoria North Water Services Board	71.29	
	53	Konza Technopolis Development Authority	70.63	
	54	Kenya School of Law	70.28	
	55	Bukura Agricultural College	68.67	
	56	Retirement Benefits Authority	68.21	
	57	Kenya Institute of Mass Communication	67.52	
	58	Anti-Counterfeit Agency	67.32	
	59	Kenya Broadcasting Corporation	67.19	
	60	Industrial and Commercial Development Corporation	67.14	
	61	Kenya Urban Roads Authority	67.08	
	62	Kenya Veterinary Vaccines Production Institute	66.77	
	63	National Council for Persons With Disabilities	66.68	
	64	Kenya Maritime Authority	66.31	
	65	Kenya National Bureau of Statistics	66.21	
	66	Kenya Power & Lighting Co. Ltd	66.14	

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
	67	Nyayo Tea Zones Development Corporation	65.16	
	68	Export Promotion Council	65.00	
	69	Kenya Industrial Property Institute	64.89	
	70	Pest Control Products Board	64.71	
	71	Kenya National Commission for UNESCO	64.56	
	72	Kenya National Trading Corporation	64.13	
	73	Public Procurement Regulatory Authority	63.96	
	74	Bomas of Kenya Ltd	63.64	
	75	Kenya Cultural Centre/National Theatre	63.29	
	76	National Irrigation Board	63.05	
	77	Unclaimed Financial Assets Authority	62.87	
	78	National Transport And Safety Authority	62.28	
	79	Lake Victoria South Water Services Board	61.72	
	80	Kenya Film Classification Board	61.64	
	81	Anti-Female Genital Mutilation Board	60.85	
	82	Kerio Valley Development Authority	60.66	
	83	National Communications Secretariat	60.37	
	84	Kenya National Assurance Company (2001) Limited	60.26	
	85	Numerical Machining Complex	56.97	Low
	86	National Commission for Science, Technology and Innovation	56.62	
	87	Agro Chemical and Food Company Limited	56.43	
	88	Tanathi Water Services Board	56.10	
	89	Agricultural Development Corporation	55.84	

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
	90	Micro and Small Enterprises Authority	55.80	
	91	National Drought Management Authority	54.52	
	92	Kenya Veterinary Board	54.36	
	93	Kenya Wildlife Service	54.21	
	94	South Nyanza Sugar Company Limited	51.65	
	95	Media Council of Kenya	48.53	
	96	National Youth Council	48.11	
	97	Nursing Council of Kenya	46.35	
Statutory Commissions and Authorities	1	Council of Governors	83.98	High
	2	Energy Regulatory Commission	81.68	
	3	Kenya Law Reform Commission	63.55	Medium
	4	National Cohesion and Integration Commission	68.94	
State Corporations & SAGAs	1	Muhoroni Sugar Company Limited (In Receivership)		Not Ranked for lack of information on thematic area 9
Ministry & State Departments	2	State Department for Special Programs		
	3	State Department of Broadcasting and Telecommunication		
State Corporations & SAGAs	4	Kenya Ordnance Factories Corporation		
Ministry & State Departments	5	National Youth Service		
	6	State Department of ICT & Innovation		
	7	State Department of Devolution		
State Corporations & SAGAs	8	Technical and Vocational Education and Training Authority		
	9	Anti-Doping Agency of Kenya		

Category	S/No	Name of Organization	Overall Aggregate Score	Rating/ Ranking
	10	New Kenya Cooperative Creameries Limited		
Ministry & State Departments	11	State Department of Petroleum		
	12	State Department for Transport		
	13	State Department For Social Protection		
State Corporations & SAGAs	14	National Aids Control Council		
Ministry & State Departments	15	State Department of Gender Affairs		
	16	State Department of Trade		
State Corporations & SAGAs	17	Agriculture and Food Authority		
Ministry & State Departments	18	The National Treasury		
State Corporations & SAGAs	19	Commodities Fund		
	20	Kenya Forest Service		
	21	NACADA		
Independent Offices and Commissions	22	Office of the Auditor - General		
Ministry & State Departments	23	State Department of Public Service and Youth Affairs		
State Corporations & SAGAs	24	Kenya Revenue Authority		
	25	Kenya Literature Bureau		
	26	National Biosafety Authority		
	27	Kenya School of Government		
	28	Maasai Mara University		
	29	Water Resources Management Authority		
	30	Kenya Education Management Institute		

Appendix 6: Composite Scores for Various Thematic Areas by Sector

Thematic Area 7: Accountability for Administrative Acts

Category	Name of Organization	Mean Score (%)	Rating
Independent Offices and Commissions	Commission on Administrative Justice	87.5	Medium
	Commission on Revenue Allocation	87.5	Medium
	Ethics and Anti-Corruption Commission	87.5	Medium
	Kenya National Commission On Human Rights	87.5	Medium
	National Land Commission	75	Medium
	Office of The Auditor - General	50	Low
	Office of The Controller Of Budget	100	High
	Public Service Commission	50	Low
	Salaries and Remuneration Commission	50	Low
Ministry & State Departments	Cabinet Affairs Office	37.5	Low
	Directorate of Immigration and Registration of Persons	62.5	Medium
	Kenya Correctional Services (Prisons)	62.5	Medium
	Ministry of Defence	100	High
	Ministry of Foreign Affairs	75	Medium
	Ministry of Lands and Physical Planning	75	Medium
	Ministry of Mining	62.5	Medium
	Ministry of Tourism	87.5	Medium
	National Youth Service	50	Low
	Office of the Attorney General And Department of Justice	87.5	Medium
	Office of the Deputy President	25	Low
	State Department of Energy	87.5	Medium
	State Department for Arts and Culture	50	Low
	State Department for Irrigation	100	High
	State Department for Labour	87.5	Medium
	State Department for Planning and Statistics	87.5	Medium
	State Department For Social Protection	37.5	Low
	State Department For Special Programs	0	
	State Department For Transport	87.5	Medium

Category	Name of Organization	Mean Score (%)	Rating
	State Department for Water Services	75	Medium
	State Department of Broadcasting and Telecommunication	87.5	Medium
	State Department of Cooperatives	50	Low
	State Department of Devolution	62.5	Medium
	State Department of Environment	75	Medium
	State Department of Fisheries and the Blue Economy	87.5	Medium
	State Department of Gender Affairs	50	Low
	State Department of ICT & Innovation	62.5	Medium
	State Department of Interior	75	Medium
	State Department of Maritime And Shipping	25	Low
	State Department of Petroleum	62.5	Medium
	State Department of Public Service and Youth Affairs	75	Medium
	State Department of Public Works	62.5	Medium
	State Department of Sports Development	75	Medium
	State Department of Trade	62.5	Medium
	State Department of University Education	37.5	Low
	State House	62.5	Medium
	The National Treasury	100	High
State Corporations &Semi Autonomous Government Agency (SAGA)	Agricultural Development Corporation	75	Medium
	Agriculture and Food Authority	87.5	Medium
	Agriculture Information Resource Center	100	High
	Agro Chemical and Food Company Limited	75	Medium
	Anti Counterfeit Agency	75	Medium
	Anti-Doping Agency of Kenya	62.5	Medium
	Anti-Female Genital Mutilation Board	62.5	Medium
	Athi Water Service Board (AWSB)	100	High
	Bomas of Kenya Ltd	100	High
	Bukura Agricultural College	100	High
	Capital Markets Authority	75	Medium
	Commodities Fund	100	High

Category	Name of Organization	Mean Score (%)	Rating
	Competition Authority of Kenya	75	Medium
	Consolidated Bank of Kenya Ltd	87.5	Medium
	East African Portland Cement Company Limited	100	High
	Engineers Board of Kenya	87.5	Medium
	Ewaso Ng'iro South Development Authority	100	High
	Export Promotion Council	87.5	Medium
	Higher Education Loans Board	100	High
	Industrial and Commercial Development Corporation	87.5	Medium
	Insurance Regulatory Authority	100	High
	Kenya Broadcasting Corporation	62.5	Medium
	Kenya Civil Aviation Authority	100	High
	Kenya Cultural Centre/National Theatre	50	Low
	Kenya Education Management Institute	75	Medium
	Kenya Electricity Generating Company (KENGEN)	87.5	Medium
	Kenya Ferry Services Limited	100	High
	Kenya Film Classification Board	62.5	Medium
	Kenya Forest Service	87.5	Medium
	Kenya Forestry Research Institute	87.5	Medium
	Kenya Industrial Property Institute	87.5	Medium
	Kenya Industrial Research & Development Institute	100	High
	Kenya Institute for Public Policy Research and Analysis	87.5	Medium
	Kenya Institute of Curriculum Development	87.5	Medium
	Kenya Institute of Mass Communication	75	Medium
	Kenya Institute of Special Education	75	Medium
	Kenya Literature Bureau	87.5	Medium
	Kenya Marine and Fisheries Research Institute	87.5	Medium
	Kenya Maritime Authority	87.5	Medium
	Kenya National Assurance Company (2001) Limited	87.5	Medium
	Kenya National Bureau of Statistics	62.5	Medium
	Kenya National Commission For UNESCO	100	High
	Kenya National Highways Authority	87.5	Medium
	Kenya National Library Service	100	High
	Kenya National Trading Corporation	87.5	Medium
	Kenya Nuclear Electricity Board	75	Medium
	Kenya Ordnance Factories Corporation	75	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Kenya Pipeline Company Limited	87.5	Medium
	Kenya Plant Health Inspectorate Service	87.5	Medium
	Kenya Ports Authority	87.5	Medium
	Kenya Post Office Savings Bank	100	High
	Kenya Power Co. Ltd	100	High
	Kenya Reinsurance Corporation Limited	100	High
	Kenya Revenue Authority	100	High
	Kenya Roads Board	87.5	Medium
	Kenya School of Government	75	Medium
	Kenya School of Law	75	Medium
	Kenya Seed Company Limited	100	High
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	87.5	Medium
	Kenya Urban Roads Authority	62.5	Medium
	Kenya Utalii College	75	Medium
	Kenya Veterinary Board	75	Medium
	Kenya Veterinary Vaccines Production Institute	100	High
	Kenya Water Towers Agency	75	Medium
	Kenya Wildlife Service	62.5	Medium
	Kenyatta International Convention Centre	100	High
	Kerio Valley Development Authority	75	Medium
	Konza Technopolis Development Authority	75	Medium
	Lake Basin Development Authority	75	Medium
	Lake Victoria North Water Services Board	75	Medium
	Lake Victoria South Water Services Board	62.5	Medium
	Local Authorities Provident Fund	87.5	Medium
	Maasai Mara University	100	High
	Media Council of Kenya	62.5	Medium
	Micro and Small Enterprises Authority	87.5	Medium
	Muhoroni Sugar Company Limited (In Receivership)	25	Low
	NACADA	100	High
	National Aids Control Council	87.5	Medium
	National Biosafety Authority	100	High
	National Commission For Science, Technology and Innovation	75	Medium
	National Communications Secretariat	12.5	Low

Category	Name of Organization	Mean Score (%)	Rating
	National Construction Authority	87.5	Medium
	National Council for Law Reporting	87.5	Medium
	National Council for Persons With Disabilities	75	Medium
	National Council for Population and Development	100	High
	National Crime Research Centre	87.5	Medium
	National Drought Management Authority	62.5	Medium
	National Environment Management Authority	100	High
	National Government Constituencies Development Fund	100	High
	National Industrial Training Authority	100	High
	National Irrigation Board	100	High
	National Social Security Fund	100	High
	National Transport and Safety Authority	62.5	Medium
	National Water Conservation & Pipeline Corporation	100	High
	National Youth Council	37.5	Low
	New Kenya Cooperative Creameries Limited	87.5	Medium
	Northern Water Services Board	100	High
	Numerical Machining Complex	62.5	Medium
	Nursing Council of Kenya	75	Medium
	Nyayo Tea Zones Development Corporation	62.5	Medium
	Pest Control Products Board	62.5	Medium
	Public Procurement Regulatory Authority	62.5	Medium
	Retirement Benefits Authority	75	Medium
	Rift Valley Water Services Board	100	High
	Rural Electrification Authority	87.5	Medium
	South Nyanza Sugar Company Limited	87.5	Medium
	Tana and Athi Rivers Development Authority	62.5	Medium
	Tanathi Water Services Board	100	High
	Technical and Vocational Education and Training Authority	50	Low
	The Jomo Kenyatta Foundation	100	High
	The Kenya Vision 2030 Delivery Secretariat	75	Medium
	Unclaimed Financial Assets Authority	87.5	Medium
	Water Resources Management Authority	100	High
	Water Sector Trust Fund	87.5	Medium

Category	Name of Organization	Mean Score (%)	Rating
Statutory Commissions and Authorities	Council of Governors	62.5	Medium
	Energy Regulatory Commission	87.5	Medium
	Kenya Law Reform Commission	75	Medium
	National Cohesion and Integration Commission	62.5	Medium

Thematic Area 1: Ensuring High Standards of Professional Ethics In Public Service

Category	Name of Organization	Mean Score (%)	Rating
Independent Offices and Commissions	Commission on Administrative Justice	42.9	Low
	Commission on Revenue Allocation	100.0	High
	Ethics and Anti-Corruption Commission	85.7	Medium
	Kenya National Commission on Human Rights	42.9	Low
	National Land Commission	71.4	Medium
	Office of the Auditor - General	85.7	Medium
	Office of the Controller Of Budget	85.7	Medium
	Public Service Commission	85.7	Medium
	Salaries and Remuneration Commission	42.9	Low
Ministry & State Departments	Cabinet Affairs Office	57.1	Low
	Directorate of Immigration and Registration of Persons	71.4	Medium
	Kenya Correctional Services (Prisons)	50.0	Low
	Ministry of Defence	78.6	Medium
	Ministry of Foreign Affairs	57.1	Low
	Ministry of Lands and Physical Planning	57.1	Low
	Ministry of Mining	42.9	Low
	Ministry of Tourism	85.7	Medium
	National Youth Service	71.4	Medium
	Office of the Attorney General And Department of Justice	64.3	Medium
	Office of the Deputy President	57.1	Low
	State Department of Energy	85.7	Medium

Category	Name of Organization	Mean Score (%)	Rating
	State Department for Arts and Culture	64.3	Medium
	State Department for Irrigation	85.7	Medium
	State Department for Labour	85.7	Medium
	State Department for Planning and Statistics	78.6	Medium
	State Department for Social Protection	85.7	Medium
	State Department for Special Programs	28.6	Low
	State Department for Transport	57.1	Low
	State Department for Water Services	57.1	Low
	State Department of Broadcasting and Telecommunication	28.6	Low
	State Department of Cooperatives	71.4	Medium
	State Department of Devolution	42.9	Low
	State Department of Environment	71.4	Medium
	State Department of Fisheries and the Blue Economy	57.1	Low
	State Department of Gender Affairs	64.3	Medium
	State Department of ICT & Innovation	78.6	Medium
	State Department of Interior	57.1	Low
	State Department of Maritime and Shipping	78.6	Medium
	State Department of Petroleum	85.7	Medium
	State Department of Public Service and Youth Affairs	71.4	Medium
	State Department of Public Works	71.4	Medium
	State Department of Sports Development	57.1	Low
	State Department of Trade	85.7	Medium
	State Department of University Education	57.1	Low
	State House	71.4	Medium
	The National Treasury	85.7	Medium
State Corporations &Semi Autonomous Government Agency (SAGA)	Agricultural Development Corporation	64.3	Medium
	Agriculture and Food Authority	85.7	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Agriculture Information Resource Center	78.6	Medium
	Agro Chemical and Food Company Limited	50.0	Low
	Anti Counterfeit Agency	85.7	Medium
	Anti-Doping Agency of Kenya	57.1	Low
	Anti-Female Genital Mutilation Board	71.4	Medium
	Athi Water Service Board (AWSB)	85.7	Medium
	Bomas of Kenya Ltd	85.7	Medium
	Bukura Agricultural College	85.7	Medium
	Capital Markets Authority	85.7	Medium
	Commodities Fund	85.7	Medium
	Competition Authority of Kenya	78.6	Medium
	Consolidated Bank of Kenya Ltd	85.7	Medium
	East African Portland Cement Company Limited	85.7	Medium
	Engineers Board of Kenya	78.6	Medium
	Ewaso Ngiro South Development Authority	85.7	Medium
	Export Promotion Council	85.7	Medium
	Higher Education Loans Board	85.7	Medium
	Industrial and Commercial Development Corporation	78.6	Medium
	Insurance Regulatory Authority	85.7	Medium
	Kenya Broadcasting Corporation	85.7	Medium
	Kenya Civil Aviation Authority	85.7	Medium
	Kenya Cultural Centre/National Teathre	78.6	Medium
	Kenya Education Management Institute	85.7	Medium
	Kenya Electricity Generating Company (KENGEN)	85.7	Medium
	Kenya Ferry Services Limited	85.7	Medium
	Kenya Film Classification Board	57.1	Low
	Kenya Forest Service	85.7	Medium
	Kenya Forestry Research Institute	85.7	Medium
	Kenya Industrial Property Institute	85.7	Medium
	Kenya Industrial Research & Development Institute	85.7	Medium
	Kenya Institute for Public Policy Research and Analysis	78.6	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Kenya Institute of Curriculum Development	85.7	Medium
	Kenya Institute of Mass Communication	64.3	Medium
	Kenya Institute of Special Education	85.7	Medium
	Kenya Literature Bureau	85.7	Medium
	Kenya Marine and Fisheries Research Institute	78.6	Medium
	Kenya Maritime Authority	78.6	Medium
	Kenya National Assurance Company (2001) Limited	85.7	Medium
	Kenya National Bureau of Statistics	85.7	Medium
	Kenya National Commission for UNESCO	85.7	Medium
	Kenya National Highways Authority	85.7	Medium
	Kenya National Library Service	78.6	Medium
	Kenya National Trading Corporation	85.7	Medium
	Kenya Nuclear Electricity Board	78.6	Medium
	Kenya Ordnance Factories Corporation	71.4	Medium
	Kenya Pipeline Company Limited	85.7	Medium
	Kenya Plant Health Inspectorate Service	85.7	Medium
	Kenya Ports Authority	78.6	Medium
	Kenya Post Office Savings Bank	85.7	Medium
	Kenya Power Co. Ltd	85.7	Medium
	Kenya Reinsurance Corporation Limited	78.6	Medium
	Kenya Revenue Authority	85.7	Medium
	Kenya Roads Board	78.6	Medium
	Kenya School of Government	85.7	Medium
	Kenya School of Law	85.7	Medium
	Kenya Seed Company Limited	85.7	Medium
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	100.0	High
	Kenya Urban Roads Authority	57.1	Low
	Kenya Utalii College	78.6	Medium
	Kenya Veterinary Board	64.3	Medium
	Kenya Veterinary Vaccines Production Institute	71.4	Medium
	Kenya Water Towers Agency	85.7	Medium
	Kenya Wildlife Service	71.4	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Kenyatta International Convention Centre	85.7	Medium
	Kerio Valley Development Authority	85.7	Medium
	Konza Technopolis Development Authority	28.6	Low
	Lake Basin Development Authority	78.6	Medium
	Lake Victoria North Water Services Board	78.6	Medium
	Lake Victoria South Water Services Board	64.3	Medium
	Local Authorities Provident Fund	85.7	Medium
	Maasai Mara University	85.7	Medium
	Media Council of Kenya	42.9	Low
	Micro and Small Enterprises Authority	85.7	Medium
	Muhoroni Sugar Company Limited (In Receivership)	28.6	Low
	NACADA	78.6	Medium
	National Aids Control Council	64.3	Medium
	National Biosafety Authority	78.6	Medium
	National Commission for Science, Technology and Innovation	57.1	Low
	National Communications Secretariat	57.1	Low
	National Construction Authority	85.7	Medium
	National Council for Law Reporting	100.0	High
	National Council for Persons With Disabilities	64.3	Medium
	National Council for Population and Development	100.0	High
	National Crime Research Centre	71.4	Medium
	National Drought Management Authority	50.0	Low
	National Environment Management Authority	85.7	Medium
	National Government Constituencies Development Fund	85.7	Medium
	National Industrial Training Authority	85.7	Medium
	National Irrigation Board	78.6	Medium
	National Social Security Fund	85.7	Medium
	National Transport and Safety Authority	85.7	Medium
	National Water Conservation & Pipeline Corporation	85.7	Medium
	National Youth Council	64.3	Medium

