



REPUBLIC OF KENYA



PUBLIC SERVICE COMMISSION

**Status of Compliance with Values and
Principles in Articles 10 and 232 of the
Constitution**

Annual Report 2022/2023

December, 2023

Status of Compliance with Values and Principles in Articles 10 and 232 of the Constitution

Annual Report 2022/2023

An Evaluation Report on the Status of Compliance of the Public
Service prepared pursuant to Article 234(2) (*h*) of the Constitution

December, 2023

VISION

A Citizen-Centric Public Service

MISSION

To transform the public service
for efficient and effective
service delivery

CORE VALUES

Citizen Focus

Professionalism

Innovation

Teamwork

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ABBREVIATIONS AND ACRONYMS

AE	Authorized Establishment
AGPO	Access to Government Procurement Opportunities
ASK	Agricultural Society of Kenya
BETA	Bottom-Up Economic Transformational Agenda
BOG	Board of Governors
BOM	Board of Management
CAJ	Commission on Administrative Justice
CBOs	Community-Based Organizations
CBS	Chief of the Order of the Burning Spear
CC&IO	Constitutional Commissions and Independent Offices
CDF	Constituency Development Fund
CEOs	Chief Executive Officers
COB	Controller of Budget
COK	Constitution of Kenya
CPD	Continuous Professional Development
CPSBs	County Public Service Boards
CSAT	Customer Satisfaction Score
CSI	Customer Satisfaction Index
DIALs	Declaration of Income, Assets and Liabilities
EACC	Ethics and Anti-Corruption Commission
EPMC	Employee Performance Management Committees
FRC	Financial Reporting Centre
FY	Financial Year
GHRIS	Government Human Resource Information System
HELB	Higher Education Loans Board
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information and Communications Technology
IEBC	Independent Electoral and Boundaries Commission
IEC	Information, Education, and Communication
IHRM	Institute of Human Resource Management
IPMS	Integrated Payroll Management System
ISM	Institute of Supply Chain Management
JKUAT	Jomo Kenyatta University of Agriculture and Technology
JSC	Judicial Service Commission
KALRO	Kenya Agricultural and Livestock Research organization

KBC	Kenya Broadcasting Corporation
KECOBO	Kenya Copyright Board
Kentrade	Kenya Trade Network Agency
KEMSA	Kenya Medical Supplies Authority
KeNHA	Kenya National Highways Authority
KenGen	Kenya Electricity Generating Company
KEVEVAPI	Kenya Veterinary Vaccine Production Institute
KIE	Kenya Industrial Estates
KIPI	Kenya Industrial Property Institute
KIPRA	Kenya Institute of Public Policy Research and Analysis
KLDC	Kenya Leather Development Council
KMTC	Kenya Medical Training College
KNEC	Kenya National Examination Council
KNBS	Kenya National Bureau of Statistics
KNH	Kenyatta National Hospital
KRA	Kenya Revenue Authority
KUCCPS	Kenya Universities and Colleges Central Placement Service
KYEOP	Kenya Youth Employment and Opportunities Project
LAPTRUST	Local Authorities Pensions Trust
LIA	Leadership and Integrity Act
LMB	Lactating Mother's Bay
MDAs	Ministries, Departments and Agencies
MSMEs	Micro Small and Medium Enterprises
MTRH	Moi Teaching and Referral Hospital
MTP	Medium Term Plan
NCPB	National Cereals and Produce Board
NCPWD	National Council for Persons with Disabilities
NEMA	National Environment Management Authority
NGAAF	National Government Affirmative Action Fund
NGOs	Non-Governmental Organizations
NICHE	Nutrition Improvement Programme through Cash and Health Education
NOCK	National Oil Corporation of Kenya
NPSC	National Police Service Commission
NRF	National Research Fund
NSSF	National Social Security Fund
NTSA	National Transport and Safety Authority
NV&PGP	National Values and Principles of Governance Policy

O&M	Operation and Maintenance
PAC	Parliamentary Accounts Committee
PC	Performance Contract
PDTP	Presidential Digital Talent Programme
PE	Personnel Emoluments
PFM	Public Finance Management
PIC	Parliamentary Investment Committee
POEA	Public Officer Ethics Act, 2003
PPARB	Public Procurement Administrative Review Board
PIIP	Public Procurement Information Portal
PPAD	Public Procurement and Asset Disposal
PPRA	Public Procurement Regulatory Authority
PSC	Public Service Commission
PSC	Parliamentary Service Commission
PSIP	Public Service Internship Programme
PSSB	Presidential Secondary School Bursary
PSV&P Act	Public Service Values and Principles
PWDs	Persons with Disabilities
RBA	Retirement Benefit Authority
RCGW	Regional Centre on Groundwater Resource Education Training and Research in East Africa
SAGAs	State Corporations and Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SEPU	School Equipment Production Unit
SRC	Salaries and Remuneration Commission
SOPs	Standard Operating Procedure
SP	Strategic Plan
TSC	Teachers Service Commission
TTI	Technical Training Institute
TVC	Technical and Vocational Colleges
TVET	Technical and Vocational Education and Training
TVETA	Technical and Vocational Education and Training Authority
UNCAC	United Nations Convention Against Corruption
USAID	United States Agency for International Development
WEF	Women Enterprise Fund
YEDF	Youth Enterprise Development Fund

GLOSSARY OF TERMS

Term	Meaning
Assistive Devices	Implements, tools and specialized services provided to persons with disabilities to assist them in education, employment and other activities
Affirmative Action Programme	A set of actions and policies that are geared at increasing representation of marginalized groups, PWDs and to improve gender parity in the service
Staff Establishment	It is the organization structure of an institution with a defined number of staff and designations
Workload Analysis	It is the process that is used to determine the number of officers an institution will require to deliver on its mandate
Acting Appointment	Temporary conferment upon a public officer, by the Commission or the relevant appointing authority, the power to perform duties of a public office other than the office the officer is substantively appointed to hold, while the public officer continues to hold the substantive appointment ¹
Authorized Establishment	The posts approved to enable a public body to carry out its core and support functions
Authorized Officer	Any officer, body, or authority appointed by the Commission to perform its delegated functions in a Ministry or State Department
Accounting Officer	Any officer appointed by the Treasury and charged with the duty of accounting for any service in respect of which sums of money have been appropriated by Parliament or any person to whom issues are made from the exchequer account
BETA	The Bottom-Up Economic Transformation agenda is the current administration's strategic plan for the country
5 th Generation Strategic Plan	It is the fifth plan whose objective is to definitively and effectively define public institutions' strategic direction, concerning resource allocation and utilization
Compliance Index	A measure of the extent to which an institution has complied with values and principles
Customer Satisfaction Score	This is a metric that is used to measure how pleased was a customer with a service or product
Customer Satisfaction Index	This is a metric that measures the extent to which a customer is satisfied with a good or service
Complaints Register	A mechanism for feedback on service delivery and a tool for the management of grievances arising from service delivery by public institutions
Corruption	The private gain by a public officer at the expense of public interest. It includes fraud, bribery, bid rigging, abuse of office and embezzlement

¹ Regulation 2, Public Service Commission Regulations 2020, LN No. 3 of 2020

Term	Meaning
Declaration	Information on the income, assets and liabilities of a public officer, his/her spouse, and dependent children under the age of 18 years as declared on the financial disclosures form
Special Interest Groups	These are groups of youth, women and persons with disabilities
Lactating Mother's Bay	A private room for use by lactating mothers
Grievance-Handling Procedure	Provides the process through which a service recipient may lodge complaints for unsatisfactory services
Intern	An unemployed person with relevant qualifications who has entered into a contract with a government organization for a period of between three and twelve months with the intent of acquiring relevant work experience for registration with respective professional bodies and/or to increase chances of employability
Internship	A programme established to provide unemployed graduates with hands-on training for skills acquisition to enhance future employability and fulfill the legal requirement for professional registration
Mentorship	The process of transferring existing knowledge, skills, and experience of high-performing employees to newer, less experienced employees to enable them to advance their careers
Merit	The qualifications, experience, standard work performance, and capabilities possessed by an individual that are relevant for the performance of specified duties
National Values Policy	National Values and Principles of Governance Policy, Sessional Paper No.8 of 2013
Performance Management	The process of ensuring that a set of activities and outputs meets an organization's goals in an efficient and effective manner
Performance contract	An accountability tool signed between the Government and managers of public organizations on an annual basis in which the organization commits to deliver certain outputs
Performance Index	The measure of the extent to which an institution has complied with a thematic area
Professional	A person who possesses specialized training, skills, and competencies for the performance of a job requiring high standards of diligence, fidelity, integrity and discipline
Professional Body	These are legally recognised bodies within the law that represent a group of professionals
Professional Ethics	The norms of behaviour or conduct expected of a professional and which guide the practitioner at work or out of work. It embodies the value systems of that profession

Term	Meaning
Professional Ethics in the Public Service	The standards prescribed in the code of conduct and ethics for public officers and the various codes of conduct for the professions that guide members of respective professions in the performance of their duties
Professionalism	Relates to conforming to the accepted norms and practices of a profession
Promotion of Values and Principles	The act of implementing the activities, which communicate the values and principles to the citizens
Service Charter	Is a statement of commitment by the organization towards service delivery, outlining costs, timelines, and the standards that citizens should expect
Secondment	A temporary movement or 'loan' of an employee to a different organization
Skills Inventory	The distribution of skills and competencies in an organization
Strategic Plan	An organizational management document used to communicate the institution's aspirations including vision and mission. It sets priorities, assigns responsibilities, apportions resources, strengthens operations, and ensures employees and other stakeholders are working toward common goals. It defines intended outcomes/results and mechanisms for monitoring and evaluation to assess and adjust the organization's direction in response to a changing environment
Technical/Non-Technical Staff	A technical officer is one who performs the core function of the organization, while non-technical staff are those who offer support services to the organization
The Commission	Means the Public Service Commission
Training Impact Assessment	The process of measuring the effectiveness and relevance of a training programme

PREFACE



This is the 11th report to be published annually in fulfillment of the Commission’s constitutional mandate pursuant to Articles 234 2(c) and (h). The Constitution requires the Commission to promote, evaluate, and report to the President and Parliament the extent to which the values and principles in Articles 10 and 232 have been complied with. It was the aspiration of Kenyans during the constitutional development process that observance of the values and principles would provide a mechanism for effective and efficient delivery of public services, where the citizens and taxpayers would have a say in the formulation of policies that affect them. They wanted a public service that embraces inclusivity, promotes peace, cohesion, most importantly upholds high standards of professional ethics and facilitates growth and prosperity.

Values and principles do not exist in a vacuum; they are implemented through government policies and programmes. The government through the public service has the obligation of facilitating achievement of shared prosperity. The current administration, building on the gains made by previous administrations has put in place programmes that promote the values in Articles 10 and 232 and which in the long term will see Kenya transform into *...a globally competitive and prosperous nation with a high-quality life by 2030, that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment...*” as envisioned in the Kenya Vision 2030.

The government’s Bottom-Up Economic Transformation Agenda (BETA) 2022-2027 focuses on areas that will lead to efficient and effective service delivery such as digital super highway, growth in the Micro Small and Medium Enterprise (MSMEs) through the provision of affordable funding, support to vulnerable groups and promotion of transparent and open governance by all state organs and agencies. This report provides an analysis of the status of the implementation of the programmes in the Agenda among others.

The reporting coincides with the transition period from the fourth to the fifth government administration during which all public organizations under the purview of the Commission were evaluated. Pursuant to Section 16 of the Public Service Values and Principles Act 2015, the report presents an evaluation of the measures taken, progress realized, and challenges faced in the implementation of national values and principles of governance and the values and principles of public service. The report also recommends corrective interventions towards the progressive realization of values and principles as well as enhancing compliance by public organizations.

The evaluation focused on the extent to which public organizations promoted and mainstreamed the national values and principles of governance and the values and principles of public service, in the 523 Public organizations that were surveyed.

To facilitate evaluation, the values and principles were grouped into eight (8) thematic areas, namely: service delivery improvement; high standards of professional ethics; good governance, transparency, and accountability; performance management; equitable allocation of opportunities and resources; sharing and devolution of power; public participation in the policy-making process; efficiency, effectiveness and economic use of resources and sustainable development. The overall compliance index was 46.01%. This was a notable improvement of 4.31% compared to the 2021/22 FY.

The scope of evaluation was extended to tap into the voice and feedback of the citizenry as the primary consumers of the public service. Face-to-face citizen satisfaction exit surveys were conducted at the pivotal service hubs that serve a substantial number of Kenyans such as Huduma Centers, NSSF, NTSA, and National Registration Bureau.

The Commission looks forward to working together with the President and Parliament to facilitate the implementation of the recommendations in this report.

On behalf of the Public Service Commission, I am pleased to submit the *2022/2023 Evaluation Report on the Status of Compliance with Values and Principles in Articles 10 and 232* to the President and Parliament.



A. M. Muchiri,
Chairperson,
Public Service Commission

ACKNOWLEDGEMENT



The preparation of the 2022/2023 Status report on the Compliance with Values and Principles in Articles 10 and 232 of the Constitution process started with the adoption of the roadmap, mapping of the respondents, and identification of an inter-departmental technical team drawing on resident competencies to conduct the evaluation and prepare the report.

The Commission is indebted for the cooperation and requisite support received from the participating organizations within Ministries and State Departments; Constitutional Commissions and Independent Offices; Statutory Commissions and Authorities; Public Universities; Technical and Vocational Education and Training institutes; and State Corporations and Semi-Autonomous Government Agencies.

I acknowledge the leadership and support given to the technical team by our chairperson Amb. Anthony Muchiri, Vice-Chairperson Ms. Charity Kisotu, and all commissioners. I recognize the invaluable stewardship and guidance availed by the Compliance and Quality Assurance Committee chaired by Commissioner Dr. Reuben Chirchir, PhD, and with its members Commissioners Dr. Joyce Nyabuti, PhD and Dr. Mary C. Mwiandi, PhD in the preparation of the report.

On behalf of the Commission, I salute the selfless technical team led by Wachinga Simon Gikonyo (Director, Compliance and Quality Assurance) and whose membership comprised of Dr. Gabriel Juma, PhD (Deputy Director, Governance), Wesley Kipngetch (Deputy Director, Ethics), Selina Iseme, (Deputy Chief Commission Counsel), Dr. Philemon Kiprono, PhD (Head, Research & Policy Analysis), Habel Shiloli, (Assistant Director, Public Communication), Joseph Njoroge (Assistant Director, Accounts), Andrew Njogu (Assistant Director, Payroll and Systems Audit), Joseph Kenei, (Assistant Director, Planning), John K. Njorio, (Assistant Director HRM&D), Jacob Gumba, (Assistant Director, Monitoring and Evaluation), Kihiu Mugo (Assistant Director, Governance and Ethics), Vera N. Mweu, (Assistant Director M&E), Evelyn Adhiambo, HSC (Principal, HRM&D Officer), Samuel W. Wokuti, (Principal Research Officer), Jackline Kilavi, (Research Officer), Stephanie Ndiku, (Research Officer), Nelson Waituika, (Research Officer), Lydia Cheron, (Economist), Catherine Muthoni (Administrative Secretary), Gwyn Malik (Clerical Officer), Ken Wakubwa (intern).

A handwritten signature in black ink, appearing to read 'S. Rotich'.

**Dr. Simon K. Rotich,
Secretary/CEO,
Public Service Commission**

COMPOSITION OF THE COMMISSION



**Amb. Anthony M. Muchiri, C.B.S.,
Chairperson**



**CPA Charity S. Kisotu, C.B.S.,
Vice Chairperson,
Commissioner**



**Dr. Joyce K. Nyabuti, M.B.S.,
Commissioner**



**Dr. Mary C. Mwiandi, M.B.S.,
Commissioner**



**Dr. Reuben K. Chirchir, M.B.S.,
Commissioner**



**Amb. Patrick S. Wamoto, E.B.S.,
Commissioner**



**Amb. Salma A. Ahmed, M.B.S.,
Commissioner**



**Mr. Andrew M. Muriuki, M.B.S.,
Commissioner**



**Ms. Joan A. Otieno, M.B.S.,
Commissioner**



**FCS, Dr. Simon K. Rotich, C.B.S.,
Commission Secretary, CEO**

INTER-DEPARTMENTAL TECHNICAL TEAM

1. Wachinga Simon Gikonyo (Director, Compliance and Quality Assurance)
2. Dr. Gabriel Juma, PhD, MKIM (Deputy Director, Governance)
3. Wesley Kipngetich (Deputy Director, Ethics)
4. Selina Iseme, (Deputy Chief Commission Counsel)
5. Dr. Philemon Kiprono, PhD (Head, Research and Policy Analysis)
6. Habel Shiloli, (Assistant Director, Public Communication)
7. Joseph Njoroge (Assistant Director, Accounts)
8. Andrew Njogu (Assistant Director, Payroll and Systems Audit)
9. Joseph Kenei, (Assistant Director, Planning)
10. John K. Njorio, (Assistant Director HRM&D)
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12. Kihui Mugo (Assistant Director, Governance and Ethics)
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15. Samuel W. Wokuti, (Principal Research Officer)
16. Jackline Kilavi, (Research Officer)
17. Stephanie Ndiku, (Research Officer)
18. Nelson Waituika, (Research Officer)
19. Lydia Cheron, (Economist)
20. Catherine Muthoni (Administrative Secretary)
21. Gwyn Malik (Clerical Officer)
22. Ken Wakubwa (intern)



The chairperson of the Commission's Board Committee responsible for the preparation of the values report, Commissioner Dr. Reuben Chirchir (fourth right) guides the inter-departmental technical team tasked to prepare the 2022/2023 report during the survey tool development. Commissioners Dr. Mary Mwiandi and Dr. Joyce Nyabuti (second and third right respectively) who are members of the committee listen on.

EXECUTIVE SUMMARY

The eleventh evaluation report for the financial year 2022/2023 on the *Status of the Public Service Compliance with Values and Principles in Articles 10 and 232 of the Constitution* highlights the annual obligation of the Public Service Commission, pursuant to Article 234 2(c) and (h), and in line with the Public Service (Values and Principles) Act, 2015. The Commission is required to promote, monitor, and report to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 of the Constitution are complied with in the public service.

Since the promulgation of the Constitution of Kenya in the year 2010, the legal, policy, regulatory, and institutional frameworks have expanded thus widening the scope of coverage and evaluation. In addition, the number of organizations participating annually in the evaluation has risen from 133 reported in 2015/2016 period to the current figure of 523.

In executing this critical mandate, the Commission is guided by several enabling legislations, policies, regulations, and guidelines. These include: Public Service Commission Act, 2017; Leadership and Integrity Act, 2012; Public Officer Ethics Act, 2003; Public Finance Management Act, 2012; Public Procurement and Asset Disposal Act, 2015; Public Service Commission Regulations, 2020; Public Service Commission (Performance Management) Regulations, 2021; Human Resource Policies and Procedures Manual for the Public Service 2016; and the Framework for the Implementation of Values and Principles in the Public Service, 2015. These frameworks serve as a foundation, providing essential direction and support for the Commission's efforts to realize and promote the values and principles outlined in the Constitution.

The public organizations evaluated were grouped into six service sectors, namely: Constitutional Commissions and Independent Offices (10); Ministries and State Departments (52); Public Universities (39); State Corporations and Semi-Autonomous Government Agencies (SAGAs) (210); Statutory Commissions and Authorities (8), as well as Technical and Vocational Education Training institutions (TVETIs) (204). For purposes of evaluation, the values and principles in Articles 10 and 232 were clustered into eight (8) thematic areas namely: service delivery improvement; high standards of professional ethics; good governance, transparency and accountability; performance management; equitable allocation of opportunities and resources; public participation in policy-making process; devolution and decentralization of services; efficient, effectiveness and economic use of resources and sustainable development.

The survey targeted 555 public organizations out of which 523 responded, translating into a response rate of 94.2%. This was an improvement of 3.3% compared to the 2021/2022 FY. The data on the status of compliance with values and principles by organizations was collected through an online survey instrument that was administered to all the targeted respondents. In addition, another specific questionnaire was administered to 37 oversight organizations whose data was meant to verify some of the data submitted by the respondents. A survey was administered to 2,950 officers who had been inducted during the evaluation period and was meant to verify the status of induction. In addition, the status of helplines, toll-free lines, emails, service charters and customization of websites for visually impaired and hearing-impaired persons was verified from all the 523 participating organizations. Further, the evaluation also

involved conducting a number of pilot face-to-face and online surveys on the citizen satisfaction with the services offered by public organizations.

The report is divided into six chapters. Chapter One provides a general overview of the concept of values and principles, the legal, policy, institutional frameworks, the scope of application of values and principles as well as the compliance methodology.

Chapter Two outlines the various measures undertaken by the Commission and other public organizations to promote values and principles during the evaluation period. These measures included a review of policies and procedures, recruitment of new officers, vetting of public service appointments, authentication of certificates, implementation of public service mentorship and coaching programmes, media engagements, training and sensitization programmes, administration of financial disclosures, development, and dissemination of IEC materials, campaigns, advertisements, and publications, use of artwork and sports; commendations, honours and awards and performing arts.

Chapter Three presents the findings and corresponding recommendations in each of the eight thematic areas. Considering that values and principles are intangible and can only be measured through demonstration of certain attributes of service delivery, the Commission generated performance indicators for every thematic area against which the organizations were rated to establish compliance levels.

On service delivery improvement, 68.5% of public organizations implemented citizen service delivery charters, Huduma centres continued to receive client feedback to ensure effective delivery of public services on the Huduma platform, 79.2% of the organizations had digitized 4,518 services for ease of accessibility, 93.9% organizations across service sectors had functional ICT equipment, and 21,043 complaints were received during the evaluation period out of which 98.8% had action taken. Some of the reasons given by respondents for rating some organizations poorly on service delivery included unresponsiveness of public officers, solicitation of bribes, tribalism and nepotism, delays in service delivery, loss of files, and rude officers. Separately, KIPi and KECOBO continued to support patenting and copyrighting processes, and a total of 153 and 44,542 products were patented and copyrighted respectively. 24.2% of the responding organizations had established lactating stations for female employees while 81.6% organizations customized 41,012 facilities and services for use by PWDs both at the headquarters offices and field offices.

Regarding high standards of professional ethics in the public service, 20,125 officers were registered with 29 professional bodies. In addition, 142,188 public officers had their academic certificates authenticated, out of which 47.7% were found to be valid, 0.4% forged, 26.3% had not been authenticated while the authentication status for 25.6% of certificates was unknown.

On good governance, 5.9% of organizations reported cases of corruption involving 0.04% of public officers. In addition, 16.4% of the organizations reported maintaining records on gifts received and declared by the officers. A total of 103 alcoholic gifts valued at KSh. 316,365 were given to officers in 9 organizations. On acting appointment, 2,660 officers were holding acting positions out of which 36.3% had acted within the 6 months prescribed in law while 63.7% had acted beyond six months. There were 4,185 suits filed against public organizations, an increase by 223 suits from the 3,962 reported in the FY 2021/22 period.

On performance management, 42.8% of organizations had aligned their strategic plans to BETA, 48.8% had established Performance Contracting Committees while 46.4% signed performance contracts with the government during the review period. In addition, out of the 145,967 officers who set targets, less than half, 62,898 (43.1%) were appraised while the rest were not. This implied that implementation of performance management was still not effective in most public organizations, negatively impacting service delivery. Further, 54.1% of organizations implemented various programmes to promote employee wellness, 27.5% had conducted skills and competency audits in the last 3 years while out of the 15,557 new employees who joined organizations, 26.1% were inducted but the induction status of 10.8% could not be ascertained. Lastly, 5,347 pension files were submitted to the National Treasury within six months of exit, 785 were submitted within 48 months while 17 cases exceeded 48 months. It was also noted that of the 7,680 officers who were eligible for payment of pension, only 32.4% were paid their pension benefits.

On equitable allocation of opportunities and resources, a total of 127 organizations did not meet the constitutional two-thirds gender principle, despite the overall gender representation in the public service being 62.2% male and 37.8% female. The representation of PWDs in the public service was at 1.53% against the constitutional 5% requirement. Further, 46 ethnic communities were represented in the public service out of whom 42 and 40 benefitted from training and promotional opportunities respectively. The Commission also admitted the fifth cohort of 3,902 interns into the 12-month PSIP who were drawn from 34 ethnic communities. Moreover, 90.2% of organizations developed affirmative action programmes to redress ethnicity, gender, and PWDs gaps and made corresponding affirmative action 3-year projections (2023/24, 2024/25, and 2025/26). 82.8% of organizations awarded tenders to special groups under the AGPO policy. However, only 14.9% of organizations complied with the 30% allocation of procurement budget to specialized groups. Lastly, 20,247 individuals and 5,082 groups benefitted from both social empowerment and social protection programmes amounting to KSh. 2.6B.

Regarding public participation, 11% of organizations had adopted and customized the Public Service Commission Public Participation Guidelines 2015. In addition, 604 policies, legislations, and plans were reviewed or developed and subjected to public participation by 137 organizations, out of which 1.3% were transcribed into Braille. On devolution and decentralization of public services, 27% of organizations decentralized their services by establishing regional, county, sub-county, and ward offices with 120,508 (48%) officers deployed. Further, the Summit held a meeting on 11th February 2023 and there were 25 resolutions arising from the said meeting, out of which 9 (36%) had been fully implemented. There were 226 appeals from 27 county governments which were heard and determined by the Commission out of which 136 were disallowed, 79 were allowed, 4 were struck out and another 4 were settled between the appellants and the respective county governments.

On efficiency, effectiveness, and economic use of resources and sustainable development, 75% of the organizations designated to receive revenue by the National Treasury posted a 10% revenue collection shortfall while 166 TVETIs generated KSh. 9.626B (1%) from various sources, including school fees, bursaries from CDF, NGOs/CBOs, County Governments, and individuals. Further, 46% organizations achieved 100% budget absorption, 37% had absorption rate between 70-99%, 10% had absorption rates between 50-69% and 7% had absorption rate

less than 50%. Separately, 56.5% of the development projects initiated were completed, 39% were ongoing 3.2% were stalled while the completion status of 1.3% of the projects was not provided. In addition, the overall ratio of Personnel Expenditure (PE) to Operation and Maintenance (O&M) for the six service sectors was 45:55, 41.5% organizations pre-qualified 853,380 suppliers and registered them on the Public Procurement Information Portal.

Moreover, 78% organizations had registered on the PPIP, 79% did not have a code of ethics for persons participating in public procurement while 33% did not submit reports to PPRA. The highest number of procurement appeals was from State Corporations and SAGAs with 67.5% of the total appeals. It was also noted that 87.8% organizations did not submit Asset and Liabilities Reports, 72.5% did not prepare annual repairs and maintenance plans while 80.3% had not insured both their movable and the immovable assets. Lastly, 67.78% of PAC recommendations were fully implemented and 65.6% of the evaluated organizations implemented programmes that support the realization of BETA.

Chapter Four presents the overall compliance index based on performance along the seven thematic areas and a comparative analysis of the compliance index from 2018/19 to 2022/23 FY. The 2022/23 overall index is 46.01%, a notable improvement of 4.31% compared to the 2021/22 FY which stood at 41.7%. Devolution and Decentralization of Services as a thematic area was not considered in the computation of the compliance index as the indicators did not apply to all institutions across service sectors.

Organizations in each service sector were categorized as high, medium, and low achievers, along with their corresponding aggregate mean scores. Overall, 79 (15.1%) organizations were rated as high achievers, 357 (66%) medium achievers and 87 (68.26%) were low achievers. All the service sectors registered an improvement with Constitutional Commissions and Independent Offices registering the highest improvement with 53.62% from 45.1% followed by TVET organizations with 35.75% from 29.2%. Others were State Corporations and SAGAs with 54.23% from 50.3%, Statutory Commissions and Authorities with 50.03% from 47.0%, Ministries and State Departments with 44.0% from 42.3%, and Public Universities with 55.3% from 54.5%. It is equally noted that Public Universities obtained the highest overall performance index as was the case in the 2021/2022 FY.

It is acknowledged that despite an overall compliance index of 46.01%, it remains a moderate performance. This implies that, while state agencies have put efforts into delivering services to the citizens across the various sectors, implementation of the national values and principles of governance in Article 10, and the values and principles of the public service in Article 232 remains a journey. This requires organizations to actively embrace behavioral change in the execution of their mandates, emphasizing the need for a sustained commitment to promoting the values and principles. The slight improvement in compliance levels is however appreciated and it is therefore recommended that the momentum be maintained going forward.

The improved overall compliance index was attributed to an increase in performance in four thematic areas with Equitable Allocation of Opportunities and Resources as well as Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development registering the highest improvement with 18% and 17.6% respectively. Others were Performance Management with 6.2% and Good Governance, Transparency, and Accountability with 3.3% improvement.

The performance index in Service Delivery Improvement was determined using 14 performance indicators. The overall performance index was 46.7%. Public Universities had the highest performance index at 54.3% while TVET organizations had the lowest at 39%.

Under the Good Governance, Transparency, and Accountability thematic area, 9 indicators determined the performance index. The overall performance index was 32.2%. Constitutional Commissions and Independent Offices had the highest performance index at 57%.

In the thematic area of High Standards of Professional Ethics in the Public Service, the performance index was determined using 5 indicators. The overall performance index was 51.5%. State Corporations and SAGAs were the highest achievers at 60.6% followed by Ministries and State Departments at 51.6%.

The performance index in the Performance Management thematic area was determined using 12 indicators. The overall performance index was 46.5% with Public Universities having the highest performance index at 59.0%.

Under the Equitable Allocation of Opportunities and Resources, the performance index was determined using 8 indicators. The overall performance index was 58.0% and topped the thematic areas with the highest improvement rates. Constitutional Commissions and Independent Offices had the highest performance index at 69.7%.

Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development thematic area's performance index was determined using 9 indicators. The overall performance index was 45.8%. Public Universities had the highest performance index at 59.9% while TVETIs had the lowest at 32.5%.

The performance index in the Public Participation in Policy Making Process thematic area was determined using 3 indicators. The overall performance index was 33.3% while Constitutional Commissions and Independent Offices had the highest performance index at 53.3%.

A decline was registered in 2 thematic areas with the highest decline being observed in Service Delivery Improvement (-9.6%) and High Standards of Professional Ethics in the Public Service (-2.3%).

Chapter Five presents the findings of the citizen satisfaction surveys that were undertaken by the Commission to assess compliance with Article 232(1) (c) regarding public service delivery. The first survey was conducted using face-to-face interviews and engaged a total of 922 citizens who had received services from various *Huduma* centers and other organizations that offer key services. The second was conducted using an online questionnaire and targeted 1,623 citizens who had previously sought services from various public organizations. Both surveys aimed at evaluating the citizen service experience as reported by service seekers and public officers in the respective organizations.

The majority of service seekers interviewed were satisfied with the services sought from *Huduma* centers and other organizations that offer key services. 84% of the respondents indicated that they received the services while 16% did not. The most popular mode of seeking services in public organizations was manual at (79.7%) followed by e-citizen (11.8%). Others were e-mails (7.4%), websites (4%), and mobile phones (1%). Some of the reasons given by citizens as to why they were not served included referral to other government agencies (28%),

not having all the service requirements (19%), guidance on how to access the service on their own (15%), non-functioning work equipment (12%), exorbitant service costs (3%) and serving officer not available (1%).

Some of the service standards assessed at service points included friendliness (84%), responsiveness of the service provider (84%), courtesy (83%), efficiency (82%), effectiveness (82%), orderliness/fairness (85%) and overall waiting time (82%). However, timeliness as per displayed service charters was rated at 78%. Some of the reasons cited by citizens for dissatisfaction with service delivery included delay (46%), unresponsive officers (21%), lack of user requirements (14%), discourtesy (5%), loss of files (2%), absence of officers (1%) and prohibitive charges (1%).

Regarding the availability of supporting equipment and services, it was determined that among the organizations included in the sample, only NTSA had Lactating Mothers' Bays and a customized sanitary facility. While many organizations had installed ramps, a number were not accessible due to obstructions, with Eastleigh Huduma Centre serving as an example. It was also determined that, even though most organizations had installed first aid kits, they were inadequately equipped or lacked a designated officer for maintenance and a designated first aider. However, it was observed that majority of the organizations were equipped with firefighting equipment.

Chapter Six presents a summary of recommendations that have been proposed and an implementation matrix as intervention measures to help the organizations improve their status of compliance with the values and principles of Public Service.

These recommendations are clustered in 8 broad areas and include:

(1) Recommendations on Human Resource Management and Development

- (a) Public organizations to develop human resource management and development plans.
- (b) All public organizations to ensure strict adherence to the provisions of Regulation 37 of the Public Service Commission Regulations 2020 regarding secondments.
- (c) The 318 organizations with more non-technical staff, to rationalize their staff to bring it to the recommended ratio.

(2) Recommendations on ICT and Digitalization

- (a) All public organizations that did not have responsive emails, helplines, and toll-free lines to assign officers or ensure the assigned officers attend to them.
- (b) The State Department for ICT to fast-track the development and dissemination of guidelines on the use of social media by public institutions.
- (c) All public organizations that did not have functional websites to develop and customize them for access by PWDs.
- (d) The 365 organizations to establish and operationalize the Digitalization Committees pursuant to Circular Ref. No. SH/ADM/29/6 dated 16th January 2023.
- (e) All public institutions to undertake a baseline survey to determine the digitalization levels to enable them to establish the security, utility, and scalability of digital equipment and digital skills in the institution.

- (f) All public organizations to comply with the requirements to document, digitalize, and migrate services to appropriate online platforms for ease of access by citizens.
- (3) Recommendations on Procurement and Financial Management
- (a) Public organizations to comply with the AGPO Policy and set aside 30% of the procurement budget.
 - (b) All public organizations to award the 30% procurement budget to special groups.
 - (c) The National Treasury being the organization responsible for the registration of special groups to maintain an updated database.
 - (d) All public organizations to comply with the provisions of the PFM Act, 2012, the Policy and Guidelines on Asset and Liability Management in the Public Sector, 2020.
- (4) Recommendations on Education and Training
- (a) KIPI and KECOBO to mount training programmes to sensitize the public on patent and copyright-related rights.
 - (b) Public organizations to promote service delivery innovations at the workplace and other forms of innovations on inventions in science and industry to promote national development goals.
 - (c) Public organizations to adopt affirmative action programmes to promote PWDs and minority communities in order to achieve their representation at all levels of the service.
 - (d) All organizations and agencies responsible for recruitment and selection oversight prescribe annual affirmative action targets based on the affirmative action programmes.
- (5) Recommendations on Governance and Compliance
- (a) All public organizations to ensure 100% compliance in remitting collected revenues.
 - (b) The National Treasury to develop and publish a list of receivers of revenue annually to avoid non-designated receivers and collectors of revenue overloading the citizens with unauthorized costs in service delivery which impede access to public services.
 - (c) The National Treasury to undertake sensitizations to public institutions on the provisions of the Policy on Asset and Liability Management in the Public Sector, 2020.
 - (d) Public institutions to migrate the HR functions to the Unified Human Resource system in compliance with the President through Circular Ref.No.OP.CAB.1/31A of 4th August, 2022.
 - (e) All public organizations to develop time-bound affirmative action programmes to address the identified gender and PWD gaps.
 - (f) A citizen-based impact evaluation survey be undertaken to review measures taken, progress achieved in the realization of the values and principles and impediments.
 - (g) A national values conference be organized for stakeholders to discuss the promotion and uptake of values and principles in the public service.
- (6) Recommendations on Public Participation and Accountability
- (a) The 463 institutions that are yet to customize the Public Service Commission Public Participation Guidelines, 2015 by 30th June, 2024.
 - (b) Public institutions to prioritize the use of virtual or online modes for public participation.
 - (c) Public institutions to undertake impact evaluation on implemented policies as a public accountability tool.

(7) Recommendations on General Administrative and Operational Improvements

- (a) All public organizations to ensure induction is undertaken within three months of an officer joining the organization.
- (b) All public organizations to implement employee wellness programmes targeting all employees at the workplace.
- (c) All public organizations to conduct and implement skills and competencies audit as required by the Human Resource Policies and Procedures Manual for the Public Service.
- (d) Coaching and mentorship be made part of day-to-day workplace activity by all employees irrespective of rank or grade.

(8) Recommendations on Legislative and Policy Recommendations

- (a) Section 34 of the Public Service Commission Act 2017 should be amended to introduce exceptions when officers can act beyond six months.
- (b) Parliament should take action against accounting officers where institutions fail or partially implement PAC & PIC recommendations.
- (c) Parliament to hasten the finalization of the Public Participation Bill, 2023 which will provide proper guidance to public organizations while conducting public participation.
- (d) The National Treasury and the Attorney General to fast-track the release of required resources and gazettelement of the notice respectively to facilitate the transfer of the remaining functions.
- (e) All public institutions to comply with Section 138 of PPDA Act, 2015, and Executive Order No. 2 of 2018 regarding the publishing of tender opportunities.
- (f) All public organizations to implement the schedule of registrable interests, gift and conflict of interest management pursuant to respective provisions of the Leadership and Integrity Act, 2012.

In conclusion, the Commission is committed to supporting full implementation of the proposed interventions to not only enhance service delivery but also support BETA for socio-economic and political transformation.



President William Ruto, PhD., C.G.H., addresses Authorized Officers, public servants and the public during the launch of the Values and Principles Report for 2021/2022 financial year at the KICC, Nairobi on Friday, 31st March, 2023 (Source: KBC TV Screen Capture)

CHAPTER ONE: Introduction

1.1 Introduction

This chapter provides background information on the Commission's mandate and expounds on the National Values and Principles of Governance and the Values and Principles of the Public Service in Articles 10 and 232 of the Constitution in terms of purpose, nature, scope, implementation framework, evaluation, and reporting.

The promotion of values and principles involves campaigns, publicity, and advertisements through print and electronic media. The values and principles are also promoted through mainstreaming into the curriculum at all levels of learning in educational and training institutions. Public organizations are also required to mainstream the values and principles into their organizational business processes, including performance management instruments; Citizen Service Delivery Charters; excellence awards schemes; national honours and awards schemes, and recognition and commendations for exemplary value drivers and value carriers. For the promotion of values and principles to succeed, it requires a concerted effort of players from all facets of society including the Government, private sector, religious and faith-based organizations, civil society, and political leadership.

This report is derived from an analysis of qualitative and quantitative data collected through an online survey based on an assessment of eight thematic areas on the National Values and Principles of Governance and Values and Principles of Public Service. The evaluation covered six sectors of the public service within the constitutional jurisdiction of the Commission, which included Constitutional Commissions and Independent Offices; Ministries and State Departments; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Public Universities; Statutory Commissions and Authorities and Technical and Vocational Education Training institutions (TVETIs).

The Commission is required by law to submit an annual report to the President and Parliament on the extent to which the public service has complied with the National Values and Principles of Governance and the Values and Principles of the Public Service. This is the eleventh report since the promulgation of the Constitution that the Commission has submitted to the President and Parliament.

1.2 Background

Article 234 (2) (c) of the Constitution requires the Commission to promote the values and principles in Articles 10 and 232 of the Constitution in the Public Service. Article 234(2) (h) mandates the Commission to evaluate and report to the President and Parliament on the extent to which the values and principles are complied with in the Public Service.

The Public Service Commission Act, 2017 provides the specifics of what the Commission is required to do in promoting, monitoring, evaluating and reporting on the values and principles. The Commission is also required to put in place programmes for promotion of values and principles and integrate the values and principles in its regulations, policies and procedures.

The Commission also implements the Public Officer Ethics Act, 2003, which, although enacted before the promulgation of the current Constitution, in and by itself speaks generally to the

values in Articles 10 and 232. The Act specifically sets standards on the values and principles of high standards of professional ethics, integrity, transparency, and accountability.

The values and principles in Articles 10 and 232 were anchored in the Constitution to act as signposts, to guide organizational culture and the behavior of public servants while discharging their duties and responsibilities as well as placing citizens in the centre of service delivery. Public organizations and public officers are required to apply the values and principles as they discharge their day-to-day activities. The values and principles therefore help in ensuring improved service delivery, consistency in the service standards across public organizations, equity, equality and inclusion, national cohesion, efficiency, and effectiveness of the public service.

1.3 Past reports on values and principles

The Commission has submitted 10 reports to the President and Parliament since 2012/2013. The first report issued in 2012/2013 was a baseline report on the state of the public service in light of the values and principles mentioned in Articles 10 and 232 of the Constitution. The report laid the basis for future evaluations and reporting.

The 2013/2014 report provided further baseline information and clustered the values and principles into 10 thematic areas for ease of evaluation. The Commission developed the framework for the implementation of values and principles in 2015. The framework provided for preconditions for performance, performance standards, and indicators, strategies for promotion of values and principles, and the evaluation and reporting process. The framework guided the preparation of the 2014/2015 values and principles report.

The first three reports were prepared through consultancies and were meant to provide baseline information for future evaluations. The Commission engaged the Kenya Institute for Public Policy Research and Analysis (KIPPRA) in 2016 to assist in the preparation of the 2015/2016 Values and Principles Report. The key delivery of the report was the development of a performance index, and capacity building of internal staff of the Commission to undertake future preparation of the Values and Principles Reports. The 2015/2016 Report also undertook a baseline survey on citizen satisfaction with service delivery by public organizations. The survey provided a baseline index on citizen service satisfaction.

The 2016/2017 evaluation was undertaken by the Commission's internal team. The previous evaluation system was manual where the Commission hired firms and research assistants to physically visit the public organizations and administer questionnaires. The process was laborious, time-consuming, and expensive. To promote efficiency and effectiveness in the evaluation process, the Commission undertook an innovation in the evaluation process by adopting an online survey tool. The Commission undertook the entire process of data collection and submission through the online platform. This eliminated the necessity for manual processes and hence reduced costs on consultancies, research assistants, transport, and propagation of errors attendant to the manual processes.

The Commission has over time, since 2018/2019, continued to improve on the online survey tools, adapting more versatile tools that facilitate ease of deployments, utility, and analysis. This has ensured higher response rates and provides greater flexibility for ease of use by respondents.

The subsequent four reports have continued to improve in quality and content and provide performance trends and actionable recommendations (*Appendix I*).

1.4 The National Values and Principles of Governance and Values and Principles of Public Service

1.4.1 The National Values and Principles of Governance

The National Values and Principles of Governance are in Article 10 of the Constitution. The values and principles bind all state organs, state officers, public officers, and all persons whenever they are formulating, interpreting, or implementing the law and public policy decisions.

The national values and principles of governance are clustered into four parts. The first cluster is values and principles around the political organization of the state, which include the rule of law; democracy; devolution and sharing of power; national unity; participation of the people, and patriotism. The second cluster delves into values and principles on human rights; human dignity; equity; social justice; inclusiveness; equality; non-discrimination and protection of the marginalized. The third cluster focuses on values and principles of good governance; integrity; transparency and accountability. The fourth and final category is sustainable development.

The values and principles are foundational to the Republic of Kenya and form the basis for the existence of Kenya as a Republic (Article 4(2) of Constitution of Kenya).

The National Values and Principles of Governance are given effect by the National Values and Principles of Governance Policy (Sessional Paper Number 8 of 2013).

1.4.2 The Values and Principles of Public Service

The Values and Principles of Public Service are provided in Article 232 of the Constitution. These values and principles apply to the public service in all state organs at both levels of government and all state corporations.

The values and principles include high standards of professional ethics, efficient, effective and economic use of resources. Other values and principles are responsive, prompt, effective, impartial, and equitable provision of services and involvement of the people in the process of policymaking. This part also includes the values and principles on accountability for administrative acts, transparency and provision to the public of timely and accurate information, and fair competition and merit as the basis for appointment and promotions subject to representation of Kenya's diverse communities. The public service is required to afford adequate and equal opportunities in appointments, training, and advancement of men and women, members of all ethnic groups, and persons with disabilities.

The values and principles of Public Service are given effect through the Public Service Values and Principles Act, 2015.

1.4.3 The Promotion of Values and Principles

The Public Service Commission is required to promote the national and public service values and principles mentioned in Articles 10 and 232 of the Constitution throughout the public

service. The scope of responsibility is, however, delimited by Article 234(3) which provides the scope of the Commission functions and excludes state offices, other service commissions (Police, Teachers, Judiciary, and Parliament), and the Office of the High Commissioner, ambassador and diplomatic or consular representative. The Commission's functions do not apply also to the office in the service of a county government except in hearing and determination of appeals in respect of county government public service. Violation of National Values and Principles of Governance and Values and Principles of Public Service are some of the grounds upon which an appeal may be lodged to the Commission under Section 77(2) of the County Government Act, 2012.

1.4.4 The Evaluation of Values and Principles

The Commission is mandated under Article 234(2) (*h*) to evaluate and report to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 are complied with throughout the public service.

The nineteen National Values and Principles of Governance in Article 10 and the nine values and principles of public service are interrelated and interconnected. For instance, the implementation of the value of accountability for administrative acts in Article 232(1) (*e*) relates to good governance, transparency, and accountability in Article 10(2) (*c*). Similarly, the participation of the people is amplified in Article 10(2) (*a*) and Article 232(1) (*d*) of the Constitution. For purposes of evaluation, the Commission clustered similar and interrelated values and principles into eight thematic areas as follows:

1. Service delivery improvement;
2. High standards of professional ethics in the public service;
3. Good governance, transparency and accountability;
4. Performance management;
5. Equitable allocation of opportunities and resources;
6. Public participation in policy-making process;
7. Efficiency, effectiveness, and economic use of resources and sustainable development;
and
8. Devolution and decentralization of public services (Re-introduced).

1.5 Legal, Policy and Institutional Framework

1.5.1 Legal Framework

The legal framework for the promotion, monitoring, evaluation, and reporting on values and principles in Articles 10 and 232 is spread across various articles in the Constitution and Acts of Parliament.

The implementation or non-implementation of these other Articles impacts the progress of the realization of the values and principles in Articles 10 and 232. The articles whose implementation impacts on articles 10 and 232 include Articles 27, 54, and 56 of the Constitution which speak to inclusion in terms of gender, Persons with Disabilities (PWDs), and minority and marginalized communities respectively. Article 201 on the principles of public finance speaks to the value of efficient, effective, and economic use of resources. Chapter Four on human rights speaks to Article 10 (2) (*b*) on human dignity, equity, social justice,

inclusiveness, equality, human rights, non-discrimination, and protection of the marginalized; and Chapter Six on leadership and integrity speaks to both Article 10 on good governance, integrity, transparency, and accountability; and 232 on high standards of professional ethics.

There are several acts of Parliament, which support the implementation of Articles 10 and 232. The principal Act is the Public Service (Values and Principles) Act, 2015 which gives effect to Article 232.

In addition to the Public Service (Values and Principles) Act, 2015, there are several other Acts of Parliament, which are relevant to the implementation of values and principles. Part XI, section 63 of the Public Service Commission (PSC) Act, 2017 guides the Commission on what it should do in the discharge of its constitutional mandate of promoting, monitoring, evaluating, and reporting on the levels of compliance with the values in Articles 10 and 232 in the public service.

In addition, some acts foster efficient, effective, and economic use of resources. These include the Public Finance Management Act, 2012, the Public Procurement and Asset Disposal Act, 2015 and the Public Audit Act. The Public Officer Ethics Act, 2003, the Anti-Corruption and Economic Crimes Act, 2003, and the Leadership and Integrity Act, 2012 facilitate the implementation of high standards of professional ethics, good governance, transparency and accountability.

The Kenya National Human Rights Act, 2011, and the National Gender and Equality Commission Act, 2011 speak to human rights, inclusion, and the rights of the minority and marginalized groups. The Persons with Disabilities Act, 2003 although enacted before the promulgation of the 2010 Constitution, speaks specifically to the rights of Persons with Disabilities.

The Commission on Administrative Justice Act, 2011, and the Access to Information Act, 2016 speak to the values of transparency, accountability, and good governance.

The National Environment Management Act, 1999 concretizes the promotion of sustainable development.

The Inter-governmental Relations Act, 2012 fosters the value of devolution and sharing of power through establishment of a framework for cooperation and consultation between the two levels of government and amongst county governments. It establishes organizational structures and mechanisms for inter-governmental relations and platforms for addressing issues that affect relations between the two levels of government and between county governments.

1.5.2 Policy Framework

Since the promulgation of the Constitution, several policies, that support the implementation of values and principles, have been issued by the government.

The National Values Policy, Sessional Paper Number 8 of 2013 sets the benchmarks and strategies for promotion of the national values and principles of governance whose aim is to achieve an accountable and democratic electoral process, promote inclusion and observance of the rule of law, strengthen devolution and inculcate patriotism. The policy also establishes the institutional framework for the reporting on the national values and principles of governance to Parliament by the President under Article 132(1) (c).

The Commission issued the Framework for Implementation of Values and Principles in Articles 10 and 232 of the Constitution in 2015. The Framework sets performance standards, indicators, and guides on promotional strategies. It envisaged formulation of an overarching Citizen Service Delivery Charter, which incorporates values and principles and an annual assessment of compliance which is undertaken through a citizen satisfaction survey.

The Bottom-Up Economic Transformation Agenda 2022-2027: The Agenda seeks to promote inclusive growth through adoption of various strategies in agriculture and food security, Micro Small and Medium Enterprise, Digital superhighway and creative economy, healthcare, housing and settlement and environment and climate change. It also seeks to put in place interventions that address challenges faced by vulnerable groups: the youth, women, Persons with Disabilities, and the elderly. It seeks to promote good governance through adoption of a rights-based approach in service delivery and promotion of transparency and accountability in management of public affairs by institutionalizing open governance through all state organs and agencies and publishing an annual state of openness report.

Kenya Vision 2030: Although the *Kenya Vision 2030* was adopted in 2008, it addresses the same issues which the values and principles in Articles 10 and 232 seek to achieve. The Vision promotes the following values among others, sustainable development, human rights, social justice, human dignity, equity and equality, rule of law, democracy and participation of the people, transparency, and accountability among others.

It is grounded on three pillars: the social, economic, and political pillars. It emphasizes the need to place interventions that promote equity and equality. To implement the Vision, the Government has over the years adopted several programmes to address inequalities in education and training, health, water and sanitation, housing and urbanization. Other programmes implemented are those that seek to improve productivity in arid and semi-arid lands, youth unemployment, and the economic status of women and vulnerable groups.

Sessional Paper No. 9 of 2013 on National Cohesion and Integration aims to make Kenya an equitable society that is politically, economically, and socially cohesive where citizens appreciate diversity, have a shared vision and sense of belonging. It seeks to address socioeconomic inequalities, manage ethnic and socio-cultural diversities, and prevent conflicts, which impact negatively on national unity and development.

The National Policy for Peace Building and Conflict Management (Sessional Paper No. 5 of 2014) focuses on peacebuilding and conflict management to promote peaceful co-existence and human security, which are fundamental for sustainable development, and a just and peaceful society. The policy fosters the values of national unity; equality before the law; observance of the rule of law; integrity, honesty and accountable leadership; and equitable distribution of wealth among others.

The National Policy on Gender and Development (Sessional Paper No.2 of 2019) prescribes measures that, when implemented, promotes equity and equality of women and men and requires identification and removal of barriers to equitable gender roles and relations. The Policy promotes the values of non-discrimination and inclusion.

The Kenya Youth Development Policy 2019 aims to ensure that the youth play their roles in the development of the country. The policy promotes the values of participation of the people,

equality, human rights and human dignity among others. The youth form the largest percentage of the population who have a bigger stake in the future of the country and therefore should play a major role in development. The implementation of the policy will result in active participation of the youth in national development.

The National Land Use Policy (Sessional Paper No. 1 of 2017) defines measures required to address the critical issues of land administration, access to land, land use planning, restitution of historical injustices, environmental degradation, and conflicts. It also addresses issues of unplanned proliferation of informal urban settlements and socio-economic rights of minority and marginalized groups concerning land ownership. The policy promotes the values of inclusiveness, non-discrimination, protection of the marginalized and sustainable development.

1.5.3 Institutional Framework

Articles 10 and 232 of the Constitution provide that the values and principles bind all state organs, State Officers and public officers in the discharge of their duties. Consequently, several actors have different roles in the implementation of the values and principles.

Parliament enacts laws, which gives effect to the values and principles. Parliament also receives reports from service commissions on the level at which values and principles are complied with in the public service.

The President through the executive arm of government implements the laws through various programmes, some of which target minority and marginalized groups such as the youth, women and Persons with Disabilities.

The Public Service Commission is required by the Constitution to promote, monitor and evaluate the implementation of the values and principles in Articles 10 and 232 in the Public Service.

Public organizations are required to mainstream the values and principles in their policies, guidelines and processes while public officers are required to observe and uphold the values and principles.

1.6 Scope of application of the values and principles

The Constitution, enabling legislation, policies, guidelines, and codes of conduct guide the application of values and principles in the public service. The scope of application includes Ministries and State Departments; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Constitutional Commissions and Independent Offices not excluded under Article 234(3) of the Constitution; Public Universities; Statutory Commissions and Authorities; and Technical and Vocational Education Training Institutions.

For ease of undertaking the evaluation, the 555 targeted organizations were categorized into six service sectors namely Constitutional Commissions and Independent Offices; Ministries and State Departments; Public Universities; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Statutory Commissions and Authorities, as well as Technical and Vocational Education Training Institutions.

The 11 Independent Commissions and Offices targeted for evaluation were the Public Service Commission; The Commission for Administrative Justice; Ethics and Anti-Corruption

Commission; Independent Electoral and Boundaries Commission; Kenya National Commission on Human Rights; Gender and Equality Commission; National Lands Commission; Salaries and Remuneration Commission and Commission for Revenue Allocation. The two independent offices are the Auditor-General and the Controller of Budget.

Other organizations targeted for evaluation were 52 Ministries and State Departments; 239 State Corporations and Semi-Autonomous Government Agencies (SAGAs); 39 Public Universities; Eight Statutory Commissions and Authorities and 206 Technical and Vocational Education Training Institutions.

1.7 Promotion, Evaluation, and Reporting on Values and Principles

The Commission has adopted several strategies to promote the national values and principles of governance and values and principles of public service. These include mainstreaming of the values and principles in the organizational business processes, performance management instruments, and Citizen Service Delivery Charters. The Commission disseminates values and principles through induction and training of public officers and the print and electronic media. Other strategies adopted include sponsorship of relevant themes in the national music and drama festivals and campaigns, advertisements, and publicity. It also promotes the values and principles through awards of honours and commendations to exemplary value carriers and value drivers. Other strategies involve collaborative engagement with stakeholders such as the media, religious and faith-based organizations, Matatu Owners' Association among others.

The Commission evaluates the extent to which the values and principles have been complied with in the public service and prepares a report on the measures taken, progress realized, and impediments to the implementation.

1.8 Compliance Evaluation Methodology

The Commission adopted a consultative and participatory approach in this evaluation by engaging public organizations under its jurisdiction. This ensured the objectivity and integrity of the data collection process. Primary data was collected through an online questionnaire that comprised a mix of qualitative and quantitative questions. The exercise also involved a review of secondary data including a meta-analysis of previous values reports and other reports prepared by some of the oversight organizations.

The survey was conducted using the Sogolytics survey tool. The tool is easy to create and deploy surveys with no limitations as to the number or type of questions and responses. It gives free access to view and download the raw survey data. It is intuitive to use and its question display logic option provides great flexibility for ease of use by respondents. The tool is also versatile and allows for Excel, PDF, and video uploads.

The Commission reviewed the thematic areas, performance standards, and indicators and re-introduced the thematic area on Devolution and decentralization of services. The reviewed thematic areas, performance standards, and indicators guided the development of the question items.

The Commission communicated to public organizations under its purview about the values and principles compliance evaluation survey. The communication provided clear guidelines on the

training, management, and submission of data via the online tool and the corresponding submission timelines.

2,052 officers were sensitized on the evaluation process through a webinar from 22 to 25 August 2023. The feedback from the sensitization was used to finalize the main online survey instrument that was later emailed to the identified respondents in the 555 targeted organizations from 5th September to 10th October, 2023 for responses.

To triangulate data submitted by organizations, an institution-specific survey instrument was developed and sent to 37 oversight organizations between 12th and 31st October, 2023. The organizations filled the online questionnaires and uploaded evidential materials to support their responses where applicable.

The Commission undertook two rapid citizen satisfaction surveys targeting members of the public who sought services from government organizations. The surveys sought to gauge the quality of services offered to the citizens by various government agencies and the challenges that citizens encountered while receiving services.

The first survey targeted Huduma Centres (7 branches), two State Corporations, and one State Department. The survey involved physical visits to selected Huduma Centres in Kajjido and Kisamis towns, Machakos, Kibera, General Post Office, City Square and Makadara. Other government organizations visited included the National Social Security Fund (NSSF) City Centre, Eastleigh and Industrial Area branches, the National Transport and Safety Authority Headquarters, and the National Registration Bureau, Kibra office. The survey also assessed the organization's level of compliance with various constitutional and regulatory requirements regarding aspects such as safety, customization of facilities for PWDs, lactating mothers and general work environment among others. Data was collected between 4th and 11th September, 2023, through in-person interviews at all the designated centres. Huduma Centres were identified as pivotal service hubs due to their diverse array of organizations and services offered under one roof while the other government organizations were selected based on the huge number of citizens seeking services from their offices.

The second survey was an online survey administered through the mobile platform to 1,623 sampled citizens who had sought services from diverse public organizations during the year under review. The citizens were randomly selected from the organizational customer service registers.

To triangulate data submitted by organizations on the status of induction of new officers, another online tool was administered to 2,950 officers between 14th and 20th November, 2023.

Additional data was sourced through telephone calls to organizations regarding the functionality of organizations' helplines and hotlines. Further, there was verification on functionalities of emails and customization of websites to the visually and hearing-impaired persons as indicated in Table 1.1.

Respondents submitted completed questionnaires, which were authenticated by the organizational heads. The data received was cleaned, collated, and standardized before being analysed. Descriptive statistics was used to analyse quantitative data while qualitative data was analysed by categorizing the data thematically. The findings were then interpreted and recommendations made.

Table 1.1: Data Collection Tools

S/No.	Name of Tool	Target Group	Objective	Date Sent	Date Closed
1.	Cross-cutting	555 MDAs	Obtain organizational data including biodata and across thematic areas	5th September 2023	10th October 2023
2.	Organization specific	37 Oversight organizations	To triangulate data on key thematic areas obtained from MDAs through the cross-cutting tool. It focused on organizational mandate	12th October 2023	31st October 2023
3.	Triangulation tools	1,000 Citizens	Collected views on the quality of public services in selected organizations that were visited: (i) Huduma Cetres in Kajiado, Kisamis, Machakos, City Square, GPO, Makadara and Kibera (ii) NSSF Headquarters (iii) NTSA Headquarters (iv) National Registration Bureau-Kibera (v) NSSF City Centre, Eastleigh, Industrial Area	4th September 2023	11th September 2023
		1,623 Citizens	Collect views on quality of public services from sampled citizens who had sought services in public organizations during the year under review	14th November 2023	20th November 2023
		2,950 Inducted officers	Verify actual status on induction	14th November 2023	20th November 2023
		523 MDAs	Check status of helplines, toll-free lines, emails, service charters, and customization of websites for Visually impaired and Hearing-Impaired persons	9th November 2023	19th November, 2023

1.9 Structure of the report

This report is presented in six chapters. Chapter 1 highlights the introduction, mandate, and rationale for evaluation and reporting on the values and principles. It also addresses the evaluation process, the legal policy and institutional framework, the scope of application of the values and principles, and the compliance evaluation methodology. The chapter ends with a summary of the structure of the report.

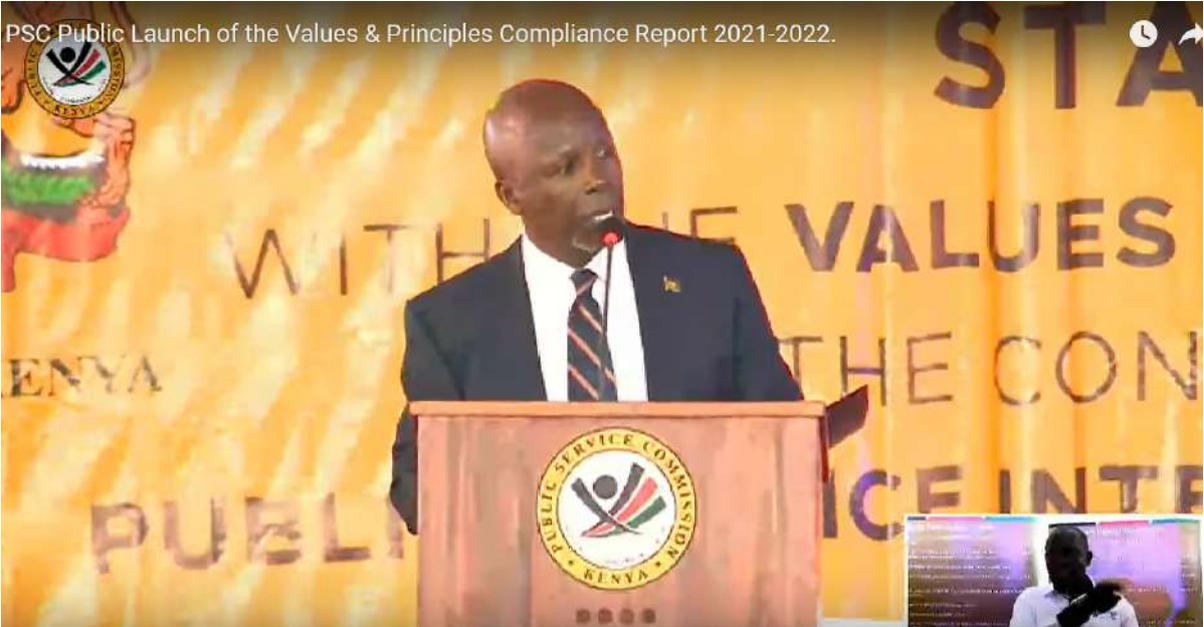
Chapter 2 deals with the promotion of values and principles in the public service. The chapter begins with a brief introduction, then presents the thematic areas evaluated and a summary of the promotional strategies on values and principles. The chapter also highlights the strategies implemented by the Commission and the ministries, departments, and agencies in the promotion of values and principles and the strategies adopted to mainstream values and principles in the service delivery processes.

Chapter 3 addresses the progress made and the impediments in the implementation of values and principles. The chapter further highlights strategies implemented by institutions to

institutionalize the values and principles in the service delivery processes, and trend analysis on performance indicators for relevant thematic areas. The voice of the citizens was tapped through undertaking two satisfaction surveys from sampled Huduma Centres and citizens who sought services from public institutions.

Chapter 4 presents the status of the implementation of values and principles. This brings out the extent to which the public service has complied with the values and principles in Articles 10 and 232 of the Constitution. The chapter also provides the performance indices by thematic area, institution, and sector and the overall performance index of the service.

Finally, Chapter 5 presents a summary of findings for the two citizen satisfaction surveys undertaken while Chapter six contains recommendations. The recommendations made relate to the President on policy intervention and Parliament on legislative and oversight intervention. Additionally, sectoral recommendations for the evaluated public organizations on areas of improvement are detailed.



Public Service Commission Chairperson, Amb. Anthony Muchiri addresses Authorized Officers, public servants and the public during the launch of the Values and Principles Report for 2021/2022 financial year at the KICC, Nairobi on Friday, 31st March, 2023.

CHAPTER TWO: Promotion of Values and Principles

2.1 Introduction of the Chapter

This Chapter presents the promotional programmes and activities implemented by public organizations evaluated. The promotional programmes and activities include those mainstreamed into the organizational business processes, review of policies and procedures, vetting of public service appointments, and authentication of certificates. Other programmes and activities were implementation of public service mentorship and coaching programmes; development of public service emerging leaders; media engagements; training and sensitization programmes; administration of financial disclosures; development and dissemination of IEC materials; campaigns, advertisements, and publications; use of artwork; sports; commendations, honours and awards and performing arts.

2.2 Promotion of Values and Principles by the Commission

The Commission undertook several activities whose objective was to mainstream the values and principles in policies and procedures governing public organizations. The Commission mainstreamed values and principles through a review of various policy instruments such as Human Resource Policy and the Procedure Manual for the Communication Authority of Kenya, the Public Service Commission (County Appeals Procedures) Regulations, 2022 and issuance of a circular requiring public organizations to undertake authentication of their officers' academic and professional certificates.

The Commission also promoted the values and principles through undertaking of public service mentorship and coaching programmes for mentors and coaches under the Public Service Internship Programme (PSIP). The training included topics on national values and principles of governance and values and principles of public service. The Commission implemented the Public Service Emerging Leaders Fellowship Programme (PSELF), which incorporated trainings and public service ethos and values and principles. The Commission sensitized public officers on the public officer code of conduct and ethics through various programmes organized by the Commission and on invitation by various public service organizations. The National Defense College and National Defense University of Kenya run programmes on national values and national security where the Commission facilitates on the topic and in the year under review, the Commission trained officers from the Ministry of Health, the National Audit Office, and the Kenya Medical Practitioners and Dentists Council.

The Public Service Commission's promotion of values included appearances by Commissioners and Directors on TV and radio talk shows to promote values and principles. The Commission also published and publicized the 2021/2022 Values and Principles report.

The Commission also administered the Declaration of Income, Assets and Liabilities for officers joining and exiting the service. The filing of financial disclosures promotes transparency and accountability in the management of public resources consistent with the values and principles in Article 10(2)(c) and Article 232(1)(b) of the Constitution. The Commission also released 21 declaration records to investigative agencies to aid investigations on illicit enrichment and unexplained wealth of some public officers under investigation.

2.3 Promotion of Values and Principles by the MDAs

The public service organizations submitted various reports and supporting video footages and photographs of the programmes and activities that they undertook to promote the values and principles. Out of the 523 evaluated organizations, 170 (33%) indicated that they implemented various strategies to promote values and principles in their workplaces. The majority of evaluated organizations did not undertake any programmes or activities to promote values and principles in Articles 10 and 232 of the Constitution. This means that there is a slow uptake in the promotion and implementation of values and principles in public service. The Public Service Commission will re-invigorate programmes and activities that accelerate faster uptake of promotion and implementation of values and principles in the public service.

The specific strategies adopted by the reporting organizations to promote the values and principles included mainstreaming of values and principles through induction programmes (64.7%); developing and distributing IEC materials (54.1%); undertaking awareness campaigns, advertisement, and publications (46.5%) and engaged the media on promotional activities (45.9%). These were the three most preferred strategies in the promotion of values and principles.

Other strategies were the use of branded organizational materials with promotional messages on values and principles (32.9%); the use of performing arts such as music and drama (28.3%); use of sporting activities such as athletics and football (27.6%); institutionalization of values and principles through the Service Delivery Charters (25.8%) and use of artwork to convey messages on values and principles (24.7%). These strategies were however less utilized by most of the evaluated organizations. Notably, these are the strategies that could have a wider audience based on the entertainment component, which could be used as an infotainment channel. The National Values and Principles Governance Policy and the Public Service Commission Framework for Implementation of Values and Principles recommend implementation of values at all levels of learning which include the use of avenues such as the Kenya Music and Drama Festivals and sporting activities. The two strategies were not effectively utilized as a platform for the promotion of values and principles. The educational sector should take deliberate measures to utilize these platforms as a means of inculcating National Values and Principles of Governance and Values and Principles of Public Service at all levels of learning. The Commission will work with the key stakeholders in the promotion of values and principles to provide leadership through sponsorships of themes through performing arts and sports in the eight thematic areas.

The organizations also mainstreamed values and principles in the curriculum (25.3%); and performance management instruments (23.9%); undertook training and awareness creation on values and principles (19.7%); sensitized and had officers commit to the Public Service Code of Conduct and Ethics, 2016 (18%). The National Values and Principles of Governance Policy and the Public Service Commission Framework for Implementation of Values and Principles recommend inculcation of values and principles at all levels of learning through the use of age-appropriate instructional materials. The extent to which the values are mainstreamed into the educational curriculum at different levels of learning appears very low at 25%. It may not be possible at that rate to develop a generation that is value-driven and therefore the re-orientation of societal values to facilitate necessary changes to positive value systems may take a long time.

To ensure that there is a deliberate and sustained effort to inculcate values at all levels of learning, it is recommended that an urgent audit be undertaken on the curriculum at all levels of learning to ensure there is consistency, coherence, and relevance in the messaging on values and principles. The Commission will convene an inter-agency forum of relevant stakeholders to facilitate an audit of the curriculum.

The National Values and Principles of Governance Policy and the Public Service Commission Framework for Implementation of Values and Principles identified the performance management platform as one of the means through which the values and principles can be mainstreamed in the public service. The evaluated organizations reported the mainstreaming of the values and principles in the performance management instruments to be at 24%, which is very low. The Commission will work with the Performance Management Secretariat to ensure the inclusion of the values and principles in the performance management guidelines and instruments for the 2024/2025 performance cycle.

It is also noted that whereas the induction of public officers on values and principles by organizations is at 64% the sensitization on the code of conduct and ethics is at 18%. There is a mismatch between the high number of organizations that undertook induction on values and principles and the ones that undertook sensitization on the code of conduct and ethics which ideally are two sides of the same coin. The Commission will harmonize the Human Resource and Procedures Manual, the Public Officer Code of Conduct and Ethics with the Public Services Values and Principles to establish one point of reference.

The honours and awards schemes for exemplary value carriers and drivers was the least strategy utilized, at 8.2%. The National Values and Principles of Governance Policy and the Public Service Commission Framework for Implementation of Values and Principles recommend the use of honours and award schemes to recognize and commend exemplary value carriers and value drivers. Public organizations ran various excellence award schemes and there is a national honours and awards commendation scheme under the Executive Office of the President. This strategy was meant to celebrate public officers and citizens who best uphold the values and principles. The utility level of the schemes to promote values and principles was very low at 8% and therefore re-orienting society to appreciate the positive values through those who exemplify them may take a long time. Public service organizations are required to include honours and awards targeting exemplary value carriers and drivers in their excellence award schemes. Similarly, the National Honours and Awards Scheme should incorporate categories on award for exemplary value carriers and value drivers.

Other Initiatives reported on promotion of values and principles accounted for 25.9% of all promotional activities by public service organizations. Some of these initiatives included holding public barazas, tree planting, beach cleanup and Corporate Social Responsibility programmes.

The Kenya School of Government (KSG) undertook 168 training programmes which benefitted 62,428 officers on various values-related training programmes between 2019/2020 and 22/2023 financial years. The most popular courses were those promoting good governance and included Senior Management Course with 14,762 (23.7%), Strategic Leadership with 6,120 (9.8%), and Supervisory Skills Development course with 5,363 (8.6%) participants respectively. It is

recommended that KSG should endeavor to develop specific training programmes tailored on Values and principles with a bias to the provisions of Articles 10 and 232.

Developing strategies for the promotion, evaluation, and reporting on values and principles is crucial for the establishment of a robust foundation for delivering high-quality services.



PSC’s Commissioner, Dr. Mary Mwiandi discusses values and principles of public service on KTN News television on Wednesday, 29th March, 2023. (Source: KTN News TV Screen capture)

CHAPTER THREE: Survey Findings

3.1 Introduction

This Chapter discusses the survey findings. This comprises the survey response rate, general information about the service in terms of diversity (gender, ethnicity, and PWDs), and other human resource practices, which affect efficiency and effectiveness in service delivery. The findings are discussed under eight thematic areas namely: Service Delivery Improvement; High Standards of Professional Ethics in the Public Service; Good Governance, Transparency, and Accountability; Performance Management; Equitable Allocation of Opportunities and Resources; Public Participation in Policy-Making Process; Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development; and Devolution and Decentralization of Public Services. Each of the thematic areas was evaluated based on set performance standards and indicators.

3.2 Survey Response

The questionnaire was administered to 555 organizations in the six service sectors. The six service sectors evaluated were Constitutional Commissions and Independent Offices, Ministries and State Departments, Public Universities, State Corporations and SAGAs, Statutory Commissions and Authorities, and Technical and Vocational Education Training Institutions. 523 organizations responded to the survey, giving a response rate of 94%. Six organizations were partial respondents and 26 did not respond to the survey (*Appendix II*). The response rate by service sector is presented in Table 3.1

Table 3.1: Response Rate by Service Sector

S/No.	Service Sector	No. Targeted	No. Responded
1.	Constitutional Commissions and Independent Offices	11	10 (90.9%)
2.	Ministries and State Departments	52	52 (100%)
3.	Public Universities	39	39 (100%)
4.	State Corporations and SAGAs	239	210 (87.9%)
5.	Statutory Commissions and Authorities	8	8 (100%)
6.	TVETIs	206	204 (94.2%)
Total		555	523 (94.2%)

All the Ministries and State Departments, Public Universities, and Statutory Commissions and Authorities, which were in operation by June 2023, responded to the survey while the lowest response rate was from State Corporations and SAGAs, which registered a response rate of 87.9%. The number of organizations that responded increased from 477 in 2021/2022 to 523 in the 2022/2023 evaluation period. This marked an increase of 46 (10%) organizations. This increase was attributed to positive publicity given by the public launch of the report by His Excellency the President.

Six organizations were considered as partial respondents because the data they submitted was incomplete. The data was therefore not included for analysis. These were Athi Water Works

Development Agency, Kenya Industrial Estates (KIE), Kenya National Examination Council (KNEC), Kenya Veterinary Vaccine Production Institute (KEVEVAPI), National Transport and Safety Authority (NTSA) and Rivatex East African Ltd.

The survey further targeted 37 oversight organizations out of which 36 (97%) responded. The data from the oversight organizations was used to triangulate information received from the 523 public organizations.

Recommendations

- 1) The 26 organizations that did not participate in the survey to explain why they did not participate.
- 2) The Chief Executive Officers of the organizations be sanctioned for failure to report.

3.3 Staff Establishment

Staff establishment is a record of the job and aggregate posts approved in an organization in relation to the number of employees required to discharge the mandate of the organization.

The Authorized Staff Establishment (AE) in the public service is based on comprehensive human resource plans, which are guided by workload analysis. The Commission has guided the establishment and abolition of offices in the public service through the issuance of policy guidelines on the establishment and abolition of offices. Public organizations are expected to operate at optimal staffing levels to ensure effective utilization of human resources for the provision of quality services.

The Public Service Commission is required under Article 234 2(e) to ensure that the public service is efficient and effective. This includes the promotion of the values and principles in Article 232 1(b) on the efficient, effective and economic use of resources.

To operate optimally public organizations are expected to undertake workload analysis that should inform the organization structure and staff establishment. The evaluation sought to establish whether the organization structures and staff establishments were informed by workload analyses, status of staff establishment and secondment in the public service, and the tutor–learner ratio in TVET institutions.

Tables 3.2 and 3.3 presents the status of staff establishment in the public service.

It was established that—

- (a) Out of the 319 organizations evaluated, excluding TVETIs, 305 provided data on Authorized Establishment, while 14 did not. However, 16 organizations did not provide data in the required format and, therefore, the data was not analysed. TVETIs were excluded from the analysis because they did not have an approved staffing level.
- (b) The 16 organizations that did not provide data in the required format were South Eastern Kenya, Cooperative University of Kenya and Alupe University; State Departments for Livestock Development and Technical, Vocational Education and Training; Commission of Revenue Allocation; Agro-Chemical & Food Company Ltd., Development Bank of Kenya; East African Portland Cement Company Ltd.; Kenya National Highways Authority (KeNHA); Kenya School

of TVET; Kenya Seed Company Limited; New Kenya Planters Co-operative Union; Pharmacy and Poisons Board; Regional Centre on Groundwater Resources Education, Training and Research (RCGW) and School Equipment Production Unit (SEPU).

- (c) 255 (80%) organizations had not undertaken workload analyses even though their structures were approved.
- (d) The total number of approved vacancies for the 289 organizations were 330,469 out of which 240,166 (72.7%) were filled while 90,303 (27.3%) were vacant. This marked an increase of 14,384 (6%) in the filled posts compared to 2021/2022 FY.
- (e) There was an excess of 19,467 members of staff recorded in the staff registers against those reported in the approved filled vacancies.
- (f) The 289 organizations had fewer staff than approved at an average of 33%. It is however noted that only 64 organizations had undertaken workload analyses to inform their structures as a prerequisite to approval of the structures.
- (g) 15 organizations had excess members of staff against the approved staff levels. Five of the 15 organizations had excess staff members of over 50%. These were Kenya Medical Supplies Authority (KEMSA) (115%), National Water Harvesting and Storage Authority (72%), State Department for Devolution (61%), State Department for Higher Education and Research (69%), and State Department for Immigration and Citizen Services (59%).
- (h) Six organizations had high disparities with an excess of over 100 members of Staff compared to the staff recorded in the staff register. Two of the organizations (State House and New Kenya Cooperative Creameries) had a disparity of 483 and 492 respectively.
- (i) Four organizations had excess staff levels as was the case in the 2021/22 FY. These were Kenya Medical Supplies Authority (KEMSA), State Department for Transport, State Department for Higher Education, and State Department for Devolution. This is an indication that the organizations did not implement the 2021/2022 report recommendations.
- (j) Out of the 289 organizations with less staff levels against the approved staff levels, 12 were operating with less than 70% of the approved staff levels and four were operating with 10% or less of the approved staff level. These were Uwezo Fund (98%), Huduma Kenya Secretariat (94%), Hydrologists Registration Board (92%), and Kenya Veterinary Board (90%).
- (k) Only 21 (4%) organizations had developed comprehensive Human Resource Management and Development Plans, which are required to inform both recruitment plans and training.

Table 3.2: Status of Staff Establishment in the Public Service

Service Sectors	Total No. of Organizations	No. of Staff in the staff register (A)	No. of organizations with approved staffing levels	Approved staffing levels (B)	No. of Staff Vacancies filled (C)	Variance (B-C)	% of Variance	Variance of No. of Staff in the register (A) and Staff vacancies filled (C)
Constitutional Commissions & Independent Offices	10	4,622	9	7,413	4,564	2,849	38.4	58
Ministries & State Departments	52	105,539	47	127,767	93,004	34,763	27.2	12,535
Public Universities	39	28,359	35	43,273	26,072	17,201	39.7	2,287
State Corporations and SAGAs	210	99,704	191	147,261	95,146	52,115	35.4	4,558
Statutory Commissions and Authorities	8	1,942	7	4,755	1,913	2,842	59.8	29
TVETIs	204	13,152	-	-	-	-	-	-
Total	523	253,318	*289	330,469	220,699	109,770	33.2	19,467

*Based on approved structures where 64 organizations had undertaken workload analysis

Table 3.3: Status of approved staff levels

Name of Organization	2021/2022 FY			2022/2023 FY			Status of approved staffing levels
	Approved staffing levels (A)	No. of Staff Vacancies filled (B)	Variance %	Approved staffing levels (A)	No. of Staff Vacancies filled (B)	Variance %	
Uwezo Fund	-	-	-	1,246	21	98	<i>Less staff</i>
Huduma Kenya Secretariat	890	156	734	895	54	94	<i>Less staff</i>
Hydrologists Registration Board	80	1	79	78	6	92	<i>Less staff</i>
Kenya Veterinary Board (KVB)	202	22	180	202	20	90	<i>Less staff</i>

Name of Organization	2021/2022 FY			2022/2023 FY			Status of approved staffing levels
	Approved staffing levels (A)	No. of Staff Vacancies filled (B)	Variance %	Approved staffing levels (A)	No. of Staff Vacancies filled (B)	Variance %	
National Crime Research Centre	217	25	192	134	23	83	<i>Less staff</i>
Independent Policing Oversight Authority	318	217	101	1,319	238	82	<i>Less staff</i>
Meru University of Science and Technology	2051	405	1646	2,051	399	81	<i>Less staff</i>
Kenya Export Promotion and Branding Agency	-	-	-	456	96	79	<i>Less staff</i>
State Department for Petroleum	845	467	378	869	181	79	<i>Less staff</i>
National Council for Children's Services	80	-	80	109	25	77	<i>Less staff</i>
Kenya National Commission for Human Rights	461	114	347	461	124	73	<i>Less staff</i>
State Department for Culture and Heritage	1348	201	1147	622	172	72	<i>Less staff</i>
Kenya Medical Supplies Authority (KEMSA)	341	754	413	341	734	-115	<i>Excess staff</i>
National Water Harvesting and Storage Authority	338	187	151	106	182	-72	<i>Excess staff</i>
State Department	116	194	-78	116	196	-69	<i>Excess staff</i>

Name of Organization	2021/2022 FY			2022/2023 FY			Status of approved staffing levels
	Approved staffing levels (A)	No. of Staff Vacancies filled (B)	Variance %	Approved staffing levels (A)	No. of Staff Vacancies filled (B)	Variance %	
for Higher Education and Research							
State Department for Devolution	134	200	-66	117	188	-61	<i>Excess staff</i>
State Department for Immigration and Citizen Services	1930	1449	481	4,996	7,948	-59	<i>Excess staff</i>

Observations

- (a) Some organizations operated with less or excess number of staff against the approved staffing levels. An organization that operates with less staff against the approved staff levels is understaffed and therefore unlikely to discharge its mandate efficiently and effectively. Organizations that operate with excess staff levels may lead to under-utilization of staff, bloated wage bills, and strained workplace facilities.
- (b) Most of the evaluated organizations did not have approved structures based on workload analysis. Optimal staffing levels are arrived at through a scientific process based on organizational studies, which require that a workload analysis be undertaken to inform organizational structures and staffing levels.
- (c) Most of the organizations operated without human resource management and development plans. Human resource management and development plans are the basis through which an organization plans for entry, stay, conduct, and exit of staff. The lack of a human resource management and development plan leads to succession management gaps and therefore disrupts efficiency and effectiveness in service delivery.
- (d) The number of staff in the staff registers did not tally with the number of vacancies filled. The unexplained variance could create room for unauthorized recruitment of staff.

Recommendations

- (a) Public organizations in approving organizational structures to ensure that a workload analysis has been undertaken.
- (b) The staffing levels of the organizations that operated at less than 50% or in excess of the approved levels be reviewed to reflect the optimal staffing levels.

- (c) All public organizations to develop human resource management and development plans by 30th June, 2024.
- (d) An audit be undertaken to establish the reason for the variance of the number of staff in the staff registers against the number of vacancies field.

3.3.1 Distribution of Officers by Terms of Service

Officers in the public service are engaged on various terms and conditions of service, namely Permanent and Pensionable, Fixed-Term Contract, and Casual. Permanent and Pensionable appointments are appointments to an established position with a view of long-term employment subject to pension benefits. A Fixed-Term employment contract is a contract in which an employee is hired for a specific period. Casual employment is where an employee is hired for a period of less than three months and the wages are payable on a daily basis.

The evaluation sought to establish the distribution of officers in the public service by terms of service and the same is presented in Table 3.4.

It was established that—

- (a) Majority (84.9%) of staff were serving on Permanent and Pensionable terms of service;
- (b) Staff serving on permanent terms without pension were at 534 (0.2%).
- (c) 1,544 (0.6%) of staff were serving on temporary terms. However, the number reduced by 81 staff compared to 2021/2022 evaluation period. A majority (74%) of staff serving on temporary terms were from State Corporations and SAGAs.
- (d) There were 9,785 casuals engaged in the public service. State Corporations and SAGAs engaged the highest number of casuals at 52.6%. Public universities, Ministries and State Departments as well as TVET institutions equally engaged a large number of casuals at 15.8%, 11.5%, and 7.3% respectively.
- (e) The terms of service for 78 officers were not indicated and therefore not analyzed.

Table 3.4: Distribution of Officers in the Public Service by Terms of Service

Service Sector	No. of Organizations	No. of Officers	Terms of Service					
			Contract	Permanent and Pensionable	Permanent without Pension	Probation	Temporary	Casual
Constitutional Commissions and Independent Offices	10	4,622	110	4,465	0	47	0	1
Ministries and State Departments	49*	105,539	10,231	92,843	0	2,444	18	1,121
Public Universities	39	28,359	3,774	24,119	82	0	382	2,786
State Corporations and SAGAs	210	99,704	13,818	84,363	177	146	1,144	5,150
Statutory Commissions and Authorities	8	1,942	111	1,687	0	144	0	13
TVETIs	204	13,152	5,246	7,612	275	2	0	714

Service Sector	No. of Organizations	No. of Officers	Terms of Service					
			Contract	Permanent and Pensionable	Permanent without Pension	Probation	Temporary	Casual
Total	520	253,318	33,290	215,089	534	2,783	1,544	9,785
Percentage**			13.1%	84.9%	0.2%	1.1%	0.6%	

**Excluded: State Departments for Diaspora, Investment Promotion and Irrigation (Officers in the State Departments for Diaspora and Irrigation were considered under the State Departments for Foreign Affairs and Water and Sanitation respectively while officers in the State Department for Investment Promotion were considered under various State Departments)*

Observations

- (a) The staff serving on permanent terms without pension has been a recurring finding in the evaluation and remains unaddressed, denying affected officers parity of treatment, leading to low morale and negating the principle of fair labour practice.
- (b) Although there were officers serving on temporary terms, this type of engagement is not recognized by the PSC Act, 2017 and the Employment Act, 2007.
- (c) The engagement of casuals was contrary to the directive given by the Court in Nakuru Employment and Labour Relations Petition No. 2 of 2013 Peter Wambugu Kariuki and 16 others Vs Kenya Agricultural Research Institute (2013). The Court observed that the framework for employment in the public service abolishes casual employment. The Court directed that public organizations to invoke the public procurement laws and engage private sector providers as the need arises.

Recommendations

- (a) Organizations with staff serving on permanent terms without pension to translate the terms of the said staff to pensionable.
- (b) Officers serving on temporary terms be converted to either fixed-term contracts or permanent and pensionable terms.
- (c) Organizations to comply with the court judgement in Nakuru Employment and Labour Relations Petition No. 2 of 2013 Peter Wambugu Kariuki and 16 others Vs Kenya Agricultural Research Institute (2013) with regard to the employment of casuals.

3.3.2 Technical/Non-Technical Staff in the Public Service

The distribution of technical versus non-technical staff is presented in Table 3.5 and *Appendix III*.

It was established that—

- (a) Ministries, State Departments, and TVETIs had the recommended ratio of technical to non-technical staff. The other four sectors operated below the recommended ratio.
- (b) Public Universities had the lowest ratio of technical to non-technical staff at 43:47 except for Machakos University.
- (c) 212 (40.8%) organizations operated at the recommended ratio of 70:30 technical to non-technical. 36 (7%) organizations operated at the ideal recommended ratio of 70:30 technical to non-technical staff. Out of these, 176 (33.8%) organizations exceeded the 70% technical ratio. These were 2 Constitutional Commissions and Independent Offices (Offices of the Auditor General and Controller of Budget); 4 Ministries and State Departments (Kenya Prisons Service, State Departments for Correctional Services, Medical Services and Public Works); 1 Public University; 26 State Corporations and SAGAs and 143 TVETIs.
- (d) 308 (59.2%) organizations operated below the recommended Technical vs. non-technical ratio of 70:30.

Table 3.5: Distribution of Technical and Non-Technical Staff across the Service Sector

Sectors	No of Organizations	Over Established	Ideal Establishment	Under Established	Technical Staff	Non-Technical Staff	Ratio
Constitutional Commissions and Independent Offices	10	2	3	5	2,894	1,728	63:37
Ministries and State Departments	49	4	1	44	74,957	30,582	71:29
Public Universities	39	1	-	38	12,058	16,301	43:57
State Corporations and SAGAs	210	26	11	173	59,350	40,354	60:40
Statutory Commissions and Authorities	8	-	-	8	981	961	51:49
TVETIs	204	143	21	40	9,628	3,524	73:27
Total	520	176	36	308	159,868	93,450	63:37

Observation

The organizations that operated with more non-technical staff than the recommended ratio implied that the delivery of the core mandate was adversely affected.

Recommendation

The 308 organizations with more non-technical staff to rationalize their staff to bring it to the recommended ratio.

3.3.3 Distribution of Staff in the Public Service by Age

The evaluation sought to determine the distribution of public officers by age across service sectors. The minimum recruitment age into the service is 18 years and the retirement age is 60 years except for PWDs and university lecturers whose retirement age is 65 and 70 years respectively.

The distribution of staff demographics by age is presented in Table 3.6.

It was established that—

- (a) 156,346 (61.7%) of officers were aged between 18 and 45 years with 29.6% being the youth. 91,932 (36.3%) were aged between 46-60 years.
- (b) The representation of officers above 60 years was 1.8%, which increased by 0.49 from the 1.3% reported in the FY 2021/22.

Table 3.6: Distribution of Staff by Service Sector in terms of Age

Service Sector	Total No. of organizations	Total No. of officers	Average	Age Bracket					
				18 - 35 Years	36 - 45 Years	46 - 55 Years	56 - 60 Years	Above 60 Years	DoB Not Provided
Constitutional Commissions and Independent Offices	10	4,622	41.9	1,219	1,913	1,116	348	23	3
Ministries and State Departments	49	10,5539	40.9	38,069	31,289	24,965	10,407	775	34
Public Universities	39	28,359	47	3,309	9,891	9,154	3,362	2,573	70
Statutory Commissions and Authorities	8	1,942	38.3	744	884	224	66	4	20
State Corporations and (SAGAs)	210	99,704	43	25,708	33,696	28,120	10,889	1,081	210
TVETIs	204	13,152	38.7	5,857	3,767	2,474	807	91	156
Total	520*	253,318	42.3	74,906	81,440	66,053	25,879	4,547	493
Percentage				29.6%	32.1%	26.1%	10.2%	1.8%	0.2%

**Exclude: State Departments for Diaspora, Investment Promotion and Irrigation*

Observations

- (a) The youth representation was proportionate to the population size.
- (b) The staff distribution was normal. This implied that the service succession management was well addressed.

3.3.4 Trainer-Student Ratio in TVET Institutions

TVET institutions are oversights by the Ministry of Education through the State Department for Technical and Vocation Education and Training. The State Department provides guidelines

on staffing based on the courses being offered. The Technical and Vocational Education and Training Authority (TVETA) Accreditation Handbook prescribes the trainer-student ratio of 1:25 for technical courses and 1:30 for theory courses. Separately, the guidelines provide that highly technical courses² to have a trainer-student ratio of 1:25, general courses ratio of 1:50, and technical courses a ratio of 1:30.

The evaluation sought to establish the student-tutor ratio in TVET institutions.

It was established that—

- (a) TVET institutions had 340,547 students against 11,821 trainers.
- (b) 157 institutions were over-established while 44 were under-established.
- (c) There was inconsistency in determining the ratio of tutor-trainee between the State Department and TVETA.

Recommendations

- (a) The State Department of Technical and Vocational Education and TVETA to harmonize the methodology of determining the trainer-student ratio.
- (b) TVET institutions with over-established faculty to surrender some trainers to the under-established.

3.4 Secondment

Secondment involves an employee temporarily moving from one organization to another, either to acquire new skills or to provide critical skills to the receiving organization. Secondment is beneficial to the employee, the seconding and receiving organization. During the secondment period, the employee may acquire new skills while the receiving organization may benefit from the skills the employee already possesses. Table 3.7 shows the officers on Secondment in public organizations and the duration.

The evaluation sought to determine the status of secondment and identify the action taken by organizations on non-compliant officers with regard to secondment in the year 2021/2022.

It was established that—

- (a) 1,120 officers served on secondment. State Corporations and SAGAs had the highest number of officers on secondment with 670 (59%), followed by Ministries and State Departments with 271 (24%).
- (b) The secondment duration of 983 (87.7%) officers was within the stipulated period, while secondment for 16 (1.4%) officers had ended.
- (c) 122 officers in 15 organizations were serving on secondment beyond permissible six years contrary to Section 42 of the Public Service Commission Act, 2017. These included: Clinical Officers Council of Kenya; Kenya Broadcasting Corporation (KBC); Kenya Electricity Generating Company (KenGen); Kenya Medical Supplies Authority (KEMSA); Kenya Revenue Authority (KRA); Kenya Utalii College; National Government Constituencies Development Fund Board; National Oil Corporation of Kenya (NOCK); Office of the Controller of Budget; State Department for Energy; State

² Highly technical are engineering courses such as civil, building, electrical and mechanical engineering. Technical courses are such as the applied sciences, hospitality, computing and informatics, etc.

Department for Internal Security and National Administration; State Department for Labour and Skills Development; State Department for Lands and Physical Planning; State Department for Public Service and The National Treasury.

- (d) Ten officers had requested for transfer of service to the organizations they were seconded to and were awaiting approval.
- (e) The major reason given for extended secondment was that the substantive holder of the office was yet to be recruited. Others included delayed approval for competitive recruitment; pending disciplinary cases, delayed approval for transfer of service and extension, and the continued need for officer's service due to inadequate staff.
- (f) The Kenya Leather Development Corporation (KLDC) had the highest number of officers serving on secondment beyond six years, with 8 officers serving on secondment. This is despite the Organization being a key player in the delivery of the Bottom-up Economic Transformation Agenda, 2022-2027.
- (g) Following the recommendation in the 2021/2022 evaluation, Kenya Electricity Generating Company (KenGen) and State Department for Internal Security and National Administration had officers proceeding on secondment before serving the requisite three years to implement a policy that was aligned to section 42 of the PSC Act 2017 and Regulation 37 of the PSC Regulations 2020.
- (h) The State Department for Fisheries, Aquaculture and the Blue Economy and the National Treasury sought for belated approval from the Public Service Commission for the officers who had proceeded on secondment without the requisite approval from the Commission.

Note: *Leather processing has been identified as a key pillar under manufacturing in BETA.*

Table 3.7: Status of Secondment

Service Sector	Total No. of Organizations	Total No. of Officers Seconded	6 years & below	Above 6 -9 Years	10-15 Years	Above 15 Years	Dates Not Provided
Constitutional Commissions and Independent Offices	4,622	64	29 (45.3%)	34 (53.1%)	-	1 (1.6%)	-
Ministries and State Departments	10,5539	271	234 (86.3%)	23 (8.5%)	3 (1.1%)	2 (0.7%)	9 (3.3%)
Public Universities	28,359	75	71 (94.7%)	-	1 (1.3%)	-	3 (4%)
State Corporations and SAGAs	1,942	670	608 (90.7%)	27 (4%)	17 (2.5%)	6 (0.9%)	12 (1.8%)
Statutory Commissions and Authorities	99,704	27	27 (100%)	-	-	-	-
TVETIs	13,152	13	13 (100%)	-	-	-	-
Total	253,318	1,120	982	84	21	9	24
Percentage (%)			87.7	7.5	1.9	0.8	2.1

Observation

Whereas secondment is beneficial to the service and the individual officer, prolonged absence of officers from the seconding organizations affects service delivery. This is because the offices vacated temporarily cannot be filled substantively, resulting in potential gaps in staffing and expertise within the organization.

Recommendations

- (a) All authorized officers to ensure strict adherence to the provisions of Regulation 37 of the Public Service Commission Regulations 2020, regarding secondment.
- (b) Organizations to officers who have served for more than six years on secondment and release or absorb them if their services are still required.

3.5 Progress realized by Organizations in each thematic area

This section presents findings, observations, and recommendations based on data submitted by organizations under each thematic area.

3.5.1 Service Delivery Improvement

Public service exists primarily to deliver on the government's developmental goals and policy priorities. Public services are supposed to be rendered efficiently, effectively, and prudently. Public organizations should therefore aspire to facilitate ease of access to the services as a component in the improvement of service delivery.

The performance standards evaluated under this thematic area were ease of access to information and services; grievance and feedback management; recognizing exemplary performance and innovation; and staff and client welfare.

The performance indicators evaluated were—

- (a) The number of organizations with functional and customized websites and summarized citizen service charters.
- (b) The number of organizations with citizen service charters on the organizational website.
- (c) The number of organizations with charters translated into Kiswahili and transcribed into Braille.
- (d) The number of organizations that had embraced digitalization and automation of services.
- (e) Management of ICT equipment in the public service.
- (f) The number of complaints resolved.
- (g) The number of feedback recommendations implemented.
- (h) The number of organizations with customer service registers.
- (i) The number of patents and copyrights for innovations registered.
- (j) The number of honours and awards administered.

3.5.1.1 Ease of Access to Information and Services

Article 35 of the Constitution of Kenya and the Access to Information Act, 2016 grants citizens the right to access information held by public organizations. This includes proactive disclosure of information by organizations about the services offered and the minimum standards for providing those services through the citizen service delivery charter. The citizen service delivery charter is part of the service delivery improvement instruments under the performance management system. Organizations are required to display prominently at strategic service points a resolved organizational citizen service delivery charter. The charter lays out the service commitments in terms of nature of service, service requirements, cost of service, and timelines against which the service will be delivered. This promotes transparency, accountability, efficiency, and effectiveness in service delivery.

Citizens may also request for information from organizations in an ad-hoc manner. As and when they request for the information, organizations are required to give prompt and accurate information as requested. Organizational websites are some of the platforms that may be used by organizations to proactively disclose information to the citizens to be accessed freely and at the least cost.

Organizations may also facilitate ease of access to information through publication and publicizing of annual reports, periodicals and through participation in exhibitions, campaigns and advertisements. Public service organizations are encouraged to be innovative to facilitate ease of access of information to the public.

The evaluation sought to establish the status of ease of access to information and services, the number of organizations with functional websites, emails, helplines, and toll-free lines. It also sought to establish the number of organizations with service charters and those that had translated them into Kiswahili and transcribed them into Braille, the number of organizations that had digitalized and automated services, and the status of functionality of ICT equipment and infrastructure in public organizations.

(a) Citizen Service Delivery Charters

Public organizations are required to develop Citizen Service Delivery Charters as provided in Section 7 of the Public Service Values and Principles Act. The charters are supposed to be displayed strategically for ease of access. They are also to be uploaded on organizational websites. Further, the charters should be in official languages which are English and Kiswahili, and also accessible to PWDs through transcription to Braille and Kenyan sign language.

The status of availability of service charters is presented in Figure 3.1 and *Appendix IV*.

It was established that—

- (a) 361 (69%) of the organizations reported having service charters. Confirmation revealed that 269(51.4%) of the organizations had charters.
- (b) 254 (48.6%) organizations uploaded their service charters on the organizational website.
- (c) 256 (48.9%) organizations reported to have transcribed their charters into Braille.
- (d) 171 (32.7%) organizations had translated their charters into Kiswahili.

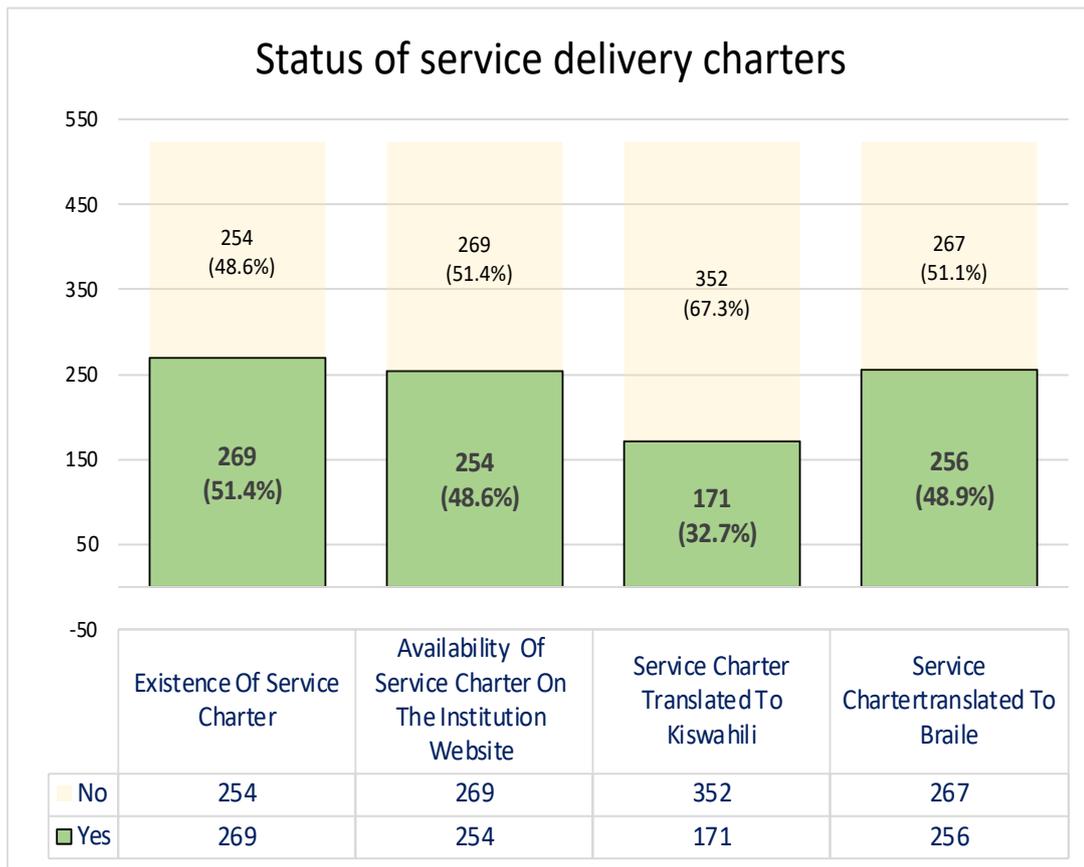


Figure 3.1: Existence of Citizen Service Charters in Public Organizations

(b) Organizational Websites

A website provides an effective interface between the Government and citizens, where public organizations proactively provide information, which citizens ought to know. It is a way of improving communication and enhancing feedback from the citizens.

The evaluation sought to establish the status of customization of organizational websites to cater for the diverse needs of end users. The status of customization of websites is presented in Figure 3.2, Table 3.8, and *Appendix V*.

It was established that—

- (a) Out of the 478 organizations that reported to have functional websites, 432 (90%) were confirmed to be functional.
- (b) Out of the 432 functional websites, 296 (68.5%) were customized, out of which 18 (4%) were fully customized, 278 (64%) were partially customized and 136 (32%) were not customized.
- (c) 165 (38%) organizations had uploaded the Frequently Asked Questions (FAQs) on their websites.

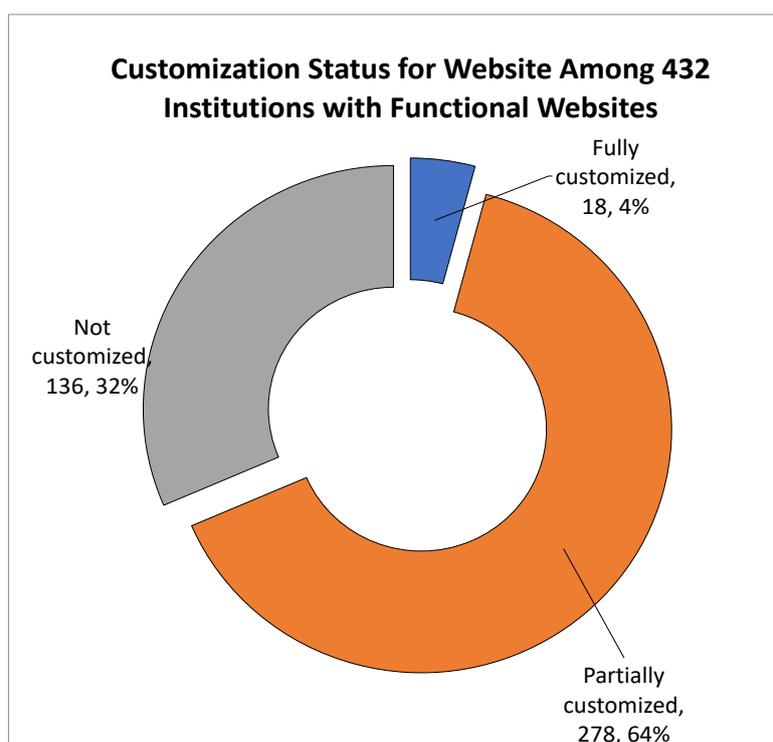


Figure 3.2: Customization Status of the Websites

Table 3.8: Status of Organizational Websites in Public Organizations

Service Sector	Declared availability of website	Confirmed to have websites	Number of organizations (as a % of the available 432)						
			With accessible website	Adjustable website	Website enabled with speech recognition	Website that can change color	With Voice Over enabled website	With sign language interpreter	Website with FAQs
Constitutional Commissions and Independent Offices	10 (2%)	9 (2%)	9 (2%)	4 (1%)	1 (0%)	5 (1%)			6 (1%)
Ministries and State Departments	52 (11%)	49 (10%)	49 (11%)	33 (8%)	10 (2%)	36 (8%)	13 (3%)	6 (1%)	29 (7%)
Public Universities	39 (8%)	39 (8%)	38 (9%)	28 (6%)	7 (2%)	26 (6%)	8 (2%)	3 (1%)	10 (2%)
State Corporations and SAGAs	203 (42%)	192 (40%)	182 (42%)	120 (28%)	23 (5%)	117 (27%)	41 (9%)	27 (6%)	97 (22%)
Statutory Commissions and Authorities	8 (2%)	8 (2%)	8 (2%)	5 (1%)	2 (0%)	5 (1%)	3 (1%)	1 (0%)	6 (1%)
TVETIs	166 (35%)	135 (28%)	120 (28%)	30 (7%)	5 (1%)	34 (8%)	12 (3%)	7 (2%)	17 (4%)
Total	478 (100%)	432 (90%)	406 (94%)	220 (51%)	48 (11%)	223 (52%)	77 (18%)	44 (10%)	165 (38%)

Observation

Frequently asked questions help in addressing the recurring issues of concern by citizens. However, a majority of the organizations did not act fully on citizen's feedback, which is the main source of generating the FAQs.

Recommendations

- (a) All public organizations that had not developed or customized citizen service delivery charters to develop and customize the charters by 30th June, 2024.
- (b) All public organizations that did not have functional websites to develop and customize them for ease of access by PWDs.
- (c) The 358 organizations that had not developed FAQs to develop the questions and upload them on the organizational website.

(c) Toll-Free lines, Helplines and Emails

The evaluation sought to establish the functionality of communication platforms including helplines, toll-free numbers, and email addresses. The status of functionality of communication platforms is presented in Tables 3.9.

It was established that—

- (a) 389 (74.4%) organizations had dedicated helplines, 66 (12.6%) had toll-free lines, and 514 (98.3%) had functional organizational e-mail addresses.
- (b) Of the 389 organizations that reported to have helplines, 314 (60%) had functional helplines out of which 222 (42.4%) were responded to.
- (c) Of the 66 organizations that reported to have toll-free lines, 33 (6.3%) had functional toll-free lines out of which, 14 (2.7%) were responded to.
- (d) Of the 514 organizations that reported to have email addresses, 474 (90.6%) had functional email addresses out of which 161 (30.8%) were responded to. Notably, emails for Constitutional Commissions and Independent Offices and Statutory Commissions and Authorities were unresponsive.

Table 3.9: Status of Functionality of Emails, Helplines and Toll-Free lines

Service Sector	Number of organizations	Organizational emails		Helplines		Toll-Free lines	
		Functional	Responsive	Functional	Responsive	Functional	Responsive
Constitutional Commissions and Independent Offices	10 (1.9%)	10 (2%)	Nil	7 (2%)	3 (1%)	3 (5%)	1 (3%)
Ministries and State Departments	52 (9.9%)	44 (9%)	2 (0.4%)	19 (5%)	15 (5%)	4 (6%)	2 (6%)
Public Universities	39 (7.5%)	37 (7%)	17 (3%)	29 (7%)	17 (5%)	1 (2%)	

State Corporations and SAGAs	210 (40.2%)	191 (37%)	60 (12%)	125 (32%)	90 (29%)	19 (29%)	8 (24%)
Statutory Commissions and Authorities	8 (1.5%)	7 (1%)	Nil	4 (1%)	3 (1%)	1 (2%)	1 (3%)
TVETIs	204 (39%)	185 (36%)	82 (16%)	130 (33%)	94 (30%)	5 (8%)	2 (6%)
Total	523 (100%)	474 (92%)	161 (31%)	314 (81%)	222 (71%)	33 (50%)	14 (42%)

Observations

- (a) The majority of organizational emails and helplines that were functional were non-responsive. This means that no officers were assigned to respond to the e-mails or helplines or the officers assigned did not bother to respond.
- (b) The majority of organizations did not have functional or responsive toll-free lines. This means that less privileged citizens and those with emergencies were not served.

Recommendations

- (a) All public organizations that did not have e-mails, helplines, or toll-free lines to introduce them by 30th June, 2024.
- (b) All public organizations that did not have responsive emails, helplines, and toll-free lines to assign officers or ensure the assigned officers attend to them.

3.5.1.2 Digitalization of Public Services

Digitalization is vital for the delivery of efficient, seamless, and cost-effective public services, which are responsive to the needs of citizens and businesses. Digitalization leads to accelerated achievement of the Sustainable Development Goals (SDGs) and social agenda, promotes transparency, and reduces corruption.

The second pillar of the *Information Communication Technology (ICT) Digital Masterplan 2022-2032* emphasizes the need for the digitization and automation of government records. It also calls for the integration and increased interoperability of government services, the review and automation of all critical government services.

The survey sought to establish the number of organizations that had established and operationalized the digitalization Committees, those that had undertaken a baseline survey to determine their digitalization levels, and those that automated and migrated their services to the e-platform.

(a) Establishment of Digitalization Committees

In January, 2023, the government issued a circular that required all public organizations to constitute and operationalize digitalization Committees to facilitate the digitalization process.

The status of the constitution and operationalization of digitalization committees and the undertaking of a baseline survey to determine digitalization levels is presented in Table 3.10.

It was established that—

- (a) 365 (70%) organizations had not reconstituted and operationalized digitalization Committees.
- (b) 51 (9.8%) organizations had operationalized the committees by holding meetings.
- (c) 55 (10.5%) organizations carried out a baseline survey to determine organizational digitalization levels.
- (d) 54% (198) organizations committed to establish the committees by 31st March, 2024, while 46% (167) committed to establish the same by 30th June, 2024.

Table 3.10: Status of Constitution of Digitalization Committees and undertaking of Baseline Survey on Digitalization Levels

Service Sector	Responded Organizations	Established	Not Established	Number of Organizations that undertook a baseline survey
Constitutional Commissions and Independent Offices	10	1 (10%)	9 (90%)	2 (20%)
Ministries and State Departments	52	20 (38.5%)	32 (61.5%)	7 (13.5%)
Public Universities	39	16 (41%)	23 (59%)	6 (15.4%)
State Corporations and SAGAs	210	88 (41.9%)	122 (58.1%)	32 (15.2%)
Statutory Commissions and Authorities	8	3 (37.5%)	5 (62.5%)	0
TVETIs	204	30 (14.7%)	174 (85.3%)	8 (3.9%)
Total	523	158 (30%)	365 (70%)	55 (10.5%)

Observation

The low number of organizations that had operationalized committees posed a challenge on the uptake of the digitalization and migration of services to e-citizen platform.

Recommendations

- (a) The 365 organizations that had not established the Digitalization Committees to establish and operationalize the Committees by 30th June, 2024.
- (b) All Public organizations to undertake a baseline survey to determine the digitalization levels to enable them establish the security, utility, and scalability of digital equipment and digital skills in the organization by 30th June, 2024.

(b) Automation and Digitization of Services

The evaluation sought to establish the number of organizations that had automated and migrated their services to the e-citizen platform. The status of automation and digitalization of services across service sectors is presented in Tables 3.11, 3.12, and *Appendix VI*.

It was established that—

- (a) 415 (79.3%) organizations reported to have digitized 4,532 services, documented 3,388 (74.8%) services, and automated 1,378 (30.4%), showing a low uptake of automation.

- (b) 777 (17.1%) of the 4,532 digitized services were available on Huduma platform, 2,424 (53.5%) were accessible online while 631 (13.9%) had been migrated to the e-Citizen platform.
- (c) Seventy-six organizations fully migrated 631 (31.9%) services to the e-Citizen platform in line with the Presidential directive to centralize payments under e-Citizen. In addition, 101 organizations had partially migrated 1,058 (23.3%) services to the e-citizen platform.
- (d) 2,498 services offered by 324 organizations were yet to be migrated to the e-citizen platform.
- (e) 1,827 (40.3%) services attracted administrative charges, 715 (15.8%) attracted statutory charges, and 1,990 (43.9%) services were offered free of charge.
- (f) Various payment methods were utilized to pay for the charges for various services. These included cheques, RTGS (Real Time Gross Settlement), bank transfers, Visa cards, check-off systems, Pesa-flow, mobile money transfers via pay bills, and the utilization of e-Citizen platform Pay-bill number 222 222.
- (g) Mobile money transfer and RTGS were the most popular modes of payment at 36.3% and 21.7% respectively. 50% of the reported services however had no mode of payment indicated.
- (h) 210.6 M (95.6%) citizens were served online while 9.6M (4.4%) visited government offices to be served physically.
- (i) 2,481,417 clients were served through the 52 Huduma centres across the country. The most sought-after services from Huduma Centres were registration of national IDs, followed by police clearance, births, and death certificates, National Registration Bureau, and National Hospital Insurance services.
- (j) The State Department for Immigration and Citizen Services reported that between 2018/19 and 2022/23 a total of 1.85 million applications for issuance of passports were received out of which 1.8M passports were issued, 990 were declined and 46,955 were pending. The 2022/23 FY recorded the highest number of pending applications, 38,627 (82.3%).

Table 3.11: Extent of Digitization of Services in Public Organizations

Service Sector	No. of Organizations that Digitized (and as % of Total)	No. of services Offered	Service Availability at Huduma Centre			Online Accessibility of the Service			Level of Migration to eCitizen				Mode of Setting of Applicable Charges	
			Available	Not Available	Not Indicated	Accessible	Not Accessible	Not Indicated	Fully Migrated	Partially Migrated	Not Migrated	Not Indicated	Administrative	Statutory
Constitutional Commissions and Independent Offices	9 90%	66	5 7.6%	61 92.4%		22 33.3%	43 65.2%	1 1.5%	3 4.5%	1 1.5%	61 92.4%	1 1.5%	6 9.1%	2 3%
Ministry and State Department	32 61.5%	457	94 20.6%	357 78.1%	6 1.3%	198 43.3%	254 55.4%	6 1.3%	119 26%	120 26.3%	212 46.4%	6 1.3%	211 46.2%	68 14.9%

Public Universities	34 87.2%	471	86 18.3%	374 79.4%	11 2.3%	338 71.8%	130 27.6%	3 0.6%	66 14%	104 22.1%	294 62.4%	7 1.5%	215 45.6%	2 0.4%
State Corporations and SAGAs	175 83.3%	2,287	486 21.3%	1,499 65.5%	302 13.3%	1,395 61%	634 27.7%	258 11.4%	429 18.9%	802 35.1%	793 34.7%	263 11.6%	999 43.7%	600 6.2%
Statutory Commissions and Authorities	7 87.5%	47	9 19.1%	38 80.9%		46 97.9%		1 2.1%	4 8.5%	20 42.6%	18 38.3%	5 10.6%	3 6.4%	4 8.5%
TVETIs	158 77.5%	1,204	97 8.1%	1,044 86.7%	63 5.2%	425 35.3%	717 59.6%	62 5.1%	10 0.8%	11 0.9%	1,120 93%	63 5.2%	393 32.6%	39 3.2%
Total	415 79.3%	4,532	777 17.1%	3,373 74.4%	382 8.4%	2,424 53.5%	1,777 39.2%	331 7.3%	631 13.9%	1,058 23.3%	2,498 55.1%	345 7.6%	1,827 40.3%	715 15.8%

Table 3.12: Status of Documentation and Automation of Services

Service Sector	Total No. of Organizations	Total No. of Services Offered	Status of Documentation of Services			Status of Automation of services		
			Documented	Partially Documented	Not documents	Automated	Partially Automated	Not Automated
Constitutional Commissions and Independent Offices	9	66	47 71.2%	19 2.9%		21 31.8%	27 40.9%	18 27.3%
Ministries and State Departments	32	457	290 63.5%	56 1.2%	111 24.3%	114 24.9%	199 43.5%	144 31.5%
Public Universities	34	471	403 85.6%	39 0.8%	29 6.2%	189 40.1%	181 38.4%	101 21.4%
State Corporations and SAGAs	175	2,287	1,739 76%	204 0.9%	344 15%	864 37.8%	766 33.5%	657 28.7%
Statutory Commissions and Authorities	7	47	41 87.2%	5 1.1%	1 2.1%	27 57.4%	19 40.4%	1 2.1%
TVETIs	158	1,204	868 72.1%	184 1.5%	152 12.6%	163 13.5%	347 28.8%	694 57.6%
Totals	415	4,532	3,388 74.8%	507 1.1%	637 14.1%	1,378 30.4%	1,539 34%	1,615 35.6%

Observation

Majority of citizens prefer online services hence the need for public organizations to enhance their online presence.

Recommendation

All public organizations to comply with the requirement to document, digitalize and migrate services to the appropriate online platforms for ease of access by citizens.

3.5.1.3 Status of ICT Equipment and Infrastructure

The evaluation sought to establish the number of organizations with functional ICT equipment and infrastructure, distributed among the head offices, regional, county, and sub-county offices.

The status of ICT equipment and infrastructure is presented in Table 3.13.

It was established that—

- (a) 491 (93.9%) organizations had 580,283 functional ICT equipment.
- (b) The highest number of functional ICT equipment reported by organizations was computing devices with 344,044 (59%) followed by software and system security equipment with 126,465 (21.8%).
- (c) The Constitutional Commissions and Independent Offices service sector had the highest ratio of equipment and infrastructure per organization at 3,037 (0.5%), which was above the overall average of 1,182 (0.2%) across the sectors.
- (d) The State Corporations & SAGAs service sector was second with an average of 1,953 (0.3%) equipment per organization, followed by Ministries and State Departments with 1,537 (0.3%) and Public Universities with 1,404 (0.2%), all above the overall average across sectors.
- (e) Statutory Commissions and Authorities and TVET Institutions had the lowest average ratio of equipment and infrastructure per organization with 573 (0.1%) and 177 (0.03%) respectively. These numbers were below half of the overall average of 1,182 (0.2%) per organization.
- (f) The highest number of functional ICT equipment and infrastructure was at the headquarters with 500,866 (86.3%) followed by the regional offices at 61,604 (10.6%), County Offices at 13,262 (2.3%), and lastly sub-county offices at 4,551 (0.8%).

Table 3.13: Status of ICT Equipment and Infrastructure (Functional) across sectors

Service Sector	No. of Organizations with functional ICT equipment	No. of Functional ICT Equipment/Infrastructure				Total No. of ICT Equipment/Infrastructure	Average Ratio per Organization	
		Headquarters	Regional Offices	County Offices	Sub-County Offices			
Constitutional Commissions and Independent Offices	8	21,492	1,271	781	755	24,299	3,037	
	10	(80%)	(88.4%)	(5.2%)	(3.2%)	(3.1%)	(100%)	(0.5%)
	52	47	64,536	6,072	933	687	72,228	1,537

Ministries and State Departments		(90.4%)	(89.4%)	(8.4%)	(1.3%)	(1%)	(100%)	(0.3%)
Public Universities	39	35 (89.7%)	47,387 (96.4%)	1,759 (3.6%)	0 (0%)	0 (0%)	49,146 (100%)	1,404 (0.2%)
State Corporations & SAGAs	210	203 (96.7%)	331,279 (83.6%)	51,503 (13%)	11,271 (2.8%)	2,387 (0.6%)	396,440 (100%)	1,953 (0.3%)
Statutory Commissions & Authorities	8	8 (100%)	3,106 (67.8%)	949 (20.7%)	277 (6%)	249 (5.4%)	4,581 (100%)	573 (0.1%)
TVETIs	204	190 (93.1%)	33,066 (98.4%)	50 (0.1%)	0 (0%)	473 (1.4%)	33,589 (100%)	177 (0.03%)
Total	523	491 (93.9%)	500,866 (86.3%)	61,604 (10.6%)	13,262 (2.3%)	4,551 (0.8%)	580,283 (100%)	1,182 (0.2%)

Observations

- (a) The sectors that recorded below average ratio of ICT equipment and infrastructure per organization were likely to face challenges in their efforts to digitalize services.
- (b) The skewed distribution of the equipment and infrastructure across Headquarters Regional County and sub-county offices may not facilitate effective digitalization of services closer to the citizens.

Recommendations

- (a) 32 organizations without functional ICT equipment and infrastructure to explain the mechanisms used to facilitate digitalization of services.
- (b) All authorized officers to provide adequate resources to facilitate acquisition of functional ICT equipment and infrastructure both at the headquarters and the regional offices to enhance delivery of public services.

3.5.1.4 Grievance and feedback management

Addressing complaints and grievances promptly is an effective way for an organization to improve service delivery. It redresses dissatisfaction expressed by citizens on the services delivered by the organization. It is therefore important for public organizations to resolve the complaints they receive promptly.

(a) Complaints handling

The evaluation sought to establish the effectiveness of complaints resolution process.

The status of resolution of complaints by service sector and the nature of the complaints are presented in Tables 3.14, 3.15, and 3.16.

It was established that—

- (i) 298 (57%) organizations received 17,517 complaints.
- (ii) State Corporations and SAGAs received the highest number of complaints, 12,077 (68.9%) followed by Ministries and Departments with 3,901 (22.3%) complaints.

- (iii) 142 (67.6%) State Corporations and SAGAs and 26 (50%) Ministries and Departments received complaints.
- (iv) Out of the 17,517 complaints received, 13,225 (5.5%) were resolved within 90 days while 1,402(8%) were resolved beyond the stipulated timeline. However, some of the organizations did not provide dates when action was taken on 2,890 (16.5%) cases.
- (v) State Corporations and SAGAs ranked highest in resolving complaints within the stipulated 90 days with 10,302 (85.3%) resolved cases.
- (vi) The leading cause of complaints was “delay in service delivery or provision of facilities” at 62.9% followed by “failure to avail information, services and facilities” at 22.7%, and unsatisfactory services and facilities at 13.2%.
- (vii) Out of the 226 organizations that were required to share copies of their complaints register, only 66 (49%) shared the register.
- (viii) Commission on Administrative Justice reported having received 1,147 cases on maladministration. The category that had the highest cases was delay in service delivery which accounted for 436 (38%) cases, followed by staff negligence and unofficial conduct with 303 (26.4%) cases. Ineffective services or facilities was third with 255(22.2%) cases while fraudulent activity, corruption, pecuniary and unethical conduct accounted for 57(5%) cases. The findings correlate with the survey findings.
- (ix) 408 (78%) organizations submitted quarterly reports to CAJ as follows: Public Universities with 39 (100%), State Corporations and SAGAs with 194 (96%), TVET Institutions with 119 (58.3%) on average, Ministries and State Departments with 25 (67.6%) and Constitutional Commissions and Independent Offices with 1 (10%).
- (x) Five organizations rated as “Unresponsive” were sanctioned as follows: CPF Finance Services Limited and LAPTRUST each received a summons from CAJ; The National Treasury (Government Digital Payment Unit) and Postal Corporation of Kenya received a notice to show cause; while the Ministry of Lands received both a summons and a notice to show cause.
- (xi) Huduma Kenya was reported to have received 4,148 complaints. The highest number of complaints was against the National Transport and Safety Authority services (1,130) followed by National Registration Bureau services (815), Civil Registration Services (652), and police clearance (579) complaints. The complaints were lodged against 24 (17%) out of the 143 services offered on the Huduma platform.

Table 3.14: Timeliness in Resolving Complaints across Service Sectors

Service Sector	Total No. of Organizations	Organizations that Received Complaints	Number of Complaints Received	Status on Action Taken		Timelines to Resolve Complaints		
				Action Taken on Complaints	No Action Taken	Action Taken within 90 Days	Action taken beyond 90 days	Date of action not provided
Constitutional Commissions and Independent Offices	10	5 (50%)	64 (0.4%)	27 (42.2%)	37 (57.8%)	8 (12.5%)	3 (4.7%)	53 (82.8%)
Ministries and State Department	52	26 (50%)	3,901 (22.3%)	3,892 (99.8%)	9 (0.2%)	1,707 (43.8%)	527 (13.5%)	1,667 (42.7%)

Service Sector	Total No. of Organizations	Organizations that Received Complaints	Number of Complaints Received	Status on Action Taken		Timelines to Resolve Complaints		
				Action Taken on Complaints	No Action Taken	Action Taken within 90 Days	Action taken beyond 90 days	Date of action not provided
Public Universities	39	32 (82%)	847 (4.8%)	844 (99.6%)	3 (0.4%)	730 (86.2%)	50 (5.9%)	67 (7.9%)
State Corporations and SAGAs	210	142 (67.6%)	12,077 (68.9%)	11,910 (98.6%)	167 (1.4%)	10,302 (85.3%)	799 (6.6%)	976 (8.1%)
Statutory Commissions and Authorities	8	3 (37.5%)	24 (0.1%)	24 (100%)		18 (75%)	2 (8.3%)	4 (16.7%)
TVETIs	204	90 (44.1%)	604 (3.4%)	602 (99.7%)	2 (0.3%)	460 (76.2%)	21 (3.5%)	123 (20.4%)
Total	523	298 (57%)	17,517	17,299 (98.8%)	218 (1.2%)	13,225 (75.5%)	1,402 (8%)	2,890 (16.5%)

Table 3.15: Nature of Complaints and Status of Resolution of Complaints

Nature of Complaints	Total No. of Organizations (N=298)	Total No. of Complaints	Status of Action		Complaints Resolution Timelines		
			Action Taken on Complaints	No Action Taken	Action Taken within 90 Days	Action taken beyond 90 days	Date of action not provided
Availing of Information, Services and Facilities	183	3,978 (22.7%)	3,945 (99.2%)	33 (0.8%)	3,316 (83.4%)	209 (5.3%)	453 (11.4%)
Employment Related	5	7 (0.03%)	7 (100%)		3 (42.9%)	2 (28.6%)	2 (28.6%)
Fraudulent Activity, Corruption, Pecuniary and Ethical Concerns	34	104 (0.6%)	95 (91.3%)	9 (8.7%)	60 (57.7%)	6 (5.8%)	38 (36.5%)
Delay in Service Delivery or provision of facilities	191	11,020 (62.9%)	11,009 (99.9%)	11 (0.1%)	7,961 (72.2%)	1,033 (9.4%)	2,026 (18.4%)
Staff Negligence and Unofficial Conduct	41	103 (0.6%)	103 (100%)	-	84 (81.6%)	7 (6.8%)	12 (11.7%)
Unsatisfactory Services or Facilities	218	2,305 (13.2%)	2,140 (92.8%)	165 (7.2%)	1,801 (78.1%)	145 (6.3%)	359 (15.6%)
Total		17,517	17,299 (98.8%)	218 (1.2%)	13,225 (75.5%)	1,402 (8%)	2,890 (16.5%)

Table 3.16: Distribution of Nature of Complaints by Service Sector

Service Sector	Total No. of Organizations	Nature of Complaints						Total No. of Complaints	% of Complaint reported
		Availing of Information, Services and Facilities	Employment Related	Fraudulent Activity, Corruption, Pecuniary and Ethical Concerns	Lack or Delay in Service Delivery or provision of facilities	Staff Negligence and Unofficial Conduct	Unsatisfactory Services or Facilities		
Constitutional Commissions and Independent Offices	5	10		5	8	2	39	64	0.4
Ministries and State Departments	26	327		21	3,515	4	34	3,901	22.3
Public Universities	32	242		3	117	6	479	847	4.8
State Corporations and SAGAs	142	3,261	7	61	7,191	72	1,485	12,077	68.9
Statutory Commissions and Authorities	3	10		10	1	1	2	24	0.1
TVETIs	90	128		4	188	18	266	604	3.4
Total	298	3,978	7	104	11,020	103	2,305	17,517	100

Observations

It was observed that—

- (a) Public Universities were ranked as the best in resolving 86.2% of the complaints within the stipulated 90 days followed by State Corporations and SAGAs that resolved 85.3%. Constitutional Commissions and Independent Offices were lowest by resolving 12.5% of complaints within the stipulated 90 days.
- (b) The predominant type of complaint received across the organizations, as reported by CAJ was a delay in service delivery or provision of facilities.
- (c) Constitutional Commissions and Independent Offices ranked lowest in submitting quarterly reports at 10%.
- (d) Among the gender-related complaints, observed within TVETIs was lack of lactating rooms for nursing students and concerns about male guards entering female dormitories or conducting searches on female students.

Recommendation

All organizations to constitute and operationalize the Access to Information and Complaints Handling Committee with the support of CAJ.

(b) Status of Compliments and Commendations/Awards Received

Compliments given to organizations by citizens are an indicator of clients' satisfaction with the service they receive from public organizations. The compliments play a crucial role in assessing both the performance of the organization as a whole and the effectiveness of its staff.

The status of nature of compliments received and the nature of awards or commendations received is presented in Table 3.17.

It was established that—

- (i) Four service sectors received compliments from their clients and 1,677 of the compliments were directed to individual staff.
- (ii) Huduma Kenya is also reported to have received 582 compliments against organizations and 19 against services rendered. The National Transport and Safety Authority and National Registration Bureau Services received the highest number of compliments with 109 and 100 of the totals respectively.
- (iii) 50 public officers were reported to have received commendations across the service.
- (iv) The most popular type of commendation was through letters or e-mails given out to 10 staff (8 in Statutory Commissions and Authorities and 2 in Public Universities). The second most preferred type of commendation was giving a “Remark” by management. Six public officers received certificates while four received Presidential Awards. In addition, four received either a trophy, prize, or monetary reward.
- (v) 17 organizations did not provide details about the specific commendation given, while four organizations did not issue any commendation or award.

Table 3.17: Status and Nature of Compliments Received Across Sectors

Service Category	Total Number of Organizations	No. of Compliments Received	Number of Staff Given Commendation		Type of commendation given to staff							
					Presidential Awards	Trophy/ Prize/ Monetary Reward	Letter/Email	Certificate	Remark	Not Specified	No Commendation	
Constitutional Commissions and Independent Offices	10	0										
Ministries and State Departments	52	48	2	4.2%	2							
Public Universities	39	166	4	2.4%			2		2			
Statutory Commissions and Authorities	220	1142	35	3.1%	2	1	8		4	17	3	
Statutory Authorities	8	0										
TVETIs	204	321	13	4%		3		6	3		1	
Total	523	1,677	54	3.2%	4	4	10	6	9	17	4	

Observations

- (a) Public organizations were yet to embrace the importance of recognizing and commending exemplary performance by their staff as a way of motivating them to improve service delivery.
- (b) Recognizing the strengths, abilities and good performance of employees in the workplace increases job satisfaction, engagement, and overall wellbeing in the workplace. It boosts staff confidence, increases their motivation and contributes to improvement of service delivery.

Recommendation

The Authorized Officers to implement the Guidelines for implementation of Performance rewards and sanctions in the public service of 2017.

3.5.1.5 Feedback in Service Delivery Improvement

Citizen feedback refers to information obtained by an organization from the citizens on the quality of service offered by the organization.

The status of implementation of analysis of feedback reports is presented in Tables 3.18, 3.19, and 3.20 while the preferred channel for receiving feedback is presented in Figure 3.3.

It was established that—

- (a) 205 (39.2%) organizations submitted a customer service register while 318 (60.8%) did not maintain the registers.
- (b) 379 (72.5%) organizations received feedback from citizens.
- (c) Of the 379 organizations that received feedback, 46 (8.8%) analyzed the feedback while 27 (5.2%) analyzed and implemented the feedback received from clients.
- (d) Even though five Statutory Commissions and Authorities received feedback from clients, none analyzed nor implemented the feedback received from clients.
- (e) The most popular feedback channel used by clients to give feedback was social media at 32.3%, followed by SMS at 27.6%. Others were the use of websites at 23%, walk-in clients at 7.3%, use of Telephone at 7%, and email at 2%. Letters were however the least preferred channels of feedback channel at 0.7%.
- (f) Less feedback was received through the conventional or traditional channels such as letters, e-mails, telephone, and walk-ins, meaning that the citizens have shifted preferences.
- (g) Huduma Kenya used a digitalized platform to receive feedback from clients. The feedback was analyzed on a quarterly basis and recommendations were implemented. Some of the recommendations implemented included the establishment of a Corruption Prevention and Complaints Handling Committee and Service Leaders Committee with clear terms of reference on resolution of issues; Constitution of disciplinary committees to handle disciplinary matters; enforcement of Service Level Agreements with MDAs on adherence to commitments in their service charters; and holding quarterly service leader's

forums to discuss performance of services and take corrective action on emerging issues.

- (h) 575 feedback instances were reported out of which 520 (90.4%) were from State Corporations and SAGAs followed by TVETIs with 35 (6.1%) and Public Universities at 16 (2.8%).
- (i) The most reported feedback instance was “Request for/ Availing of Services and Facilities” with 319 (55.5%) of the total instances.
- (j) Of the 575 feedback issues recorded, only 159 (27.7%) had recommendations made on them. Moreover, there were no recommendations made for 416 (72.3%) issues. However, 513 (89.2%) of the feedback report recommendations were fully implemented.
- (k) Some of the issues were acted upon as they arose, hence not subjected to analysis and recommendations as evidenced by the high number of issues implemented against the number of recommendations.
- (l) Some organizations also received client feedback during exhibitions, through customer satisfaction surveys and WhatsApp chats.

Table 3.18: Status of Availability of Customer Service Registers, Feedback received, Analyzed, and implemented.

Service Sector	Total Number of Organizations	Organizations with Customer Service Registers	Organizations that Received Feedback	Organizations that Analysed Received Feedback	Organizations that Implemented the analysed feedback
Constitutional Commissions and Independent Offices	10	5 (50%)	9 (90%)	1 (10%)	0
Ministries and State Departments	52	23 (44.2%)	28 (52.8%)	3 (5.8%)	1 (1.9%)
Public Universities	39	13 (33.3%)	36 (92.3%)	3 (7.7%)	2 (5.1%)
State Corporations and SAGAs	210	104 (49.5%)	172 (82.3%)	29 (13.8%)	20 (9.5%)
Statutory Authorities	8	3 (37.5%)	5 (62.5%)	1 (12.5%)	0
TVETIs	204	57 (27.9%)	129 (63.2%)	9 (4.4%)	4 (2%)
Total	523	205 (39.2%)	379 (72.5%)	46 (8.8%)	27 (5.2%)

Table 3.19: Status of Implementation of Feedback Report

Category of Issue	Total No. of Issues	Status on Recommendation and Issues implemented		
		Recommendations not made	Recommendations made	Issues fully implemented
Employment Opportunities	1	1(100%)	0 (0%)	0 (0%)
Faulty facilities	15	11(73.3%)	4(26.7%)	11(73.3%)
Lack or Delay in service delivery	12	1 (8.3%)	11(91.7%)	12(100%)

Category of Issue	Total No. of Issues	Status on Recommendation and Issues implemented		
		Recommendations not made	Recommendations made	Issues fully implemented
Request for Oversight Intervention	2	2(100%)	0 (0%)	1(50%)
Request for/ Availing of Information	226	203(89.8%)	23(10.2%)	225(99.6%)
Request for/ Availing of Services and Facilities	319	198(62.1%)	121(37.9%)	264(82.8%)
Total	575	416(72.3%)	159(27.7%)	513 (89.2%)

Table 3.20: Preferred Channels for Conveying Feedback

Service Sectors	Total No. of Organizations	Feedback Channels Used							Total No.
		SMS	Email	Website	Social Media*	Letter	Telephone	Walk-Ins	
Constitutional Commissions and Independent Offices	9/10 (90%)	243	36,640	28,822	121,622	592	26,472	22,440	236,831
Ministries and State Departments	28/52 (53.8%)	88,951	61,790	7,183,455	4,072,440	105,135	873,069	1,071,369	13,456,209
Public Universities	36/39 (92.3%)	40,792	61,224	14,854	400,040	28,662	138,334	99,325	783,231
State Corporations and SAGAs	172/210 (81.9%)	23,342,349	1,431,342	12,278,516	21,218,167	450,053	4,814,066	4,857,708	68,392,201
Statutory Commissions and Authorities	5/8 (62.5%)	7,600	35,340	2,673	31,591	4,026	10,444	3,160	94,834
TVETIs	129/204 (63.2%)	65,439	94,147	137,926	1,757,202	29,999	142,719	148,496	2,375,928
Total	379/523 (72.5%)	23,545,374	1,720,483	19,646,246	27,601,062	618,467	6,005,104	6,202,498	85,339,234
		(27.6%)	(2%)	(23%)	(32.3%)	(0.7%)	(7%)	(7.3%)	

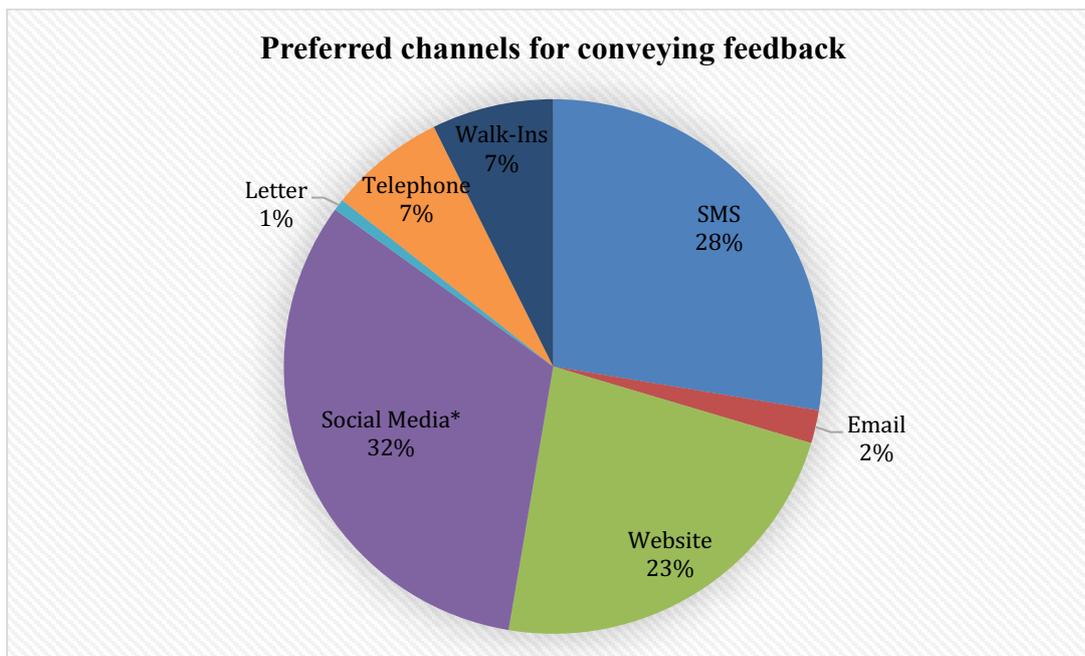


Figure 3.3: Preferred Channels for Conveying Feedback

Observations

- (a) Customer service registers play a critical role as a client feedback tool and therefore instrumental in enhancing delivery of public services.
- (b) The low number of organizations that received feedback implies that majority of the organization were yet to appreciate feedback as an avenue for improving service delivery.
- (c) Top management from some organizations may not be keen on receiving feedback from citizens or implementing the recommendations outlined in the feedback reports.
- (d) The surge towards social media (Twitter, WhatsApp, Facebook & You tube) and SMS could be attributed to convenience for the citizens. The preference for the website could be attributed to the fact that it is a platform where many citizens look for information about public organizations.
- (e) The low use of telephone implies that most public organizations are yet to embrace the toll-free feedback lines.

Recommendations

- (a) 318 organizations that did not have a customer register be required to develop one by 31st March, 2024.
- (b) All public organizations to automate customer registers for ease of management.
- (c) The Commission to develop guidelines for feedback analysis.
- (d) The State Department for ICT to fast-track the development and dissemination of guidelines on the use of social media by public organizations.
- (e) The State Department for Immigration and Citizen Services to undertake an audit to determine the delay that has occasioned the high number of unprocessed applications.

3.5.1.6 Recognizing Performance and Innovation

(i) Initiatives by Public Organizations to Improve Service Delivery

The evaluation sought to establish the number of organizations that made initiatives to improve service delivery as well as the nature of the initiatives. The status of the initiatives introduced to improve service delivery and the impact of the initiatives is presented in Tables 3.21 and 3.22.

It was established that—

- (a) 263 (50.3%) organizations reported to have made service delivery initiatives. These included automation and digitization as reported by 219 organizations, market survey by 37 organizations, social media marketing and advertising by 24 organizations, business process re-engineering by 17 organizations, decentralization and devolution by 8 and HR management initiatives by 14 organizations.
- (b) 77 organizations reported an increase in the number of citizens served as a result of the service delivery initiatives implemented.
- (c) 146 organizations reported a decrease in timelines (hence improvement in service delivery).
- (d) 41 organizations reported a decrease in cost of services (hence an improvement in service delivery).
- (e) Overall, the top 3 initiatives that led to improvement in service delivery in terms of the number of clients served, timelines and cost were automation and digitization, market surveys and social media marketing and advertising.
- (f) From various service delivery initiatives undertaken, the following organizations reported to have served more clients: Huduma Kenya Secretariat, Kenya Agricultural & Livestock Research Organization (KALRO), and Moi Teaching and Referral Hospital (MTRH).
- (g) Some of the organizations that reported to have made initiatives that reduced the timelines in service delivery included Kieni TVC, Kipsoen TVC, Molo, and Elburgon TVC.
- (h) In terms of cost, the National Council for Population and Development and Agro-Chemical and Food Company Ltd reported to have reduced the cost of services being offered to clients by holding stakeholder engagement meetings online and scrapping off charges for cleaning and loading barrels respectively.

Table 3.21: Status and Nature of Service Delivery Initiative per Sector

Service Sector	Automation & Digitization	Business process re-engineering	Decentralization and devolution	HR Management Initiatives	Market Surveys	Not Provided	Social Media Marketing and Advertising	Total No. of Initiatives
Constitutional Commissions and Independent Offices	3	0	2	1	0	1	1	8
Ministries and State Departments	12	2	0	1	4	0	3	22
Public Universities	24	2	0	1	1	0	1	29
State Corporations and SAGAs	110	8	3	7	24	5	12	169
Statutory Commissions and Authorities	1	2	0	0	1	0	1	5
TVETIs	69	3	3	4	7	4	6	96
Total	219 (66.6%)	17 (5.2%)	8 (2.4%)	14 (4.3%)	37 (11.3%)	10 (3%)	24 (7.1%)	329

Table 3.22: Summary of Impact of Implemented Initiatives on Service Delivery

Type of Initiatives implemented	Impact on service delivery						Total No. of Organizations	No. of Initiatives
	Increased in Number of clients served		Reduction of timelines in service delivery		Reduced cost of service			
	No. of Organizations	No. of Initiatives	No. of Organizations	No. of Initiatives	No. of Organizations	No. of Initiatives		
Automation & Digitization	50	109	111	198	32	54	193	361
Business process re-engineering	4	6	12	21	3	3	19	30
Decentralization and devolution	4	8	2	3	1	1	7	12
HR Management Initiatives	1	1	2	2	2	2	5	5
Market Surveys	9	11	11	13	2	3	22	27
Not Provided	2	4	3	3	0	0	5	7
Social Media Marketing and Advertising	7	8	5	5	1	1	13	14
Total	77	147	146	245	41	64	264	456

Recommendation

Adequate financial resources be availed to public organizations to support development and implementation of service delivery initiatives.

(ii) Patents

Tables 3.23 and 3.24 present findings on the number of organizations and officers who patented or copyrighted products, along with the status of the patented and/or copyrighted products.

It was established that—

- (a) 84 (16%) organizations registered 1,315 patents between 1981 and 30th June, 2023 out of which 28.5% were on design, 4.9% were on plant while 30.7% were on utility.
- (b) State Corporation/SAGAs and TVETIs had the highest number of patented products with 719 (54.7%) and 403 (30.6%) respectively.
- (c) The Kenya Institute of Curriculum Development, KIPi and Sot Technical Training Institute had the highest number of patented products with 400 (30.4%), 154 (11.7%) and 80 (6.1%) of the total respectively.
- (d) The most utilized patents were from the education and training service sector with 460 (35%) while the least utilized was trade mark with 14 (1.1%).
- (e) TVET institutions utilized the largest number of applications especially those in industrial and agricultural service sectors.
- (f) KIPi reported that 153 products were patented of which 78 (51%) were design products, 53 (35%) were utility products while (14%) were Plant products. Out of the total registered patents, 134 (90%) were from private organizations or individuals while 15 (10%) were from public organizations.
- (g) KIPi organized a one-day sensitization activity on Intellectual Patents in Nairobi. 206 participants were trained out of whom 100 (49%) were male and 106 (51%) female and none was a PWD.

Table 3.23: Summary of Impact of Implemented Initiatives on Service Delivery

Service Sector	Total No. of Organizations	Category of Patents				Total No. of Patents
		Design	Plant	Utility	Not Provided	
Constitutional Commissions and Independent Offices	10	1	5			5
	(10%)	(1.3%)				(0.4%)
Ministries and State Departments	52	2	2			2
	(3.8%)	(0.5%)				(0.2%)
Public Universities	39	18	14	25	102	44
	(46.2%)	(3.7%)	(39.1%)	(25.2%)	(9.3%)	(14.1%)
State Corporations and SAGAs	210	31	281	30	88	320
	(14.8%)	(74.9%)	46.9%	(21.8%)	(67.8%)	54.7%

Service Sector	Total No. of Organizations	Category of Patents				Total No. of Patents	
		Design	Plant	Utility	Not Provided		
Statutory Commissions and Authorities	8	1 (12.5%)				1 (0.1%)	
TVETIs	204	31 (15.2%)	72 (19.2%)	9 (14.1%)	214 (53%)	108 (22.9%)	403 (30.6%)
Total	523	84 (16.1%)	375 (100%)	64 (100%)	404 (100%)	472 (100%)	1315 (100%)
Percentage (%)			(28.5%)	(4.9%)	(30.7%)	(35.9%)	(100%)

Table 3.24: Category of Patents across Utility Sectors

Sectors Utilized Patents	No. of Organizations (N=84)	Category of Patents				Total No. of Patents	% of Total
		Design	Plant	Utility	Not Provided		
Agricultural use	18	2	31	21	5	59	4.5
Automation	17	11	1	21	5	38	2.9
Educating and training	15	155		3	302	460	35
Energy application	11		1	12	2	15	1.1
Health use	21	4	23	57	5	89	6.8
Industrial use	22	3	2	41		46	3.5
Policy advice	4	26		1	2	29	2.2
Trade mark use	8	6		3	5	14	1.1
Others	29	8	1	46	9	64	4.9
Not Provided	36	160	5	199	137	501	38.1
Total		375	64	404	472	1,315	100

(iii) Copyrights

The status of copy righted products is presented in Figure 3.4.

It was established that—

- 45 (8.6%) organizations indicated that they had copyrighted their products.
- KECOBO reported that 44,542 products were copyrighted out of which 30,542 (69%) were sound recording, 6,441(14%) were literacy works, 3,893 (9%) were audio visual/works and 3,666 items (8%) were artistic works.

- (c) Out of the 44,542 copyrighted products, public organizations had copyrighted 556 (1%) while the remaining 43,986 (99%) were from individuals and private organizations.
- (d) Out of the 556 copyrighted products from public organizations, 553 products were from public universities and were on literary works.
- (e) KECOBO trained 376 individuals out of whom 256 (68%) were male while 118 (32%) were female. It was however noted that no PWDs were trained. 7 training activities were undertaken physically in 5 counties i.e. Isiolo, Mombasa, Nairobi, Embu and Kakamega.
- (f) KECOBO conducted 12 promotional programmes, which included online promotion, copyright clinic, grant proposal writing workshop and visual artists training.

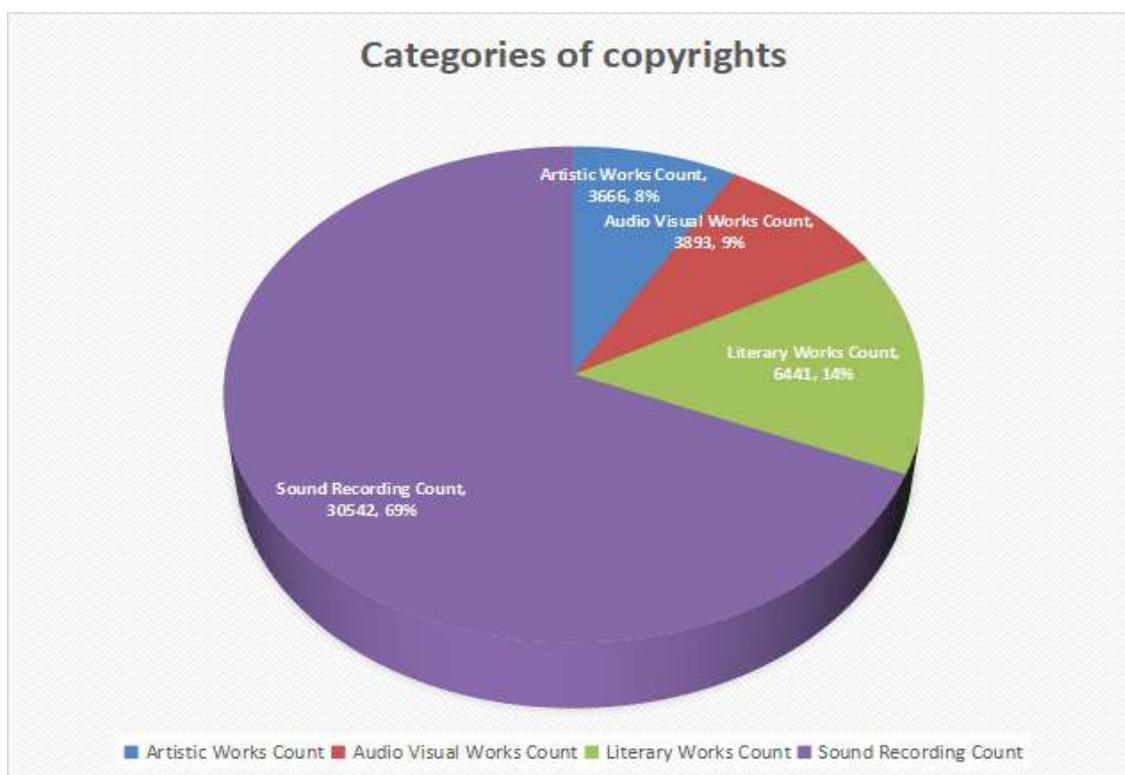


Figure 3.4: Category of Copyrights

Observation

Since 1981, only a small number of organizations had engaged in product innovation. Similarly, few had copyrighted literary works. This indicates a low level of innovation and creativity within the public service, potentially hindering the development of homegrown solutions to national development challenges.

Recommendations

- (a) KIPi and KECOBO to conduct training programmes to sensitize the public on patent and copyright-related rights.
- (b) All public organizations promote service delivery innovations at the workplace and other forms of innovations on inventions in science and industry to promote national development goals.



PSC's Director for Compliance and Quality Assurance, Mr. Simon Wachinga discusses values and principles of public service on KBC News television on Wednesday, 29th March, 2023. (Source: KBC TV Screen capture).

3.4.1.7 Staff and Client Welfare

(a) Status of Lactation Stations in the Workplace

A conducive environment for nursing mothers promotes their performance as a means of protecting their human dignity as provided for in Article 10 (2) (b) of the Constitution on the National Values and Principles of Governance.

Lactation stations are private, clean, sanitary and well-ventilated rooms or areas in the workplace where nursing mothers can wash up, breastfeed, or express their milk and hygienically preserve it as defined by the Health Act, 2017.