Category	Name of Organization	Mean Score (%)	Rating
	New Kenya Cooperative Creameries Limited	57.1	Low
	Northern Water Services Board	85.7	Medium
	Numerical Machining Complex	78.6	Medium
	Nursing Council of Kenya	71.4	Medium
	Nyayo Tea Zones Development Corporation	85.7	Medium
	Pest Control Products Board	78.6	Medium
	Public Procurement Regulatory Authority	57.1	Low
	Retirement Benefits Authority	85.7	Medium
	Rift Valley Water Services Board	85.7	Medium
	Rural Electrification Authority	85.7	Medium
	South Nyanza Sugar Company Limited	64.3	Medium
	Tana and Athi Rivers Development Authority	85.7	Medium
	Tanathi Water Services Board	71.4	Medium
	Technical and Vocational Education and Training Authority	42.9	Low
	The Jomo Kenyatta Foundation	71.4	Medium
	The Kenya Vision 2030 Delivery Secretariat	85.7	Medium
	Unclaimed Financial Assets Authority	78.6	Medium
	Water Resources Management Authority	85.7	Medium
	Water Sector Trust Fund	85.7	Medium
Statutory Commissions and Authorities	Council of Governors	100.0	High
	Energy Regulatory Commission	100.0	High
	Kenya Law Reform Commission	57.1	Low
	National Cohesion and Integration Commission	100.0	High

Thematic Area 3: Good Governance, Transparency and Accountability

Category	Name of Organization	Mean Score %	Rating
Independent Offices and Commissions	Commission on Administrative Justice	100	High
	Commission on Revenue Allocation	100	High
	Ethics and Anti-Corruption Commission	100	High
	Kenya National Commission on Human Rights	100	High
	National Land Commission	50	Low
	Office of the Auditor - General	100	High
	Office of the Controller Of Budget	100	High
	Public Service Commission	50	Low
	Salaries and Remuneration Commission	100	High
Ministry & State Departments	Cabinet Affairs Office	50	Low
	Directorate of Immigration and Registration of Persons	50	Low
	Kenya Correctional Services (Prisons)	100	High
	Ministry of Defence	50	Low
	Ministry of Foreign Affairs	100	High
	Ministry of Lands and Physical Planning	50	Low
	Ministry of Mining	100	High
	Ministry of Tourism	100	High
	National Youth Service	50	Low
	Office of the Attorney General And Department of Justice	100	High
	Office of the Deputy President	100	High
	State Department of Energy	100	High
	State Department for Arts and Culture	100	High
	State Department for Irrigation	100	High
	State Department for Labour	50	Low
	State Department for Planning and Statistics	50	Low
	State Department for Social Protection	50	Low
	State Department for Special Programs	50	Low
	State Department for Transport	100	High
	State Department for Water Services	100	High

Category	Name of Organization	Mean Score %	Rating
	State Department of Broadcasting and Telecommunication	50	Low
	State Department of Cooperatives	100	High
	State Department Of Devolution	50	Low
	State Department of Environment	100	High
	State Department of Fisheries and the Blue Economy	100	High
	State Department of Gender Affairs	100	High
	State Department of ICT & Innovation	100	High
	State Department of Interior	50	Low
	State Department of Maritime And Shipping	100	High
	State Department of Petroleum	100	High
	State Department of Public Service and Youth Affairs	100	High
	State Department of Public Works	50	Low
	State Department of Sports Development	100	High
	State Department of Trade	100	High
	State Department of University Education	100	High
	State House	100	High
	The National Treasury	50	Low
State Corporations &Semi Autonomous Government Agency (SAGA)	Agricultural Development Corporation	50	Low
	Agriculture and Food Authority	100	High
	Agriculture Information Resource Center	100	High
	Agro Chemical and Food Company Limited	100	High
	Anti Counterfeit Agency	100	High
	Anti-Doping Agency of Kenya	100	High
	Anti-Female Genital Mutilation Board	100	High
	Athi Water Service Board (AWSB)	100	High
	Bomas of Kenya Ltd	100	High
	Bukura Agricultural College	50	Low
	Capital Markets Authority	100	High
	Commodities Fund	100	High
	Competition Authority of Kenya	100	High

Category	Name of Organization	Mean Score %	Rating
	Consolidated Bank of Kenya Ltd	100	High
	East African Portland Cement Company Limited	50	Low
	Engineers Board of Kenya	100	High
	Ewaso Ngiro South Development Authority	100	High
	Export Promotion Council	100	High
	Higher Education Loans Board	100	High
	Industrial and Commercial Development Corporation	100	High
	Insurance Regulatory Authority	100	High
	Kenya Broadcasting Corporation	100	High
	Kenya Civil Aviation Authority	100	High
	Kenya Cultural Centre/National Teathre	100	High
	Kenya Education Management Institute	100	High
	Kenya Electricity Generating Company (KENGEN)	100	High
	Kenya Ferry Services Limited	100	High
	Kenya Film Classification Board	100	High
	Kenya Forest Service	50	Low
	Kenya Forestry Research Institute	50	Low
	Kenya Industrial Property Institute	50	Low
	Kenya Industrial Research & Development Institute	100	High
	Kenya Institute for Public Policy Research And Analysis	100	High
	Kenya Institute of Curriculum Development	100	High
	Kenya Institute of Mass Communication	100	High
	Kenya Institute of Special Education	100	High
	Kenya Literature Bureau	100	High
	Kenya Marine and Fisheries Research Institute	100	High
	Kenya Maritime Authority	100	High
	Kenya National Assurance Company (2001) Limited	100	High
	Kenya National Bureau Of Statistics	100	High
	Kenya National Commission for UNESCO	100	High
	Kenya National Highways Authority	100	High
	Kenya National Library Service	100	High
	Kenya National Trading Corporation	50	Low
	Kenya Nuclear Electricity Board	100	High
	Kenya Ordnance Factories Corporation	50	Low
	Kenya Pipeline Company Limited	100	High

Category	Name of Organization	Mean Score %	Rating
	Kenya Plant Health Inspectorate Service	100	High
	Kenya Ports Authority	100	High
	Kenya Post Office Savings Bank	100	High
	Kenya Power & Lighting Co. Ltd	50	Low
	Kenya Reinsurance Corporation Limited	100	High
	Kenya Revenue Authority	50	Low
	Kenya Roads Board	100	High
	Kenya School of Government	100	High
	Kenya School of Law	100	High
	Kenya Seed Company Limited	50	Low
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	100	High
	Kenya Urban Roads Authority	100	High
	Kenya Utalii College	100	High
	Kenya Veterinary Board	100	High
	Kenya Veterinary Vaccines Production Institute	100	High
	Kenya Water Towers Agency	100	High
	Kenya Wildlife Service	50	Low
	Kenyatta International Convention Centre	100	High
	Kerio Valley Development Authority	50	Low
	Konza Technopolis Development Authority	100	High
	Lake Basin Development Authority	100	High
	Lake Victoria North Water Services Board	100	High
	Lake Victoria South Water Services Board	100	High
	Local Authorities Provident Fund	100	High
	Maasai Mara University	100	High
	Media Council of Kenya	100	High
	Micro and Small Enterprises Authority	100	High
	Muhoroni Sugar Company Limited (In Receivership)	50	Low
	NACADA	50	Low
	National Aids Control Council	100	High
	National Biosafety Authority	100	High
	National Commission For Science, Technology and Innovation	100	High
	National Communications Secretariat	100	High
	National Construction Authority	100	High

Category	Name of Organization	Mean Score %	Rating
	National Council for Law Reporting	100	High
	National Council for Persons With Disabilities	100	High
	National Council for Population and Development	50	Low
	National Crime Research Centre	100	High
	National Drought Management Authority	100	High
	National Environment Management Authority	100	High
	National Government Constituencies Development Fund	100	High
	National Industrial Training Authority	100	High
	National Irrigation Board	100	High
	National Social Security Fund	100	High
	National Transport And Safety Authority	50	Low
	National Water Conservation & Pipeline Corporation	50	Low
	National Youth Council	100	High
	New Kenya Cooperative Creameries Limited	100	High
	Northern Water Services Board	100	High
	Numerical Machining Complex	100	High
	Nursing Council of Kenya	50	Low
	Nyayo Tea Zones Development Corporation	100	High
	Pest Control Products Board	100	High
	Public Procurement Regulatory Authority	100	High
	Retirement Benefits Authority	100	High
	Rift Valley Water Services Board	100	High
	Rural Electrification Authority	100	High
	South Nyanza Sugar Company Limited	50	Low
	Tana and Athi Rivers Development Authority	100	High
	Tanathi Water Services Board	100	High
	Technical and Vocational Education and Training Authority	100	High
	The Jomo Kenyatta Foundation	100	High
	The Kenya Vision 2030 Delivery Secretariat	100	High
	Unclaimed Financial Assets Authority	100	High
	Water Resources Management Authority	100	High
	Water Sector Trust Fund	100	High

Category	Name of Organization	Mean Score %	Rating
Statutory Commissions and Authorities	Council of Governors	100	High
	Energy Regulatory Commission	100	High
	Kenya Law Reform Commission	100	High
	National Cohesion And Integration Commission	100	High

Thematic Area 9: Performance Management

Category	Name of Organization	Mean Scores %	Rating
Independent Offices and Commissions			
	Commission on Administrative Justice	40	Medium
	Commission on Revenue Allocation	80	Medium
	Ethics and Anti-Corruption Commission	70	Medium
	Kenya National Commission on Human Rights	50	Medium
	National Land Commission	60	Medium
	Office of the Auditor - General	80	Medium
	Office of the Controller of Budget	60	Medium
	Public Service Commission	40	Medium
	Salaries and Remuneration Commission	60	Medium
Ministry & State Departments			
	Cabinet Affairs Office	40	Medium
	Directorate of Immigration and Registration of Persons	40	Medium
	Kenya Correctional Services (Prisons)	40	Medium
	Ministry of Defence	50	Medium
	Ministry of Foreign Affairs	80	Medium
	Ministry of Lands and Physical Planning	60	Medium
	Ministry of Mining	40	Medium
	Ministry of Tourism	20	Low
	National Youth Service	50	Medium
	Office of The Attorney General And Department of Justice	40	Medium
	Office of the Deputy President	70	Medium
	State Department of Energy	80	Medium
	State Department for Arts and Culture	20	Low
	State Department for Irrigation	60	Medium
	State Department for Labour	20	Low

Category	Name of Organization	Mean Scores %	Rating
	State Department for Planning and Statistics	30	Low
	State Department for Social Protection	40	Medium
	State Department for Special Programs	20	Low
	State Department for Transport	40	Medium
	State Department for Water Services	20	Low
	State Department of Broadcasting and Telecommunication	30	Low
	State Department of Cooperatives	80	Medium
	State Department of Devolution	60	Medium
	State Department of Environment	40	Medium
	State Department of Fisheries and the Blue Economy	90	High
	State Department of Gender Affairs	60	Medium
	State Department of ICT & Innovation	20	Low
	State Department of Interior	20	Low
	State Department of Maritime And Shipping	20	Low
	State Department of Petroleum	60	Medium
	State Department of Public Service and Youth Affairs	40	Medium
	State Department of Public Works	40	Medium
	State Department of Sports Development	40	Medium
	State Department of Trade	30	Low
	State Department of University Education	70	Medium
	State House	50	Medium
	The National Treasury	60	Medium
State Corporations &Semi Autonomous Government Agency (SAGA)			
	Agricultural Development Corporation	30	Low
	Agriculture and Food Authority	60	Medium
	Agriculture Information Resource Center	40	Medium
	Agro Chemical and Food Company Limited	60	Medium
	Anti Counterfeit Agency	70	Medium
	Anti-Doping Agency of Kenya	80	Medium
	Anti-Female Genital Mutilation Board	20	Low
	Athi Water Service Board (AWSB)	100	High
	Bomas of Kenya Ltd	80	Medium
	Bukura Agricultural College	60	Medium
	Capital Markets Authority	100	High

Category	Name of Organization	Mean Scores %	Rating
	Commodities Fund	100	High
	Competition Authority of Kenya	70	Medium
	Consolidated Bank of Kenya Ltd	90	High
	East African Portland Cement Company Limited	60	Medium
	Engineers Board of Kenya	60	Medium
	Ewaso Ngiro South Development Authority	100	High
	Export Promotion Council	60	Medium
	Higher Education Loans Board	90	High
	Industrial and Commercial Development Corporation	100	High
	Insurance Regulatory Authority	100	High
	Kenya Broadcasting Corporation	80	Medium
	Kenya Civil Aviation Authority	80	Medium
	Kenya Cultural Centre/National Theatre	40	Medium
	Kenya Education Management Institute	80	Medium
	Kenya Electricity Generating Company (KENGEN)	60	Medium
	Kenya Ferry Services Limited	100	High
	Kenya Film Classification Board	80	Medium
	Kenya Forest Service	80	Medium
	Kenya Forestry Research Institute	50	Medium
	Kenya Industrial Property Institute	50	Medium
	Kenya Industrial Research & Development Institute	100	High
	Kenya Institute for Public Policy Research And Analysis	70	Medium
	Kenya Institute of Curriculum Development	80	Medium
	Kenya Institute of Mass Communication	30	Low
	Kenya Institute of Special Education	60	Medium
	Kenya Literature Bureau	80	Medium
	Kenya Marine and Fisheries Research Institute	90	High
	Kenya Maritime Authority	80	Medium
	Kenya National Assurance Company (2001) Limited	40	Medium
	Kenya National Bureau of Statistics	30	Low
	Kenya National Commission for UNESCO	80	Medium
	Kenya National Highways Authority	80	Medium
	Kenya National Library Service	20	Low
	Kenya National Trading Corporation	80	Medium

Category	Name of Organization	Mean Scores %	Rating
	Kenya Nuclear Electricity Board	70	Medium
	Kenya Ordnance Factories Corporation	60	Medium
	Kenya Pipeline Company Limited	80	Medium
	Kenya Plant Health Inspectorate Service	100	High
	Kenya Ports Authority	80	Medium
	Kenya Post Office Savings Bank	100	High
	Kenya Power & Lighting Co. Ltd	60	Medium
	Kenya Reinsurance Corporation Limited	80	Medium
	Kenya Revenue Authority	60	Medium
	Kenya Roads Board	100	High
	Kenya School of Government	80	Medium
	Kenya School of Law	70	Medium
	Kenya Seed Company Limited	80	Medium
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	80	Medium
	Kenya Urban Roads Authority	80	Medium
	Kenya Utalii College	70	Medium
	Kenya Veterinary Board	20	Low
	Kenya Veterinary Vaccines Production Institute	100	High
	Kenya Water Towers Agency	80	Medium
	Kenya Wildlife Service	40	Medium
	Kenyatta International Convention Centre	80	Medium
	Kerio Valley Development Authority	80	Medium
	Konza Technopolis Development Authority	80	Medium
	Lake Basin Development Authority	70	Medium
	Lake Victoria North Water Services Board	90	High
	Lake Victoria South Water Services Board	80	Medium
	Local Authorities Provident Fund	60	Medium
	Maasai Mara University	80	Medium
	Media Council of Kenya	0	Low
	Micro and Small Enterprises Authority	40	Medium
	Muhoroni Sugar Company Limited (In Receivership)	20	Low
	NACADA	90	High
	National Aids Control Council	80	Medium
	National Biosafety Authority	80	Medium

Category	Name of Organization	Mean Scores %	Rating
	National Commission for Science, Technology and Innovation	60	Medium
	National Communications Secretariat	40	Medium
	National Construction Authority	100	High
	National Council for Law Reporting	100	High
	National Council for Persons With Disabilities	80	Medium
	National Council for Population and Development	100	High
	National Crime Research Centre	90	High
	National Drought Management Authority	40	Medium
	National Environment Management Authority	60	Medium
	National Government Constituencies Development Fund	80	Medium
	National Industrial Training Authority	90	High
	National Irrigation Board	50	Medium
	National Social Security Fund	70	Medium
	National Transport and Safety Authority	40	Medium
	National Water Conservation & Pipeline Corporation	100	High
	National Youth Council	10	Low
	New Kenya Cooperative Creameries Limited	60	Medium
	Northern Water Services Board	80	Medium
	Numerical Machining Complex	60	Medium
	Nursing Council of Kenya	20	Low
	Nyayo Tea Zones Development Corporation	80	Medium
	Pest Control Products Board	80	Medium
	Public Procurement Regulatory Authority	40	Medium
	Retirement Benefits Authority	70	Medium
	Rift Valley Water Services Board	80	Medium
	Rural Electrification Authority	80	Medium
	South Nyanza Sugar Company Limited	40	Medium
	Tana and Athi Rivers Development Authority	40	Medium
	Tanathi Water Services Board	30	Low
	Technical and Vocational Education and Training Authority	40	Medium
	The Jomo Kenyatta Foundation	80	Medium
	The Kenya Vision 2030 Delivery Secretariat	100	High
	Unclaimed Financial Assets Authority	60	Medium
	Water Resources Management Authority	90	High

Category	Name of Organization	Mean Scores %	Rating
	Water Sector Trust Fund	100	High
Statutory Commissions and Authorities			
	Council of Governors	80	Medium
	Energy Regulatory Commission	80	Medium
	Kenya Law Reform Commission	50	Medium
	National Cohesion and Integration Commission	60	Medium

Thematic Area 8: Improvement in Service Delivery

Category	Name of Organization	Mean Score (%)	Rating
Independent Offices and Commissions			
	Commission on Administrative Justice	60	Medium
	Commission on Revenue Allocation	60	Medium
	Ethics and Anti-Corruption Commission	100	High
	Kenya National Commission on Human Rights	60	Medium
	National Land Commission	60	Medium
	Office of the Auditor - General	60	Medium
	Office of the Controller of Budget	80	High
	Public Service Commission	20	Low
	Salaries and Remuneration Commission	0	Low
Ministry & State Departments			
	Cabinet Affairs Office	0	Low
	Directorate of Immigration and Registration of Persons	100	High
	Kenya Correctional Services (Prisons)	60	Medium
	Ministry of Defence	20	Low
	Ministry of Foreign Affairs	40	Medium
	Ministry of Lands and Physical Planning	40	Medium
	Ministry of Mining	40	Medium
	Ministry of Tourism	0	Low
	National Youth Service	60	Medium
	Office of the Attorney General and Department of Justice	100	High
	Office of the Deputy President	20	Low
	State Department of Energy	80	High
	State Department for Arts and Culture	40	Medium
	State Department for Irrigation	20	Low

Category	Name of Organization	Mean Score (%)	Rating
	State Department for Labour	40	Medium
	State Department for Planning and Statistics	20	Low
	State Department for Social Protection	40	Medium
	State Department for Special Programs	0	Low
	State Department for Transport	20	Low
	State Department for Water Services	20	Low
	State Department of Broadcasting and Telecommunication	40	Medium
	State Department of Cooperatives	40	Medium
	State Department of Devolution	0	Low
	State Department of Environment	20	Low
	State Department of Fisheries and the Blue Economy	20	Low
	State Department of Gender Affairs	40	Medium
	State Department of ICT & Innovation	20	Low
	State Department of Interior	40	Medium
	State Department of Maritime And Shipping	0	Low
	State Department of Petroleum	60	Medium
	State Department of Public Service and Youth Affairs	60	Medium
	State Department of Public Works	20	Low
	State Department of Sports Development	20	Low
	State Department of Trade	40	Medium
	State Department of University Education	80	High
	State House	60	Medium
	The National Treasury	60	Medium
State Corporations &Semi Autonomous Government Agency (SAGA)			
	Agricultural Development Corporation	40	Medium
	Agriculture and Food Authority	80	High
	Agriculture Information Resource Center	40	Medium
	Agro Chemical and Food Company Limited	40	Medium
	Anti Counterfeit Agency	60	Medium
	Anti-Doping Agency of Kenya	20	Low
	Anti-Female Genital Mutilation Board	20	Low
	Athi Water Service Board (AWSB)	60	Medium
	Bomas of Kenya Ltd	0	Low
	Bukura Agricultural College	40	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Capital Markets Authority	80	High
	Commodities Fund	60	Medium
	Competition Authority Of Kenya	40	Medium
	Consolidated Bank of Kenya Ltd	80	High
	East African Portland Cement Company Limited	80	High
	Engineers Board of Kenya	20	Low
	Ewaso Ng'iro South Development Authority	60	Medium
	Export Promotion Council	20	Low
	Higher Education Loans Board	80	High
	Industrial and Commercial Development Corporation	40	Medium
	Insurance Regulatory Authority	40	Medium
	Kenya Broadcasting Corporation	60	Medium
	Kenya Civil Aviation Authority	60	Medium
	Kenya Cultural Centre/National Theatre	20	Low
	Kenya Education Management Institute	60	Medium
	Kenya Electricity Generating Company (KENGEN)	60	Medium
	Kenya Ferry Services Limited	60	Medium
	Kenya Film Classification Board	40	Medium
	Kenya Forest Service	60	Medium
	Kenya Forestry Research Institute	80	High
	Kenya Industrial Property Institute	20	Low
	Kenya Industrial Research & Development Institute	80	High
	Kenya Institute for Public Policy Research and Analysis	20	Low
	Kenya Institute of Curriculum Development	40	Medium
	Kenya Institute of Mass Communication	40	Medium
	Kenya Institute of Special Education	80	High
	Kenya Literature Bureau	80	High
	Kenya Marine and Fisheries Research Institute	80	High
	Kenya Maritime Authority	60	Medium
	Kenya National Assurance Company (2001) Limited	40	Medium
	Kenya National Bureau of Statistics	40	Medium
	Kenya National Commission For UNESCO	0	Low
	Kenya National Highways Authority	60	Medium
	Kenya National Library Service	60	Medium
	Kenya National Trading Corporation	40	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Kenya Nuclear Electricity Board	40	Medium
	Kenya Ordnance Factories Corporation	20	Low
	Kenya Pipeline Company Limited	80	High
	Kenya Plant Health Inspectorate Service	60	Medium
	Kenya Ports Authority	60	Medium
	Kenya Post Office Savings Bank	60	Medium
	Kenya Power & Lighting Co. Ltd	80	High
	Kenya Reinsurance Corporation Limited	60	Medium
	Kenya Revenue Authority	80	High
	Kenya Roads Board	20	Low
	Kenya School of Government	80	High
	Kenya School of Law	20	Low
	Kenya Seed Company Limited	80	High
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	60	Medium
	Kenya Urban Roads Authority	60	Medium
	Kenya Utalii College	40	Medium
	Kenya Veterinary Board	40	Medium
	Kenya Veterinary Vaccines Production Institute	20	Low
	Kenya Water Towers Agency	60	Medium
	Kenya Wildlife Service	60	Medium
	Kenyatta International Convention Centre	60	Medium
	Kerio Valley Development Authority	40	Medium
	Konza Technopolis Development Authority	60	Medium
	Lake Basin Development Authority	60	Medium
	Lake Victoria North Water Services Board	40	Medium
	Lake Victoria South Water Services Board	40	Medium
	Local Authorities Provident Fund	40	Medium
	Maasai Mara University	60	Medium
	Media Council of Kenya	0	Low
	Micro and Small Enterprises Authority	40	Medium
	Muhoroni Sugar Company Limited (In Receivership)	20	Low
	NACADA	40	Medium
	National Aids Control Council	0	Low
	National Biosafety Authority	60	Medium

Category	Name of Organization	Mean Score (%)	Rating
	National Commission for Science, Technology and Innovation	20	Low
	National Communications Secretariat	20	Low
	National Construction Authority	80	High
	National Council for Law Reporting	20	Low
	National Council for Persons With Disabilities	40	Medium
	National Council for Population and Development	40	Medium
	National Crime Research Centre	40	Medium
	National Drought Management Authority	60	Medium
	National Environment Management Authority	60	Medium
	National Government Constituencies Development Fund	60	Medium
	National Industrial Training Authority	80	High
	National Irrigation Board	20	Low
	National Social Security Fund	60	Medium
	National Transport and Safety Authority	80	High
	National Water Conservation & Pipeline Corporation	60	Medium
	National Youth Council	40	Medium
	New Kenya Cooperative Creameries Limited	60	Medium
	Northern Water Services Board	80	High
	Numerical Machining Complex	20	Low
	Nursing Council of Kenya	60	Medium
	Nyayo Tea Zones Development Corporation	60	Medium
	Pest Control Products Board	60	Medium
	Public Procurement Regulatory Authority	40	Medium
	Retirement Benefits Authority	60	Medium
	Rift Valley Water Services Board	40	Medium
	Rural Electrification Authority	80	High
	South Nyanza Sugar Company Limited	40	Medium
	Tana and Athi Rivers Development Authority	40	Medium
	Tanathi Water Services Board	20	Low
	Technical and Vocational Education and Training Authority	20	Low
	The Jomo Kenyatta Foundation	80	High
	The Kenya Vision 2030 Delivery Secretariat	20	Low
	Unclaimed Financial Assets Authority	0	Low
	Water Resources Management Authority	60	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Water Sector Trust Fund	40	Medium
Statutory Commissions and Authorities			
	Council of Governors	40	Medium
	Energy Regulatory Commission	60	Medium
	Kenya Law Reform Commission	0	Low
	National Cohesion and Integration Commission	40	Medium

Thematic Area 4: Diversity Management

Category	Name of Organization	Mean Score (%)	Rating
Independent Offices and Commissions	Ethics and Anti-Corruption Commission	46.3	Low
	Office of the Controller Of Budget	49.6	Medium
	Salaries and Remuneration Commission	56.4	Medium
	Commission on Revenue Allocation	56.7	Medium
	Commission on Administrative Justice	66.2	Medium
	Office of the Auditor - General	75.1	Medium
	Public Service Commission	75.2	Medium
	National Land Commission	80.5	Medium
	Kenya National Commission on Human Rights	91.1	High
Ministry & State Departments	State Department of ICT & Innovation	32.9	Low
	State Department of Devolution	33.1	Low
	State Department For Labour	33.3	Low
	Ministry of Mining	34.0	Low
	State Department of Gender Affairs	40.7	Low
	State Department of Broadcasting and Telecommunication	41.9	Low
	Office of the Deputy President	42.7	Low
	State Department for Water Services	43.8	Low
	State Department of Maritime and Shipping	48.4	Medium
	State Department of Petroleum	48.7	Medium
	State Department of Trade	49.0	Medium
	State Department of Sports Development	49.3	Medium
	State Department for Special Programs	50.7	Medium
	Ministry of Defence	50.9	Medium
	State House	51.1	Medium

Category	Name of Organization	Mean Score (%)	Rating
	National Youth Service	54.0	Medium
	State Department for Arts and Culture	57.7	Medium
	State Department for Transport	58.3	Medium
	Ministry of Tourism	58.3	Medium
	Kenya Correctional Services (Prisons)	62.8	Medium
	State Department of Interior	63.7	Medium
	Cabinet Affairs Office	66.4	Medium
	State Department of Energy	66.6	Medium
	The National Treasury	67.7	Medium
	State Department for Irrigation	67.9	Medium
	State Department of Public Works	68.2	Medium
	Ministry of Lands and Physical Planning	68.6	Medium
	State Department of Environment	68.6	Medium
	State Department for Social Protection	68.7	Medium
	Directorate of Immigration and Registration of Persons	69.3	Medium
	State Department of Cooperatives	73.5	Medium
	State Department for Planning and Statistics	74.8	Medium
	State Department of Fisheries and the Blue Economy	81.8	Medium
	State Department of Public Service and Youth Affairs	83.8	Medium
	Ministry of Foreign Affairs	84.5	High
	State Department of University Education	90.3	High
	Office of The Attorney General and Department of Justice	100.0	High
State Corporations & Semi Autonomous Government Agency (SAGA)	Muhoroni Sugar Company Limited (In Receivership)	0.0	Low
	Nursing Council of Kenya	15.7	Low
	Anti-Female Genital Mutilation Board	23.7	Low
	Micro and Small Enterprises Authority	24.0	Low
	National Youth Council	31.2	Low
	Media Council of Kenya	31.4	Low
	Kenya National Trading Corporation	34.0	Low

Category	Name of Organization	Mean Score (%)	Rating
	Technical and Vocational Education and Training Authority	34.0	Low
	New Kenya Cooperative Creameries Limited	35.2	Low
	Kenya National Assurance Company (2001) Limited	39.1	Low
	Kenya Veterinary Board	40.0	Low
	Kenya National Commission For UNESCO	40.3	Low
	Kenya Industrial Property Institute	40.8	Low
	Kenya Urban Roads Authority	44.1	Low
	Kenya Power & Lighting Co. Ltd	44.6	Low
	Retirement Benefits Authority	48.2	Medium
	Kenya Ordnance Factories Corporation	50.9	Medium
	Pest Control Products Board	51.3	Medium
	Kenya National Highways Authority	51.9	Medium
	Kenya National Bureau of Statistics	52.7	Medium
	National Drought Management Authority	53.2	Medium
	Engineers Board of Kenya	55.8	Medium
	Kenya Cultural Centre/National Theatre	56.0	Medium
	National Crime Research Centre	56.4	Medium
	Insurance Regulatory Authority	56.7	Medium
	Export Promotion Council	56.7	Medium
	Kenya School of Law	56.8	Medium
	The Jomo Kenyatta Foundation	56.9	Medium
	Bukura Agricultural College	57.3	Medium
	Higher Education Loans Board	57.4	Medium
	National Council for Population and Development	57.7	Medium
	Agro Chemical and Food Company Limited	57.9	Medium
	Lake Victoria North Water Services Board	58.0	Medium
	South Nyanza Sugar Company Limited	58.1	Medium
	Tanathi Water Services Board	58.5	Medium
	Lake Victoria South Water Services Board	58.7	Medium
	Kenya Veterinary Vaccines Production Institute	59.5	Medium
	Kenya Marine and Fisheries Research Institute	60.8	Medium
	National Communications Secretariat	63.7	Medium
	National Council for Law Reporting	64.4	Medium
	Agriculture Information Resource Center	64.6	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Athi Water Service Board (AWSB)	64.7	Medium
	Unclaimed Financial Assets Authority	64.8	Medium
	Water Sector Trust Fund	65.0	Medium
	Anti Counterfeit Agency	65.1	Medium
	Commodities Fund	65.1	Medium
	Kenya Maritime Authority	65.7	Medium
	Kenya Literature Bureau	66.0	Medium
	Consolidated Bank of Kenya Ltd	66.0	Medium
	Tana and Athi Rivers Development Authority	66.4	Medium
	Numerical Machining Complex	66.7	Medium
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	66.8	Medium
	Konza Technopolis Development Authority	67.1	Medium
	National Transport and Safety Authority	67.3	Medium
	Kenya Industrial Research & Development Institute	68.2	Medium
	Agricultural Development Corporation	68.3	Medium
	National Irrigation Board	68.8	Medium
	Anti-Doping Agency of Kenya	72.3	Medium
	National Commission for Science, Technology and Innovation	72.4	Medium
	Local Authorities Provident Fund	73.0	Medium
	Kenya Nuclear Electricity Board	73.1	Medium
	National Biosafety Authority	73.1	Medium
	Industrial and Commercial Development Corporation	73.1	Medium
	Nyayo Tea Zones Development Corporation	73.2	Medium
	Lake Basin Development Authority	73.3	Medium
	Kenya Institute for Public Policy Research and Analysis	73.3	Medium
	Kenya Institute of Mass Communication	73.4	Medium
	Rural Electrification Authority	73.7	Medium
	National Water Conservation & Pipeline Corporation	73.9	Medium
	National Construction Authority	74.2	Medium
	National Industrial Training Authority	75.1	Medium
	Northern Water Services Board	75.5	Medium
	National Social Security Fund	75.6	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Public Procurement Regulatory Authority	76.0	Medium
	National Government Constituencies Development Fund	76.8	Medium
	East African Portland Cement Company Limited	77.0	Medium
	Kenya Forest Service	78.7	Medium
	Kenya Wildlife Service	79.0	Medium
	Rift Valley Water Services Board	80.6	Medium
	The Kenya Vision 2030 Delivery Secretariat	81.0	Medium
	Kenya Water Towers Agency	81.5	Medium
	Capital Markets Authority	81.7	Medium
	Competition Authority Of Kenya	81.8	Medium
	Bomas of Kenya Ltd	82.1	Medium
	Kenya Plant Health Inspectorate Service	82.1	Medium
	Kenya Seed Company Limited	82.2	Medium
	Water Resources Management Authority	82.5	Medium
	Kenya National Library Service	82.8	Medium
	Kenya Post Office Savings Bank	82.9	Medium
	Agriculture and Food Authority	83.2	Medium
	Kenya Forestry Research Institute	83.6	Medium
	Kenya Utalii College	83.6	Medium
	Kenya Pipeline Company Limited	84.3	High
	Kenya Civil Aviation Authority	85.6	High
	Kenya Ports Authority	85.7	High
	Kenya Institute of Special Education	89.4	High
	Ewaso Ngiro South Development Authority	89.5	High
	Kenya Reinsurance Corporation Limited	90.0	High
	Kenya Institute of Curriculum Development	90.0	High
	Kenya Film Classification Board	90.1	High
	Kenya Roads Board	90.1	High
	Kerio Valley Development Authority	90.2	High
	National Aids Control Council	90.4	High
	Kenyatta International Convention Centre	90.6	High
	NACADA	90.8	High
	National Council for Persons With Disabilities	90.8	High

Category	Name of Organization	Mean Score (%)	Rating
	Maasai Mara University	91.0	High
	National Environment Management Authority	91.1	High
	Kenya Broadcasting Corporation	91.5	High
	Kenya School of Government	91.7	High
	Kenya Ferry Services Limited	92.1	High
	Kenya Revenue Authority	93.0	High
	Kenya Electricity Generating Company (KENGEN)	93.4	High
	Kenya Education Management Institute	97.6	High
Statutory Commissions and Authorities	National Cohesion and Integration Commission	58.0	Medium
	Kenya Law Reform Commission	64.8	Medium
	Council of Governors	73.3	Medium
	Energy Regulatory Commission	82.6	Medium

Thematic Area 6: Equitable Allocation of Opportunities

Category	Name of Organization	Mean Score (%)	Rating
Independent Offices and Commissions	Commission on Administrative Justice	75	Medium
	Commission on Revenue Allocation	75	Medium
	Ethics and Anti-Corruption Commission	75	Medium
	Kenya National Commission On Human Rights	100	High
	National Land Commission	100	High
	Office of the Auditor - General	75	Medium
	Office of the Controller of Budget	100	High
	Public Service Commission	75	Medium
	Salaries and Remuneration Commission	75	Medium
Ministry & State Departments	Cabinet Affairs Office	100	High
	Directorate of Immigration and Registration of Persons	75	Medium
	Kenya Correctional Services (Prisons)	100	High
	Ministry of Defence	100	High
	Ministry of Foreign Affairs	75	Medium
	Ministry of Lands and Physical Planning	100	High

Category	Name of Organization	Mean Score (%)	Rating
	Ministry of Mining	100	High
	Ministry of Tourism	100	High
	National Youth Service	75	Medium
	Office of the Attorney General and Department of Justice	100	High
	Office of the Deputy President	75	Medium
	State Department of Energy	75	Medium
	State Department for Arts and Culture	100	High
	State Department for Irrigation	75	Medium
	State Department for Labour	75	Medium
	State Department for Planning and Statistics	75	Medium
	State Department for Social Protection	100	High
	State Department for Special Programs	75	Medium
	State Department for Transport	50	Low
	State Department for Water Services	0	Low
	State Department of Broadcasting and Telecommunication	75	Medium
	State Department of Cooperatives	75	Medium
	State Department of Devolution	100	High
	State Department of Environment	75	Medium
	State Department of Fisheries and the Blue Economy	100	High
	State Department of Gender Affairs	75	Medium
	State Department of ICT & Innovation	0	Low
	State Department of Interior	50	Low
	State Department of Maritime And Shipping	100	High
	State Department of Petroleum	75	Medium
	State Department of Public Service and Youth Affairs	100	High
	State Department of Public Works	100	High
	State Department Of Sports Development	100	High
	State Department of Trade	75	Medium
	State Department of University Education	0	Low
	State House	75	Medium
	The National Treasury	75	Medium

Category	Name of Organization	Mean Score (%)	Rating
State Corporations & Semi autonomous Government Agency (SAGA)	Agricultural Development Corporation	75	Medium
	Agriculture and Food Authority	100	High
	Agriculture Information Resource Center	75	Medium
	Agro Chemical and Food Company Limited	75	Medium
	Anti-Counterfeit Agency	100	High
	Anti-Doping Agency of Kenya	75	Medium
	Anti-Female Genital Mutilation Board	100	High
	Athi Water Service Board (AWSB)	100	High
	Bomas of Kenya Ltd	75	Medium
	Bukura Agricultural College	100	High
	Capital Markets Authority	100	High
	Commodities Fund	100	High
	Competition Authority of Kenya	100	High
	Consolidated Bank of Kenya Ltd	50	Low
	East African Portland Cement Company Limited	75	Medium
	Engineers Board of Kenya	75	Medium
	Ewaso Ng'iro South Development Authority	75	Medium
	Export Promotion Council	75	Medium
	Higher Education Loans Board	75	Medium
	Industrial and Commercial Development Corporation	75	Medium
	Insurance Regulatory Authority	75	Medium
	Kenya Broadcasting Corporation	75	Medium
	Kenya Civil Aviation Authority	75	Medium
	Kenya Cultural Centre/National Theatre	75	Medium
	Kenya Education Management Institute	100	High
	Kenya Electricity Generating Company (KENGEN)	100	High
	Kenya Ferry Services Limited	75	Medium
	Kenya Film Classification Board	75	Medium
	Kenya Forest Service	75	Medium
	Kenya Forestry Research Institute	100	High
	Kenya Industrial Property Institute	100	High
	Kenya Industrial Research & Development Institute	100	High

Category	Name of Organization	Mean Score (%)	Rating
	Kenya Institute for Public Policy Research And Analysis	75	Medium
	Kenya Institute of Curriculum Development	75	Medium
	Kenya Institute of Mass Communication	75	Medium
	Kenya Institute of Special Education	100	High
	Kenya Literature Bureau	50	Low
	Kenya Marine and Fisheries Research Institute	75	Medium
	Kenya Maritime Authority	75	Medium
	Kenya National Assurance Company (2001) Limited	50	Low
	Kenya National Bureau of Statistics	75	Medium
	Kenya National Commission for UNESCO	75	Medium
	Kenya National Highways Authority	75	Medium
	Kenya National Library Service	75	Medium
	Kenya National Trading Corporation	50	Low
	Kenya Nuclear Electricity Board	100	High
	Kenya Ordnance Factories Corporation	75	Medium
	Kenya Pipeline Company Limited	75	Medium
	Kenya Plant Health Inspectorate Service	75	Medium
	Kenya Ports Authority	75	Medium
	Kenya Post Office Savings Bank	75	Medium
	Kenya Power & Lighting Co. Ltd	75	Medium
	Kenya Reinsurance Corporation Limited	75	Medium
	Kenya Revenue Authority	75	Medium
	Kenya Roads Board	75	Medium
	Kenya School of Government	75	Medium
	Kenya School of Law	75	Medium
	Kenya Seed Company Limited	50	Low
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	100	High
	Kenya Urban Roads Authority	100	High
	Kenya Utalii College	100	High
	Kenya Veterinary Board	100	High
	Kenya Veterinary Vaccines Production Institute	100	High
	Kenya Water Towers Agency	75	Medium
	Kenya Wildlife Service	75	Medium
	Kenyatta International Convention Centre	100	High
	Kerio Valley Development Authority	75	Medium