Section 71 of the Health Act 2017, stipulates that all employers shall establish lactation stations in the workplace which shall be adequately provided with necessary equipment and facilities including hand washing equipment, refrigerates or appropriate cooling facilities, electrical outlets for breast pumps, a small table with comfortable seats the standard of which shall be defined by the Ministry responsible for matters relating to health. The Section also guides that the lactation station shall not be located in the restrooms and that all employers shall take strict measures to prevent any direct or indirect form of promotion, marketing and or selling of infant formula and/ or breast substitutes within the lactation stations.

The evaluation sought to establish whether organizations had established and equipped lactating station(s). The number of organizations with the corresponding lactating equipment is presented in Table 3.25.

It was established that—

- (a) 127 (24.2%) organizations had established lactating stations for female employees while 396 (75.7%) had not. The highest number of non-compliant organizations was from the TVETIs sector with 193 (48.7%).
- (b) The highest number of organizations that had established lactating stations were drawn from State Corporations and SAGAs with 91(17.40%) organizations. Ministries and State Departments were the least compliant with only 6 (1.2%) compliant organizations.
- (c) 77 (60.6%) organizations had fully equipped lactating stations which were installed with all the essential facilities i.e Handwashing machines, Cooling facilities, Electrical outlets for breast pumps, Tables and Chairs. Of these 62 (80.5%) were State Corporations and SAGAs. It was however noted that 50 (39.3%) organizations reported that they were partially equipped.
- (d) 51 (12.8%) and 344 (86.8%) of the organizations that had not established lactating rooms reported that the same would be established by 31st March and 30th June, 2024 respectively.
- (e) The Kenya Medical Training College (KMTC) however indicated that they had not equipped the lactating station with any of the essential equipment and furniture.

Table 3.25: Status of establishment of lactating stations

Service sector	No. of Organizations	Established lactating station	Hand washing machines	Cooling facilities	Electrical outlets for breast pumps	Tables	Chairs
Constitutional Commissions and Independent Offices	10 (1.9%)	6 (1.2%)	6 (1.2%)	5 (0.96%)	6 (1.2%)	6 (1.2%)	5 (0.96%)
Ministries and State Departments	52 (9.9%)	6 (1.2%)	6 (1.2%)	3 (0.6%)	6 (1.2%)	6 (1.2%)	5 (0.96%)
Public Universities	39 (7.5%)	9 (1.7%)	8 (1.5%)	6 (1.2%)	9 (1.7%)	9 (1.7%)	4 (0.8%)
State Corporations and SAGAs	210 (40.2%)	91 (17.4%)	76 (14.5%)	76 (14.5%)	87 (16.6%)	90 (17.2%)	80 (15.3%)
Statutory Commissions and Authorities	8 (1.5%)	4 (0.8%)	3 (0.6%)	3 (0.6%)	4 (0.8%)	4 (0.8%)	4 (0.8%)
TVETIs	204 (39%)	11 (2.1%)	9 (1.7%)	2 (0.4%)	11 (2.1%)	11 (2.1%)	5 (0.96%)
Total	523 (100%)	127 (24.3%)	108 (20.7%)	95 (18.2%)	123 (23.5%)	126 (24.1%)	103 (19.7%)

Recommendations

- (a) The Human Resource Policies and Procedures Manual for the Public Service be reviewed to provide for the establishment of lactating stations in the workplace.

- (b) The 396 organizations that are yet to establish lactating stations in their organizations, as well as the 50 (39.3%) organizations that were partially equipped be compelled to do so by 30th June, 2023.

(b) Customization of Facilities and Services for the PWDS

Public organizations have continued to endeavour to recruit PWDs through affirmative action towards realizing the 5% constitutional threshold. However, it is not sufficient to appoint PWDs into the public sector but once appointed, the public organizations should put in place mechanisms to ensure that a public officer with disability is retained and grows. Further, clients who seek services in public organizations should equally be facilitated to access such services with ease.

Similarly, Section 21 of the Persons with Disabilities Act, 2003 provides that Persons with Disabilities are entitled to a barrier-free and disability-friendly environment to enable them have access to buildings, roads and other social amenities and assistive devices and other equipment to promote their mobility. Consequently, public organizations bear the responsibility of implementing a range of customized facilities and adaptations that span across various domains.

The evaluation sought to establish the number of organizations that had customized facilities and services for Persons with Disabilities (PWDs) and the distribution of the facilities and services at the headquarters and field offices.

The status of customization of facilities and services for PWDs is presented in Tables 3.26 and 3.27.

It was established that—

- (i) 427 (81.6%) organizations had customized 41,012 facilities and services out of which 34,225 (83.5%) were at the headquarters offices and 6,789 (16.5%) in the field offices.
- (ii) The nature of facilities and services customized were categorized into 12 clusters namely: braille machines, care assistants, apparel, documents, policies, software, vehicles, websites, equipment, infrastructure, sign language and trained specialized personnel.
- (iii) Customization of documents into braille for accessibility by the visually challenged was ranked highest at 66.9% of the 12 types of customizations while customization of policies was lowest at lower than 0.1%.
- (iv) Some of the customized facilities specified by organizations included stretchers, machines, embossers, fold-able walking sticks, white canes, ambulances, prosthesis and drop kerbs.
- (v) Kenya institute of Special Education (KISE) transcribed 25,015 documents into braille.

Table 3.26: Distribution of Customized Facilities and Services across Sectors

Service Sector	Total No. of Organizations	Total No. of Organizations that customized facilities	Field Offices	Head Quarters	Total. No. Customized
			No.	No.	
Constitutional Commissions and Independent Offices	10	8 (80%)	304 (71.7%)	120 (28.3%)	424
Ministries and State Departments	52	38 (73.1%)	1,878 (69.9%)	810 (30.1%)	2,688
Public Universities	39	37 (94.9%)	412 (17.9%)	1,894 (82.1%)	2,306
State Corporations and SAGAs	210	181 (86.2%)	4,022 (12.3%)	28,715 (87.7%)	32,737
Statutory Commissions and Authorities	8	8 (100%)	53 (41.4%)	75 (58.6%)	128
TVETIs	204	155 (76%)	11 (4.3%)	2,611 (95.7%)	2,729
Total	523	427 (81.6%)	6,787 (16.5%)	34,225 (83.5%)	41,012

Table 3.27: Nature of Customized facilities and services and Distribution Status

Types of Customized Facilities	Field Offices		Head Quarters		Total No. Customized	% of Total
	No.	%	No. in	%		
Braille Machines	25	61.0	16	39.0	41	0.1
Care assistants	229	57.5	169	42.5	398	1.0
Customized apparel	-	-	63	100	63	0.2
Customized documents into braille	816	3.0	26,603	97.0	27,419	66.9
Customized policies	1	20.0	4	80.0	5	0.0
Customized Software	78	22.9	263	77.1	341	0.8
Customized vehicles	18	42.9	24	57.1	42	0.1
Customized websites	5	20.8	19	79.2	24	0.1
Equipment	436	41.0	627	59.0	1,063	2.6
Infrastructure	4,741	46.0	5,558	54.0	10,299	25.1
Sign Language	3	37.5	5	62.5	8	0.0
Trained and Specialized Personnel	435	33.2	874	66.8	1,309	3.2
Total	6,787	16.5	34,225	83.5	41,012	100

Recommendations

- (a) The National Council for Persons with Disabilities to conduct an audit of premises to determine accessibility for PWDs as recommended in the 2019/2020 and 2021/2022 FY.
- (b) All public organizations to implement the requirements in the code of practice for mainstreaming disability issues in the public service including hiring sign language interpreters, customized websites, care assistants etc.

3.5.2 High Standards of Professional Ethics in the Public Service

In this thematic area, the performance standards evaluated were membership status of officers belonging to regulated professions, compliance with public service code of conduct and ethics and authenticity of certificates used by officers to obtain employment or promotions. With respect to regulated professionals, compliance with the specific codes of conduct issued by the regulatory bodies, presence of disciplinary proceedings or prosecution of the members as a result of breach of the specific code of conduct and ethics and continuous professional development.

The performance indicators evaluated were—

- (a) Compliance with the Public Service Code of Conduct and Ethics.
- (b) Submission of the declarations on incomes, assets and liabilities.
- (c) Authenticity of certificates used by officers to obtain employment or promotions.
- (d) The number of public officers who were members of the regulated professional bodies, their registration and practicing status, attendance of continuous professional development, disciplinary action for breach of the code of the professional code of conduct and ethics or prosecuted in court.

The status of officers sponsored for continuous professional development is presented in Table 3.28 and 3.29.

3.4.5.1 Compliance with professional codes of conducts

It was established that—

- (a) There were 20,125 (7.9%) officers of the 253,318 who were registered with 29 professional bodies in 426 organizations. The health sector had the highest number of regulated professionals with Kenyatta National Hospital (KNH), Moi Teaching and Referral Hospital (MTRH) accounting for 4,821 (24%) of the registered professionals.
- (b) Majority of the officers, 11,729 (58.3%) in regulated professions did not undergo continuous professional development. Only 8,396 (41.7%) members of registered professional bodies undertook Continuous Professional Development.
- (c) 7,726 (38.4%) were reported to have been practicing while, 12,399 (61.6%) were reported to be non-practicing.
- (d) 20 officers were disciplined for professional misconduct, 39 had active cases in court and 55 had been convicted. This was an increase from 52 reported in the 2021/22 FY.
- (e) Ten organizations did not submit details of their officers who are registered under professional bodies and were therefore not included in the analysis. These were: Office of the Auditor General, State Department for Foreign Affairs, State Department for Trade, Meru University of Science and Technology, Kenya Power and Lighting Company, National Cereals and Produce Board (NCPB), National Communications Secretariat, National Quality Control Laboratories, Pharmacy and Poisons Board and Muruga Technical Training Institute.

Table 3.28: CPD training and practicing status

Service Sectors	No. of Organizations	No. of Officers	Total No. of Officers	Practicing Status		Sponsorship for CPD			Trained by Self & Organization
				Non-Practicing	Practicing	Self	No. Not Trained	No. Trained	
Constitutional Commissions and Independent Offices	10	4,622	718	244 (34%)	474 (66%)		131 (18.2%)	587 (81.8%)	
Ministries and State Departments	52	105,539	3,815	3,504 (91.8%)	311 (8.2%)	231 (6.1%)	2,451 (64.2%)	986 (25.8%)	147 (3.9%)
Public Universities	39	28,359	2,109	1,289 (61.1%)	820 (38.9%)	429 (20.3%)	1,365 (64.7%)	212 (10.1%)	103 (4.9%)
State Corporations and SAGAs	210	99,704	12,370	6,637 (53.7%)	5,733 (46.3%)	184 (1.5%)	7,213 (58.3%)	4,638 (37.5%)	335 (2.7%)
Statutory Commissions and Authorities	8	1,942	120	32 (26.7%)	88 (73.3%)	6 (5%)	12 (10%)	83 (69.2%)	19 (15.8%)
TVETIs	204	13,152	993	693 (69.8%)	300 (30.2%)	154 (15.5%)	557 (56.1%)	171 (17.2%)	111 (11.2%)
Total	523	426 81.5%	253,318 20,125 (7.9%)	12,399 (61.6%)	7,726 (38.4%)	1,004 (5%)	11,729 (58.3%)	6,677 (33.2%)	715 (3.6%)

Table 3.29: Status of Officers Disciplined for Professional Misconduct

Service Sectors	Total Number of Organizations	Total no. of Organizations with officers disciplined	Disciplined		Not Disciplined		Total No. of Officers
			Non Practicing	Practicing	Non Practicing	Practicing	
Constitutional Commissions and Independent Offices	10	9	-	-	244 (34%)	474 (66%)	718
Ministries and State Departments	52	48	3 (0.1%)	-	3,501 (91.8%)	311 (8.2%)	3,815
Public Universities	39	36	1 (0.1%)	-	1,288 (61.1%)	820 (38.9%)	2,109
State Corporations and SAGAs	210	196	6 (0.1%)	7 (0.06%)	6,631 (53.6%)	5,726 (46.3%)	12,370
Statutory Commissions and Authorities	8	7	0	-	32 (26.7%)	88 (73.3%)	120
TVETIs	204	130	3 (0.3%)	-	690 (69.5%)	300 (30.2%)	993
Total	523	426	13	7	12,386	7,719	20,125

Service Sectors	Total Number of Organizations	Total no. of Organizations with officers disciplined	Disciplined		Not Disciplined		Total No. of Officers
			Non Practicing	Practicing	Non Practicing	Practicing	
			(0.06%)	(0.03%)	(61.6%)	(38.4%)	

Observations

- (a) Few organizations supported officers for CPD training. This means the officers were not keeping abreast with the developments in the industry and this may adversely affect service delivery.
- (b) There were a number of organizations which did not provide details of their officers belonging to regulated professions yet they provided a summary in terms of numbers, implying that there may be no properly kept database for said officers.

Recommendations

- (a) Organizations to maintain an updated database of their officers who are members of the various regulated professional bodies.
- (b) Organizations to support officers to undergo continuous professional development as recommended in the 2021/22 evaluation report, to keep sharpening their skills for efficient and effective service delivery.

3.4.5.2 Compliance with the Public Service Code of Conduct and Ethics

(i) Authentication of Certificates

The Commission, through the Circulars Ref.Nos.PSC.3/1/1/IV;32/35 and Ref. No: PSC/ADM/13(42) required organizations to authenticate academic and professional certificates used by officers to secure appointments and promotions. Organizations were directed to terminate the service of any officer found to have used forged certificates to secure appointment or promotion.

The evaluation sought to establish whether the organization had conducted the exercise and the action taken against the officers found to have used forged certificates.

The status of authentication of academic and professional certificates and action taken on those found with forged certificates is presented in Tables 3.30 and 3.31 and *Appendix VII*.

It was established that—

- (a) 346 (63%) organizations authenticated academic certificates of their officers.
- (b) The number of officers whose academic certificates were authenticated was 142,188 (56.1%), out of which 67,764 (47.7% were cleared as valid, 625 (0.4%) were established to be forged and the validity of 37,272 (26.2%) authenticated certificates was not indicated.
- (c) Certificates for 111,130 (43.9%) officers had not been authenticated.

- (d) With regard to professional certificates, 280 (53.5%) organizations reported to have authenticated 31,526 professional certificates out of which 24,596 (78%) were valid, 119 (0.4%) were forged and the status of 6,811 (21.6%) were not indicated.
- (e) Most of the forged certificates reported were from State Corporations and SAGAs at 76.3%, and Ministries and State Departments at 17.9%.
- (f) Arising from the findings of the authentication exercise: 58 (7.7%) officers resigned, 6 (0.8%) took early retirement, 181(24%) were dismissed from service, 252(34%) had ongoing disciplinary action, and 1(0.1) was deceased. There was no action taken against 4 (0.3), and there was no information provided with regard to 242 (32.5%) certificates found to have been forged.

Table 3.30: Status of authentication of academic certificates

Service Sector	No. of Organizations	Total Staff In-Post	No. of Staff as at 30 June 2023 (A)	No. of Valid Certificates (B)	No. of Forged Certificates ©	No. of Certificates Not Authenticated (D)	Variance (%) A-(B+C+D)
Constitutional Commissions and Independent Offices	10 (50%)	4,622	1,499	988 (65.9%)	1 (0.1%)	508 (33.9%)	2 (0.1%)
Ministries and State Departments	52 (82.7%)	10,5539	63,555	22,662 (35.7%)	124 (0.2%)	14,036 (22.1%)	26,733 (42.1%)
Public Universities	39 (56.4%)	28,359	19,199	6,902 (35.9%)	39 (0.2%)	8,431 (43.9%)	3,827 (19.9%)
State Corporations and SAGAs	210 (72.9%)	99,704	52,095	32,175 (61.8%)	459 (0.9%)	13,838 (26.6%)	5,623 (10.8%)
Statutory Commissions and Authorities	8 (75%)	1,942	585	463 (79.1%)	-	155 (26.5%)	(33) (5.6%)
TVETIs	204 (57.4%)	13,152	5,255	4,574 (87%)	2 (0%)	404 (7.7%)	275 (5.2%)
Total	523 (66.2%)	253,318	142,188 (56.1%)	67,764 (47.7%)	625 (0.4%)	37,372 (26.3%)	36,427 (25.6%)

Table 3.31: Status of Authentication of Professional Certificates

Service Sector	Total No. of Organizations	Total No. of staff	No. of valid Certificates	No. of Certificates Forged	No. Certificates Not Authenticated
Constitutional Commissions and Independent Offices	10 (40%)	444	444 (100%)	-	-
Ministries and State Departments	52 (65.4%)	6,063	4,765 (78.6%)	9 (0.1%)	1,289 (21.3%)
Public Universities	39	2,780	2,639	1	140

Service Sector		Total No. of Organizations	Total No. of staff	No. of valid Certificates	No. of Certificates Forged	No. Certificates Not Authenticated
		(38.5%)		(94.9%)	(0%)	(5%)
State Corporations and SAGAs	210	126 (60%)	19,706	14,399 (73.1%)	109 (0.6%)	5,198 (26.4%)
Statutory Commissions and Authorities	8	5 (62.5%)	128	89 (69.5%)	- (0%)	39 (30.5%)
TVETIs	204	96 (47.1%)	2,405	2,260 (94%)	- (0%)	145 (6%)
Total	523	280 (53.5%)	31,526	24,596 (78%)	119 (0.4%)	6,811 (21.6%)

Observation

Most of the officers in the evaluated organizations were found to hold valid certificates after the authentication exercise.

Recommendations

- (a) All public organizations to undertake proactive vetting of the suitability of candidates for an appointment before placement.
- (b) 177 organizations that had not authenticated the certificates of their officers do so by 30th June, 2024.
- (c) All the outstanding disciplinary cases in relation to forgery of certificates be fastracked and concluded by 30th June, 2024.
- (d) The 744 cases of forgery be forwarded to the Directorate of Criminal Investigation and EACC for further action.



PSC's Deputy Director, Ethics Mr. Wesley Kipngetich discusses values and principles of Public Service on KBC Radio Taifa News television on Wednesday, 29th March, 2023. (Source: KBC Radio Taifa).

3.5.3 Good Governance, Transparency and Accountability

Good governance requires having systems and structures through which the exercise of power and authority by public organizations can be controlled or held to account. It calls for prudent management of organizations and resources by those entrusted with the responsibility of overseeing them.

The evaluation sought to establish the measures public organizations had put in place to promote good governance, transparency, and accountability.

The performance indicators evaluated were—

- (a) Availability of a prescribed format for requesting information.
- (b) Modes of releasing information to the public by organizations.
- (c) Availability of a register of requests for information by clients.
- (d) Status of information requested by clients in public organizations.
- (e) Status of registration of public organizations as data processors and/or controllers.
- (f) Number of officers prosecuted and convicted on account of corruption.
- (g) Civil proceedings against public organizations.
- (h) Implementation of the schedule of registrable interests.
- (i) Gift management in the public service.
- (j) Management of conflict of interest in the public service.
- (k) Preparation of annual report on the discharge of organizational mandate.
- (l) Measures taken to ensure data security.

3.5.3.1 Corruption

The evaluation sought to establish the number of corruption cases reported, the nature of cases, the number of officers involved, the status of the investigation, number of officers charged in court and the number of cases referred for administrative action.

Tables 3.32 and 3.33 present the reported cases of corruption, the status of investigation and court cases.

It was established that—

- (a) 31 (5.9%) out of the 523 responding organizations reported cases of corruption affecting 109 (0.04%) officers out of the 253,318 public officers.
- (b) Of the 109 cases reported, 21 (19.3%) were still under investigation, 20 (18.3%) were referred for administrative action and 34 (31.2%) officers were charged in court. No information was provided for 34 (31.2%) cases.
- (c) Out of the 109 public officers reported to have been involved in corruption, 4 (3.7%) were convicted, 12 (11%) were acquitted, 5 (4.6%) were discharged, 50 (45.9%) were ongoing and the status of cases affecting 38 (34.9%) officers was not provided.
- (d) The total amount of money lost related to prosecuted cases was KSh.605.1M while the amount of money recovered was KSh.222.7M.

Table 3.32: Reported Cases of Corruption

Service Sector	No. of reporting organizations	Nature of Corruption Cases	Total No. of Officers involved	Status of Investigation by EACC			
				Not Provided	On-going	Referred For Administrative Action	Charged Charge in Court
Ministries and State Departments	10	Abuse of Office	13	4	4		5
		Ambiguous	6	2			4
		Economic Crime	12		1	2	9
		Not Provided	5	1	2	1	1
		Procurement Related	2		1		1
		Total	38	7	8	3	20
Public Universities	3	Abuse of Office	2			2	
		Economic Crime	1				1
		Procurement Related	2		2		
		Total	5		2	2	1
State Corporations and SAGAs	18	Abuse of Office	22	2	5	13	2
		Ambiguous	2			2	
		Economic Crime	27	25	2		
		Falsification of Records	1				1
		Procurement Related	14		4		10
		Total	66	27	11	15	13
Total	31		109	34	21	20	34

Table 3.33: Analysis on Status of Court Cases

Service Sector	No. of Organizations	Nature of Corruption Cases	Total No. of Officers	Status of Court Cases					Value of Assets/ Money Lost	Value of Assets/ Money Recovered
				Acquitted	Convicted	Discharged	On-going	Not Provided		
Ministries and State Departments	10	Abuse of Office	13		1		12		1,900,000.0	-
		Ambiguous	6	4			2		29,315,737.0	9,983,250.0
		Economic Crime	12	3	1	2	6		8,134,500.0	-
		Not Provided	5	1	1		3		50,000.0	-
		Procurement Related	2				2		1,530,000.0	-
Sub-Total	10		38	8	3	2	25	40,930,237.0	9,983,250.0	

Service Sector	No. of Organizations	Nature of Corruption Cases	Total No. of Officers	Status of Court Cases					Value of Assets/ Money Lost	Value of Assets/ Money Recovered
				Acquitted	Convicted	Discharged	On-going	Not Provided		
Public Universities	3	Abuse of Office	2			2			-	-
		Economic Crime	1		1				-	-
		Procurement Related	2					2	-	-
Sub-Total	3		5		1	2		2	-	-
State Corporations and SAGAs	18	Abuse of Office	22			1	8	13	529,232,126.2	211,312,183.0
		Ambiguous	2					2	849,128.0	-
		Economic Crime	27	4			6	17	33,709,860.1	1,388,592.0
		Falsification of Records	1				1		392,000.0	-
		Procurement Related	14				10	4	-	-
Sub-Total	18		66	4		1	25	36	564,183,114.3	212,700,775.0
Grand Total	31		109	12	4	5	50	38	605,113,351.3	222,684,025.0

Observations

- (a) There is a widespread perception that public officers are corrupt. Based on the low number of organizations, that reported corruption cases (5.9%) and the low number of officers affected 0.04% out of the 253,318 in the reporting organizations it is apparent that corruption cases may not be as widespread as the perceptions indicate or most of the persons affected do not report incidents of corruption.
- (b) It is also noted that for cases that progress to court, conviction levels were low at 11% whereas acquittals were more at 19.3%.
- (c) Transparency international report of 2021 ranked Kenya at position 128 out of 180 on corruption perception and perceived level of public sector corruption at 30%. This is one of the key yardstick and lens through which Kenya is gauged in terms of good governance, transparency and accountability. At position 128 Kenya is at the bottom third amongst the countries perceived as most corrupt. This therefore means that the low levels of reporting and convictions on cases of corruption could also be an indicator of low confidence level in the ability of state agencies tasked with the fight against corruption to act on corruption cases.
- (d) The low cases of reported corruption may also be due to the fact that the scope of evaluation excludes public officers servicing under other service commissions such as National Police Service Commission, Teachers Service Commission, Judicial Service Commission, Parliamentary Service Commission and the County Public Services. The

current size of the Kenyan Public Service is estimated to be about 750,000 officers hence the Commission comprises only a third of the service. Even so, the sample size and diversity of the organizations sampled is sufficient sample frame to extrapolate on what is obtained in the rest of the service.

Recommendation

A survey be undertaken to establish the disconnect between the low levels of reported cases of corruption.



Abdillahi Sultan, Chairman Lamu dhow operators addresses stakeholders during a validation workshop on the draft Maritime Transport and Maritime Training and Education Policies during a public participation Forum for Lamu Dhow Operators held in Lamu in June, 2023.

3.5.3.2 Civil Proceedings Against Public Organizations

One of the principles of governance espoused under Article 10 (2) (a) of the Constitution is the rule of law. Among the notable indicators of poor governance is the enhanced number of litigations against a state agency. Proper governance structures anchored in law and procedures will culminate in minimal incidents of litigation.

Whereas litigation cannot be avoided, it can be minimized or better defended if organizations uphold high standards of professionalism in the discharge of their mandates, conduct due diligence before signing of contracts, and follow due process in any action they undertake.

The evaluation sought to establish the number of organizations that were involved in civil proceedings and the status of litigation. The status of civil proceedings and judgments delivered is presented in Tables 3.34, 3.35 and 3.36.

It was established that—

- (a) 206 (39.4%) organizations were involved in civil proceedings. The number of organizations increased by 137 from the 69 that were evaluated in the FY 2021/2022.
- (b) 4,185 suits were filed against public organizations. The number of suits filed increased by 223 from the 3,962 reported in the FY 2021/22.
- (c) 1,341 judgements were delivered out of which 302 (22.5%) were monetary and 1,039 (77.5%) were declaratory orders.
- (d) Awards totaling KSh.18.5B were made against public organizations.
- (e) Awards totaling KSh.10.3B were made in favour of public organizations.
- (f) The awards against individual officers were KSh.170M while awards in favour of officers was KSh.5.3B.
- (g) The leading causes of litigation were labor disputes with 976 (23.3%) of the cases, administrative acts with 829 (19.8%), and land and environment with 838 (20%) constituting 63.2% of the cases.

Table 3.34: Status of Civil proceedings across sectors

Service Sector	Total No. of Organizations	Status of Civil Proceeding Cases								Total No. of Cases	% of Total
		Declaratory orders	%	Judgement Delivered	%	Pending	%	Status not Provided	%		
Constitutional Commissions and Independent Offices	6	416	70.6	2	0.3	168	28.5	3	0.5	589	14.1
Ministries and State Departments	27	125	13.9	56	6.2	706	78.7	10	1.1	897	21.4
Public Universities	30	51	14.5	38	10.8	247	70.4	15	4.3	351	8.4
State Corporations and SAGAs	127	420	18.5	204	9.0	1617	71.4	25	1.1	2266	54.1
Statutory Commissions and Authorities	5	25	39.1		0.0	39	60.9		0.0	64	1.5
TVETIs	11	2	11.1	2	11.1	14	77.8		0.0	18	0.4
Total	206	1,039	24.8	302	7.2	2,791	66.7	53	1.3	4,185	100

Table 3.35: Status of Judgments made across service sectors

Service Sector	No. of Organizations	Total Cases Judgement was Delivered	Against Organization		In Favor of Organization		Against Individual Officer		In Favor of Individual Officer	
			No	KSh.	No	KSh.	No	KSh.	No	KSh.
Constitutional Commissions and Independent Offices	2	2							2	27,567,800.0
Ministries and State Departments	12	56	52	3,666,125,424.2	3	106,191,130.4			1	18,805,096.5
Public Universities	13	38	26	876,957,131.4	8	144,908,108.5			5	7,421,551.3
State Corporations and SAGAs	44	204	102	13,925,992,838.7	63	10,009,016,203.6	11	170,075,687.0	29	5,211,791,459.1
TVETIs	2	2	1	4,885,451.5					1	203,860.0
Total	73	302	181	18,473,960,845.9	74	10,260,115,442.5	11	170,075,687.0	38	5,265,789,766.8

Table 3.36: Status of Judgments made by Category of Cases

Category of Cases	Status of Category of Cases								Total No. of Civil Cases	% of Total
	Declaratory orders	%	Judgement Delivered	%	Pending	%	Status not Provided	%		
Accident Claim	9	6.0	24	15.9	116	76.8	2	1.3	151	3.6
Breach Of Contract	58	16.2	54	15.1	240	67.0	6	1.7	358	8.6
Challenging Administrative Action	182	21.7	15	1.8	635	75.7	7	0.8	839	20.0
Corruption Related		0.0		0.0	5	100		0.0	5	0.1
Costs	3	27.3	3	27.3	5	45.5		0.0	11	0.3
Debt Recovery	5	21.7	5	21.7	12	52.2	1	4.3	23	0.5
Election Petitions	1	100		0.0		0.0		0.0	1	0.0
Electoral Dispute	359	94.2		0.0	22	5.8		0.0	381	9.1
Human Rights	36	14.6	13	5.3	197	79.8	1	0.4	247	5.9
Labour Related	236	24.2	78	8.0	641	65.7	21	2.2	976	23.3
Land and Environment	99	12.0	78	9.4	644	77.8	7	0.8	828	19.8
Nature of Case Not Stated	18	10.0	17	9.4	141	78.3	4	2.2	180	4.3
Other	26	16.0	11	6.7	122	74.8	4	2.5	163	3.9
Procurement Related	7	46.7		0.0	8	53.3		0.0	15	0.4
Tax		0.0	4	57.1	3	42.9		0.0	7	0.2
Total	1039	24.8	302	7.2	2,791	66.7	53	1.3	4,185	100

Observations

- (a) The orders issued and awards made against the government could have been minimized by following due process and conducting due diligence.
- (b) The number of court cases arising from labour disputes can be reduced if the matters were referred to alternative dispute resolution in the first instance.

Recommendations

- (a) Public organizations to exercise due diligence in the performance of their duties to minimize litigations.
- (b) Alternative dispute resolution be encouraged in labour-related matters to avoid litigation, which has cost implications.

3.5.3.3 Implementation of Schedule of Registrable Interests

The schedule of registrable interest is prescribed in section 16 of the Leadership and Integrity Act, 2012. This is a tool for the management of conflict of interest. This Schedule provides a framework for proactive disclosure of interests by public officials. This was first proposed under the Ndegwa Commission Report on the review of terms and conditions of civil servants in 1971. The report recommended that public officers may be allowed to do business provided that they are regulated through a code of conduct and ethics and senior public officials are required to disclose their registrable interests. Subsequently, public officials were allowed to do business while in service but the requirement for being subjected to a code of conduct and ethics and disclosure of registrable interests were not implemented. This could be the genesis of the current problem where public officials trade with government entities without effective mitigations on conflict of interest and has led to runaway corruption in Government.

The status of implementation of the schedule of registrable interests is presented in Table 3.37.

It was established that—

- (a) 22 (4.2%) out of 523 organizations reported to have implemented the schedule of registrable interests. These were 14 State Corporations and SAGAs, 4 Public Universities, 2 Constitutional Commissions and Independent Offices, one each from State Department and TVETI.
- (b) The number of officers reported to have filed the registrable interests was 767 (0.3%) out of 253,318. These were 435 from Public Universities, 326 from State Corporations and SAGAs, 4 from Constitutional Commissions and Independent Offices, and one each from State Department and TVETI.

Table 3.37: Status of Implementation of Schedule of Registrable Interests

Category of Registrable Interests	Constitutional Commissions and Independent Offices	Ministries and State Departments	Public Universities	State Corporations SAGAs	TVEITs	Total No. of Officers
Beneficiary of allowances and Benefits Discussed	3					3
Board Deliberations / Matters				11		11
Company, Land and House				40		40
Directorship in Private & Public Companies; assets; Shares; Remunerated Employment; Non-Financial Interests			6	12		18
Directorship, Land and Property				1		1
Directorship; Remunerated Employment; Land & Property			1	9		10
Disciplinary investigation			1			1
Employment Salary & Benefits			2	62	1	65
Extension of Contract				1		1
Family Interest				4		4
Investigations				1		1
Mortgage Application	1					1
NOT PROVIDED			85	69		154
Outside Employment				6		6
Promotion			2			2
Public affairs advise and service to clients			1			1
Recruitment and Selection Exercise				9		9
Remunerated Employment; Securities; Land & Property; Sponsorship; Shareholding & Securities; Travel Facilities and Overseas visits; Non-Financial Interests		1	337	95		433
Self-Dealing				5		5
Supply Chain Management Committees				1		1
Total No. of Officers	4	1	435	326	1	767
Total of Organizations	2	1	4	14	1	22

Observations

- (a) The level of implementation and enforcement of the requirement for proactive disclosure of registrable interests under Section 16 of the Leadership and Integrity Act, 2012 was low at 4.2%.
- (b) Whereas a more robust regime of legislations may improve management of conflict of interests in the public service such as envisaged under the conflict-of-interest management bill, 2023, it would be instructive to undertake an audit on the implementation of the obtaining regime of laws on management of conflict of interest.

Recommendations

- (a) The Ethics and Anti-Corruption Commission to undertake an audit of the implementation of section 16 of Leadership and integrity act, 2012 in the public service in relation to the schedule of registrable interests, among others.
- (b) All public organizations to implement the schedule of registrable interests under Section 16 of the Leadership and Integrity Act, 2012.

3.5.3.4 Management of Gifts in the Public Service

There are two types of gifting practice in the public service. There are gifts given out by organizations such as visiting delegations or dignitaries as a dictate of customs, hospitality, and protocols and gifts received by officers in the ordinary course of duty. Both sets of gifts are regulated under the Article 76(1) of the Constitution as read with section 14 of the Leadership and Integrity Act, 2012 and Section (15) of the Public Officer Code of Conduct and Ethics, 2016.

Gifts are regulated in the public service because they are perceived as conduits for bribes. Some gifts are also banned under international conventions and treaties on the protection of endangered species of flora and fauna such as ivory, sandalwood, trophies made from protected wildlife. There are minerals also which are prohibited and regulated as they are classified and sources of finances that fuel armed conflicts globally such as the ‘blood diamonds’ and other precious stones and jewelry. However not all gifts are prohibited and these include gifts given out as dictates of customs, protocols and hospitality or gifts received while not discharging official duties or when performing customary rites such as marriages (i.e dowry), and initiation ceremonies among others.

(i) Gifts received and declared by public officers

A public officer may receive permitted gifts of a value below KSh. 20,000 while performing official duties provided that the gift is declared to the organization the officer works for upon arrival at the office. The organization is required to maintain a gift register in a prescribed format containing records of the name of officer, nature, value and purpose of gifts received, date gift received by the officers and the decision made by management on the disposal of the gift. Cash and gift vouchers are part of the prohibited gifts.

Tables 3.38, 3.39, 3.40, 3.41 and 3.42 presents gifts received and declared by public officers, decisions made on the gifts, nature of the gifts declared and the list of organizations where prohibited gifts were declared.

It was established that—

- (a) 86 (16.4%) organizations reported maintaining records on gifts received and declared by the officers.
- (b) 437 (83.6%) of the 523 reporting organizations did not maintain records of gifts which may have been received by their officers because they did not have gift registers.
- (c) 1,533 gifts were received and declared by 906 (0.4%) officers in the reporting organizations.

- (1) The highest number of gifts (90%) received by public officers were within the permissible threshold of KSh. 20,000.
- (2) 25 officers from 22 organizations received 29 gifts valued at over KSh. 20,000, which were above the threshold allowed under the regulations on gifts (Table 3.42).
- (3) Out of the 71 organizations that reported to have made decisions on disposal of the gifts valued at less than KSh. 20,000, a majority (60.6%) allowed the receiving officers to retain 1,206 gifts while 1,562 gifts declared were retained by 24 (10.2%) organizations. One gift declared in Nyandarua National Polytechnic was returned to the source.
- (4) 13 organizations did not state the decision made on disposal of 74 gifts received by 26 officers.
- (5) The value of 124 gifts received by 44 officers from 24 organizations was not given.
- (6) 103 alcoholic gifts valued at KSh. 316,365 were given to officers in 9 organizations. The leading recipients were KRA with 80 (64.5%) alcoholic gifts followed State Department for Internal Security and National Administration with 10 (8.1%).
- (7) Officers in 7 organizations received 91 cash and gift vouchers totaling to KSh. 243,000. Of these, 80 of the cash and gift vouchers were received by officers in Kitale National Polytechnic. Cash or gift vouchers are prohibited gifts under the regulations on gifts.

Table 3.38: Gifts received and declared by public officers

Service Sectors	No. of Organizations	Value Range of Gifts Given to Public Officers											
		Value of Gift KSh. 1-20,000			KSh. 21000-100,000			Over KSh. 100,000			Value Not Stated		
		No. of Organizations	No. of Officers	No. of Gifts	No. of Organizations	No. of Officers	No. of Gifts	No. of Organizations	No. of Officers	No. of Gifts	No. of Organizations	No. of Officers	No. of Gifts
Constitutional Commissions and Independent Offices	1	1	8	10							1	1	2
Ministries and State Departments	7	6	31	71							2	1	2
Public Universities	16	12	25	59	2	3	3	5	6	8	7	7	18
State Corporations and SAGAs	46	39	668	1110	5	6	6	4	4	5	9	22	78
Statutory Commissions and Authorities	1	1	1	1							2	1	3
TVETIs	15	12	104	129	4	4	5	2	2	2	4	12	21
Total	86	71	837	1,380	11	13	14	11	12	15	25	44	124

Table 3.39: Decisions made on gifts received by public officers

Decision Made on Gifts	Valued at KSh. 1-20,000			Valued at KSh. 21,000-100,000			Valued at Over KSh. 100,000			Value of Gift Not Stated		
	No. of Organizations	No. of Officers	No. of Gifts	No. of Organizations	No. of Officers	No. of Gifts	No. of Organizations	No. of Officers	No. of Gifts	No. of Organizations	No. of Officers	No. of Gifts
Given to Officer	43	758	1,206	1	1	1	1	1	2	8	15	34
Not Stated	3	5	17	1	1	2	1	2	3	8	18	52
Retained by the Organization	24	73	1562	9	11	11	9	9	10	8	11	38
Returned	1	1	1									
Total	71	837	1,380	11	13	14	11	12	15	24	44	124

Table 3.40: Distribution of Gifts by Category

Category of Gift	Status of Gifts Given to Officers (N=86)_						Total No. of Gifts	Total Value
	Gifts Valued			Gift Not Valued				
	No. of Organization	No. of Gifts	Value of Gift (KSh.)	No. of Organization	No. of Gifts	Value of Gift (KSh.)		
Agricultural Products, & Seedlings	4	5	32,900.0	2	4	0	9	32,900.0
Alcohol	8	103	316,365.0	1	1	0	104	316,365.0
Animals	1	1	14,000.0				1	14,000.0
Apparels	17	61	2,245,700.0	5	12	0	73	2,245,700.0
Artifacts & Trophies	16	26	316,750.0	5	10	0	36	316,750.0
Assorted Items	8	41	198,114.0				41	198,114.0
Beauty items, décor & Flowers	5	11	62,000.0				11	62,000.0
Branded Promotional materials	19	120	518,499.0	4	10	0	130	518,499.0
Cash & Gift Vouchers	6	91	243,000.0				91	243,000.0
Certificate				1	1	0	1	-
Cutlery	5	7	5,800.0	1	1	0	8	5,800.0
Electronics, Phones, Computer Accessories & Equipment	10	17	1,141,272.0	2	6	0	23	1,141,272.0

Category of Gift	Status of Gifts Given to Officers (N=86)_						Total No. of Gifts	Total Value
	Gifts Valued			Gift Not Valued				
	No. of Organization	No. of Gifts	Value of Gift (KSh.)	No. of Organization	No. of Gifts	Value of Gift (KSh.)		
Foodstuff Items	25	265	3,806,219.0	4	12	0	277	3,806,219.0
Gift Pack	9	53	169,200.0	4	4	0	57	169,200.0
Land				1	1	0	1	-
Medical				1	1	0	1	-
Motor vehicles and assorted motor vehicles parts	2	2	257,000.0				2	257,000.0
Not Stated	2	6	11,900.0	2	2	0	8	11,900.0
Sanitary				1	4	0	4	-
Stationery	38	423	948,787.8	9	30	0	453	948,787.8
Utility items	21	179	1,123,240.0	6	23	0	202	1,123,240.0
Total		1,411	11,410,746.8		122	0	1,533	11,410,746.8

Table 3.41: List of Organizations where prohibited gifts were declared

Category of Gifts	Name of Organization	Gifts Valued		Gifts not Valued		Total No. of Gifts	Total Value of Gift
		No. of Gifts	Value of Gifts in KSh.	No. of Gifts	Value of Gifts in KSh.		
Alcohol	Capital Markets Authority (CMA)	4	48,000			4	48,000
	Kenya Dairy Board	1	1,700			1	1,700
	Kenya Plant Health Inspectorate Services (KEPHIS)	1	1,500			1	1,500
	Kenya Power and Lighting Company	5	10,785			5	10,785
	Kenya Revenue Authority (KRA)	80	227,750			80	227,750
	Kenya Utalii College			1	0	1	-
	office of the Controller of Budget	1	1,900			1	1,900
	State Department for Co-operatives	1	3,000			1	3,000
	State Department for Internal Security and National Administration	10	21,730			10	21,730

Category of Gifts	Name of Organization	Gifts Valued		Gifts not Valued		Total No. of Gifts	Total Value of Gift
		No. of Gifts	Value of Gifts in KSh.	No. of Gifts	Value of Gifts in KSh.		
Total		103	316,365	1	0	104	316,365
Cash & Gift Vouchers	Capital Markets Authority (CMA)	1	25,000			1	25,000
	Kenya Revenue Authority (KRA)	2	7,000			2	7,000
	Kitale National Polytechnic	80	80,000			80	80,000
	Mitunguu Technical Training Institute	5	100,000			5	100,000
	Shamberere Technical Training Institute	2	30,000			2	30,000
	State Department for Internal Security and National Administration	1	1,000			1	1,000
Total		91	243,000			91	243,000
Grand Total		194	559,365	1	0	195	559,365

Table 3.42: Organizations that received gifts valued beyond the threshold

Organizations with Gifts Valued Between KSh. 21,000-100,000	Organizations with Gifts Valued at over KSh. 100,000
Capital Markets Authority (CMA)	Jaramogi Oginga Odinga University of Science & Technology
Kenya School of Government (KSG)	Katine Technical Training Institute
Kenya Trade Network Agency (KENTRADE)	Kenya School of Government (KSG)
Kisii University	Kenya Trade Network Agency (KENTRADE)
Limuru Technical and Vocational College	Kisii University
Mitunguu Technical Training Institute	Maseno University
Mwea Technical and Vocational College	National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)
National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	National Environment Trust Fund (NETFUND)
National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	Runyenjes Technical Training Institute
National Environment Management Authority (NEMA)	Taita Taveta University
Rift Valley Technical Training Institute	University of Nairobi
	University of Nairobi

Observations

- (a) Organizations that did not maintain gift registers breached the regulations on gifts, which is one of the strategies used to promote good governance, accountability and transparency.
- (b) Most of the alcoholic gifts were received by officers from the Kenya Revenue Authority and the State Department for Interior and National Administration.

Recommendations

- (a) The 437 organizations that failed to maintain registers for gifts received by officers to explain the failure.
- (b) The organizations where officers received alcoholic drinks as gifts to explain the circumstances that warranted the officers to be gifted with intoxicating substances contrary to the provisions of the Alcoholic Drinks Control Act, 2010.
- (c) Officers who received cash and gift vouchers to forfeit them to the organization.

(ii) Gifts given out by organizations

Table 3.43 presents the gifts given out by the organizations.

It was established that—

- (a) 69 (13.2%) organizations reported to have given out 711 gifts for different purposes. The reason for gifting ranged from courtesy, hospitality, protocol, customs, commendations, and promotional brands. Out of the 711 gifts given out, the purpose for giving out of 55 was not provided.
- (b) The gifts given out ranged in value from gifts below KSh. 20,000 which is the legal threshold allowed and this accounted for 81% of the total gifts. The gifts given out between the range of 20,000/= and 100, 000/= were 78 (11%) and gifts valued at over 100,000/= were 6 (0.8%) which were given by 4 State Corporations and SAGAs and two Statutory Commissions and Authorities.
- (c) Types of gifts declared ranged from utilities, stationery, branded items, smartphones, alcohol, cash, foodstuff, gift packs, books, artifacts, cutlery, apparel, promotional materials, and assorted gifts.
- (d) A total 62 (11.9%) organizations uploaded copies of records from the organizational gift registers maintained in the prescribed format. This implies that a majority of the organizations did not maintain gift registers as required by law.

Table 3.43: Gifts given out by organizations

Service Sector	No. of Organizations	Total No. of Gifts	Category of Gifts							Value Range of the Gift			
			Commendation	Courtesy	Custom	Hospitality	Promotional	Protocol	Not Provided	KSh. 20,000 & Below	Above KSh. 20,000-100,000	Above KSh. 100,000	Not Provided
Constitutional Commissions and Independent Offices	2	19		15	3	1				11	8		
Ministries and State Departments	3	71		12		2		26	31	48	21		2
Public Universities	12	135	4	84	14	18	5	4	6	125	8		2
State Corporations and SAGAs	36	363	58	111	20	52	42	71	9	288	33	4	38
Statutory Commissions and Authorities	4	25		13		1		10	1	16	1	2	6
TVETIs	12	98		26	4	48		12	8	88	7		3
Total	69	711	62	261	41	122	47	123	55	576	78	6	51

Observation

From the low number of organizations that gave out gifts implies that the gifting culture in the public service is not widespread or organizations do not maintain gift registers.

Recommendations

- (a) 461 organizations that failed to maintain registers for gifts given out by the organization to explain the failure to comply with this accountability and transparency measure.
- (b) The four organizations that gave out cash or gift vouchers to explain the breach of the regulation prohibiting cash gifts (EPRA, KNBS, NMC and RVTI).
- (c) Organizations be discouraged from giving out alcoholic gifts at the taxpayers' expense such as given out by IHRM.
- (d) More trainings and sensitisation on management of gifts be undertaken by the Ethics and Anti-Corruption Commission and the Public Service Commission in public organizations to enhance compliance with the declaration and management of gifts.

3.5.3.6 Management of Conflict of Interest.

A conflict-of-interest arises when a public officer's personal interests' conflict with the officer's public duty. The interests may be pecuniary or non-pecuniary in nature. Article 75 of the Constitution lays out the constitutional framework upon which conflict of interest is managed for public officials. Chapter Six provides guidelines governing the conduct of a public official in order to avoid situations of conflict of interest. A public official is required to behave whether in public or private in a manner that avoids any conflict between personal interests and public or official duties and also avoid compromising any public or official matter in favour of a personal interest.

Section 16 of the Leadership and Integrity Act, 2012 (LIA) provides the legal framework for the management of conflict of interest. Personal interest is defined to include the self-interests; interests of the spouse or child and business associates or agents. These interests include the registrable interests under section 16 (12) and (14) as prescribed in the second schedule to the Act. Conflict of interest also includes circumstances that present under gainful employment under section 26(2) of LIA.

The declaration and record of conflict of interest is one of the mechanisms for the promotion of the values and principles of good governance, transparency, accountability and integrity mentioned in Article 10(2)(c) of the Constitution.

Conflict of interest situations arise in the day-to-day activities at the workplace in different forms. Where the conflict of interest arises, an authorized officer is required to be guided by section 11 of LIA which requires that a conflict-of-interest register be maintained conflict in the prescribed manner. The template provides for the name of the conflicted public official, nature of conflict, date when the conflict was recorded and decision made to mitigate the conflict. Public officials who are conflicted are therefore required to declare the conflicts and have the same recorded and abide by the decision made to mitigate the conflict.

Tables 3.44 and 3.45 presents the status of conflict of interest declared and the mitigation measures taken.

It was established that—

- (a) 163 cases of conflict of interest were declared in 47 (9%) organizations.
- (b) 476 (91%) organizations did not provide information on registers of conflict of interest contrary to Section 16 (11) of the Leadership and Integrity Act 2012.
- (c) Mitigation measures were taken for 131 (80.4%) cases while for 32 (19.6%) cases, no measures were taken.
- (d) The most preferred mode of mitigation was abstaining from participation at 69 (42.3%) followed by exclusion from participation in decision-making at 46 (28.2%).
- (e) Out of the 163 reported cases of conflict of interest the most prevalent conflict of interest reported was self-dealing 77(47.2%), followed by employment-related cases 22 (13.5%) and conflict through business associates 17(10.4%).
- (f) Few cases (10%) of registered conflicts attracted litigation.

Table 3.44: Conflict of Interest Declared in Public Organizations

Service Sector	Total No. of Organizations	Status of Conflicts in Public Organizations				Total No. of Conflicts Reported	% of Total
		Reported	%	Not Reported	%		
Constitutional Commissions and Independent Offices	3	15	100		0.0	15	9.2
Ministries and State Departments	3	12	100		0.0	12	7.4
Public Universities	13	27	93.1	2	6.9	29	17.8
State Corporations and SAGAs	25	85	86.7	13	13.3	98	60.1
Statutory Commissions and Authorities	1	6	100		0.0	6	3.7
TVETIs	2	3	100		0.0	3	1.8
Total	47	148	90.8	15	9.2	163	100

Table 3.45: Mitigation measures on declared conflict of interest

Nature of Conflict	Proposed Mitigation Measures								Total No. of Conflicts	% of Total
	Abstention & Non-Participation	Declaration and Transparency	Declaration of Interest	Exclusion from Decision Making	Not Provided	Objective Handling of Issues	Recusal from proceedings	Withdrawal, Stepping out and Voluntary Exit		
Agents					2				2	1.2
Associate						4	1		5	3.1
Business Associate	6		1		9			1	17	10.4
Consumer Complaint					2				2	1.2
Employment Related	4		6	10				2	22	13.5
Family	7			3			1	5	16	9.8
Friends	1			1					2	1.2
Not Provided	2			1	5		6	1	15	9.2
Self-Dealings	10	2	2	30			4	29	77	47.2
Supplier Related	4			1					5	3.1
Total	34	2	9	46	18	4	12	38	163	100

Recommendations

- (a) 476 organizations which did not provide information on management of conflict of interest to explain the failure to comply with the law.
- (b) More training and sensitisation be undertaken on management of conflict of interest in public organizations by the Public Service Commission and EACC to enhance compliance with declaration and management of conflict of interests.

3.5.3.7 Acting appointments

Acting appointments are necessary to cover periods when a vacancy has arisen and the organization is in the process of filling the vacancy or when the substantive holder of the office is away on secondment or leave beyond 30 days. Section 34(3) of the Public Service Commission Act, 2017 provides that an officer may act for a minimum period of 30 days and a maximum period of six months. The period of six months is deemed sufficient for an organization to make an appointment through a competitive process where the vacancy is available for filling. A vacancy necessitating filling of an office is not the only circumstance where an acting appointment is warranted.

The evaluation sought to find out the number of organizations that had officers on acting appointment, the number of officers on acting appointment, the approval status, duration of acting appointment and reasons for acting beyond 6 months. The number of officers on acting appointment, the approval status, duration and reasons for acting beyond 6 months is presented in Tables 3.46, 3.47., 3.48 and *Appendix VIII*.

It was established that—

- (a) 2,660 officers held acting positions out of which 966 (36.3%) had acted within the 6 months prescribed in law while 1,694 (63.7%) acted beyond the six months. There were 247 (9.2%) officers who acted beyond 3 years.
- (b) Majority of the officers acted in middle management positions with 1,440 (54.1%).
- (c) 171 (6.4%) officers acted in policy positions of whom 107 (4%) acted beyond 6 months. These included Chief Executive Officers, Secretaries, General Managers, Deans and Deputy Vice Chancellors in universities.
- (d) State Corporations and SAGAs had the highest number of officers on acting appointments with 2,201 (82.7%) followed by public universities with 395 (14.9%).
- (e) 247 (9.3%) officers across all sectors had acted beyond 6 months with State Corporations and SAGAs having the highest number with 159 (64.4%).
- (f) Organizations gave varied reasons for having officers act beyond 6 months. These included: Financial constraints; Delay in getting approvals to fill the offices substantively; Substantive holder appointed to other position; Recruitment process on-going; Organizational re-structuring processes on-going; Legal and/or regulatory bottlenecks; and the substantive holder being on extended leaves such as sick leave or sabbatical.

Table 3.46: Status of acting appointment across service sectors

Service Sector	Total No. of Organizations	Period on Acting Appointment							Total No. of Officers	% of Total
		6 months & Below	7-12 Months	13-24 Months	25-36 Months	36-60 Months	Above 60 Months	Not stated		
Constitutional Commissions and Independent Offices	5	12	16	2					30	1.13
Ministries and State Departments	5	6	4	1	1				12	0.45
Public Universities	37	108	77	98	18	50	38	6	395	14.85
State Corporations and SAGAs	163	823	656	439	99	101	58	25	2,201	82.74
Statutory Commissions and Authorities	5	17	1	4					22	0.83
Total	215	966	754	544	118	151	96	31	2,660	100

Table 3.47: Status of acting appointment across job levels

Job Level	No. of Organizations (N=215)	Period of Acting Appointment							Total No. of Officers	% of Total
		6 months & Below	7-12 Months	13-24 Months	25-36 Months	36-60 Months	Above 60 Months	Not stated		
Policy Level	78	64	36	31	13	21	4	2	171	6.43
Senior Management	38	40	36	6	3	4	6		95	3.57
Middle management	167	557	387	318	52	67	43	16	1,440	54.14
Technical	89	292	266	144	36	47	38	7	830	31.20
Not Stated	6	13	29	45	14	12	5	6	124	4.66
Total		966	754	544	118	151	96	31	2,660	100

Table 3.48: Status of acting appointment across service sectors and job levels

Service Sector	Total No. of Institutions (N=215)	Job Level	Period on Acting Appointment						Total No. of Officers	% of Total	
			6 months & Below	7-12 Months	13-24 Months	25-36 Months	36-60 Months	Above 60 Months			Not Stated
Constitutional Commissions and Independent Offices	2	Policy Level	6	1						7	0.26
	2	Senior Management		1	1					2	0.08
	4	Middle Management	6	12	1					19	0.71
	2	Technical		2						2	0.08
Total			12	16	2					30	1.13
Ministries and State Departments	4	Policy Level	6	4	1					11	0.41
	1	Middle Management				1				1	0.04
Total			6	4	1	1				12	0.45
Public Universities	19	Policy Level	13	12	11	6	14	3	1	60	2.26
	14	Senior Management	22	12	2		3	5		44	1.65
	27	Middle management	53	43	80	10	27	24	4	241	9.06
	16	Technical	20	10	5	2	6	6	1	50	1.88
Total			108	77	98	18	50	38	6	395	14.85
State Corporations and SAGAs	52	Policy Level	38	19	19	7	7	1	1	92	3.46
	21	Senior Management	17	23	3	3	1	1		48	1.80
	130	Middle Management	484	331	234	41	40	19	12	1,161	43.65
	69	Technical	271	254	138	34	41	32	6	776	29.17
	6	Not Stated	13	29	45	14	12	5	6	124	4.66
Total			823	656	439	99	101	58	25	2,201	82.74
Statutory Commissions and Authorities	1	Policy Level	1							1	0.04
	1	Senior Management	1							1	0.04
	5	Middle Management	14	1	3					18	0.68
	1	Technical	1		1					2	0.08
Total			17	1	4					22	0.83
Grand Total			966	754	544	118	151	96	31	2,660	100

Observations

- (a) There are instances where a substantive holder of an office is on secondment or authorized leave which exceeds 6 months or sick leave or suspended awaiting criminal prosecution and therefore the office cannot be filled substantively.

- (b) Having officers in senior positions act for prolonged periods, where the offices are available for competitive filling, impacts negatively on service delivery as the officers may not make substantive decisions when they are acting.

Recommendations

- (a) Section 34 of the Public Service Commission Act, 2017 should be amended to introduce exceptions when officers can act beyond six months.
- (b) Organization to develop and implement Human Resource Management and Development Plans by 30th June, 2024.
- (c) Requests for acting appointment for positions available for filling should be accompanied with indents and should be filled within six months.

3.5.3.8 Request for Information

Article 35(1) of the Constitution of Kenya, 2010 demands that every citizen has the right of access to information held by the State and information held by another person and required for the exercise or protection of any right or fundamental freedom. Section 4(3) of the Access to Information Act, 2016 requires all organizations to provide information to the citizens expeditiously and at a reasonable cost. Further, Section 5(1)(a)(vii) of the Act requires that a public entity shall facilitate access to information held by such entity.

Regulation 8(vii)(k) of the Access to Information (General) Regulations, 2021 requires a public organization to maintain registers as required by law. In addition, Regulation 10(1) requires a public entity to ensure that the information access guide required by Section 5(1)(a)(vii) of the Act is regularly reviewed, updated and made accessible.

The evaluation sought to establish the number of organizations that had a format for request for information, the formats used by organizations to release information to the public, the number of organizations that maintained the request for information registers and the status of requests for information made by clients.

The number of organizations that had a prescribed format for request for information and maintained request for information registers and the status of requests for information made by clients is presented in Table 3.49.

It was established that—

- (a) 174 (33.3%) organizations had the correct format/templates for requesting information by clients.
- (b) 349 (66.7%) of the organizations did not have a prescribed format for request for information. The reasons cited for lack of prescribed formats included physical requests by walk-in clients, use of social media platforms, use of electronic media e.g. emails, organizational websites, telephone services including short message service (SMS) and use of a requisition to be filled manually and submitted to the organization for verification before a decision is made.
- (c) 173 (33%) organizations maintained the request for information registers, 349 (66.9%) did not maintain registers.

- (d) Social media was cited by 493 (94%) of organizations as the most popular format through which organizations released information to clients. Others were website (89.9%), newsletter (50%), publication of annual report (44.9%), online links (38.7%), Organization facts file (23.3%) and other formats (32.3%).
- (e) A majority, 4.7M (80.6%) of the organizations responded to the 5.8M requests made to them. Only 296 requests were pending as at 30th June, 2023.

The reasons cited for declining requests for information by clients included:

- (a) Failure to request the information in the prescribed format.
- (b) Inadequate financing for requests with financial implications.
- (c) The requests violated the data protection laws.
- (d) The requests were anonymous, addresses not disclosed or the information sought was not held by the organization.

The reasons cited for the pending requests included:

- (a) Insufficient information in the enquiry.
- (b) Lost or misplaced files, and inability to retrieve the files from the archives;
- (c) Information requested required inter-agency consultations.

Table 3.49: Status of Requests for Information made by Clients

Service Sector	Total number of organizations	Organizations with information request forms	No. of organizations that received Requests made	No. of Requests made	No. of request responded to	No. of requests declined	No. of requests re-directed	No. of requests pending	No. of Organizations with information registers
Constitutional Commissions and Independent Offices	10	5	10	3,819	3,806	1	0	0	6
Ministries and Satate Departments	53	15	20	28,334	22,461	695	1	9	13
Public Universities	39	21	32	16,343	15,282	82	12	11	22
State Corporations and SAGAs	209	92	138	5,670,612	4,559,286	87	73	444	103
Statutory Commissions and Authorities	8	4	7	8,773	8,122	20	10	0	3
TVETIs	204	37	91	65,734	62,459	908	1,384	256	26
Grand Total	523	174	298	5,793,615	4,671,416	1,793	1,480	720	173

Observations

- (a) Most of the requests for information were granted by the organizations.
- (b) A majority of organizations had not customized templates for request for information.
- (c) Even though social media is not a regulated channel for official information in Kenya most organizations used social media to respond to requests for information.

- (d) Public service organizations received a high number of requests for information, a majority of which were responded to even though very few organizations had customized formats and registers for requests for information.

Recommendations

- (a) All public organizations to customize request for information templates and registers by 30th June, 2024.
- (b) The State Department for Information and Communication to initiate legislation on regulation of social media engagements in the public service.
- (c) The Commission for Administrative Justice to undertake an audit of organizations for compliance with the requirements for access to information by 30th June, 2024.
- (d) Organizations to speed up processing of reports and requests from the public.

3.5.3.9 Compliance with Data Protection Act, 2019

The Office of the Data Protection Commissioner was established under the Data Protection Act, 2019, with the aim of regulating data processing in both the public and private sectors. Section 18 of the Act requires public and private organizations that process personal data to register with the Data Commissioner as a first step to complying with the Regulations. Personal data refers to information that can identify a person, and includes names, gender, identity card numbers and any other personal information.

The survey sought to determine the number of organizations that had registered as data processors and data controllers.

It was established that—

- (a) 39 (7.5%) organizations had registered as data handlers with the Office of the Data Protection Commissioner.
- (b) Most of the non-compliant organizations gave various reasons for non-compliance including lack of information and non-application of the requirements to their organizations. The other reasons given were that the organizations were in the process of applying for registration or they were newly established.

Observation

Most of the organizations evaluated had not complied with the registration requirements as data processors or controllers under the Data Protection Act, 2019.

Recommendations

- (i) All public organizations to register as data processors and controllers by 30th June, 2024.
- (ii) The office of the Data Protection Commissioner to undertake capacity building in the public service to create awareness on the importance of data protection by 30th June, 2024.
- (iii) The office of the Data Protection Commissioner to undertake a compliance audit on data protection in all the major data handlers in government by 30th June, 2024.

3.5.3.10 Annual report on the discharge of organizational mandate

An annual report is an accountability record that presents an organization's financial standing and performance. It is a mechanism through which an organization is assessed on its efficiency, effectiveness, accountability and transparency in the discharge of its mandate. Some annual reports are prepared by organizations as a requirement by the Constitution or legislation.

State agencies are funded through the exchequer to discharge their mandate and are therefore accountable for ensuring prudent management of resources and attainment of planned activities. Preparation and publication of annual reports enable citizens and service seekers to hold organizations to account for the resources appropriated for the discharge of their mandates.

The evaluation sought to establish the number of organizations that published and publicized their annual reports.

The status of preparation and publication of annual reports is presented in Table 3.50.

It was established that—

- (a) 195 (37.3%) organizations prepared annual reports. There was an increase of organizations that had prepared and published their annual reports by 58 from the 137 in the 2021/2022 evaluation.
- (b) 328 (62.7%) gave various reasons for failure to prepare and publish their annual reports.

Table 3.50: Status of preparation and publication of annual reports

S/No.	Service Sector	Total No. of Organizations	With Annual Report	%	Without Annual Report	%
1.	Constitutional Commissions and Independent Offices	10	7	70.0	3	30.0
2.	Ministries and State Departments	53	14	26.4	39	73.6
3.	Public Universities	39	21	53.8	18	46.2
4.	State Corporations and SAGAs	209	115	55.0	94	45.0
5.	Statutory Commissions and Authorities	8	5	62.5	3	37.5
6.	TVETIs	204	33	16.2	171	83.8
Total		523	195	37.3	328	62.7

Observations

- (a) A majority of the organizations did not prepare and publish their annual reports even though the number that prepared and published the reports increased from the previous year by 42%.

- (b) Most of the non-compliant organizations provided different reasons for failure to prepare and publish their annual reports. Most of the reasons given related to administrative lapses.

Recommendation

All public organizations to prepare, publish and publicise their annual reports by 31st December, of the subsequent year.

3.5.3.11 Status of constitution of Commissions, Boards or Councils

Constitutional and Statutory Commissions, State Corporations, Semi-autonomous government agencies, Universities and TVETIs are ran by boards, councils and commissions, which are responsible for policy and oversight of the management of the organization. These bodies are the decision-making bodies for the organizations and are part of the good governance structures for the efficient and effective management of the organizations.

The evaluation sought to establish the number of organizations that had fully constituted Commissions, Boards or Councils.

The status of constitution of Commissions, Boards or Councils is presented in Tables 3.51 and 3.52.

It was established that—

- (a) 424 (90.8%) organizations had fully constituted Commissions, Boards or Councils as required by the Constitution and Legislation.
- (b) 43 (9.2%) organizations did not have fully constituted Commissions, Boards or Councils.

Table 3.51: Status of fully constituted Commissions, Boards or Councils

Sector	Total No. of Organizations	Fully Constituted Boards/Councils	Without Boards/Councils
Constitutional Commissions and Independent Offices	8	5	3
Public Universities	39	39	0
State Corporations and SAGAs	211	186	25
Statutory Commissions and Authorities	5	5	0
TVETIs	204	189	15
Total	467	424	43

Table 3.52: Organizations that did not have fully constituted Boards

Name of Organization	
Constitutional Commission and Independent Office	
Commission on Revenue Allocation	Commission on Administrative justice
	Independent Electoral and Boundaries Commission
State Corporation and SAGAs	
Veterinary Medicines Directorate	Kenya Petroleum Refineries
Kenya Film Commission	Insurance Regulatory Authority (IRA)
Central Rift Valley Development Agency	National Communications Secretariat
State Corporations Appeals Tribunal	Kenya Ordinance Factory Corporation
National Environment Trust Fund (NETFUND)	Vision 2030 Board
Huduma Kenya Secretariat	Witness Protection Agency
Kenya Copyright Board (KECOBO)	Assets Recovery Agency (ARA)
Kenya Rural Roads Authority (KERRA)	Kenya Institute of Special Education (KISE)
National Quality Control Laboratories	Media Council of Kenya
National Government Constituencies Development Fund Board	The Nairobi Metropolitan Area Transport Authority
Water Services Regulatory Board (WASREB)	Kenya Maritime Authority
New Partnership for African Development (NEPAD_APRM Kenya Secretariat)	Financial Reporting Center
Public Financial Management Reforms Programme (PFMR)	
Technical and Vocational Education Organization	
Ruiru Technical and Vocational College	Heroes Technical and Vocational College
Tigania East Technical and Vocational College	Laikipia West Technical and Vocational College
Mungatsi Technical and Vocational College	Magarini Technical and Vocational College
Narok South Technical and Vocational College	Rift Valley Institute of Science and Technology
Njoro Technical and Vocational College	Ijara Technical and Vocational College
Kirinyaga Central Technical and Vocational College	Baringo Technical Training Institute
Rarieda Technical and Vocational College	Tharaka Technical and Vocational College
Khwisero Technical and vocational college	

Observation

A majority of the organizations had fully constituted Commissions, Boards and Councils. However, all eligible organizations should have fully functional Commissions, Boards or Councils at all times to avoid governance, oversight and legal gaps that may render the operations and decisions of the organizations subject to litigations.

Recommendation

All eligible Commissions, Boards and Councils not constituted or partially constituted be constituted by 30th June, 2024.

3.5.3.12 Declaration of Income, Assets and Liabilities (Part IV of the Public Officer Ethics Act, 2003)

Kenya signed and ratified the United Nations Convention Against Corruption on 3rd December, 2003. Article 8 of the Convention requires state parties to the treaty to make requirements of their public officials to subscribe to a public service code of conduct and ethics and file financial disclosures of themselves their spouse/s and dependent children under the age of 18 years. Article 2(6) of the Constitution states that all treaties and conventions ratified by Kenya form part of the laws of Kenya. Article 132 of the Constitution obligates the President to make a report to Parliament on the extent to which the state has complied with its international obligations. Evaluating and reporting on the implementation and enforcement of the declaration of income, assets and liabilities is therefore part of the information necessary to inform that reporting requirement.

Public officers are required to declare their income, assets and liabilities of themselves, their spouse/s and dependent children under the age of 18 years within 30 days of joining service, every two years as scheduled and within 30 days of exiting service. The declarations are made pursuant to the provisions of Part IV of the Public Officer Ethics Act, 2003. This is a mechanism for promotion of ethics and integrity in the public service and specifically the values and principles of Good Governance, transparency and accountability.

The 2022/2023FY was not a year scheduled for every two-year declaration and hence the only declarations of income, assets and liabilities was in relation to the initial and final declarations. The declarations are overt statements by a public officer of their willingness to be accountable for the management of public resources placed under their charge while in service and a tool for management of conflict of interest as envisaged under the Leadership and Integrity Act, 2012.

The evaluation sought to establish the status of compliance with the requirement for filing of initial and final declarations of income assets and liabilities in the public service.

Tables 3.53 and 3.54 presents the status of initial and final declaration of Income, Assets and Liabilities

(d) Initial declaration

It was established that—

- (a) 60 (22.7%) out of 264 organizations that had new appointments recorded submissions of initial declarations by the new officers.
- (b) 3,002 (22.5%) officers out of 13,354 filed initial declarations and 10,352 (77.5%) did not comply.

Table 3.53: Filing of Initial Declarations of Income, Assets and Liabilities

Service Sector	Total No. of Organizations	No. of Organizations that submitted declaration returns	Total No. of New Appointments	No. of Officers who declared	No. of Organizations that did not submit declaration returns	No. of Officers who did not declare
Constitutional Commissions and Independent Offices	10	10	114	114	-	-
Ministries and State Departments	45	5	6,009	374	40	5635
Public Universities	29	3	648	41	26	607
State Corporations and SAGAs	125	41	5,801	2,438	84	3,363
Statutory Commissions and Authorities	7	1	202	35	6	167
TVETIs	48	0	580	0	48	580
Total	264	60	13,354	3,002	204	10,352

Observations

- (a) A majority of the organizations which appointed new officers did not administer the initial declaration of income, assets and liabilities.
- (b) Most of the new officers joining the service failed to comply with requirement to file initial declarations as required under Part IV of the Public Officer Ethics Act, 2003.

Recommendations

- (i) The organizations which failed to administer initial declarations for officers joining service to explain the failure.
- (ii) The non-compliant officers explain the failure to file initial declarations.
- (iii) The declaration records be made part of the documents considered for integrity vetting for promotional appointments in the public service.
- (iv) Evidence of filing of initial declarations be made part of entry requirements into the payroll system.

(e) Final declarations

It was established that—

- (a) 176 (56.2%) of the organizations administered final declaration returns for officers who exited the organizations (Table 3.54).
- (b) 6,567 (64.7%) of the officers who exited service filed final declarations.
- (c) 137 (43.8%) organizations failed to administer the final declarations for 3,581 (35.3%) of the officers who exited the organizations.

Table 3.54: Filing of Final Declarations of Income, Assets and Liabilities

Service Sector	Total No. of Organizations	No. of Organizations that submitted declarations	Total No. of Officers who exited service	No. of Officers who submitted final declarations	No. of organizations that did not administer	No. of Officers who did not submit declarations
Constitutional Commissions and Independent Offices	7	4	80	37	3	43
Ministries and State Departments	52	43	4,060	3,089	9	971
Public Universities	35	21	1,234	736	14	498
State Corporations and SAGAs	164	89	4,530	2,614	75	1916
Statutory Commissions and Authorities	5	3	55	42	2	13
TVETIs	50	16	189	49	34	140
Total	313	176 (56.2%)	10,148	6,567 (64.7%)	137 (43.8%)	3581 (35.3%)

Observations

- (a) Most of the organizations administered final declarations for officers exiting the organizations.
- (b) A majority of officers exiting service filed final declarations of income, assets and liabilities.

Recommendations

- (a) The organizations that failed to administer final declarations to explain the failure.
- (b) Pension Department of the National Treasury to require submission of certified copies of the final declarations from responsible commissions prior to clearance for pension payment.
- (c) All authorized officers to ensure compliance with the final declaration as part of clearance processes exiting service.
- (d) The list of officers who exited service and did not comply with the requirement to filing final declarations be shared with office of the Director of Public Prosecution, Ethics and Anti-Corruption Commission and all Service Commissions as part of disclosure on non-compliance with the integrity requirements in the public service and to be used for integrity vetting on suitability to be re-appointed to the service.

3.5.3.13 Implementation of International Treaties and Conventions

Article 2(6) of the Constitution provides that treaties and conventions ratified by Kenya form part of the laws of Kenya. The evaluation sought to establish the status of implementation of treaties and conventions ratified by Kenya.

Tables 3.55 and 3.56 presents the status of implementation of treaties and conventions ratified by Kenya.

It was established that—

- (a) 65 (12.4%) organizations reported to have implemented conventions and treaties ratified by Kenya.
- (b) 211 treaties and conventions ratified by Kenya were implemented through 223 programmes with 263 activities with varied outcomes and outputs.

Table 3.55: International Treaties, Conventions and Protocols implemented by Public Entities

Service Sectors	Total No. of Organizations	Category of Treaties										Total No. Treaties Implemented	% of Total
		Agreements	%	Conventions	%	Protocol	%	Treaty	%	Other	%		
Constitutional Commissions and Independent Offices	1		0.0	3	42.9		0.0		0.0	4	57.1	7	3.3
Ministries and State Departments	23	13	15.5	35	41.7	10	11.9	5	6.0	21	25	84	39.8
Public Universities	3		0	3	100		0		0		0	3	1.4
State Corporations and SAGAs	33	17	19.1	30	33.7	7	7.9	6	6.7	29	32.6	89	42.2
Statutory Commissions and Authorities	2	7	38.9		0	4	22.2	5	27.8	2	11.1	18	8.5
TVETIs	3	1	10	4	40		0.0		0	5	50	10	4.7
Total	65	38	18.0	75	35.5	21	10.0	16	7.6	61	28.9	211	100

Table 3.56: Status of Implementation of Activities and Programmes on Ratified Treaties and Conventions

Service Sector	Total No. of Organizations	Total No. of Treaties Implemented	Status of Programmes implemented				Total No. of Programmes	Status of Activities Implemented				Total No. of Activities
			Implemented	%	Not Stated	%		Implemented	%	Not Stated	%	
Constitutional Commissions and Independent Offices	1	7	15	100		-	15	15	100		-	15
Ministries and State Departments	23	84	70	84.3	13	15.7	83	86	87.8	12	12.2	98
Public Universities	3	3	4	100		-	4	4	100		-	4
State Corporations and SAGAs	33	89	81	89	10	11	91	106	91.4	10	8.6	116

Service Sector	Total No. of Organizations	Total No. of Treaties Implemented	Status of Programmes implemented				Total No. of Programmes	Status of Activities Implemented				Total No. of Activities
			Implemented	%	Not Stated	%		Implemented	%	Not Stated	%	
Statutory Commissions and Authorities	2	18		-	19	100	19		-	19	100	19
TVETIs	3	10	11	100		-	11	11	100		-	11
Total	65	211	181	81.2	42	18.8	223	222	84.4	41	15.6	263

Observations

- (a) Most of the organizations reported not to have implemented any treaty or convention ratified by Kenya. This is despite the fact that some of the conventions such as those of the International Labour Organization (ILO) govern the labour market including all the employers and management of human resource. Similarly, the UN Convention Against Corruption applies to various functions of government including public finance management, procurement, recruitment and selection and oversight functions.
- (b) Due to the reporting obligations by the President to Parliament under Article 132 of the Constitution on the extent to which Kenya has complied with its international obligations, it is necessary to have an updated inventory of treaties and conventions ratified by Kenya.

Recommendations

The Ministry of Foreign Affairs and the Office of the Attorney General and Department of Justice to:

- (a) To prepare an updated inventory of treaties and conventions ratified by Kenya.
- (b) Audit and prepare a report on the implementation status of the treaties and conventions ratified by Kenya.
- (c) Sensitize public organizations on their roles and responsibilities in the implementation of state obligations on the ratified treaties and conventions.



Ministry of Information, Communications and the Digital Economy Cabinet Secretary Mr. Eliud Owalo (Fourth left) flanked by ICT and Digital Economy Principal Secretary Eng. John Tanui (left) and Embu Governor Cecily Mbarire (right) during the launch of Jitume Digital Lab at Jeremiah Nyagah Technical Institute in June, 2023.

3.5.4 Performance Management

Performance Management in the public service is guided by policy and legal framework, which include the Public Service Commission Act, 2017, Public Service Commission (Performance Management) Regulations, 2021 and the Human Resource Policies and Procedures Manual, 2016. In particular, the Performance Management Regulations provide guidelines that enable organizations to link planning, budgeting, and implementation of the plans to achieve the targeted results.

Performance management aims at improving service delivery. It involves the development of strategic plans, signing of performance contracts and appraisal and monitoring and evaluation of performance at the organizational and individual levels.

The performance standards evaluated in this thematic area were development and alignment of strategic plans to BETA and the fourth Medium Term Plan (MTP), existence of performance agreements, target setting and staff appraisal process. Other standards included performance contract evaluation, status of training, induction disciplinary action and exits from the service.