Category	Name of Organization	Mean Score (%)	Rating
	Konza Technopolis Development Authority	75	Medium
	Lake Basin Development Authority	100	High
	Lake Victoria North Water Services Board	75	Medium
	Lake Victoria South Water Services Board	100	High
	Local Authorities Provident Fund	100	High
	Maasai Mara University	75	Medium
	Media Council of Kenya	100	High
	Micro and Small Enterprises Authority	75	Medium
	Muhoroni Sugar Company Limited (In Receivership)	75	Medium
	NACADA	75	Medium
	National Aids Control Council	100	High
	National Biosafety Authority	75	Medium
	National Commission for Science, Technology and Innovation	75	Medium
	National Communications Secretariat	50	Low
	National Construction Authority	75	Medium
	National Council for Law Reporting	50	Low
	National Council for Persons With Disabilities	100	High
	National Council for Population and Development	100	High
	National Crime Research Centre	100	High
	National Drought Management Authority	75	Medium
	National Environment Management Authority	0	Low
	National Government Constituencies Development Fund	100	High
	National Industrial Training Authority	100	High
	National Irrigation Board	100	High
	National Social Security Fund	75	Medium
	National Transport and Safety Authority	75	Medium
	National Water Conservation & Pipeline Corporation	100	High
	National Youth Council	50	Low
	New Kenya Cooperative Creameries Limited	75	Medium
	Northern Water Services Board	100	High
	Numerical Machining Complex	75	Medium
	Nursing Council of Kenya	75	Medium
	Nyayo Tea Zones Development Corporation	75	Medium
	Pest Control Products Board	100	High

Category	Name of Organization	Mean Score (%)	Rating
	Public Procurement Regulatory Authority	100	High
	Retirement Benefits Authority	75	Medium
	Rift Valley Water Services Board	50	Low
	Rural Electrification Authority	75	Medium
	South Nyanza Sugar Company Limited	75	Medium
	Tana and Athi Rivers Development Authority	75	Medium
	Tana and Athi Water Services Board	75	Medium
	Technical and Vocational Education and Training Authority	75	Medium
	The Jomo Kenyatta Foundation	75	Medium
	The Kenya Vision 2030 Delivery Secretariat	50	Low
	Unclaimed Financial Assets Authority	75	Medium
	Water Resources Management Authority	75	Medium
	Water Sector Trust Fund	100	High
Statutory Commissions and Authorities			
	Council of Governors	100	High
	Energy Regulatory Commission	75	Medium
	Kenya Law Reform Commission	75	Medium
	National Cohesion and Integration Commission	100	High

Thematic Area 10: *Public Participation in Policy Making Process*

Category	Name of Organization	Mean (%)	Rating
Independent Offices and Commissions	Commission on Administrative Justice	0	Low
	Commission on Revenue Allocation	100	High
	Ethics and Anti-Corruption Commission	0	Low
	Kenya National Commission on Human Rights	100	High
	National Land Commission	0	Low
	Office of the Auditor – General	100	High
	Office of the Controller of Budget	0	Low
	Public Service Commission	100	High
	Salaries and Remuneration Commission	100	High
Ministry & State Departments	Cabinet Affairs Office	0	Low
	Directorate of Immigration and Registration of Persons	0	Low

Category	Name of Organization	Mean (%)	Rating
	Kenya Correctional Services (Prisons)	100	High
	Ministry of Defence	100	High
	Ministry of Foreign Affairs	100	High
	Ministry of Lands and Physical Planning	0	Low
	Ministry of Mining	100	High
	Ministry of Tourism	0	Low
	National Youth Service	0	Low
	Office of the Attorney General and Department Of Justice	0	Low
	Office of the Deputy President	0	Low
	State Department of Energy	100	High
	State Department for Arts and Culture	0	Low
	State Department for Irrigation	100	High
	State Department for Labour	100	High
	State Department for Planning and Statistics	100	High
	State Department for Social Protection	100	High
	State Department for Special Programs	100	High
	State Department for Transport	100	High
	State Department for Water Services	100	High
	State Department of Broadcasting and Telecommunication	0	Low
	State Department of Cooperatives	100	High
	State Department of Devolution	100	High
	State Department of Environment	0	Low
	State Department of Fisheries and the Blue Economy	100	High
	State Department of Gender Affairs	100	High
	State Department of ICT & Innovation	100	High
	State Department of Interior	100	High
	State Department of Maritime And Shipping	0	Low
	State Department of Petroleum	0	Low
	State Department of Public Service and Youth Affairs	100	High
	State Department of Public Works	100	High
	State Department of Sports Development	100	High
	State Department of Trade	100	High
	State Department of University Education	100	High
	State House	100	High
	The National Treasury	100	High

Category	Name of Organization	Mean (%)	Rating
State Corporations & Semi-autonomous Government Agency (SAGA)	Agricultural Development Corporation	0	Low
	Agriculture and Food Authority	0	Low
	Agriculture Information Resource Center	100	High
	Agro Chemical and Food Company Limited	0	Low
	Anti-Counterfeit Agency	0	Low
	Anti-Doping Agency of Kenya	0	Low
	Anti-Female Genital Mutilation Board	100	High
	Athi Water Service Board (AWSB)	100	High
	Bomas of Kenya Ltd	0	Low
	Bukura Agricultural College	100	High
	Capital Markets Authority	100	High
	Commodities Fund	0	Low
	Competition Authority of Kenya	0	Low
	Consolidated Bank of Kenya Ltd	100	High
	East African Portland Cement Company Limited	100	High
	Engineers Board of Kenya	100	High
	Ewaso Ng'iro South Development Authority	100	High
	Export Promotion Council	0	Low
	Higher Education Loans Board	100	High
	Industrial and Commercial Development Corporation	0	Low
	Insurance Regulatory Authority	100	High
	Kenya Broadcasting Corporation	0	Low
	Kenya Civil Aviation Authority	100	High
	Kenya Cultural Centre/National Theatre	100	High
	Kenya Education Management Institute	100	High
	Kenya Electricity Generating Company (KENGEN)	100	High
	Kenya Ferry Services Limited	100	High
	Kenya Film Classification Board	0	Low
	Kenya Forest Service	100	High
	Kenya Forestry Research Institute	100	High
	Kenya Industrial Property Institute	100	High
	Kenya Industrial Research & Development Institute	100	High
	Kenya Institute for Public Policy Research and Analysis	100	High

Category	Name of Organization	Mean (%)	Rating
	Kenya Institute of Curriculum Development	0	Low
	Kenya Institute of Mass Communication	100	High
	Kenya Institute of Special Education	100	High
	Kenya Literature Bureau	100	High
	Kenya Marine and Fisheries Research Institute	100	High
	Kenya Maritime Authority	0	Low
	Kenya National Assurance Company (2001) Limited	0	Low
	Kenya National Bureau of Statistics	100	High
	Kenya National Commission for UNESCO	0	Low
	Kenya National Highways Authority	100	High
	Kenya National Library Service	100	High
	Kenya National Trading Corporation	100	High
	Kenya Nuclear Electricity Board	100	High
	Kenya Ordnance Factories Corporation	0	Low
	Kenya Pipeline Company Limited	0	Low
	Kenya Plant Health Inspectorate Service	100	High
	Kenya Ports Authority	100	High
	Kenya Post Office Savings Bank	100	High
	Kenya Power & Lighting Co. Ltd	0	Low
	Kenya Reinsurance Corporation Limited	100	High
	Kenya Revenue Authority	100	High
	Kenya Roads Board	100	High
	Kenya School of Government	100	High
	Kenya School of Law	100	High
	Kenya Seed Company Limited	100	High
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	100	High
	Kenya Urban Roads Authority	0	Low
	Kenya Utalii College	100	High
	Kenya Veterinary Board	0	Low
	Kenya Veterinary Vaccines Production Institute	0	Low
	Kenya Water Towers Agency	100	High
	Kenya Wildlife Service	0	Low
	Kenyatta International Convention Centre	100	High
	Kerio Valley Development Authority	0	Low
	Konza Technopolis Development Authority	100	High

Category	Name of Organization	Mean (%)	Rating
	Lake Basin Development Authority	0	Low
	Lake Victoria North Water Services Board	100	High
	Lake Victoria South Water Services Board	0	Low
	Local Authorities Provident Fund	100	High
	Maasai Mara University	100	High
	Media Council of Kenya	0	Low
	Micro and Small Enterprises Authority	0	Low
	Muhoroni Sugar Company Limited (In Receivership)	0	Low
	NACADA	100	High
	National Aids Control Council	0	Low
	National Biosafety Authority	100	High
	National Commission for Science, Technology and Innovation	0	Low
	National Communications Secretariat	100	High
	National Construction Authority	100	High
	National Council for Law Reporting	100	High
	National Council for Persons With Disabilities	0	Low
	National Council for Population and Development	100	High
	National Crime Research Centre	100	High
	National Drought Management Authority	0	Low
	National Environment Management Authority	100	High
	National Government Constituencies Development Fund	100	High
	National Industrial Training Authority	100	High
	National Irrigation Board	0	Low
	National Social Security Fund	100	High
	National Transport and Safety Authority	0	Low
	National Water Conservation & Pipeline Corporation	100	High
	National Youth Council	0	Low
	New Kenya Cooperative Creameries Limited	0	Low
	Northern Water Services Board	100	High
	Numerical Machining Complex	0	Low
	Nursing Council of Kenya	0	Low
	Nyayo Tea Zones Development Corporation	0	Low
	Pest Control Products Board	0	Low
	Public Procurement Regulatory Authority	0	Low
	Retirement Benefits Authority	0	Low
	Rift Valley Water Services Board	100	High

Category	Name of Organization	Mean (%)	Rating
	Rural Electrification Authority	100	High
	South Nyanza Sugar Company Limited	0	Low
	Tana and Athi Rivers Development Authority	100	High
	Tana and Athi Water Services Board	0	Low
	Technical and Vocational Education and Training Authority	100	High
	The Jomo Kenyatta Foundation	100	High
	The Kenya Vision 2030 Delivery Secretariat	100	High
	Unclaimed Financial Assets Authority	0	Low
	Water Resources Management Authority	100	High
	Water Sector Trust Fund	100	High
Statutory Commissions and Authorities	Council of Governors	100	High
	Energy Regulatory Commission	100	High
	Kenya Law Reform Commission	100	High
	National Cohesion and Integration Commission	0	Low

Thematic Area 5: Efficiency, Effectiveness, Economic Use of Resources & Sustainable Development

Category	Name of Organization	Mean Scores (%)	Rating
Independent Offices and Commissions	Commission On Administrative Justice	50	Medium
	Commission on Revenue Allocation	100	High
	Ethics and Anti-Corruption Commission	100	High
	Kenya National Commission on Human Rights	50	Medium
	National Land Commission	50	Medium
	Office of the Auditor – General		
	Office of the Controller of Budget	100	High
	Public Service Commission	100	High
	Salaries and Remuneration Commission	100	High
Ministry & State Departments	Cabinet Affairs Office	100	High
	Directorate of Immigration and Registration of Persons	100	High
	Kenya Correctional Services (Prisons)	50	Medium
	Ministry of Defence	50	Medium
	Ministry of Foreign Affairs	50	Medium

Category	Name of Organization	Mean Scores (%)	Rating
	Ministry of Lands and Physical Planning	50	Medium
	Ministry of Mining	50	Medium
	Ministry of Tourism	50	Medium
	National Youth Service		
	Office of the Attorney General and Department of Justice	50	Medium
	Office of the Deputy President	50	Medium
	State Department of Energy	50	Medium
	State Department for Arts and Culture	50	Medium
	State Department for Irrigation	100	High
	State Department for Labour	100	High
	State Department for Planning and Statistics	100	High
	State Department for Social Protection		
	State Department for Special Programs		
	State Department for Transport		
	State Department for Water Services	100	High
	State Department of Broadcasting and Telecommunication		
	State Department of Cooperatives	50	Medium
	State Department of Devolution		
	State Department of Environment	50	Medium
	State Department of Fisheries and the Blue Economy	100	High
	State Department of Gender Affairs		
	State Department of ICT & Innovation		
	State Department of Interior	100	High
	State Department of Maritime And Shipping	100	High
	State Department of Petroleum		
	State Department of Public Service and Youth Affairs		
	State Department of Public Works	50	Medium
	State Department of Sports Development	50	Medium
	State Department of Trade		
	State Department of University Education	25	Low
	State House	50	Medium
	The National Treasury		

Category	Name of Organization	Mean Scores (%)	Rating
State Corporations & Semiautonomous Government Agency (SAGA)	Agricultural Development Corporation	100	High
	Agriculture and Food Authority		
	Agriculture Information Resource Center	50	Medium
	Agro Chemical and Food Company Limited	50	Medium
	Anti-Counterfeit Agency	50	Medium
	Anti-Doping Agency of Kenya		
	Anti-Female Genital Mutilation Board	50	Medium
	Athi Water Service Board (AWSB)	50	Medium
	Bomas of Kenya Ltd	50	Medium
	Bukura Agricultural College	25	Low
	Capital Markets Authority	100	High
	Commodities Fund		
	Competition Authority of Kenya	100	High
	Consolidated Bank of Kenya Ltd	100	High
	East African Portland Cement Company Limited	100	High
	Engineers Board of Kenya	100	High
	Ewaso Ng'iro South Development Authority	100	High
	Export Promotion Council	100	High
	Higher Education Loans Board	50	Medium
	Industrial and Commercial Development Corporation	50	Medium
	Insurance Regulatory Authority	100	High
	Kenya Broadcasting Corporation	50	Medium
	Kenya Civil Aviation Authority	50	Medium
	Kenya Cultural Centre/National Theatre	50	Medium
	Kenya Education Management Institute		
	Kenya Electricity Generating Company (KENGEN)	100	High
	Kenya Ferry Services Limited	50	Medium
	Kenya Film Classification Board	50	Medium
	Kenya Forest Service		
	Kenya Forestry Research Institute	100	High
	Kenya Industrial Property Institute	50	Medium
	Kenya Industrial Research & Development Institute	50	Medium

Category	Name of Organization	Mean Scores (%)	Rating
	Kenya Institute for Public Policy Research and Analysis	50	Medium
	Kenya Institute of Curriculum Development	100	High
	Kenya Institute of Mass Communication	50	Medium
	Kenya Institute of Special Education	100	High
	Kenya Literature Bureau		
	Kenya Marine and Fisheries Research Institute	50	Medium
	Kenya Maritime Authority	50	Medium
	Kenya National Assurance Company (2001) Limited	100	High
	Kenya National Bureau of Statistics	50	Medium
	Kenya National Commission for UNESCO	100	High
	Kenya National Highways Authority	50	Medium
	Kenya National Library Service	50	Medium
	Kenya National Trading Corporation	50	Medium
	Kenya Nuclear Electricity Board	100	High
	Kenya Ordnance Factories Corporation		
	Kenya Pipeline Company Limited	50	Medium
	Kenya Plant Health Inspectorate Service	50	Medium
	Kenya Ports Authority	50	Medium
	Kenya Post Office Savings Bank	50	Medium
	Kenya Power & Lighting Co. Ltd	100	High
	Kenya Reinsurance Corporation Limited	100	High
	Kenya Revenue Authority		
	Kenya Roads Board	100	High
	Kenya School of Government		
	Kenya School of Law	50	Medium
	Kenya Seed Company Limited	50	Medium
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	100	High
	Kenya Urban Roads Authority	100	High
	Kenya Utalii College	50	Medium
	Kenya Veterinary Board	50	Medium
	Kenya Veterinary Vaccines Production Institute	50	Medium
	Kenya Water Towers Agency	50	Medium
	Kenya Wildlife Service	50	Medium
	Kenyatta International Convention Centre	100	High

Category	Name of Organization	Mean Scores (%)	Rating
	Kerio Valley Development Authority	50	Medium
	Konza Technopolis Development Authority	50	Medium
	Lake Basin Development Authority	100	High
	Lake Victoria North Water Services Board	25	Low
	Lake Victoria South Water Services Board	50	Medium
	Local Authorities Provident Fund	50	Medium
	Maasai Mara University		
	Media Council of Kenya	100	High
	Micro and Small Enterprises Authority	50	Medium
	Muhoroni Sugar Company Limited (In Receivership)		
	NACADA		
	National Aids Control Council		
	National Biosafety Authority		
	National Commission for Science, Technology and Innovation	50	Medium
	National Communications Secretariat	100	High
	National Construction Authority	50	Medium
	National Council for Law Reporting	100	High
	National Council for Persons With Disabilities	50	Medium
	National Council for Population and Development	50	Medium
	National Crime Research Centre	50	Medium
	National Drought Management Authority	50	Medium
	National Environment Management Authority	100	High
	National Government Constituencies Development Fund	50	Medium
	National Industrial Training Authority	50	Medium
	National Irrigation Board	50	Medium
	National Social Security Fund	50	Medium
	National Transport and Safety Authority	100	High
	National Water Conservation & Pipeline Corporation	50	Medium
	National Youth Council	100	High
	New Kenya Cooperative Creameries Limited		
	Northern Water Services Board	50	Medium
	Numerical Machining Complex	50	Medium
	Nursing Council of Kenya	50	Medium

Category	Name of Organization	Mean Scores (%)	Rating
	Nyayo Tea Zones Development Corporation	50	Medium
	Pest Control Products Board	50	Medium
	Public Procurement Regulatory Authority	100	High
	Retirement Benefits Authority	100	High
	Rift Valley Water Services Board	50	Medium
	Rural Electrification Authority	50	Medium
	South Nyanza Sugar Company Limited	50	Medium
	Tana and Athi Rivers Development Authority	100	High
	Tana and Athi Water Services Board	50	Medium
	Technical and Vocational Education and Training Authority		
	The Jomo Kenyatta Foundation	100	High
	The Kenya Vision 2030 Delivery Secretariat	100	High
	Unclaimed Financial Assets Authority	100	High
	Water Resources Management Authority		
	Water Sector Trust Fund	100	High
Statutory Commissions and Authorities	Council of Governors	100	High
	Energy Regulatory Commission	50	Medium
	Kenya Law Reform Commission	50	Medium
	National Cohesion and Integration Commission	100	High

Appendix 7: PARTIAL RESPONDENTS

NAME OF ORGANIZATION	TYPE OF ORGANIZATION
Kenya Water Institute	Semi-autonomous Government Agency (SAGA)
Kenya Accountants and Secretaries National Examination Board	State Corporation
Medical Practitioners and Dentists Board	Semi-autonomous Government Agency (SAGA)
State Department for Investment and Industry	State Department
National Cereals and produce board	State Corporation
Moi Teaching and Referral Hospital	State Corporation
LAPSSET Corridor Development Authority	State Corporation
Simlaw Seeds Company Ltd	State Corporation
The Kenya Scouts Association	Semiautonomous Government Agency (SAGA)
National Oil Corporation of Kenya	State Corporation
State Department of Housing and Urban Development	State Department
Kenya Bureau of Standard	State Corporation
State Department of Natural Resources	State Department
Coast Development Authority	State Corporation
National Hospital Insurance Fund	State Corporation
Commission for University Education	Statutory Commission or Authority
Kenya Rural Roads Authority	State Corporation
Kenya Medical supplies Authority	State Corporation