The performance indicators evaluated were—

- (a) Number of organizations that had developed and aligned their strategic plans to BETA and MTP IV.
- (b) Number of organizations that had established Performance Contracting (PC) Committees and employee performance management committees.
- (c) Number of organizations that implemented PC in FY 2021/2022 and were evaluated.
- (d) Number of officers who set targets, were appraised and rewarded, sanctioned or placed in Performance Improvement Plans.

- (e) Number of officers taken through orientation, induction and those trained on mentorship and coaching.
- (f) Number of organizations that had wellness programmes.
- (g) Number of organizations that conducted skills and competencies audit.
- (h) Status of leave.
- (i) Number of organizations that carried out skills and competency audit.
- (j) Number of discipline cases concluded within the prescribed timelines.
- (k) Number of officers who exited the service.
- (l) Status of processing pension benefits.
- (m) Number of organizations that had developed Human Resource Management and development plans.

3.5.5 Implementation of organizational Strategic Plans

A strategic plan is an accountability tool where an organization commits to undertake given programmes and activities using the appropriated resources. It is the basis upon which funding is provided by the National Treasury.

The evaluation sought to establish the organizations that had developed and aligned their strategic plans to the fourth MTP and BETA, and disseminated the revised plans to staff.

The number of organizations which developed and aligned their strategic plans to the fourth MTP and BETA and the number that disseminated the reviewed strategic plans to staff for implementation is presented in Tables 3.57 and 3.58.

It was established that—

- (a) 116 (22.2%) organizations had developed the fifth-generation strategic plans while majority 77.8% had not and were therefore non-compliant to the revised guidelines issued by the Government. It was also observed that none of the Statutory Commissions and Authorities had developed the fifth-generation strategic plan.
- (b) A total 222 (42.8%) organizations had aligned their strategic plans to BETA.
- (c) 105 (20%) organizations disseminated the strategic plans to their staff.
- (d) Of the 345 organizations that had not aligned their strategic plans to MTP IV, 159 (46.1%) organizations committed to develop the fifth-generation strategic plan by 31st December, 2023, 58 (16.8%) by 31st March, 2024 and 128 (37.1%) by 30th June, 2024.
- (e) Of the 301 organizations that had not aligned their strategic plans to BETA, 108 (35.9%) organizations committed to align the Strategic Plans to BETA by 31st December, 2023, 58 (19.3%) by 31st March, 2024 and 135 (44.8%) by 30th June, 2024.

Table 3.57: Extent of Alignment of SPs to BETA and Dissemination to Staff

Service Sector	No. of organizations	Development of 5th Generation Strategic Plans		Alignment to BETA and 4th Medium Term Plan		Dissemination of the reviewed SP to staff	
		With 5th generation SP	Without 5th generation SP	Aligned	Not aligned	Disseminated the SP	Not disseminated

Constitutional Commissions and Independent Offices	10	3 (30%)	7 (70%)	4 (40%)	6 (60%)	3 (30%)	7 (70%)
Ministries and State Departments	52	20 (38.5%)	32 (61.5%)	28 (53.8%)	24 (46.2%)	4 (7.7%)	48 (92.3%)
Public Universities	39	13 (33.3%)	26 (66.7%)	16 (41%)	23 (59%)	7 (17.9%)	32 (82.9%)
State Corporations and SAGAs	210	89 (42.4%)	121 (57.6%)	118 (56.2%)	92 (43.8%)	58 (27.6%)	152 (72.4%)
Statutory Commissions and Authorities	8	2 (25%)	6 (75%)	3 (37.5%)	5 (62.5%)	2 (25%)	6 (75%)
TVETIs	204	51 (25%)	153 (75%)	53 (26%)	151 (74%)	31 (15.2%)	173 (84.8%)
Total	523	178 34%	345 66%	222 42.4%	301 57.6%	105 20%	418 80%

Table 3.58: Commitment to develop Strategic Plan, align to BETA and Dissemination

Service Sector	No. of Organizations	Preparation of the 5th Generation Strategic Plan			Alignment of Strategic Plan to BETA			Dissemination of Revised Strategic Plan to staff		
		31/12/23	31/03/24	30/06/24	31/12/23	31/03/24	30/06/24	31/12/23	31/03/24	30/06/24
Constitutional Commissions and Independent Offices	10	3	2	3	0	2	4	1	1	5
Ministries and State Departments	52	21	1	11	13	1	11	17	9	23
Public Universities	39	16	4	6	13	4	6	12	14	6
State Corporations and SAGAs	209	79	14	26	52	15	24	61	48	42
Statutory Commissions and Authorities	8	3	1	2	2	1	2	2	1	3
TVETIs	204	37	36	80	28	35	88	24	44	105
Total	523	159	56	128	108	58	135	117	117	184

Observation

Most of the organizations had not developed fifth-generation strategic plans to align with MTP IV.

Recommendation

All the organizations that had not developed the fifth-generation strategic plans aligned to MTP IV and the current government policy priorities to develop and align the strategic plans by 30th June, 2024.

3.5.4.2 Implementation of Performance Contracts in the Public Service

A Performance Contract (PC) is a management tool used to prioritize organizational annual undertaking and measurement of performance against agreed targets. The performance contract specifies the mutual performance commitments and obligations of the contracting parties.

Performance Contracting Committees in Public Organizations

Public organizations are required to constitute Performance Management Committees pursuant to Regulation 15 of the Public Service Commission (Performance Management) Regulations, 2021. The key role of the PC committee is to monitor and evaluate implementation of the performance contracts.

The evaluation sought to establish the status of the constitution and operationalization of Performance Contracting Committees.

The status of constitution and operationalization of Performance Contracting Committees is presented in Table 3.59.

It was established that—

- 255 (48.8%) organizations had constituted Performance Contracting Committees.
- Out of the 255 organizations that reported to have established PC committees, 12 (5%) did not provide evidence for appointment of committee members.
- Compliance rate on constitution of the PC committees was high amongst Public Universities (72%) followed by State Corporations and SAGAs at 50%. Statutory Commissions and Authorities and Constitutional Commissions and Independent Offices were however least compliant at 25% and 30% respectively.
- Out of the 268 organizations that had not constituted PC committees, 136 (51%) and 131 (49%) organizations committed to constituting the Committees by 31st December, 2023 and 31st March, 2024 respectively

Table 3.59: Status of Constitution of Performance Contracting Committees

Service Sector	Total No. of Organizations	Constitution of PC Committee in Organizations		Commitment on when to constitute the Committee	
		Constituted	Not Constituted	by 31st December, 2023	by 31st March, 2024
Constitutional Commissions and Independent Offices	10	3 (30%)	7 (70%)	2 (28.6%)	5(71.4%)
Ministries and State Departments	52	23 (44%)	29 (56%)	20(69%)	9(31%)
Public Universities	39	28 (71.8%)	11 (28.2%)	7(63.6%)	4(36.4%)
State Corporations and SAGAs	210	105(50%)	105(50%)	60 (57%)	45(43%)
Statutory Commissions and Authorities	8	2(25%)	6(75%)	2(33.3%)	4(66.7%)
TVETIs	204	94(46%)	110(54%)	45(40.9%)	65(59.1%)
Total	523	255(48.8%)	268 (51.2%)	136 (50.7%)	132(49.3%)

Observation

The majority of the organizations had not constituted Performance Contracting Committees, which has an adverse effect on implementation of the signed performance contracts

Recommendation

All the organizations that had not constituted and operationalized Performance Contracting Committees to constitute and operationalize the committees by 30th June, 2024.

Implementation of Performance Contracts

The evaluation sought to establish the number of organizations that signed performance contracts with the government, the number of organizations that set performance targets and the number of officers who set performance targets.

The number of organizations that signed PCs and officers who set performance targets is presented in Table 3.60.

It was established that—

- (a) 238 (46.4%) organizations (excluding Constitutional Commissions and Independent Offices) signed performance contracts with the government in the 2022/23 FY. A majority (85%) of Public Universities and one statutory Commission and Authority signed PCs.
- (b) Some of the reasons given by organizations for not signing performance contracts included: Delay by the Cabinet Secretary to sign the PC; The Board members were on transition; and the organization had not been fully operationalized.
- (c) 456 (87.2%) organizations had their staff set performance targets. This was despite the fact that only 238 (46.4%) organizations had signed performance contracts with the government.
- (d) Out of the 253,318 officers, 145,967 (57.6%) set performance targets while 107,351 (42.4%) did not set targets. This was a decline by 1.2% compared to the FY 2021/2022.

Table 3.60: Implementation of Performance Contracts and setting of Performance Targets for Staff

Service sector	Total No. of Organizations	No. that signed PC	Organizations that set targets	Total No of Staff In-post	Total No. of Staff who set targets
Constitutional Commissions and Independent Offices	10	-	10 (100%)	4,622	4,465 (96.6%)
Ministries and State Departments	52	14 (26.9%)	46 (88.5%)	105,539	32,723 (31%)
Public Universities	39	33 (84.6%)	37 (94.9%)	28,359	21,124 (74.5%)
State Corporations and SAGAs	210	102 (48.6%)	194 (92.4%)	99,704	76,876 (77.1%)
Statutory Commissions and Authorities	8	1 (12.5%)	7 (87.5%)	1,942	1,877 (96.7%)

TVETIs	204	88 (43%)	162 (79.4%)	13,152	8,902 (67.7%)
Total	523	238 (46.4%)	456 (87.2%)	253,318	145,967 (57.6%)

Observation

The low number of officers who signed performance contracts implies that almost half could not be held accountable for their performance.

Recommendation

All accounting officers to sign performance contracts with the government, and the same be cascaded to staff as required by the Public Service Commission (Performance Management) Regulations, 2021.

Performance Contract Evaluation

The FY 2021/2022 marked the 18th cycle of continuous implementation of Performance Contracting in the Public Service. Performance Contracting is among several other reform initiatives that the Government introduced in its endeavor to improve service delivery.

The PC evaluation covered organizations in five sectors namely Ministries and State Departments, Public Universities, State Corporations and SAGAs, Statutory Commissions and Authorities and TVETIs. The evaluation determines the level of attainment of planned targets. Organizations which score 130% and above are rated as Excellent, those that score between 100% and 129% are rated as Very Good, between 70% and 99% are rated as Good, 50% to 69% are rated as Fair while achievement below 50% are rated as Poor.

Performance grade of “Excellent” or “Very Good” signifies achievement and surpassing of a performance target and qualifies for performance incentives. On the other hand, performance grade of “Good”, “Fair” or “Poor” signifies under-achievement of a performance target and may attract performance sanctions.

The five Performance Grades fall on a 5-point scale of between a Raw/Composite Score of 1.00 and 5.00 as shown in Table 3.61 where a score of 1.00 is the best while 5.00 is the worst.

Table 3.61: Performance Grades and Raw/Composite Scores

Performance Grade	Raw /Composite Score		
	Upper Score		Lower Score
Excellent	1.00	–	2.40
Very good	2.40	–	3.00
Good	3.00	–	3.60
Fair	3.60	–	4.00
Poor	4.00	–	5.00

The survey sought to establish the number of organizations that were evaluated during the year 2021/2022. The evaluation status is presented in Table 3.62.

It was established that—

General findings

- (a) In the FY 2021/2022, 385 (75%) organizations implemented Performance Contract and were evaluated while 128 (25%) did not implement Performance Contract.
- (b) 18 organizations scored excellent and 119 scored very good, surpassing all or some of their planned targets respectively. The performance of the 137 (35.6%) organizations was above average.
- (c) 187 (48.6%) organizations scored good by attaining all their planned targets. The performance of these organizations was average.
- (d) 61 (15.8%) organizations scored fair and poor and did not achieve their planned targets. These organizations performed below average.

Specific findings

- (a) 137 (35.6%) of 385 public organizations met their targets and their performance was rated as (“excellent” or “very good”), 128 (62.1%) did not achieve their set targets and were rated as (“good”, “fair” or “poor”) while scores for nine (2.3%) was not reported. This implies that less than one-third of public organizations achieved their performance contract targets on average.
- (b) All public universities implemented performance contracts and were evaluated. Out of the 39 universities evaluated, 27 (69%) met their targets and were rated as (“excellent” or “very good”), 11 (28%) did not and were rated as (“good” or “fair”) while scores for one organization was not reported.
- (c) 85 (49.4%) of 172 State Corporations and SAGAs met their targets and their performance was rated as (“excellent” or “very good”), 83 (48.3%) did not achieve their set targets and were rated as (“good”, “fair” or “poor”) while the scores for four (2.3%) organizations was not reported.
- (d) Out of the 8 Statutory Commissions and Authorities, only Kenya Law Reform Commission implemented performance contract. The organization did not meet all the set targets and was rated as “Good”.
- (e) One (2.2%) of the 46 Ministries and State Departments i.e State House evaluated achieved their targets and was rated as (“Excellent”), 44 (95.6%) did not and were rated as (“good”, “fair” or “poor”) while scores for one (2.2%) organization was not reported.

- (f) 24 (18.9%) of 127 TVETIs that were evaluated met their targets and were rated as (“excellent” or “very good”), 100 (78.7%) did not and were rated as (“good”, “fair” or “poor”) while the scores for three (2.4%) of organizations was not reported.
- (g) The best performing service sector was Public Universities that was rated as “Very Good” with a score of 2.7752.
- (h) Ministry of Health, Cabinet Affairs Office, Nairobi Metropolitan Services and Kenya Trade Network Agency (KENTRADE) reported that they were evaluated. However, the organizations did not have their Performance Contracts vetted, reviewed and implemented and were given a Composite Score of 5.0000.
- (i) Ewaso Ng'iro North Development Authority, National Drought Management Authority, Kenya School of Government, Kenya Post Office Savings Bank Ltd, Kenya Reinsurance Corporation, Privatization Commission, Kenya Ports Authority, Wildlife Research and Training Institute reported that they had not been evaluated. However, the seven organizations did not have their Performance Contracts vetted, reviewed and implemented and were therefore given a Composite Score of 5.0000.

Table 3.62: Evaluation of Public Organizations for 2021/2022 FY

Service Sectors	Total No. of Organizations	Evaluation of Public Organizations		Performance Rating & Evaluation Scores					No. Scores Not Reported	Aggregate Scores
		No. Evaluated	No. Not Evaluated	Excellent	Very Good	Good	Fair	Poor		
Ministries and State Departments	52	46 (88.5%)	6 (11.5%)	1	-	28	15	1	1	3.4276
Public Universities	39	39 (100%)	0	7	20	10	1		1	2.7752
State Corporations and SAGAs	210	172 (81.9%)	38 (18.1%)	8	77	71	11	1	4	3.0370
Statutory Commissions and Authorities	8	1 (12.5%)	7 (87.5%)			1				3.0285
TVETIs	204	127 (62.3%)	77 (37.8%)	2	22	77	22	1	3	3.2748
Total	513	385 (75%)	128 (25%)	18 (4.7%)	119	187	49	3	9	3.1357
Percentage				137 (35.6%)		239 (62.1%)			2.3%	

Observation

The performance of most of the public service organizations was at average or below average.

Recommendation

All public organizations to be compelled to sign performance contract commitments at the start of each financial year.

3.4.5.3 Management of Staff Performance

Performance Improvement Programmes

Performance management is an effective practice for improving efficiency and effectiveness of the public service. The benefits of performance management to the public service include; clear work goals and responsibilities; greater commitment and motivation of staff at all levels; reliable method of measuring performance; focus on results; elimination of unnecessary activities; improved attraction and retention of staff among others.

The evaluation sought to establish the status of implementation of Performance Improvement Plans for the 2021/2022 review period.

The status of implementation of performance improvement plans is presented in Table 3.63.

It was established that—

- 1,687 officers were placed on PIP in the year 2021/2022; various measures on performance improvement were implemented for 1,064 (63%) officers from 31 organizations.
- The identified performance gaps included underperformance by 897 (84.3%) officers, unprofessionalism by 14 (1.3%) officers, deficiency in technical skills by 64 (6%) officers, absenteeism by 10 (0.9%) officers, and inefficiency by 2 (0.2%) officers among others.
- 730 (68.6%) officers successfully completed the performance improvement programmes, 272 (25.6%) were still undertaking various programmes while 62 (5.8%) had exited the service before completion of the programmes.
- 641 (60.2%) officers were taken through coaching, mentoring and counselling, while 275 (25.8%) were retooled and retrained. Other remedial measures taken included officers given warning letters and counseled (6.9%), officers redeployed and given new assignments (3.7%) and officers, having their jobs enriched alongside counseling (3.1%).
- 62 (5.8%) officers who were on PIP exited the service before completing the process. Reasons for exit included end of contract, termination and retirement.

Table 3.63: Status of implementation of Performance Improvement Plans

Service sector	No. of Officers Placed on PIP in 2021/2022	Total No. Officers 2022/2023	Implementation of status			Nature of Programme Implemented				
			Completed	Exited	Ongoing	Coaching/Mentoring/ Counselling	Mentoring/ Job enrichment/ Counselling	Redeployment/ Job Rotation	Training	Warning/Counseling
Constitutional Commissions and Independent Offices	6	68 (6.4%)	58 (5.5%)	0	10 (0.9%)	2	23	7	36	-
Ministries and State Departments	469	241 (22.7%)	19 (1.8%)	0	222 (20.8%)	14	2	1	224	-

Public Universities	103	25 (2.4%)	17 (1.6%)	0	8 (0.8%)	5	6	7	6	-
State Corporations and SAGAs	1,041	726 (68.2%)	633 (59.4%)	62 (5.8%)	31 (2.9%)	618	3	22	9	73
Statutory Commissions & Authorities	7	-	-	-	-	-	-	-	-	-
TVETIs	61	4 (0.4%)	3 (0.3%)		1 (0.1%)	2		2		-
Total	1,687	1,064	730	62	272	641	34	39	275	73
Percentage (%)			68.6%	5.8%	25.6%	60.2%	3.2%	3.7%	25.8%	6.9%

Observation

Most staff recommended for performance improvement were taken through the performance improvement plans.

Recommendation

All underperforming officers recommended for performance improvement to undergo the recommended performance improvement programmes.

Staff Performance Appraisal

The status of staff appraisal for staff, trend on performance management is presented in Tables 3.64.

It was established that—

- Out of 456 organizations that had set performance targets, 149 (28.5%) had their Employee Performance Management Committee (EPMC) meet to make recommendations on individual performance scores, rewards or sanctions while 307 (71.5%) organizations' EPMC did not meet.
- Out of the total 253,318 staff in-post, 62,898 (24.8%) were appraised while 190,420 (75.2%) were not appraised.
- Out of the 145,967 officers who set targets, less than half, 62,898 (43.1%) were appraised while 83,069 (56.9%) were not appraised. This implied that implementation of performance management was still not effective in most public organizations, negatively impacting service delivery.
- Out of the 145,967 officers who set targets, 6,351 (4.4%) staff exceeded the agreed performance targets i.e 101% +; 12,360 (8.5%) attained all the agreed performance targets (100%); 32,445 (22.2%) attained between 80 – 99%; 10,068 (6.9%) attained between 60 – 79%; and 1,674 (1.1%) attained 59% and below.
- Out of 18,711 officers who attained 100% and above, 159 organizations rewarded 10,020 (53.6%) officers.
- Out of 11,742 officers who attained 60-79% and 59% and below, only 976 (8.3%) officers were sanctioned in 157 organizations.
- Out of 32,445 officers who attained 80-99%, 155 organizations placed 1,127 (3.5%) officers on performance improvement plans.

Table 3.64: Status of Officers Appraised, Rewarded, Sanctioned and Placed on Performance Improvement Plans

Service sector	Total No. of organizations	Staff in post	Organizations that had EPMC meet & make recommendations	Total No. of staff that set targets	Total No. of staff appraised	(101% +)	100%	80 – 99%	60 – 79%	59%	Rewarded	Sanctioned	Placed on performance improvement plans
Constitutional Commissions and Independent Offices	10	4,622	1	4,465	61	4	6	51	-	-	6	-	55
Ministries and State Departments	52	105,539	14	32,723	7,571	2,108	3,676	1,386	201	200	1,768	207	195
Public Universities	39	28,359	17	21,124	11,447	739	1,803	5,190	2,884	831	2,082	348	189
State Corporations and SAGAs	210	99,704	85	76,876	40,976	3,180	6,036	24,714	6,540	506	5,550	386	544
Statutory Commissions and Authorities	8	1,942	2	1,877	290	-	62	53	167	8	-	-	-
TVETIs	204	13,152	30	8,902	2,553	320	777	1,051	276	129	614	35	144
Total	523	253,318	149	145,967	62,898	6,351	12,360	32,445	10,068	1,674	10,020	976	1,127
Percentage of total staff in-post (253,318)			28.5%	57.6%	24.8%	2.5%	4.9%	12.8%	4%	0.7%	4%	0.4%	0.4%
Percentage of total staff who set targets (145,967)					43.1%	4.4%	8.5%	22.2%	6.9%	1.1%	6.9%	0.7%	0.8%

Trend on Performance Management in the Public Service 2018/19 to 2022/23

The trend on Performance management between 2018/19 and 2022/23 is presented in Table 3.65, Figures 3.5 and 3.6.

It was established that—

- (a) The number of organizations that had operationalized Employee Performance Management Committees remained low over the years despite the Committee being a key organization in driving Performance Management in public organizations.

- (b) Over the five-year period, on average, slightly over half of staff set performance targets. This implied that performance appraisal had not taken root in the public service. The slow pace of uptake of performance appraisal was likely to impact negatively service delivery.
- (c) Very few officers were appraised at the end of every appraisal period.
- (d) On average 4% of staff were rewarded, sanctioned or were placed on Performance Improvement Plans, an indication that performance appraisal process was on the decline.

Table 3.65: Performance Management Trends for the financial Years 2018/2019-2022/2023

Financial Year	Total No. of Organizations	Total Staff In-Post	Total Staff who set Performance Targets	Staff who did not set PC Targets	Organizations that Implemented EPMC Recommendations	Total Staff Appraised	Total staff Rewarded, Sanctioned, or Placed in PIP
2018/19	281	217,836	126,903 (58%)	90,933 (42%)	-	102,717 (47%)	6,240 (3%)
2019/20	291	215,860	127,932 (59%)	87,928 (41%)	-	98,986 (46%)	5,159 (2%)
2020/21	262	233,951	159,049 (86%)	74,902 (32%)	-	21,488 (9%)	6,845 (3%)
2021/22	477	252,007	148,094 (59%)	103,913 (41%)	145 (30%)	61,040 (24%)	19,696 (8%)
2022/23	523	253,318	145,967 (57.6%)	107,351 (42.4%)	149 (28.5%)	62,898 (24.8%)	12,123 (5%)

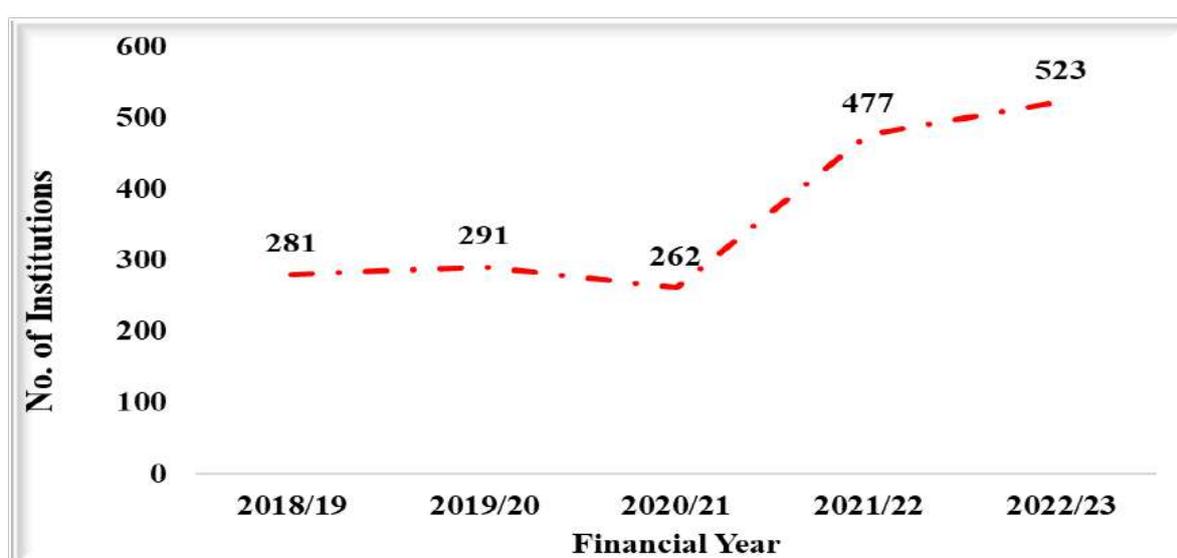


Figure 3.5: Public Institutions Evaluated from 2018/2019 to 2022/2023 Financial Years

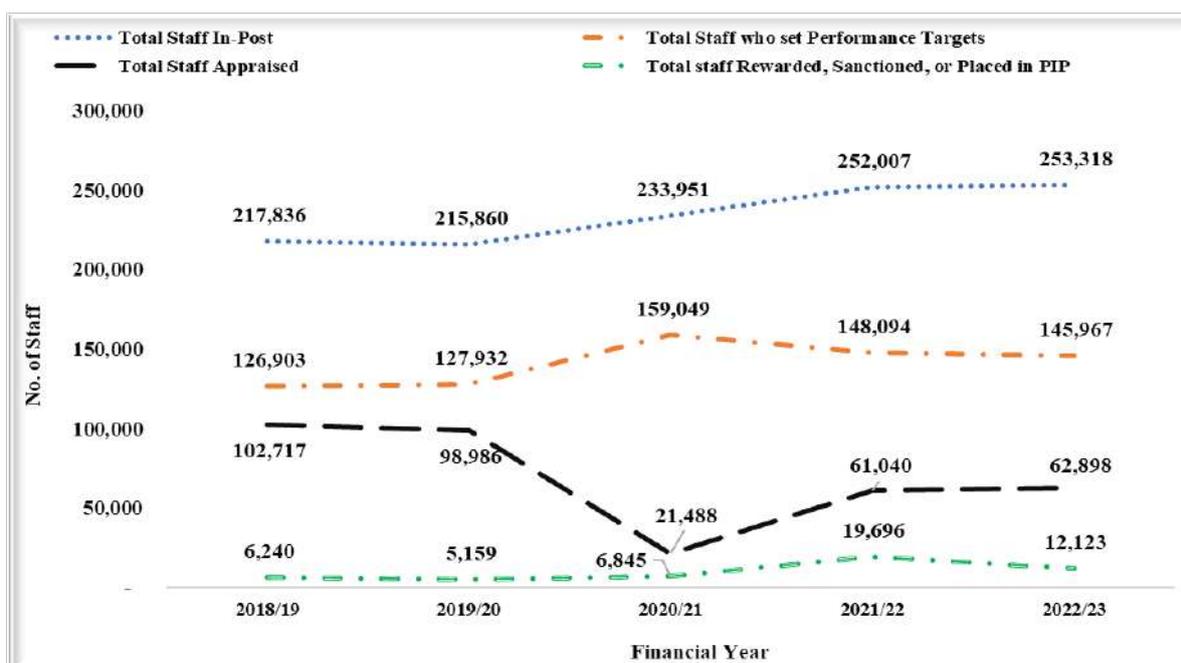


Figure 3.6: Total Number of Staff in Public Institutions compared with those set targets, Appraised and Rewarded, Sanctioned or Placed in PIP

Observation

A majority of the organizations did not appraise their officers and did not have Employee Performance Management Committees. This means the promotions that happen in public organizations are not linked to staff performance.

Recommendations

All organizations to set up Employee Performance Management Committees by 30th June, 2024.

- (a) All public officers in organizations to be appraised before 31st July, of each financial year.
- (b) All public organizations use Employee Performance Appraisal results as a basis for promoting staff to enhance productivity.

Coaching and Mentorship in the Public Service

Coaching and mentorship in the public service is meant to facilitate the transfer of knowledge and skills necessary for effective succession management.

The evaluation sought to establish the number of organizations that facilitated the training of officers on mentorship and coaching and the number of officers trained.

The status of coaching and mentorship programmes is presented in Table 3.66.

It was established that—

- (a) 201 (38%) organizations reported to have trained 3,776 (1.5%) officers on coaching and mentorship.

- (b) Out of the 3,776 officers trained, State Corporation and SAGAs had the highest number of officers trained with 2,330 (61.7%). Followed by TVET Institutions (19.3%), Public Universities (7.2%), Constitutional Commissions and Independent Offices (5.3%), Ministries and State Departments (3.7%) and Statutory Commissions and Authorities (2.8%).

Table 3.66: Distribution of officers trained on mentorship and coaching

Service Sector	Total No. of Organizations	Coaching and Mentorship Programmes		Total Staff In-Post	No. of Officers Trained on mentorship and coaching			
		Available	Not Available		Total No. Trained	Male	Female	PWDs
Constitutional Commissions and Independent Offices	10	5 (50%)	5 (50%)	4,622	201 (4.3%)	95 (47%)	106 (53%)	10 (5%)
Ministries and State Departments	52	30 (58%)	22 (42%)	105,539	141 (0.1%)	63 (45%)	78 (55%)	12 (9%)
Public Universities	39	17 (44%)	22 (56%)	28,359	272 (1%)	171 (63%)	101 (37%)	8 (3%)
State Corporations and SAGAs	210	106 (50.5%)	104 (49.5%)	99,704	2,330 (2.3%)	1415 (61%)	915 (39%)	37 (2%)
Statutory Commissions and Authorities	8	6 (75%)	2 (25%)	1,942	104 (5.4%)	50 (48%)	54 (52%)	1 (1%)
TVETIs	204	37 (18%)	167 (82%)	13,152	728 (5.5%)	401 (55%)	327 (45%)	11 (2%)
Total	523	201	322	253,318	3,776	2,195	1,581	79
Percentage		38%	62%		1.5%	58%	42%	(2%)

Observations

- (a) The low number of organizations that trained their officers on mentorship and coaching and low number of officers trained will continue to impact negatively on succession management in the public service because of the low levels of knowledge and skills transfer.
- (b) All officers possess knowledge and skills on joining service and continue to acquire new knowledge, skills, competencies and experiences as they grow in service, which are transferable vertically and horizontally to those they work with.

Recommendations

- (a) Coaching and mentorship skills should be part of in-service training from entry to exit.
- (b) Coaching and mentorship be made part of day-to-day workplace activity by all employees irrespective of rank or grade.

Wellness Programmes in the Public Service

Employee wellness includes the physical, mental and emotional well being of employees. The productivity of an employee depends on the holistic well being of the employee. Most employers have elaborate employee wellness programmes in realization that organizational productivity and performance have a direct correlation with the satisfaction and happiness of employees at the workplace.

Employee wellness programmes include a variety of activities such as fitness programmes, health screenings, stress management and counselling.

The survey sought to establish the number of organizations that had implemented employee wellness programmes and the nature of the programmes.

The status of implementation of employee wellness programmes in organizations is presented in Tables 3.67 and 3.68.

It was established that—

- (a) 283 (54.1%) organizations implemented various programmes to promote employee wellness.
- (b) State Corporations and SAGAs had the highest number of organizations that implemented employee wellness programmes with 154 (73.3%) followed by TVET institutions with 62 (30.4%). Others were Public Universities with 28 (71.8%), Ministries and State Departments with 23 (44.2%), Constitutional Commissions and Independent Offices with 10 (100%) and Statutory Commissions and Authorities with 6 (75%).
- (c) 128,884 (51%) out of 253,318 officers benefited from eight diverse employee wellness programmes.
- (d) The most popular wellness programme was physical health management, which benefitted 34.5% of the officers. It was followed by mental health management and general sensitization at 30.9% and 26% respectively. Other wellness programmes included drugs and substance abuse, gender and PWD sensitization, financial management, spiritual wellness and safety.

Table 3.67: Organizations with wellness Programmes across service sectors

Service Sector	Total No. of Organizations	No. of Organizations with Programmes
Constitutional Commissions and Independent Offices	10	10 (100%)
Ministries and State Departments	52	23 (44.2%)
State Corporations and SAGAs	210	154 (73.3%)
Public Universities	39	28 (71.8%)
Statutory Commissions and Authorities	8	6 (75%)
TVETIs	204	62 (30.4%)
Total	523	283 (54.1%)

Table 3.68: Wellness programmes and beneficiaries across gender

Categories	Male	% Male	Female	% Female	Total	%
Physical Health Management	24,478	55%	20,017	45%	44,495	34.5
Mental Health Management	20,048	50.4%	19,749	49.6%	39,797	30.9
General Sensitization	17,496	52.3%	15,976	47.7%	33,472	26.0
Drugs and Substance Abuse	2,254	51.5%	2,124	48.5%	4,378	3.4
Gender & PWD Sensitization	1,422	44.4%	1,780	55.6%	3,202	2.5
Financial Management	1,338	50.8%	1,296	49.2%	2,634	2.0
Spiritual wellness	288	53.8%	247	46.2%	535	0.4
Safety	206	55.5%	165	44.5%	371	0.3
Total	67,530	52.4%	61,354	47.6%	128,884	100

Observation

Half of the organizations implemented employee wellness programmes, which benefited half of the employees within those organizations.

Recommendations

- (a) All public organizations to implement employee wellness programmes targeting all the employees at the workplace.
- (b) A survey be undertaken to determine the impact of employee wellness programmes on organizational performance and productivity.

Skills and Competencies Audit

Skills and Competencies Audit is a systematic assessment of the skills, knowledge, and competencies of a workforce within an organization. It involves identifying, documenting, and evaluating the skills and competencies possessed by employees to ensure that an organization has the right talent to discharge its mandate. The audit may cover a wide range of skills, including technical, interpersonal, leadership, and specialized skills relevant to the organization's mandate and helps in aligning the workforce with the strategic goals of the organization. It helps in identifying skill gaps, optimizing talent deployment, succession planning, enhancing employee engagement, and resource allocation, which ultimately enhances overall efficiency and effectiveness.

The survey sought to establish the number of public organizations that undertook a skill and competency audits, and the number that implemented the audit reports.

The status of skill and competency audits and implementation of reports is presented in Tables 3.69 and 3.70.

It was established that—

- (a) 144 (27.5%) organizations had conducted skill and competency audits in the last 3 years.

- (b) 73 (14%) organizations that had conducted skills gap audits implemented the recommendations of the audit report. However, only 34 (23.6%) had skills gap implementation reports.
- (c) 71 (13.4%) organizations did not implement the recommendations of the audit report (*Appendix IX*).
- (d) 93 (17.8%) organizations trained 27,170 (10.7%) to address the identified skills and competency gaps.
- (e) 735 (56.1%) of the trainings were aligned to the identified skills gap while for another 376 (28.7%) identified skills gap, no training was undertaken.
- (f) None of the Constitutional Commissions and Independent Offices conducted skill and competency audits.

Table 3.69: Skills and Competencies Audit and Implementation of Reports

Service Sector	Total Organizations	Total Organizations that Conducted Skills Gap Audit	Organization that had conducted and Implemented Skills Gap Audit Recommendations (last 3 yrs)	No. of Organizations with Skills Gap implementation Report	No. of Organizations that trained to address identified gaps	No. of Staff Trained			Training Total Cost Incurred (KSh.)
						Total	Male	Female	
Constitutional Commissions and Independent Offices	10	-		-	-	-	-	-	-
Ministries and State Departments	52	16 (30.8%)	8 (15.4%)	3 (5.8%)	11 (21.2%)	5,557	3,354 (60%)	2,203 (40%)	182,338,273
Public Universities	39	15 (38.5%)	10 (25.6%)	7 (18%)	12 (30.8%)	13,163	6,498	6,665	15,288,245
State Corporations and SAGAs	210	79 (37.6%)	42 (20%)	21 (10%)	51 (24.3%)	7,269	4,206 (57.9%)	3,063 (42.1%)	443,998,977
Statutory Commissions and Authorities	8	3 (37.5%)	1 (12.5%)	-	1 (12.5%)	36	18 (50%)	18 (50%)	6,036,646
TVETIs	204	31 (15.2%)	12 (5.9%)	3 (1.5%)	18 (8.8%)	1,145	642 (56%)	503 (44%)	15,817,262
Total	523	144 (27.5%)	73 (14%)	34 (6.5%)	93 (17.8%)	27,170	14,718 (54.2%)	12,452 (45.8%)	663,479,402

Table 3.70: Status of Skills and Competences Audit and Implementation across sectors

Service Sector	Gaps identified; no training mounted	No Skill Gap identified; no training mounted	Skills to execute mandate not identified	Training aligned to Skills Gap	Training alignment to Skills Gap unclear	Training devoid of Skills Gap identification	Unaligned Training (PC Targets Purposes)	Wrong target group (students instead of staff)	Total
Ministries and State Departments	62	2		52	34				150
Public Universities	49		22	177	3				251
State Corporations and SAGAs	247	1		440	78	30	5		801
Statutory Commissions and Authorities	7			8	2				17
TVETIs	11			58	13	4		4	90
Total	376	3	22	735	130	34	5	4	1,309
Percentage (%)	28.7%	0.2%	1.7%	56.1%	10%	2.6%	0.4%	0.3%	

Observations

- Less than a third of public service organizations conducted a skill and competency audit and about 10% of the officers were trained to bridge the skills and competency gap.
- Some of courses the officers were trained on were neither aligned to the identified skills gaps nor the organizational mandate.

Recommendation

All public organizations to conduct and implement skills and competencies audit as required by the Human Resource Policies and Procedures Manual for the Public Service.

Orientation and Induction Programmes

New employees are taken through an orientation process to acquaint them with basic background information about the organization, workplace environment, job responsibility, co-workers and clients. The Human Resource and Development Policy for the Public Service, 2015 requires that all officers joining the organization on first appointment, transfer, re-designation, re-appointment and promotion are inducted within three months after their engagement.

The evaluation sought to establish the number of organizations that had induction manuals that contained relevant topics, and the status of induction and orientation of new officers who joined the organizations.

The status of organizations that had induction manuals with the relevant topics and those that organized induction and orientation programmes for new staff is presented in Table 3.71.

It was established that—

- (a) 91 (17.4%) organizations had induction manuals for training new officers.
- (b) Induction manuals for 20 (3.8%) organizations had relevant induction topics.
- (c) 71 (28%) organizations had induction manuals that did not contain all the relevant topics.
- (d) 15,557 new employees joined 154 organizations out of whom 4070 (26%) were inducted and 11,487 (74%) were not inducted.
- (e) Although 239 organizations indicated to have inducted new employees, 140 (26.8%) submitted induction programmes, 154 (29.4%) submitted participants' lists while 133 (25.4%) submitted both the induction programmes and participants' lists.
- (f) Out of the 4,070 officers inducted, only 503 (3.2%) were inducted within the stipulated three months of joining the service while 3,567 (23%) officers were inducted after three months of joining the service. This was a clear indication that many organizations were non-compliant.
- (g) To triangulate data provided by public organizations on the induction of new employees, an online survey was conducted to a sample of 2900 officers. 533 (18.4%) responded to the survey. Majority, 420 of the officers confirmed that they were inducted. This represented 79%.
- (h) Of the 283 organizations that reported to have conducted orientation, only 69 (13.2%) had evidence of staff orientation. Technical and Vocational Education Institutions sector had the least number of organizations that undertook staff orientation with only 11 (12.5%) of the total.
- (i) 13,142 (84.5%) of the 15,557 newly employed staff were reported to have undergone through an orientation programme to their new work stations. However, evidence produced by organizations could only account for 1,842 (11.8%) of the employees.

Table 3.71: The No. of organizations with induction Manual across service sectors

Service sector	Total No. of Organizations	No. of Organizations with Induction Manuals	Total No. of Organizations that engaged new Officers	Total No. of New Officers	No. of Officers Inducted within 3 months	No. of Officers inducted as per list of participants	No. of Officers Not Inducted	No. of Organizations that Organized orientation programmes for staff	No. of Organization with Orientation Lists	No. of Officers taken through Orientation
Constitutional Commissions and Independent Offices	10	4 (40%)	6 (60%)	121	21	97	3	10 (100%)	2 (20%)	29
Ministries and State Departments	52	8 (15.4%)	22 (42.3%)	7,473	237	788	6,448	31 (59.6%)	9 (17.3%)	244
Public Universities	39	13 (33.3%)	15 (38.5%)	714	35	272	407	25 (64.1%)	8 (20.5%)	122
State Corporations and SAGAs	210	50 (23.8%)	85 (40.5%)	6,308	170	1,664	4,474	122 (58%)	37 (17.6%)	1,128

Service sector	Total No. of Organizations	No. of Organizations with Induction Manuals	Total No. of Organizations that engaged new Officers	Total No. of New Officers	No. of Officers Inducted within 3 months	No. of Officers inducted as per list of participants	No. of Officers Not Inducted	No. of Organizations that Organized orientation programmes for staff	No. of Organization with Orientation Lists	No. of Officers taken through Orientation
Statutory Commissions and Authorities	8	3 (37.5%)	4 (50%)	218	14	80	124	7 (87.5%)	2 (25%)	20
TVETIs	204	13 (6.4%)	22 (10.8%)	723	26	666	31	88 (43.1%)	11 (5.4%)	299
Grand Total	523	91	154	15,557	503	3,567	11,487	283	69	1,842
Percentage		17.4%	29.4%		3.2%	23%	73.8%	54.1%	13.2%	11.8%



Newly recruited staff from State Department for Petroleum undergoing induction at the KSG, Nairobi.

Observation

The low number of officers who were inducted meant that majority of officers who joined the service did not acquaint themselves with the job requirements for the new positions, organizational work environment and public service culture and ethos. This was likely to impact service delivery.

Recommendations

- (a) Public organizations that do not have induction manuals to customize the PSC Induction handbook for the public service by 30th June, 2024.
- (b) Public organizations be required to review their induction manuals to ensure inclusion of prescribed topics (Organizational Service Charter, Business Processes, Strategic Plan and Organogram, Public Service Code of Conduct and Ethics, Values and Principles in Articles 10&232 and Financial Disclosures).
- (c) Public organizations to ensure induction is undertaken within three months of an officer joining the organization.

Leave management

There are different types of leave that officers in the public service are entitled to. These include Annual leave, Leave of absence and Sabbatical leave. Effective management of leave ensures that the workforce remains vibrant and energized for efficient and effective service delivery.

The evaluation sought to establish the status of management of annual, leave of absence, unpaid and sabbatical leave in the public service.

The status of utilization of leave by public officers is presented in Tables 3.72 and *Appendix X*.

(i) Annual leave

Annual leave is necessary to enable an officer rest and rejuvenate.

It was established that—

- (a) 392 (75%) organizations reported to have granted 143,563 (56.7%) officers annual leave, while 131 (25%) did not.
- (b) 109,755 (43.7%) officers failed to take leave, took less than 15 days of their leave days or commuted their leave days.
- (c) 4,216 (1.7%) officers commuted their leave days.

Table 3.72: Status of Utilization of Annual Leave by public officers

Service Sector	Total No. of Organizations Reported	Utilization of Annual Leave Days by Officers in Public Organizations					Total No. of Officers Reported	Total No. of Officers in staff registers	Variance	
		Total No. who utilized all their leave days	Total No. who utilized less than 15 days	Total No. who carried forward upto 15 days	Total No. who carried forward less than 15 days	Total No. who commuted their leave days				Total No. who did not apply to proceed on leave
Constitutional Commissions and Independent Offices	10	587 (12.7%)	842 (18.2%)	2,950 (63.8%)		40 (0.9%)	125 (2.7%)	4,544	4,622	78 (1.3%)
Ministries and State Departments	50	39,274 (37.2%)	4,194 (4%)	12,221 (11.6%)		33,657 (3.5%)	13,210 (12.5%)	72,556	105,539	32,983 (31.2%)

Public Universities	38	12,176 (42.9%)	3,748 (13.2%)	5,135 (18.1%)		163 (0.6%)	5,865 (20.7%)	27,087	28,359	1,272 (4.5%)
State Corporations and SAGAs	202	27,808 (27.9%)	14,170 (14.2%)	38,959 (39.1%)	28 (0.03%)	198 (0.2%)	8,051 (8.1%)	89,214	99,704	10,490 (10.5%)
Statutory Commissions and Authorities	8	450 (23.2%)	413 (21.3%)	770 (39.6%)		60 (3.1%)	230 (11.8%)	1,923	1,942	19 (1%)
TVETIs	84	2,717 (20.7%)	575 (4.4%)	516 (3.9%)		98 (0.7%)	1,981 (15.1%)	5,887	13,152	7,265 (55.2%)
Total	392	83,012 (32.8%)	23,942 (9.5%)	60,551 (23.9%)	28 (0.01%)	4,216 (1.7%)	29,462 (11.6%)	201,211	253,318	52,107 (20.6%)

Observations

- More than half of the officers were reported to have taken their annual leave.
- Most of the organizations reported having released their officers to proceed for their annual leave.
- Close to half of the officers failed to take their annual leave and hence this may have impacted negatively on productivity.
- Some officers commuted their annual leave.

Recommendation

Public organizations to ensure that all public officers take their annual leave as required to enable the officers to rejuvenate and refresh for better productivity.

(ii) Leave of Absence

The evaluation sought to establish the number of officers granted leave of absence to enable them either take up contractual appointments within a public body, private corporation or international organization to which the officers could not be seconded or service transferred.

The status of utilization of leave of absence by public officers is presented in Table 3.73.

It was established that—

- 110 (21%) organizations granted leave of absence to 248 public officers.
- The highest number of leave of absence was granted by Public Universities with 102 (41.1%) officers, followed by TVETIs with 56 (22.6%) officers and Ministries and State Departments. with 53 (21.4%).
- 231 (93.1%) public officers on leave of absence were within the stipulated period of 6 years, while five officers from Egerton University had exceeded the stipulated period for leave of absence.
- Six Ministries and State Departments, five Technical and Vocational Education Organizations and one State Corporation did not provide information regarding the start date for leave of absence for 12 officers, hence the duration of leave could not be determined.

Table 3.73: Utilization of Leave of Absence across Service Sectors

Service Sectors	Total No. of Organizations	Total No. of Organizations that granted leave of absence	Leave of Absence			
			Within 72 months	Beyond 72 months	Start Dates Not Provided	Grand Total
Constitutional Commissions and Independent Offices	10	4 (40%)	3			3
Ministries and State Departments	52	22 (42.3%)	47		6	53
Public Universities	39	27 (69.2%)	97	5		102
State Corporations and SAGAs	210	38 (18%)	33		1	34
Statutory Commissions and Authorities	8	1 (12.5%)	0	0	0	0
TVETIs	204	18 (8.8%)	51	0	5	56
Total	523	110 (21%)	231	5	12	248

Observation

There were few officers on leave of absence from less than one-third of the reporting organizations. The low numbers could not adversely impact on organizational productivity.

Recommendations

- (a) All public organizations to ensure that they maintain accurate records on officers on leave of absence so as to comply with the three years rule.
- (b) The 5 officers from Egerton University who were yet to report back from leave of absence be recalled and appropriate action taken for violating the provisions of Section 38 of PSC Regulations, 2020.

(iii) Unpaid leave

The evaluation sought to determine the number of officers who were on unpaid leave.

The status of utilization of unpaid leave by public officers is presented in Table 3.74.

It was established that—

- (a) 110 (21%) organizations granted unpaid leave to 434 public officers.
- (b) State Corporations and SAGAs and Public Universities granted the highest number of unpaid leave with 265 (61.1%) and 134 (31%) of the total respectively. They were followed by Ministries and State Departments (21), Technical Vocational Education Institutions (10), Constitutional Commissions and Independent Offices (2) and Statutory Commissions and Authorities (2).

- (c) 200 (46.1%) officers who were granted unpaid leave were within the stipulated period of 1 year while 227 (52.3%) had exceeded the stipulated leave period. The status for seven officers could not be determined because the start date was not provided.
- (d) Kenya Prisons did not provide information regarding the start date of leave for 4 officers. Others included Moi University, Kenya Broadcasting Corporation and Kenya Civil Aviation Authority. It was therefore not possible to ascertain the duration of the unpaid leave.

Table 3.74: Utilization of Unpaid Leave across Sectors

Service Sectors	Total No. of Organizations	No. of Organizations that granted Unpaid leave	Unpaid Leave			Total No. of Officers
			Within 12 months	Beyond 12 months	Start Dates Not Provided	
Constitutional Commissions and Independent Offices	10	4 (40%)	1	1		2
Ministries and State Departments	52	22 (42.3%)	8	9	4	21
Public Universities	39	27 (69%)	78	55	1	134
State Corporations and SAGAs	210	38 (18%)	106	157	2	265
Statutory Commissions and Authorities	8	1 (12.5%)	1	1		2
TVETIs	204	18 (8.8%)	6	4		10
Total	523	110 (21%)	200	227	7	434

Observation

By remaining on unpaid leave beyond the allowed period, the officers deny the organizations the required services and this impacts negatively on service delivery.

Recommendation

The organizations whose officers remained on unpaid leave beyond the allowed period to take disciplinary action on the officers.

(iv) Sabbatical Leave

The evaluation sought to determine the number of organizations that had developed a policy on sabbatical leave and the status of sabbatical leave granted to officers serving in public universities. The status of officers granted sabbatical leave is presented in Table 3.75.

It was established that—

- (i) 32 (82.1%) public universities had a policy on Sabbatical Leave. The seven universities that did not have a policy were: Maasai Mara University; Alupe University; Tharaka University; Kaimosi Friends University; Rongo University; Egerton University; and Koitalel Arap Samoei University College.

- (ii) 42 officers drawn from 10 public universities were granted sabbatical leave out of which 18 were still on sabbatical leave as at 30th June, 2023, while 24 officers had resumed.

Table 3.75: Status of Officers granted Sabbatical Leave

Name of Organization	Designation				Total No. of Officers	% of Total
	Professor	Associate Professor	Senior Lecturer	Lecturer		
Chuka University	2	1			3	7.1
Egerton University		1			1	2.4
Jomo Kenyatta University of Agriculture & Technology	2	3	2	1	8	19.0
Kenyatta University		3	1	2	6	14.3
Laikipia University		1			1	2.4
Masinde Muliro University of Science & Technology	1			1	2	4.8
Moi University	2	1			3	7.1
Technical University of Kenya		1		2	3	7.1
University of Kabianga			1		1	2.4
University of Nairobi	3	6	1	4	14	33.3
Total	10	17	5	10	42	100

Observations

- (a) Most of the universities had policies on sabbatical leave except seven.
 (b) All the officers on sabbatical leave were within the sabbatical leave period.

Recommendation

The Seven universities that did not have policies on sabbatical leave to develop the policies by 30th June, 2024.

Disciplinary Control in the Public Service

All public officers are required to maintain high standards of discipline in accordance with the applicable service regulations and policies governing the conduct of officers. Where indiscipline is detected, appropriate disciplinary action should be undertaken expeditiously in accordance with tenets of fair administrative action and disciplinary procedures applicable to the organization. Protracted disciplinary cases impact negatively on service delivery because the affected officer is unable to render public services in the pendency of the case.

The evaluation sought to establish the number of organizations and officers with disciplinary cases, the nature and status of processing of the disciplinary cases.

The number of organizations and officers with disciplinary cases and the status of disciplinary cases is presented in Table 3.76.

It was established that—

- (a) 154 (29.4%) organizations reported officers with 3,632 disciplinary cases. The number of organizations with reported disciplinary cases declined by 44 from 198 in the 2021/22 FY but the number of officers increased by 276 from 2021/2022.
- (b) 2,840 (78.2%) disciplinary cases were concluded while 792 (21.8%) were ongoing.
- (c) 193 cases lacked details on dates, hence it was not possible to determine the expediency in processing of the cases.
- (d) 1,547 (45%) cases were concluded within the prescribed timeline of six months while 1,892 (55%) were concluded beyond the six months period. Further, 13 cases had taken more than 10 years out of which one concluded case had taken 33 years while one on-going case had already taken 21 years.
- (e) 173 (4.8%) of the discipline cases related to officers having been charged in court for various offences.
- (f) Negligence and absence from duty without permission accounted for the highest number of disciplinary cases with 1,216 (33%) and 945 (26%) respectively. Others were poor performance and falsification of records with 196 (5%) and 114 (3%) cases respectively. The four categories accounted for 68% of the total number of cases reported.

Table 3.76: Status of Disciplinary Cases across Service Sectors

Service sector	Total No. of Organizations	No. Organizations Reporting Disciplinary Cases	Total No. of Staff In-Post	No. of disciplinary cases	Status of disciplinary cases			Duration		
					Concluded	On-going	In Court	Within 6 Months	Above 6 Months	Timeline Not Provided
Constitutional Commissions and Independent Offices	10	4	4,622	29	28	1	4	14	19	1
Ministries and State Departments	52	29	105,539	724	389	326	94	167	299	85
Public Universities	39	24	28,359	171	106	64	6	74	31	5
State Corporations and SAGAs	210	75	99,704	2,634	2261	387	68	2085	162	96
Statutory Commissions and Authorities	8	3	1,942	11	4	-	1	1	7	0
TVETIs	204	19	13,152	63	52	14	0	44	4	6
Total	523	154	253,318	3,632	2,840	792	173	2,385	522	193

Observations

- (a) Less than one-third of the organizations had disciplinary cases affecting 1.4% of the total number of officers. Cases of indiscipline are therefore not high amongst public officers and do not affect a majority of public organizations.
- (b) A majority of the cases were concluded within the prescribed timeline of six months with one-third of the remaining reported as on going.
- (c) A few of the disciplinary cases were related to court cases.
- (d) The leading cause of indiscipline in the service were negligence and absence from duty.
- (e) Some of the cases have been protracted for many years.

Recommendations

- (a) Public organizations to enhance supervision of officers at work to curb negligence and absence from duty.
- (b) An investigation be conducted to establish the reason for the protracted disciplinary cases that have taken up to 33 years.

Exits from the service

Public officers exit service in various ways including retirement, resignation, dismissal, expiry of contract and death.

The evaluation sought to determine the number of officers who exited the service and the nature of exit.

The number of officers who exited the service against the corresponding nature of exits and distribution by gender and ethnicity is presented in Tables 3.77, 3.78 and 3.79.

It was established that—

- (a) 10,148 (4%) officers out of 253,318 exited the service.
- (b) 7,680 (75.7%) of the 10,148 officers exited from the service through various forms of retirements and end of contracts while 2,468 (24.3%) exited through resignations, deaths and dismissals.
- (c) Out of the 10,148 officers who exited service, 3,348 (32.9%) were female and 6,800 (67%) were male while 111 (1.1%) were PWDs.
- (d) Of the 10,148 officers who exited service, six ethnic communities accounted for 8,291 (81.7%) of the total number of exits. These were kikuyu 2647 (26.1%), Luo 1357 (13.4%), Kalenjin 1320 (13%), Luhya 1235 (12.2%), Kamba 959 (9.5%), Kisii 773 (7.6%).

Table 3.77: Modes of Exits per Sector

Service Sector	Total No. of Organizations	Total Number of officers	Mode of Exit							Total No. of Officers	% of Total
			Retirement	Death	Dismissal	End of Contract	Resigned	Others	Not Provided		
Constitutional Commissions and Independent Offices	7	4,622	31	9	7	8	25			80	0.79
Ministries and State Departments	52	105,539	3,408	211	156	212	73			4,060	40.01
Public Universities	35	28,359	606	92	63	139	321	13		1,234	12.16
State Corporations and SAGAs	164	99,704	2,848	275	283	290	833		1	4,530	44.64
Statutory Commissions and Authorities	5	1,942	11	4	1	2	37			55	0.54
TVETIs	50	13,152	118	3	2	7	54		5	189	1.86
Total	313	253,318	7,022	594	512	658	1,343	13	6	10,148	100
% of Total	59.8	4	69.2	5.9	5.1	6.5	13.2	0.1	0.1	100	

Table 3.78: Exits by Gender and Ethnicity

Ethnic Name	Gender				Total No. of Officers	% of Total
	Female	%	Male	%		
Bajuni	4	22.2	14	77.8	18	0.2
Borana	20	27.0	54	73.0	74	0.7
Burji	1	100		0.0	1	0.0
Dorobo		0.0	2	100	2	0.0
Egyptian		0.0	2	100	2	0.0
Embu	61	43.3	80	56.7	141	1.4
Gabra		0.0	13	100	13	0.1
Gosha	1	100		0.0	1	0.0
Gureeh		0.0	1	100	1	0.0
Kalenjin	433	32.8	887	67.2	1,320	13.0
Kamba	321	33.5	638	66.5	959	9.5
Kenyan Arabs		0.0	4	100	4	0.0
Kenyan Asians	2	66.7	1	33.3	3	0.0
Kenyan Indian		0.0	1	100	1	0.0
Kenyan Somali	28	14.9	160	85.1	188	1.9
Kikuyu	1,042	39.4	1605	60.6	2,647	26.1

Ethnic Name	Gender				Total No. of Officers	% of Total
	Female	%	Male	%		
Kisii	239	30.9	534	69.1	773	7.6
Kuria	7	41.2	10	58.8	17	0.2
Luhya	390	31.6	845	68.4	1,235	12.2
Luo	402	29.6	955	70.4	1,357	13.4
Maasai	21	19.8	85	80.2	106	1.0
Mbeere	8	26.7	22	73.3	30	0.3
Meru	192	41.1	275	58.9	467	4.6
Mijikenda	51	17.2	245	82.8	296	2.9
Non Kenyans	2	40.0	3	60.0	5	0.0
Not Stated	8	12.9	54	87.1	62	0.6
Nubi	2	50.0	2	50.0	4	0.0
Orma	1	11.1	8	88.9	9	0.1
Other Kenyan		0.0	1	100	1	0.0
Pokomo	8	25.0	24	75.0	32	0.3
Pokot	1	25.0	3	75.0	4	0.0
Rendile		0.0	7	100	7	0.1
Sakuye	1	100		0.0	1	0.0
Samburu	6	28.6	15	71.4	21	0.2
Suba	1	7.1	13	92.9	14	0.1
Swahili	8	25.8	23	74.2	31	0.3
Taita	62	35.6	112	64.4	174	1.7
Taveta	2	50.0	2	50.0	4	0.0
Teso	13	25.0	39	75.0	52	0.5
Tharaka	1	12.5	7	87.5	8	0.1
Turkana	9	14.3	54	85.7	63	0.6
Total	3,348	33.0	6,800	67.0	10,148	100

Table 3.79: Exits by Gender per Sector

Service Sector	No. of Organizations	Total No. of Officers	Gender				Disability Status			
			Female	%	Male	%	Non PWDs	%	PWDs	%
Constitutional Commissions and Independent Offices	7	80	31	38.8	49	61.3	80	100		
Ministries and State Departments	52	4,060	1,208	29.8	2,852	70.2	4,024	99.1	36	0.9
Public Universities	35	1,234	476	38.6	758	61.4	1,220	98.9	14	1.1
State Corporations and SAGAs	164	4,530	1,558	34.4	2,972	65.6	4,471	98.7	59	1.3
Statutory Commissions and Authorities	5	55	20	36.4	35	63.6	55	100		0.0
TVETIs	50	189	55	29.1	134	70.9	187	98.9	2	1.1
Total	313	10,148	3,348	33.0	6,800	67.0	10,037	98.9	111	1.1

Observations

- (a) 13,354 officers were appointed against 10,148 officers who exited service. Overall, the service delivery was therefore, not negatively impacted.
- (b) Most of the officers exited service through retirement.
- (c) The exits did not impact negatively on diversity management in terms of gender, ethnicity and PWDs.
- (d) Six ethnic communities accounted for a majority of the exits.

Recommendation

A dashboard of appointments and exits be developed for the public service to monitor imbalances on a real-time basis.

Conduct of Exit Interviews by Public Organizations

Management of human resource in the public service includes strategies for attraction and retention of qualified staff. Exiting public officers are a rich repository of knowledge, skills, competencies and experience, which can be tapped for institutionalization of Knowledge Management. This knowledge can be tapped through conduct of exit interviews, which may amongst other things provide insights on areas of service delivery improvement, staff wellness and welfare, training, grievance handling and management of conduct. The outcome of the exit interviews can be used to promote staff attraction and retention.

The evaluation sought to determine whether public organizations conducted exit interviews for officers who exited the service.

The status of conducting exit interviews is presented in Table 3.80.

It was established that—

- (a) 158 (50.5%) organizations out of 313 which reported exits conducted exit interviews on 3,845 (37.9%) out of the 10,148 exiting officers.
- (b) 155 (49.5%) organizations did not conduct exit interviews for 6,303 (62.1%) officers.

Table 3.80: Exit Interviews Conducted by Public Organizations

Service Sector	Exit Interviews						Total No. of Organizations	Total No. of Officers
	Conducted		Not Conducted		Not Stated			
	No. of Organizations	No. of Officers	No. of Organizations	No. of Officers	No. of Organizations	No. of Officers		
Constitutional Commissions and Independent Offices	5	41	1	4	1	35	7	80
MDAs	18	942	33	2,951	1	167	52	4,060
Public Universities	22	621	12	539	1	74	35	1,234
State Corporations and SAGAs	90	2,131	66	1,164	8	1,235	164	4,530
Statutory Commissions and Authorities	5	49		6			5	55
TVETIs	18	61	25	83	7	45	50	189
Total	158	3,845	137	4,747	18	1,556	313	10,148

Observation

Half of the organizations conducted exit interviews on one-third of the exiting staff.

Recommendation

All public organizations to conduct exit interviews for all exiting staff and prepare an exit interview report by 30th June, 2024.

Processing of Pension Benefits

A pension is a retirement plan that guarantees a retiree a set amount of money every month, for life. This applies to an officer who have served in pensionable office, has completed the qualifying service and retired from service on grounds where they qualify for pension.

The evaluation sought to establish from the organizations and Pensions Department, the status of processing pension claims.

The status of processing of pension claims is presented in Tables 3.81.

It was established that—

- (a) 7,022 (69.2%) officers who retired from service were eligible for pension payments.
- (b) 5,347 (69.6%) pension files were submitted to the National Treasury within six months of exit while 785 (10.2%) had their files submitted within 48 months. 17 cases had exceeded 48 months before the files were submitted. Submission status for 3,999 (39.4%) files was not provided.

- (c) 3,291(32.4%) out of 7,022 officers who were eligible for payment of pension were reported to have been paid their pension benefits while 2,166 (21.3%) had not been paid and payment for 35 was ongoing. The payment status of 4,656 (45.9%) exiting officers was not provided.

Table 3.81: Status of Processing and Payment of Pension Benefits to Exiting Officers

Nature of Exit	Total No. of Officers	Status of Submission of Pension Documents to National Treasury							Payment Status			
		0- 6 Months	13- 24 Months	25-36 Months	35- 48 Months	7-12 Months	Above 48	Not Stated	Not Paid	Not Stated	Paid	Partially Paid
Death	594	222	11	2	1	32	8	318	204	239	149	2
Dismissal	512	234			1	12		265	276	153	78	5
End of Contract	658	215	1			7	1	434	113	466	79	
Not Provided	6							6		6		
Others	13	12						1	1		12	
Resigned	1,343	428	4			23	1	887	322	606	411	4
Retirement	7,022	4,236	230	11	9	441	7	2,088	1,250	3,186	2,562	24
Total	10,148	5,347	246	13	11	515	17	3,999	2,166	4,656	3,291	35

Observation

Most of the exiting officers had their pensions benefits processed and their pensions documents were submitted to the National Treasury within six months of exit. This did not comply with the policy which provides that the pension documents be submitted to the National Treasury Pensions Department at least nine months before retirement.

Recommendation

All public organizations to comply with the requirement to submit pension documents, nine months before the officer retires, to the National Treasury Pensions Department.

Status of Processing of Pensions Benefits by Pensions Department

The status of processing pensions benefits is presented in Table 3.82.

It was established that—

- 931 pension claims for officers who retired between June, 1993 and June, 2022 were received in the Pension Department.
- There were pension claims carried forward from the FY 2021/2022 in the Pension department. However, the records were not availed for analysis.
- 25,106 pension claims were received for processing during the FY 2022/2023 by the Pension Department. 6,063 (24.1%) were referred to the MDAs for clarification, 14,010

(55.8%) were processed and paid within 90 days and 3,384 were processed and paid beyond 90 days.

- (d) 15,904 files processed during the FY 2022/2023.
- (e) The most used modes of communicating to pensioners were short message service 60% and postal services 40%.
- (f) The pension management information system had not been integrated with the UHR system as guided by the Circular Ref. No. OP.CAB.1/31A of 4th August, 2022. The current system has been in operation for over ten years; therefore, it is outdated and the process to procure a new one was on-going.

Table 3.82: Status of Pension Claims Received and Processed in FY 2022/2023

Quarter	No. of claims received during the FY2022/23	No. of claims referred to MDAs for clarification	No. of claims given pension claim number	No. of claims processed and paid within 90 days	No. of claims processed and paid beyond 90 days	No. of unpaid claims as at 30th June, 2023
Q 1	6,830	2,084	4,187	1,532	2,575	80
Q 2	6,609	1,701	4,641	4,444	446	153
Q 3	6,383	1,308	4,188	4,558	363	212
Q 4	5,284	970	2,728	3,476	-	878
	25,106	6,063	15,744	14,010	3,384	

Observations

- (a) There is still a backlog of pension claims dating back to 1993.
- (b) There was a high number of referrals to public organizations for clarification.
- (c) Half of the pension claims were processed and paid.
- (d) Pension Management Information System is yet to be integrated to the Unified Human Resource System.

Recommendations

- (a) Public organizations that delay submission of pension claims to explain the delay.
- (b) The Pensions Department to explain the nature of clarification sought on cases referred back to organizations to facilitate proactive action on the same in processing pension claims.
- (c) Pensions Department to reduce the timelines taken to pay pension claims from 90 days to the seamless transition from pay slip to pension system.
- (d) The Pension Department to integrate the Pension Management Information System with the Unified Human Resource System by 30th June, 2024.



National Syndemic Diseases Control Council (NSDCC), CEO, Dr. Ruth Lainon Masha handing over a Mama Care kit from 'Jiinue Sasa' initiative to mothers during the launch of the initiative at Chuka Picnic Grounds in Tharaka Nithi County in May, 2023.

3.5.5 Equitable Allocation of Opportunities and Resources

Article 10(2)(b) of the Constitution provides for Values and Principles of Equity, Social Justice, Equality, Non-discrimination, Inclusiveness and Protection of the marginalised. Article 232(g), (h) and (i) provide for Values and Principles that guide on the representation of diverse communities in public service.

The evaluation sought to establish measures taken by various public organizations to promote equitable allocation of opportunities and resources. The performance standards evaluated in this thematic area included public organization's compliance with the two-thirds gender rule, the 5% requirement for PWDs, the proportionate representation of ethnic communities and diversity representation in appointment, training, promotions and internship opportunities. Other performance standards included the customization of facilities and services for use by persons with disabilities, distribution of procurement opportunities to the youth, women and PWDs, implementation of the Buy Kenya Build Kenya strategy and implementation of the social protection and empowerment programmes for the minorities, marginalised and other vulnerable groups.

The performance indicators evaluated were—

- (a) Status of representation of the public service with regard to gender, ethnicity and PWD status.
- (b) Distribution of initial appointment opportunities in the public service in terms of the two-thirds gender representation, proportionate representation of all ethnic communities and 5% progressive realization of representation of PWDs.

- (c) Implementation of affirmative action programmes.
- (d) Distribution of training opportunities in terms of the two-thirds gender representation, proportionate representation of all ethnic communities and 5% progressive realization of representation of PWDs.
- (e) Distribution of opportunities in promotional appointments in terms of the two-thirds gender representation, proportionate representation of all ethnic communities and 5% progressive realization of representation of PWDs.
- (f) Customization of facilities and services for use by persons with disabilities.
- (g) Distribution of internship opportunities.
- (h) Distribution of procurement opportunities for special groups.
- (i) Implementation of the Buy Kenya-Build Kenya strategy.
- (j) Implementation of various social protection programmes.
- (k) Distribution of capitation in TVET Institutions.

3.5.5.1 Distribution of Officers by Gender and PWDs

Article 27 of the Constitution requires that no one gender should constitute more than two thirds in appointment in public service. Further Article 54(2) requires that at least 5% of appointments in the public service should constitute persons with disabilities, although this is to be realized progressively.

(a) Overall Gender and PWDs representation and at various levels

The evaluation sought to establish the status of gender and PWDs representation in the public service.

The status of representation for gender and PWD at various levels is presented in Tables 3.83 and 3.84.

It was established that—

- (a) Gender representation in the public service was 157,473 (62.2%) male and 95,845 (37.8%) female.
- (b) 127 organizations did not meet the constitutional two-thirds gender principle (*Appendix XI*). The number of organizations that failed to meet the two-thirds gender rule increased by 13 from the 114 reported in the 2021/22 FY.
- (c) The representation of PWDs in the public service was at 1.53% meaning the 5% constitutional threshold had not been attained. However, there was an improvement of 0.13%, from the 1.4% representation reported during the FY 2021/2022.
- (d) The two-thirds gender requirement was achieved at middle management, technical, operative and Support staff levels.
- (e) The female gender was under-represented at the policy level by 13% and senior management by 2.5%. The two-thirds gender principle at the two levels had not been met in the 2021/22 FY.

Table 3.83: Representation of Staff by Gender and PWDs status

Service Sector	No. of Organizations	Total No. of Officers	Gender		PWDs
			Female	Male	
Constitutional Commissions and Independent Offices	10	4,622	1,954 (42.3%)	2,668 (57.7%)	60 (1.3%)
Ministries and State Departments	49*	105,539	39,306 (37.2%)	66,233 (62.8%)	1,284 (1.2%)
Public Universities	39	28,359	11,876 (41.9%)	16,483 (58.1%)	573 (2%)
State Corporations and SAGAs	210	99,704	36,441 (36.5%)	63,263 (63.5%)	1765 (1.8%)
Statutory Commissions and Authorities	8	1,942	980 (50.5%)	962 (49.5%)	34 (1.8%)
TVETIs	204	13,152	5,288 (40.2%)	7,864 (59.8%)	172 (1.3%)
Total	520	253,318	95,845 (37.8%)	157,473 (62.2%)	3,888 (1.5%)

* The State Departments for Diaspora and Irrigation data were considered under the State Departments for Foreign Affairs and Water and Sanitation respectively while data from the State Department for Investment Promotion was considered under various State Departments

Table 3.84: Representation of Staff by Gender and PWDs Across Job Levels

Job Level	No. of Staff	Service Sector						Gender		Disability Status (PWDs %)
		CCIOs	MDAs	Public Universities	Statutory Comm. and Authorities	SAGAs	TVETIs	Female (%)	Male (%)	
Policy Level	379	8	137	69	6	159	0	92 (24.3%)	287 (75.7%)	4 (1.1%)
Senior Management	8,516	323	2,775	1,452	126	3,562	1,390	2,709 (31.8%)	5,807 (68.2%)	177 (2.1%)
Middle management	17,026	461	3,660	6,260	167	5,088	3,340	6,141 (36.1%)	10,885 (63.9%)	371 (2.2%)
Technical Staff	90,184	2,402	33,303	8,576	1,235	39,343	1,933	38,251 (42.4%)	51,933 (57.6%)	1717 (1.9%)
Operative Staff	105,967	458	63,667	7,994	347	31,568	278	37,391 (35.3%)	68,576 (64.7%)	1,182 (1.1%)
Support Staff	10,763	88	1,961	3,128	52	4,648	886	4,929 (45.8%)	5,834 (54.2%)	160 (1.5%)
Not Provided	20,483	882	36	880	9	15,336	5,325	6,332 (30.9%)	14,151 (69.1%)	277 (1.4%)
Total	253,318	4,622	105,539	28,359	1,942	99,704	13,152	95,845 (37.8%)	157,473 (62.2%)	3,888 (1.5%)

Observations

- (a) The two-thirds gender representation was met at the global level. However, the female gender was still underrepresented at policy and senior management level.
- (b) The representation of PWDs is still grossly underrepresented in the service.

Recommendation

All public organizations to develop time-bound affirmative action programmes to address the identified gender and PWD gaps to meet the Constitutional thresholds.

(b) Representation of Ethnic Communities in Public Service

Kenya is composed of 46 ethnic communities identified under the Kenya National Bureau of Statistics National Census classification. The communities are varied linguistically, culturally and sociologically and occupy diverse geographical areas of Kenya. The Constitution provides values and principles that seek to offer equal and equitable opportunities to all Kenyan ethnic communities including access to social amenities, employment, economic opportunities and education. The public service is required to be diverse in representation by gender, ethnicity and PWDs. The Public Service Commission Framework on Implementation of Values and Principles 2015 provide the yardstick against which ethnic representation is determined for the public service. The principle adapted is the principle on equitable distribution of ethnic communities. The principle provides that ethnic communities shall be proportionately represented in the public service relative to their national population size.

The framework provides an assessment of representation in two ways: Global representation of Kenya's 46 ethnic communities and a formula for determining proportionate representation in six categories—

- (a) Normal Representation, where the ethnic community is represented proportionately to its population size.
- (b) Over-representation and gross over-representation are where a community's representation exceeds its proportionate national population quarter.
- (c) Under-representation and grossly under-represented is where a community's representation is less than its proportionate national population size.
- (d) Non-representation is where a community is not represented in the public service.

The evaluation sought to establish the status of representation of ethnic communities in public service.

The status of representation of ethnic communities is presented in *Appendix XII*.

It was established that—

- (a) 44 (95.7%) ethnic communities were represented in the service, out of which 35 (76%) had normal representation.
- (b) Two communities were grossly over-represented, i.e. the Kikuyu and the Kalenjin.
- (c) Two communities were over-represented, i.e. the Kisii and the Luo.
- (d) Four communities were under-represented i.e. the Maasai, Turkana, Luhya, and Mijikenda.
- (e) The Kenya Somali was grossly under-represented.
- (f) The Kenyan American and Dahalo were not represented.

Observations

- (a) Most of the ethnic communities were represented in the public service and a majority had normal representation.
- (b) There were two grossly over-represented communities and one grossly under-represented community
- (c) The over-represented and the under-represented categories are a reflection of the fluidity of staffing in the public service.

Recommendation

All public organizations to develop time-bound affirmative action programmes to address the ethnic inequities in the public service.

(c) Status of composition of Commissions, Boards and Councils

The Constitution in Article 250 (4) prescribes a standard through which Commissions are constituted in terms of representation of ethnic diversity of the Kenyan people. The same standard should apply in a similar manner to the appointment of State officers and members of Boards and Councils.

The evaluation sought to establish the composition of Boards or Councils by gender, ethnicity and PWD status.

Table 3.85 presents the distribution of Boards and Councils members by Gender, Ethnicity and PWD status. (See *Appendix XIII and XIV*).

It was established that—

- (a) 423 (90.8%) of the 466 Commissions, Boards and Councils which were fully constituted had a total of 3,616 board members comprising 1,219 (34%) female, 2,397 (66%) male and 56 (1.6%) PWDs.
- (b) Cumulatively, 381 (89.4%) organizations did not meet the minimum gender requirements in appointment of Commissions, Boards and Councils.
- (c) 247 (7.3%) of 3,385 members of Commissions, Boards and Councils where age was provided were aged between 18 and 35 years.
- (d) 37 (80.4%) ethnic communities were represented in various Commissions, Boards and Councils out of which the Kikuyu community was grossly over-represented while the Luo and Kalenjin were over-represented.

Table 3.85: Distribution of Board/Council members by Gender, Age and Service Sector

Service Sector	Total Organizations with Boards/Councils	Age Brackets						Total Per sector	Female %	Male %
		18-35 Years	36-45 Years	46-55 Years	56-60 Years	Over 60 Years	Not Stated			
Constitutional Commissions and Independent Offices	5			8	9	11		28	14 (50%)	14 (50%)
Public Universities	39	3	39	87	48	96	15	288	89 (31%)	199 (69%)
State Corporations and SAGAs	185	76	366	598	327	309	49	1,725	544 (32%)	1,181 (68%)
Statutory Commissions and Authorities	5	1	6	14	16	11	4	52	27 (52%)	25 (48%)
TVETIs	189	167	355	424	185	229	163	1,523	545 (36%)	978 (64%)
Total per Age & Gender	423	247	766	1,131	585	656	231	3,616	1,219 (34%)	2,397 (66%)

Observations

- (a) Most of the Commissions, Boards and Councils met the two-thirds gender balance principle.
- (b) Most of the Commissions, Boards and Councils had not met the 5% threshold of representation for PWDs.
- (c) A majority of ethnic communities were represented in Commissions, Boards and Councils.

Recommendation

The appointing authorities of Commissions, Boards and Councils to develop a time-bound affirmative action programme to address under-representation in Gender, Ethnicity and PWDs by 30th June, 2024.

(d) Diversity in appointments made in FY 2022/2023

The evaluation sought to establish the number of organizations that recruited new officers and the representation in terms of gender, ethnicity and PWD status.

The number of organizations that recruited new officers and the representation by gender, ethnicity and PWD status is presented in Table 3.86 and *Appendix XV*.

It was established that—

- (a) 38 (82.6%) out of 46 ethnic communities were represented in the appointments made by the 264 organizations.

- (b) 7 of the 46 ethnic groups namely the Aweer/Waata, Dahalo, Gosha, Kenyan European, Makonde, Walwana/Malakote and Wayyu were not represented in the new appointments.
- (c) 21 ethnic communities were under-represented while 16 were over-represented.
- (d) The ethnicities of 144 (1.1%) recruited officers were not indicated, while 5 (0.04%) were non- Kenyans.
- (e) 13,354 officers were recruited out of whom 7,695 (57.6%) were male and 5,622 (42.1%) were female. The gender for 37 (0.3%) officers was not indicated.
- (f) 68 (25.8%) of the 264 organizations did not meet the two-thirds gender principle.
- (g) Of the 13, 354 officers recruited, only 120 (0.9%) were PWDs thus falling short of the 5% constitutional threshold. This was a decrease by 0.2% from the 1.1% reported during the 2021/2022.
- (h) 31 (11.7%) organizations failed to meet the 5% constitutional requirement with respect to the appointment of PWDs.

Table 3.86: New Appointments Distribution by Gender and PWDs

Service Sector	Total No. of Organizations	No. of Organizations that appointed Officers	Gender			PWD Status	Total
			Female	Male	Not Indicated		
Constitutional Commissions and Independent Offices	11	10 (100%)	44 (38.6%)	68 (59.6%)	2 (1.8%)	1 (0.9%)	114
Ministries and State Departments	52	45 (86.5%)	2,779 (46.3%)	3,199 (53.2%)	31 (0.5%)	53 (0.9%)	6,009
Public Universities	39	29 (74.4%)	272 (42%)	376 (58%)		7 (1.1%)	648
State Corporation and SAGAs	210	125 (59.5%)	2,209 (38.1%)	3,588 (61.9%)	4 (0.1%)	44 (0.8%)	5,801
Statutory Commissions and Authorities	8	7 (87.5%)	90 (44.5%)	112 (55.4%)		4 (2%)	202
TVETIs	204	48 (23.5%)	228 (39.3%)	352 (60.7%)		11 (1.9%)	580
Total	523	264 (50.5%)	5,622 (42.1%)	7,695 (57.6%)	37 (0.3%)	120 (0.9%)	13,354

Observations

- (a) Most of the ethnic communities were represented in the new appointments.
- (b) Seven minority communities were not represented in the new appointments. This violated the principle of non-discrimination and protection of the marginalised.
- (c) The ethnic identities of 144 newly recruited officers were not given.
- (d) Most of the organizations attained gender balance in the new appointments.
- (e) Appointment of PWDs failed to promote the 5% representation threshold.

Recommendations

- (a) Public organizations to take deliberate measures to increase the representation of minority communities in public service.

- (b) The organizations that did not provide the ethnic identities of 144 newly recruited officers to provide the identities and explain the failure to provide the identities.
- (c) All public organizations to develop and implement affirmative action programmes by 30th June, 2024.

3.5.5.2 Non-Competitive Appointments in the Public Service

The Constitution requires that fair competition and merit shall be the basis of all appointments and promotions in the public service. The only exception as provided under Section 10 of the Values and Principles Act, 2015 is where one gender, an ethnic community or PWDs are under-represented relative to the national population size. In such instances, an authorized officer is exempted from unduly relying on competition to make appointments or promotions.

The evaluation sought to establish the number of organizations that appointed officers non-competitively and the distribution by gender, ethnicity and PWD status.

The distribution of the appointments by gender, PWD status and ethnicity is presented in Tables 3.87 and 3.88.

It was established that—

- (a) 1,193 officers were recruited non-competitively by 47 (9%) organizations.
- (b) 10 (0.8%) of the new officers appointed non-competitively were PWDs.
- (c) The highest number of officers recruited non-competitively were drawn from State Corporations and SAGAs with 466 (27.7%) of the total, followed by Ministries and State Departments with 290 (23.4%) officers.
- (d) 27 ethnic groups were represented in the non-competitive appointments. The top 10 ethnic groups with the highest representation were as follows: Kalenjin (21.8%); Kikuyu (19%); Luo (12.4%); Luyha (9.6%); Kamba (9%); Meru (6.8%); Kisii (6.2%); Maasai (2.6%); Taita (2.3%) and Miji Kenda (2.1%).
- (e) The main reasons given by organizations for the non-competitive appointments included conversion of temporary appointments to permanent & pensionable terms (35%); direct (internal) appointments (22.4%) and other reasons were increasing representation of PWDs in the organization (Kenyatta University) (2%); absorption of casual staff to permanent & pensionable terms (8.2%); and appointment of casual staff (8.1%).
- (f) 250 (17.3%) officers were appointed as personal staff in the office of the Deputy President and advisers to Cabinet Secretaries were not subject to competitive recruitment.

Table 3.87: Distribution of Non-Competitive Appointments by Gender and PWD status

Service Sector	Total No. of Organizations	No. of Organizations that Recruited	Male	Female	PWD status
Constitutional Commissions and Independent Offices	10	1 (10%)	10	7	1
Ministries and State Departments	52	11 (21.2%)	290	190	4
Public Universities	39	10 (25.6%)	39	38	1

State Corporations and SAGAs	210	13 (6.2%)	466	332	4
Statutory Commissions and Authorities	8	1 (12.5%)	1	1	0
TVETIs	204	11 (5.4%)	42	27	
Total	523	47 (9%)	848 (58.8%)	595 (41.2%)	10 (0.7%)

Table 3.88: Status of Ethnic Representation in non-competitive appointments

Ethnic group	No. Appointed	Ethnic group	No. Appointed
Bajuni	5	Mbeere	4
Borana	9	Meru	98
Dorobo	1	Mijikenda	32
Embu	23	Pokomo	7
Gabra	5	Rendile	2
Kalenjin	315	Samburu	5
Kamba	130	Suba	2
Kenyan somali	17	Swahili	2
Kikuyu	274	Taita	33
Kisii	90	Taveta	1
Kuria	2	Teso	4
Luhya	139	Tharaka	13
Luo	179	Turkana	10
Maasai	37	Non kenyans	2
Not indicated	2		

Observations

- (a) The non-competitive appointments seemed to have compounded the problem of over-representation of some communities, which are already over-represented in the service.
- (b) A few of the non-competitive appointments helped to increase the representation of PWDs.
- (c) Part of the reasons given for the non-competitive appointments included the appointment of personal staff of the Deputy President and advisors to Cabinet Secretaries, which are normally not competitive, hence should not be part of the inclusion in non-competitive appointments.

Recommendations

- (a) All public organizations to comply with the requirement of fair competition and merit in making appointments except in instances where under-representation is being addressed.

- (b) All public organizations to comply with the engagement of casuals to avoid situations where they are compelled to absorb them into pensionable terms without subjecting them to competition.

3.5.5.3 Distribution of Training Opportunities by Gender, PWD Status and Ethnicity

Training provides public officers with requisite skills for job performance. To ensure that officers compete on the same level for promotions, training opportunities should be distributed equitably. The Constitution and the training policy guides on the distribution of training opportunities to ensure gender, members of all ethnic communities and PWDs are granted adequate and equal opportunities at all levels for training in the public service. The Human Resource and Development Policy, 2015 requires that each public organization allocates 1-2% of its recurrent budget for training and that each public officer undergoes training of a minimum of five days in any given financial year.

The evaluation sought to establish the number of organizations that trained officers, the distribution of training opportunities by gender, ethnicity and PWD status, the implementation of the bonding policy, compliance with the policy of allocating 1% to 2% of recurrent budget to training and the status of completion of various training programmes.

The distribution of training opportunities and the status of bonding and allocation of training budget is presented in Tables 3.89, 3.90 and *Appendix XVI* while the status of course completion is presented in Table 3.91.

It was established that—

- (a) 32,517 (12.8%) officers from 321 (61.4%) organizations were trained, out of whom 13,445 (41.4%) were female, 18,350 (56.4%) were male, 1,100 (3.4%) were PWDs. The gender for 722 (2.2%) was not provided.
- (b) The number of officers that were trained declined by 6,294 (16.2%) from the 38,811 in the FY 2021/22.
- (c) 21,669 (66.6%) attended at least 5 days training.
- (d) 46 (14.3%) of the organizations allocated 1% of their recurrent budget to training.
- (e) The officers who were trained were from 42 (91.3%) ethnic communities.
- (f) Three ethnic communities of the Gosha, Kenyan American and the Wayyu did not benefit from the training opportunities.
- (g) 88 (27.4%) organizations reported to have bonded 880 (39.4%) out of 2,232 officers who should have been bonded. Majority (61.6%) were not bonded.
- (h) Of the 32,517 public officers sponsored for training, 31,652 (97.3%) completed, 46 (0.1%) deferred, 535 (1.7%) were ongoing while completion status for 284 (0.9%) was not indicated.

Table 3.89: Distribution of Training Opportunities by Gender and PWD Status

Service Sector	Total Staff In-Post	Officers Trained (% of In-Post)	Gender			No. of PWDs	Total Officers Bondable	Total No. of Officers Bonded	Officers Trained for At least 5 days
			Female	Male	Not Indicated				
Constitutional Commissions and Independent Offices	4,622	1,044 (22.6%)	476 (45.6%)	566 (54.2%)	2 (0.2%)	9 (0.86%)	46	27 (58.7%)	825 (79%)
Ministries and State Departments	105,539	4,701 (4.5%)	2,218 (47.2%)	2,476 (52.7%)	7 (0.1%)	58 (1.2%)	1,350	146 (10.8%)	4,469 (95.1%)
Public Universities	28,359	743 (2.6%)	175 (23.6%)	245 (33%)	323 (43.4%)	330 (44.4%)	162	151 (93.2%)	741 (99.7%)
State Corporations and SAGAs	99,704	24,925 (25%)	10,174 (40.8%)	14,375 (57.7%)	376 (1.5%)	643 (2.6%)	634	278 (43.9%)	14,551 (58.4%)
Statutory Commissions and Authorities	1,942	152 (7.8%)	66 (43.4%)	86 (56.6%)		5 (3.3%)			140 (92.1%)
TVETIs	13,152	952 (7.2%)	336 (35.3%)	602 (63.2%)	14 (1.5%)	55 (5.8%)	40	278 (695%)	943 (99.1%)
Total	253,318	32,517 (12.8%)	13,445 (41.4%)	18,350 (56.4%)	722 (2.2%)	1,100 (3.5%)	2,232	880 (39.4%)	21,669 (66.6%)

Table 3.90: Organizations that trained, bonded and set aside the 1% of recurrent budget to Training by service sector

Service Sector	Total No. of Organizations	Organizations that Trained Officers	Organizations that Bonded (and as % that trained)	No. of Organizations that Met 1% of Recurrent	Training Outlay (as % of Recurrent Budget in KES)	Expected Budget (i.e. 1% of Recurrent Outlay) in KES
Constitutional Commissions and Independent Offices	10	8 (80%)	2 (25%)	2 (25%)	70,115,654 (0.3%)	27,700,192,745
Ministries and State Departments	52	38 (73.1%)	17 (44.7%)	1 (2.6%)	777,574,972 (0.03%)	2,882,077,302,781
Public Universities	39	28 (71.8%)	12 (42.9%)	3 (10.7%)	241,116,836 (1.8%)	13,182,779,738
State Corporations and SAGAs	210	165 (78.6%)	33 (20%)	22 (13.3%)	1,601,098,628 (0.04%)	4,272,900,895,363
Statutory Commissions and Authorities	8	6 (75%)		1 (16.7%)	13,940,985 (1.7%)	829,250,362
TVETIs	204	76 (37.3%)	24 (31.6%)	17 (22.4%)	42,313,867 (3.8%)	1,112,598,217
Total	523	321 (61.4%)	88 (27.4%)	46 (14.3%)	2,746,160,942 (0.04%)	7,197,803,019,206

Table 3.91: Status of Course Completion

Service Sector	No. of Organizations that trained	Total Staff In-Post	Total Trained	Course Completion Status (No. of Officers and % of total trained)			
				Completed	Deferred	Not Indicated	Ongoing
Constitutional Commissions and Independent Offices	8	4,622	1,044	936 (89.7%)	32 (3.1%)	74 (7.1%)	74 (7.1%)
Ministries and State Departments	38	105,539	4,701	4,560 (97%)	6 (0.1%)	125 (2.7%)	125 (2.7%)
Public Universities	28	28,359	743	538 72.4%	(0%)	125 (16.8%)	125 (16.8%)
State Corporations and SAGAs	165	99,704	24,925	24,601 (98.7%)	8 (0.03%)	174 (0.7%)	174 (0.7%)
Statutory Commissions and Authorities	6	1,942	152	142 (93.4%)			
TVETIs	76	13,152	952	875 (91.9%)		37 (3.9%)	37 (3.9%)
Total	321	253,318	32,517	31,652 (97.3%)	46 (0.1%)	535 (1.7%)	535 (1.7%)

Observations

- Majority of the ethnic communities were represented in the officers trained.
- PWDs trained did not meet the constitutional threshold of 5% and this may affect their advancement in the service.
- There were more male officers than female officers trained. This will affect the advancement and representation of female gender at senior management level and policy level, where gaps already exist.

Recommendation

Public organizations to take deliberate measures to train PWDs and female officers to address gaps at senior management and policy levels.

3.5.5.4 Distribution of Promotional opportunities by Gender, PWD Status and Ethnicity

The Constitution requires that promotions in the public service shall be done through fair competition and merit except where an organization is addressing gaps in terms of gender, ethnicity or PWDs.

The evaluation sought to establish the number of organizations that promoted officers and the distribution of the promotions by gender, ethnicity and PWD status.

The distribution of promotions by gender, ethnicity and PWD status is presented in Table 3.92.

It was established that—

- (a) 320 (61.2%) organizations promoted 23,249 (9.2%) officers comprising 14,368 (61.8%) male, 8,240 (35.44%) female and 399 (1.2%) PWDs. The gender for 641 (2.8%) promoted officers was not provided.
- (b) There was a marginal increase of 0.2% for PWDs from the 1% representation in the 2021/22 FY. However, 4.6% PWDs were promoted by the TVET institutions.
- (c) The officers promoted were drawn from 40 ethnic communities.
- (d) Five communities namely, Gosha, Konso, Wayyu, Kenyan American and Dasenach were not represented in the promotions. The same communities did not benefit from the promotional opportunities during the 2021/22 FY.

Table 3.92: Distribution of Promotions by Gender and PWD Status across the Service Sectors

Service Sector	Total No. of Organizations	No. of Organizations that Promoted Officers	Overall Total No. of Officers	No. of Officers Promoted	Distribution by Gender (No. and %)			PWD (No. and %)
					Female	Male	Not Indicated	
Constitutional Commissions and Independent Offices	10	6 (60%)	4,622	158	82 (51.9%)	76 (48.1%)		3 (1.9%)
Ministries and State Departments	52	45 (86.5%)	105,539	10,176	3,180 (31.3%)	6,876 (67.6%)	120 (1.2%)	77 (0.8%)
Public Universities	39	30 (76.9%)	28,359	1,932	861 (44.8%)	1,056 (54.7%)	15 (0.8%)	79 (4.1%)
State Corporations and SAGAs	210	94 (44.8%)	99,704	8,578	3,191 (37.2%)	4,923 (57.4%)	464 (5.4%)	141 (1.6%)
Statutory Commissions and Authorities	8	7 (87.5%)	1,942	337	181 (53.7%)	154 (45.7%)	2 (0.6%)	4 (1.2%)
TVETIs	204	138 (67.6%)	13,152	2,068	745 (36%)	1,283 (62%)	40 (1.9%)	95 (4.6%)
Total	523	320 (61.2%)	253,318	23,249 (9.2%)	8,240 (35.4%)	14,368 (61.8%)	641 (2.8%)	399 (1.7%)

Observations

- (a) The two-thirds gender principle was met by the organizations that made promotions.
- (b) There was a marginal increase on the PWDs promoted although this is still way below the Constitutional threshold.
- (c) There was a recurrent exclusion of five minority communities from promotions.

Recommendation

Public organizations to adopt affirmative action programmes to promote PWDs and the minority communities in order to achieve their representation at all levels of the service.

3.5.5.5 Affirmative Action to Redress Diversity Gaps 2018/19 to 2021/2022

In order to address identified diversity gaps in the public service, public organizations, during the 2018/2019 financial year, developed and committed to implement three-year affirmative action programmes to address the representation imbalances on gender, PWDs and ethnicities in their respective organizations. The final phase of the three-year programme was evaluated and reported in the 2021/2022 evaluation period.

The evaluation sought to establish the number of organizations, which developed affirmative action programmes to address diversity gaps for the period of 2018-2021, and those that had undertaken diversity audits to determine the representation of gender, PWDs and ethnicity in the last two financial years.

The status of diversity audits undertaken is presented in Table 3.93.

It was established that—

- (a) 90 (17.2%) organizations had undertaken an audit to determine diversity gaps in the last two financial years while 433 (82.8%) had not.
- (b) 10 organizations redressed gender gaps while another 5 redressed PWDs gaps.
- (c) 1,682 (16%) officers from the marginalised and minority communities were appointed to redress the imbalances between 2018/19-2021/2022.
- (d) The following minority and marginalised ethnic communities were not appointed despite having been projected for appointment within the 3-year affirmative action period: Suba, Dasenach, Gosha, Kenyan Americans, Kenyan Europeans, Konso, Galjeel, Galla, and Walwana.
- (e) 84% of the appointed officers were from communities that were already represented in the organizations. This continued to widen the ethnic imbalances in public organizations.
- (f) The following seven TVET institutions representing 3.4% of the total undertook diversity audits as required: Matili Technical Training Institute; Emurua Dikirr Technical Vocational College; Gatundu South Technical and Vocational College; Riamo Technical and Vocational College; Nyandarua National Polytechnic; Mabera Technical and Vocational College; and Kitale National Polytechnic.
- (g) Majority (80%) of the Constitutional Commissions and Independent Offices undertook the diversity audit to determine the representation of gender, PWDs and ethnicity in the last two financial years.
- (h) Only the Office of Registrar of Political Parties undertook the diversity audit under the Statutory Commissions and Authorities sector.

Table 3.93: Status of undertaking diversity audits to determine diversity gaps

Service Sector	Total No. of Organizations	Undertook Diversity Audit and prepared the Audit Report			
		Done	%	Not Done	%
Constitutional Commissions and Independent Offices	10	8	80	2	20
Ministries and State Departments	52	4	7.7	48	92.3
Public Universities	39	14	35.9	25	64.1
State Corporations and SAGAs	210	56	26.7	154	73.3
Statutory Commissions and Authorities	8	1	12.5	7	87.5
TVETIs	204	7	3.4	197	96.6
Grand Total	523	90	17.2	433	82.8

Observations

- (a) Most of the organizations did not undertake diversity audits to redress the identified diversity gaps.
- (b) Most of the organizations continued to recruit without regard to the affirmative action programmes.
- (c) Targeted minorities were not appointed to service in the three years of implementation of affirmative action programmes.

Recommendations

- (a) All public organizations to develop time-bound affirmative action programmes by 30th June, 2024.
- (b) All organizations and agencies responsible for recruitment and selection oversight prescribe annual affirmative action targets based on the affirmative action programmes.

3.5.5.6 Development of Phase II Affirmative Action Programmes 2023/2024 to 2025/2026.

From the overall evaluation, it was established that—

- (a) There was a significant number of organizations (127), which did not attain the two-thirds gender principle. For the organizations that attained the two-thirds gender principle, there was under-representation of the female gender at senior management and policy level (Table 3.94).
- (b) Representation of PWDs remained low, currently at 1.5% as opposed to the 5% Constitutional threshold (Table 3.95).
- (c) There were minority ethnic groups that were recurrently excluded from appointments and promotions (Table 3.96).

Table 3.94: Planned Improvement for Gender (2023/24 to 2025/2026) Across Sectors

Service Sector	In-Post			Planned Improvement							
	Total	Female	Male	Projected Female	Projected Male	Projected No. 2023/2024 (Female)	Projected No. 2023/2024 (Male)	Projected No. 2024/2025 (Female)	Projected No. 2024/2025 (Male)	Projected No. 2025/2026 (Female)	Projected No. 2025/2026 (Male)
Constitutional Commissions and Independent Offices	4,618	2,666 (57.7%)	2,666 (57.7%)	-		-		-		-	
Ministries and State Departments	105,715	66,464 (62.9%)	66,464 (62.9%)	3,757		1,254		1,253		1,250	
Public Universities	28,359	16,482 (58.1%)	16,482 (58.1%)	24		9		8		7	
State Corporations and SAGAs	99,581	63,183 (63.4%)	63,183 (63.4%)	4,017	27	1,357	10	1,337	10	1,323	7
Statutory Commissions and Authorities	1,943	962 (49.5%)	962 (49.5%)	-		-		-		-	
TVETIs	12,890	7,710 (59.8%)	7,710 (59.8%)	158		110		31		17	
Total	253,106	157,467 (62.2%)	157,467 (62.2%)	7,956	27	2,730	10	2,629	10	2,597	7

Table 3.95: Planned Improvement for PWDs (2023/24 to 2025/2026) Across Sectors

Service Sector	In-Post	PWDs	Planned Improvement in PWD Representation			
		Total No.	Projected No.	No. in 2023/2024	No. in 2024/2025	No. in 2025/2026
Constitutional Commissions and Independent Offices	4,618	56 (1.2%)	181	63	61	57
Ministries and State Departments	105,715	947 (0.9%)	4,350	1,466	1,451	1,433
Public Universities	28,359	574 (2%)	859	300	290	269
State Corporations and SAGAs	99,581	1,728 (1.7%)	3,404	1,210	1,127	1,067
Statutory Commissions and Authorities	1,943	34 (1.7%)	66	24	22	20
TVETIs	12,890	106 (0.8%)	602	279	193	130
Total	253,106	3,445 (1.4%)	9,462	3,342	3,144	2,976

Table 3.96: Ethnic Gaps and Total Projections against Ethnic Communities

Ethnicity	Total In-post	In-post %	Population Proportion %	Expected No.	Variance / Projected / Ethnicity Gap
Kenyan Somali	7,159	2.98	5.85	14052	-6893
Luhya	27,764	11.56	14.35	34468	-6704
Mijikenda	8,351	3.48	5.23	12562	-4211
Turkana	1,972	0.82	2.14	5140	-3168
Non-Kenyan	174	0.07	0.97	2330	-2156
Kamba	21,907	9.12	9.81	23563	-1656
Maasai	4,593	1.91	2.5	6005	-1412
Kuria	1,086	0.45	0.66	1585	-499
Tharaka	626	0.26	0.46	1105	-479
Orma	335	0.14	0.33	793	-458
Teso	1657	0.69	0.88	2114	-457
Suba	386	0.16	0.33	793	-407
Samburu	1313	0.55	0.7	1681	-368
Kenyan Asian	80	0.03	0.1	240	-160
Mbeere	836	0.35	0.41	985	-149
Walwana/Malakote	11	0.00	0.05	120	-109
Rendile	375	0.16	0.2	480	-105
Dasenach (Merile)	27	0.01	0.04	96	-69
Sakuye	79	0.03	0.06	144	-65
Aweer/Waata	31	0.01	0.04	96	-65
Kenyan Arab	231	0.10	0.12	288	-57
Gabra	674	0.28	0.3	721	-47
Dorobo	88	0.04	0.05	120	-32
Makonde	1	0.00	0.01	24	-23
Wayyu	3	0.00	0.01	24	-21
Ilchamus / Njemps	159	0.07	0.07	168	-9
Nubi	91	0.04	0.04	96	-5
TOTAL	80,009				29,784

Recommendation

Public organizations to develop a Phase II affirmative action programmes and include them in the organizational Human Resource Management plans.

3.5.5.7 Public Service Internship Programme (PSIP)

Article 234 of the Constitution mandates Public Service Commission to formulate and review policies necessary for the achievement of its functions. The Commission through the 2019-2024 Strategic Plan sought to address the soaring youth unemployment by imparting qualified youth with the requisite job skills, competencies, and experience required by potential employers, through the Public Service Internship Programme (PSIP).

So far, 16,168 graduates have gone through the programme since its inception in 2019/2020. In the year under review, the Commission admitted the fifth cohort of 3,902 into the 12-month programme. This was an increase from the 3,267 admitted the previous year. Since the inception of the programme has been a stepping-stone for 1,184 interns to transition to formal employment and 27 to benefit from scholarships for further studies.

The evaluation sought to establish the distribution status for the internship opportunities under PSIP and the distribution status across gender, ethnicity, and PWDs status is presented in Table 3.97.

It was established that—

- (a) The gender representation of the interns recruited was compliant with the two-third gender principle at 55% female and 45% male.
- (b) 103 PWDs representing 2.6% benefitted from the internship opportunities. This was an improvement by 0.4% from the 2.2% that were engaged in the 2021/22 FY. However, the 5% constitutional threshold for PWDs representation was not met.
- (c) The interns recruited were drawn from 34 (73%) ethnic communities. A similar number of ethnic communities were engaged during the 2021/22 FY. Some of the marginalized/minority ethnic groups that benefitted from the PSIP opportunities included Bajuni, Borana, Burji, Dorobo, Gabra, Njemps and Orma.
- (d) Regarding ethnic distribution of PSIP opportunities, 26 Kenyan communities had normal representation. The Kikuyu and Kalenjin communities were grossly over-represented while the Luo were over-represented. Conversely, the Kamba, Luhya and Mijikenda were under-represented while Kenya Somali were grossly under-represented. 12 communities were however not represented and included Aweer/Waata, Dahalo, Dasenach (Merile), El Molo, Gosha, Kenyan American, Kenyan European, Konso, Makonde, Nubi, Walwana/Malakote and Wayyu.
- (e) The Public Service Commission was yet to undertake an impact evaluation on the PSIP programme over the last 3 years.

Table 3.97: Distribution of Interns Recruited under the PSIP Programme by Ethnicity

S/No.	Ethnicity	Total Population (2019 Census)	% Proportionate Representation in the National Population	Total In-Post	% of Total In-Post	Variance	Status of Representation
1	Bajuni	91,422	0.19	9	0.23	0.04	Normal representation
2	Borana	276,236	0.58	22	0.56	-0.02	Normal representation
3	Burji	36,938	0.08	5	0.13	0.05	Normal representation

S/No.	Ethnicity	Total Population (2019 Census)	% Proportionate Representation in the National Population	Total In-Post	% of Total In-Post	Variance	Status of Representation
4	Dorobo	23,177	0.05	14	0.36	0.31	Normal representation
5	Embu	404,801	0.85	30	0.77	-0.08	Normal representation
6	Gabra	141,200	0.3	12	0.31	0.01	Normal representation
7	Ilchamus/Njemps	32,949	0.07	8	0.21	0.14	Normal representation
8	Kalenjin	6,358,113	13.37	632	16.2	2.83	Grossly over-representation
9	Kamba	4,663,910	9.81	323	8.28	-1.53	Under-representation
11	Kenyan Arab	59,021	0.12	5	0.13	0.01	Normal representation
12	Kenyan Asian	47,555	0.1	1	0.03	-0.07	Normal representation
13	Kenyan Somali	2,780,502	5.85	64	1.64	-4.21	Grossly under-representation
14	Kikuyu	8,148,668	17.13	827	21.19	4.06	Grossly over-representation
15	Kisii	2,703,235	5.68	229	5.87	0.19	Normal representation
16	Kuria	313,854	0.66	19	0.49	-0.17	Normal representation
17	Luhya	6,823,842	14.35	477	12.22	-2.13	Under-representation
18	Luo	5,066,966	10.65	501	12.84	2.19	Over-representation
19	Maasai	1,189,522	2.5	99	2.54	0.04	Normal representation
20	Mbeere	195,250	0.41	12	0.31	-0.1	Normal representation
21	Meru	1,975,869	4.15	167	4.28	0.13	Normal representation
22	Mijikenda	2,488,691	5.23	97	2.49	-2.74	Under-representation
23	Not Indicated	33,358	0.07	120	3.08	3.01	
24	Orma	158,993	0.33	2	0.05	-0.28	Normal representation
25	Pokomo	112,075	0.24	20	0.51	0.27	Normal representation
26	Rendile	96,313	0.2	7	0.18	-0.02	Normal representation
27	Sakuye	27,006	0.06	2	0.05	-0.01	Normal representation
28	Samburu	333,471	0.7	29	0.74	0.04	Normal representation
29	Suba	157,787	0.33	14	0.36	0.03	Normal representation
30	Swahili	56,074	0.12	4	0.1	-0.02	Normal representation
31	Taita	344,415	0.72	41	1.05	0.33	Normal representation
32	Taveta	26,590	0.06	5	0.13	0.07	Normal representation
33	Teso	417,670	0.88	30	0.77	-0.11	Normal representation
34	Tharaka	220,015	0.46	18	0.46	0	Normal representation
35	Turkana	1,016,174	2.14	57	1.46	-0.68	Normal representation
	Total			3,902	100		

Observations

- (a) The two-thirds gender principle was met.
- (b) The 5% representation threshold for PWDs was not met.
- (c) Most of the ethnic communities were represented even though all the 46 ethnic communities could have been represented.
- (d) Most of the minorities were not represented.

Recommendation

The Public Service Commission to take deliberate measures to ensure the 5% threshold for PWDs is met and the 46 ethnic communities are represented in the PSIP. This can be done through development of a graduate database disaggregated by gender, ethnicity, PWDs and minorities. The database should be updated annually based on the lists of graduands from local universities. The database should be informed by input from key stakeholders such as the Universities, the National Council for Persons with Disabilities and the Kenya National Bureau of Statistics.

3.5.5.8 Distribution of Internship Opportunities Outside PSIP

Public organizations continued to engage interns (outside the PSIP) through organizational internship programmes during the review period. Some organizations however continued to run internship programmes restricted to particular cadres in specified technical areas for career advancement. These include the State Department for Livestock and the Presidential Digital Talent Programme (PDTP).

In recruiting the interns, public organizations are guided by the Internship Policy and Guidelines for the Public Service, 2016. Further, organizations are obligated to distribute the internship opportunities equitably as provided for in the Constitution and other applicable diversity management policies and guidelines.

(a) Internship Programmes by other public organizations

The evaluation sought to establish the number of organizations that engaged interns outside the PSIP programme, the engagement period and the diversity of the beneficiaries.

The status of diversity for Internship programmes outside PSIP is presented in Table 3.98 and *Appendix XVII*.

It was established that—

- (i) 191 (36.5%) organizations engaged 9,233 interns out of whom 4,818 (52%) were Male, 4,415 (48%) were Female and 54 (0.6%) were PWDs.
- (ii) The number of organizations that engaged interns outside the PSIP programme decreased from the 198 that ran similar programmes in the FY 2021/22. The number of interns engaged increased by 3,804 from the 5,429 that were engaged from the previous evaluation period.
- (iii) State Corporations and SAGAs engaged the highest number of interns outside the PSIP with 5200 (56%) of the total. Others were Ministries and State Departments with 3492 (38%), TVETIs with 326 (3.5%), Public Universities with 147 (1.6%), Statutory Commissions and Authorities with 42 (0.5%) and Constitutional Commissions and Independent Offices with 26 (0.3%).

- (iv) The interns recruited were drawn from 31 (67.3%) ethnic communities while 14 ethnic groups did not benefit. The number of ethnic communities that benefitted from the internship programmes declined by 7 from the 38 which benefited in the FY 2021/22.
- (v) Some of the marginalised and minority communities who benefited from the internship were Gabra (4), Bajuni (2), Njemps (2) and Orma (1).
- (vi) The ethnic representation was as follows: The Luhya community was grossly over-represented; four communities i.e Kisii, Meru, Maasai, and Turkana were under-represented; six communities i.e Mijikenda, Kalenjin, Luo, Kenyan Somalia, Kamba and kikuyu were grossly under-represented; and twenty communities i.e Samburu, Kenyan Asians, Pokomo, Burji, Gabra, Barjuni, Ilchamus, Mbeere, Rendille, Taveta, Orma, Suba, Swahili, Kenyan Arabs, Taita, Kuria, Teso, Borana, Embu and Tharaka had normal representation.
- (vii) 160 (1.7%) interns had served for more than 12 months against the provisions of the Public Service Internship Policy.

Table 3.98: Representation Status and Internship duration for Interns engaged by other public organizations

Service Sector	Indicate the No. of Organizations	Total Number of Interns	Gender		PWD Status		Duration of Internship		
			Male	Female	PWDS	Non-PWDS	0-6 Months	7-12 Months	More than 12 Months
Constitutional Commissions and Independent Offices	1	26	11 (42%)	15 (58%)	0	26	17	6	3
Ministries and State Departments	8	3492	1898 (54%)	1594 (46%)	5	3487	1362	1935	0
Public Universities	14	147	54 (37%)	93 (63%)	5	142	91	34	2
State Corporations and SAGAs	84	5200	2671 (51%)	2529 (49%)	37	5163	4482	447	138
Statutory Commissions and Authorities	4	42	18 (43%)	24 (57%)	0	42	22	2	1
TVETIs	80	326	166 (51%)	160 (49%)	7	319	185	57	16
Total	191	9,233	4,818 (52%)	4,415 (48%)	54 (0.6%)		6,159 (67%)	2,481 (27%)	160 (1.7%)

Observations

- (a) Most of the organizations complied with the two-thirds gender principle.
- (b) The 5% threshold for PWDs was not met.
- (c) Most of the ethnic communities were represented in the appointments made.
- (d) Most of the minorities were grossly under-represented.

Recommendation

All public organizations to take deliberate measures to ensure the 5% threshold for PWDs is met and the 46 ethnic communities are represented in the internship programmes. This can be done through development of a graduate database disaggregated by gender, ethnicity, PWDs and minorities. The database should be updated annually based on the lists of graduands from local universities. The database should be informed by input from key stakeholders such as the Universities, the National Council for Persons with Disabilities and the Kenya National Bureau of Statistics.

(b) Payment of Stipend outside PSIP

The evaluation sought to establish the status of payment of stipends to interns engaged by organizations outside the PSIP.

The payment status of stipends for interns engaged outside PSIP is presented in Table 3.99.

It was established that—

- (i) 3,707 (40%) interns received a stipend of below KSh. 25,000 contrary to the Public Service Commission Circular PSC/ADM/14/V/105 dated 13th October, 2016.
- (ii) 1,939 (21%) received a stipend of KSh. 25,000,
- (iii) 2,407 (26%) received a stipend of more than KSh. 25,000
- (iv) 1180 (12.8%) interns were not paid any stipend.

Table 3.99: Status of Payment of Stipend to Interns Engaged Outside the PSIP

Service Sector	Total No. of Interns Engaged	Not Paid	Paid	Below KSh. 25,000	KSh. 25,000	Above KSh. 25,000
Constitutional Commissions and Independent Commissions	26	0	26	0	26	0
Ministries and State Departments	3492	1	3491	248	952	2291
Public Universities	147	62	85	56	29	0
State Corporations and SAGAs	5200	1091	4109	3095	898	116
Statutory Commissions and Authorities	42	0	42	20	22	0
TVETIs	326	26	300	288	12	0
Total	9, 233	1,180 (12.8%)	8,053 (87.2%)	3,707 (40.1%)	1,939 (21%)	2,407 (26.1%)

Observation

Payments of stipends outside the PSIP programme were varied with some of the organization not paying any stipend and others paying less or more than is prescribed in the internship policy.

Recommendation

All public organizations to pay the stipend prescribed under PSIP for parity of treatment of interns in the public service.

(c) Internship Opportunities by the State Department for Livestock

The State Department for Livestock runs internship programme for veterinary professionals. The evaluation sought to establish the distribution status of the internship opportunities.

The status of the distribution of internship opportunities for the State Department for Livestock is presented in Table 3.100 and *Appendix XVIII*.

It was established that—

- (i) 1,020 interns were engaged out of whom 304 (30%) were female, 713 (70%) were male while only 3 (0.3%) were PWDs. Consequently, the gender and PWDs constitutional threshold was not met.
- (ii) 23 (50%) ethnic communities were represented. The marginalised and minority communities that benefited included Kenyan Somali (30), Gabra (6), Borana (4), Rendille (2), Burji (1), Sakuye (1). The number of ethnic communities represented however declined by 6 communities from the 29 communities that were engaged in the 2021/22 FY.
- (iii) The Luo, Kamba, Kisii and Mijikenda were grossly under-represented while Kenya Somali and Turkana were under-represented.
- (iv) The Kalenjin and the Luhya communities were grossly over-represented while the Kikuyu were over-represented.

Observation

The gender, PWDs and ethnic thresholds of representation were not met.

Recommendation

All public organizations to take deliberate measures to ensure the 5% threshold for PWDs is met and the 46 ethnic communities are represented in the internship programmes. This can be done through development of a graduate database disaggregated by gender, ethnicity, PWDs and minorities. The database should be updated annually based on the lists of graduands from local universities. The database should be informed by input from key stakeholders such as the Universities, the National Council for Persons with Disabilities and the Kenya National Bureau of Statistics.

(d) Presidential Digital Talent Programme (PDTP)

This is a Public Private Partnership Programme whose objective is to develop ICT high-end skills in fresh graduates, offer a platform for structured training, coaching, mentoring and promote ICT innovation and solutions development. The objectives of the programme are to create an ICT culture transformation that treats ICT as business in order to promote Government service delivery objectives.

The evaluation sought to establish the representation status of the PDPT programme and the same is presented in Table 3.98.

It was established that—

- (i) 400 interns comprising 126 (31.5%) female, 274 (68.5%) male and 3 (0.8%) PWDs were recruited. Consequently, the constitutional threshold on PWDs was not met. A similar number of interns were recruited in the 2021/22 FY.
- (ii) 24 (52.1%) ethnic communities benefitted from the internship opportunities. The Kalenjins, Kikuyu and Luhya had the highest beneficiaries with 79 (19.8%), 68 (17%) and 54 (13.5%) respectively. The number of ethnic communities represented however increased by 6 from the 18 that benefitted in the 2021/22 FY.
- (iii) 1 ethnic community (Kalenjin) was grossly over-represented, the Kisii was over-represented, 20 ethnic communities had normal representation while 2 communities (Kenya Somali and Mijikenda) were under-represented.

Table 3.100: Distribution of Interns Engaged under PDTP by Ethnicity

Ethnicity	Distribution	% Distribution	% Census Distribution	Variance	Representation Status
Kalenjin	79	19.75%	13%	-6.3800%	Gross Over Representation
Kikuyu	68	17%	17%	0.1300%	Normal Representation
Luhya	54	13.5%	14%	0.8500%	Normal Representation
Luo	46	11.5%	11%	-0.8500%	Normal Representation
Kamba	45	11.25%	10%	-1.4400%	Normal Representation
Kisii	33	8.25%	6%	-2.5700%	Over Representation
Meru	19	4.75%	4%	-0.6000%	Normal Representation
Kenyan Somali	12	3%	6%	2.8500%	Under Representation
Mijikenda	10	2.5%	5%	2.7300%	Under Representation
Embu	5	1.25%	1%	-0.4000%	Normal Representation
Borana	5	1.25%	1%	-0.6700%	Normal Representation
Maasai	5	1.25%	3%	1.2500%	Normal Representation
Bajuni	4	1%	0%	-0.8100%	Normal Representation
Taita	2	0.5%	1%	0.2200%	Normal Representation
Kuria	2	0.5%	1%	0.1600%	Normal Representation
Pokomo	2	0.5%	0%	-0.2600%	Normal Representation
Tharaka	1	0.25%	0%	0.2100%	Normal Representation
Suba	1	0.25%	0%	0.0800%	Normal Representation
Turkana	1	0.25%	2%	1.8900%	Normal Representation
Teso	1	0.25%	1%	0.6300%	Normal Representation
Burji	1	0.25%	0%	-0.1700%	Normal Representation
Nubi	1	0.25%	0%	-0.2100%	Normal Representation
Samburu	1	0.25%	1%	0.4500%	Normal Representation
Rendile	1	0.25%	0%	-0.0500%	Normal Representation
Not Stated	1	0.25%			
Total	400	100%			

Observation

The gender, PWDs and ethnic thresholds of representation were not met.

Recommendation

All public organizations to take deliberate measures to ensure the 5% threshold for PWDs is met and the 46 ethnic communities are represented in the internship programmes. This can be done through development of a graduate database disaggregated by gender, ethnicity, PWDs and minorities. The database should be updated annually based on the lists of graduands from

local universities. The database should be informed by input from key stakeholders such as the Universities, the National Council for Persons with Disabilities and the Kenya National Bureau of Statistics.

3.5.5.9 Access to Government Procurement Opportunities (AGPO)

Article 56 (b) of the Constitution requires the state to put in place affirmative action programmes designed to ensure that the minorities and marginalised groups are provided with special opportunities in economic fields. The article advocates for inclusivity within public procurement through use of preferences and protection of previously disadvantaged groups. Access to Government Procurement Opportunities (AGPO) programme is an affirmative action measure aimed at empowering youth, women and PWDs-owned enterprises. The groups are empowered through being facilitated to access government procurement opportunities on preferential arrangements. This is made possible through the implementation of the Presidential Directive that 30% of government procurement opportunities be set aside for access by these special groups.

(a) Approved Procurement Budget and Status of Payment for AGPO Awards

The evaluation sought to establish the number of organizations with approved procurement budgets and the status of payment for AGPO tenders awarded.

The status of distribution of procurement budget is presented in Table 3.101.

It was established that—

- (i) 499 (95.4%) organizations had an approved procurement budget that amounted to KSh.860.13B. However, data from Public Procurement Regulatory Authority indicated that the approved procurement budget was KSh. 863B, giving a difference of KSh.3.22B.
- (ii) 24 (4.6%) organizations did not provide data on their approved procurement budget (*Appendix XIX*).
- (iii) State Corporations and SAGAs had the highest approved procurement budget with 62.1% of the total followed by Ministries and State Departments with 32.8%. Others were Constitutional Commissions and Independent Offices at 1.8%, TVET institutions at 1.7%, Public Universities at 1.4% and Statutory Commissions and Authorities at 0.2%.
- (iv) 82% of the tenders awarded to special groups were fully paid, 1.7% were partially paid, 5.8% were not paid while the payment status for 10.5% was not indicated; and
- (v) Financial constraint was cited as one of the main reasons for non-payment and partial payment of AGPO tenders. Other reasons included incomplete delivery, termination of contracts and system errors.

Table 3.101: Organizations with Approved Procurement Budget

Service Sector	Total No. of Organizations	No. of Organizations with Approved Procurement Budget	Sum of Total Approved Procurement Budget	Status of Payment				
				Paid	Partially Paid	Not Paid	Not Stated	Total Awarded
Constitutional Commissions and Independent Offices	10	10	15,381,258,268.00	768	18	32	1	819
MDAs	52	51	281,908,157,939.12	3,545	1	566	1,020	5,132
Public Universities	39	39	12,945,979,864.40	5,665	50	742	2,321	8,778
State Corporations and SAGAs	210	207	536,492,860,008.77	28,719	720	1,138	1,106	31,683
Statutory Commissions and Authorities	8	8	1,895,299,108.05	371	0	0	2	373
TVETIs	204	184	14,730,523,829.15	8,185	194	867	1,628	10,874
Total	523	499 (95.4%)	863,354,079,017.49	47,253 (82%)	983 (1.7%)	334 (5.8%)	6,078 (10.5%)	57,659 (100%)

Observations

- (i) Most of the organizations had an approved procurement budget of over KSh. 860B.
- (ii) Most of the organizations that awarded tenders to special groups paid fully for the services, goods and works undertaken by the special groups.

Recommendations

- (i) Public organizations that did not comply with the requirement to set aside procurement budget to explain the failure.
- (ii) Public organizations that failed to make payments to the special groups for the tenders awarded and delivered to explain the failure.

(b) Distribution of AGPO Opportunities to Women, Youth and PWDs

The evaluation sought to establish the number of organizations that complied with the 30% allocation of procurement opportunities to women, youth and PWDs as provided under Section 157(5) of the Public Procurement and Asset Disposal Act, 2015.

The status of distribution of AGPO opportunities is presented in Tables 3.102 and 3.103.

It was established that—

- (i) 433 (82.8%) organizations awarded tenders to special groups while 90 (17.2%) did not (*Appendix XX*). The number of organizations that did not award tenders to special groups increased by three compared to the 2021/2022 reporting cycle.
- (ii) 445 (85.1%) organizations did not comply with the 30% allocation of procurement budget to specialized groups under the AGPO policy (*Appendix XXI*). Though the number of compliant organizations increased by 15, the level of compliance was still very low.
- (iii) The total procurement budget was KSh. 863B, 30% of which was KSh. 259B. However, the total procurement budget awarded to special groups under AGPO was KSh.52B (20%). A shortfall of KSh. 207B.
- (iv) 52,262 Women, Youth and PWDs groups benefited from KSh.52B (20%) of the KSh. 259B, which ought to have been set aside from the procurement budget for them.
- (v) The groups that benefited from the KSh. 52B were 32,679 Women groups with KSh. 28.8B (55.4%), 16,784 Youth groups with KSh. 15.5B (29.8%) and 3,924 PWDs groups with KSh. 6.5B (12.5%) and the uncategorized group of 1,875 with KSh. 1.2B (2.3%).
- (vi) Though the amount awarded increased by 4B compared to the 2021/2022 report, the number of beneficiaries reduced by 1,956.
- (vii) 12 organizations allocated more funds to special groups than what was budgeted for in the total procurement budget. These were: Ministry of Defence, State Department for Shipping and Maritime Affairs, State Department for Tourism, State Department of Roads, University of Nairobi, Assets Recovery Agency (ARA), Ewaso Nyiro North Development Authority, Institute of Human Resource Management, Kenya Institute of Special Education (KISE), Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa (RCGW), Rural Electrification and Renewable Energy Corporation (REREC) and Limuru Technical and Vocational College.

Table 3.102: Total Procurement Budget and Value of Tenders Awarded per sector

Service Sector	No. of Organizations	Total Procurement Budget	Value of Tenders Awarded (KSh.) (%)
Constitutional Commission and Independent Offices	10	15,381,258,268.00	511,666,248.5 (3.3%)
Ministry and State Departments	52	281,908,157,939.12	7,788,212,810 (2.8%)
Public Universities	39	12,945,979,864.40	2,128,100,073 (16.4%)
State Corporation and SAGAs	210	536,492,860,008.77	39,666,647,857 (7.4%)
Statutory Commissions and Authorities	8	1,895,299,108.05	164,516,366.8 (8.7%)
Technical and Vocational Education Institutions	204	14,730,523,829.15	1,744,748,184 (11.8%)
Grand Total	523	863,354,079,017.49	52,003,891,539.3 (6%)

Table 3.103: Distribution of AGPO Opportunities by Category of Special Groups

Category of Special Group	2022/2023		2021/2022	
	Total No. of Beneficiaries	Amount (KSh.)	Total No. of Beneficiaries	Amount (KSh.)
Women	32,679	28,766,709,480	33,516	26,747,730,000
Youth	16,784	15,457,854,762	18,758	17,032,580,000
PWD	3,924	6,537,609,017	3,923	2,846,460,000
Uncategorized	1,875	1,241,718,281	1,021	1,630,430,000
Total	55,262	52,003,891,540	57,218	48,257,200,000

Observations

- (i) Most of the organizations did not comply with the requirement for allocation of 30% of the procurement to special groups.
- (ii) Most of the organizations did not award the 30% procurement budget set aside for special groups.
- (iii) Data for the total number of registered Women, Youth and PWDs groups was not availed by the responsible organizations and hence it was not possible to determine the level of empowerment to deserving groups.
- (iv) Some of the groups reported to have benefited were not registered in any category of the special groups, hence the funds may have been paid to undeserving suppliers.

Recommendations

- (i) All public organizations to comply with the Agpo Policy and set aside 30% of the procurement budget by 30th June, 2024.
- (ii) All public organizations to award the 30% procurement budget to special groups.
- (iii) The National Treasury being the organization responsible for registration of special groups, to maintain an updated database of registered special groups disaggregated by County, Constituency and Ward on its website for ease of access to all interested parties.
- (iv) The organizations responsible for award of procurement opportunities to special groups to maintain a database of beneficiary groups disaggregated by County, Constituency and Ward on its website for ease of access to interested parties.

3.5.5.10 Social Empowerment and Protection Programmes

Over the years, the government has established funds and implemented social empowerment and social protection programmes aimed at realization of Article 10(2) (b) on human dignity, equity and equality, social justice, non-discrimination and protection of the marginalised. The programmes target the most vulnerable in our society including women, youth, persons with severe disabilities and the elderly.

The programmes are either, by way social empowerment through capacity building to enable to recipients access the job market, markets for their products, provision of affordable loans or social protection by way of direct cash transfers. They include social protection programmes by

the State Department for Social Protection, the Kenya Youth Employment Opportunities Project and the programmes by various funds established by government.

The programmes and funds were specifically meant to address issues related to the vulnerable groups, namely the National Government Affirmative Action Fund, Women Enterprise Fund, Uwezo Fund and Youth Enterprise Development Fund.

The evaluation sought to establish the status of implementation of empowerment programmes and the distribution of the programmes, the sustainability of funds through repayments, and impact evaluation of the programmes.

The status of implementation of empowerment programmes is presented in Tables 3.104 and 3.105.

It was established that—

- (i) 20,247 individuals and 5,082 groups benefitted from both social empowerment and social protection programmes amounting to KSh. 2.6B.
- (ii) 13,745 (54.3%) individuals and groups were beneficiaries of social empowerment programmes amounting to KSh. 2.39B (93.4%).
- (iii) 11,508 (45.4%) individuals and groups were beneficiaries of social protection programmes amounting to KSh. 115.4 M (4.5%).
***Note:** These amounts do not include cash transfers or KYEOP.
- (iv) 9,731 (38.4%) Female individuals; 10,516 (41.5%) Male Individuals and 5,082 (20.06%) groups benefitted from the programmes each drawing KSh. 426.1M (16.7%), KSh. 426.6M (16.67) and KSh.1.7B (66.7%) respectively.
- (v) The funding for the social protection programmes by different actors was as follows: Government KSh. 1.89B (79.4%) NGOs KSh. 47.5M (1.98%), Development Partners KSh. 30.5M (1.3%) to 209 (0.8%), combined Government and Donor KSh. 16.56M (0.7%) Faith-Based Organizations KSh.2.46M (0.1%) individual well-wishers KSh. 1.63M (0.06%). Source of funding was however not provided for county beneficiaries amounting to KSh.148.5M.
- (vi) There were 427 (1.7%) individuals comprising of 224 females and 203 males, and 110 (2.2%) groups benefitted more than once in both empowerment and social protection programmes drawing a combined total of KSh.79.6M (3.11%).
- (vii) Out of the 4,022 group beneficiaries, 3,881 (96.5%) benefitted from social empowerment programmes amounting to 166.7B (99.5%) while 129 (3.2%) benefitted from social protection programmes amounting to 208M (1.2%).
- (viii) Particulars of 12 (0.3%) recipient groups was not provided despite having received KSh.633M (24.3%). This amount was given out by Rural Electrification and Renewable Energy Corporation;
- (ix) The County which received the highest allocation was Kirinyaga with 9.8M (5.8%) followed by Tana River with 4.2M (2.5%) and Kilifi with 873M (0.5%). Counties that received the least allocations were Kisii, Nyamira and Laikipia with 3.38M (0.001%), 4.54M (0.0027%) and 5.13M (0.003%) respectively.
- (x) Some respondents provided data for beneficiaries across gender while others had group beneficiaries.

Table 3.104: Allocation for Empowerment and Social Protection programmes for individual and group beneficiaries across gender and Service Sector

Service Sector	Programme Type	Female		Male		Groups		Total No. of Beneficiaries	Total Amount
		No. of Beneficiaries	Amount (KSh.)	No. of Beneficiaries	Amount (KSh.)	No. of Beneficiaries	Amount (KSh.)		
CCIOs	Social Empowerment	1,996	199,660,000.	1,957	195,800,000	0	-	3953	395,460,000
Total		1,996	199,660,000	1,957	195,800,000	0	-	3953	395,460,000
MDAs	Social Empowerment	37	998,430	66	1,500,000.00	3	4,397,900	106	6,896,330
	Social Protection	72	1,440,000	79	1,564,000.00	0	-	151	3,004,000
Total		109	2,438,430	145	3,064,000.00	3	4,397,900	257	9,900,330
Public Universities	Social Empowerment	142	5,578,752	242	9,862,876.90	2	9,200,000	386	24,641,628.9
	Social Protection	19	672,265	22	590,615	0	-	41	1,262,880.0
Total		161	6,251,017	264	10,453,491.90	2	9,200,000.00	427	25,904,508.9
State Corporation and SAGAs	Programme Not Indicated	27	16,500,000	48	33,598,750	1	2,000,000.00	76	52,098,750.0
	Social Empowerment	1,522	137,010,974	2,417	116,648,177	5,073	1,690,298,600	9,012	1,943,957,750
	Social Protection	5,749	53,627,753	5,467	50,710,703	1	5,000.00	11,217	104,343,456
Total		7,298	207,138,726.73	7,932	200,957,630	5,075	1,692,303,600.00	20,305	2,100,399,956.9
Statutory Comm & Authorities	Social Empowerment	23	650,946.00	31.0	958,320.00	0	-	54	1,609,266.0
Total		23	650,946.00	31.0	958,320.00	0	-	54	1,609,266.0
TVETIs	Social Empowerment	95	5,895,230.00	137.0	12,744,555.00	2	60,000.00	234	18,699,785.0
	Social Protection	49	4,147,470.00	50.0	2,690,781.00	0	-	99	6,838,251.0
Total		144	10,042,700.00	187.0	15,435,336.00	2	60,000.00	333	25,538,036.0
Grand Total		9,731	426,181,819.73	10,516.0	426,668,778.11	5,082	1,705,961,500.00	25,329	2,558,812,097.8

Table 3.105: Type of Empowerment & Social Protection programmes and Source of Funding for individuals and group beneficiaries across gender

Programme Type	Source of Funding	Female		Male		Groups		Total No. of Beneficiaries	Total Value
		No. of Beneficiaries	Amount (KSh.)	No. of Beneficiaries	Amount (KSh.)	No. of Beneficiaries	Amount (KSh.)		
Programme not stated	GoK	27	16,500,000	48	33,598,750	1	2,000,000	76	52,098,750
Total		27	16,500,000	48	33,598,750	1	2,000,000	76	52,098,750
Social Empowerment	Development Partners	92	11,805,507	113	7,532,965	4	11,197,900	209	30,536,372
	Faith Based Organizations	109	2,129,300	17	338,300	-	-	126	2,467,600
	GoK	1,063	117,967,352	2,003	103,364,435	5,071	1,676,650,000	8,137	1,897,981,787
	GoK & Donors	88	7,120,000	117	9,440,000	-	-	207	16,560,000
	Individuals	73	547,400	125	1,091,860	-	-	198	1,639,260
	NGO's	310	13,836,629	421	17,629,329	2	16,048,600	733	47,514,558
	Not Provided	2,080	196,388,144	2,054	198,117,040	3	60,000	4,137	394,565,184
Total		3,815	349,794,332	4,850	337,513,929	5,080	1,703,956,500	13,747	2,391,264,761
Social Protection	Development Partners	259	7,900,000	274	8,500,000	-	-	533	16,400,000
	Faith Based Organizations		-	3	21,000	-	-	3	21,000
	GoK	5,566	47,202,753	5,273	43,790,703	1	5,000	10,840	90,998,456
	GoK & Donors	30	4,005,970	19	2,474,281	-	-	49	6,480,251
	Individuals	-	-	2	5,650	-	-	2	5,650
	NGO's	5	661,000	2	550,000	-	-	7	1,211,000
	Not Provided	29	117,765	45	214,465	-	-	74	332,230
Total		5,889	59,887,488	5,618	55,556,099	1	5,000	11,508	115,448,587
Grand Total		9,731	426,181,820	10,516	426,668,778	5,082	1,705,961,500	25,329	2,558,812,098

Observations

- (i) There was parity in allocation for both genders.
- (ii) The beneficiary groups mentioned were not disaggregated by gender, youth and PWDs.
- (iii) Most of the funds for social protection were provided by government and the balance was contributed by development partners, NGOs and Faith Based Organizations.
- (iv) Some individuals and groups benefited from both the social empowerment programmes and social protection programmes.

- (v) Rural Electrification and Renewable Energy Corporation contributed a quarter of the total allocation of funds for both programmes.
- (vi) Counties received varied amounts of allocation for the programmes with the highest receiving 6% and the lowest receiving 0.003%.

Recommendations

- (i) The organizations responsible for the social protection and empowerment programmes to establish a database of individuals and group beneficiaries accessible through their websites for ease of access and reference by the interested parties.
- (ii) The organizations responsible for the social protection and empowerment programmes to a system for implementation of the programmes to avoid duplications of beneficiary individuals, groups and payments.
- (iii) The huge payments made by the Rural Electrification and Renewable Energy Corporation be audited to confirm the validity and the eligibility of the beneficiary groups.

3.5.5.11 Social Protection Programmes

The State Department for Social Protection implements several social protection programmes. These include the Inua Jamii cash transfer programme that targets older persons, orphans and vulnerable children and Persons with Severe Disabilities and the Presidential Secondary School Bursary (PSSB).

The status of disbursement of the cash transfer programme by counties is presented in Tables 3.106 and 3.107 while the beneficiaries of the Presidential Secondary School Bursary by counties are presented in Table 3.108.

It was established that—

- (i) KSh. 25.3B was disbursed under the four cash transfer programmes to 1.1M beneficiaries comprising 34.3% male and 65.7% female, spread across all the 47 counties. There was a decrease in the amounts disbursed and the number of beneficiaries as compared to 2021/2022 FY by 535M (2.1%) and 19,754 (1.8%) beneficiaries respectively.
- (ii) Cash transfer to older Persons accounted for 70.4% of the transfers at KSh. 17.8B of the total cash transfer disbursements.
- (iii) The amount disbursed under the Orphans and Vulnerable Children was KSh. 6.5B (25.7%) with the highest amounts allocated to Baringo KSh. 368M (5.6%), Bomet 290M (4.4%), Bungoma KSh. 289M (4.4%) and Busia 262M (4%). The least allocations were made to West Pokot KSh. 34M (0.5%), Wajir KSh. 57M (0.86%), Vihiga KSh. 59M (0.9%) and KSh. Uasin Gishu 60M (0.9%).
- (iv) The amount disbursed under Cash transfer to older persons programme was KSh.17.8B with the highest allocations made to Murang'a KSh. 975M (5.5%), Kiambu KSh. 829M (4.7%) and Kitui KSh. 758M (4.3%) counties. The counties with the least allocations were Lamu KSh. 48M (0.3%), Isiolo KSh. 81M (0.5%) and Tana River KSh. 112M (0.6%).
- (v) The amount disbursed under Persons with Severe Disabilities programme was KSh.907.6M with the highest amounts allocated to Baringo KSh. 65M (7.2%), Bomet

46M (5.1%) and Bungoma 35M (3.85%) counties with and of the total respectively. The counties with the least allocations were West Pokot KSh. 4M (0.44%), Wajir KSh. 4.4M (0.485%) and Vihiga KSh. 7.4M (0.8%).

- (vi) 44,363 (3.99%) of the registered persons did not benefit from the cash transfer Programme. The number of registered persons who did not benefit from the cash transfer programme however decreased by 29,648 from 74,011 in the 2021/22 FY.
- (vii) The amount disbursed under Presidential Secondary School Bursary (PSSB) programme was KSh. 191.8M covering 13,708 beneficiaries spread across 46 counties. This was a decrease from KSh. 388.5M, which was disbursed to 19,747 beneficiaries in the 2021/22 period. Nairobi KSh.11,586,216 (5.99%), Kiambu KSh. 8,178,448 (4.2%) and Kakamega KSh. 8,134,500 (4.2%) were the highest beneficiaries. The counties that received the least amount were Lamu KSh.1,363,172 (0.7%), Isiolo KSh.1,363,172 (0.7%) and Laikipia KSh.2,044,258 (1.06%) at and of the total respectively. Murang'a County was not included in the data provided.
- (viii) An impact evaluation on empowerment programmes for the marginalised and vulnerable groups was undertaken to measure the outcomes and impact of the programmes;
- (ix) No mechanisms were in place to ensure that the orphans and vulnerable children benefitted from the disbursed funds.

Table 3.106: Status of Disbursement of Cash Transfer Programmes Funds by Gender

Name Of Programme	Total No. Registered/Applied		Total No. Registered	Total No. of Beneficiaries		Total Number of Beneficiaries	Total Amount Disbursed (KSh.)
	Male	Female		Male	Female		
Cash Transfer to Orphans and Vulnerable Children (CT-OVC)	71,795	215,385	287,180	55,074	214,848	269,922	6,564,496,000
Older Persons Cash Transfer (OP-CT)	299,648	475,129	774,777	281,734	475,429	757,163	17,811,448,000
Cash Transfer to Persons with Severe Disabilities (PWSO-CT)	32,536	12,073	47,609	28,658	9,460	38,118	907,624,000
Nutrition Improvement Programme through Cash and Health Education (NICHE)	-	-	-	-	-	-	25,291,500
Total	403,979	702,587	1,109,566	365,466	699,737	1,065,203	25,308,859,500

Table 3.107: Status of Disbursement of Cash Transfer Programmes Funds by County

S/No.	County	Cash Transfer to Orphans and Vulnerable Children (CT-OVC)		Older Persons Cash Transfer (OP-CT)		Cash Transfer to Persons with Severe Disabilities (PWSD-CT)	
		No. of Beneficiaries	Amount Disbursed (KSh.)	No. of Beneficiaries	Amount Disbursed (KSh.)	No. of Beneficiaries	Amount Disbursed (KSh.)
1.	Baringo	6,175	150,144,000	12,436	299,520,000	853	20,640,000
2.	Bomet	4,519	109,936,000	17,894	433,288,000	666	15,112,000
3.	Bungoma	9,385	227,760,000	22,979	560,160,000	932	21,488,000
4.	Busia	6,816	167,088,000	16,281	394,816,000	996	25,984,000
5.	Elgeyo-Marakwet	3,196	77,992,000	9,305	223,576,000	465	11,912,000
6.	Embu	3,405	83,352,000	15,332	371,736,000	409	9,936,000
7.	Garissa	4,267	103,264,000	4,909	117,928,000	551	9,992,000
8.	Homa Bay	8,358	205,552,000	20,983	509,624,000	622	18,696,000
9.	Isiolo	2,653	64,792,000	3,381	81,200,000	188	4,008,000
10.	Kajiado	3,138	75,824,000	6,890	166,096,000	549	9,128,000
11.	Kakamega	10,735	262,416,000	30,214	740,680,000	981	24,864,000
12.	Kericho	5,437	132,272,000	14,280	344,584,000	791	17,224,000
13.	Kiambu	6,542	159,920,000	34,317	829,904,000	1,217	30,240,000
14.	Kilifi	8,404	208,195,500	21,407	522,020,500	831	21,503,500
15.	Kirinyaga	2,759	68,128,000	15,128	366,976,000	681	13,000,000
16.	Kisii	7,743	189,048,000	24,885	600,248,000	1,262	30,080,000
17.	Kisumu	11,847	289,056,000	14,894	366,296,000	1,068	28,536,000
18.	Kitui	7,409	182,585,500	30,994	758,764,000	691	14,887,000
19.	Kwale	4,495	109,480,000	13,563	326,328,000	958	25,320,000
20.	Laikipia	2,351	57,472,000	10,478	253,384,000	509	13,920,000
21.	Lamu	1,425	34,680,000	1,988	48,544,000	364	4,488,000
22.	Machakos	5,719	139,272,000	27,394	662,296,000	918	22,104,000
23.	Makueni	5,929	144,576,000	22,254	539,944,000	1,641	23,616,000
24.	Mandera	12,106	290,552,000	6,734	161,800,000	2,098	65,232,000
25.	Marsabit	3,908	95,407,500	6,909	166,680,500	544	14,863,000
26.	Meru	6,633	161,256,000	27,081	653,792,000	1,168	17,832,000
27.	Migori	9,021	219,088,000	15,588	378,352,000	1,547	46,648,000
28.	Mombasa	3,480	85,024,000	5,552	134,264,000	833	18,192,000
29.	Murang'a	5,398	133,240,000	39,847	975,680,000	1,075	21,464,000
30.	Nairobi	7,450	180,136,000	12,070	291,472,000	1,501	35,912,000
31.	Nakuru	6,903	168,368,000	29,286	710,112,000	992	28,200,000
32.	Nandi	4,166	101,248,000	15,967	386,080,000	701	18,960,000
33.	Narok	5,901	142,760,000	9,436	227,520,000	471	10,272,000
34.	Nyamira	3,086	76,112,000	12,919	312,528,000	446	11,336,000
35.	Nyandarua	3,794	93,104,000	15,788	383,824,000	525	9,816,000
36.	Nyeri	3,780	92,320,000	24,782	607,536,000	762	19,672,000
37.	Samburu	6,073	146,128,000	5,601	134,408,000	697	15,352,000
38.	Siaya	5,271	129,384,000	21,930	532,568,000	501	14,944,000
39.	Taita Taveta	2,432	59,872,000	6,870	166,616,000	374	8,584,000
40.	Tana River	2,488	60,384,000	4,674	112,680,000	353	7,496,000
41.	Tharaka Nithi	2,941	71,688,000	11,878	288,032,000	459	10,080,000
42.	Trans Nzoia	4,991	119,960,000	12,224	295,680,000	667	13,096,000

S/No.	County	Cash Transfer to Orphans and Vulnerable Children (CT-OVC)		Older Persons Cash Transfer (OP-CT)		Cash Transfer to Persons with Severe Disabilities (PWSD-CT)	
		No. of Beneficiaries	Amount Disbursed (KSh.)	No. of Beneficiaries	Amount Disbursed (KSh.)	No. of Beneficiaries	Amount Disbursed (KSh.)
43.	Turkana	15,264	368,505,500	11,564	279,012,500	987	23,705,500
44.	Uasin Gishu	4,197	102,032,000	14,233	343,520,000	852	19,480,000
45.	Vihiga	5,905	143,080,000	17,370	421,368,000	845	20,504,000
46.	Wajir	6,891	165,648,000	5,448	130,584,000	865	22,240,000
47.	West Pokot	5,136	125,899,500	8,877	214,532,000	551	17,745,500
	Totals	269,922	6,574,001,500	734,814	17,826,553,500	37,957	908,304,500

Table 3.108: Status of distribution of Presidential Secondary School Bursary Beneficiaries During the 2021/2022 FY by County

S/No.	County	Number of Students	Amount Awarded (KSH.)
1	Baringo	333	4,089,486
2	Bomet	194	3,407,930
3	Bungoma	388	6,833,571
4	Busia	430	4,786,500
5	Elgeyo Marakwet	242	2,687,258
6	Embu	136	2,726,344
7	Garissa	181	4,089,516
8	Homabay	544	5,442,621
9	Isiolo	102	1,363,172
10	Kajiado	306	3,407,586
11	Kakamega	1031	8,134,500
12	Kericho	302	4,089,516
13	Kiambu	481	8,178,448
14	Kilifi	300	4,771,102
15	Kirinyaga	110	2,726,344
16	Kisii	270	6,134,274
17	Kisumu	439	4,740,258
18	Kitui	502	5,452,688
19	Kwale	78	2,044,758
20	Laikipia	123	2,044,258
21	Lamu	69	1,363,172
22	Machakos	368	5,452,688
23	Makueni	228	4,089,513
24	Mandera	319	4,089,516
25	Marsabit	139	2,719,564
26	Meru	395	6,134,274
27	Migori	459	5,456,159
28	Mombasa	201	4,089,491

S/No.	County	Number of Students	Amount Awarded (KSH.)
29	Nairobi	470	11,586,216
30	Nakuru	515	6,689,245
31	Nandi	348	4,089,380
32	Narok	249	4,009,500
33	Nyamira	157	2,726,344
34	Nyandarua	172	3,407,930
35	Nyeri	309	4,094,516
36	Samburu	134	2,044,758
37	Siaya	140	4,089,516
38	Taita Taveta	173	2,726,344
39	Tana River	141	2,044,758
40	Tharaka Nithi	147	2,044,758
41	Trans Nzoia	350	3,407,980
42	Turkana	368	4,077,200
43	Uasin Gishu	314	4,095,000
44	Vihiga	364	3,407,930
45	Wajir	384	4,047,992
46	West Pokot	303	2,726,344
	Total	13,708	191,860,218

Observations

- (i) All the 47 counties were allocated varied amounts of funds under the social protection programmes except under the presidential secondary school bursary where data for Murang'a County was not provided.
- (ii) The amounts disbursed for social protection and the number of recipients decreased.
- (iii) More female than male members received more cash transfers for the elderly.
- (iv) A large portion of the cash transfers was disbursed to the older persons.
- (v) Baseline data for older persons, orphans and persons with severe disabilities was not available and hence it was not possible to determine the equitable share of the social protection funds.

Recommendations

- (i) Kenya National Bureau of Statistics to undertake a special national census of older persons, orphans and vulnerable children and persons with severe disabilities to provide for baseline data for planning and budgeting for the social protection programmes.
- (ii) The organizations responsible for implementing social protection programmes to maintain a database of eligible beneficiaries, beneficiaries and schedule of disbursement of funds for ease of access and reference.



Social Security and Protection PS Joseph Motari (standing, right), and Kajiado Central Deputy County Commissioner Harun Kamau listen to a section of beneficiaries of the Inua Jamii programme during the monitoring of payments of the July – August, 2022 and September – October, 2022 payment cycles in Kajiado Town.

3.5.5.12 Kenya Youth Employment and Opportunities Project (KYEOP)

The Government through the State Department for Youth continued to implement the Kenya Youth Employment and Opportunities Project (KYEOP) programme. KYEOP is a national project funded by the World Bank and the Kenyan Government that is designed to build capacity for young people between the age of 18 to 29 to enhance their employability or establish their own business enterprises such as the *Mbele Na Biz* business plan competition.

The status of implementation of *Mbele Na Biz* programme under KYEOP is presented in Table 3.109.

It was established that—

- (i) There was only one youth empowerment programme, which was implemented, (Mbele na Biz) Phase I of the KYEOP wherein 29.7 M was awarded to 24 youth beneficiaries who were enrolled through the Business Competition Programme. The youths were drawn from eleven counties namely Homa Bay, Kajiado, Kakamega, Kiambu, Kisumu, Machakos, Migori, Nairobi, Nakuru, Nyandarua and Taveta. Youths from 36 counties there did not benefit from this business opportunity. The programme was coming to an end and there were no new beneficiaries.

- (ii) Impact evaluation on the empowerment programmes under KYEOP was not undertaken to measure the outcomes and impact of the programmes.
- (iii) 11 (45.8%) female beneficiaries were allocated 15.3 M (51.5%) while 13 (54.2%) male beneficiaries were allocated 14.4M (48.5%).
- (iv) The highest number of youth beneficiaries were from Nakuru, Nairobi, Kisumu and Machakos with 9M (30.3%), 8.1M (27.3%), 3.6M (12.1%) and 2.7M (9.1%) of the total respectively. The remaining 7 counties were each awarded 0.9M (3.03%).

Table 3.109: Status of implementation of Mbele Na Biz programme across counties

County	Female		Male		Total No. of Beneficiaries awarded	Total Amount awarded
	No. of Beneficiaries	Amount in KSh.	No. of Beneficiaries	Amount in KSh.		
Homa Bay			1	900,000	1	900,000
Kajiado			1	900,000	1	900,000
Kakamega			1	900,000	1	900,000
Kiambu			1	900,000	1	900,000
Kisumu	2	1,800,000	2	1,800,000	4	3,600,000
Machakos	2	1,800,000	1	900,000	3	2,700,000
Migori	1	900,000			1	900,000
Nairobi	5	7,200,000	1	900,000	6	8,100,000
Nakuru	1	3,600,000	3	5,400,000	4	9,000,000
Nyandarua			1	900,000	1	900,000
Taveta			1	900,000	1	900,000
Total	11	15,300,000	13	14,400,000	24	29,700,000

Observations

- (i) Only a few youths benefited from the programme.
- (ii) Funding for the programme was low.
- (iii) Few counties were sampled for the programme

Recommendation

Phase II of KYEOP should take into consideration the principles of equity in determining the target beneficiaries and seek to cover the 47 counties.

3.5.5.13 National Government Affirmative Action Fund

The objective of the Fund is to redress systemic disadvantages that have affected segments of the population as well as address the plight of vulnerable groups nationally. The target groups include women, youth, PWDs, needy elderly persons, vulnerable and marginalized persons and

parents of children with disabilities. The support is either by way of implementation of empowerment programmes, loan disbursements or supply of assistive or commercial equipment.

The status of support given by the Fund to vulnerable groups is presented in Tables 3.110 and 3.111.

On empowerment programmes, it was established that—

- (i) KSh.145m was disbursed to support empowerment programmes to the following 6 groups: women groups (48%), youth groups (33.7%), PWD groups (7%), needy elderly persons (1.6%), vulnerable and marginalized persons/groups (1.5%) and parents of children with disabilities (3%).
- (ii) It was however noted that 5.2% of the disbursement was made to group(s) that were not specified.
- (iii) There were major inconsistencies in the beneficiary as the number of beneficiaries for women, youth and PWDs groups exceeded the number of applicants.
- (iv) None of the programmes had beneficiaries across the 47 counties. However, Turkana benefitted from all the 7 programmes and Baringo County from 6 programmes.

On loan disbursements, it was established that—

- (i) KSh.177M was disbursed to 1077 vulnerable groups as follows: women groups (42.8%), youth groups (29.3%) and PWDs (6.5%). It was however observed that 21.4% of the loans were disbursed to groups comprising a combination of the 3 vulnerable groups.
- (ii) Loans amounting to KSh.109M was disbursed to 275 groups that lacked any form of registration.
- (iii) The group beneficiaries were drawn from 24 (51.06%) counties with Turkana County receiving the highest amount with 15M (8.6%). Other top beneficiaries included Kakamega with 14.3M (8.1%) and Busia with 13M (7.8%).

On equipment, it was established that—

- (i) Only Baringo county benefitted from supportive equipment.
- (ii) PWDs benefitted from supportive equipment.
- (iii) There were 12 persons who benefitted from commercial equipment including 2 pairs of crutches, 1 set of public address system, salon equipment, 2 wheelchairs, 2 sets of *kinyozi* equipment, 2 sets of cameras and tripod stands, 1 water pump and a set of iron sheets. The amount of money spent in the purchase of the equipment was however not indicated.