Appendix 8: Participating Institutions During the Sensitization Workshops on Wealth Declaration and National & Values and Principles of the Public Service from 25th September to 13th October 2017

A) INDEPENDENT OFFICES AND COMMISSIONS

ORGANIZATION	REPRESENTED BY
Commission for Revenue Allocation	Records Officer
Kenya Law Reform Commission - KLRC	State Counsel
	Principal Human Resource Management Officer
Commission For University Education (CUE)	Assistant Legal Officer
	Senior Legal Officer
Kenya National Commission For UNESCO - KNATCOM	Deputy Director, Ethics And Sports
	Manager Human Resource
Ethics And Anti-Corruption Commission - EACC	Head Human Resource
	Senior Human Resource Officer
Kenya National Commission On Human Rights - KNCHR	Senior Human Rights Officer
	Snr. Human Resource Management Officer
Teachers Service Commission - TSC	Xxxxxxxxxxxxxxxxx
National Cohesion and Integration Commission	Snr. Human Resource
	Ass. Director Communication And Knowledge
National Commission For Science, Technology & Innovation - NACOSTI	Manager Human Resource Assistant
	Principal Scientist
Commission For Administrative Justice (CAJ-Ombudsman)	Manager – Human Resource And Administration
	Senior Legal Officer
Salaries And Remuneration Commission	Human Resource And Administration Officer
	Chief Internal Auditor - Cia
Public Service Commission	Senior Human Resource Management Ass.
	Principal Human Resource Management Officer
Privatization Commission	Human Resource And Administration Manager
	Risk And Compliance Manager
Office Of The Attorney General & Department Of Justice (OAG&DOJ)	Dir. Human Resource Management And Development
	Clerical Officer I
	Xxxxxxxxxxxxxx
Office Of The Auditor General (OAG)	Deputy Director Administration
	Dep. Director Human Resource
Office of The Controlller of Budget - OCOB	Manager Human Resource And Administration
	Chief Human Resource Management-Administration

B) MINISTRIES AND STATE DEPARTMENTS

MINISTRY / STATE DEPARTMENT	REPRESENTED BY
Office Of The President	Human Resource Officer
State Department Of Interior	Asst Director-Human Resource
	Human Resource Officer
	Human Resource Manager
	Human Resource Officer
	Ast. Dir. Human Resource Management Officer
	Human Resource Officer
	Assistant Secretary
State Department Of Immigration	Human Resource Management Assistant Iii
	Human Resource Manager
Directorate Of Immigration And Registration	Human Resource Manager
	Human Resource Manager
State Department Of Special Programmes	Ast. Dir. Human Resource Management & Development
	Chief Human Resource Management & Development
State Department of University Education - Moe	Human Resource Management Ii
	Records Management Officer Iii
Ministry of Education, Science And Technology - MoEST	Xxxxxxxxxxx
Ministry of Agriculture, Livestock And Fisheries - MoALF	Under-Secretary
	Director Human Resource Management And Development
	Human Resource Management And Development Officer Ii
Ministry Of Agriculture, Livestock And Fisheries – State Department Of Livestock	Principal Human Resource And Development Officer
	Assistant Director Records Management
Ministry Of Agriculture, Livestock And Fisheries - State Department Of Fisheries	Principal Human Resource And Development Officer
Ministry Of Agriculture, Livestock And Fisheries - State Department Of Agriculture	Ast. Dir. Human Resource Management & Development
Ministry Of Water And Irrigation – State Department Of Water	
Water Officer	
	Dir. Human Resource Management & Development
	Principal Records Management Officer
Ministry Of Water And Irrigation – State Department Of Irrigation Services	Ast. Dir. Human Resource Management & Development

MINISTRY / STATE DEPARTMENT	REPRESENTED BY
Ministry Of Education -	
HRMO	
	Dir. Human Resource Management & Development
	Ag. DVET
Ministry Of Education	PVTO
	Principal Human Resource Management Officer
Ministry Of Industry, Trade And Cooperatives – State Dept Of Cooperatives	Records Officer
	Assistant Director Records Management
Ministry Of Industry, Trade And Cooperatives - State Dept Of Trade	Senior Assistant Secretary
	Dir. Human Resource Management & Development
Ministry Of Industry, Trade And Cooperatives – State Dept Of Industry	Assistant Director
	Chief Human Resource Management Officer
Government Press	Principal Printer
	Senior Human Resource Management Officer
Ministry Of Labour, Social Security And Services	Dir. Human Resource Management & Development
	Senior Human Resource Management Officer
Ministry Of State For Public Service, Youth And Gender Affairs - Mospy&G	Dir. Human Resource
	Human Resource Manager
State Dept Of Gender Affairs	Human Resource Management Assistant
	Human Resource Management & Development I
State Department Of East African Community Integration - Sdeaci	Human Resource Management Assistant I
	Dir. Human Resource Management & Development
Office Of The Deputy President - Odp	Human Resource Manager
Ministry Of Transport And Infrastructure – State Department Of Infrastructure	Human Resource Management Officer
	Senior Assistant Secretary
Ministry Of Transport And Infrastructure - State Dept.for Transport	Senior Ass. Dir. Human Resource Management & Development
	Principal Air Transport Officer
State Department Of Maritime & Shipping	Ass. Dir. Human Resource Management & Development

MINISTRY / STATE DEPARTMENT	REPRESENTED BY
	Ass. Dir. Human Resource Management & Development
Min Of Housing -State Department Of Housing And Urban Development	Dir. Human Resource Management & Development
	Accountant
	Human Resource Management Assistant Ii
Ministry Of Mining	Xxxxxxxxx
	Ass. Dir. Human Resource Management & Development
Ministry Of Defence - Mod	Chief Dir. Human Resource Management Assistant
	Ass. Secretary Ii
	Ass. Dir. Human Resource Management & Development
Ministry Of Foreign Affairs - MFA	Senior Human Resource Management Officer
	Dir. Human Resource Management & Development
Ministry Of Health	Administrator
	Ass. Dir. Human Resource Management & Development
Ministry Of Lands & Physical Planning	Senior Ass. Dir. Human Resource Management & Development
	Dir. Human Resource Management & Development
	Human Resource Management Officer
State House	Assistant Administrator
	Human Resource Management Officer
State Department Of Sports, Culture And Art	Senior Ass. Dir. Human Resource Management & Development
	Assistant Secretary
Ministry Of Sports, Arts And Culture, State Department Of Sports Development	Principal Human Resource And Development Officer
	Ag. SHRMP
Ministry Of Public Works	Senior Ass. Dir. Human Resource Management & Development
	PSQS
Cabinet Office	Senior Ass. Dir. Human Resource Management & Development
	Human Resource Management Assistant
Cabinet Office – Directorate Of National Cohesion And Values	Corporate Communication Officer

MINISTRY / STATE DEPARTMENT	REPRESENTED BY
National Treasury	Dir. Human Resource Management & Development
	HROMOI
	Assistant Secretary I
	Clerical Officer I
Ministry Of Information Communication Technology (Moict	Dir. Human Resource Management
Ministry Of Information Communication Technology	Human Resource Management Officer
Ministry Of Ict	Human Resource Management & Development
Ministry Of Ict	Senior Clerical Officer
Ministry Of Ict - State Dept Of Broadcasting & Telecommunication	Human Resource Management & Development Officer I
Min Of Environment And Natural Resources	Ass. Dir. Records Management
State Dept Of Environment	Dir. Human Resource Management & Development
Ministry Of Energy And Petroleum - State Dept Of Petroleum	Senior Technologist
	Principal Human Resource Management & Development Officer
Ministry Of Energy And Petroleum - State Dept Of Energy	Ass. Dir. Human Resource Management
	PSQ
Ministry Of Devolution And Planning - State Dept Of Planning And Statistics	Chief Records Management Officer
	Senior Economist
Ministry Of Devolution And Planning - State Dept Of Devolution	Ass. Dir. Human Resource Management & Development
	Chief Records Management Officer
	Human Resource Management & Development Officer
Ministry Of Tourism	Senior Human Resource Management Assistant
	Human Resource Management & Development Ii
	Senior Clerical Officer - Human Resource
Social Protection	Dep. Dir. Human Resource Management & Development
	Principal Human Resource Management Officer

(C) STATE CORPORATIONS

ORGANIZATION	DESIGNATION
Kenyatta National Hospital	Senior Human Resource Officer
Kenya School Of Government - KSG	Human Resource Officer
	Administration & Human Resource Manager (Eldi)

ORGANIZATION	DESIGNATION
	Principal Human Resource Officer
	HOC
National Museums Of Kenya	Human Resource Officer
	Keepercentral Registry
Council Of Legal Education	Assistant Director, Personal Assistant & Ag. Senior Human Resource Officer
	MEA
Energy Regulatory Commission	Head Of Human Resource And Administration
	Director, Legal Services
Agricultural Development Corporation	HCPA
	Human Resource Manager
Anti-Counterfeit Agency	Chief Internal Auditor
	Senior Human Resource Officer
Coast Development Authority	Internal Auditor
	MCHR
National Government – CDF Board	Ag. Legal Officer
	Human Resource Management Officer
Tana Water Services Board	Human Resource And Administration Manager
	Internal Audit
Agricultural Finance Corporation (AFC)	Human Resource Officer
	Senior Human Resource Officer
Higher Education Loans Board - HELB	Ass. Human Resource Manager
	Account Relationship Officer
Kenya Forest Service - KFS	Manager - Human Resource And Administration
	Head, Internal Audit
Kenya Industrial Research & Development Institute - KIRDI	Ass. Director Human Resources
	Corporation Secretary & Head, Legal Services
Kenya Industrial Property Institute - KIPI	Strategy And Planning Officer
	Human Resource Manager
Kenya Institute Of Curriculum Development - KICD	Human Resource Manager
	Senior Ass. Dir, Human Resource Management & Development
Kenya Agricultural & And Livestock Research Organization –KALRO	Human Resource Information System (HRIS) Adm
	Human Resource Manager
Kenya Electricity Generating Company Ltd - KENGEN	Human Resource Manager
	Business Performance Officer
	Chief Information Officer
Technical And Vocational Educational and Training Authority - TIVETA	Senior Human Resource officer
	Director, Corporate Services
Kenya Airport Authority - KAA	Monitoring & Evaluation Manager
	I/O

ORGANIZATION	DESIGNATION
Kenya Education Management Insitute - KEMI	Deputy Director
	Human Resource Officer
Kenya Bureau Of Standards - KEBS	Human Resource Manager
	Human Resource
	Hod-Human Resource
Kenya Civil Aviation Authority - KCAA	Human Resource Manager
	Human Resource Officer I
Kenya Power	Manager, Human Resource Services
	Chief Ethics And Integrity
Kenya Revenue Authority - KRA	Human Resource Manager
	Deputy Commissioner Human Resource
Bomas Of Kenya	Human Resource Manager
	Deputy Human Resource
Communications Authority Of Kenya - CAK	Head Of Human Resource & Administration
Kenya Trade Network Agency - Kentrade	Manager Human Resource & Administration
	Training Officer
Kenya Pipeline Company Ltd	Human Resource Manager
	Chief Integrity, Ethics & Compliance Officer
Kenya National Library Service	
Senior Records Assistant	
	Chief Human Resource Officer
Kenya National Shipping Line Limited - KNSL	Cost Controller/Admin Manager
	Human Resource Officer
	Container Manager
Kenya Wildlife Service (KWS)	
Manager Human Capital	
	Human Capital Officer
Kenya Urban Roads Authority - KURA	Manager Human Resource And Admin
	Executive Engineer
Nursing Council Of Kenya	
Education Officer (Technical)	
	Human Resource & Administration Manager
Tanathi Water Services Board	
	Technical and Training Manager
Kenya National Examination Council - KNEC	Ag. Deputy Director Human Resource Management
	Senior Legal Officer
Kenya Railways Corporation - KRC	Legal Officer
	Head Of Human Resource & Administration
Capital Markets Authority - CMA	Manager Human Capital & Admin

ORGANIZATION	DESIGNATION
	Manager, Legal Affairs And Corporation Secretary
Engineers Board Of Kenya	Human Resource & Administration Manager
	Legal and Corporate Affairs Manager
Agriculture Food Authority (AFA)	Compensation and Benefits Manager
	Senior, Human Resource Officer
Tourism Finance Corporation	
Head Of Hr & Admin	
	Senior Compliance Officer
Competition Authority Of Kenya	Manager, Internal Auditor
Kenya National Trading Corporation Ltd - KNTC	Auditor
	Human Resource Assistant Manager
Kenya Veterinary Board - KVB	Accountant
	Human Resource Officer
Kenya Post Office Savings Bank	
Corporation Secretary/Head Legal	
	Head Human Resource Management & Development
Kenya National Bureau Of Statistics - KNBS	Senior Manager, Human Resource Management & Development
	Manager, Human Resource Management
Kenya Reinsurance Corporation	Assistant Manager, Human Resource
	Senior Human Resource Officer
Anti-Doping Agency Of Kenya	Human Resource Management & Development
Rural Electrification Authority (REA)	Records Officer
	Records Officer
Kenya Ports Authority	Human Resource Officer
	Principal Human Resource Officer
Media Council Of Kenya (MCK)	Program Officer
	Legal MCK
Kenya Cultural Center/National Theatre	Human Resource Officer
Lake Basin Development Authority	Manager Internal Audit
	Ag. Manager Human Resource
Kerio Valley Development Authority	Manager Human Resource
	Planning Manager
National Biosafety Authority	Human Resource Officer
National Crime Research Center	Human Resource Officer
	Human Resource Management Officer
Athi Water Service Board	Ag. Head Of Human Capital And Administration
	Senior Human Resource Officer
Muhoroni Sugar Company	Human Resource Manager
Coast Water Services Board	Corporate Communications Officer
	Human Resource Assistant Manager

ORGANIZATION	DESIGNATION
Konza Technopolis Development Authority (KOTDA)	Administrator/Human Resource
National Council For Population Development (NCPD)	Head Of Corporate Communication
	Human Resource
Agro Chemical Food Company Ltd	Ass. Manager Performance
	Human Resource Manager
National Construction Authority (NCA)	Manager – Corporate Strategy
	Assistant Manager Human Resource Management
Micro And Small Enterprise Authority (MSEA)	PSC
	Head BDS
	Head Human Capital And Admin
National Housing Corporation (NHC)	Focal Point Person
	Chief Human Resource Officer
National Control Against Alcohol And Drug Abuse - NACADA	Human Resource & Admin Manager
	PPM
Lapsset Corridor Development Authority	Human Resource
	Internal Auditor
Kenya Ferry Services (KFS)	Snr.AA
Kenya Universities &Colleges Central Placement Services	Corporate Secretary & Legal Officer
	Hrao
Moi Teaching And Referral Hospital (M.T.R.H)	Chief Human Resource Officer
	Hrio
Kenya National Highways Authority (KeNHA)	Human Resource Officer
	Assistant Director
National Water Conservation & Pipeline Corporation (NWCPC)	General Manager - Human Resource & Administration
	General Manager - CLS
National Machining Complex - NMC	Human Resource Officer
	Human Resource & Administration
Lake Victoria North Water Services Board (LVNWSB)	WSPO
	Human Resource Manager
Lake Victoria South Water Services Board (LVSWSB)	Chief Manager Human Resource & Administration
	Manager
East African Portland Cement Company (EAPCC)	Ethics Officer
	Enterprise Resource Manager
National Aids Control Council (NACC)	Legal Officer
	Head Of Human Resource & Administration
Export Promotion Council (EPC)	Manager
	Ass. Manager Human Resource
Rift Valley Water Services Board - RVWSB	Human Resource Manager
	P&SM
Consolidated Bank	Human Resource Manager
	Risk & Compliance

ORGANIZATION	DESIGNATION
Kenya Water Towers Agency - KWTA	Chief Human Resource Management Officer
	IT Officer
Kenya Institute Of Public Policy Research Analysis (KIPPRA)	Information, Communication & Technology Officer
	Human Resource Manager
	Internal Auditor
National Youth Council (NYC)	Human Resource/Youth Development Officer
National Social Security Fund (NSSF)	Human Resource Manager
	Manager-Ethics & Integrity
Postal Corporation Of Kenya (PCK)	Assistant Manager
	Human Resource Officer
	Ass. Manager Legal Services
Pest Control Products Board - PCPB	Pesticide Inspector
	Manager Human Resource & Administration
National Council For Persons With Disability (NCPWD)	Human Resource Management Officer
Nyayo Tea Zones Development Corporation -NTZDC	Corporate Communication Officer
	Head Of Human Resource Management & Administration
Kenyatta International Convention Center (KICC)	Corporate Planning
	Human Resource Manager
Kenya Utalii College	Human Resource Officer
	Human Resource Manager
Kenya Roads Board (KRB)	Senior Administration Officer
	Senior Human Resource Officer
Nzoia Sugar Company	Integrated Records Manager
National Industrial Training Authority (NITA)	Human Resource Officer
	Legal Officer
National Irrigation Board	Human Resource Officer
National Youth Service (NYS)	Senior Human Resource Management Officer
	Human Resource Management Officer I
	Human Resource Management Officer
	Chief Inspector – Human Resource Department
Kenya Literature Bureau	Ass. Human Resource Manager
	Senior Legal Officer
Agricultural Information Resource Center (AIRC) - MoALF	Head Of Training
	Director Agricultural Information Resource Center
Kenya Prisons Service - KPS	Dir. Human Resource Management & Development
	Superintendent /Personnel
Commodities Fund	Human Resource Assistant
Kenya Law	Human Resource & Admin Manager
Northern Water Services Board (NWSB)	Ass. Human Resource Manager
	Ass. Human Resource Manager

ORGANIZATION	DESIGNATION
Sony Sugar Company	Industrial Relations Manager
Kenya Forestry Research Institute - KEFRI	Human Resource Officer
	DDCA
Kenya Ordinance Factories Corporation	Farm Manager
	Chief Human Resource Officer
Kenya Maritime Authority	Human Resource & Administration Manager
	HLS & CS
Local Authorities Provident Fund - Lapfund	Manager Research & Business Development
Kenya Rural Roads Authority - KERRA	Human Resource Officer
	Human Resource
Water Services Regulatory Board - WASREB	Human Resource Officer
	Director Legal Services
Kenya Vision 2030 Delivery Secretariat	Manager Human Resource & Administration
Kenya Electricity Transmission Company - KETRACO	Legal Officer
	Administrator
Tana and Athi Rivers Development Authority - TARDA	Human Resource Officer
	Human Resource Officer
National Environmental Management Authority - NEMA	Snr. Admin Officer
	Human Resource
National Drought Management Authority - NDMA	Human Resource
	Administrator
Unclaimed Financial Assets Authority - UFAA	Human Resource
Water Resources Authority - WRA	Internal Auditor
	Senior Human Resource Officer
Inter-Governmental Relations Technical Committee - IGRTC	Public Participation Technical Officer
	Chief Human Resource Management Officer
Kenya Scouts Association	Human Resource Executive
	National Training Executive
Kenya Film Classification Board - KFCB	Human Resource Officer
	Compliance Division Officer
Kenya Tourism Board	Head of Human Resource Capital Development
National Cereals And Prodduce Board (NCPB)	Human Resource Management
	Senior Human Resource Officer
Kenya Nuclear Electricity Board - KNEB	Senior Human Resource Officer
	Senior Legal Officer
Kenya Broadcasting Corporation	Corporate Communication Officer
	Senior Human Resource Administrator
Public Procurement Regulatory Authority - PPRA	Policy & Research Officer I
National Oil Corporation	Admin Officer
Kenya Medical Supplies Authority - KEMSA	Ass. Human Resource & Administration Manager

ORGANIZATION	DESIGNATION
	Ass. Human Resource & Administration Manager
Kenya Marine & Fisheries Research Institute	Legal Officer
	Ass. Director Human Resources
National Hospital Insurance Fund - NHIF	Principal Officer Ethics & Integrity
	Internal Audit Officer
Kenya National Assurance Company - KNAC 2001 Ltd	Finance
	Accounts Assistant
Kenya Seed Company	Head of Human Resource & Administration
Ewaso Ngiro South Dev. Authority	Snr. Planning Officer
	Chief Human Resource Management & Administration
Simlaw Seeds Company	Senior Human Resource Officer
Kenya Plant Health Inspectorate Service - KEPHIS	Head of Human Resource & Administration
National Transport And Safety Authority - NTSA	Head of Human Resource Management & Administration
Water Sector Trust Fund - WSTF	I&G Officer
	Human Resource Management & Administration Officer
Kenya Medical Practitioners and Dentist Board	Human Resource Manager
Anti-Fgm Board	Principal Human Resource Management Officer

ORGANIZATION	DESIGNATION
Machakos University	Head of Human Resource
Masai Mara University	Ag. Deputy Registrar Human Resource
	Ag. Registry Administrator
Bukura Agricultural College	Lecturer
	Human Resource Management Officer
Kenya Institute of Mass Communication (KIMC)	Human Resource Management Assistant
	Chief Human Resource Management Officer
Kenya Water Institute - KEWI	Human Resource Management & Administration Manager
	Human Resource Assistant
	Internal Auditor
Kenya Institute of Special Education (KISE)	Lecturer
	Senior Human Resource Management

Appendix 9: Guideline on the Thematic Areas and Questions for the Online Evaluation for all MDAS – (Cross Cutting Issues)

MATRIX I - GUIDELINE ON THE THEMATIC AREAS AND QUESTIONS FOR THE ONLINE EVALUATION FOR ALL MDAs – (CROSS CUTTING ISSUES)

Thematic Area	Implementing Agency	Questions
General Information	All MDAs	Name of Organization Type of Organization (Drop Down) c) What was your Authorized Establishment in FY 2016/17? d)Total No. of Staff as at 30th June, 2017 and the respective terms of service (Drop Down-Casual, P&P, Contract, probation, temporary) e)Seconded officers: i. From your organization to other organizations ii. To your organization from other organizations (See Sample - Table I) (Upload Table 1) f) Number of officers on secondment for more than six (6) years: i. From your organization to other organizations ii. From other organizations to your organization (See Sample- Table 2) (Upload Table 2)
Accountability for Administrative Acts	All MDAs	a) Does your organization have a client service charter? Yes/No b) If yes above, state the year the charter was last reviewed? c) If No, When will the client service charter be developed in your organization? d) Has the reviewed charter been aligned to Values and Principles of the public service and the code of conduct and ethics for public service? Yes or No e) If No, when will the charter be reviewed to align to the values and principles and the code of conduct and ethics for public service? f) Does your organization have a grievance handling procedure? Yes/No g) If yes above, state the year the grievance handling procedure was last reviewed? h) If No, state when your organization intends to put in place a grievance handling procedure. i) Does your organization have a: Gift register Conflict of interest register Complaint register j) Has your organization administered commitment forms to your staff on the code of conduct and ethics? Yes/No k) Has your organization compiled schedule of registrable interests for each of your staff as required under the code of conduct and ethics? Yes/No
Ensuring high standards of professional ethics in public service	All MDAs	a) Does your organization have a budgetary provision for sensitization on Ethics and Integrity? Yes /No b) If Yes, how many officers were sensitized on Ethics and Integrity in the 2016/17 FY? If No, give reasons
	All MDAs	c) Are there regulated professionals serving in your organization? Yes/No d) If yes, indicate the professionals as per the attached sample –Table 3. (Professional body, No. registered, No. not registered, No. in good standing, No. supported for Continuous Professional Development, No. cited for professional misconduct, No. charged in court) (Upload Table 3) e) Has your organization made budgetary provisions to support continuous professional development? Yes/No

Thematic Area	Implementing Agency	Questions
	All MDAs	f) Has your organization mainstreamed values and principles in the induction programme? Yes/No g) If No, when will the organization mainstream values and principles in the induction programme? h) Indicate the duration within which your organization takes to induct newly appointed officers Within 3months after appointment 3-6 months after appointment Over 6 months after appointment Officers not inducted
	All MDAs	i) Has your organization undertaken awareness forums on national values and principles of governance and values and principles of public service? Yes/No j) If Yes, indicate the No. of awareness forums and No. of officers sensitized in 2016/17 FY k) If No. what measures has your organization put in place to sensitize staff on national values and principles of governance and values and principles of public service?
Good Governance, Transparency and Accountability	All MDAs	Has your organization implemented the Executive order No. 6 of March, 2015 on Ethics and Integrity in the Public Service? Yes/No If Yes, what measures have your organization put in place to implement the Executive Order? If No, When will the Executive Order be implemented? Have officers in your organization been charged on corruption related issues? Yes/No If Yes: i. How many officers have been charged? ii. How many officers have been convicted?
	All MDAs	How many officers in your organization are on acting appointment? How many of the officers, have acted for more than six months? (See Sample – Table 4)(Upload Table 4)
Performance Management	All MDAs	How many officers in your organization were sensitized on the appraisal instrument in the FY 2016/17? How many officers in your organization were appraised in 2016/17 FY? Has your organization conducted an analysis of the staff appraisal for the 2016/17 FY? Yes/No If Yes, From the analysis of the staff appraisal conducted in 2016/17, how many officers were:- Rewarded…….. Sanctioned……. Remarks If No, Give the reasons why analysis of the staff appraisal for FY 2016/2017, have not been conducted.
	All MDAs	Does your organization have a Quality management system (QMS) in place? Yes/No If yes, indicate the QMS in use in your organization? If No, indicate the measures put in place to introduce a QMS in your organization.
	All MDAs	Does your organization have an approved HR Plan? Yes/No If Yes, what measures has your organization put in place to implement the approved HR plan? If No, when is your organization going to develop a HR Plan?

Thematic Area	Implementing Agency	Questions
Improvement in service delivery	All MDAs	Has your organization documented all its business processes? Yes/ No Has your organization automated the documented business processes? Yes / No Have the automated business processes been migrated to e-government portal? Yes /No If No, when is your organization going to migrate its services to e-government portal?
	All MDAs	Has your organization decentralized services throughout the country? Yes/No If Yes, in what ways are the services decentralized? If No, when will your organization decentralize its services? Does your organization offer services through the Huduma platform? Yes/No If No, how soon does your organization plan to decentralize services through the Huduma platform? Within:- Six Months One Year Two years Three years
Diversity Management	All MDAs	Did your institution undertake a diversity audit in the 2016/17 FY? Yes/No If Yes, are there diversity gaps in your organization? Yes/No If No, when are you planning to conduct diversity audits in your organization?
	All MDAs	Kindly indicate the facilities or services in your organization that have been customized for use by persons with disabilities. Note: Drop down list to be provided (access ramps, parking, availability of sign language interpreter, availability of braille, customized sanitation facilities, customized lifts)
Diversity Management	All MDAs	b) What is the gender representation in your organization at various levels? (See Sample Table 5 (Upload Table 5) c) What was the total number of officers appointed, promoted and trained at various levels by ethnicity and gender in the FY 2016/17? (See Sample Table 6 (Upload Table 6) Indicate the ethnic representation in your organization (Fill in the Text Box provided in the online tool)) What is the proportionate representation of ethnic groups in your organization (See Sample Table 7 (Upload Table 7)Also use the Proportionate Population Size against the National Population Census provided in PDF) What is the representation of PWDs at various levels/job groups/grades in your organization? (See Sample Table 8 (Upload Table 8) What was the total number of PWDs appointed, promoted and trained at various levels by gender in the FY 2016/17 (See Sample Table 9(Upload Table 9)
	All MDAs	How does your organization advertise vacancies? Newspapers Radio Internet Television Local Administration Any Other, (Specify)…..
	All MDAs	Does your organization have affirmative action programmes to address diversity gaps? Yes/No If Yes, list the affirmative action programmes undertaken by your institution to address gender, PWDs and ethnicity gaps during the 2016/17 FY (see Sample Table 10 a,b,c) Upload Tables 10a,b,c)
	All MDAs	a) What measures have been put in place to address diversity gaps at various levels in your organization? (see Sample Table 11 a,b,c) Upload Tables 11 a,b,c)

Thematic Area	Implementing Agency	Questions
Equitable Allocation of Opportunities	All MDAs	What was the total procurement allocation in the 2016/17FY? ..... How many groups benefited from Access to Government Procurement Opportunities (AGPO) in your organization in the FY 2016/17? Women Youth PWDs State the total value of AGPO allocations to: Women Youth PWDs
Public Participation in policy making process		a) Does your organization have public participation guidelines? Yes/No b) If Yes, do the guidelines provide for: i. Stakeholder mapping ii. Attendance registers iii. Validation sessions iv. Policy review c) If No, When does your organization intend to develop public participation guidelines?
Efficiency, effectiveness and economic use of resources	All MDAs	What was the budget estimates for your organization for the FY 2016/17? What was your budget absorption level in 2016/17 financial year? On recurrent On Development What was your optimal staffing level for the FY 2016/17? How many appeals were lodged to Public Procurement Oversight Authority and Public Procurement Appeals Board against the organizations procurement decisions during the FY 2016/17? How was your organization cited in the Auditor general's report for 2015/16: i. Qualified ii. Unqualified iii. Adverse iv. Disclaimer Was your organization cited in: i. PAC report ii.PIC report If your organization was cited in the PAC and PIC reports, have the recommendations been implemented? Yes/No What are some of the challenges you have faced while implementing Article 10 and 232 of the Values and Principles of the Public Service. Indicate your recommendations with regard to implementation of values and principles in the organization.

Appendix 10: Performance Gaps for Specific Institutions

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
		OFFICE OF THE ATTORNEY GENERAL & DEPARTMENT OF JUSTICE (OAG & DoJ)			
1	Accountability for Administrative Acts	Public Service Values and Principles Act 2015 (2015/2016 report)	Draft Public Service Values and Principles policy yet to be finalized Regulations not yet developed	OAG & DoJ	a) Has the Public Service Values and Principles policy been developed? b) Have the regulations on the Public Service Values and Principles Act 2015 been developed? Yes/No c) If No, when do you expect to have the regulations in place?
2	Accountability for Administrative Acts	a) Government to develop regulations to give effect to the Fair Administrative Action Act 2015- (2015/2016 report)	Regulations not yet developed	OAG & DoJ	a) Have the Regulations on the Fair Administrative Action Act, 2015 been developed? Yes/No b) If no, when do you expect to have the regulations in place?
3	Ensuring high standards of professional ethics in public service	Government to institutionalize continuous vetting and life style audit as a compulsory requirement for public officers. (2015/2016 Report)	Vetting and lifestyle audit not done	OAG & DoJ	a) Has your institution established mechanisms for vetting and lifestyle audit for public officers? Yes/No b) If No, when will the mechanisms be developed?
4	Good governance, transparency and accountability (Article 10 and 232 of the Constitution)	Need for a systematic engagement with public officers with a view to create awareness on effects of corruption and the duty to testify against corrupt officers (2013/2014 report)	• Anti-corruption Policy not yet finalized • Conflict of laws • Slow passage of other enabling legislations	OAG & DoJ	a)Has the anti-corruption Policy been finalized? Yes/No b) If No, when will the policy be finalized? c)Have the corruption prevention laws been reviewed and harmonized? Yes/No d) If No, when will the corruption prevention laws be reviewed and harmonized? e) has the Whistle-blower Protection Bill been finalized? Yes/No f) If No, when will the Whistle-blower Protection Bill be finalized?
5	Participation in policy making and implementation	Expedite the process of completing the development of national policy on public participation (2012/2013 & 2013/2014 Reports)	There is need to fast track development of the Public Participation policy	OAG & DoJ	a)Has the public participation policy been finalized? Yes/No b) If No, when will it be finalized?
6	Participation in policy making and implementation	Implement guidelines for public participation in policy formulation (2014/2015 report)	There is need to fast track enactment of the Public Participation Bill, 2016	OAG & DoJ	a)Has the Public Participation Bill, 2016 been finalized? Yes/No b) If No, when will the Bill be finalized?
7	Diversity management	Introduce affirmative action programmes to address the inclusion of minorities and marginalized groups, PWDs, Gender, Ethnicities and Youth in the public service (2011/2012 Baseline Report)	Lack of an agreed criteria for determining minorities and marginalized groups	OAG & DoJ	a) Is there an agreed criteria for determining minorities and marginalized groups in the public service? Yes /No b) If No, when will the criteria of determining minorities and marginalized be established?
8	Disability	Develop a policy on disability mainstreaming to guide the service (2011/12- Baseline Report)	Draft Policy on mainstreaming disability issues in the public service yet to be finalized	OAG & DoJ	a) Has the National Policy on Persons with Disabilities, 2006 been reviewed? Yes/No b) If No, when will the policy be reviewed?
		OFFICE OF THE AUDITOR GENERAL (OAG)			
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respective terms of service(Drop Down- P&P, Contract, probation, temporary, Casual)
1	Efficiency, Effectiveness and Economic use of Resources	Enforce financial discipline and adherence to Public Financial Management (2014/2015 Report)	•Lengthy Procurement process • Non Adherence to 70:30 recurrent to development ratio • Weak Compliance to AGPO	(OAG)	a) How many public institutions migrated to the e-procurement platform by 30th June, 2017? b) How many organizations in the 2015/16 Audit report had (i) Qualified Opinion (ii) Unqualified Opinion (iii) Adverse Opinion (iv) Disclaimer (Upload table- See Table 1)
		COMMISSION FOR ADMINISTRATIVE JUSTICE (CAJ)			
1	Accountability for Administrative Acts	a) Government to develop regulations to give effect to the Fair Administrative Action Act 2015- (2015/2016 report)	Regulations not yet developed	CAJ	a) Have the Regulations on the Fair Administrative Action Act, 2015 been developed? Yes/No b) If Yes, have the regulations been gazetted for implementation? Yes/No c) If No, when will the regulations be developed?

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
2	Human rights	Address rising numbers of cases of maladmin-istration (2014/2015 Report)	Reported cases of maladministration on the increase	CAJ	a) Are there reported cases on maladministration in the public service? Yes/No b) If Yes, how many cases were reported in 2016/17 FY from: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies c) were the reported cases on maladministration resolved? Yes/No d) If Yes, How many cases on maladministration were resolved in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies e)Have all public organizations developed clients service delivery charters.Yes/No f) If Yes, how many client service delivery charters have been developed in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies g) If No, When will all the public organizations develop their clients service delivery charters? h) Have all public organizations developed grievance handling procedures? Yes/No i) If Yes, how many grievance handling procedures have been developed in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies j) If No, when will the grievance handling procedures be developed in all the public organizations?
CONTROLLER OF BUDGET (CoB)					
1	Professionalism and ethics in public service	Comply with the 2 percent of the recurrent budgetary requirements on training (2014/2015 Report)	Weak compliance onthe 2 percent of the recurrent budgetary requirements on training	CoB	a) What was the total GDP for the FY 2016/17 (Ksh) b) What was the budget estimates for the 2016/17 FY? i. Recurrent estimates(Ksh). ii. Development estimates in Ksh. c) Did all public organizations comply with the 70:30 recur-rent to development budget ratio? Yes/No d) if Yes, how many public organizations complied with the 70:30 recurrent to development budget ratio in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions authorities and agencies e) if No, when will all the public organizations comply with the 70:30 recurrent to development budget ratio? f) did all public organizations comply with the 60:40 oper-ations and maintenance to personal emoluments ration? Yes/No g) If Yes, how many public organizations complied with the 60:40 O&M to PE ration in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions authorities and agencies h) If No, when will all public institutions comply with the 60:40 operations and maintenance to personal emoluments ration?? g) Did all public organizations absorb their budgets in full in the FY 2016/17? Yes/No h) If Yes, how many organizations absorbed their budgets in full in the FY 2016/17 in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions authorities and agencies j) If No: i.Why did the organizations fail to absorb their budgets in full? ii. When will the public organizations absorb their budgets in full?
3	Economic use of resources and sustainable devel-opment	Government should contain debt to GDP ratio (51.3%) (2015/2016 Report)	debt to GDP ratio yet to be contained	CoB	a)what is the ideal debt to GDP ratio in an economy? b) What was the debt to GDP ratio in FY 2016/17 for Kenya? c) Is the debt to GDP ration sustainable? Yes/No b) If No, what measures have been put in place to contain Kenya's Debt?

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
	Diversity management	Government to fast track implementation of the projects under equalization fund to facilitate affirmative action initiatives (2015/2016 report)	Equalization Funds disbursed 6-years after stipulated of commencement timelines	CoB	a) Has equalization fund been disbursed to marginalized counties since 2010? Yes/No b) If Yes, kindly indicate the disbursement made in (Kshs) by Financial Year. i. 2010/11 FY ii. 2011/12 FY iii. 2012/13 FY iv. 2013/14 FY v. 2014/15 FY vi. 2015/16 FY vii. 2016/17 FY c) If No, when is the equalization fund going to be disbursed to the counties? d) Has the Government complied with the 20 year disbursement of equalization fund to the marginalized counties? Yes/No e) If Yes, How many disbursements have been made since 2010 f) If No, how will government comply with the 20 year period on equalization fund disbursement?
COUNCIL OF GOVERNORS (CoG)					
1	Strengthening devolution and sharing of power	Government to fast tracks the establishment of county public services for pension purposes (2015/2016 Report)	County Pension Schemes not yet established	CoG	a) How many officers from other public services have been seconded to the county governments from? i. National government ii. State corporations iii. Independent offices and commissions iv. Other agencies b)Do all county governments have a pension scheme for their public officers? Yes/No b) If Yes, i) Have all the county public services been declared public service for pensionable purposes?Yes/No ii)Have all the staff on secondment to the counties been transferred to the county public service?Yes/No c) If No, i. Why has the pension scheme for county government staff not been established? ii. When will the pension scheme for county governments be established? d) Is there a public assets and liabilities register for County Governments? Yes/No? f) If yes, when was the register last updated? g) If No, when will the register be established?
COMMISSION FOR REVENUE ALLOCATION (CRA)					
1	Diversity management	Government to fast track implementation of the projects under equalization fund to facilitate affirmative action initiatives (2015/2016 report)	Equalization Funds disbursed 6-years after stipulated of commencement timelines	CRA	a) Has equalization fund been disbursed to marginalized counties since 2010? Yes/No b) If Yes, kindly indicate the disbursement made in (Kshs) by Financial Year. i. 2010/11 FY ii. 2011/12 FY iii. 2012/13 FY iv. 2013/14 FY v. 2014/15 FY vi. 2015/16 FY vii. 2016/17 FY c) If No, when is the equalization fund going to be disbursed to the counties? d) Has the Government complied with the 20 year disbursement of equalization fund to the marginalized counties? Yes/No e) If Yes, How many disbursements have been made since 2010 f) If No, how will government comply with the 20 year period on equalization fund disbursement?
2		Introduce affirmative action programmes to address the inclusion of minorities and marginalized groups, PWDs, Gender, Ethnicities and Youth in the public service (2011/2012 Baseline Report)	Lack of an agreed criteria for determining minorities and marginalized groups	CRA	a) Is there an agreed criteria for determining minorities and marginalized groups: Yes /No b) If No, when will the criteria be developed?
COMMISSION FOR UNIVERSITY EDUCATION (CUE)					

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
1	Ensuring high standards of professional ethics in public service	a) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers. (2012/13&2015/2016 Report)	Ethics and Integrity training not integrated in In-service Training Curriculum	CUE	a) How many Universities had Charters as at 30th June, 2017? i. Public ii. Private b) Have all the universities uploaded an updated inventory of all their graduates in their respective websites? Yes/No c) If Yes, how many universities have uploaded an updated inventory of all their graduates in their respective websites? i. Public ii. Private d) If No, when will all the universities upload an updated inventory of all their graduates in their respective websites? e) Have all the universities implemented the policy on national values and principles of governance? Yes/No f) If Yes, how many universities have introduced courses on national values and principles of governance? i. Public ii. Private g) If No, when will all the universities implement the policy on national values and principles of governance? h) Have all Universities implemented the Public Service values and principles Act 2015? Yes/No i) If yes, how many Universities have implemented the Public Service values and principles Act 2015? i. Public ii. Private j) If No, when will all the universities implement the Public Service values and principles Act 2015?