Table 3.110: Status of implementation of empowerment programmes for vulnerable groups

Programme	Number Of Beneficiary Counties	Total Number of Applicants	Total Number of Recipients	Amount Awarded	%
Assistance to women groups (48%)	18	4,882	37,587	69,699,740	48.0
Assistance to youth groups (33.7%)	17	724	7,665	48,911,716	33.7
Assistance to PWD groups (7%)	16	209	320	10,232,849	7.0

Programme	Number Of Beneficiary Counties	Total Number of Applicants	Total Number of Recipients	Amount Awarded	%
Assistance to needy elderly persons (1.6%)	4	139	107	2,390,000	1.6
Assistance to vulnerable and marginalised persons/groups (1.5%)	4	43	30	2,118,000	1.5
Assistance to parents of children with disabilities (3%)	4	66	52	4,374,251	3.0
Programme not stated (5.2%)	1	1,405	356	7,600,000	5.2
Total		7,468	46,117	145,326,556	100

Table 3.111: Status of loan disbursement to vulnerable groups

Programme	Number of Beneficiary Counties	Number of Beneficiary Groups	Total Number of Recipients	Amount Awarded	%
Youth	23	302	9,966	51,965,637	29.3
Women	24	508	33,041	75,815,552	42.8
PWD	18	79	252,518*	11,485,000	6.5
Combination Groups	15	188	9,791	37,910,494	21.4
Total	80	1,077	305,316	177,176,683	100

**Data provided by NGAAF for Kitui County on PWD number of applicants seemed inaccurate*

Observations

- (i) Disbursements were made to diverse vulnerable groups.
- (ii) Some groups were not identified.
- (iii) Major inconsistencies were noted on disbursements and beneficiary groups.
- (iv) The disbursements did not cover all the 47 counties.
- (v) Some of the beneficiary groups were not registered.
- (vi) Few PWDs benefited from the equipment.

Recommendations

- (i) NGAAF to put in place measures to ensure equitable distribution of its programmes across all the counties.
- (ii) NGAAF to put in measures to ensure transparency on the amounts spent to purchase the equipment.
- (iii) The Auditor-General to undertake an audit to establish the eligibility status of groups awarded loans.
- (iv) NGAAF to conduct an evaluation to establish the impact the programmes have had on the lives of the beneficiaries

- (v) NGAAF to undertake a comprehensive inventory of target beneficiaries in each county and disburse funds equitably across the counties, only to eligible, registered beneficiaries.

3.5.5.14 Women Enterprise Fund

The Women Enterprise Fund was set up in 2007 to provide accessible and affordable credit/funding for women micro small and medium enterprises (MSMEs), build the capacity of women and their enterprises, promote domestic and international trades, and link women MSMEs to large enterprises.

The evaluation sought to establish the status of awareness creation on the products and services, implementation of women empowerment programmes, impact evaluation, and loan repayment.

The status of loan disbursement and repayment is presented in Tables 3.112 and 3.113.

It was established that—

- (i) KSh. 1.74B was disbursed to 5,541 women groups drawn from across the 47 counties. This was a decline from KSh. 3B that was disbursed to 10,650 women groups in 2021/22 FY.
- (ii) None of the groups benefitted from training.
- (iii) There were 121 individual women who were supported. Seventeen women received KSh.54.2M as loans while 104 were supported to exhibit their products and services and linked to larger enterprises. The women were drawn from 6 counties namely: Nairobi KSh. 25.4M (46.8%), Migori KSh. 19M (35.1%), Kiambu KSh. 4.2M (7.7%), Mombasa KSh. 2M (3.7%), Kericho KSh. 1.79M (3.3%) and Narok KSh. 1.73M (3.2%).
- (iv) None of the women beneficiaries were PWDs.
- (v) Out of the 5,541 groups and 121 individual women that benefitted, certificates of registration provided were for only 304 (5.5%) groups and 21 (17.3%) individuals respectively.
- (vi) The fund received KSh. 2.61B as repayments of disbursed loans.
- (vii) The Fund reported to have undertaken awareness creation on their products and services the reach of the awareness programme however was not determined.
- (viii) The disbursements have grown from KSh. 2,870,000 in 2007/7008 FY to a high of 3,023,302,140 in 2021/2023.
- (ix) The fund further reported to have undertaken an impact evaluation but the details on the findings were not provided.

Table 3.112: No. of women group, total number of members and loans disbursed across counties

Counties	Number of Women Groups	Total Number of Members	Loan Amount Disbursed (KSh.)
Kiambu	347	3,791	127,000,000
Nairobi	308	3,417	111,150,000
Nyeri	257	2,695	100,050,000
Nakuru	285	3,095	93,200,000

Counties	Number of Women Groups	Total Number of Members	Loan Amount Disbursed (KSh.)
Machakos	278	3,166	83,550,000
Makueni	226	2,443	62,800,000
Muranga	154	1,783	62,300,000
Nyandarua	181	2,016	58,200,000
Kisumu	168	2,028	56,700,000
Homa Bay	157	1,661	55,650,000
Kitui	179	2,044	52,800,000
Kilifi	180	1,965	51,400,000
Meru	126	1,462	48,450,000
Nandi	141	1,535	47,000,000
Uasin Gishu	174	1,865	45,750,000
Embu	122	1,292	44,750,000
Mombasa	109	1,115	42,450,000
Kirinyaga	102	1,105	41,550,000
Kisii	114	1,224	41,100,000
Kakamega	114	1,236	40,450,000
Migori	114	1,231	36,200,000
Bungoma	128	1,399	35,550,000
Siaya	123	1,349	31,150,000
Bomet	109	1,164	28,950,000
Tharaka-Nithi	77	908	26,850,000
Kericho	82	888	26,400,000
Baringo	80	920	26,050,000
Kajiado	87	962	22,400,000
Narok	107	1,134	21,700,000
Kwale	71	737	20,000,000
Taita Taveta	73	766	19,300,000
Nyamira	59	613	19,000,000
Elgeyo Marakwet	68	753	18,600,000
Laikipia	56	588	16,600,000
Vihiga	43	459	14,700,000
Lamu	40	413	13,850,000
Trans Nzoia	43	453	12,900,000
Busia	42	478	12,900,000

Counties	Number of Women Groups	Total Number of Members	Loan Amount Disbursed (KSh.)
Isiolo	34	364	10,500,000
Samburu	33	344	10,450,000
Turkana	51	535	9,850,000
Wajir	60	603	9,750,000
Marsabit	31	339	7,850,000
Tana River	31	317	6,600,000
West Pokot	30	303	6,200,000
Mandera	27	271	5,400,000
Garissa	20	208	4,850,000
Total	5,441	59,437	1,740,850,000

Table 3.113: Loan Repayment Status by Women Groups

S/No.	Financial Year	Number of Loan Applications	Number of Loans Approved	Total Amount Disbursed (KSh.)	Expected Amount to be Repaid (KSh.)	Status of Repayment	
						Amount Repaid (KSh.)	Amounts Defaulted (KSh.)
1	2006/2007	0	0	0	0	-	0
2	2007/2008	58	58	2,870,000	2,870,000	-	0
3	2008/2009	3,476	3,476	163,964,180	163,964,180	27,092,531	136,871,649
4	2009/2010	2,458	2,458	124,767,150	124,767,150	52,761,493	72,005,657
5	2010/2011	3,354	3,354	184,179,200	184,179,200	76,041,652	108,137,548
6	2011/2012	8,827	8,827	507,700,000	507,700,000	192,014,260	315,685,740
7	2012/2013	10,644	10,644	660,950,000	660,950,000	488,935,157	172,014,843
8	2013/2014	9,946	9,946	1,055,550,000	1,055,550,000	713,940,257	341,609,743
9	2014/2015	12,821	12,821	1,600,000,000	1,600,000,000	1,511,011,773	88,988,227
10	2015/2016	13,932	13,932	2,271,050,000	2,271,050,000	1,572,758,377	698,291,623
11	2016/2017	11,323	11,323	2,194,600,000	2,194,600,000	2,156,199,892	38,400,108
12	2017/2018	9,483	9,483	2,165,950,000	2,165,950,000	1,957,535,920	208,414,080
13	2018/2019	13,482	13,482	3,023,200,000	3,023,200,000	2,626,419,254	396,780,746
14	2019/2020	10,954	10,954	2,712,900,000	2,712,900,000	2,684,352,951	28,547,049
15	2020/2021	11,361	11,361	3,002,450,000	3,002,450,000	3,051,427,739	0
16	2021/2022	10,566	10,566	3,010,700,000	3,010,700,000	3,023,302,140	0
17	2022/2023	5,444	5,444	1,720,050,000	1,720,050,000	2,614,946,135	0

Observations

- (i) WEF disbursed funds to women groups from all the 47 counties.
- (ii) WEF disbursed funds to individual women in only six counties.
- (iii) WEF did not disburse any funds to PWDs.
- (iv) Most of the beneficiary women groups were not registered.

Recommendations

- (i) WEF to ensure publicity of their products reach all eligible beneficiaries in all the 47 counties.
- (ii) WEF to ensure disbursement of funds to individual women cover eligible women in all the 47 counties.
- (iii) WEF to ensure that disbursements cover PWDs from all the 47 counties.

3.5.5.15 Uwezo Fund

The Fund was established to address the socio-economic empowerment of women, youth and PWDs through expansion of access to finance to facilitate initiation and expansion of their enterprises.

The evaluation sought to establish awareness creation on the products and services offered by the fund, distribution of the amounts disbursed by county, the repayment status and impact evaluation.

The number of groups that received funding across counties and the amounts disbursed is presented in Table 3.114.

It was established that—

- (i) KSh.147.45M was disbursed to 1,304 groups from 31 (66%) counties, which comprised of women, youth, PWDs, self-help groups and community-based organizations.
- (ii) The counties which received the highest amounts were, Kiambu, with KSh. 13.3M (9%,) disbursed to 107 groups, Vihiga with a total KSh. 12.7M (8.6%) disbursed to 91 groups and Makueni with a total KSh. 12.5M (8.5%) disbursed to 156 groups.
- (iii) The counties that received the least amounts were Nyandarua with KSh. 1M (0.7%) disbursed to 14 groups, Laikipia receiving 1.2M (0.8%) disbursed to 14 groups and Migori and Wajir both receiving 1.5M (1%) disbursed to 14 and 8 groups respectively.
- (iv) There were no funds disbursed to the following 16 counties: Garissa, Homa Bay, Isiolo, Kirinyaga, Kisii, Lamu, Marsabit, Murang'a, Narok, Nyamira, Taita Taveta, Tana River, Trans Nzoia, Turkana, Uasin Gishu and West Pokot.
- (v) Uwezo Fund was yet to undertake any impact evaluation on empowerment programmes implemented since its inception.

Table 3.114: Groups of Beneficiaries and amount disbursed across counties

S/No.	County	Type of Group										Grand Total	
		CBO		PWD		Self Help		Women		Youth		Loans	Groups
		Loan	No. of Groups	Loan	No. of Groups	Loan	No. of Groups	Loan	No. of Groups	Loan	No. of Groups		
1	Baringo	200000	1	0	0	2310000	10	1770000	5	70000	1	4350000	17
2	Bomet	0	0	200,000	1	730000	7	1000000	3	610000	4	2540000	15
3	Bungoma	60000	1	70000	1	1705000	17	4140000	30	600000	5	6575000	54
4	Busia	0	0	100000	2	1340000	14	1000000	10	510000	6	2950000	32
5	Elgeyo-Marakwet	0	0	0	0	1600000	10	1300000	9	150000	2	3050000	21
6	Embu	200000	1	450000	2	4060000	39	1550000	12	250000	3	6510000	57
7	Kajiado	0	0	0	0	800000	8	980000	8	200000	2	1980000	18
8	Kakamega	0	0	0	0	2390000	27	1935000	25	615000	11	4940000	63
9	Kericho	0	0	100000	1	2500000	23	3500000	10	1200000	7	7300000	41
10	Kiambu	200000	2	250000	2	8540000	66	3540000	30	800000	7	13330000	107
11	Kilifi	50000	1	100000	1	1510000	13	3320000	28	120000	2	5100000	45
12	Kisumu	0	0	0	0	830000	8	1200000	6	200000	2	2230000	16
13	Kitui	0	0	0	0	2620000	24	1260000	10	0	0	3880000	34
14	Kwale	550000	4	400000	3	4780000	33	2435000	25	1000000	10	9165000	75
15	Laikipia	0	0	0	0	600000	8	450000	5	100000	1	1150000	14
16	Machakos	50000	1	0	0	1000000	19	1250000	25	350000	6	2650000	51
17	Makueni	100000	2	660000	7	7100000	102	4280000	40	330000	5	12470000	156
18	Mandera	0	0	0	0	800000	2	800000	2	400000	1	2000000	5
19	Meru	140000	1	100000	1	3700000	27	2040000	13	720000	6	6700000	48
20	Migori	0	0	50000	1	720000	7	570000	6	160000	2	1500000	16
21	Mombasa	200000	2	0	0	2700000	32	3750000	44	0	0	6650000	78
22	Nairobi	0	0	0	0	600000	12	200000	4	100000	2	900000	18
23	Nakuru	100000	2	0	0	2840000	34	4140000	43	200000	4	7280000	83
24	Narok	0	0	0	0	300000	2	500000	3	350000	2	1150000	7
25	Nyandarua	0	0	0	0	730000	10	200000	3	70000	1	1000000	14
26	Nyeri	0	0	300000	2	1220000	12	1180000	7	380000	5	3080000	26
27	Samburu	0	0	100000	1	2400000	15	1700000	12	300000	3	4500000	31
28	Siaya	200000	2	0	0	1900000	16	600000	6	400000	4	3100000	28
29	Tharaka-Nithi	0	0	180000	1	3460000	25	1360000	8	180000	1	5180000	35
30	Vihiga	600000	2	0	0	6100000	50	4900000	28	1140000	11	12740000	91
31	Wajir	0	0	0	0	300000	2	500000	3	700000	3	1500000	8
Total		2650000	22	3060000	26	72185000	674	57350000	463	12205000	119	147,450,000	1304

Observations

- (a) 16 counties did not benefit from Uwezo funds.
- (b) The disbursements made covered diverse target groups.
- (c) There were disparities in allocations amongst counties that benefited.
- (d) No impact evaluation has been undertaken on the efficacy of the funds in promoting empowerment of the beneficiary groups.

Recommendations

- (a) Uwezo fund to ensure equitable distribution of funds to all the 47 counties.
- (b) Uwezo fund to create awareness on its products and services across the country so as to reach targeted persons or groups from all counties.
- (c) Uwezo fund to undertake impact evaluation of the fund in empowerment of the beneficiary groups since inception in 2007.

1. Youth Enterprise Development Fund

Youth Enterprise Development Fund was established pursuant to the issuance of the Youth Enterprise Development Fund Regulations 2006 (Legal Notice No. 167/2006). The Youth Enterprise Development Fund supports youth-oriented micro, small and medium enterprises to develop linkages with large enterprises, it facilitates employment of youth in the international labour market. The fund has provided loans to both individual youths as well as youth groups since 2006.

The evaluation sought to establish awareness creation on the products and services offered by the Fund, distribution of the amounts disbursed by the county, and the repayment rates and impact evaluation of the Fund.

The status of implementation of Youth Enterprise Development Fund is presented in Tables 3.115 and 3.116.

It was established that—

- (a) The amounts disbursed to youth groups rose from KSh.178.5M in 2006/2007FY to KSh.578.4M in 2020/2021FY but dipped to a low of KSh.143.4M in 2022/2023FY.
- (b) Cumulative disbursements to individual youths rose from KSh.2M in 2011/2012 to KSh. 238.3M in 2020/2021 then dipped to KSh.52M in 2022/2023FY.
- (c) The amount of KSh.143.4 M disbursed in 2022/2023FY was to 674 youth groups spread across 43 counties. The counties of Wajir, Marsabit, Nyandarua and Laikipia did not benefit from the disbursements.
- (d) The number of individual youths that benefitted in the year under review was 76 comprising 34 (44.7%) female and 42 (55.3%) male who received KSh.27.62M (53.01%) and KSh.24.5M (46.99%) respectively. The disbursements were spread across 27 counties with Nairobi having received the highest amounts at KSh.19.42M (37.3%) followed by Meru with KSh.6.9M (13.2%) and Murang'a with KSh.3.5M (6.7%).
- (e) The Fund did not support the youth to market their products, services or obtain linkages with larger enterprises, undertake any training, avail any trading premises and worksites to youth or support any youths obtain international employment.

(f) The YEDF has not undertaken an impact evaluation on programmes implemented for the over 16 years it has been in existence.

Table 3.115: Status of Loan disbursement to youth groups

Year	No of youth groups who received loans	Amount disbursed to youth groups	No of individual youth who received loans	Amount disbursed to individual youths
2006/2007	526	173,533,604	0	-
2007/2008	3,392	144,636,883	0	-
2008/2009	3,565	161,392,006	0	-
2009/2010	291	218,535,775	0	-
2010/2011	2,250	229,445,049	0	-
2011/2012	4,878	147,618,883	1	2,000,000
2012/2013	5,499	275,041,401	109	20,987,736
2013/2014	10,199	480,757,986	358	56,093,164
2014/2015	6,403	361,439,400	458	119,588,594
2015/2016	4,271	222,261,620	203	199,361,253
2016/2017	3,814	297,764,000	250	123,955,971
2017/2018	3,006	314,235,000	394	269,716,292
2018/2019	1,228	211,444,000	89	55,914,000
2019/2020	2,467	435,095,080	207	168,223,080
2020/2021	3,508	578,380,900	296	238,336,000
2021/2022	1,650	336,347,175	149	146,637,175
2022/2023	674	143,443,750	77	52,098,750
Total	57,621	4,731,372,513	2,591	1,452,912,015

Table 3.116: Youths Groups and Loans Disbursed across Counties

Counties	Number of youth group	Loan amount disbursed (KSh.)	% Loan amount disbursed
Nairobi	39	6,900,000	5.9%
Machakos	40	6,525,000	5.6%
Bungoma	29	5,750,000	4.9%
Kiambu	28	5,650,000	4.85%
Homa Bay	23	5,300,000	4.6%
Kitui	36	5,000,000	4.3%
Mombasa	34	4,950,000	4.3%
Trans Nzoia	40	4,750,000	4.1%
Vihiga	32	4,600,000	3.95%
Busia	35	4,400,000	3.8%
Baringo	20	4,250,000	3.7%
Uasin Gishu	18	3,700,000	3.2%
Kisumu	8	3,400,000	2.9%
Garissa	17	3,300,000	2.8%
Isiolo	23	3,300,000	2.8%
Kakamega	22	3,200,000	2.8%
Tharaka Nithi	12	3,000,000	2.6%
Tana River	26	2,805,000	2.4%
Nakuru	10	2,800,000	2.40%
Nyeri	13	2,700,000	2.3%
Makueni	13	2,700,000	2.3%
Siaya	11	2,400,000	2.06%
Narok	9	2,300,000	1.97%

Counties	Number of youth group	Loan amount disbursed (KSh.)	% Loan amount disbursed
Bomet	17	2,220,000	1.9%
Kericho	13	2,200,000	1.9%
Elgeyo Marakwet	15	2,050,000	1.8%
Embu	12	1,900,000	1.6%
Kwale	12	1,580,000	1.4%
Murang'a	7	1,500,000	1.3%
Kisii	6	1,450,000	1.2%
Turkana	7	1,100,000	0.9%
Kirinyaga	9	1,100,000	0.9%
Nyamira	8	1,100,000	0.9%
Samburu	6	950,000	0.8%
Nandi	5	900,000	0.8%
West Pokot	7	900,000	0.8%
Kilifi	2	700,000	0.6%
Taita Taveta	6	700,000	0.6%
Lamu	5	600,000	0.5%
Meru	6	600,000	0.5%
Migori	3	500,000	0.4%
Mandera	5	500,000	0.4%
Kajiado	1	300,000	0.3%
Total	690	116,530,000	100%

Observations

- (a) Disbursements to individuals and youth groups rose from 2007 and peaked in 2021 and slumped back in 2022 below the initial inception levels.
- (b) The disbursements covered youth groups in most of the counties except four counties including two marginalised counties.
- (c) Twenty counties did not benefit from disbursements to individual youths.
- (d) YEDF did not discharge its other related mandates of support to the youth through marketing of products, establishing of linkages with larger enterprises, training, availing of trading premises and worksites and getting the youths international employment opportunities. This therefore means YEDF did not discharge over 90% of its prescribed mandate.
- (e) YEDF is yet to undertake any impact evaluation on the efficacy of its programmes on youth empowerment since its inception in 2006.

Recommendations

- (a) The government to review the reasons for the reduction in YEDF funding and disbursement of funds, in view of the huge slump in levels of disbursements.
- (b) YEDF to ensure equitable distribution of available funds to the youth groups and individual youths in all 47 counties.
- (c) YEDF to invest in data management systems to ensure availability of accurate and updated data.
- (d) YEDF to mount comprehensive campaigns and awareness creation programmes on the youth fund to ensure youths across all the counties benefit from the programme.
- (e) YEDF to ensure that it discharges its mandate fully as provided in Youth Enterprise Development Fund Regulations 2006 (Legal Notice No. 167/2006).

- (f) YEDF to undertake an impact assessment on the efficacy of its youth empowerment programmes since inception in 2006 by 30th June, 2024.

3.5.5.17 Capitation for Recurrent Expenditure

Capitation is the equitable allocation of fees to organizations by government based on the student enrollment. Over the years, there has been a significant increase in the number of TVET institutions, from 49 organizations in 2013, to over 200 by June 2023. The Government has provided support to students in TVET institutions through capitation grants to assist needy students in paying for their education.

Except for four special needs TVETIs namely; Karen Technical Training Institute for the Deaf, Machakos Technical Training Institute for the Blind, Sikri Technical & Vocational College for the Blind and Deaf and St. Joseph's TTI for the Deaf Nyang'oma, the capitation grant was uniformly set at KSh. 30,000 per student.

The evaluation sought to establish the current status of establishment of Capitation Committees and the distribution of capitation to TVETIs across counties.

The status of distribution of capitation to TVETIs by county and constituency is presented in Tables 3.117, 3.118, 3.119 and *Appendix XXII*.

It was established that—

- (a) 186 (91%) TVET institutions had not constituted and operationalized Capitation Committees.
- (b) 38 (18.6%) TVET institutions did not receive capitation.
- (c) Three TVET institutions did not specify the amount of capitation they received. These were Kirinyaga Central Technical and Vocational College, Laikipia West Technical and Vocational College, and Wumingu Technical and Vocational College.
- (d) 166 (81.4%) organizations from 154 (53%) constituencies reported that they received government capitation totaling KSh. 3.97B. The State Department for Vocational and Technical Training reported that KSh. 3.93B was disbursed as capitation to 181 (88.7%) TVET institutions drawn from 167 (57.6%) constituencies.
- (e) TVETIs in Lamu County did not receive capitation funds.
- (f) The State Department for Vocational and Technical Training reported 314,121 students enrolled in TVET institutions, while the TVETIs reported a student enrolment of 311,402. A deviation of 2,719 students. The additional students would attract a capitation amount of KSh. 81,570,000 and yet the capitation amounts report by the State Department for Vocational and Technical Training was less by KSh. 40,704,839.
- (g) The top ten counties that received the highest allocation of capitation totaling 2.47B were Kiambu, Kakamega, Uasin-Gishu, Meru, Kisii, Bungoma, Kisumu, Nakuru, Nairobi, and Nyeri. The allocation accounted for 62.3% of the total disbursement of KSh. 3.97B.
- (h) The average capitation per student, is set at KSh. 12,000, contrasts with the proposed KSh. 30,000 per student in the draft guidelines.

- (i) The counties that received the highest allocation per student were Kajiado KSh. 42,846; Marsabit KSh. 25,841; Kwale KSh. 19,031; Kakamega KSh. 18,733 and Mombasa KSh. 15,566.
- (j) KSh. 9,626.05M was generated from various sources, including school fees payments, bursaries from CDF, NGOs/CBOs, County Governments and individuals. This brought the TVETIs' total budget to KSh. 15,651.58M, a slight increase from the KSh. 11,838M reported in the 2021/22 FY.

Table 3.117: Status of Student enrolment, capitation disbursement by Category of TVETIs

Category of TVETIs	Number of TVETIs	TVETIS reporting allocated capitation		Self-declaration by TVETIs			Reported by State Department for Vocational and Technical Training			
		No	Yes	Student enrolment	Capitation received (KSh.)	Capitation per student	Number of TVETIs	Total Student Enrolment	Capitation disbursement	Capitation per student
National Polytechnics	11 (5%)		11 (5%)	99,555 (31.8%)	1,395,473,333 (35.2%)	14,017.11	11 (6.1%)	102,325 (30.8%)	1,275,510,000 (32.5%)	12,465.28
Special needs TVET	4 (2%)		4 (2%)	5,472 (1.7%)	107,425,000 (2.7%)	19,631.76	4 (2.2%)	4,790 (1.4%)	65,870,000 (1.7%)	13,751.57
Technical and Vocational Education (TVC)	121 (59%)	31 (15%)	90 (44%)	40,073 (12.8%)	452,874,506 (11.4%)	11,301.24	101 (55.8%)	48,557 (14.6%)	493,750,000 (12.6%)	10,168.46
Technical Training Institutes (TTI)	68 (33%)	7 (3%)	61 (30%)	167,827 (53.6%)	2,014,219,000 (50.7%)	12,001.73	65 (35.9%)	176,813 (53.2%)	2,094,157,000 (53.3%)	11,843.91
Grand Total	204 (100%)	38 (19%)	166 (81%)	312,927 (100%)	3,969,991,839 (100%)	12,686.63	181 (100%)	332,485 (100%)	3,929,287,000 (100%)	11,817.94

Table 3.118: Comparative analysis on capitation by TVET institutions and the State Department for Vocational and Technical Training

Category of TVETIs	Number of TVETIs	Self-declaration by TVETIs			Reported by State Department for Vocational and Technical Training			Variance of declaration from TVETIs from State Department for Vocational and Technical Training		
		Student enrolment	Capitation received (KSh.)	Capitation per student	Total Student Enrolment	Capitation disbursement	Capitation per student	Total Student Enrolment	Capitation disbursement	Capitation per student
National Polytechnics	11 (7%)	99,555 (32%)	1,395,473,333 (35%)	14,017.11	102,325 (33%)	1,275,510,000 (34%)	12,465.28	-2.8%	8.6%	1.5%
Special needs TVET	4 (3%)	5,472 (2%)	107,425,000 (3%)	19,631.76	4,790 (2%)	65,870,000 (2%)	13,751.57	12.5%	38.7%	122.8%
Technical and Vocational Education (TVC)	85 (53%)	38,701 (12%)	443,324,506 (11%)	11,455.12	41,754 (13%)	421,205,000 (11%)	10,087.78	-7.9%	5%	3.3%
Technical Training Institutes (TTI)	60 (38%)	167,674 (54%)	2,012,671,000 (51%)	12,003.48	165,252 (53%)	1,952,775,000 (53%)	11,816.95	1.4%	3%	0.1%
Grand Total	160 (100%)	311,402 (100%)	3,958,893,839 (100%)	12,713.13	314,121 (100%)	3,715,360,000 (100%)	11,827.80	-0.9%	6.2%	0.3%

Table 3.119: Distribution of TVETIs Institutions and Capitation Disbursed by County

S/No.	County	Category of organization					Reported by TVETIs		
		National Polytechnic	Special Needs	Technical and Vocational Education (TVC)	Technical Training Institute (TTI)	Number of TVETIs institutions	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)
1	Baringo	0	0	2	3	5	4,377	57,683,000.00	13,179.00
2	Bomet	0	0	2	3	5	8,811	99,686,000.00	11,314.00
3	Bungoma	0	0	2	4	6	17,952	194,565,000.00	10,838.00
4	Busia	0	0	4	1	5	4,243	41,310,000.00	9,736.00
5	Elgeyo Marakwet	0	0	3	0	3	1,445	19,997,282.00	13,839.00
6	Embu	0	0	1	2	3	2,968	36,562,000.00	12,319.00
7	Garissa	1	0	0	0	1	1,412	17,645,000.00	12,496.00
8	Homabay	0	1	2	1	4	8,480	102,734,000.00	12,115.00
9	Isiolo	0	0	1	0	1	22	95,000.00	4,318.00
10	Kajiado	0	0	4	0	4	637	27,293,000.00	42,846.00
11	Kakamega	1	0	4	3	8	19,603	367,219,333.00	18,733.00
12	Kericho	0	0	2	2	4	4,680	57,988,000.00	12,391.00
13	Kiambu	1	0	4	2	7	33,624	462,039,000.00	13,741.00
14	Kilifi	0	0	0	2	2	1,065	12,854,000.00	12,069.00
15	Kirinyaga	0	0	1	0	1	486	4,598,000.00	9,461.00
16	Kisii	1	0	1	4	6	17,936	231,844,000.00	12,926.00
17	Kisumu	1	0	0	1	2	12,428	187,175,000.00	15,061.00
18	Kitui	0	0	2	0	2	484	6,869,000.00	14,192.00
19	Kwale	0	0	3	0	3	701	13,341,000.00	19,031.00
20	Laikipia	0	0	2	0	2	777	9,890,000.00	12,728.00
21	Machakos	0	1	2	1	4	3,719	33,077,400.00	8,894.00
22	Makueni	0	0	2	1	3	3,063	38,410,200.00	12,540.00
23	Mandera	0	0	0	1	1	677	8,161,000.00	12,055.00
24	Marsabit	0	0	1	0	1	113	2,920,000.00	25,841.00
25	Meru	1	0	2	5	8	25,080	249,852,000.00	9,962.00
26	Migori	0	0	4	2	6	5,791	60,073,000.00	10,374.00
27	Mombasa	1	0	1	1	3	6,974	108,558,000.00	15,566.00
28	Murang'a	0	0	3	1	4	5,277	61,955,000.00	11,741.00
29	Nairobi	0	1	1	3	5	15,382	177,761,000.00	11,556.00
30	Nakuru	0	0	5	2	7	12,059	183,313,000.00	15,201.00
31	Nandi	0	0	3	3	6	11,790	140,014,000.00	11,876.00
32	Narok County	0	0	1	1	2	1,020	12,560,000.00	12,314.00
33	Nyamira	0	0	1	2	3	2,248	26,691,000.00	11,873.00
34	Nyandarua	1	0	3	0	4	3,569	40,723,000.00	11,410.00
35	Nyeri	1	0	3	2	6	14,113	155,858,000.00	11,044.00
36	Samburu	0	0	1	0	1	1,707	13,387,000.00	7,842.00
37	Siaya	0	1	3	2	6	8,337	146,083,000.00	17,522.00
38	Taita Taveta	0	0	0	1	1	3,831	49,250,000.00	12,856.00
39	Tana River	0	0	2	0	2	359	2,158,000.00	6,011.00
40	Tharaka Nithi	0	0	1	0	1	1,704	10,600,000.00	6,221.00
41	Trans Nzoia	1	0	0	0	1	11,300	137,386,000.00	12,158.00
42	Tranzoia	0	0	2	1	3	1,521	17,287,000.00	11,366.00
43	Turkana	0	0	3	0	3	212	5,156,624.00	24,324.00
44	Uasin Gishu	1	0	2	3	6	24,449	262,817,000.00	10,750.00

S/No.	County	Category of organization					Reported by TVETIs		
		National Polytechnic	Special Needs	Technical and Vocational Education (TVC)	Technical Training Institute (TTI)	Number of TVETIs institutions	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)
45	Vihiga	0	0	3	1	4	6,057	72,287,000.00	11,934.00
46	West Pokot	0	0	1	0	1	444	2,266,000.00	5,104.00
	Total	11	4	90	61	166	312,927	3,969,991,839.00	12,687.00

Observations

- A majority of the TVETIs were operating without functional capitation committees.
- Some TVETIs did not receive capitation.
- Some TVETIs did not specify the amount of capitation received.
- Most of the TVETIs received capitation.
- There was a variation between the capitation reported to have been received by TVETIs with figures of capitation distributed to TVETIs by the State Department for Vocational Training.
- There was a variation between the number of enrolments reported by TVETIs against the figures of enrolment reported by the Stated Department for Vocational Training.
- TVETIs in one county did not receive any capitation.
- TVETIs in ten counties received more than 60% of the total allocation.
- There was a variance between the approved capitation and the capitation amount disbursed.
- Some constituencies did not seem to have any TVETIs.

Recommendations

- All TVETIs to constitute and operationalize the capitation committees.
- The State Department for Vocational Training to ensure that all TVETIs receive capitation allocations.
- The Office of the Auditor General to undertake special audit of capitation funds allocated to TVETIs due to the variations reported between TVETIs and the State Department for Vocational Training relating to capitations disbursed and received and the number of students enrolled.
- The State Department for Vocational Training to prioritize establishment of TVETIs in all constituencies to facilitate equitable access to technical training in all parts of Kenya.
- The State Department for Vocational and Technical Training to mount capacity building programmes for TVET management record keeping, data management and prudent use of resources.

3.5.6 Public Participation in Policy Making Process

Public Participation in policy-making is a requirement under Article 10(1) (c) and 232(1) (d) of the Constitution. All public organizations are required to undertake public participation whenever they are formulating public policy. This involves engaging the public on the contents of the proposed policy in a meaningful and productive manner where the public is given ample time to read, understand and give feedback on the proposed policy throughout the policy making process. This must culminate in a policy validation forum where the feedback is validated as included or excluded from the final document with reasons.

The Supreme Court of Kenya has since given guiding principles that must be satisfied for public participation to be considered to have taken place. These principles include—

- (a) Public participation must be real and not illusory. It is not a cosmetic or a public relations act. It is not a mere formality to be undertaken as a matter of course just to ‘fulfill’ a constitutional requirement. There is need for both quantitative and qualitative components in public participation.
- (b) Public participation is not an abstract notion; it must be purposive and meaningful.
- (c) Public participation must be accompanied by reasonable notice and reasonable opportunity. Reasonableness will be determined on a case-to-case basis.
- (d) Public participation is not necessarily a process consisting of oral hearings, written submissions can also be made. The fact that someone was not heard is not enough to annul the process.
- (e) Allegation of lack of public participation does not automatically vitiate the process. The allegations must be considered within the peculiar circumstances of each case: the mode, degree, scope and extent of public participation is to be determined on a case-to-case basis.
- (f) Components of meaningful public participation include the following:
 - (i) clarity of the subject matter for the public to understand;
 - (ii) structures and processes (medium of engagement) of participation that are clear and simple;
 - (iii) opportunity for balanced influence from the public in general;
 - (iv) commitment to the process;
 - (v) inclusive and effective representation; integrity and transparency of the process.

The evaluation sought to establish the extent to which the public was facilitated to engage in policy-making. The standards were the availability of public participation guidelines to guide the process, stakeholder diversity, and accessibility of information to diverse segments of the public.

The indicators evaluated were—

- (a) customization of the Public Service Commission Public Participation Guidelines, 2015.
- (b) the modes of engagement
- (c) the numbers and diversity of participants
- (d) accessibility of information
- (e) the policies challenged in court
- (f) impact evaluation on policies implemented

The status of implementation of public participation process is presented in Table 3.120.

It was established that—

- (a) 60 (11.5%) organizations had customized guidelines.
- (b) 463 (88.5%) organization had not customized the guidelines. The reasons provided for not customizing the guidelines included: non-applicability of the guidelines 42 (9%), new organization 43 (9%), lack of sensitization 22 (5%), budgetary constraints 25 (5%), inadequate capacity 13 (3%) adopted the guidelines as is 4 (1%) while 35 (8%) organizations did not provide any reason.
- (c) State Corporations and SAGAs had the highest number of organizations which customized the guidelines with 36 (60%) followed by Ministries and State Departments and Public Universities with 9 (15%) each. None of the Statutory Commissions and Authorities customized the guidelines.

Table 3.120: Organizations that customized Public Participation Guidelines

Sector Name	Total Organizations	Organizations that Customised	Organizations that Customised %	Organizations that did not Customise	Organizations that did not Customise %
Constitutional Commissions and Independent Offices	10	2	3.3%	8	80%
Ministries and State Departments	52	9	15%	43	83%
Public Universities	39	9	15%	30	77%
State Corporations and SAGAs	210	36	60%	174	83%
Statutory Commissions and Authorities	8		0%	8	100%
TVETIs	204	4	6.7%	200	98%
Total	523	60		463	
Total %	100%	11%		89%	

Observation

A majority of the organizations had not customized the Commission’s Public Participation Guidelines.

Recommendation

All public organizations to develop or customize public participation guidelines, which incorporate the guiding principles by the Supreme Court.

(a) Modes used for Public Participation

To enable the public to participate meaningfully, organizations are expected to provide the public with relevant information in a timely and accessible manner.

The status of modes used for public participation is presented in Figure 3.7.

It was established that—

- (i) 137 organizations developed or reviewed 604 policies, legislations and plans and subjected them to public participation.

- (ii) The modes adopted for public engagement were physical meetings 350 (58%), virtual 233 (38.5%), online submissions 62 (10.2%), physical delivery of submissions 145 (24%), both physical and virtual 139 (23%).
- (iii) 73 organizations engaged 119 sign language interpreters in 106 stakeholder forums.
- (iv) 57 (48%) sign language interpreters were employees of the organizations.
- (v) 204 (33.8%) draft policies were circulated to stakeholders for public participation, the final documents were circulated to stakeholders for validation and the policy documents were finally approved for implementation.
- (vi) 14 (2.3%) of the developed/reviewed policies had no details on dates from the initial stakeholder engagements to policy approval.

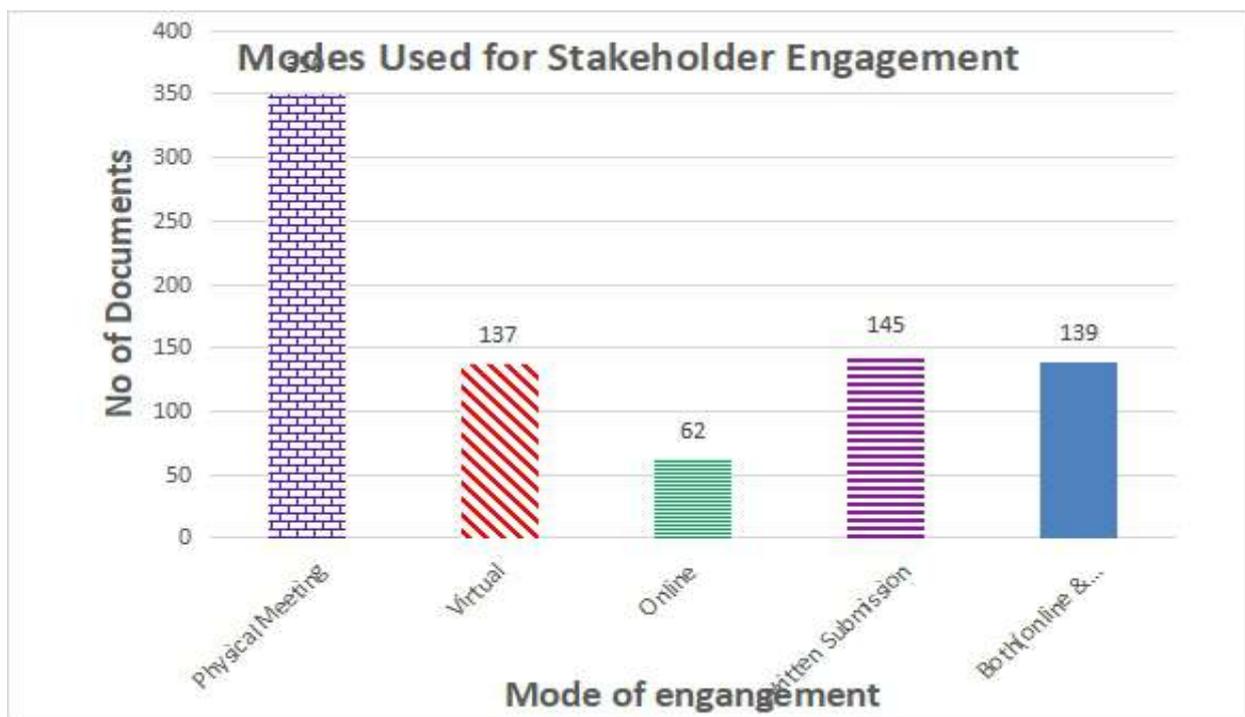


Figure 3.7: Mode of Stakeholders Engagement

Observations

- (a) Some organizations did not provide details on the start date for development or review of policies, it was not therefore possible to gauge whether there was public participation and the timeframe given for the public to submit their views.
- (b) For all the public participation engagements that took place, there was a sign language interpreter.
- (c) Few organizations had employees who were trained on sign language.

(b) Diversity in Representation in Policy Development

The evaluation sought to establish the distribution of the stakeholders engaged by gender and PWDs status. It was established that:

- (i) 30,432 stakeholders were engaged comprising: 17,834 (58.6%) male, 12,598 (41.4%) female and 568 (1.9%) PWDs.

(ii) of the documents subjected to public participation, 8 (1.3%) were transcribed to Braille. The organizations that transcribed their policy documents included Kenya National Bureau of Statistics (KNBS), Mama Ngina University College, Kenya Institute for Public Policy Research and Analysis (KIPPRA) and Machakos Technical Training Institute for the Blind.

(c) Policies Challenged in Court

Public policies and legislations are increasingly being challenged in court as a result of failure by organizations to undertake public participation.

The status of policies which were challenged in court for lack of public participation is presented in Figure 3.8.

It was established that 5 (1%) organizations had their policies challenged in court due to lack of public participation during the formulation. These were: Konza Technopolis Development Authority, National Environment Management Authority (NEMA), Kenya Institute of Supplies Management, Retirement Benefits Authority (RBA) and The Kitale National Polytechnic.

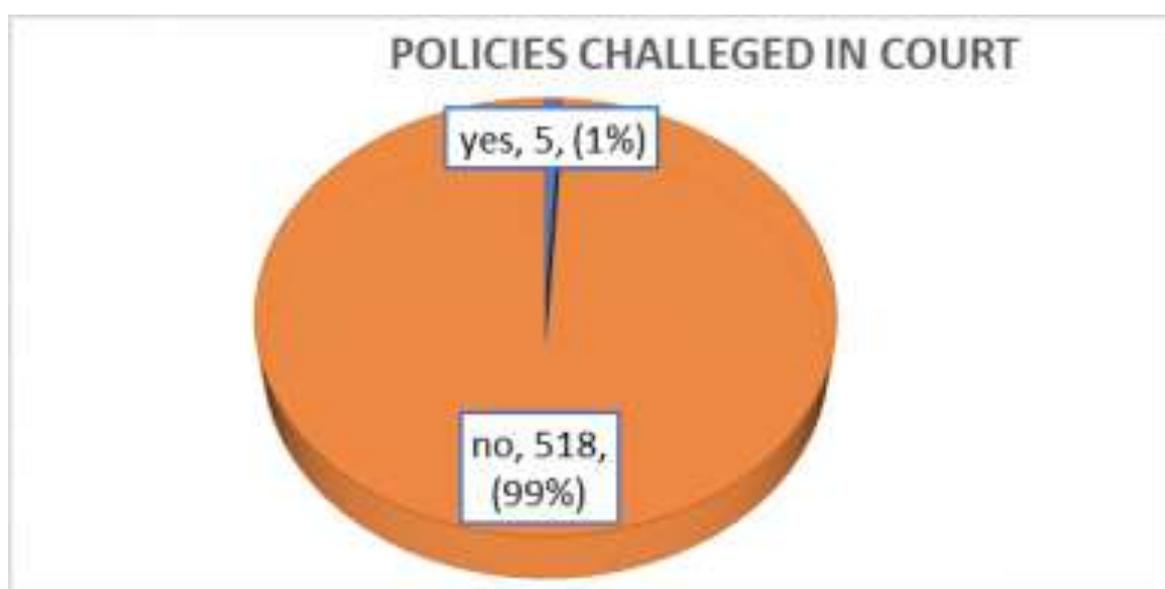


Figure 3. 8: Organizations with Policies challenged in Court

(d) Status of Impact Evaluation on Policies Developed in the Public Service

Impact evaluation helps organizations: determine whether the policy achieved the is intended objective, identify any areas of improvement, and if necessary, re-design the policy.

The evaluation sought to establish whether any of the organizations which had implemented policies in the previous 5 years, had undertaken impact evaluation.

It was established that 63 (12%) of the 397 (76%) organizations which confirmed to have implemented policies in the last five years conducted impact evaluation.

Recommendations

- (a) To facilitate meaningful engagement of PWDs in public participation, organizations should, for every public participation meeting, transcribe into braille the relevant documents and engage sign language interpreters.
- (b) Public organizations to undertake impact evaluation on implemented policies as a public accountability tool.
- (c) All public organizations to train at least two officers on sign language.



Staff members from the Water Resources Authority plant trees at Uplands Forest in Kiambu County to promote environmental sustainability through conservation.

3.5.7 Efficiency, Effectiveness and Economic use of Resources and Sustainable Development

One of the values and principles of public service in Article 232 is the efficient, effective and economic use of resources. This ties in with the principle of sustainable development under Article 10. To facilitate the realization of these values, the Public Finance Management Act, 2012 (PFM Act, 2012) and the Public Finance Management (National Government) Regulations, 2015 prescribe the principles to guide the utilization of financial resources. The Act prescribes a 70:30 ratio for development and recurrent expenditure. Further, the National Treasury, vide Circular reference No. 8/2021 on Guidelines for Preparation of 2022-23 to 2024-25 Medium Term Budget, directed that personnel emoluments should not exceed 35% of the organizational recurrent budget.

The Public Procurement and Assets Disposal Act, 2015 and the regulations issued under it prescribe the procedures and the standards for procurement of goods, services and works by public entities.

The performance standards evaluated included the total approved annual budget, the adherence to the development to recurrent expenditure ratio of 30:70, operations and maintenance to personnel emoluments ratio of 65:35, the status of absorption of allocated funds, maintenance of assets and liabilities registers, codes of conduct for persons participating in procurement, the Auditor General's opinions, implementation of Public Accounts Committee (PAC) and Public Investments Committee (PIC) recommendations, status of adjudication of disputes on procurement and implementation of the Bottom-Up Economic Transformation Agenda (BETA).

The evaluation sought to establish the efficiency and effectiveness in the utilization of public funds and resources and alignment of development programmes with the BETA.

The performance indicators used were—

- (a) Collection of revenue by public organizations.
- (b) Adherence to the set budget ratios.
- (c) Utilization of development funds.
- (d) Status of development projects undertaken in the last three years.
- (e) Implementation of the policy on Assets and Liabilities Management in the Public Sector (2020).
- (f) Implementation of the Public Procurement and Disposal Act. 2015.
- (g) Availability of a code of ethics for persons participating in public procurement and asset disposal activities in Kenya.
- (h) Training on procurement regulations and standards by PPRA.
- (i) Appeals related to procurement.
- (j) Status of audit by Office of the Auditor General.
- (k) Implementation of recommendations of PAC and PIC reports.
- (l) Implementation of programmes to support the realization of BETA.

3.5.7.1 Revenue Collection and Organization Budget

(a) Revenue collection

Government revenue or national revenue is money received by a government from taxes and non-tax sources to enable it to undertake public expenditure. Government revenue as well as Government spending are components of the Government budget and important tools of the Government's fiscal policy.

The Cabinet Secretary in charge of the National Treasury designates receivers of revenue from among public officers. A receiver of revenue is responsible for receiving and accounting for government revenue provided in any law or regulation as the Cabinet Secretary may specify in the letter of appointment. The measures for revenue collection are proposed by the Cabinet Secretary annually with the approval of Parliament through the Finance Act. The receivers of revenue are empowered through the designation to collect revenue to appoint revenue collectors to collect the revenue specified in the appointment letter to the receiver of revenue.

The designated collectors of revenue remit the revenue collected to the receivers of revenue who in turn remit the collected revenue to the national treasury and account for all the revenues

collected under them. All the revenue collected is remitted to a consolidated fund from where it is appropriated for expenditure by the government.

The evaluation sought to determine the organizations that collected and remitted revenue to the National Treasury.

The status of revenue collected and remitted is presented in Figure 3.9, Tables 3.121 and 3.122

It was established that—

- (a) 394 (75.3%) organizations reported having collected revenue against 12 organizations designated by the National Treasury as receivers of revenue.
- (b) 45 (11.7%) organizations reported having remitted KSh. 221,863.08M (21.2%) to the National Treasury even though the National Treasury had only designated 12 organizations as receivers of revenue.
- (c) 126 (32.1%) organizations surpassed their revenue targets.
- (d) Nine (75%) out of the twelve organizations designated to receive revenue by the National Treasury posted a 10% revenue collection shortfall.
- (e) 166 TVETIs generated KSh. 9,626.05M from various sources, including school fees, bursaries from CDF, NGOs/CBOs, County Governments, and individuals. This brought the TVETIs' total budget to KSh. 15,651.58M, a slight increase from the KSh. 11,838M reported in the 2021/22 FY.

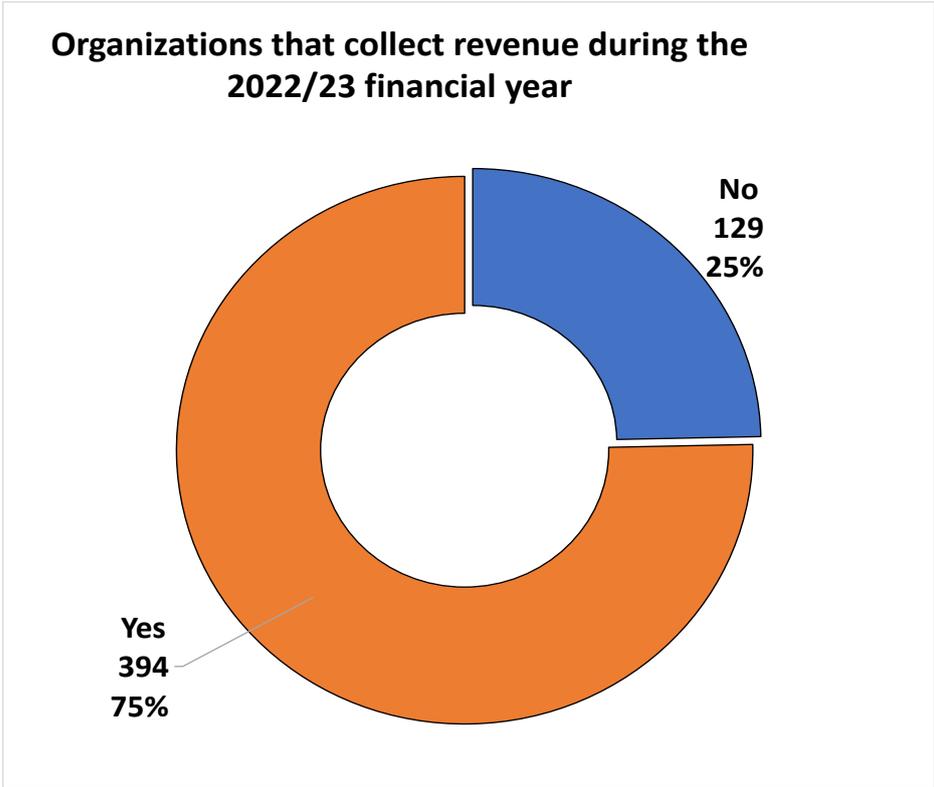


Figure 3.9: Organizations that collected revenue, 2022/23 FY

Table 3.121: Status of Revenue Collected and Remitted

Sector	No. of reporting organizations	No. of Organizations that generated revenue	Analysis of remittances of the 393 organizations generating revenue.					
			No. Organizations that remitted revenue	Amount of revenue targeted (KSh. Millions)	Amount of revenue generated (KSh. Millions)	Amount of revenue remitted (KSh. Millions)	% of revenue remitted	Variance, collected minus targeted (KSh. Millions)
Constitutional Commissions and Independent Offices	10 (1.9%)	2 (0.4%)	1 (0.3%)	18.00	15.02	0.29	1.9%	-3 (-16.5%)
Ministries and State Departments	52 (9.9%)	32 (6.1%)	22 (5.6%)	176,369.72	179,946.10	97,007.72	53.9%	3,576 (2%)
Public Universities	39 (7.5%)	37 (7.1%)	1 (0.3%)	56,751.70	50,728.14	180.69	0.4%	-6,024 (-10.6%)
State Corporations and SAGAs	210 (40.2%)	162 (31%)	20 (5.1%)	829,438.39	801,064.16	124,672.41	15.6%	-28,374 (-3.4%)
Statutory Commissions and Authorities	8 (1.5%)	3 (0.6%)	1 (0.3%)	1,164.42	1,149.60	0.24	0.02%	-15 (-1.3%)
TVETIs	204 (39%)	157 (30%)	1 (0.3%)	18,616.21	13,693.46	1.73	0.01%	-4,921 (-26.4%)
Grand Total	523 (100%)	393 (75.1%)	46 (11.7%)	1,082,358.45	1,046,596.48	221,863.08	21.2%	-35,760 (-3.3%)

Table 3.122: Revenue received by the National Treasury

Name of organization	Revenue collection status, the National Treasury				
	Targeted Revenue (KSh. Millions)	Amount Collected (KSh. Millions)	Variance (KSh. Millions)	% Variance	Status
DGIPE- National Treasury	40,126.85	46,212.12	6,085.26	15.2%	Surpassed target
Immigration and Citizen Services	17,928.34	17,987.65	59.31	0.3%	Surpassed target
Kenya Revenue Authority	2,080,404.88	1,966,535.02	(113,869.86)	-5.5%	Target unmet
Lands and physical planning	1,271.74	1,675.86	404.13	31.8%	Surpassed target
Ministry of Defence	8,542.65	9,163.12	620.47	7.3%	Surpassed target
National Treasury	10,797.72	17,393.41	6,595.69	61.1%	Surpassed target
Pension- National Treasury	521.17	341.31	(179.86)	-34.5%	Target unmet
Resource Mobilization Depart	1,454,542.77	1,177,730.97	(276,811.80)	-19%	Target unmet
State Law Office and Department of Justice	1,306.56	1,347.33	40.76	3.1%	Surpassed target
Grand Total	3,615,442.68	3,238,386.79	(377,055.89)	-10%	Target unmet

Observations

- (a) Most of the organizations reported having collected revenue against the few designated by the National Treasury.
- (b) More organizations reported remitting revenue to the National Treasury than were designated by the National Treasury as receivers of revenue.
- (c) Most of the organizations designated to receive revenue by the National Treasury posted shortfalls in revenue collections.

Recommendations

- (a) The non-designated revenue receivers and collectors to explain on what authority they collected revenue.
- (b) The National Treasury to develop and publish a list of receivers of revenue annually to avoid non-designated receivers and collectors of revenue overloading the citizens with unauthorized costs in service delivery which impede access to public services.
- (c) The National Treasury to establish the reasons for the shortfalls in revenue collections posted by a majority of the designated revenue receivers.

(b) Status of Budget Implementation

The Constitution of Kenya, 2010 mandates government organizations to develop budgets for effective execution of government programmes and projects. The National budget is an estimate of government revenues and expenditures for a stipulated financial year. It is a key instrument for the execution of government operations, programmes and development projects.

All the revenues collected are remitted to the consolidated fund from where it is appropriated for expenditure by government. The appropriation process requires the Cabinet Secretary for Finance to present an appropriation bill and budget estimates to Parliament for consideration and approval. Once an appropriation bill is enacted into law, the necessary processes for expenditure come into place and include the signing of the treasury warrant by the President and scheduled release of funds and monitoring of budget implementation by the Controller of Budget.

The evaluation sought to establish the status of compliance with the set budget ratios by public organizations.

The status of Budget allocations and actual expenditures by public organizations and other sources of funds is presented in Tables 3.123 and 3.124 while budget absorption levels is presented in Figures 3.10 and 3.11.

It was established that—

- (a) 417 (80%) organizations received recurrent and development funds from the exchequer.
- (b) 16 organizations were found to have missing entries on Personnel Emoluments (PE) and Operations and Maintenance (O&M). These were: Agricultural Development Corporation (ADC), Insurance Regulatory Authority (IRA), Kenya National Highways Authority (KeNHA), National Water Harvesting and Storage Authority, State Department for Investments Promotion, University of Nairobi, Borabu Technical and Vocational College, Butula Technical and Vocational College,

Ekerubo Gietai Technical Training Institute, Ijara Technical and Vocational College, Kaelo Technical and Vocational College, Kirinyaga Central Technical and Vocational College, Kisiwa Technical Training Institute, Lamu East Technical and Vocational College (Kizigitini), Musakasa Technical Training Institute and Weru Technical and Vocational College.

- (c) Nine (6.9%) out of 130 commercial and regulatory state corporations remitted to government KSh. 9.43B. These were Communications Authority of Kenya, Kenya Airports Authority (KAA), Kenya Civil Aviation Authority, Kenya Dairy Board, Kenya Development Corporation, Kenya Ports Authority (KPA), Kenya Reinsurance Corporation, National Construction Authority and National Housing Corporation.
- (d) 324 organizations reported alternative sources of funds from own source revenue, Donor and Non-government organizations (NGOs) amounting to KSh. 921.689B.
- (e) 166 TVETIs generated KSh. 9.626B (1%) from various sources, including school fees, bursaries from CDF, NGOs/CBOs, County Governments, and individuals. This brought the TVETIs' total budget to KSh. 15.652B.
- (f) KSh. 6.819B was spent by 100 (25%) organizations on Corporate Social Responsibility (CSR) activities.
- (g) Expenditures on recurrent budget amounted to KSh. 1,458.475B.
- (h) The overall ratio of Personnel Expenditure (PE) to Operation and Maintenance (O&M) for the six service sectors was 45:55.
- (i) 237 (59%) organizations did not comply with the 35:65 expenditure ratio on PE to O&M.
- (j) Organizations sampled from the CoB report on RE:DE ratio of 65:35 was consistent with the data from the evaluated organizations.
- (k) 319 (79.6%) organizations did not comply with the 70:30 Recurrent to Development ratio.
- (l) Average compliance ratio for development expenditure on the six sectors was 86:14
- (m) Ministry and State Departments (60:40) was the only sector complying with the 70:30 ratio.
- (n) 185 (46%) organizations achieved 100% budget absorption, 147 (37%) had absorption rate between 70-99%, 40 (10%) had absorption rate between 50-69% and 29 (7%) had absorption rate less than 50%.
- (o) TVET institutions reported that KSh. 3.096B was utilized for Personnel Emolument (PE) and KSh. 8.841B for Operation and Maintenance (O&M), resulting in a PE to O&M ratio of 25:75. Recurrent to Development ratio stood at 87:13, deviating from the 70:30 principle.

Table 3.123: Reported Budget allocations and actual expenditures by public organizations during FY 2022/2023

Sector	Number of Organizations	Budget Analysis of 401 Reporting Organizations (KSh. Millions)								Ratio	
		Total Budget (Recurrent +Development)	Revised Recurrent Budget	Expenditure Recurrent budget	Revised Development Budget	Expenditure Development Budget	Total Expenditures	Expenditure on Personal Emolument (PE)	Expenditure on Operation and Maintenance (O&M)	PE:OM	Recurrent: Development
Constitutional Commissions and Independent Offices	10	37,549.13	37,465.39	36,973.98	81.75	66.95	37,042.93	19,325.18	17,648.80	52 : 48	99.8 : 0.2
Ministries and State Departments	48	1,300,899.69	777,874.74	655,534.40	523,024.91	434,916.90	1,090,469.14	355,277.34	300,257.06	54 : 46	60 : 40
Public Universities	38	83,802.97	73,830.34	73,606.78	8,981.29	4,415.12	79,014.09	47,035.61	26,571.17	64 : 36	94 : 6
State Corporations and SAGAs	164	970,535.92	698,429.59	674,085.57	261,224.38	176,599.00	865,917.84	228,129.34	445,956.23	34 : 66	79 : 21
Statutory Commissions and Authorities	8	7,996.98	8,312.58	8,190.44	109.14	104.14	7,869.85	3,990.68	4,199.76	49 : 51	99 : 1
TVETIs	133	15,335.58	12,007.19	10,084.14	3,327.08	2,006.60	12,095.55	2,518.78	7,565.37	25 : 75	83 : 17
Grand Total	401 (100%)	2,416,120.29	1,607,919.82	1,458,475.32	796,748.54	618,108.71	2,092,409.38	656,276.93	802,198.39	45 : 55	86 : 14

Table 3.124: Other Sources of funds

Sector	Total No. of Organizations	Number of organizations	Other Sources of Revenue (KSh. Millions)			Totals (KSh. Millions)
			Own Revenue Generation	Donors	Loans	
Constitutional Commissions and Independent Offices	10	5 (0%)	429	194	-	622
Ministries and State Department	52	39 (75%)	189,826	39,287	141,260	370,373
Public Universities	39	31 (79.5%)	17,429	6,019	4	23,452
State Corporations and SAGAs	210	127 (60.5%)	397,886	102,094	19,677	519,657
Statutory Commissions and Authorities	8	5 (62.5%)	177	215	-	392
TVETIs	204	117 (57.4%)	5,750	1,442	-	9,626
Total	523	324 (81%)	611,496	149,252	160,941	924,122

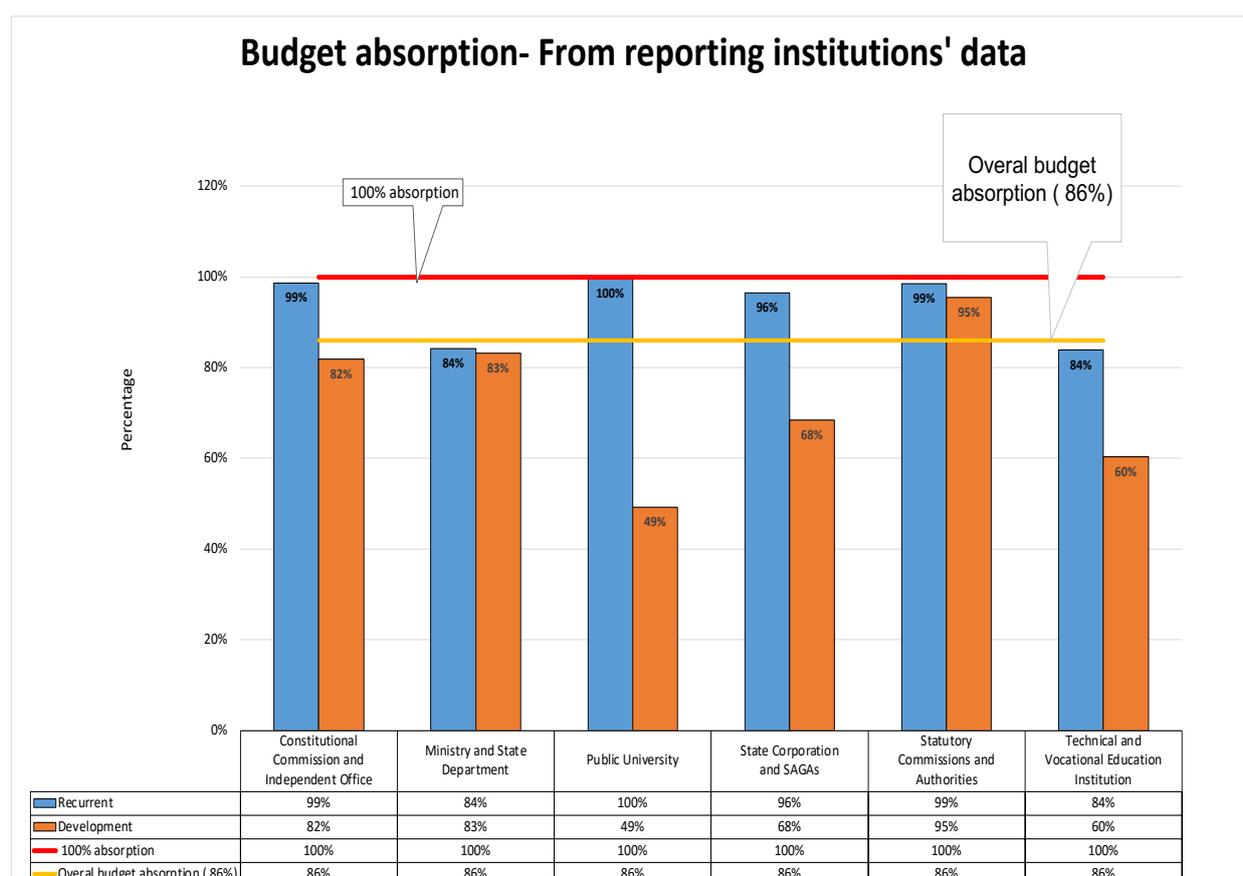


Figure 3.10: Budget absorption by sectors as reported by MDAs

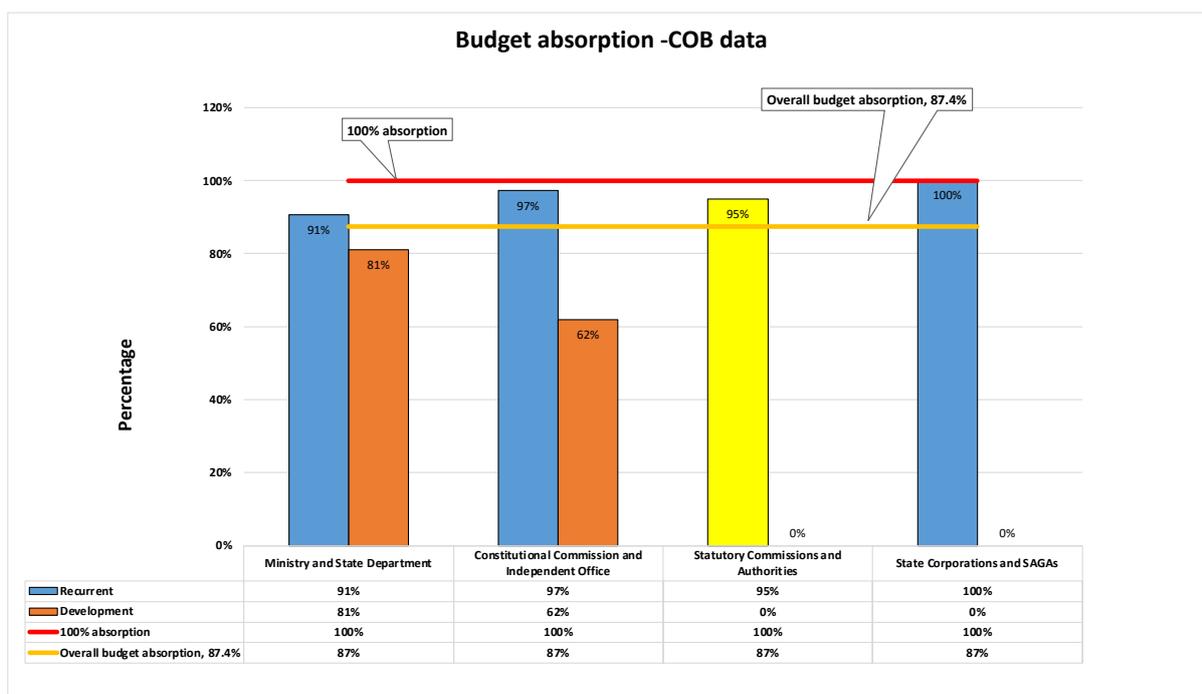


Figure 3.11: Budget absorption by sectors as reported by COB

Observations

- (a) Most of the organizations received recurrent and development funds from the exchequer.
- (b) Some organizations had missing entries on PE:O&M budget ratio.
- (c) Few commercial and regulatory state corporations remitted funds to the exchequer.
- (d) Organizations spent high amount of funds on Corporate Social Responsibilities.
- (e) Most of the organizations did not comply with PE:O&M budget ratio.
- (f) Most of the organizations did not comply with the Recurrent to Development budget ratio.
- (g) Less than half of the organizations achieved the 100% budget absorption level.

Recommendations

- (a) The organizations that had missing PE:O&M budget ratio to explain the missing entries.
- (b) Government to regulate expenditure by organizations on CSR activities through settling of an expenditure ceiling on the same.
- (c) Government to establish the reasons for the underperformance of state corporations which are revenue earning or commercial.
- (d) The organizations that did not comply with the PE:O&M budget ratio to explain the failure.
- (e) The organizations that did not comply with the Recurrent to Development budget ratio to explain the failure.
- (f) The organizations that failed to achieve the 100% absorption level to explain the failure.

3.5.7.2 Development Projects

(e) Implementation Status of Development Projects FY 2019/20 – 2021/22

Development projects are key investments and vehicles for economic growth, which form the main impetus for attainment of the government development agenda. Project implemented within the proposed time and costs generate employment and income to the citizens as well as the government. The Public Finance Management Act, 2012 (PFM Act, 2012) and the Public Finance Management (National Government) Regulations, 2015 provides that 30% of government expenditure be invested in development projects.

The evaluation sought to establish the number of organizations that implemented development projects FY 2019-20 to 2021-22 and the implementation status of projects.

The status of the implementation of development projects between 2019/20 and 2021/22 is presented in Table 3.125.

It was established that—

- (a) 285 (54.5%) organizations implemented 3,115 development projects between FY 2019-20 and 2021-22.
- (b) 1,762 (56.5%) of the projects were completed, 1,214 (39%) were ongoing while 99 (3.2%) were stalled. It was also noted that the completion status of 40 (1.3%) projects was not provided.

Table 3.125: Implementation status of development projects 2019/20 and 2021/22

Service Sector	Total No. of Organizations	Total that Implemented Programmes	Number of Projects				Total
			Completed	Information not Provided	Ongoing	Stalled	
			No & %	No & %	No & %	No & %	No
Constitutional Commissions and Independent Offices	10	5	3 (0.1%)	0	10 (0.3%)	0	13 (0.4%)
Ministries and State Departments	52	39	223 (7.2%)	8 (0.3%)	454 (14.6%)	24 (0.8%)	709 (22.8%)
Public Universities	39	27	68 (2.2%)	6 (0.2%)	42 (1.4%)	10 (0.3%)	126 (4%)
State Corporations and SAGAs	210	123	1,148 (36.9%)	22 (0.7%)	647 (20.8%)	54 (1.7%)	1,871 (60.1%)
Statutory Commissions and Authorities	8	2	5 (0.2%)		7 (0.2%)		12 (0.4%)
TVETIs	204	89	315 (10.1%)	4 (0.1%)	54 (1.7%)	11 (0.4%)	384 (12.3%)
Grand Total	523	285	1,762 (56.6%)	40 (1.3%)	1,214 (39%)	99 (3.2%)	3,115

Recommendation

The Office of the Auditor General to audit previous and current development projects and make appropriate recommendations to ensure prudent utilization of financial resources by public organizations.

(f) Status of undertaking Feasibility studies and Environmental Impact Assessment Approvals for development projects

One of the key principles under Article 10(2)(d) is sustainable development which requires public organizations to implement development projects in the most efficient and effective manner to realize the intended benefits. This calls for avoidance of wastage and proper planning from conceptualization to finalization of the projects. Project viability and sustainability is determined through feasibility studies and environmental impact assessments. Further, the project duration and cost are equally considered in evaluating the status of development projects.

Regulation 20(4) of the Public Finance Management (National Government) Regulations, 2015 requires that a feasibility study for medium, large and mega projects be prepared detailing minimum market and demand assessment, technical and engineering feasibility as well as environmental impact assessment among others.

The evaluation sought to establish the number of organizations that undertook feasibility studies and environmental impact assessments.

The status of implementation of development projects is presented in Table 3.126.

It was established that—

- (a) 218 (41.7%) organizations undertook 2,152 development projects.
- (b) Feasibility studies for 1,486 (69.1%) projects were not undertaken.
- (c) Environmental Impact Assessment (EIA) for 872 (40.5%) projects was not undertaken.
- (d) There were no reports for Environmental Impact Assessments and Feasibility Studies for 1,615 (75%) development projects.
- (e) For 853 projects, it was indicated that the status of undertaking of feasibility studies and EIA was either not approved, not undertaken or not eligible.

Table 3.126: Organizations that Undertook Development Projects and the Number of Projects

Service Sector	Total No of Organizations	Organizations with Projects	Total No. of Projects	Feasibility Studies Undertaken	Environmental Impact Assessment Approval	Project with approved Feasibility Study and Environmental Assessment
Constitutional Commissions and Independent Offices	10	3 (30%)	6 (0.3%)		1	
Ministries and State Departments	53	35 (66%)	780 (36.3%)		369	94

Public Universities	39	25 (64.1%)	83 (3.9%)	132 (19.8%)	49	7
State Corporations and SAGAs	209	90 (43.1%)	1,009 (46.9%)	12 (1.8%)	718	361
Statutory Commissions and Authorities	8	1 (12.5%)	1 (0.1%)	445 (66.8%)		
TVETIs	204	64 (31.4%)	273 (12.7%)	77 (11.6%)	143	75
Total	523	218 (41.7%)	2,152 (100%)	666 (30.9%)	1,280 (59.5%)	537 (25%)

Observations

- (a) No feasibility studies were undertaken for a majority of the projects implemented and hence sustainability was not assured.
- (b) Environmental Impact Assessment was undertaken for a majority of the projects implemented and hence sustainability was not assured.
- (c) More than two-thirds of the projects implemented had no reports on the feasibility studies or Environmental Impact Assessment undertaken hence even though it was reported that both were undertaken, it could not be ascertained in the absence of the reports.
- (d) Feasibility studies and environmental impact assessments promote the principles of efficiency, effectiveness, economic use of resources and project sustainability. Failure to undertake feasibility studies and environmental impact assessments exposes the public to a significant risk of losing their investments in those projects from resultant inefficiencies and possible reversals or stoppages arising from litigations.

Recommendations

- (a) All public organizations to comply with the requirement to undertake feasibility studies and environmental impact assessments as part of project implementation process.
- (b) All public organizations to ensure that reports for all feasibility studies and environmental impact assessments are prepared and made accessible to interested parties, on their websites.

(c) Status of Completion and payment of Development projects

The evaluation sought to establish the duration, completion and payment status of development projects undertaken by public organizations.

The status of completion and payment of development projects is presented in Table 3.127.

It was established that—

- (i) Of the 1893 (88%) projects whose completion status was reported, 1309 (69.1%) were partially completed and 584 (30.9%) were fully completed.
- (ii) The completion status of 259 (12%) projects were either not reported 136 (52.5%) or had not commenced 123 (47.5%).
- (iii) The payment status of 1,430 (66.4%) projects were indicated as partially paid 1093 (76.4%) and fully paid 337 (23.6%).
- (iv) The payment status of 722 (33.6%) projects were either not provided 404 (56%) and 318 (44%) were not paid.

Table 3.127: Status of Commencement, completion and payment for Development projects

Sector	No. of projects	Projects with Commencement date indicated	Projects with completion date indicated	Status of Completion				Payment Status			
				Not Indicated	0%	1-99%	100%	Not Stated	Not Paid	Partially Paid	Paid
Constitutional Commissions and Independent Offices	6	6	6			5	1			5	1
Ministries and State Departments	780	744	733	78	77	556	69	333	55	312	80
Public Universities	83	78	78	4		55	24	7	2	52	22
State Corporations and SAGAs	1009	975	946	24	38	635	312	61	172	664	112
Statutory Commissions and Authorities	1	1	1			1				1	
TVETIs	273	245	236	30	8	57	178	3	89	59	122
Total	2152	2,049	2,000	136	123	1309	584	404	318	1,093	337
Total %		95%	93%	6%	6%	61%	27%	19%	15%	51%	16%

Observations

- (a) Only one-third of the projects were fully completed.
- (b) Only one-third of the projects were fully paid.
- (c) Status of completion and payment of projects was at 30%.

Recommendation

The State Department for Economic Planning to strengthen monitoring and evaluation of development projects to improve on timely completion of the projects.

(d) Implementation status of planned and budgeted activities

The Public Finance Management (National Government) Regulations 2015, 32(4) provide that budget proposals shall be submitted in the prescribed formats that support programme-based budgeting and classification of expenditure in economic classes. All public organizations are required to analyze their expenditure estimate's structure using the PBB programme logic into programmes built around key policy objectives. The programmes are then broken down into sub-programmes, outputs and activities.