DIRECTORATE OF NATIONAL COHESION AND VALUES (DNC&V)

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respective terms of service (Drop Down- P&P, Contract, probation, temporary, Casual)
1	General observations	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	DNC&V	a) Are your functions on values and principles duplicated by any other agencies? Yes/No b)If Yes, what do you propose should be done to manage the duplication? c) Has the policy on national values and principles of governance been fully implemented? Yes/No d) If Yes, how many organizations have implemented the policy in: i. Ministries And State Departments ii. State corporations Iii. Independent offices and commissions Iv. Statutory commissions authorities and agencies e) If No, when will the Policy be fully implemented?

ETHICS AND ANTI-CORRUPTION COMMISSION (EACC)

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
1	General observations	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	EACC	a) Are your functions on values and principles duplicated by any other agencies? Yes/No b)If Yes, what do you propose should be done to manage the duplication?
2	Ensuring high standards of professional ethics in public service	Government to institutionalize continuous vetting and life style audit as a compulsory requirement for public officers. (2015/2016 Report)	Vetting and lifestyle audit not done	EACC	a) Is the national corruption prevention policy in place? Yes/No b) If No, when will the policy be finalized? c)Has your organization established mechanisms for vetting and lifestyle audit for public officers? Yes/No d) If No, when will the mechanisms be put in place?

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
3		a) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers. (2012/13&2015/2016 Report)	Ethics and Integrity training not integrated in In-service Training Curriculum	EACC	a) How many public Officers and organizations were trained on ethics and integrity in 2016/17 FY in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities (Upload Table: See Table 2 on EACC) b) How many public officers were: i. Investigated ii. Indicted iii. Convicted iv. Recommended for administrative action for corruption-related offences in 2016/17 FY in i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities (Upload Table: See Table 3 on EACC)
4		There is need to have guidelines to ensure all the staff joining the service are properly inducted (2013/2014 Report)	Mainstreaming of values in the induction programmes yet to be undertaken	EACC	a) Have you mainstreamed national values and principles of governance & the values and principles of public service in your training programmes?Yes/No b) if No, when will the values and principles be main-streamed?
5	Good governance, transparency and accountability	Need for a systematic engagement with public officers with a view to create awareness on effects of corruption and the duty to testify against corrupt officers (2013/2014 report)	• Anti-corruption Policy not yet finalized • Conflict of laws • Slow passage of other enabling legislations	EACC	a)Have the corruption prevention laws been harmonized? Yes/No b) If No, when will the corruption prevention laws be harmonized?
HUDUMA SECRETARIAT					
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respective terms of service (Drop Down- P&P, Contract, probation, temporary, Casual)
1	Improvement in Service Delivery	Government to accelerate the establishment of more HudumaCentres in the 47 counties and sub-counties. (2015/2016 Report)	Decentralize provision of Huduma services to the Sub-County level	Huduma Centre Secretariat	a) Are Huduma Services available in 47 counties & 322 sub-counties? Yes/No i).How many counties had operational hudumacentres as at 30th June, 2017? ii).How many sub-counties had operational hudumacentres as at 30th June, 2017? b)If No, when are the centres to be established?
ICT AUTHORITY (ICTA)					
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respective terms of service (Drop Down- P&P, Contract, probation, temporary, Casual)
1	Ensure that the public service is efficient and effective	Review service delivery standards and bench-marks in the service and ensure compliance (2012/13 Report)	Slow uptake of tech-nology	ICTA	a) What measures has your organization put in place to enhance an uptake of ICT?
INTER-GOVERNMENTAL RELATIONS TECHNICAL COMMITTEE (IGRTC)					
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respective terms of service (Drop Down- P&P, Contract, probation, temporary, Casual)

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
1	Strengthening devolution and sharing of power	Government to fast tracks the audit of asset, incomes, and liabilities of devolved entities. (2015/2016 Report)	Staff seconded not yet transferred • Assets and liabilities register not updated	IGTRC	a) Have all the functions under the Fourth Schedule of the Constitution been transferred to the county governments? Yes/No b) If No, when will all the functions be transferred o the County Governments c) Have all the resources supporting functions been transferred? Yes/No d) If No, when will all the resources be transferred to the counties? e) Have all the seconded staff to the counties been transferred? Yes/No f) If No, when are the seconded staff going to be transferred to the counties? g) Is there a public assets and liabilities register? Yes/No? h) If yes, when was the register last updated? i) If No, when is the register going to be established? j) Has your organization undertaken an audit of the assets and liabilities of the national and county governments? Yes/No If No, when will the audit be undertaken?

KENYA INSTITUTE OF CURRICULUM DEVELOPMENT (KICD)

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
1	Ensuring high standards of professional ethics in public service	a) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers. (2012/13&2015/2016 Report)	Ethics and Integrity training not integrated in In-service Training Curriculum	KICD	a) Has your organization implemented the policy on national values and principles of governance? Yes/No b) If Yes, indicate the number of syllabi that has been reviewed at the various levels of learning to incorporate Values and Principles. i) Post-secondary ii) Secondary iii) Primary iv) Pre-School c) If No, when will your organization implement the policy on national values and principles of governance?

KENYA NATIONAL BUREAU OF STATISTICS (KNBS)

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
1	Diversity management	Introduce affirmative action programmes to address the inclusion of minorities and marginalized groups, PWDs, Gender, Ethnicities and Youth in the public service (2011/2012 Baseline Report)	Lack of an agreed criteria for determining minorities and marginalized groups	KNBS	a) Did the 2009 National household Population Census categorize all the ethnicities of Kenya? Yes/No b) If Yes, how many ethnicities are there in Kenya? (Fill table 1 or and upload a list of all ethnicities in Kenya as per the 2009 census)(Upload list of all the ethnicities in Kenya) c) If No, when will all the ethnicities of Kenya be determined?

KENYA NATIONAL HUMAN RIGHTS COMMISSION (KNHRC)

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
1	General observations	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	KNHRC	a) Were there reported cases of human rights violation in 2016/17 FY? Yes/No b) If Yes, how many cases of human rights violation were reported in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities c) Was there any action taken on violators of human rights reported? Yes/No d) If Yes, what action was taken against individuals and organizations implicated in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities (Upload Table – See sample table 4 on KNHRC)

KENYA REVENUE AUTHORITY (KRA)

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
1	Sustainable development practices in the public service management	Manage the budget deficit and exercise prudent borrowing to ensure debt sustainability (2014/2015 Report)	Fiscal Sustainability	KRA	a)What was the total revenue collected (KSh) for the 2016/17 FY? b) What was your organization's projected revenue collection for 2016/17 FY? c) Kindly indicate the number of public organizations that remitted PAYE deductions during the period under review and action that was taken against public organizations which failed to remit PAYEE deduction during the 2016/17 FY. (upload table 1; see sample table 1) ii. Kindly indicate the number of Public Officers who complied with filing tax returns and the number of public officers who did not comply with the filing of tax returns for the 2016/17 FY and action taken on non-compliant Officers. (upload table 2; see sample table 2)

KENYA SCHOOL OF GOVERNMENT (KSG)

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
1	Ensuring high stand-ards of professional ethics in public service	a) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers. (2012/13&2015/2016 Report)	Ethics and Integrity training not integrated in In-service Training Curriculum	KSG	a) Has your organization developed a curriculum for training on ethics, values and principles in the public service? Yes/No b) If Yes, how many public officers and organizations have been trained on ethics, values and principles in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities c) If No, when will the curriculum for training on ethics, values and principles in the public service be developed / finalized?
MINISTRY OF EDUCATION (MoE)					
1	Ensuring high stand-ards of professional ethics in public service	a) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers. (2012/13&2015/2016 Report)	Ethics and Integrity training not integrated in In-service Training Curriculum	MoE	a) Has your organization implemented the policy on national values and principles of governance? Yes/No b) If No, when will your organization implement the policy on national values and principles of governance? c)Has your organization implemented the Public Service values and principles Act (2015) Yes/No d) If No, when will the Public Service values and principles Act (2015) be implemented? e) Are national and public service values and principles being taught at all levels of learning?Yes/No f) If No, when will national and public service values and principles be integrated in learning institutions at all levels?
MINISTRY OF PUBLIC SERVICE, YOUTH & GENDER AFFAIRS (MPSY&GA)					
1	Diversity Manage-ment	Develop a policy on diversity in the public service Stop using "County of origin" as a proxy for ethnicity (2011/2012 Baseline Report)	Need to update the ethnic categories in the IPPD	MPSY&GA	a) Is employee biodata disaggregated in terms of gender, ethnicity and disability? Yes/No b) If Yes, how many employees are: i. Male ii. Female iii. PWDs c) Are all Kenyan ethnic communities represented in the public service? Yes/No d) If Yes, how many ethnic communities are represented, Over-represented, under-represented and unrepresented in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities (Upload table: See sample- Table 7)
2	Professionalism and ethics in public service	Comply with the 2 percent of the recurrent budgetary requirements on training (2014/2015 Report)	Weak compliance on the 2 percent of the recurrent budgetary requirements on training	MPSY&GA	a) How much (Ksh) did your organization receive for training public officers in the public service in 2016/17 FY? b) How many public officers were trained in 2016/17 FY in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities c)Did all public officers undergo the mandatory 5-day training in 2016/17FY? Yes/No d) If, Yes, how many public officers were trained in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities e) If No, why were the public officers not trained in accord-ance with the training policy? f) Did your Organization receive funding/scholarships from development partners in 2016/17 FY? Yes/No g) If Yes, how,many officers benefitted in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities Disaggregate by gender, ethnicity, and disability (Upload Table: See Sample- Table 8)
NATIONAL TREASURY					
1	Professionalism and ethics in public service	Comply with the 2 percent of the recurrent budgetary requirements on training (2014/2015 Report)	Weak compliance on the 2 percent of the recurrent budgetary requirements on training	National Treasury	a) What was the national recurrent budget in 2016/17FY? b) What percentage of the recurrent budget was allocated to training in 2016/17 FY?

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
2	Diversity management	Government to fast track implementation of the projects under equalization fund to facilitate affirmative action initiatives (2015/2016 report)	Equalization Funds disbursed 6-years after stipulated of commencement timelines	National Treasury	a) What is the status of disbursement of Equalization fund to the marginalized Counties since 2010 FY? (Upload Table: See Table- 9) b) Has the Government complied with the 20 year disbursement of equalization fund to the marginalized counties? Yes/No c) If No, how will the government comply with the 20 year period on equalization fund disbursement?
3	Efficiency and Effectiveness	Enforce financial discipline and adherence to Public Financial Management (2014/2015 Report)	•Lengthy Procurement process • Non Adherence to 70:30 recurrent to development ratio • Weak Compliance to AGPO	National Treasury	How many public organizations had migrated to the e-procurement platform by 30th June, 2017 in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities b) How many public organizations adhered to the 70:30 recurrent to development ratio in the financial year 2016/17 in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities c) How many public organizations complied with the AGPO policy by 30th June, 2017 in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities
4	Strengthening devolution and sharing of power	Government to fast tracks the establishment of county public services for pension purposes (2015/2016 Report)	County Pension Schemes not yet established	National Treasury	a) Has the pension scheme for Counties been established? Yes/No? b) If No, when will the pension scheme be established?
5		Government to fast tracks the audit of asset, incomes, and liabilities of devolved entities. (2015/2016 Report)	Staff seconded not yet transferred • Assets and liabilities register not updated	National Treasury	a) Is the National Treasury the custodian of all public assets? Yes/No b) If Yes, is there an inventory of all public assets? Yes/No? d) If Yes, when was the inventory last updated? e) If No, when will the inventory on public assets be undertaken
6	Economic use of resources and sustainable development	Government should contain debt to GDP ratio (51.3%) (2015/2016 Report)	Debt to GDP ratio yet to be contained	National Treasury	a) What is the current debt to GDP ratio? b) Is the current debt to GDP ratio sustainable? Yes/No b) What measures have been put in place to contain Kenya's Debt?
7	Sustainable development practices in the public service management	Manage the budget deficit and exercise prudent borrowing to ensure debt sustainability (2014/2015 Report)	Fiscal Sustainability	National Treasury	a)What was the total budget for the 2016/17 FY? b) What was the budget deficit for the 2016/17 FY? c) What measures have been put in place to reduce the expenditure?
8	Equitable Allocation of Opportunities	The government to review the criteria for the determination of the disadvantaged groups for the award of the reserved 30 percent of government tenders (2015/2016 Report)	Criteria for determination of disadvantaged groups yet to be reviewed	National Treasury	a)Has your organization established a criteria for vetting beneficiaries under AGPO Policy? Yes/No b)If No, when will the vetting criteria be established
NATIONAL COHESION AND INTEGRATION COMMISSION (NCIC)					
1	General observations	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	NCIC	a) Are your functions on values and principles duplicated by any other agencies? Yes/No b)If Yes, what do you propose should be done to manage the duplication?

S/No	Thematic Area	Recommendations	Performance Gaps	Implement-ing Agency	Questions
2	Diversity manage-ment	Introduce affirmative action programmes to address the inclusion of minorities and marginalized groups, PWDs, Gender, Ethnicities and Youth in the public service (2011/2012 Baseline Report)	Lack of an agreed criteria for determining minorities and marginal-ized groups	NCIC	a) Has the policy on national cohesion and integration been fully implemented? Yes/No b) If No, when will the Policy be fully implemented? c)Have all the recommendations from your previous reports been implemented by the government? Yes/No. d) If Yes, how many organizations have implemented the recommendations in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities e) Does the Commission have an inventory of all the ethnic-communities of Kenya? Yes/No f) If Yes, how many ethniccommunities exist in Kenya? (Upload list of ethnic Communities) g) If No, when will the inventory of ethnic communities be developed? h) Are all Kenyan ethnic communities represented in the public service? Yes/No i) If Yes, how many ethnic communities are represented, Over-represented, under-represented and unrepresented in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities (Upload table: See Table- 10)
NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES (NCPWD)					
1	General observa-tions	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	NCPWD	a) Are your functions on values and principles duplicated by any other agencies? Yes/No b)If your answer in a) above is Yes, what do you propose should be done to manage the duplication?
2	Diversity manage-ment	Public institutions to put in place liaison frame-work with National Council for Persons with Disabilities (NCPWD) and other institutions targeting minorities and marginalized during recruitment process (2015/2016 Report)	No structured frame-work for collaboration	NCPWD	a) Is there a structured framework for collaboration with other public organizations targeting recruitment of PWDs in the public service? Yes/ No b) If Yes, indicate the number of organizations you collaborat-ed with in 2016/17 FY in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions and authorities b) If No, when will the framework be put in place? a)Has the National Policy for Persons with Disabilities 2006 been reviewed to align with the constitution and the Persons with Disabilities Act 2015? Yes/No b) If No, when will the policy be reviewed? c) Does your organization have an updated inventory of persons living with disabilities? Yes/No d) If no, when will the PWDs inventory be developed?
NATIONAL GENDER AND EQUALITY COMMISSION (NGEC)					
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respec-tive terms of service (Drop Down- P&P, Contract, probation, temporary, Casual)
1	General observa-tions	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	NGEC	a) Are your functions on values and principles duplicated by any other agencies? Yes/No b) If Yes, what do you propose should be done to manage the duplication?
2	Diversity manage-ment	Introduce affirmative action programmes to address the inclusion of minorities and marginalized groups, PWDs, Gender, Ethnicities and Youth in the public service (2011/2012 Baseline Report)	Lack of an agreed criteria for determining minorities and marginal-ized groups	NGEC	a) Is there a national gender policy? Yes/No b) If Yes, has the policy been reviewed to align to the national and public values & principles? c) If No, when will the policy be reviewed? d) Is there an agreed criteria for determining minorities and marginalized groups? Yes / No e) If No, when will the criteria be developed? f) Has the gender representation in the public service been determined? Yes/No g) If Yes, what is the gender representation ratio against the 2/3 requirement. (Upload table: See table- 11) h) If No, when will the gender representation in the public service be determined?
PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA)					

S/No	Thematic Area	Recommendations	Performance Gaps	Implement- ing Agency	Questions
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down)
1	Efficiency, Effective- ness and Economic Use of Resources	Enforce financial discipline and adherence to Public Financial Management (2014/2015 Report)	•Lengthy Procurement process • Non Adherence to 70:30 recurrent to development ratio • Weak Compliance to AGPO	PPOA	a) How many public institutions migrated to the e-procure- ment platform by 30th June, 2017? b) How many public institutions complied with the AGPO policy by 30th June, 2017? c) How many complaints did your organization receive on Procurement and Asset Disposal proceedings from: State Corporations Ministries & Departments Constitutions& Independent Offices Statutory Committee Statutory Commissions & Authorities

PUBLIC PROCUREMENT ADMINISTRATIVE REVIEW BOARD

S/No	Thematic Area	Recommendations	Performance Gaps	Implement- ing Agency	Questions
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respec- tive terms of service (Drop Down- P&P, Contract, probation, temporary, Casual)
					a) Did your organization receive appeals on Procurement and Asset Disposal proceedings in the 2016/17 FY/ Yes/No b) If Yes, how many appealson Procurement and Asset Disposal proceedings were received, upheld, rejected and pending as at 30th June 2017in: i. State Corporations ii. Ministries & Departments iii. Constitutional commissions and Independent Offices iv. Statutory Committee v. Statutory Commissions & Authorities(Upload Table: See table- 12)

PERFORMANCE MANAGEMENT AND CO-ORDINATION DEPARTMENT

S/No	Thematic Area	Recommendations	Performance Gaps	Implement- ing Agency	Questions
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down
1	Efficiency, Effective- ness and Economic Use of Resources	PSC to revamp performance contracting by ensuring full utilization of Performance Contracting (2014/2015 Report)	PC yet to be revamped	Performance Management and Coordi- nation	a) Were all the PCs for the 2016/17FY signed?Yes/No If Yes, i. when were the PCs signed? ii. How many public organizations signed the PCs? I. Ministries and state departments II. State corporations III. Independent offices and commissions IV. Statutory commissions, authorities and agencies b) If No, when will the remaining organizations be brought on board on PC? c) Has the evaluation for the 2016/17 FY PC been undertak- en? Yes/No d)If Yes, i. When were the organizations evaluated? ii. How many organizations performed at: i) Excellent and Very Good ii) Good iii) Fair iv) Poor (Upload table– See table 13) e) If No, i. Why were the organizations not evaluated? ii. When will the evaluation be undertaken?

PUBLIC SERVICE COMMISSION (PSC)

S/No	Thematic Area	Recommendations	Performance Gaps	Implement- ing Agency	Questions
1	General observa- tions	Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service (2015/2016 Report)	Need for an inter-agency forum to give coherence to the process and avoid duplication of efforts	PSC	a) Are your functions on values and principles duplicated by any other agencies? Yes/No b) If Yes, what do you propose should be done to manage the duplication?
2	Accountability for Administrative Acts	Public Service Values and Principles Act 2015 (2015/2016 report)	Draft Public Service Val- ues and Principles policy yet to be finalized Regulations not yet developed	PSC	a) Has your organization developed the following: i. Public Service Values and Principles policy. Yes/No ii. Regulations on the Public Service Values and Principles Act 2015? Yes/No b) If No, when do you expect to develop: i. The Public Service Values and Principles policy. ii. Regulations on the Public Service Values and Principles Act 2015?
3	Ensuring high stand- ards of professional ethics in public service	Government to institutionalize continuous vetting and life style audit as a compulsory requirement for public officers. (2015/2016 Report)	Vetting and lifestyle audit not done	PSC	a)Has your organization established mechanisms for vetting in the recruitment and selection process? Yes/No b) If No, when will the mechanisms be put in place?

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
5		There is need to have guidelines to ensure all the staff joining the service are properly inducted (2013/2014 Report)	Mainstreaming of values in the induction programmes yet to be undertaken	PSC	a) Has your organization incorporated ethics, values and principles in the induction programmes in the public service? Yes/No b) If No, when will ethics, values and principles be incorporated in the induction programmes in the public service? c) Has your organization sensitized public officers on ethics, national and public service values and principles? Yes/No d) If Yes, how many public officers and organizations were sensitized in the 2016/17 FY in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies
6	Professionalism and ethics in public service	Comply with the 2 percent of the recurrent budgetary requirements on training (2014/2015 Report)	Weak compliance on the 2 percent of the recurrent budgetary requirements on training	PSC	a) Has the Commission issued a policy on training in the public service? Yes/No b) If Yes, how many officers were trained in 2016/17FY disaggregated by gender, ethnicity, and disability at all levels of the public service in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies
7		Encourage affiliation to professional bodies (2014/2015 Report)	Structures for collaboration not established	PSC	a) Does your organization have a structured framework for collaborating with professional bodies in the public service? Yes/No b) If No, when will the framework be developed?
8	Performance management	Need for authorized officers to ensure the staff performance appraisal is enforced (2013/2014 & 2015/2016 Reports)	SPAS does not include values and principles	PSC	a) Has the Commission included ethics, national and public service values and principles in the Staff Performance Appraisal tool for the public services? Yes/No b) If No, when will the values and principles be included in the SPAS tool? c) Has the Commission issued a framework for developing HR plans for the public service? Yes/No d) If Yes, how many organizations have developed HR plans in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies e) If No, when will the Commission issue the framework on developing HR plans to the public service? f) Has the Commission issued a framework on career management in the public service? Yes/No g) if No, when will the Commission issue a framework on career management in the public service? h)Has the Commission developed and issued guidelines on establishment and abolition of offices in the public service? Yes/No j) If No, when will the Commission develop and issue guidelines on establishment and abolition of offices in the public service?
9	Good Governance Transparency and Accountability	Make substantive appointments in all vacant positions (2014/2015 Report)	Timely filling of vacancies yet to be realized	PSC	a) Indicate the status of filling of advertised vacancies in Ministries and State Departments in 2016/17 FY. (Upload Table: See table- 14)
10	Good Governance, Transparency and Accountability	Government to institutionalize service delivery standards (2015/2016 Report)	• Service delivery lead times still varied • Service delivery costs still high	PSC	a) Has the Commission established service delivery standards in the public service? Yes/No b) If No, when will the Commission establish service delivery standards
11	Efficiency and Effectiveness	PSC to revamp performance contracting by ensuring full utilization of Performance Contracting (2014/2015 Report)	PC yet to be revamped	PSC	a) Has the Commission developed and issued performance contract guidelines in the public service? Yes/No b) If Yes, how many organizations signed performance agreements in 2016/17 FY in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies c) If No, when will the Commission develop and issue performance contracting guidelines for the public service?
12	Strengthening devolution and sharing of power	Government to fast tracks the audit of asset, incomes, and liabilities of devolved entities. (2015/2016 Report)	Staff seconded not yet transferred • Assets and liabilities register not updated	PSC	a) Have all the seconded staff to the counties been transferred? Yes/No b) If No, when are the seconded staff going to be transferred to the counties?
13	Strengthening devolution and sharing of power	Government fast tracks the establishment of norms and standards for the management of national and county public services (2015/2016 Report)	Framework for Norms and Standards not yet developed	PSC	a) Has the Commission developed a framework for establishment of HR norms and standards in the public service? Yes/No b) If No, when will the framework be developed?

S/No	Thematic Area	Recommendations	Performance Gaps	Implementing Agency	Questions
14	Development of uniform norms and standards in human resource management to guide the public service (Both National & County Governments)	The functions of the County Public Service Board are a replica of the functions of the Public Service Commission and as such the Commission will spearhead the development of uniform norms and standards in human resource management to guide the public service. (2012/13 Report)	No policy on structured collaboration between PSC and the County Public Service Boards	PSC	a) Has the Commission developed a framework for hearing and determining appeals from the County Public Service? Yes/No b) If Yes, how many appeals were: i. Received ii. Determined in 2016/17 FY? (Upload Table: See table- 15) b) If No, when will the framework be developed?
STATE CORPORATIONS ADVISORY COMMITTEE (SCAC)					
1	Good governance, transparency and accountability	Need to ensure there is no leadership gap in Boards (2013/14 report)	• State Corporations without Boards • State Corporations with Acting CEOs	SCAC	a) Does your organization have an inventory of state corporations? Yes/No b) If Yes, how many state corporations are: i. Commercial ii. Regulatory iii. Service iv. Others (Upload list) c) How many Commercial state corporations made: i. Profits ii. Losses in 2016/17 FY? (Upload Table: See table- 16) d) Were all state corporations audited in the 2016/17 FY? Yes/No e) If Yes, how many corporations had: i. Qualified opinion ii. Unqualified opinion iii. Adverse Opinion iv. Disclaimer f) How many state corporations were cited in: i. PAC report ii. PIC report for the 2015/16 FY? g) How many state corporations cited in PAC & PIC reports in 2015/16 implemented the recommendations by end of 2016/17 FY? i. PAC report ii. PIC report h) Have all state corporations reviewed their HR manuals to align to national and public service values and principles? Yes/No j) If no, when will the HR manuals be aligned to the Values & Principles? k) Are all boards for state corporations under your jurisdiction fully constituted? Yes/No l) If No, when will the boards be fully constituted? m) How many CEOs of State Corporation under your jurisdiction are substantively appointed? n)when will all the CEOs be substantively appointed?
STATE DEPARTMENT OF ICT & INNOVATION					
	General Information	General Information	General Information	General Information	a) Name of Organization b) Type of Organization (Drop Down) c) Total No. of Staff as at 30th June, 2017 and the respective terms of service(Drop Down- P&P, Contract, probation, temporary, Casual)
1	Ensure that the public service is efficient and effective	Review service delivery standards and benchmarks in the service and ensure compliance (2012/13 Report)	Slow uptake of technology	State Dept. for ICT& Innovation	a)What measures has your organization put in place to enhance an uptake of ICT in the public service?
SALARIES AND REMUNERATION COMMISSION					
	Efficiency and Effectiveness	Conduct job evaluation and workload analysis (2014/15 Report)	Recommendations of the job evaluation yet to be implemented	SRC	a) What is the status of implementation of the CARPS report in: i. Ministries and state departments ii. State corporations iii. Independent offices and commissions iv. Statutory commissions, authorities and agencies (Upload Table: See table 17)

PROFILE OF
PSC MEMBERS

PROFILE OF PSC MEMBERS

The members of the Commission possess a wide range of skills and competencies including Finance, Human Resource Management, Education, Accounting, Economics, ICT and Medicine.

Prof. Margaret Kobia PhD, MGH, Chairperson

Prof Margaret Kobia holds a Bachelor of Education degree of the University of Nairobi, a Master of Education degree of Kenyatta University, and a PhD in Human Resource Education and Entrepreneurship of the University of Illinois in the United States.

Prior to joining the Commission, she served as the Director and Chief Executive Officer of the then Kenya Institute of Administration (KIA) and later appointed the first Director General when the Institute was elevated to become the Kenya School of Government. Between 2003 and 2005, she served at Strathmore University as a senior lecturer in management, entrepreneurship and research methodology and simultaneously served as a management training consultant.

Her research interests include public sector reforms, performance management and training. In 2011, she was awarded an Associate Professorship for her outstanding teaching, research and publication work while serving as the Director of KIA. She is a recipient of numerous awards, including the Order of Grand Warrior (OGW), the First Class Order of Chief of Burning Spear (CBS), Moran of the Golden Heart (MGH) and Commonwealth Gordon Draper Award for her strong leadership in the public service in the Commonwealth. In 2014, she was elected the Vice President of the Commonwealth Association of Public Administration and Management, and, in 2015, was appointed co-chair of the Effective Institutions Platform.

She has previously served as the Chief Editor of the refereed African Journal of Public Administration and Management for five years. In 2017 Prof Kobia was nominated by the United Nations Secretary-General to serve on the Committee of Experts on Public Administration (CEPA) for a four-year term. Her nomination and subsequent appointment to the committee was in recognition of her wide experience and contribution to practice and scholarship in the field of public administration. Professor Kobia holds a sterling record in transformative management of public institutions, research and publication in public administration and management.

Amb. Peter O. Ole Nkuraiyia, CBS, Vice Chairperson

Ambassador Peter O. Ole Nkuraiyia holds an Executive Masters of Business Administration (EMBA) of Jomo Kenyatta University of Agriculture and Technology (JKUAT), a Bachelor of Arts degree in Political Science and Sociology and a Post Graduate Diploma in International Relations of the University of Nairobi.

He is a career diplomat who prior to his appointment served in various Kenya's Missions abroad including Harare Zimbabwe, Uganda, Stockholm Sweden, Paris France, Kenya's Ambassador to the Kingdom of Belgium, the Grand Duchy of Luxembourg, and Kenya's Permanent Representative to the European Union. While in Brussels, he was the Chairman

of the ACP Sub-committee on trade and tariffs as well as Commodity Protocols. He Co-chaired the joint African Caribbean and Pacific Group of states (ACP)/European Union (EU) Committee on Trade and Commodity Protocols. He was leader of the Kenyan delegation to the signing of the Partnership Agreement in 2000 (Cotonou Agreement) between the European Union and the ACP group of states, and also served as chairman of the ACP committee on trade that negotiated the ACP/EU waiver in the World Trade Organization (WTO) Doha Round 2001.

As Kenya's High Commissioner to the Republic of Uganda, he was in charge of the Great Lakes Region and was in the lead team that negotiated the Burundi Peace Agreement as well as the East African Cooperation negotiations leading to the signing of the Treaty establishing the East African Community on 30th November 1999.

He served as the Secretary/Chief Executive Officer of the Commission for the Implementation of the Constitution, as well as the Executive Director of the NGOs Coordination Board and Permanent Secretary in the Ministries of East African Community and Foreign Affairs. He is a member of various school boards and has been awarded First Class Order of the Chief of the Burning Spear (CBS) in recognition of his distinguished service.

Lawrence Nyalle, MBS, Commissioner

Commissioner Lawrence Kitti Nyalle holds a Master of Business Administration degree, Post Graduate

Diploma in Computer Science and a Bachelor of Science Degree all of the University of Nairobi. He is a Certified Public Accountant of Kenya CPA (K) and a member of the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Internal Auditors. He has experience in Management, Finance, Enterprise Resource Planning (ERP) systems and ICT.

Prior to his appointment, he served as a Business Consultant and worked for Afrox limited in South Africa as Senior Audit Manager, Africa Region and later as Human Resource Manager. Between 2004 and 2007 Commissioner Nyalle worked as Head of Audit and Risk at BOC Kenya Limited.

Prof. Michael N.I. Lokuruka, PhD, EBS, Commissioner

Professor Michael N.I. Lokuruka has a PhD in Food Science (Cornell University, USA), and has worked as a Researcher, Lecturer and Chairman of the Departments of Dairy and Food Science and Technology (Egerton University) and Food Science and Nutrition (Karatina University) cumulatively for over 23 years. He has worked in various technical and management roles in the Kenya Food and Fisheries Industries for over 8 years, undertaking consultancy and training for the former Ministry of Northern Kenya and other Arid Lands, ACT Kenya, the Canadian Food Industry, Turkana County Government, Turkana North Constituency, Centre for Minority Rights and Development (CEMIRIDE) among others.

He has served on Boards of a number of High Schools and tertiary Institutions and is a Technical reviewer for several local, regional and international journals. Commissioner Lokuruka is currently on the Editorial Board of the African Journal of Food, Agriculture, Nutrition and Development (AJFAND), and is Secretary to the Kenya Institute of Food Science and Technology (KIFST) and is extensively published. He is the Chairperson of the Capacity and Capability Development Committee, a Member of the Compliance and Quality Assurance Committee of the Public Service Commission, and, he represents the Commission in the Council of the Kenya School of Government (KSG).

He serves as the Chairperson of the Human Resource Committee of the KSG Council, and is a Member of the Staff Retirement Benefits Scheme and the Learning and Development Committees of the School. He served as a Board member of the Kenya Industrial Research and Development Institute (KIRDI), where he worked on the Research, Innovations and Development (RDI) and Human Resources Committees of the Board.

Patrick G.Gichohi, CBS, Commissioner

Commissioner Patrick G. Gichohi, holds Bachelor of Education degree of the University of Nairobi and various certificates in management and Parliamentary Procedures and Practices.

Prior to his appointment Commissioner Gichohi served as a Parliamentary Officer for 33 years rising to the position of Clerk of the Kenya National Assembly. While serving as Clerk to the National Assembly, he initiated key parliamentary reforms and facilitated Public-Private Sector partnership in the Parliamentary Reform programmes and also served as the Chair of the Society of Clerks in the Commonwealth Parliaments.

He was a member of the Society of the Clerks-at-the-Table in the Commonwealth Parliaments and the Association of the Secretary Generals of Parliament of the Inter Parliamentary Union, Geneva, Switzerland. He also served as Honorary Secretary and Treasurer of the Commonwealth Parliamentary Association (Kenya Branch), and the Inter-Parliamentary Union (Kenya Group). He has published various books on parliamentary procedures.

Commissioner Gichohi has been awarded State commendation of Chief of Burning Spear and Citation by the State of Wisconsin, United States of America for his distinguished service.

Veronica Birgen, MBS, Commissioner

Commissioner Birgen holds a Master of Science degree in Organizational Development of the

United States International University, BA (Hons) of University of Nairobi and a Higher National Diploma from IHRM. She is an accomplished professional with over 25 years comprehensive Management experience in both public and private sector. Ms. Birgen is a certified Executive Coach.

Prior to her appointment, she served as an Administrator in various Government ministries before joining the Kenya Tourist Board as a Senior Human Resource Officer where she rose to the position of Head of Human Capital and Administration. She also served as a Senior Consultant in organizational restructuring with Tetralink and Taylor Associates, East Africa (E.A). Commissioner Birgen has a strong background in organizational development and Human Resource.

Catherine R. Omweno, MBS, Commissioner

Commissioner Catherine Omweno holds a Master's degree in Business Administration of Moi University and a Bachelor of Arts degree of Punjab University, India. She is also a CPS (K) Finalist and a member

of the Institute of Certified Public Secretaries. She has a wealth of experience in Human Resource Management gained from working in the public, NGO and private sectors.

Prior to her appointment, Commissioner Omweno served as a Personnel Officer in various ministries rising to the level of Chief Personnel Officer, and, later moved on to join CARE- KENYA, and Jomo Kenyatta Foundation thereafter. She was the Group Human Resources Manager at CMC MOTORS Group for 17 years and after leaving CMC MOTORS Group she did a short stint with the Institute of Human Resource Management as an Associate Human Resource Consultant, before, finally moving to Spectre International. She is a certified professional Trainer with special interest in career coaching.

Dr. Judith Bwonya, MBS, Commissioner

Commissioner Dr. Bwonya holds a Masters degree in Public Health and a Bachelors degree in Medicine and Surgery from the University of Nairobi. She has had a long and distinguished career in the Public Health sector, having served in the Ministry of Health since 1983.

She served as a distinguished District Medical Officer of Health in various districts. She worked at the Ministry Headquarters in the Health Sector Reform Secretariat and as Head of the department of Standards and Regulatory Services. Dr. Bwonya was a member of the Task Force that established the Consortium for National Health Research. She was appointed to lead the Ministry team that developed the draft Health Bill under the Constitution of Kenya 2010.

She has served in the Clinical Officers' Council, the Medical Practitioners and Dentists Board, Kenya Medical Research Institute and the NHIF Boards. She was also a member of Consortium for National Health Research Board of Management. Dr. Bwonya is a member of the Kenya Medical Association and Registered with the Medical Practitioners and Dentists Board of Kenya. She is listed in the 7th Edition of "Who is Who among Business and Professional Women" in the world.

Titus M. Ndambuki, CBS, Commissioner

Commissioner Titus Muthini Ndambuki is a career civil servant and holds a Masters degree in Economics from Williams College (USA), Bachelor of Philosophy degree in Economics and a Bachelor of Science in Mathematics and Statistics degree from the University of Nairobi. He has also attended various courses in management and leadership skills from various institutes such as the Institute of Development Studies at the University of Sussex-England, Cardiff University College Population Centre, Wales (UK), the Economics Institute, Boulder, Colorado, Royal Institute of Public Administration (UK), and the University of Manchester (UK).

Prior to his appointment at the Commission, he worked as the Programme Director for the Civil Service Reform Secretariat where he successfully steered the Public Service Reforms. He also served as Permanent Secretary, Ministry of State for Public Service, where he initiated a number of public service reforms including performance contracting, Training Revolving Fund, medical cover for civil servants, contributory pension scheme and retirement age to sixty(60) years.

He has been awarded the Chief of the Burning Spear (CBS) and Head of State Commendation (HSC) in recognition of his sterling performance in the Public Service.

Dr. Alice Atieno Otwala (Mrs.), CBS, Commission Secretary/Chief Executive

Dr. Alice A. Otwala was awarded an Honorary Doctorate in Public Administration by the Commonwealth University in collaboration with London Graduate School in recognition of her exceptional contribution to service to the society, selflessness and other outstanding contributions through which the lives of many have been touched positively.

She holds a Masters Degree in Public Administration from the Liverpool University (United Kingdom), a Bachelors of Arts Degree from the University of Nairobi and a Post Graduate certificate in Strategic Management from Strathmore University. She has also attended several courses in Public Administration and participated in high level international conferences.

She is a member of the Kenya Institute of Management (KIM) and Kenya Association for Public Administration and Management (KAPAM).

Prior to her appointment, she served as an administrator in the public service for 31 years in various ministries rising to the position of Deputy Commission Secretary in the Public Service Commission. Her major achievements include setting up the first Computerization of All Administrative Officers Records Project at the Office of the President, developing the first Training Manual for Chiefs and Assistant Chiefs throughout the Country, relocating the CID Department to its current location with all logistics intact, settling the US Embassy after the Bomb blast of 1998 as head of America's Division in the Ministry of Foreign Affairs, and steered the restructuring of the Public Service Commission Secretariat to enable it deliver on its Constitutional Mandate.

VALUES AND PRINCIPLES TECHNICAL EVALUATION TEAM

Simon G. Wachinga
Compliance & Quality
Assurance, Director

Wesley Kipngetich
Compliance & Quality
Assurance, Technical Control

Rahma Hassan
Establishment and
Management Consultancy
Services, Member

Gabriel Juma
Compliance and Quality
Assurance, Team Leader

Simon Ojalla
Compliance & Quality
Assurance, Member

Jacob Gumba
Compliance & Quality
Assurance, Member

Francis Lemarkat
Compliance & Quality
Assurance, Member

Isaac Kihiu
Compliance and Quality
Assurance, Member

Salyvia Kagoi
Compliance and Quality
Assurance, Member

Joseph Kenei
Finance and Planning, Member

Evelyn Adhiambo
Legal Services, Member

Public Service Commission

P.O. Box 30095, 00100 - Nairobi, Kenya
Telephone: +254 (020) 2223901- 5, 2227471- 5
Fax: +254 (020) 2214791
Mobile: +254 724 253807 +254 735 800282
Email: psck@publicservice.go.ke