The evaluation sought to establish the efficiency and effectiveness in implementation of planned and budgeted activities in terms of alignment of the budget to programmes.

It was established that—

- (a) 209 (40%) organizations had budgeted for 975 programmes that were broken down into 4,036 sub-programmes and 6,372,204 activities.

- (b) 6,163,395 (96.7%) activities were fully implemented, 196,250 (3.1%) were partially implemented at a cost of KSh. 1,098B (48%).
- (c) 12,561 of the planned activities were never implemented and the main reason was budget constraints which affected 11,713 (93.3%) of the planned activities. Other reasons given for partial or non-implementation of planned activities were low demand, manpower shortage, inadequate planning and delay in exchequer release.

Observations

- (a) Even though the budget-making process is programme-based, most of the organizations did not report on their programme-based budgets.
- (b) Organizations that implemented programme-based budgets implemented most of the planned activities.

3.5.7.3 Implementation of the Public Procurement and Asset Disposal Act, 2015

Procurement of goods and services in the public service is guided by the Public Procurement and Asset Disposal Act, 2015 among other relevant laws.

The evaluation sought to establish the number of organizations that pre-qualified suppliers during the review period, the number of organizations with a code of ethics for persons participating in public procurement and asset disposal activities in Kenya, number of officers trained on procurement regulations and standards by PPRA and the status of appeals made to PPARB against procurement awards.

(e) Pre-Qualification of Suppliers

Section 93 of the Public Procurement and Asset Disposal Act, 2015 requires accounting officers to undertake pre-qualification of suppliers for purposes of identifying the most qualified firms for pre-qualification for supply of goods, services and works. Those pre-qualified are listed in the Public Procurement Information Portal (PIIP).

The evaluation sought to establish the number of organizations that pre-qualified suppliers. The status of pre-qualification of suppliers is presented in Table 3.128.

It was established that—

- (i) 306 (58.5%) organizations pre-qualified 853,380 suppliers, and registered them on the Public Procurement Information Portal. 217 (41.5%) did not.
- (ii) State Corporations and SAGAs, and Technical and Vocational Education Institutions had the highest number of prequalified suppliers with 123 (58.6%) and 114 (55.9%) respectively.

Table 3.128: Pre-Qualification and Registration of Suppliers

Sector	Responded Organizations	Pre-Qualified	Not Pre-Qualified Suppliers	Total number registered in PIIP
Constitutional Commissions and Independent Offices	10	8 (80%)	2 (20%)	30,179
Ministries and State Departments	52	21(40.4%)	31 (59.6%)	34,634
Public Universities	39	35 (89.7%)	4 (10.3%)	104,550

State Corporations and SAGAs	210	123 (58.6%)	87 (41.4%)	407,695
Statutory Commissions and Authorities	8	5 (62.5%)	3 (37.5%)	3,470
TVETIs	204	114 (55.9%)	90 (44.1%)	272,852
Total	523	306 (58.5%)	217 (41.5%)	853,380

*PPIP (Public Procurement Information Portal)

Observation

Over half of the organizations pre-qualified suppliers of goods, services and works. 41.5% of reporting organizations did not prequalify suppliers contrary to section 93 of the Public Procurement and Asset Disposal Act, 2015. Prequalification of suppliers is meant to facilitate better efficiency in procurement of goods, services and works. Organizations that operate without prequalified suppliers are in breach of the PPDA and prone to whimsical, arbitrary and discretionary decision-making on procurement matter which the law sought to curb.

Recommendation

All public organizations to pre-qualify supplies of goods, services and works by 30th June, 2024.

(f) Migration to the Public Procurement Information Portal

The Public Procurement and Asset Disposal Act, 2015 gives effect to Article 227 of the Constitution, which provides that public procurement be conducted in a system that is fair, equitable, transparent, competitive and cost-effective. The Public Procurement and Asset Disposal Act, 2015, the Public Procurement and Asset Disposal Regulations, 2020 (the Regulations) and the Executive Order No. 2 of 2018 directs all procuring entities to disclose public procurement and asset disposal information and submit reports on public procurement and asset disposal transactions to the Public Procurement Regulatory Authority.

The Executive Order No. 2 of 2018 amplifies section 138 of the Act and directs public organizations to publish tender opportunities and the resultant contract award details in the Public Procurement Information Portal (PPIP) by every 15th day of the subsequent month.

All public organizations are required under the policy to register and undertake all procurement transactions through the portal.

The evaluation sought to establish the number of organizations that had registered and those that undertook procurement through the portal.

The status of the organizations that registered and undertook procurement through the portal is presented in Table 3.129 and *Appendix XXIII and XXIV*.

It was established that—

- (i) 406 (78%) organizations had registered on the PPIP while 117 (22%) had not.
- (ii) 295 (72.7%) of the 406 registered organizations had posted tenders and awards on the portal.
- (iii) 228 (43.6%) of the 523 organizations had either partially implemented or not fully implemented the PPIP Policy.

- (iv) TVET institutions had the highest number of organizations that had not registered on the portal at 43.7%.
- (v) 117 (22.4%) organizations did not use the portal for procurement and asset disposal of goods and services.

Table 3.129: Organizations that Registered and used PPIP for Procurement of Goods and Services

Service Sector	Total No of Organizations	Organizations Registered on the PPIP Portal	Organizations Not Registered on the PPIP Portal	Organizations that used the PPIP Portal to Procure goods and services	Organizations that DID NOT use the PPIP Portal to Procure goods and services
Constitutional Commissions and Independent Offices	10	10 (100%)	0	10 (100%)	0
Ministries and State Departments	52	47 (90.4%)	5 (9.6%)	32 (68%)	15 (32%)
Public Universities	39	37 (94.9%)	2 (5.1%)	32 (86.5%)	5 (13.5%)
State Corporations and SAGAs	210	190 (90.4%)	20 (9.6%)	157 (82.6%)	33 (17.4%)
Statutory Commissions and Authorities	8	7 (87.5%)	1 (12.5%)	6 (85.7%)	1 (14.3%)
TVETIs	204	115 (56.4%)	89 (43.7%)	58 (50.4%)	57 (49.6%)
Grand Total	523	406 (77.6%)	117 (22.4%)	295 (72.7%)	111 (27.3%)

(g) Status of Tenders Advertised and Awarded through the PPIP

The evaluation sought to establish the number of organizations that processed tenders through the PPIP and the same is presented in Table 3.130 and Table 3.131.

It was established that—

- (i) 58,261 (90%) tenders from 295 organizations were advertised through the portal.
- (ii) 1.4% of the tenders were terminated through the portal.
- (iii) 47.5% of the tenders were awarded through the portal while 30.2% were posted on the PPIP portal.
- (iv) Though majority of organizations had registered on the portal, 295 (56%) had used the portal to advertise and award contracts.
- (v) Data submitted by PPRA was at variance with data submitted by institutions with regard to organizations that advertised through the portal, tenders advertised and awarded through the portal.
- (vi) The values of contracts awarded through the portal was KSh. 77.9B.

Table 3.130: Status of Tenders processed through PPIP (Self-reporting)

Service Sector	Total No. of Organizations	No of organizations that advertised tenders Through the PPIP	Total No. of tenders advertised	Advertised through PPIP	Terminated through PPIP	Contracts awarded	Number of Contracts posted on the PPIP portal
Constitutional Commissions and Independent Offices	10	10 (100%)		483	42	463533	1,987
Ministries and State Departments	52	32 (61.5%)	1,252	500	26	1,625	407
Public Universities	39	32 (82%)	2,282	1,605	35	4,422	2,502
State Corporations and SAGAs	210	157 (74.8%)	56,559	54,093	681	18,648	13,316
Statutory Commissions and Authorities	8	6 (75%)	145	143	2	171	231
TVETIs	204	158 (77.5%)	4,084	1,437	121	5,359	1,099
Total	523	295 (56%)	64,785	58,261 (89.9%)	907 (1.4%)	30,758 (47.5 %)	19,542 (30.2%)

Table 3.131: Tenders advertised through PPIP (PPRA)

Service Sector	Total No. of Organizations	No. of organizations that advertised tenders through PPIP	Advertised through PPIP	Terminated through PPIP	Contracts awarded	Value of contract	Contract terminated
Constitutional Commissions and Independent Offices	10	9 (90%)	534	47	364	739,120,528.19	0
Ministries and State Departments	52	43 (82.7%)	979	24	376	1,083,124,708.31	0
Public Universities	39	37 (94.9%)	2,467	42	2,142	4,090,751,173.81	0
State Corporations and SAGAs	210	183 (87%)	20,173	798	9,197	71,575,080,265.50	2
Statutory Commissions and Authorities	8	7 (87.5%)	208	0	157	212,900,889.67	0
TVETIs	204	66 (32.4%)	1,616	3	632	227,007,384.29	0
Grand Total	523	345 (66%)	25,977	914	12,868	77,927,984,949.77	3

Source: PPRA

Observations

- (i) Most of the organizations had registered on the PPIP Portal.
- (ii) Most of the organizations registered on the portal had utilized the portal.
- (iii) Almost half of the organizations had not complied with the utilization of the portal.

Recommendation

All public organizations to fully implement the Executive Order No. 2 of 2018 by 30th June, 2024.

(h) Code of Ethics and Capacity building for Procurement Personnel

The code of ethics for procurement personnel aims to promote the fundamental principles of procurement, which include transparency, integrity, economy, openness, fairness, competition and accountability. Ethical procurement policies provide clear guidance for sourcing supplies and establishing internal and external relationships essential for daily operations and long-term growth. Codes of ethics delimit parameters of acceptable behavior and serve as a moral compass for ethical decision-making. Codes also help to evolve desired organizational culture and regulate conduct between parties in a transactional environment.

The Code of Ethics for Suppliers in Public Procurement and Disposal was issued by the PPOA pursuant to section 181 of the Public Procurement and Disposal Act 2015. The Code of Ethics for persons participating in procurement was gazetted by PPRA on 17th May, 2019.

Breach of the Code of Ethics may provide grounds for establishing an offence under Section 176 of the Act. The Code complements the PPAD Act, 2015 and PPAD Regulations, 2020 and is applicable individually and collectively to employees of procuring entities. The code sets the minimum standards for ethical behavior for persons participating in public procurement or disposal of public assets. Further, section 9 of the PPAD Act, 2015 mandates PPRA to develop, promote and support the training and capacity development of persons involved in procurement and asset disposal.

The evaluation sought to establish the number of organizations that had customized the code of ethics for persons participating in public procurement and asset disposal and the number of officers trained on PPAD regulations.

The status of customization of the code of ethics and training on the PPAD regulations is presented in Table 3.132.

It was established that—

- (i) 413 (79%) organizations did not have a code of ethics for persons participating in public procurement.
- (ii) 1,344 (35%) officers out of 3,800 eligible procurement officers were trained.
- (iii) PPRA did not train procurement officers in 458 (87.6%) organizations on the PPAD regulations.
- (iv) 283 (21%) of the officers trained were from the TVETIs.

Table 3.132: Availability of a Code of Ethics and Training on Procurement Regulations and Standards

Service Sector	Total No. of Organizations	Code of Ethics for procurement personnel		Training on Procurement Regulations & Standards		
		Available	Not Available	No. of Organizations	Total Procurement Officer	No. Trained
Constitutional Commissions and Independent Offices	10	2 (20%)	8 (80%)	1	74	1 (1%)
Ministries and State Departments	52	17 (32.7%)	35 (67.3%)	1	1,054	0 (0%)
Public Universities	39	9 (23.1%)	30 (76.9%)	4	360	2 (0.6%)
State Corporations and SAGAs	210	50 (23.8%)	160 (76.2%)	40	2,165	732 (33.8%)
Statutory Commissions and Authorities	8	2 (25%)	6 (75%)	1	28	0 (0%)
TVETIs	204	30 (14.7%)	174 (85.3%)	18	119	283
Total	523	110 (21%)	413 (79%)	65 (12.4%)	3,800 (1.5%)	1,344 (0.5%)

Observations

- (a) Majority of the organizations did not have codes of conduct for persons participating in public procurement.
- (b) Most of the officers from a majority of the organizations were not trained on PPAD regulations.

Recommendations

- (a) All public organizations to customize the code of conduct for persons participating in procurement by 30th June, 2024.
- (b) PPRA to train all the procurement officers on PPAD regulations

(i) Submission of Reports to PPRA

All public organizations were directed vide Circular No. 04/2022 Ref. PPRA/6/5/Vol I/(234) dated 1st July, 2022 to submit reports of assets procured during each financial year to PPRA.

The evaluation sought to establish the number of organizations that submitted reports to PPRA in accordance with the Treasury Circular.

The status of submission of reports to PPRA and analysis of the reports on general procurement transactions is presented in Tables 3.133 and Table 3.134.

It was established that—

- (i) 170 (33%) organizations did not submit reports to PPRA.
- (ii) 118 (22.6%) organizations procured goods and services whose value was above KSh. 500,000 using direct procurement.

Table 3.133: Status of Submission of Reports to PPRA

Service Sector	Number of Organizations	No. of Organizations that submitted Reports	Organizations that did not submit Reports	No. of organizations that used direct procurement (above 500,000)
Constitutional Commissions and Independent Offices	10	10 (100%)	0	4
Ministries and State Departments	52	33 (63.5%)	19 (36.5%)	12
Public Universities	39	35 (89.7%)	4 (10.3%)	10
State Corporations and SAGAs	210	177 (84.3%)	33 (15.7%)	80
Statutory Commissions and Authorities	8	5 (62.5%)	3 (37.5%)	2
TVETIs	204	93 (45.6%)	111 (54.4%)	10
Total	523	353 (67%)	170 (33%)	118

Table 3.134: Reports on General Procurement and Transactions across sectors

Service Sector	Number of Assets disposed to employees	Value of Assets disposed to employees (KSh.)	Number of Tenders terminated	No. of contracts/tenders issued
Constitutional Commissions and Independent Offices	12	404,777	37	486
Ministries and State Departments	3	672,500	29	2,151
Public Universities	57	336,720	73	6,318
State Corporations and SAGAs	244	7,954,072	774	26,176
Statutory Commissions and Authorities	2	43,000		317
TVETIs	55	355,415	166	10,238
Grand Total	373	9,766,484.00	1,079	45,686

Observations

- (a) Most of the organizations did not submit reports to PPRA
- (b) Some of the organizations procured goods and services valued in excess of KSh.500,000 using direct procurement.

Recommendations

- (i) All public organizations to submit procurement reports to PPRA by 30th June, 2024 and thereafter 30th June, of every year.
- (ii) The organizations that used direct procurement for goods and services valued above KSh.500,000 to explain the failure.

(j) Procurement monitoring

Procurement monitoring is the analysis of a contracting authority's compliance with public procurement laws at all stages of the procurement process through systemic observation and analysis of information using the e-procurement system. It aims to prevent violations of public procurement law and regulation, thereby ensuring efficient utilization of public funds.

The Public Procurement Regulatory Authority (the Authority) is mandated pursuant to Section 9 (1)(a) of the Public Procurement and Asset Disposal Act, 2015 (the Act) to monitor, assess and review the public procurement and asset disposal system to ensure that they respect the national values and other provisions of the Constitution, including making recommendations for improvements. Further, Section 9(1)(b) of the Act empowers the Authority to monitor the public procurement and asset disposal system and report on the overall functioning and make recommendations for improvements. Further, Section 9(1)(d) and (e) of the Act vests the Authority with additional functions relating to monitoring and evaluation of the public procurement and asset disposal system.

The evaluation sought to establish the status of procurement monitoring by PPRA.

It was established that—

- (i) 13 (2.5%) organizations were monitored on procurement by PPRA.
- (ii) One (0.2%) supplier was debarred for 3 years for falsification of documents.

Observations

- (i) The percentage of procurement entities monitored was very low compared to the total number of organizations evaluated.
- (ii) The rate of debarment of suppliers was very low.

Recommendation

PPRA to strengthen the monitoring function to cover all organizations undertaking procurement.

3.5.7.4 Complaints and Appeals on Procurement Awards

(a) Complaints Against Procurement Awards Lodged to PPRA

PPRA is mandated by the PP&AD Act, 2015 to investigate and act on complaints received on procurement and asset disposal from procuring entities, tenderers, contractors or the general public. The complaints handled by PPRA exclude those being handled by the Public Procurement Administrative Review Board.

The evaluation sought to establish the nature of complaints lodged to PPRA, the number of complaints received and the resolutions made.

The status of processing of complaints lodged to PPRA is presented in Table 3.135.

It was established that—

- (i) 120 (45%) out of 265 complaints were resolved.
- (ii) 145 (55%) out of 265 complaints were pending.
- (iii) Complaints received increased by 170% compared to 2021/2022 evaluation period where 98 complaints were lodged.
- (iv) The most prevalent complaints were on awards and notification of awards 57 (22%) followed by flaws in specifications and evaluation of tender 42 (16%) and alleged irregularities during procurement/tendering processes at 41 (15.5%) respectively.

Table 3.135: Nature of Complaints to PPRA and Resolution Status

Nature of Complaints	No. of Complaints Received	Status of resolution of Complaints	
		No. Resolved	No. Pending
Termination of procurement proceedings	10	2	8
Alleged breach of contract	10	8	2
Alleged irregularities during procurement/tendering processes	41 (15.5%)	22	19
Request for clarification on tenders	13	6	7
Award and Notification of awards	57 (22%)	27	30
Alleged corruption during procurement proceedings	16	2	14
Delayed payments	46 (17%)	20	26
Flaws in specifications and Evaluation of Tender	42 (16%)	18	24
Request for review of procurement process/request for professional opinion	18	8	10
Flaws in invitation to tender	7	5	2
Alleged irregularities in the Disposal process	5	2	3
Total	265	120 (45%)	145 (55%)

Observations

- (i) The rate of resolution of complaints was low.
- (ii) The number of complaints pending resolution was high.

Recommendation

PPRA to resolve all the complaints received within the financial year to facilitate expedient implementation of procurement decisions.

(b) Appeals on Procurement Lodged to PPARB

Section 27 of the PPA&D Act, 2015 establishes the Public Procurement Administrative Review Board. The Board is mandated to review, hear and determine tendering and asset disposal disputes as provided under section 28 of the Act.

The evaluation sought to establish the number of organizations that lodged appeals with PPARB, the number of contracts and tender values, and the status of adjudication and decisions made.

The status of determination of appeals on procurement is presented in Table 3.136.

It was established that—

- (i) 501 (95.8%) of the organizations had no appeals made against their procurement decisions.
- (ii) 22 (4.2%) organizations had 40 appeals lodged against their procurement decisions out of which 37 (92.5%) were determined, while three (7.5%) were ongoing.
- (iii) The highest number of appeals were from State Corporations and SAGAs with 67.5% of the total appeals;
- (iv) 12 awards were upheld and 17 were quashed.

Table 3.136: The Status of Determination of Appeals to PPARB

Service Sectors	No. of Organizations	Total No. of Contracts	Tender Value	Status of Adjudication		Decision Made	
				Determined	On-going	Award Quashed	Award Upheld
Constitutional Commissions and Independent Offices	1	3	891,000,000	3			3
Ministries and State Departments	4	5	1,048,798,280	5		2	3
Public Universities	2	2	126,086,268	2		2	
State Corporations and SAGAs	13	27	20,972,918,146	25	2	12	14
TVETIs	2	3	36,559,650	2	1	1	1
Total	22	40	23,075,362,343	37	3	17	21

Observations

- (i) A majority of the organizations did not have their decisions on procurement appealed against.
- (ii) Majority of the appeals filed had been determined.

3.5.7.5 Management of Assets and Liabilities

Management of assets and liabilities in the public sector is guided by Article 227 of the Constitution, Sections 66, 68, 72, 147 and 153 of the PFM Act, 2012 as well as the Policy and Guidelines on Asset and Liability Management in the Public Sector, 2020. The Policy requires public entities to establish asset management structures, including constituting an Asset and Liability Management Unit and a Standing Committee on Assets and Liabilities Management.

The evaluation sought to establish the number of organizations that had established Assets and Liabilities Standing Committees and Units, and those that had prepared annual Assets and Liabilities reports.

The status of constitution of the Assets and Liabilities Standing Committees and Units, and submission of reports is presented in Table 3.137.

It was established that—

- (i) 418 (80%) organizations had not appointed members of the Assets and Liabilities Standing Committee and Unit.
- (ii) 459 (87.8%) organizations did not submit Asset and Liabilities Reports.

Table 3.137: Organizations with Assets and Liabilities Standing Committee and Unit across Sectors

Service Sector	Total No. of Organizations	No. of Organizations with Committees	No. of Organizations that Submitted Reports
Constitutional Commissions and Independent Offices	10	1 (10%)	2
Ministries and State Departments	52	8 (15.4%)	11
Public Universities	39	13 (33.3%)	6
State Corporations and SAGAs	210	54 (25.7%)	32
Statutory Commissions and Authorities	8	1 (12.5%)	1
TVETIs	204	28 (13.7%)	12
Total	523	105 (20.1%)	64

Observations

- (i) Most of the organizations had not appointed members of the Assets and Liabilities Standing Committee or established a Unit.
- (ii) Most of the organizations did not submit assets and liabilities reports.
- (iii) Majority of the organizations seemed unaware of the prescribed formats provided in the guidelines.

Recommendations

- (i) All public organizations to appoint members of the Assets and Liabilities Standing Committee and establish the Assets and Liabilities Unit by 30th June, 2024.
- (ii) The National Treasury to undertake capacity building and training for Accounting Officers on management of assets and liabilities in the public service.
- (iii) The National Treasury to monitor the implementation of the asset and liabilities management systems in the public service.

3.5.7.6 Preparation of Annual Repairs and Maintenance Plans

Public organizations are expected to utilize the resources assigned to them efficiently. Preparation and maintenance of annual repairs and maintenance plans of the assets in the organizations is a key indicator for compliance with the requirement on efficient, effective and sustainable use of resources.

The Policy on Asset and Liability Management in the Public Sector, 2020 obligates public organizations to prepare the entity's annual asset and liability plan as well as repair and maintenance plan. The Policy further obligates organizations to undertake a physical assets identification, verification, inspection and validation to facilitate effective asset tracking.

The evaluation sought to establish the number of organizations that prepared annual repairs and maintenance plans and those that undertook scheduled physical assets identification, verification, inspection and validation

The evaluation sought to establish the number of organizations that undertook scheduled physical assets identification, verification, inspection and validation is presented in Table 3.138.

It was established that—

- (i) 379 (72.5%) did not prepare annual repairs and maintenance plans.
- (ii) 346 (66.2%) organizations did not undertake scheduled physical assets identification, verification, inspection and validation.

Table 3.138: Status of Preparation of annual repairs and maintenance Plans and Undertaking of physical assets inspection and validation

Service sector	Total No. of Organizations	No. of organizations with annual repair and maintenance plan	No. of Organizations that undertook Physical Assets Identification, Verification, Inspection and Validation
Constitutional Commissions and Independent Offices	10	4 (40%)	6 (3.2%)
Ministries and State Departments	52	7 (13.5%)	9 (5.1%)
Public Universities	39	26 (66.7%)	15 (8.4%)
State Corporations and SAGAs	210	85 (40.5%)	101 (57.1%)
Statutory Commissions and Authorities	8	1 (12.5%)	4 (2.3%)
TVETIs	204	21 (10.3%)	42 (23%)
Total	523	144 (27.5%)	177 (33.8%)

Observations

- (i) A majority of the organizations did not have annual repairs and maintenance plans.
- (ii) A majority of the organizations did not undertake physical assets identification, verification, inspection and validation.

Recommendations

- (i) All public organizations to prepare annual repairs and maintenance plans by 30th June, 2024.
- (ii) All public organizations to prepare a schedule and undertake physical assets identification, verification, inspection and validation.
- (iii) The National Treasury to undertake capacity building and training for Accounting Officers on the preparation of annual repairs and maintenance plans.

3.5.7.7 Valuation of Movable and Immovable Assets

The evaluation sought to establish the number of organizations that had undertaken valuation of movable and immovable assets as well as the insurance status of the assets.

The status of undertaking valuation of movable and immovable assets and status of insurance of assets is presented in Table 3.139.

It was established that—

- (a) 369 (70.6%) had not undertaken valuation of the movable and immovable assets.
- (b) 420 (80.3%) organizations had not insured both their movable and the immovable assets.
- (c) 123 (23.5%) organizations had insured their immovable assets.
- (d) 137 (26.2%) organizations had only insured their movable assets.
- (e) 53 (10.1%) organizations had partially insured their assets out of which 34 organizations had insured movable assets while 19 had insured immovable assets.
- (f) Some of the reasons given by organizations had not undertaken valuation nor insured their assets included: Government vehicles are not insured because they are exempted from third-party risk during official business; Inadequate financing some organizations were not fully operational and the process of valuation and insurance was on-going; and Organizations were not mandated to pay insurance policies for organizational assets.

Table 3.139: The number of organizations that had undertaken valuation of movable and immovable assets and insurance status

Service Sector	Status of valuation and insurance of assets				
	No. of organizations	Valuation of movable and immovable assets	Insurance for both movable and immovable assets	Insurance policy for immovable items	Insurance policy for movable items
Constitutional Commissions and Independent Offices	10	6 (60%)	5 (50%)	5 (50%)	6 (60%)
Ministries and State Departments	52	1 (1.9%)	1 (1.9%)	1 (1.9%)	1 (1.9%)
Public Universities	39	22 (56.4%)	13 (33.3%)	16 (41%)	19 (48.7%)
State Corporations and SAGAs	210	111 (52.9%)	78 (37.1%)	91 (43.3%)	100 (47.6%)
Statutory Commissions and Authorities	8	1 (12.5%)	1 (12.5%)	1 (12.5%)	1 (12.5%)
TVETIs	204	13 (6.4%)	5 (2.5%)	9 (4.4%)	10 (4.9%)
Total	523	154 (29.4%)	103 (19.7%)	123 (23.5%)	137 (26.2%)

Observations

- (i) Most organizations had not undertaken valuation of their assets,
- (ii) Most of the organizations had not insured their assets.
- (iii) Some of the reasons given for not insuring assets include exemptions provided in legislation and policies.

Recommendations

- (i) All public organizations to undertake assets valuation and prepare valuation rolls to protect public assets from misappropriation and pilferage by 30th June 2024.
- (ii) Government to review its policy on insurance of public assets to mitigate on loss and damage.

3.5.7.8 Implementation of PAC & PIC Recommendations

(c) Status of Implementation of Public Accounts Committee (PAC) Recommendations

Public Accounts Committee is established under Standing Order No. 205 to examine the accounts showing the appropriations of the sum voted by Parliament to meet the public expenditure and of such other accounts laid before Parliament. The committee receives audit reports from Auditor-General and makes recommendations on areas of underperformance and inefficient, ineffective and uneconomic use of resources.

The evaluation sought to establish the number of organizations that implemented PAC recommendation(s) and the implementation status.

The number of organizations that implemented the recommendations and the status of implementation, is presented in Table 3.140.

It was established that—

- (i) 328 recommendations were made to 35 (6.7%) public organizations.
- (ii) 222 (67.8%) recommendations were fully implemented, 60 (18.3%) were partially implemented while 42 (12.8%) were not implemented. The implementation status on 4 (1.2%) recommendations was not provided.
- (iii) 20 (57.1%) organizations did not implement all the PAC recommendations while 18 (51.4%) partially implemented the recommendations. The State Department of Mining did not implement any of the 14 recommendations.
- (iv) Some of the reasons given by organizations for partial or non-implementation of the recommendations included: Inadequate funding from the exchequer as well as delay in payments to contractors; delay in investigation processes; inadequate human resources and on-going court cases.

Table 3.140: Status of implementation of PAC recommendations across sectors

Service Sector	No. of Organizations	Total No. of Recommendations	Partially Implemented	Not Implemented	Information not provided	Fully Implemented	Total No. of Recommendations	%
Constitutional Commissions and Independent Offices	4	14	2			12	14	4.3
Ministries & State Departments	19	220	30	33	4	153	220	67.1

Service Sector	No. of Organizations	Total No. of Recommendations	Partially Implemented	Not Implemented	Information not provided	Fully Implemented	Total No. of Recommendations	%
State Corporations and SAGAs	8	79	25	7		47	79	24.1
TVETIs	4	15	3	2		10	15	4.6
Grand Total	35	328	60	42	4	222	328	100

Observations

- (i) Most of the PAC recommendations were implemented.
- (ii) Most of the organizations did not implement all the recommendations by PAC.
- (iii) One organization failed to implement all the recommendations made to it.
- (iv) Various reasons were given for partial or non-implementation of the recommendations.

Recommendations

- (i) All public organizations to implement all PAC recommendations by 30th June, 2024.
- (ii) The State Department for Mining which failed to implement all the 14 recommendations to explain the failure.
- (iii) Parliament and the Office of the Auditor General to strengthen the monitoring and evaluation framework on the implementation of PAC recommendations to enhance timely implementation of recommendations.

(d) Status of implementation of Public Investments Committee (PIC) Recommendations

The Public Investments Committee is established under Standing Order No. 206. Its main function is to examine the reports and accounts to determine whether public organizations managed the public investments in accordance with sound financial or business principles and prudent commercial practices.

The evaluation sought to establish the number of organizations that received PIC recommendation(s), number that implemented the recommendations, the implementation status and the reasons for partial or non-implementation.

The status of implementation of recommendations is presented in Table 3.141.

It was established that—

- (i) 464 recommendations were made to 44 public organizations (8.4%).
- (ii) 275 (59.3%) recommendations were not fully implemented, 79 (17%) were partially implemented while 69 (14.9%) were not implemented.
- (iii) The implementation status for 127 (27.4%) recommendations was not provided.

- (iv) 7 organizations implemented all the recommendations, 24 partially implemented and 14 did not provide information on the status of implementation.
- (v) Four organizations did not implement any of the recommendations. The organizations were; Coast Water Works Development Agency, Karen Technical Training Institute for the Deaf, Kerio Valley Development Authority and National Commission for Science, Technology and Innovation (NACOSTI).
- (vi) Some of the reasons given for partial or non-implementation of PIC recommendations included underfunding for investment programmes; court cases, delay in processing payments to contractors leading to stalled projects; and lack of documentation including asset registers for some public organizations.

Table 3.141: Status of implementation of PIC recommendations across sectors

Service Sector	No. of Organization	Partially Implemented	Not Implemented	Information not provided	Fully Implemented	Total No. of Recommendations	%
Ministries and State Departments	1	1		14	3	18	3.9
Public Universities	7	12	3	16	8	39	8.4
State Corporations and SAGAs	25	55	53	91	144	343	73.9
TVETIs	11	11	13	6	34	64	13.8
Grand Total	44	79	69	127	189	464	100

Observations

- (i) Most of the recommendations were not fully implemented by the affected public organizations.
- (ii) Four organizations did not implement any of the recommendations.

Recommendations

- (i) All public organizations to implement PIC recommendations by 30th June, 2024.
- (ii) The four organizations that did not implement any of the PIC recommendations to explain the failure.
- (iii) Parliament should take action against accounting officers who fail or partially implement PIC recommendations.

3.5.7.9 Auditor-General's Report FY 2021/2022

The Office of the Auditor-General (OAG) is an Independent Office established under Article 229 of the Constitution of Kenya. The Auditor-General is mandated to audit and report in respect to each financial year on the accounts of the National and County Governments. Article

229(5) provides that the Auditor General may audit and report on the accounts of any entity that is funded from public funds.

The Auditor General audits expenditure by organizations on an annual basis and files a report to Parliament. The Parliamentary Committees of PAC and PIC reviews the reports and engage the cited public organizations on areas of non-compliance. The issues that remain unresolved after engagement with the organizations are communicated to them in the form of recommendations for implementation.

After auditing organizations, the Auditor-General expresses an opinion on the financial position. This may be an Unqualified Opinion, which means the Auditor-General found no issues with the financial statement. A Qualified Opinion means that the organization had not complied with the General Acceptable Accounting Principles and standards. A Disclaimer means the Auditor-General did not get enough information to form an opinion and an Adverse Opinion is where Auditor-General may have found financial misappropriation, fraud and other irregularities, including inconsistencies in the financial statements.

The evaluation sought to establish the number of organizations that were audited in the 2021/22 FY and the opinion of the Auditor-General.

The number of audited organizations and the opinions of the Auditor-General is presented in Tables 3.142 and 3.143.

It was established that—

- (i) 353 (67%) organizations reported to have been audited by the Office of the Auditor-General.
- (ii) 248 (70%) organization had a qualified opinion and 21 (6%) had an adverse opinion.
- (iii) There was no disclaimer on the audited organizations.
- (iv) 84 (24%) had unqualified opinion.
- (v) The Office of Auditor-General had audited and issued audit reports for 352 organizations in 2019/20, 453 organizations in 2020/21 FY and 410 organizations 2021/22.
- (vi) Data from the Office of Auditor-General indicated that unqualified financial statements increased from 20.8% in financial year 2019/20 to 23.6% in the financial year 2021/22. In addition, financial statements with qualified opinion increased from 46.4% in financial year 2019/20 to 68.4% in the FY 2020/21 and declined to 60.9% in FY 2021/22. Similarly, adverse opinions declined from 10.4% in FY 2020/21 to 6% in FY 2021/22.
- (vii) There was a variance for organization not audited in the FY 2021/22 as reported by organizations (170) and the Auditor-General (43).

Table 3.142: Status of Auditor General’s Opinion across sectors in FY 2021/2022

Service Sector	Total	No. Organizations not Audited in FY 2021/2022	No. of Organizations Audited in FY 2021/2022	Opinion			
				Unqualified	Qualified	Adverse	Total
CCIOs	10	2 (20%)	8 (80%)	5	3		8
MDAs	52	21 (40.4%)	31 (59.6%)	7	24		31
Public Universities	39	7 (17.9%)	32 (82.1%)	6	24	2	32
State Corporation and SAGAs	210	42 (20%)	168 (80%)	59	96	13	168
Statutory Commissions and Authorities	8	2 (25%)	6 (75%)	4	2		6
TVETIs	204	96 (47%)	108 (53%)	3	99	6	108
Total	523	170 (32.5%)	353 (67.5%)	84	248	21	353
Total %				24%	70%	6%	100%

Table 3.143: Auditor General’s Response on Audited Organizations FY 2019/20 to 2021/2022

Service Sector	Total No. of Institutions	2019/20FY					2020/21FY				2021/22FY			
		Unqualified	Qualified	Adverse	Disclaimer	Not Audited	Unqualified	Qualified	Adverse	Disclaimer	Unqualified	Qualified	Adverse	Not Audited
Commissions & Independent Offices	11	8 72.7%	3 27.3%	-	-	-	9 81.8%	2 18.2%	-	-	8 72.7%	3 27.3%	-	-
Ministries and State Departments	45	9 20.0%	29 64.4%	1 2.2%	-	6 13.3%	10 22.2%	34 75.6%	1 2.2%	-	11 24.4%	34 75.6%	-	-
State Corporation and SAGAs	228	67 29.4%	112 49.1%	7 3.1%	2 0.9%	40 17.5%	65 28.5%	147 64.5%	13 5.7%	3 1.3%	79 34.6%	130 57.0%	16 7.0%	3 1.4%
Statutory commissions & Authorities	2	2 100.0%	-	-	-	-	2 100.0%	-	-	-	2 100.0%	-	-	-
TVETIs	129	1 0.8%	38 29.5%	30 23.2%	7 5.4%	53 41.1%	1 0.7%	98 76.0%	28 21.7%	2 1.6%	2 1.6%	80 62.0%	7 5.4%	40 31.0%
Public Universities	38	7 18.4%	28 73.7%	1 2.6%	-	2 5.3%	4 10.5%	29 76.3%	5 13.2%	-	5 13.2%	29 76.3%	4 10.5%	-
Total	453	94 20.8%	210 46.4%	39 8.5%	9 2.0%	101 22.3%	91 20.1%	310 68.4%	47 10.4%	5 1.1%	107 23.6%	276 60.9%	27 6.0%	43 9.5%

Recommendations

- (i) The Office of the Auditor-General should ensure full implementation of audit reports by public organizations; and
- (ii) Public organizations to strengthen internal controls and financial management systems to ensure prudent utilization of resources.

3.5.7.10 Buy Kenya Build Kenya Strategy

The Buy-Kenya Build-Kenya Strategy aims to boost Kenya's economic growth by promoting manufacturing. It encourages both public and private sector spending on goods and services produced locally.

For goods and services to qualify as locally produced, they should meet the following standards—

- (i) Goods and services are wholly produced in Kenya using local inputs;
- (ii) Goods and services that if not wholly produced in Kenya using local inputs, have undergone a substantial transformation of value addition of at least 35% (EAC and COMESA rules); and,
- (iii) The qualifying criteria for services shall be based on the four modes of supply as applicable under the WTO Services Agreement namely cross border, consumption abroad, commercial presence, and the presence of natural person.

(a) Training on Buy-Kenya Build Kenya Strategy

The buy Kenya build Kenya strategy, 2017, was established with the aim of boosting local manufacturing and building the Kenyan brand locally as well as internationally. One of the directives was to ensure that public bodies purchase 40% of their services and goods from local manufacturers and service providers as a measure to boost local manufacturing and services sector. PPAD Act, 2015, section 155 (2) provides preferential procurement for wholly obtained goods and services. The BETA 2022-2027 lays out a plan to boost manufacturing in the country with a focus on agricultural industrialization, leather processing, building and construction products, pharmaceuticals and medical supplies, garment and textiles and financial and digital services. Thus, training on the Buy Kenya-Build Kenya strategy as well as BETA is critical in achieving the stipulated 40% procurement and boosting industrialization in the country.

The evaluation sought to establish the number of organizations that trained staff on the Buy Kenya-Build Kenya Strategy and the number of officers trained.

The status of training on Buy Kenya-Build Kenya strategy is presented in Table 3.144.

It was established that 505 (96.6%) organizations did not train officers on Buy Kenya-Build Kenya strategy.

Table 3.144: Training on Buy Kenya Build Kenya Strategy

Service Sector	Total No. of Organizations 2022/2023	No. of Organizations 2022/2023	% of organizations	No. Trained 2018/2019	No. Trained 2019/2020	No. Trained 2020/2021	No. Trained 2021/2022	No. Trained 2022/2023	Total Trained
Ministries and State Departments	52	2	3.85%	12	22	35	13	50	132
Public Universities	39	5	12.8%	2,714	1,674	4,003	2,900	4,447	15,738
State Corporations and SAGAs	210	7	3.3%	33	33	33	33	378	510

Service Sector	Total No. of Organizations 2022/2023	No. of Organizations 2022/2023	% of organizations	No. Trained 2018/2019	No. Trained 2019/2020	No. Trained 2020/2021	No. Trained 2021/2022	No. Trained 2022/2023	Total Trained
Technical and Vocational Education Institutes	204	4	1.96%	-	0	0	36	123	159
Total	505	18	3.6%	2,759	1,729	4,071	2,982	4,998	16,539

Observation

A majority of the organizations did not train officers on Buy Kenya-Build Kenya strategy

Recommendation

The State Department for Trade and Investments and the State Department for Industrialization to undertake capacity building in the service for accelerated uptake of goods and services produced in Kenya by 30th June, 2024.

3.5.7.11 Implementation of Bottom-Up Economic Transformation Agenda (BETA) Programmes

The Bottom-Up Economic Transformation Agenda outlines the key development targets that the government intends to achieve. The plan runs between the year 2022-2027, which forms the first term of the current administration. The main objective of BETA is to improve the livelihoods and welfare of Kenyans.

The evaluation sought to establish the number of organizations that were implementing diverse programmes to support the realization of the Bottom-Up Economic Transformation agenda and the programme implementation status.

The status of implementation of BETA programmes is presented in Tables 3.145 and 3.146.

It was established that—

- (i) 343 (65.6%) organizations implemented programmes that support the realization of BETA.
- (ii) A total of 1,788 programmes were implemented under the 5 pillars and enablers at a cost of KSh. 2.8B.
- (iii) Of the 5 pillars, the Agricultural Transformation pillar had the largest number of projects implemented with 336 (18.8%) of the total. Others were Micro, Small and Medium Enterprise (MSMEs) Economy with 201 (11.2%) projects, Healthcare with 196 (11%), Digital Superhighway with 182 (10.2%), Housing and Settlement with 139 (7.8%) and Creative Economy with 73 (4.1%). Separately, enablers comprised of the highest number of programmes with 661 (37%) of the total.

Table 3.145: No. of organizations that implemented BETA Programmes across service sectors

Service Sector	Total No. of Organizations	Total No. of Organizations implemented BETA
Constitutional Commissions and Independent Offices	10	4 (40%)
Ministries and State Departments	52	43 (82.7%)
Public Universities	39	31 (79.5%)
State Corporations and SAGAs	210	152 (72.4%)
Statutory Commissions and Authorities	8	7 (87.5%)
TVETIs	204	106 (52%)
Total	523	343 (65.6%)

Table 3.146: Implementation of BETA programmes and costs across Pillars

BETA Pillar	No. of Projects	Project Cost (KSh., Million)
Agricultural Transformation	336	1,568,108.08
Creative Industry	73	3,131.26
Digital Superhighway	182	129,873.88
Enablers	661	818,345.14
Healthcare	196	217,781.43
Housing and Settlement	139	24,399.92
Micro Small and Medium Enterprise (MSME) Economy	201	55,093.08
Total	1,788	2,816,732.79

Observation

Most of the organizations implemented programmes under BETA.

Recommendation

All public organizations to implement relevant components of BETA by 30th June, 2024.

3.5.8 Devolution and Decentralization of Public Services

(a) Devolution and Sharing of Power

One of the key milestones Kenyans realized with the promulgation of the Constitution is the anchoring of devolution in the Constitution. Although majority of the functions were transferred to the county governments in 2013, there were other services, which national government organizations have continued to perform over time and have gradually been transferring the same. Full transfer of functions is therefore necessary in ensuring services are taken closer to the people as intended.

The evaluation sought to establish the status of transfer of functions, the programmes and projects jointly implemented by the national and county governments and the status of determination of appeals on County Government public service by the Public Service Commission.

(b) Transfer of Functions

- (i) The Summit held a meeting on 11th February, 2023 and there were 25 resolutions arising from the said meeting, which related to transfer of the functions and strengthening of the devolution organizational framework.
- (ii) 9 (36%) resolution of the Summit were fully implemented. Two had not been implemented while 1 resolution was not implemented because of a court case.
- (iii) 12 (48%) resolutions which were partially implemented out of which 4 (16%) were awaiting passage of necessary laws to facilitate completion of the implemented.
- (iv) One of the Summit resolutions was that the IGRTC identifies, analyze and transfers all the remaining functions. IGRTC indicated that the reason it was partially implemented is that it was waiting for finalization of the legal notice by the Attorney General and disbursement of attendant resources.
- (v) None of the ministries and state departments or regional authorities, which perform devolved functions such as health and agriculture, responded to the issue of the status of devolved functions.

Recommendation

All the devolved functions under the fourth schedule be transferred to the 47 county governments by 30th June, 2024.

(c) Appeals

It was established that—

- (i) 226 appeals were heard and determined by the Commission.
- (ii) 136 appeals were disallowed, 79 were allowed while 4 were struck out.
- (iii) 4 appeals were settled between the appellants and the respective county governments.
- (iv) 177 appeals arose from dismissal or termination of contracts, 21 were related to salaries and remunerations, 17 were related to terms and conditions of service, 7 were related to appointments while 4 were on retirements.

(d) Decentralization of Public Services

Article 6(3) of the Constitution provides that a state organ shall ensure reasonable access to its services to all parts of the Republic, so far as it is appropriate to do so having regard to the nature of the service. Decentralization of functions improves governance, promotes accountability and facilitates equitable distribution of services especially to the marginalized and minorities.

The status of decentralization of services is presented in Table 3.147.

It was established that—

- (i) 143 (27%) organizations had decentralized their services by establishing Regional, County, Sub-County, and Ward offices in fulfillment of the constitutional provision.

- (ii) 120,508 (48%) officers were deployed in the decentralized offices in Regions, Counties, Sub-counties and Wards.
- (iii) 65% of staff serving in the decentralized offices were from State Corporations and SAGAs.
- (iv) Three out of the 10 CC&IO had decentralized services were IEBC, OAG and EACC.
- (v) The leading organizations amongst state Corporations with decentralized services included KMTTC, KPLC, KPA, KFS and GDC
- (vi) Amongst state departments, the leading organizations with decentralized services included State Departments for Internal Security, Immigration and Citizen Services, Basic Education and Social Protection and Senior Citizen Affairs.

Table 3.147: Status of Decentralization of Services by Service Sector

Service Sector	Total No. of Institutions	No. of Organizations that had Decentralized Services	No. of Offices/ Officers Regional	No. of Offices/ Officers County	No. of Offices/ Officers County	No. of Offices/ Officers Ward	Total No. of Officers in Decentralized Stations	Total No. of Staff
Constitutional Commission and Independent Office	10	7 (70%)	38 (900)	195 (687)	290 (580)	-	2,167 (46.9%)	4,622
Ministry and State Department	53	20 (37.7%)	134 (1,861)	684 (7,365)	2,032 (13,193)	1,799 (16,753)	39,172 (37%)	105,539
Public University	39	3 (7.7%)	6 (60)	1 (22)	3 (8)	-	90 (0.3%)	28,359
State Corporation and SAGAs	209	103 (49%)	1,255 (32,910)	1,323 (32,092)	1,836 (6,054)	1,564 (6,901)	77,957 (78%)	99,704
Statutory Commissions and Authorities	8	5 (62.5%)	31 (38)	81 (368)	121 (617)	-	1,023 (52.7%)	1,942
TVETIs	204	5 (2.5%)	5 (20)	6 (22)	12 (32)	21 (25)	99 (0.8%)	13,152
Total	523	143 (27%)	1,469 (35,789)	2,290 (40,556)	4,294 (20,484)	3,384 (23,679)	120,508 (47.6%)	253,318

Figure in parenthesis represent No. of staff

Observations

- (i) Most organizations had not decentralized their services.
- (ii) Close to half the officers are working in decentralized offices.
- (iii) Most of the staff in the decentralized offices were from State Corporations and SAGAs.
- (iv) Seven CC&IOs had not decentralized their services.

Recommendations

- (i) Public organizations to decentralize their services to the extent practicable.
- (ii) The seven CC&IOs to endeavour to decentralize their services for ease of access by citizens.

CHAPTER FOUR: Status of Compliance with Values and Principles

4.1 Introduction

The evaluation aimed to determine the extent to which the public service adheres to the values and principles outlined in Articles 10 and 232 of the Constitution. This chapter provides an overview of the overall compliance of the service, performance indicators for different areas, and the performance rating of each organization. The compliance index measures the degree of adherence to the values and principles by all evaluated organizations while the performance index assesses the accomplishments based on performance indicators. The overall compliance index is calculated by aggregating the scores of the performance indicators.

4.1.1 Index Measurement

The computation of indices for each thematic area involved the following steps—

- (i) Identifying the questions/parameters in each thematic area that were used as indicators for determining an index.
- (ii) Assigning a score of one to organizations that possessed the desired attribute, and zero to those that did not possess the attribute.
- (iii) For indicators that required the attainment of constitutional or legal requirements, the score was assigned proportionately. For example, for the indicator on the representation of Persons with Disabilities (PWDs) in an organization, the percentage of PWDs represented in the organization was used as a score.
- (iv) The re-scaling (min-max variable transformation) method in Equation 1 was used to normalize the indicators.

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

4.1.2 Rating of Achievement

Organizations were rated as high, medium, or low achievers based on their performance and compliance indices.

A public organization was considered a high achiever if its index score was more than one standard deviation above the mean. An organization was classified as a medium achiever if its index score was within one standard deviation of the mean, and as a low achiever if the score was one standard deviation below the mean.

Generally, the service sector with the highest proportion of high achievers had the highest performance index, while the service sector with the highest proportion of low achievers had the lowest performance index.

4.2 Performance Index by Thematic Areas

The following section presents the performance indicators, scoring criteria, and mean scores achieved by the indicators in the seven thematic areas. It is noted that the thematic area on devolution and decentralization of services was not considered in the computation of the compliance index for the service sectors as the indicators did not apply to all organizations. The

performance indicators chosen for deriving the performance index are the ones that were applicable to all the organization.

4.2.1 Service Delivery Improvement

The indicators used to compute the performance index for service delivery improvement thematic area include the transcription of service charter into braille, existence of a functional website, extent of customization of the website for visually impaired persons, extent of customization of the website for persons with hearing impairment, functionality and responsiveness of helplines and emails in public organizations, analysis of feedback on services, existence of customer service register, existence of resolved client service charter, existence of lactating stations in public organizations, lactation stations/rooms equipped, and proportion of complaints resolved within 90 days.

The mean scores for the indicators evaluated are presented in Table 4.1.

Table 4.1: Performance Indicators and Mean Scores for Service Delivery Improvement

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Transcription of Service charter into braille	Yes=100%, No=0%	57.55
Existence of Functional Website	Yes=100%, No=0%	78.01
Customization of Website to visually impaired persons	No item customized=0, Customized any one item =25%, customized any two items=50%, customized any three items=75%, Fully customized=100%	27.15
Customization of Website to PWDs with hearing impairment	(Not customized=0, Partially customized =50%, Fully customized =100%	8.41
Functionality of helpline in Public Organizations	Functional=100%, Not Functional=0%	63.48
Responsiveness of helpline in Public Organizations	Responsive=100%, Not Responsive=0%	46.00
Functionality of e-mails in Public Organizations	Functional=100%, Not Functional=0%	89.67
Responsiveness of e-mails in Public Organizations	Responsive=100%, Not Responsive=0%	30.78
Analysis of feedback on the services	Yes=100%, No=0%	6.77
Existence of customer service register in Public Organizations	Yes=100%, No=0%	39.20
Existence of resolved client service charter	Yes=100%, No=0%	69.02
Existence of lactating station in Public Organizations	Yes=100%, No=0%	24.28
Lactation Stations/Rooms equipped	Not Equipped=0, Partially Equipped =50% and Fully Equipped=100%	79.92
Proportion of complaints resolved within 90 days	Percentage of complaints resolved within 90 days	67.95

A summary of the performance index and levels of achievement on service delivery by service sector is presented in Table 4.2.

Table 4.2: Performance Index and Levels of Achievement by Service Sector for Service Delivery Improvement

Service Sectors	Total No. Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	
Constitutional Commissions and Independent Offices	10	2	66.6	7	37.8	1	21.2	41.9
Ministries and State Departments	52	5	73.4	35	45.0	12	19.8	41.9
Public Universities	39	10	72.1	27	49.9	2	26.0	54.3
State Corporations and SAGAs	210	62	73.6	130	49.8	18	16.2	54.0
Statutory Commissions and Authorities	8	2	70.3	4	52.9	2	17.7	48.4
TVETIs	204	15	69.8	127	45.5	62	18.2	39.0
Total	523	96	72.6	330	47.5	97	18.2	46.7

Observations

From the analysis it can be observed that:

The Constitutional Commissions and Independent Offices had 10 organizations evaluated. Two (66.6%) were rated as high achievers, 7 (37.8%) as medium achievers, and 1(21.2%) as a low achiever resulting to a performance index of 41.9% which was below the overall thematic performance index by 4.8% hence the need for improvement.

Ministries and State Departments had 52 organizations evaluated, with 5 (73.4%) rated as high achievers, 35 (45%) as medium achievers, and 12 (19.8%) as low achievers resulting in a performance index of 41.9% which is below the overall thematic performance index by 4.8% hence the need for improvement.

Public universities had 39 organizations evaluated, with 10 (72.1%) categorized as high achievers, 27 (49.9%) as medium achievers, and 2 (26%) as low achievers resulting in a performance index of 54.3%.

State Corporations & SAGAs had 210 organizations, with 62 rated as high achievers, 130 medium achievers, and 18 low achievers. The mean scores for each category were 73.6%, 49.8%, and 16.2% respectively, resulting in a performance index of 54%.

Statutory Commissions and Authorities had 8 organizations evaluated. Among them, 2 (70.3%) were rated as high achievers, 4 (52.9%) as medium achievers, and 2 (17.7%) as low achievers resulting in a performance index of 48.4%.

Under TVETIs service sector, out of the 204 organizations evaluated, 15 (69.8%) were rated as high achievers, 127 (45.5%) medium achievers, and 62 (18.2%) low achievers resulting in a

performance index of 39.0% which was below the overall thematic performance index by 7.7% hence the need for improvement.

Overall, 96 (72.6%) organizations were rated as high achievers, 330 (47.5%) as medium achievers, and 97 (18.2%) as low achievers resulting in a performance index of 46.7% for the thematic area.

Interventions to Improve Service Delivery

To improve the performance index for each sector, specific measures need to be taken. These measures include improving the accessibility of service charters for visually impaired persons by transcribing them into braille, enhancing the functionality and customization of websites for persons with visual and hearing impairments, ensuring the functionality and responsiveness of helplines and emails in public organizations, analyzing and implementing feedback analysis reports, implementing customer service registers and resolved client service charters, establishing and equipping lactation stations in public organizations, and resolving complaints within the stipulated timelines.

Furthermore, interventions are needed to bridge the gaps identified and improve the overall performance index for the thematic area. These interventions may involve providing training and resources to public organizations to enhance their service delivery capabilities, implementing policies and guidelines to ensure inclusivity and accessibility for persons with disabilities, establishing monitoring and evaluation mechanisms to track progress and identify areas for improvement, and fostering collaboration and knowledge sharing among different service sectors to learn from each other's best practices.

4.2.2 Good Governance, Transparency and Accountability

The indicators used to assess public organizations in this thematic area included the availability of a prescribed format for requesting information and a request for information register and timeline for providing information. Additionally, other indicators considered were implementation of promotional activities on values and principles, mainstreaming of values and principles in public service delivery processes, management of gifts, and the preparation of annual reports on the discharge of organizational mandate.

The mean scores for the indicators evaluated are presented in Table 4.3.

Table 4.3: Performance Indicators and Mean Scores for Good Governance, Transparency and Accountability

Performance Indicators	Indicator Scoring Criteria	Mean Score (%)
Existence of a prescribed format for requests for information	Yes=100%, No=0%	33.27
Existence of request for information register	Yes=100%, No=0%	33.33
Proportion of request for information by citizens were provided within 21 days	Percentage (%) of citizen feedback requests for information provided within 21 days.	34.15
Promotional activities on values and principles undertaken in the 2022/2023 FY	Yes=100%, No=0%	32.50

Performance Indicators	Indicator Scoring Criteria	Mean Score (%)
The extent of implementation of values and principles in promotional strategies in public organizations	Implemented < Less 5 Promotional strategies =25%, Implemented 5 Strategies=50%, 5< Implemented≤ 6=75%, Implemented 10 strategies = 100%	44.28
Mainstreaming values and principles in public service delivery processes	Yes=100%, No=0%	13.98
Extent of mainstreaming of values and Principles in service delivery processes	Mainstreamed < Less 5 Promotional strategies =25%, Mainstreamed 5 Strategies=50%, 5< Mainstreamed≤ 6=75%, Mainstreamed 10 strategies = 100%	29.11
Proportion of gifts given to public officers valued at KSh. 20,000 and below	Percentage (%) of Gifts given to public officers valued at ≤ KSh.20,000	74.30
Preparation of annual report on the discharge of organizational mandate	Yes=100%, No=0%	57.36

A summary of the performance index and levels of achievement by service sector is presented in Table 4.4.

Table 4.4: Performance Index and Levels of Achievement for Good Governance, Transparency and Accountability by Service Sector

Service Sector	Total No. Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	
Constitutional Commissions and Independent Offices	10	4	74.8	6	45.1			57.0
Ministries and State Departments	52	11	69.6	25	27.6	16	0.0	28.0
Public Universities	39	16	72.4	20	31.8	3	0.0	46.0
State Corporations and SAGAs	210	66	70.8	125	33.9	19	0.0	42.4
Statutory Commissions and Authorities	8	2	70.4	5	37.8	1	4.2	41.8
TVETIs	204	11	71.0	104	28.9	89	0.0	18.5
Total	523	110	71.1	285	31.6	128	0.0	32.2

Observations

Out of the 10 Constitutional Commissions and Independent Offices assessed, 4 were rated as high achievers with a mean score of 74.8% and 6 (45.1%) as medium achievers resulting in a performance index of 57%.

Out of the 52 Ministries and State Departments evaluated, 11 were rated as high achievers with a mean score of 69.6%, 25 organizations were medium achievers (mean 27.6%) and 16 as low achievers (0%) resulting in a performance index of 28%. This suggests that there are significant gaps that require appropriate interventions.

All the 39 Public Universities were evaluated out of which 16 were rated as high achievers with a mean score of 72.4%, 20 (31.8%) as medium achievers while 3 (0%) were low achievers resulting to a performance index of 46%.

Out of the 210 State Corporations and SAGAs evaluated, 66 were rated as high achievers with a mean score of 70.8%, 125 as medium achievers (mean 33.9%) while 19 (0%) were low achievers resulting to a performance index of 42.4%.

All the 8 Statutory Commissions and Authorities were evaluated out of which 2 were rated as high achievers with a mean score of 70.4%, 5 as medium achievers (mean 37.8%) and 1 was categorized as a low achiever (mean 4.2%) resulting in a performance index of 41.8%.

From the 204 TVETIs evaluated, 11 were rated as high achievers with a mean score of 71%, 104 as medium achievers (mean 28.9%) and 89 as low achievers (0%) resulting in a performance index of 18.5% which is below the overall thematic performance index by 13.7% hence the need for improvement.

Overall, 110 organizations were rated as high achievers with a mean score of 71.1%, 285 as medium achievers (mean 31.6%) and 128 as low achievers (0%) resulting to a performance index of 32.2%. This suggests that there is a need for significant performance gaps that require appropriate interventions.

Interventions to Improve Good Governance, Transparency and Accountability

To improve performance and address the identified gaps in the thematic area, several measures and interventions are proposed. Firstly, public organizations should prioritize the development and implementation of clear and accessible formats for requesting information, as well as maintaining a register of these requests. Additionally, strict timelines should be established for providing the requested information by citizens to ensure transparency and accountability.

Promotional activities should focus on values and principles, and these should be effectively implemented in promotional strategies. Public service delivery processes should be aligned with these values and principles, ensuring their integration into the core functioning of the organizations. Measures should be implemented to regulate and monitor gifts given to public officers, minimizing the potential for corruption or undue influence.

Lastly, public organizations should prioritize the preparation of annual reports on the discharge of their organizational mandate. These reports should provide a comprehensive overview of the organization's activities, achievements, and challenges, promoting transparency and accountability.

By implementing these measures and interventions, the performance of public organizations in good governance, transparency, and accountability can be improved. This will ultimately strengthen the implementation of values and principles outlined in the Constitution of Kenya and promote better governance practices in public organizations.

4.2.3 High Standards of Professional Ethics in the Public Service

In evaluating public organizations on the thematic area of High Standards of Professional Ethics across various service sectors, several key performance indicators were considered. The indicators used included the proportion of initial declaration forms submitted in relation to the number of officers appointed, the proportion of final declaration forms submitted to the Public Service Commission (PSC) in relation to the number of officers who exited service (excluding death), the presence of members of regulatory professional bodies in the organization, the proportion of professionals sponsored for training by the organization, and the authentication of academic and professional certificates for staff.

The mean scores for the indicators evaluated are presented in Table 4.5.

Table 4.5: Performance Indicators and Mean Scores on High Standards of Professional Ethics

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Proportion of initial declarations forms submitted against number of officers appointed	Percentage (%) of Initial Declaration Forms Submitted to the Commission	17.37
Proportion of final declarations forms submitted to PSC against number of officers exited service, excluding death	Percentage (%) of Final Declaration Forms Submitted to the Commission	9.19
Existence of members of regulatory professional bodies in the organization	Yes = 100%, No= 0%	84.51
Proportion of professionals sponsored for training by the organization	Percentage (%) of Professionals trained by Organization	47.88
Authentication of academic and professional certificates for staff	Yes = 100%, No= 0%	66.54

A summary of the performance index and levels of achievement by service sector is presented in Table 4.6.

Table 4.6: Performance Index and Levels of Achievement on High Standards of Professional Ethics

Service Sector	Total No. Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	
Constitutional Commissions and Independent Offices	10			8	51.2	2	22.5	45.5
Ministries and State Departments	52	3	87.3	47	50.9	2	13.3	51.6
Public Universities	39			28	44.6	11	19.3	37.5

State Corporations and SAGAs	210	39	90.6	154	57.2	17	22.0	60.6
Statutory Commissions and Authorities	8			7	58.0	1	0.0	50.7
TVETIs	204	21	93.0	141	50.4	42	4.2	45.3
Total	523	63	91.3	385	52.9	75	11.1	51.5

Observations

8 Constitutional Commissions and Independent Offices were rated as medium achievers with a mean score of 51.2% and 2 were low achievers (mean 22.5%) resulting in a performance index of 45.5% which is below the overall thematic performance index by 6% hence the need for improvement.

For Ministries and State Departments, 3 were rated as high achievers with a score of (87.3%), 47 as medium achievers (mean 50.9%), and 2 as low achievers (mean 13.3%) resulting in a performance index of 51.6%.

28 public universities were rated as high achievers with a mean score of 44.6% and 11 were medium achievers (mean 19.3%) resulting in a performance index of 37.5% which is below the overall thematic performance index by 14% hence the need for improvement.

39 State Corporations and Semi-Autonomous Government Agencies (SAGAs) were rated as high achievers, 154 as medium achievers, while 17 were low achievers. The mean score for high achievers was 90.6%, medium achievers was 57.2%, while for low achievers was 22%. The performance index for this sector was 60.6%.

7 Statutory Commissions and Authorities were rated as high achievers with a mean score of 58%, and 1 was a low achiever (0%) resulting in a performance index of 50.7%.

21 Technical and Vocational Education and Training Institutions were rated as high achievers with a mean score of (93%), 141 were medium achievers (mean 50.4%) while 42 were low achievers (mean 4.2%) resulting in a performance index of 45.3% which is below the overall thematic performance index by 6.2% hence the need for improvement.

Out of 523 organizations evaluated, 63 were rated as high achievers with a mean score of (91.3%), 385 were medium achievers (mean 52.9%) while 75 were low achievers (mean 11.1%). The overall performance index for this thematic area was 51.5%.

Interventions to Improve High Standards and Professional Ethics

In order to mitigate the identified gaps and improve performance across sectors, several interventions could be considered for implementation. These include strengthening the recruitment process to ensure officers appointed have high ethical standards, enhancing training programmes to promote professional development and ethical conduct, establishing mechanisms for regular submission of declaration forms to monitor officers' compliance and implementing authentication processes for academic and professional certificates to prevent fraud and ensure the integrity of staff qualifications.

4.2.4 Performance Management

The key performance indicators used to calculate the performance index for the thematic area included: alignment of strategic plans with revised guidelines on the preparation of the 5th

generation strategic plan (2023-2027), implementation of a performance contract, existence of a performance contracting committee, setting of performance targets and proportion of staff who set performance targets, proportion of staff evaluated against those who set targets, evaluation scores for organizations evaluated, existence of an induction manual and the topics covered in the manual, proportion of newly appointed officers inducted, implementation of programmes promoting employee wellness and existence of a human resource management and development plan.

The mean scores for each performance indicator used to evaluate the thematic area are presented in Table 4.7.

Table 4.7: Mean Scores of Performance Indicators for the Performance Management

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Strategic plans aligned to the revised guidelines on preparation of the 5th generation strategic plan, 2023-2027	Yes = 100%, N=0%	34.4
Implementation of Performance Contract	Yes = 100%, N=0%	76.1
Existence of performance contracting committee	Yes=100%, partial=50%, No=0%	41.9
Setting of performance Targets	Yes = 100%, N=0%	87.2
Proportion of staff who set performance targets	Percentage (%) staff who set targets out of the total number of staff in the organization	70.6
Proportion of staff evaluated against those who set target	Percentage (%) of staff evaluated out of those set targets	31.4
Evaluation Score for organizations evaluated	1/Composite Score*100	32.4
Existence of an induction manual	Yes = 100%, N=0%	18.5
Topics covered in the Induction manual	No. of topics covered: 3 topics and below=25%; 4 topics=50%; 5-6 topics=75%, All 7 topics=100%	85.3
Proportion of newly appointed officers inducted	Percentage (%) of newly appointed staff inducted	67.1
Programmes promoting employee wellness implemented	Yes = 100%, N=0%	54.2
Existence of Human Resource Management and Development Plan	Yes = 100%, N=0%	5.0

The performance index and levels of achievements area are presented in Table 4.8.

Table 4.8: Performance Index and Levels of Achievement for Organizations on Performance Management

Service Sector	Total No. Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	
Constitutional Commissions and Independent Offices	10	1	68.9	9	52.6			54.2
Ministries and State Departments	52	5	75.8	35	42.8	12	17.2	40.1

Service Sector	Total No. Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	
Public Universities	39	12	77.0	26	52.4	1	13.3	59.0
State Corporations and SAGAs	210	55	76.3	141	50.4	14	12.2	54.6
Statutory Commissions and Authorities	8			7	50.5	1	20.0	46.7
TVETIs	204	13	75.1	129	45.1	62	12.5	37.1
Total	523	86	76.1	347	47.9	90	13.2	46.5

Observations

One Constitutional Commission and Independent Office was rated as a high achiever with a mean score of 68.9% and 9 were medium achievers (mean 52.6%) resulting in a performance index of 54.2%.

52 Ministries and State Departments were evaluated out of which 5 were classified as high achievers with a mean score of 75.8%, 35 were medium achievers (mean 42.8%) while 12 were low achievers (mean 17.2%) resulting in a performance index of 40.1%. This is below the overall thematic performance index by 6.4% hence the need for improvement.

Out of the 39 Public Universities evaluated, 12 were rated as high achievers with a mean score of 77.0%, 26 as medium achievers (mean 52.4%) while 1 was a low achiever (mean 13.3%) resulting in a performance index of 59%.

Under State Corporation and SAGAs, 55 organizations were rated as high achievers with a mean score of 76.3%, 141 as medium achievers (mean 50.4%) while 14 were low achievers (mean 12.2%) resulting in a performance index of 54.6%.

7 Statutory Commissions and Authorities were rated as medium achievers with a mean score of 50.5% and 1 as low achiever (mean 20.0%) resulting in a performance index of 46.7%.

Lastly, 13 TVETIs were rated as high achievers with a mean score of 75.1%, 129 as medium achievers (mean 45.1%) while 62 were low achievers (mean 12.5%) resulting in a performance index of 37.1% which is below the overall thematic performance index by 9.4% hence the need for improvement.

Overall, 86 organizations were rated as high achievers with a mean score of 76.1%, 347 were medium achievers (mean 47.9%) while 90 were low achievers (mean 13.2%) resulting in an overall performance index of 46.5%. This implied significant performance gaps in the implementation of various aspects of performance management in the evaluated public organizations.

Interventions to improve Performance Management

To bridge the performance management gaps identified in each service sector, several measures could be considered for implementation. These include: providing training and development programmes for employees, implementing performance evaluation systems, establishing clear performance goals and targets, enhancing communication and collaboration among

organizations, promoting a culture of accountability and transparency, implementing standardized performance management practices across all service sectors, conducting regular performance assessments and evaluations and fostering a culture of continuous improvement.

4.2.5 Equitable Allocation of Opportunities and Resources

The performance indicators used to calculate the performance index for this thematic area were: customization of facilities and services for persons with disabilities (PWDs), registration of the organization on the public procurement information portal (PPIP), procurement and asset disposal using the public procurement information portal, procurement of locally produced goods and services, allocation and award of tenders to special groups, ethnic representation in public organization, gender representation by job levels and proportionate representation of PWDs .

The mean scores for the performance indicators evaluated are presented in Table 4.9.

Table 4.9: Mean Scores of Performance Indicators for Thematic Area of Equitable Allocation of Opportunities and Resources

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Customization of facilities and services for Persons with Disabilities (PWDs)	Yes=100%, No=0%	83.6
Registration of the Organization on the Public Procurement Information Portal (PPIP)	Yes=100%, No=0%	77.8
Procurement and Asset disposal using the Public Procurement Information Portal	Yes=100%, No=0%	72.7
Procurement of locally produced goods and services	Yes=100%, No=0%	80.3
Allocation and award of tenders to special groups	Yes=100%, No=0%	82.6
Ethnic Representation in Public Organization	Percentage (%) of Ethnic Groups in the Organization as per Census of 2019/ 45×100	26.9
Gender Representation by Job Levels	Between 33.3% and 66.7% of either Gender =1, Less than 33.3% is assigned values progressively between 0 and 1)	34.7
Proportionate representation of PWDs	Percentage (%) of PWDs in Public Organizations	1.8

The summary of the performance index and levels of achievement by service sector is presented in Table 4.10.

Table 4.10: Performance Index and Levels of Achievement for the Organizations on the Equitable Allocation of Opportunities and Resources

Service Sector	Total No. of Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Scores (%)	No. of Organizations	Mean Scores (%)	No. of Organizations	Mean Scores (%)	
Constitutional Commissions and Independent Offices	10	2	82.52	8	66.55			69.7
Ministries and State Departments	52	12	81.39	35	62.57	5	22.09	63.0
Public Universities	39	1	78.45	37	68.66	1	33.79	68.0
State Corporations and SAGAs	210	18	80.52	181	65.74	11	26.09	64.9
Statutory Commissions and Authorities	8			8	66.11			66.1
TVETIs	204	1	78.55	135	60.69	68	18.79	46.8
Total	523	34	80.82	404	64.07	85	20.11	58.0

Observations

2 Constitutional Commissions and Independent Offices were rated as high achievers with a mean score of 82.52%, 8 were medium achievers (mean 66.55%) resulting in a performance index of 69.7%.

12 Ministries and State Departments were rated as high achievers with a mean score of 81.39%. 35 were medium achievers (62.57%) while 5 were low achievers (22.09%) resulting in a performance index of 63%.

Under Public universities, 1 was rated as a high achiever with a mean score of 78.45%, 37 as medium achievers (mean 68.66%) while 1 was a low achiever (mean 33.79%) resulting in a performance index of 68.0%.

Of the 210 State Corporation and SAGAs evaluated, 18 were classified as high achievers with a mean score of 80.52%, 181 were medium achievers (mean 65.74%) while 11 organizations were low achievers (mean 26.09%) resulting in a performance index of 64.9%.

All the 8 Statutory Commissions and Authorities evaluated were classified as medium achievers with a mean score of 66.11% resulting to a performance index of 66.1%.

In the TVETIs sector, 1 institution was rated as a high achiever with a mean score of 78.55%, 135 as medium achievers (mean 60.69%) while 68 were low achievers (mean 18.79%) resulting in a performance index of 46.8% which is below the overall thematic performance index by 11.2% hence the need for improvement.

Overall, 34 organizations were rated as high achievers with a mean score of 80.82%, 404 as medium achievers (mean 64.07%) while 85 were low achievers (mean 20.11%) resulting in an overall performance index of 58.0%.

Interventions to improve Equitable Allocation of Opportunities and Resources

Based on the findings, it is recommended that public organizations in each sector implement measures and interventions to improve their performance. These measures could include enhancing the customization of facilities and services for PWDs, ensuring registration on the public procurement information portal, promoting the procurement of locally produced goods and services, increasing the allocation and award of tenders to special groups, improving ethnic and gender representation in public organizations, and ensuring proportionate representation of PWDs.

4.2.6 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

The performance indicators used to calculate the performance index for this thematic area were: budget absorption levels, implementation of planned and budgeted activities, inventory of assets and liabilities, valuation of movable and immovable assets and insurance of assets, customization of the policy on Asset and Liability Management in the Public Sector (2020), existence of an asset and liabilities standing committee and unit, extent of implementation of programmes to support the realization of bottom up economic transformation agenda (BETA), existence of an annual repair and maintenance plan and Auditor General's audit opinion.

The mean score for the evaluated indicators are presented in Table 4.11.

Table 4.11: Performance Indicators and Mean Scores for thematic area on Efficiency, Effectiveness and Economic Use of Resources

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Budget Absorption Levels	3 Expenditure to Approved Budget Estimates ratio. 4 Provision of inadequate information on Approved Budgets and Expenditures= 0%	63.0
Extent of implementation of planned and budgeted activities	Yes= 100%, No= 0%	41.1
Existence of inventory of assets and liabilities	Yes= 100%, No= 0%	91.0
Valuation of movable and immovable assets and insurance of assets	Yes= 100%, Partial=50%, No= 0%	24.7
Customization of the policy on Asset and Liability Management in the Public Sector (2020)	Yes= 100%, No= 0%	15.9
Existence of an asset and liabilities standing Committee and unit	Yes= 100%, No= 0%	19.7
Extent of Implementation of programmes to support the realization of Bottom-Up Economic Transformation Agenda (BETA)	Yes= 100%, No= 0%	66.7
Existence of an annual repair and maintenance plan	Yes= 100%, No= 0%	27.5
Auditor General's Audit Opinion	Unqualified=1, Qualified=0.75, Disclaimer=0.5, Adverse=0.25	78.0

A summary of performance index and levels of achievement by service sector is presented in Table 4.12.

Table 4.12: Performance Index and Achievement Levels on Efficiency, Effectiveness and Economic Use of Resources

Service Sector	Total No. of Organizations	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	No. of Organizations	Mean Score (%)	
Constitutional Commissions and Independent Offices	10	3	73.8	6	54.2	1	23.6	57.0
Ministries and State Departments	52	3	77.5	42	47.8	7	16.7	45.3
Public Universities	39	15	74.7	22	53.1	2	24.3	59.9
State Corporations and SAGAs	210	65	76.4	130	49.5	15	17.7	55.6
Statutory Commissions and Authorities	8	1	74.1	6	52.6	1	24.9	51.8
TVETIs	204	7	72.7	121	40.8	76	15.4	32.5
Total	523	94	75.7	327	46.5	102	16.2	45.8

Observations

3 Constitutional Commissions and Independent Offices were rated as high achievers with a mean score of 73.8%, 6 as medium achievers (mean 54.2%) while 1 was a low achiever (mean 23.6%) resulting in a performance index of 57.0%.

3 Ministries and State Departments were rated as high achievers with a mean score of 77.5%, 42 were medium achievers (mean 47.8%), while 7 were low achievers (mean 16.7%) resulting in a performance index of 45.3%.

Out of the 39 Public universities evaluated, 15 were rated as high achievers with a mean score of 74.7%, 22 were medium achievers (mean 53.1%) while 2 were low achievers (mean 24.3%) resulting in a performance index of 59.9%.

65 State Corporations and SAGAs were rated as high achievers with a mean score of 76.4%, 130 were medium achievers (mean 49.5%) while 15 were low achievers (mean 17.7%) resulting to a performance index of 55.6%.

From the 8 Statutory Commissions and Authorities evaluated, 1 was classified as a high achiever with a mean score of 74.1%, 6 as medium achievers (52.6%) while 1 was a low achiever (24.9%) resulting to a performance index of 51.8%.

7 TVETIs were rated as high achievers with a mean score of 72.7%, 121 as medium achievers (mean 40.8%) while 76 were low achievers (mean 15.4%) resulting in a performance index of 32.5% which is below the overall thematic performance index by 13.3 hence the need for improvement.

Overall, 94 organizations were rated as high achievers with a mean score of 75.7%, 327 as medium achievers (mean 46.5%) while 102 were low achievers (mean 16.2%) resulting in an overall performance index of 45.8%. This is an indication of significant performance gaps in the implementation of various aspects evaluated and hence the need to take appropriate measures.

Interventions to improve Efficiency, Effectiveness and Economic Use of Resources

To mitigate the identified gaps and improve performance across sectors and the overall performance index for the thematic area, several interventions can be implemented. These may include strengthening budget absorption mechanisms, ensuring effective implementation of planned and budgeted activities, conducting regular inventory of assets and liabilities, improving the valuation and insurance of assets, enhancing the customization of the policy on Asset and Liability Management, establishing and strengthening asset and liabilities standing committees and units, implementing programmes to support BETA, developing and implementing annual repair and maintenance plans and addressing any issues raised in the Auditor-General’s audit opinion.

4.2.7 Public Participation in Policy Making Process

Performance indicators used to calculate the performance index for this thematic area included: the extent of customization of the Guidelines for Public Participation in Policy Formulation (2015), extent of implementation of policies in the last five year and impact evaluation of the policies implemented conducted.

The mean scores for the three indicators evaluated are presented in Table 4.13.

Table 4.13: Performance Indicators and Mean Scores for Public Participation

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Customization of Guidelines for Public Participation in Policy Formulation (2015)	Yes= 100%, 0= 0%	11.5
Implementation of Policies in the last five Year	Yes= 100%, 0 = 0%	75.9
Impact evaluation of the policies implemented conducted	Yes= 100%, 0 = 0%	16.0

The summary of the performance index and levels of achievement by service sector is presented in Table 4.14.

Table 4.14: Performance Index and Achievement Levels for Public Participation

Service Sector	Total No. of Organization	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Organizations	Mean Scores (%)	No. of Organizations	Mean Scores (%)	No. of Organizations	Mean Scores (%)	
Constitutional Commission and Independent Office	10	5	73.3	5	33.3			53.3
Ministry and State Department	52	16	68.8	21	33.3	15	0	34.6
Public University	39	12	75.0	25	34.0	2	0	44.9
State Corporation and SAGAs	210	55	74.5	117	33.8	38	0	38.3
Statutory Commissions and Authorities	8	2	66.7	6	33.3			41.7
TVETIs	204	10	70.0	128	33.3	66	0	24.3
Total	523	100	73.0	302	33.6	121	0	33.3

Observations

5 Constitutional Commissions and Independent Offices were rated as high achievers with a mean score of 73.3% and the other 5 were medium achievers (mean 33.3%) resulting in a performance index of 53.3%.

Out of the 52 Ministries and State Departments sector evaluated, 16 were classified as high achievers with a mean score of 68.8%, 21 as medium achievers (mean 33.3%), and 15 as low achievers (0.0%) resulting in a performance index of 34.6% and hence required interventions to address the performance gaps.

12 Public Universities were rated as high achievers with a mean score of 75.0%, 25 as medium achievers (mean 34%) and 2 as low achievers (0.0%) resulting in a performance index of 44.9%.

The State Corporations and SAGAs had 210 organizations evaluated out of which 55 were rated as high achievers with a mean score of 74.5%, 117 were medium achievers (mean 33.8%), and 38 were low achievers (0.0%) resulting in a performance index of 38.3% and hence required interventions to address the performance gaps.

Statutory Commissions and Authorities had a total 8 organizations evaluated out of which 2 were categorized as high achievers with a mean score of 66.7% and 6 were medium achievers (mean 33.3%) resulting to a performance index of 41.7%.

Under TVETIs, 10 were rated as high achievers with a mean score of 70.0%, 128 were medium achievers (mean 33.3%) and 66 were low achievers (0.0%) resulting in a performance index of 24.3% which is below the overall thematic performance index by 9.0% hence the need for improvement.

Overall, 100 organizations were classified as high achievers with a mean score of 73.0%, 302 as medium achievers (mean 33.6%), and 121 as low achievers (0.0%) resulting to an overall performance index of 33.3%. This could be an indicator of serious performance gaps in this thematic area and require immediate interventions.

Interventions to improve Public Participation in Policy Making

To improve the performance of the low achievers and enhance the overall performance of the service sectors, there is need to take appropriate measures and interventions which include customization of the public participation guidelines, ensuring implementation of policies developed and conducting impact evaluations of the implemented policies.

4.3 Overall Compliance Index

In the computation of overall compliance index on the status of the extent to which values and principles are complied with in the public service, 523 organizations were evaluated in the seven thematic areas namely: Service Delivery improvement, Good Governance, transparency and accountability, High Standards of Professional Ethics, Equitable Allocation of Opportunities and Resources, Performance Management, Public Participation in the policy-making process, and Efficiency, Effectiveness, and Economic Use of Resources and sustainable development.

In undertaking the evaluation process, a number of indicators were identified and used to establish performance indices for each thematic area. The indicators used in each thematic area were consolidated and used to compute the overall composite compliance index for the service. Organizations in each service sector were categorized as high achievers, medium achievers, and low achievers, along with their corresponding aggregate mean scores. The overall composite compliance index is presented as a percentage.

Figure 4.1 and Table 4.15 presents the overall compliance index by sector, while Figure 4.2 shows performance per service sector and thematic areas.

From the analysis, it was established that the service sector of Constitutional Commissions and Independent Offices, one organization was rated as a high achiever with an aggregate mean score of 66.71%, while nine organizations were categorized as medium achievers with an aggregate score of 52.16%. The overall composite compliance index for the service sector was 53.62%.

For the Ministries and State Departments service sector, 52 organizations were evaluated. Seven organizations were rated as high achievers with an aggregate mean score of 65.70%, 40 were rated as medium achievers with an aggregate mean score of 43.25%, and five were rated as low achievers with an aggregate mean score of 19.6%. The overall composite compliance index for this service sector was 44%.

In the Public Universities service sector, 39 organizations were evaluated. Nine were rated as high achievers with an aggregate mean score of 69.14%, 29 were medium achievers with a mean score of 51.92%, and one organization was a low achiever with a mean score of 28.6%. The overall composite compliance index for this service sector was 55.30%.

The State Corporations and SAGAs sector had the highest number of organizations evaluated, with 210. Fifty-six organizations were rated as high achievers with an aggregate mean score of 69.57%, 140 were rated as medium achievers with an aggregate score of 51.03%, while 14 were

rated as low achievers with an aggregate of 25.0%. The overall composite compliance index for the service sector was 54.23%.

In the Statutory Commissions and Authorities sector, eight organizations were evaluated. One organization was rated as a high achiever with a mean score of 66.42%, and seven were rated as medium achievers with a mean score of 47.69%. The overall composite compliance index for this sector was 50.03%.

Lastly, the Technical and Vocational Education Institutions sector had 204 institutions evaluated. Five institutions were rated as high achievers with an aggregate mean score of 63.76%, 132 were rated as medium achievers with an aggregate mean score of 43.14%, and 67 were rated as low achievers with an aggregate score of 19.1%. The overall composite compliance index for this service sector was 35.75%.

Overall, out of the 523 organizations evaluated, 79 were rated as high achievers with an average compliance index of 68.73%, 357 were rated as medium achievers with an average compliance index of 47.28%, and 87 were rated as low achievers with an average compliance index of 20.2%. The overall composite compliance index for all sectors combined was 46.01%, which was an improvement of 4.31% from the previous year (2021/2022).

The overall compliance index of 46.01% is a moderate score, indicating that there is room for improvement in adherence to values and principles in Articles 10 and 232 of the Constitution. The moderate compliance levels suggest that there are gaps in the implementation of the values and principles across the evaluated organizations.

To bridge this gap, interventions should be implemented at the organizational level to enhance compliance. These interventions may include training and capacity-building programmes, strengthening accountability mechanisms, promoting Good Governance, Accountability and transparency, and fostering a culture of integrity, professionalism and ethical behavior. By addressing these issues, the public service can strive towards higher compliance levels and better adherence to the constitutional values and principles, ultimately contributing to the overall development and progress of the public service.

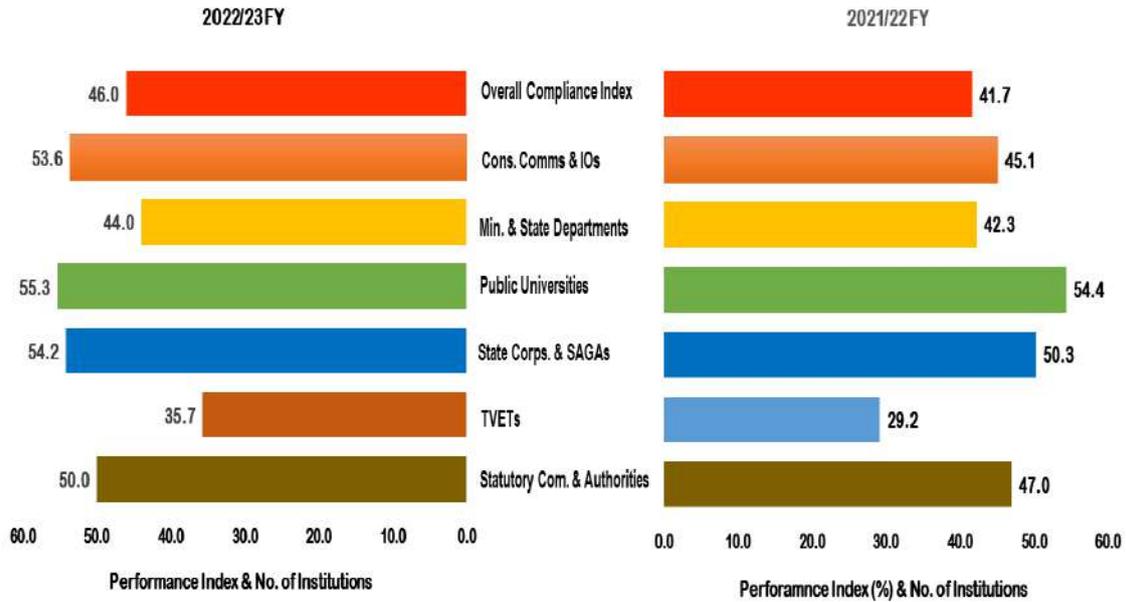


Figure 4.1: Comparison of Compliance Index Per Service Sector for 2022/23 and 2021/22 Financial Years

Table 4.15: Overall Compliance Index for Public Organizations Per Service Sector

Service Sector	Total No. of Organizations	High Achievers		Medium Achievers		Low Achievers		Overall Composite Compliance Index (%)
		No. of Organizations	Aggregate Mean Scores (%)	No. of Organizations	Aggregate Mean Scores (%)	No. of Organizations	Aggregate Mean Scores (%)	
Constitutional Commission and Independent Offices	10	1	66.71	9	52.16	-	-	53.62
Ministries and State Departments	52	7	65.70	40	43.25	5	19.6	44.00
Public Universities	39	9	69.14	29	51.92	1	28.6	55.30
State Corporation and SAGAs	210	56	69.57	140	51.03	14	25.0	54.23
Statutory Commissions and Authorities	8	1	66.42	7	47.69			50.03
TVETIs	204	5	63.76	132	43.14	67	19.1	35.75
Total	523	79	68.73	357	47.28	87	20.2	46.01

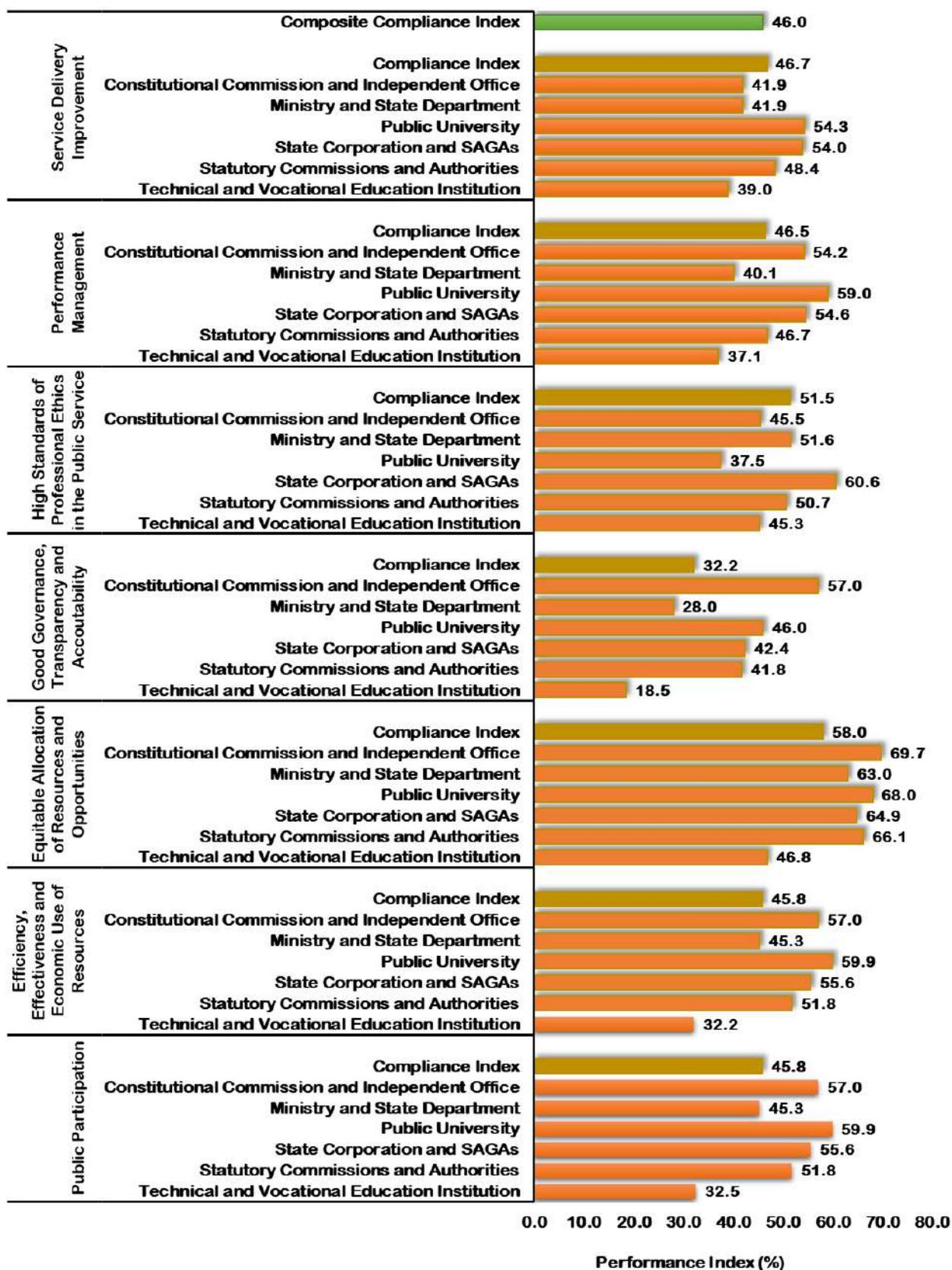


Figure 4.2: Performance Scores by Thematic Areas and Service Sectors

4.4 Comparative analysis of performance

4.4.1 Comparative Analysis of the Compliance Index by Thematic Areas

This section presents a trend analysis of the compliance index for organizations evaluated on the extent of their compliance with the values and principles espoused in articles 10 and 232 of the Constitution. It also highlights the performance indices for each thematic area, which are obtained by evaluating specific indicators identified and how public organizations have implemented and applied them in the execution of their mandates.

The analysis presented in Figure 4.3 and Table 4.16 shows the trend analysis of the overall compliance index and performance per thematic area by public organizations for the period from 2018/19 to 2022/23 financial years. The overall compliance index represents the average level of compliance across all evaluated thematic areas.

In the 2018/19 financial year, the overall compliance index was 42.4%, indicating a moderate level of compliance with the values and principles. This slightly decreased to 42.3% in the following year, but saw a more significant drop to 40.0% in the 2020/21 financial year. However, there was a slight improvement in the 2021/22 financial year, with the compliance index rising to 41.7%. The most notable increase occurred in the 2022/23 financial year, where the compliance index reached 46.01%, indicating a significant improvement in the compliance composite score. Comparing the deviations between the 2021/22 and 2022/23 financial years, it is evident that there was an increase in overall compliance, resulting in a positive deviation of 4.3%, indicating an improvement in overall compliance levels.

Examining the performance in each thematic area, it is important to note that each thematic area represents a specific aspect of compliance with constitutional values and principles. For Service Delivery Improvement, there was a gradual increase from 52.3% in the 2018/19 financial year to 63.4% in the 2019/20 financial year. However, in the 2020/21 financial year, performance declined to 49.1%. The 2021/22 financial year saw performance improve to 56.3%, but there was a decrease to 46.7% in the 2022/23 financial year. The deviation between 2022/23 and 2021/22 financial years was -9.6%, indicating a decline in performance.

Similarly, the thematic area of high standards of professional ethics in the public service exhibited fluctuations over the years. It began at 60.3% in the fiscal year 2018/19 FY, declined to 57.1% in the fiscal year 2019/20FY, and slightly rose to 58.0% in the fiscal year 2020/21. However, performance declined to 53.8% in the financial year 2021/22 FY and further dropped to 51.5% in the fiscal year 2022/23 FY. The deviation between 2022/23 and 2021/22 FY was -2.3%, indicating a slight decline in performance.

The thematic area of good governance, transparency, and accountability showed an increase from 35.6% in 2018/19 FY to 38.1% in 2019/20 FY. There was a significant improvement to 46.3% in 2020/21, but a sharp decline to 28.9% in 2021/22FY. However, there was a slight recovery to 32.2% in 2022/23FY. The deviation between 2022/23 and 2021/22FY was 3.3%, indicating an improvement in performance.

Additionally, thematic area of performance management exhibited a fluctuating trend. It started at 25.6% in the 2018/19 fiscal year, increased to 37.4% in the 2019/20 fiscal year, and then decreased to 27.9% in the 2020/21 fiscal year. The thematic area registered a significant

improvement, reaching 40.3% in 2021/22 FY and further increasing to 46.5% in 2022/23 FY. The deviation between 2022/23 and 2021/22FY was 6.2%, indicating an improvement in performance.

The thematic area of equitable allocation of opportunities and resources showed a fluctuating trend as well. The score decreased from 45.1% in 2018/19 FY to 32.9% in 2019/20 FY, then further decreased to 28.1% in 2020/21 FY. However, there was a significant increase in 2021/22 FY with a mean score of 40.0%, and a further increase in 2022/23 with a mean score of 58.0%. The deviation between 2022/23 and 2021/22 financial years was 18.0%, indicating a significant improvement in performance.

Public participation in the policy-making process showed a fluctuating trend as well, with a score of 17.1% in 2018/19 FY, which decreased to 12.0% in 2019/20 FY, then increased to 17.6% in 2020/21. However, the thematic area was not evaluated in the 2021/22 FY. In the 2022/23 financial year the evaluation score for the thematic area was 33.3%.

Finally, the thematic area of efficiency, effectiveness, and economic use of resources and sustainable development showed a fluctuating trend as well. The score increased from 60.9% in 2018/19 FY to 46.4% in 2019/20 FY, then further increased to 52.4% in 2020/21FY. However, there was a significant decrease in 2021/22 FY with a score of 28.2%, followed by an increase to 45.8% in 2022/23. The deviation between 2022/23 and 2021/22 FY was 17.6%, indicating a significant improvement in performance.

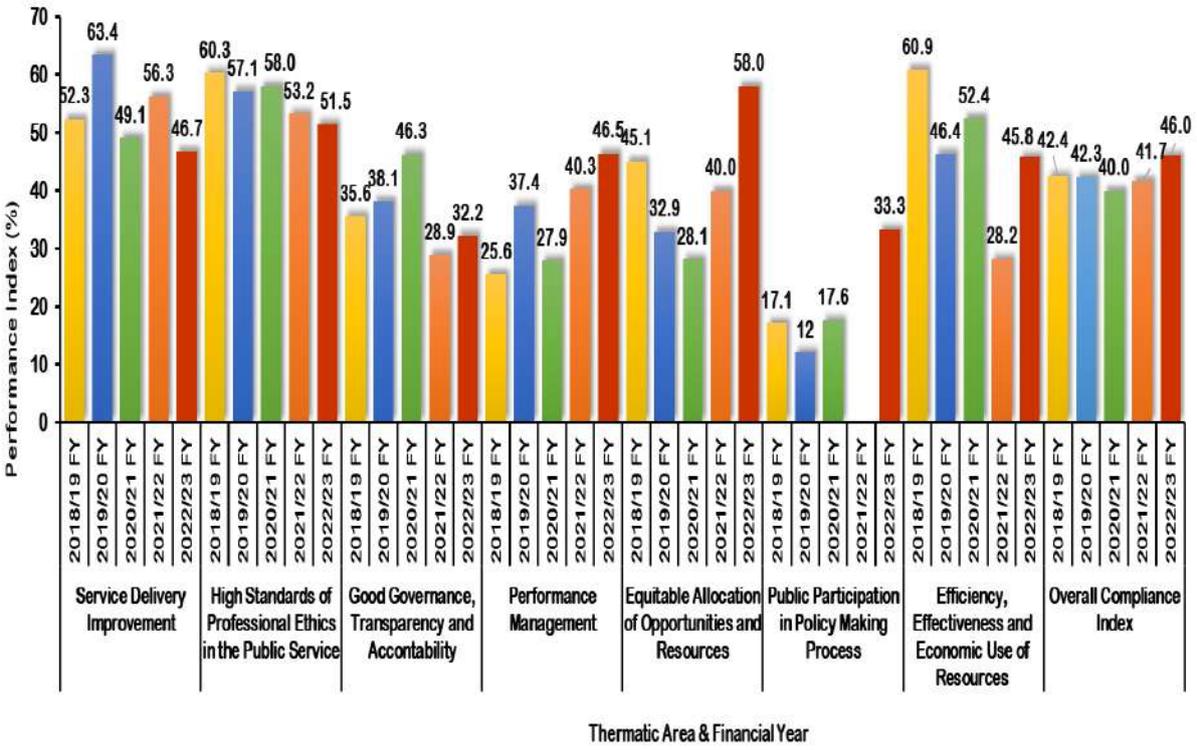


Figure 4.3: Trend Analysis of Performance Index per Thematic Area and Overall Compliance Index for 2018/19- 2022/23 Financial Years

Table 4.16: Comparative Analysis of Compliance Index by Thematic Area

Thematic Areas	2018/19 FY	2019/20 FY	2020/21 FY	2021/22 FY (A)	2022/23 FY (B)	Deviations (B-A)
Overall Compliance Index	42.4	42.3	40.0	41.7	46.0	4.3
Service Delivery Improvement	52.3	63.4	49.1	56.3	46.7	-9.6
High Standards of Professional Ethics in the Public Service	60.3	57.1	58.0	53.8	51.5	-2.3
Good Governance, Transparency, and Accountability	35.6	38.1	46.3	28.9	32.2	3.3
Performance Management	25.6	37.4	27.9	40.3	46.5	6.2
Equitable Allocation of Opportunities and Resources	45.1	32.9	28.1	40.0	58.0	18
Public Participation in Policy Making Process	17.1	12.0	17.6	*	33.3	-
Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development	60.9	46.4	52.4	28.2	45.8	17.6

Legend: (-) Declined Performance, (+) improved Performance, * Not Evaluated in 2021/22FY

In conclusion, comparative analysis provides a comprehensive overview of trend analysis for the overall compliance index and performance in thematic areas for organizations evaluated on the extent of compliance with the values and principles in Articles 10 and 232 of the Constitution. The data reveals fluctuations in performance over the years, with some areas demonstrating improvements while others show declines. This allows for a deeper understanding of the progress made and the impediments. The deviations between financial years offer insights into changes in performance, which can inform interventions to minimize deviations and enhance compliance with constitutional values and principles.

4.4.2 Performance by Individual Organizations

This section presents a comparative analysis on the overall compliance index across service sectors for the financial years 2022/23 and 2021/22. The data is derived from the performance of 523 organizations in the current reporting period and 477 from the previous year. A comparative analysis on the performance of organizations across service sectors is presented in Table 4.17.

Table 4.17: Comparative Analysis across Service sectors for 2022/23 and 2021/22 FY

Service Sectors	Compliance Index (%) 2022/23FY (N=523)	Compliance Index (%) 2021/22FY (N=477)	Variance (%)	Performance of Organizations					No. of Organizations
				Improved	Regressed	Partially Submitted	Not Participated	New Entrants	
Constitutional Commissions and Independent Offices	53.6	45.1	8.5	8	2		1		11
Ministries and State Departments	44.0	42.4	1.6	32	15		2	5	54
Public Universities	55.3	54.4	0.9	17	20			2	39

Service Sectors	Compliance Index (%) 2022/23FY (N=523)	Compliance Index (%) 2021/22FY (N=477)	Variance (%)	Performance of Organizations					No. of Organizations
				Improved	Regressed	Partially Submitted	Not Participated	New Entrants	
State Corporations and SAGAs	54.2	50.2	4.1	121	63	4	6	26	220
Statutory Commissions and Authorities	50.0	47.0	3.0	4	4				8
TVETIs	35.7	29.2	6.6	145	31		2	28	206
Composite Score (%)	46.0	41.7	4.3	327	135	4	11	61	538

Observations

The compliance index for Constitutional Commissions and Independent Offices increased from 45.1% in 2021/2022 to 53.6%, registering an improvement of 8.5%. Out of the 11 organizations in this sector, 8 improved, 2 regressed, and 1 did not participate. For Ministries and State Departments, the compliance index increased from 42.4% to 44.0% registering a slight improvement of 1.6%. Out of the 54 organizations in this sector, 32 improved, 15 regressed, 2 did not participate and there were 5 new entrants.

In the Public Universities sector, the compliance index increased from 54.4% to 55.3%, indicating a marginal improvement of 0.9%. Out of the 39 organizations in this sector, 17 showed improvement, 20 showed declining performance, and 2 were new entrants. State Corporations and SAGAs had the compliance index increase from 50.2% to 54.2% with a 4.1% improvement. Out of the 220 organizations in this sector, 121 improved, 63 regressed, 4 made partial submission, 6 did not participate while there were 26 new entrants.

For Statutory Commissions and Authorities, the compliance index increased from 47.0% to 50.0% with an improvement of 3.0%. Out of the 8 organizations in this sector, 4 improved while 4 declined. Separately, Technical and Vocational Education and Training Institutions (TVETIs) had a remarkable improvement with the compliance index increasing from 29.2% to 35.7%, registering an improvement of 6.6%. Out of the 206 institutions in this sector, 145 improved, 31 regressed, 2 did not participate while there were 28 new entrants.

Overall, the composite score for all sectors increased from 41.7% in the 2021/22 FY to 46.0% in the 2022/23 FY, marking a 4.3% improvement. Out of the 538 organizations considered in this analysis, 327 registered an improvement, 135 regressed, 11 did not participate in the evaluation while 61 new entrants had not participated in the previous evaluation period. The comparative status of public organizations for the 2021/22 and 2022/23 Financial Years is presented as *Appendix XXV*.

Delivery of public services effectively and efficiently requires inculcation of a values-based culture and behavior modification at organizational and individual public officer level. Thus, the public organizations and officers are obligated to live the national and public service values and principles, as a fulcrum for service delivery for national development.

In this regard, previous and current efforts and interventions by government to promote the values and principles have progressively enhanced levels of compliance with the values and principles of public service, thus implying that there has been an increase over the years on the number of public organizations and officers implementing the values and principles. For instance, the overall compliance index rose from 40.0% in 2020/2021, 41.7% in 2021/2022 to 46.01 in the 2022/2023. This notable achievement has been realized despite the growth in the evaluation scope in terms of the number of organizations evaluated as well as the expanding legal, policy and organizational frameworks that continue to be developed to facilitate the implementation of constitutional values and principles.

Recommendations

This is the eleventh report produced by the Commission since the promulgation of the Constitution in 2010. After 10 years of promotional activities on values and principles and the continued improvement in the compliance index, it is recommended that—

- (i) A citizen-based impact evaluation survey be undertaken to review measures taken, progress achieved in the realization of the values and principles and impediments.
- (ii) A national values conference be organized. This would provide a forum through which key stakeholders in society can discuss the measures, progress and impediments and recommend areas of intervention and improvement to take the implementation of values and principles to the next level for the next decade and beyond.

CHAPTER FIVE: Citizen Satisfaction

5.1 Introduction

Citizen satisfaction is a measure of how well a public service meets its obligations to the public and how well the services offered meet or exceed citizens' expectations. It reflects the citizen's perception of the value received in relation to their expectations. High citizen satisfaction indicates contentment with their experience, while low satisfaction suggests that expectations are not being met. Citizen satisfaction level is generally influenced by service quality, service delivery methods, pricing, and responsiveness among others. Conducting citizen satisfaction survey in public service is therefore essential for promoting accountability and transparency, and improving service quality. Overall, citizen satisfaction surveys are valuable tools for responsive governance and the continual improvement of service delivery.

Article 232 (1) (c) of the Constitution plays a crucial role in setting the standards for service delivery to citizens. It mandates public organizations to provide services responsively, promptly, effectively, impartially, and equitably to citizens. In order to determine the level of compliance by public organizations on delivery of public services as constitutionally obligated, there was need to undertake citizen satisfaction surveys to get feedback directly from citizens.

During the period under review, the Commission conducted two citizen satisfaction surveys to assess compliance with Article 232(1) (c) regarding public service delivery. The first survey was conducted using face-to-face interviews and engaged a total of 922 citizens who had received services from selected Huduma centres and other organizations that offer key services. The second was conducted using an online questionnaire and targeted 1,623 citizens who had previously sought services from various public organizations. Both surveys aimed at evaluating the citizen service experience as reported by service seekers and public officers in the respective organizations.

This chapter presents the findings of the citizen satisfaction surveys.

5.2 Scope of the Surveys

The first survey targeted citizens receiving services from various Huduma centers (including those in Kajiado Town, Kisamis Town, Machakos, Kibera, GPO, City Square, and Makadara), branches of the National Social Security Fund (City Centre Branch, NSSF Eastleigh Branch, NSSF Industrial Area Branch), the National Transport and Safety Authority Headquarters, and the National Registration Bureau, Kibra office. This approach allowed for a focused examination of the sampled organizations within their operational setup, enabling a thorough assessment of their adherence to regulatory requirements and suggesting tailored improvements for service delivery.

The second survey randomly selected citizens whose information was obtained from client registers who had sought services from 64 public organizations during the 2022/23 Financial Year. This survey utilized an online questionnaire, offering a streamlined method for data collection and analysis.

5.3 Computation of Citizen Satisfaction Level

For the first survey, the Citizen Satisfaction Index was calculated using the Customer Satisfaction Score (CSAT) approach. In this survey, a 5-point Likert scale, ranging from 1 (Strongly Dissatisfied) to 5 (Strongly Satisfied) was used. Each response was assigned a weight (1, 2, 3, 4, or 5), and the total score for each statement was calculated by multiplying the number of respondents by their respective weights. The scores were then aggregated and divided by the maximum possible value, resulting in a measure of satisfaction.

5.4 Qualifying Overall Rating

Composite indices, which aggregate responses across various variables related to overall satisfaction, offer a robust method for assessing citizen satisfaction. Using an index as a measure of satisfaction offers greater stability compared to assessing responses to individual questions. Additionally, the index is less susceptible to the impact of misunderstandings by citizens since the mean is considered a variable reduction.

In this analysis, a benchmark score or average score of 50% was chosen as a reference point based on a rule of thumb. Table 5.1 presents the index ratings, where a score of 51% and above indicates satisfaction, while scores below 50% reflect dissatisfaction. This threshold establishes a clear and practical distinction for evaluating the overall satisfaction, providing a reliable framework for assessment.

Table 5.1: Scoring criteria for interpreting the satisfaction Level.

Level of Satisfaction	Weight	Index Range (%Score)
Strongly Satisfied	5	76-100
Satisfied	4	51-75
Neutral	3	50
Dissatisfied	2	26-49
Strongly Dissatisfied	1	Less than 26

The survey focused on specific aspects such as citizen satisfaction on service delivery, provision of assistive facilities, hygiene, support infrastructure, and lactating stations for mothers.

5.4.1 Distribution of respondents by gender and age

Table 5.2 presents a summary of respondents' demographics by gender and age distribution.

Table 5.2: A Summary of gender by age distribution of the respondents

Gender	Age Distribution					Total
	18 - 35 years	36 - 45 years	46 - 55 years	56 - 65 years	65 and above	
Female	258 (28%)	53 (6%)	19 (2%)	9 (1%)	6 (1%)	345 (37%)
Male	384 (42%)	108 (12%)	52 (6%)	24 (3%)	9 (1%)	577 (63%)
Total	642 (70%)	161 (17%)	71 (8%)	33 (4%)	15 (2%)	922 (100%)

Most of the citizens seeking services were within the youthful age bracket, aged between 18 – 35 years (70%). Citizens above 65 years were the least likely to seek services, as shown in table 1. In summary, 642 (70%) participants were between 18 - 35 years, 161 (17%) were aged between 36 - 45 years, 71 (8%) were within 46 - 55 years and 33 (4%) respondents were aged between 56 - 65 years. Only 15 (2%) respondents were above 66 years.

5.4.2 Level of Education

Respondents were requested to provide their highest level of education. Based on the findings, six respondents had not been through formal education, eighty-five (85) had attained primary education, three hundred and forty-four (344) had attained secondary level, 198 respondents had attained tertiary education while 289 respondents had attained university education, as shown in figure 5.1.

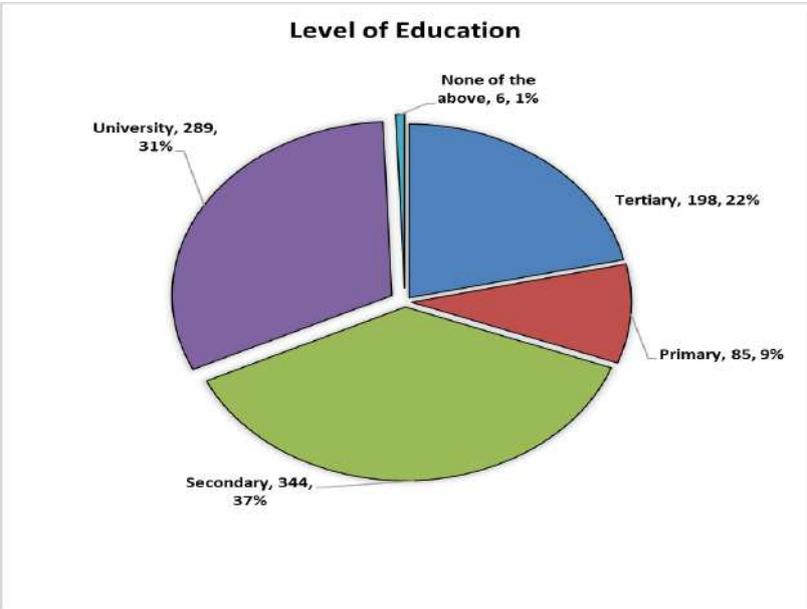


Figure 5.1: Level of Education of Respondents

5.4.3 Mode of Seeking the Service(s)

Respondents were asked to specify the mode through which they received services. The data analysis revealed that 894 (79.7%) respondents reported receiving services manually, 132 (11.8%) through E-Citizen, 11 (1%) via mobile phone, 32 (4%) through the website, and 83 (7.4%) through E-Mail. Additionally, 2 (0.2%) respondents reported receiving services through modes not covered by the specified parameters (others). Notably, no respondents mentioned using postal services. It is worth mentioning that even though some citizens reported utilizing online modes such as E-Citizen and the website, they still had to physically visit the nearest service point. This suggests that, despite leveraging digital channels, they were required to appear in person. Figure 5.2 provides a visual summary of the various means by which citizens accessed services.

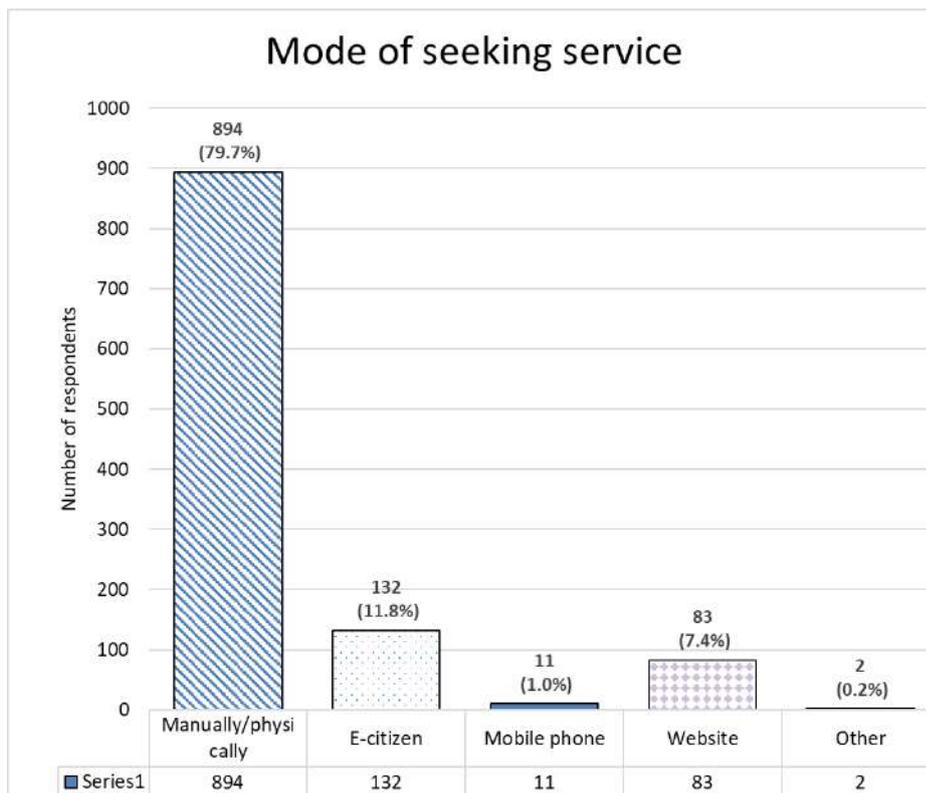


Figure 5.2: Mode of seeking the service

5.4.4 Distance Travelled

Respondents were asked to indicate the distance they had covered to reach the service centres. 91 (10%) respondents indicated that they had travelled Less than 1 kilometre to the nearest service centre, 265 (29%) had travelled between 1 – 5 kilometres, 185 (20%) had travelled 6 – 10 kilometres, 137(15%) covered between 11 – 20 kilometres while 244 (26%) respondents had travelled a distance of more than 20 kilometres to reach the service centres. These findings, illustrated in Figure 5.3, provide insights into the distribution of respondents based on the distances they traversed to access the service centers.

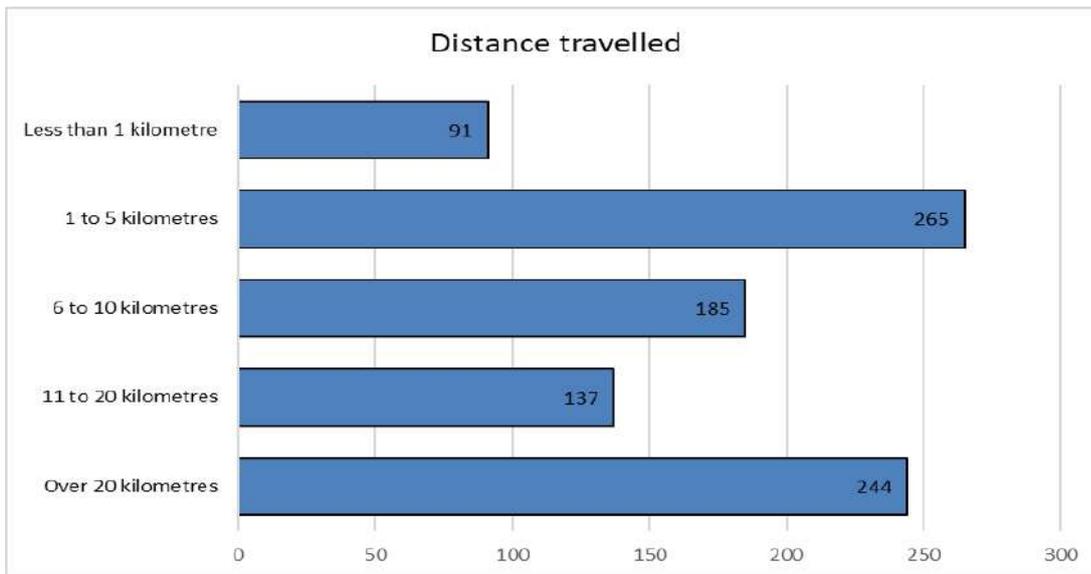


Figure 5.3: Distance traveled by the respondents in seeking services

5.4.5 Responses on Services Sought

Respondents were asked to indicate whether they received the services they sought. From the analysis, 775 (84%) indicated that they received the services while 147 (16%) indicated that they did not receive the services.

The survey went further to identify reasons that inhibited service seekers from receiving services they had gone to seek. Some of the reasons pointed out include not having all the service requirements, some were referred for services from other government agencies, there were respondents who needed to be guided on how to access the service on their own. In some service outlets, citizens were not served due to missing officers on the service desks followed by exorbitant costs at service points in order to be served as well as incidences of tools and equipment not working. Some respondents did not give reasons for not being served hence classified as others, as shown in Figure 5.4.

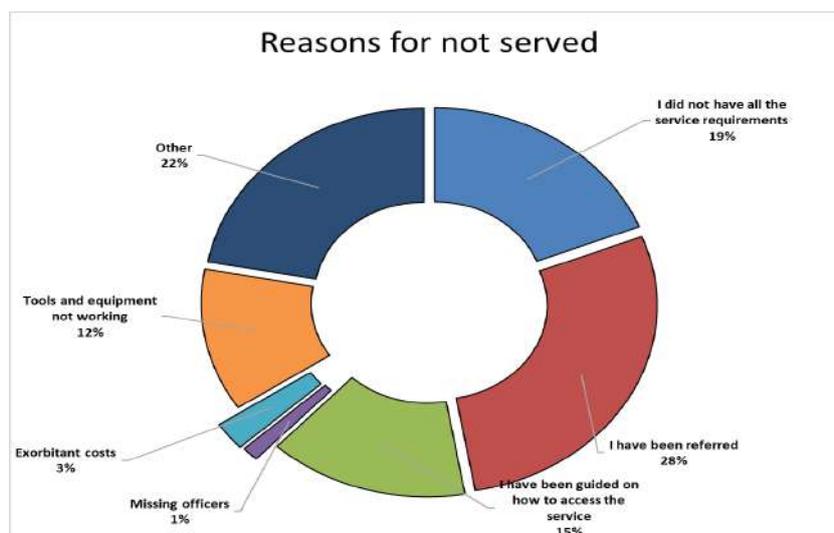


Figure 5.4: Reasons for not being served

5.5 Satisfaction by Service Standard

Article 232 of the Constitution presents the values and principles of public service which include high standards of professional ethics; efficient, effective, and economic use of resources; and responsive, prompt, effective, impartial and equitable provision of services. Based on these values, the survey focused on 7 themes which touched on core areas of service delivery in the public service. They included timeliness as per the Charter, courtesy, responsiveness of the service provider, efficiency, effectiveness, friendliness and orderliness/fairness and overall waiting time.

Overall, orderliness in service delivery attained the highest approval rating of 85%. This can be attributed to improved service delivery through the Huduma centers. The lowest approval rating was on the timeliness as per the charter with a score of 20%.

Additional findings from the rapid satisfaction survey established that 33.7% of the respondents identified efficiency as the reason for rating services as excellent, followed by responsiveness and friendliness 22.3% and courtesy by 21.7%.

5.6 Reasons for Dissatisfaction with Services

The survey went further to identify the reasons that led to dissatisfaction from the service centres they visited. 55 (46%) respondents indicated that delay at the service centres made them dissatisfied. Other reasons cited by service seekers included lack of user requirements, absence of officers, prohibitive charges, loss of files, unresponsive officers and discourtesy among other reasons. Figure 5.5 highlights the reasons raised by citizens as cause of dissatisfaction in service delivery.

Similarly, respondents from the rapid satisfaction survey singled out unresponsive officials, soliciting of bribes, tribalism and nepotism, delay in service delivery, loss of files and rude officers as some of the reasons for dissatisfaction with service delivery.

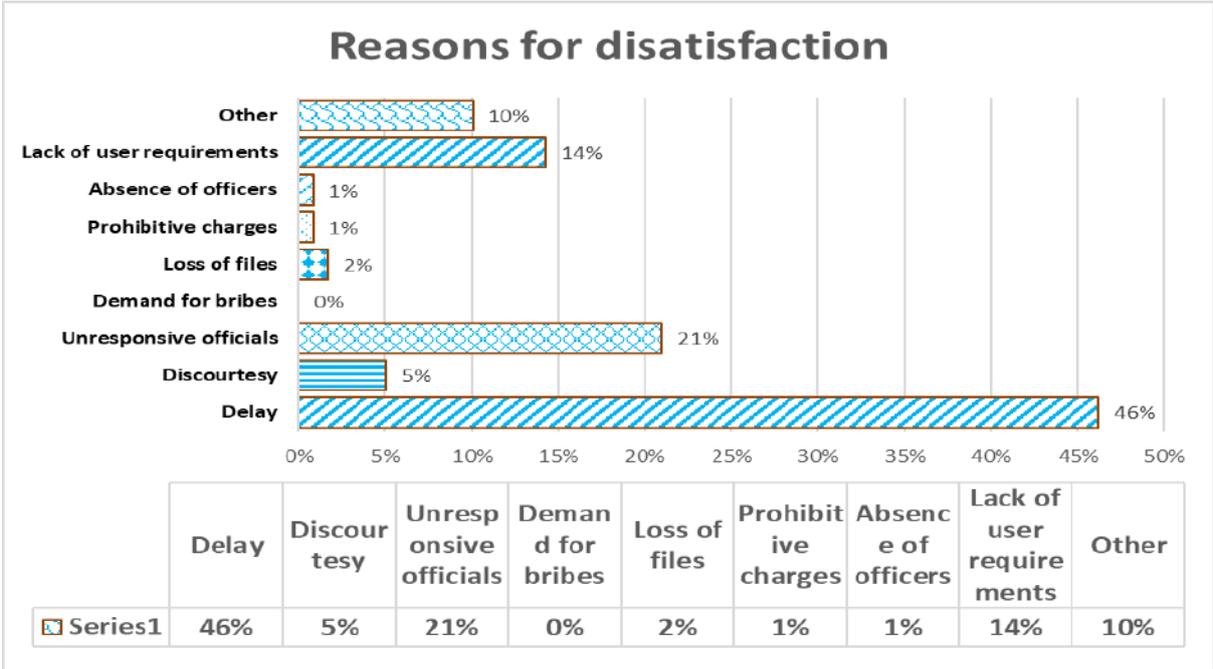


Figure 5.5: Reasons for dissatisfaction in service delivery

5.7 Provision of Service Delivery Supportive Facilities at Service Delivery Points

For service delivery to be efficient and effective, the environment in which the service is rendered must be clean, equipped with facilities to accommodate Persons with Disabilities (PWDs) and the elderly, and conducive for overall facilitation.

The first survey aimed at assessing the availability of essential equipment and amenities necessary for facilitating effective service delivery. These included Lactating Mothers’ Bays (LMB), ramps, wheelchairs, first aid kits, and condom dispensers. The evaluation primarily utilized observations, complemented by the documentation of pictures.

Concerning Lactating Mothers' Bays, findings revealed that only one organization, the National Transport and Safety Authority (NTSA), had an accessible LMB facility, exclusively for NTSA employees. This facility was equipped with a seat, a cooling facility, and a handwashing basin for lactating mothers.

The evaluation of ramps revealed a lack of compliance with constitutional provisions for People with Disabilities (PWDs) in the sampled organizations visited. While some organizations had ramps, they were often obscured by posters or completely inaccessible to the targeted users as they had been blocked by delimited furniture.

On the availability of wheelchairs and customized sanitary facilities within the service centres, it was established that most of the centres except Kisamis and Kajiado Huduma centres had functional wheelchairs while Kibra Huduma centre and NTSA offices had customized sanitary facilities for PWDs.



Lactation Bay equipped with a seat, a cooling facility, and a hand washing basin for mothers at NTSA



An obstructed ramp at the Eastleigh Huduma Centre rendering it inaccessible from the street.



Availability of a wheel chair for PWDs and the elderly at Huduma Center, Eastleigh Branch



Customized Sanitary Facility at NTSA

Additional findings revealed that while most centres visited had a first aid kit, some were non-functional due to inadequate restocking. This rendered the kits unfit for use, highlighting a gap in the readiness of these facilities to handle medical emergencies at the workplace. It was however established that most of the organizations visited had installed firefighting equipment.

5.8 Rapid Satisfaction Survey

A rapid customer satisfaction survey was administered online to sampled 1,623 citizens who had sought services in a government organization during the year under review, the nature of the service sought, mode of service delivery, satisfaction or dissatisfaction levels, officers who gave excellent services and reasons for dissatisfaction with services given. Findings revealed that—

- (i) Of the 64 organizations indicated to have been visited, Huduma Centre had the highest visitation at 13.5% while National Transport and Safety Authority (NTSA) and Public Service Commission followed at 6.7% and 4.5% respectively.
- (ii) Physical visits to government offices for services was the most popular mode of service delivery at 55.2% while e-Citizen and mobile phones followed at 23.1% and 9.8% respectively.
- (iii) Huduma Centre was singled out to be offering excellent services at 20% while State Department for Public Service and NTSA followed with 18% and 14% respectively.

Observations

- (i) Most of the citizens seeking services were within the youthful age bracket, between 18 – 35 years hence the need to ensure accessibility of service through online platforms.
- (ii) Majority of the citizens sought their services manually despite the enhanced efforts by government to facilitate migration of services to the various online platforms. This implied that Huduma centres were still very relevant service delivery points.
- (iii) Delay in service delivery was the primary reason cited by most clients for dissatisfaction with services offered. This was confirmed by the findings of the

2022/2023 CAJ report as well as the 2021/2022 values and principles compliance evaluation report.

Recommendations

- (i) There is need for the government to increase service centres to reduce the distance travelled by service seekers as was noted in some Huduma centres where people had to travel long distances to get services.
- (ii) Organizations to increase the number of staff to reduce the crowds in the service centres.
- (iii) Organizations to upgrade internet connectivity to minimize service interruptions.
- (iv) The government to develop operational guidelines for organizations to share and leverage on available common resources such as internet, especially when such organizations are within the same compound.
- (v) The need to conduct a service-wide Citizen Satisfaction Survey from all the service points offering government services.

5.9 Limitations of the survey

The number of organizations and respondents involved was limited and therefore the findings may not be generalized. However, it provides a base upon which a more elaborate servicewide satisfaction survey across all the service sectors can be undertaken in future.

Conclusion

It is concluded that the diverse efforts made by the government towards ensuring efficiency and effectiveness in service delivery, have to some extent borne fruits in view of the improved citizen satisfaction levels. The findings of the surveys have however revealed gaps that call for intervention, both short-term and long-term. It is envisaged that with continuous client feedback and implementation of customer concerns, the dream envisioned in Article 232((h) on responsive, prompt, effective, impartial and equitable provision of services will be realized.

CHAPTER SIX: Recommendations

6.1 Introduction

The 2022/23 Report has highlighted the measures and strategic interventions that the Commission has put in place to promote values and principles, the progress made in the implementation of values and the challenges faced in the promotion, evaluation and reporting processes. A value-based public service is a prerequisite for an efficient and effective public service, which culminates into prompt and equitable service delivery to citizens. Establishing an ethical public service is therefore a dynamic process that calls for active participation of all key stakeholders.

The public service to a large extent determines the performance of the economy. In this regard, the extent to which the government will effectively implement the Bottom-Up Transformative Agenda (BETA) alongside the Sustainable Development Goals (SDGs) will benefit immensely from the provisions of constitutional values and principles. Consequently, the ultimate objective is to deepen public service institutional capacity to deliver services and to foster citizen focus and inclusive sustainable growth within the framework of overarching values and principles.

The report findings have established notable progress towards entrenching a value-based culture in the public service. To sustain the momentum, the report has made appropriate recommendations for consideration and implementation by public institutions. The recommendations are categorized as either general or thematic area-specific with specific lead actors and timelines. This will enable the Commission to review the status of implementation of recommendations in the next cycle of evaluation.

6.2 General Recommendations

All public institutions are required to implement or mainstream the following general recommendations in order to improve the level of compliance with the national values and principles of governance in Article 10 and the values and principles of the public service in Article 232—

- (i) The 26 organization that did not participate in the 2022/23 Values and Principles compliance evaluation survey be required to give reasons for the failure to participate in the evaluation;
- (ii) Public institutions to allocate a specific portion of the budget to actively promote values and principles within the institution;
- (iii) Specific targets focusing on the strategies employed by institutions to promote values and principles be introduced in the 2023/Performance Contract (PC) Circle; and
- (iv) Public institutions to continually mainstream values and principles through their organizational structures and systems.
- (v) A citizen-based impact evaluation survey be undertaken to review measures taken, progress achieved in the realization of the values and principles and impediments.
- (vi) A national values conference be organized for stakeholders to discuss the promotion and uptake of values and principles in the public service.

6.3 Key Recommendations by Thematic Areas

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
Overview of Human Resource in the Public Service	Staff establishment	Public organisations in approving organisational structures to ensure that a workload analysis has been undertaken.	All MDAs	Continuous
		The staffing levels of the organisations that operated at less than 50% or in excess of the approved levels be reviewed to reflect the optimal staffing levels.	PSC Authorized Officers	March, 2024
		All public organisations to develop human resource management and development plans.	Authorized Officers	June, 2024
		An audit be undertaken to establish the reason for variance of the number of the staff in the staff registers against the number of vacancies filled.	PSC	June, 2024
	Terms of service	Organisations with staff serving on permanent terms without pension to translate the terms of the said staff to pensionable.	Authorized Officers	June, 2024
		Officers serving on temporary terms be converted to either fixed-term contracts or permanent and pensionable terms.	Authorized Officers	June, 2024
		Organisations to comply with the court judgement in Nakuru Employment and Labour Relations Petition No. 2 of 2013 Peter Wambugu Kariuki and 16 others Vs Kenya Agricultural Research Institute (2013) with regard to employment of casuals.	All MDAs	Continuous
	Technical and Non-Technical Staff	The 308 organizations with more non-technical staff to rationalize their staff to bring it to the recommended ratio.	Authorized Officers	June, 2024
	Tutor-Student Ratio in TVET Institutions	The State Department of Technical and vocational Education and TVETA to harmonise the methodology and ratios regarding student: teacher ratios.	The State Department of Technical and Vocational Education TVETA	By June, 2024
	Secondment	All Accounting officers to ensure strict adherence to the provisions of Regulation 37 of the Public Service Commission Regulations 2020, regarding secondments.	Authorized Officers PSC	By June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		Institutions to release or absorb officers who have served for more than six years on secondment and whose services are still required.	Authorized Officers PSC	By March, 2024
Service delivery improvement and transformation	Ease of access to information	All public organizations that did not have e-mails, helplines and toll free lines to introduce them by 30th June, 2024.	All MDAs	March, 2024
		All public organizations that did not have responsive emails, helplines and toll-free lines to assign officers or ensure the assigned officers attend to them.	All MDAs	March, 2024
		All public organisations that had not developed or customized citizen service delivery charters to develop and customize the charters.	Authorized Officers PSC	June, 2024
		All public organisations that did not have functional websites to develop and customize them for access by PWDs.	MDAs	June, 2024
	Feedback in Service Delivery Improvement	The Commission to develop guidelines for feedback analysis.	PSC	March, 2024
		The State Department for ICT to fast-track the development and dissemination of guidelines on the use of social media by public institutions.	The State Department for ICT	March, 2024
	Customer Service Register	The 318 institutions that did not have a customer register be required to develop one.	PSC	March, 2024
	Digitalization processes in the Public Service	The 365 organizations to establish and operationalize the Digitalization Committees pursuant to Circular Ref. No. SH/ADM/29/6 dated 16th January, 2023.	PSC	June, 2024
		All Public institutions to undertake a baseline survey to determine the digitalization levels to enable them establish the security, utility and scalability of digital equipment and digital skills in the institution.	Authorized Officers	March, 2024
		All public organisations to comply with the requirement to document, digitalize and migrate services to the appropriate online platforms for ease of access by citizens.	Authorized Officers	June, 2024
			The 32 institutions without functional ICT equipment and	MDAs

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
	Status of ICT Equipment and Infrastructure	infrastructure to explain the mechanisms used to facilitate digitalization of services.		
		All authorized officers to provide adequate functional ICT equipment and infrastructure both at the headquarters and the regional offices to enhance delivery of public services.	MDAs	June, 2024
	Issuance of Passports	The State Department for Immigration to undertake an audit to determine the delay that has occasioned the high number of unprocessed applications.	State Department for Immigration	March, 2024
	Management of complements received in the public service	Accounting Officers to implement the Guidelines for implementation of Performance rewards and sanctions in the Public Service of 2017.	Authorized Officers	Continuous
	Staff and client welfare	The Human Resource Policies and Procedures Manual for the Public Service 2016 be reviewed to provide for the establishment of lactating stations in the workplace.	PSC	March, 2024
		The 396 institutions that are yet to establish lactating stations in their institutions, as well as the 50 (39.3%) institutions that were partially equipped be compelled to do so.	Authorized Officers	June, 2024
	Status of Compliments and Commendations / Awards Received	The Authorised Officers to implement the Guidelines for implementation of Performance rewards and sanctions in the public service of 2017.	Authorised Officers	Continuous
	Patenting and copyrighting procedures	KIPI and KECOBO to mount training programmes to sensitize the public on patent and copyright related rights.	KIPI KECOBO	Continuous
		All public organizations to promote service delivery innovations at the work place and other forms of innovations on inventions in science and industry to promote national development goals.	All MDAs	Continuous
	Customization of Facilities and Services for the PWDS	The National Council for Persons with Disabilities to conduct an audit of premises to determine accessibility for PWDs as recommended in the 2019/2020 and 2021/2022 FY.	The National Council for Persons with Disabilities	June, 2024
		All public institutions to implement the requirements in the code of practice for	All MDAs	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		mainstreaming disability issues in the public service including hiring sign language interpreters, customized websites, care assistants etc.		
High standards of professional ethics in the public service	Compliance with professional codes of conducts	Organisations to maintain an updated database of their officers who are members of the various regulated professional bodies.	MDAs	Continuous
		Organisations to support officers from their organisations to undergo continuous professional development as recommended in the 2021/22 evaluation report, so as to keep sharpening their skills for efficient and effective service delivery.	MDAs	Continuous
	Authentication of Certificates	All public organizations to undertake proactive vetting of suitability of candidates for appointment before placement.	All MDAs	Continuous
		The 177 organisations that had not authenticated the certificates of their officers do so.	PSC	June, 2024
		All the outstanding disciplinary cases in relation to forgery of certificates be fast-tracked and concluded by 30th June, 2024.	Authorized officers	June, 2024
		The 744 cases of forgery be forwarded to the Directorate of Criminal Investigation and EACC for further action.	Authorized officers EACC DCI	June, 2024
Good governance, transparency and accountability	Acting appointments	Section 34 of the Public Service Commission Act 2017 should be amended to introduce exceptions when officers can act beyond six months.	PSC	June, 2024
		Organization to develop and implement Human Resource Management and Development Plans.	All MDAs	June, 2024
		Requests for acting appointment for positions available for filling should be accompanied with indents and should be filled within six months.	Authorized Officers	Continuous
	Reported cases of corruption	A survey be undertaken to establish the disconnect between the low levels of reported cases of corruption.	EACC	March, 2024
	Implementation of Schedule of	The Ethics and anti-corruption commission to undertake an audit of the implementation of	EACC	March, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
	Registrable Interests	Section 16 of Leadership and integrity act, 2012 in the public service in relation to the schedule of registrable interests.		
		All public organizations to implement the schedule of registrable interests under Section 16 of the Leadership and Integrity Act, 2012.	Authorized officers	June, 2024
	Management of Gifts in the Public Service	The 437 organisations that failed to maintain registers for gifts received by officers to explain the failure.	EACC PSC	March, 2024
		The organisations where officers received alcoholic drinks as gifts to explain the circumstances that warranted the officers to be gifted with intoxicating substances contrary to the provisions of Alcoholic Drinks Control Act, 2010.	EACC Authorized Officers	March, 2024
		Officers who received cash and gift vouchers to forfeit them to the organization.	Authorized Officers	March, 2024
		The 461 organisations that failed to maintain registers for gifts given out by the organization to explain the failure to comply with this accountability and transparency measure.	PSC Authorized Officers EACC	March, 2024
		The four organisations that gave out cash or gift vouchers to explain the breach of the regulation prohibiting cash gifts (EPRA, KNBS, NMC and RVTI).	PSC Authorized Officers EACC	March, 2024
		Organisations be discouraged from giving out alcoholic gifts at the taxpayers' expense such as given out by IHRM.	Authorized Officers	March, 2024
		More trainings and sensitisation on management of gifts be undertaken in public organisations to enhance compliance with declaration and management of gifts.	EACC PSC Authorized Officers	Continuous
		Management of Conflict of Interest	The 476 organisations which did not provide information on management of conflict of interest to explain the failure to comply with the law.	EACC PSC
	More training and sensitisation be undertaken on management of conflict of interest in public		EACC PSC	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		organisations to enhance compliance with declaration and management of conflict of interests.		
	International Treaties, Conventions and Protocols implemented by Public Entities	An updated inventory of treaties and conventions ratified by Kenya be prepared.	Ministry of Foreign Affairs Office of the Attorney General and Department of Justice	March, 2024
		An audit on the implementation status of the treaties and conventions ratified by Kenya be undertaken and a report prepared.	Ministry of Foreign Affairs Office of the Attorney General and Department of Justice	June, 2024
		Public organisations be sensitised on their roles and responsibilities in the implementation of state obligations on the ratified treaties and conventions.	Ministry of Foreign Affairs Office of the Attorney General and Department of Justice	June, 2024
	Request for Information	All public organisations to customize request for information templates and registers.	MDAs	June, 2024
		The State Department for Information and Communication to initiate legislation on regulation of social media engagements in the public service.	The State Department for Information and Communication	June, 2024
		The Commission for Administrative Justice to undertake an audit of organisations for compliance with the requirements for access to information.	CAJ	June, 2024
	Compliance with Data Protection Act, 2019	All public organisations to register as data processors and controllers.	The Office of the Data Protection Commissioner All MDAs	June, 2024
		The office of the Data Protection Commissioner to undertake capacity building in the public service to create awareness on the importance.	The Office of the Data Protection Commissioner All MDAs	June, 2024
		The office of the Data Protection Commissioner to undertake a compliance audit on data protection in all the major data handlers in government.	The Office of the Data Protection Commissioner All MDAs	June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
	Civil proceedings Against Public Institutions	Public institutions to exercise due diligence in the performance of their duties to minimize litigations.	MDAs	Continuous
		Alternative dispute resolution be encouraged in labour-related matters to avoid litigation, which has cost implications.	MDAs	Continuous
	Preparation of annual reports	All public organisations to prepare, publish and publicise their annual reports by 31st December, of the subsequent year.	MDAs	June, 2024
	Status of constitution of Commissions, Boards or Councils	All eligible Commissions, Boards and Councils not constituted or partially constituted be constituted by 30th June, 2024.	HoPS	March, 2024
	Declaration of Income, Assets and Liabilities (Part IV of the Public Officer Ethics Act, 2003)	The organisations which failed to administer initial declarations for officers joining service to explain the failure.	Authorized Officers	March, 2024
		The non-compliant officers explain the failure to file initial declarations.	Non-Compliant officers	March, 2024
		The declaration records be made part of the documents considered for integrity vetting for promotional appointments in the public service.	PSC EACC	Continuous
		Evidence of filing of initial declarations be made part of entry requirements into the payroll system.	PSC	Continuous
		The organisations that failed to administer final declarations to explain the failure.	PSC	March, 2024
		Pension Department of the National Treasury to require submission of certified copies of the final declarations from responsible commissions prior to clearance for pension payment.	Pension Department	Continuous
		All authorized officers to ensure compliance with the final declaration as part of clearance processes exiting service.	Authorized Officers	Continuous
		The list of officers who exited service and did not comply with the requirement to filing final declarations be shared as part of disclosure on non-compliance with the integrity requirements in the public service and be used for integrity vetting on	Office of the Director of Public Prosecution EACC All Service Commissions	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		suitability to be re-appointed to the service.		
Performance management	Leave management	Public organisations to ensure that all public officers take their annual leave as required to enable the officers rejuvenate and refresh for better productivity.	Authorized Officers	Continuous
		All public organisations to ensure that they maintain accurate records on officers on leave of absence so as to comply with the three years rule.	Authorized Officers	Continuous
		The 5 officers from Egerton University who were yet to report back from leave of absence be recalled and action taken against them for violating the provisions of Section 38 of PSC Regulations, 2020.	VC, Egerton University PSC	March, 2024
		The seven (7) universities that did not have a sabbatical leave policy in place be required to develop and implement one.	PSC Vice Chancellors	March, 2024
		The organisations whose officers remained on unpaid leave beyond the allowed period to take disciplinary action on the officers.	Authorized Officers	March, 2024
	Implementation of institutional Strategic Plans	All the organizations that had not developed the fifth generation strategic plans aligned to MTP IV and the current government policy priorities to develop and align the strategic plans.	MDAs PSC	June, 2024
	Implementation of Performance Contract	All accounting officers to sign performance contract with the government, and the same be cascaded to staff as required through the Public Service Commission (Performance Management) Regulations, 2021.	Authorized Officers	August, 2024
		All the organizations that had not constituted and operationalized Performance Contracting Committees to constitute and operationalize the committees.	Authorized Officers PSC	June, 2024
		All public organisations to be compelled to sign performance contract commitments at the start of each financial year.	PSC	Continuous
		All underperforming officers recommended for performance	Authorized Officers	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		improvement to undergo the recommended performance improvement programmes (PIP).		
	Staff Performance Appraisal	All organizations to set up Employee Performance Management Committees.	Authorized Officers	June, 2024
		All public officers in organizations to be appraised before 31st July, of each financial year.	Authorized Officers	Continuous
		All public organisations to use Employee Performance Appraisal results as a basis for promoting staff to enhance productivity.	Authorized Officers	Continuous
	Skills and Competencies Audit	All public organisations to conduct and implement skills and competencies audit as required by the Human Resource Policies and Procedures Manual for the Public Service.	MDAs	Continuous
	Coaching and Mentorship in the Public Service	Coaching and mentorship skills should be part of in-service training from entry to exit.	PSC MDAs	Continuous
		Coaching and mentorship be made part of day to day workplace activity by all employees irrespective of rank or grade.	PSC MDAs	Continuous
	Implementation of Induction and Orientation Programmes in the Public Service	All organisations that do not have induction manuals to customize the PSC Induction handbook for the public service.	MADs	June, 2024
		Public organisation be required to review their induction manuals to ensure inclusion of prescribed topics (Organisational Service Charter, Business Processes, Strategic Plan and Organogram, Public Service Code of Conduct and Ethics, Values and Principles in Articles 10 & 232 and Financial Disclosures).	PSC MDAs	Continuous
		All public organisations to ensure induction is undertaken within three months of an officer joining the organisation.	MDAs PSC	Continuous
	Wellness Programmes in the Public Service	All public organisations to implement employee wellness programmes targeting all the employees at the work place.	All MDAs	Continuous
		A survey be undertaken to determine the impact of	PSC	June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		employee wellness programmes on organisational performance and productivity.		
	Disciplinary Control in the Public Service	Public organisations to enhance supervision of officers at work to curb negligence and absence from duty.	Authorized Officers	Continuous
		An investigation be conducted to establish the reason for the protracted disciplinary cases that have taken up to 33 years.	Authorized Officers	Continuous
	Exits from the service	A dashboard of appointments and exits be developed for the public service to monitor imbalances on a real-time basis.	PSC MDAs	June, 2024
		All public organisations to conduct exit interviews for all exiting staff and prepare an exit interview report.	PSC MDAs	June, 2024
	Processing of Pension Benefits	All public organisations to comply with the requirement to submit pension documents, nine months before the officer retires, to the National Treasury Pensions Department.	Authorized Officers	Continuous
		Public organisations that delay submission of pension claims to explain the delay.	Pension Department	Continuous
		The Pensions Department to explain the nature of clarification sought on cases referred back to organisations to facilitate proactive action on the same in processing pension claims.	Pension Department	Continuous
		Pensions Department to reduce the timelines taken to pay pension claims from 90 days to the seamless transition from payslip to pension system.	Pension Department	June, 2024
		The Pension Department to integrate the Pension Management Information System with the Unified Human Resource System.	Pension Department	30th June, 2024
Equitable allocation of opportunities and resources	Gender & PWD representation	All public organisations to develop time-bound affirmative action programmes to address the identified gender and PWD gaps to meet the Constitutional thresholds.	MDAs	Continuous
		All public organisations to develop time-bound affirmative action programmes to address the ethnic inequities in the public service.	MDAs	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
	Ethnic representation in the public service	Public organisations to take deliberate measures to increase the representation of minority communities in public service.	MDAs	Continuous
		The organisations that did not provide the ethnic identities of 144 newly recruited officers to provide the identities and explain the failure to provide the identities.	PSC	March, 2024
		All public organisations to develop and implement affirmative action programmes.	MDAs	30th June, 2024
	Status of Constitution of Boards/Council	The appointing authorities of Commissions, Boards and Councils to develop a time-bound affirmative action programme to address under-representation in Gender, Ethnicity and PWDs by 30th June, 2024.	Appointing authorities HoPS	Continuous
	Non-Competitive Appointments in the Public Service	All public organizations to comply with the requirement of fair competition and merit in making appointments except in instances where under-representation is being addressed.	MDAs	Continuous
		All public organisations to comply with the engagement of casuals to avoid situations where they are compelled to absorb them into pensionable terms without subjecting them to competition.	MDAs	Continuous
	Distribution of Training opportunities	Public organisations to take deliberate measures to train PWDs and female officers to address gaps at senior management and policy levels.	MDAs	Continuous
	Distribution of Promotional opportunities	Public organisations to adopt affirmative action programmes to promote PWDs and the minority communities in order to achieve their representation at all levels of the service.	MDAs	Continuous
	Implementation of affirmative action programmes	All public organisations to develop time-bound affirmative action programmes.	MDAs	30th June, 2024
		All organisations and agencies responsible for recruitment and selection oversight prescribe annual affirmative action targets based on the affirmative action programmes.	MDAs	Continuous
Public organisations to develop a Phase II affirmative action		MDAs	March, 2024	

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		programmes and include them in the organisational Human Resource Management plans.		
	Public Service Internship Programme	Deliberate measures be taken to ensure the 5% threshold for PWDs is met and the 46 ethnic communities are represented in the PSIP. This can be done through development of a graduate database disaggregated by gender, ethnicity, PWDs and minorities. The database should be updated annually based on the lists of graduands from local universities. The database should be informed by input from key stakeholders such as the Universities, the National Council for Persons with Disabilities and the Kenya National Bureau of Statistics.	PSC	Continuous
	Distribution of other internship opportunities	All public organisations to take deliberate measures to ensure the 5% threshold for PWDs is met and the 46 ethnic communities are represented in the internship programmes. This can be done through development of a graduate database disaggregated by gender, ethnicity, PWDs and minorities. The database should be updated annually based on the lists of graduands from local universities. The database should be informed by input from key stakeholders such as the Universities, the National Council for Persons with Disabilities and the Kenya National Bureau of Statistics.	PSC MDAs	Continuous
	Payment of Stipend	All public organisations to pay the stipend prescribed under PSIP for parity of treatment of interns in the public service.	MDAs PSC	Continuous
	Compliance with the 30% AGPO Policy	Public organizations that did not comply with the requirement to set aside procurement budget to explain the failure.	PSC National Treasury	March, 2024
		Public organizations that failed to make payments to the special groups for the tenders awarded and delivered to explain the failure.	PSC National Treasury	March, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		All public organizations to comply with the Agpo Policy and set aside 30% of the procurement budget.	MDAs	June, 2024
		All public organizations to award the 30% procurement budget to special groups.	MDAs	June, 2024
		The National Treasury being the organization responsible for registration of special groups, to maintain an updated database of registered special groups disaggregated by County, Constituency and Ward on its website for ease of access to all interested parties.	National Treasury	Continuous
		The organizations responsible for award of procurement opportunities to special groups to maintain a database of beneficiary groups disaggregated by County, Constituency and Ward on its website for ease of access to interested parties.	MDAs	June, 2024
	Social Empowerment and Protection Programmes	The organizations responsible for the social protection and empowerment programmes to establish a database of individuals and group beneficiaries accessible through their websites for ease of access and reference by the interested parties.	State Department for Social Protection	June, 2024
		The organizations responsible for the social protection and empowerment programmes to develop a system for implementation of the programmes to avoid duplications of beneficiary individuals, groups and payments.	State Department for Social Protection	June, 2024
		The huge payments made by the Rural Electrification and Renewable Energy Corporation be audited to confirm the validity and the eligibility of the beneficiary groups.	Office of the Auditor General	March, 2024
		Kenya National Bureau of Statistics to undertake a special national census of older persons, orphans and vulnerable children and persons with severe disabilities to provide for baseline data for	Kenya National Bureau of Statistics	June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		planning and budgeting for the social protection programmes.		
		The organizations responsible for implementing social protection programmes to maintain a database of eligible beneficiaries, beneficiaries and schedule of disbursement of funds for ease of access and reference.	State Department for Social Protection	June, 2024
	Kenya Youth Employment and Opportunities Project (KYEOP)	Phase II of KYEOP should take into consideration the principles of equity in determining the target beneficiaries and seek to cover the 47 counties.	KYEOP	June, 2024
	National Government Affirmative Action Fund	NGAAF to put in place measures to ensure equitable distribution of its programmes across all the counties.	NGAAF	March, 2024
		NGAAF to put in measures to ensure transparency on the amounts spent to purchase the equipment.	NGAAF	March, 2024
		The Auditor-General to undertake an audit to establish the eligibility status of groups awarded loans.	Auditor General	June, 2024
		NGAAF to conduct an evaluation to establish the impact the programmes have had on the lives of the beneficiaries.	NGAAF	June, 2024
		NGAAF to undertake a comprehensive inventory of target beneficiaries in each county and disburse funds equitably across the counties, only to eligible, registered beneficiaries.	NGAAF	June, 2024
		Women Enterprise Fund	WEF to ensure publicity of their products reach all eligible beneficiaries in all the 47 counties.	WEDEF
	WEF to ensure disbursement of funds to individual women cover eligible women in all the 47 counties.		WEDEF	Continuous
	WEF to ensure that disbursements cover PWDs from all the 47 counties.		WEDEF	Continuous
	Uwezo Fund	Uwezo fund to ensure equitable distribution of funds to all the 47 counties.	Uwezo Fund	Continuous
		Uwezo fund the create awareness on the its products and services across the country	Uwezo Fund	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		so as to reach targeted persons or groups from all counties.		
		Uwezo fund to undertake impact evaluation of the fund in empowerment of the beneficiary groups since inception in 2007.	Uwezo Fund	June, 2024
	Youth Enterprise Development Fund	The government to review the reasons for the reduction in YEDF funding and disbursement of funds, in view of the huge slump in levels of disbursements.	State Department for Youth	March, 2024
		YEDF to ensure equitable distribution of available funds to the youth groups and individual youths in all the 47 counties.	Youth Enterprise Development Fund	Continuous
		YEDF to invest in data management systems to ensure availability of accurate and updated data.	Youth Enterprise Development Fund	June, 2024
		YEDF to mount comprehensive campaigns and awareness creation programmes on the youth fund to ensure youths across all the counties benefit from the program.	Youth Enterprise Development Fund	Continuous
		YEDF to ensure that it discharges its mandate fully as provided in Youth Enterprise Development Fund Regulations 2006 (Legal Notice No. 167/2006).	Youth Enterprise Development Fund	Continuous
		YEDF to undertake an impact assessment on the efficacy of its youth empowerment programmes since inception in 2006.	Youth Enterprise Development Fund	June, 2024
	Capitation for Recurrent Expenditure	All TVETIs to constitute and operationalize the capitation committees.	TVETIs	June, 2024
		The State Department for Vocational Training to ensure that all TVETIs receive capitation allocations.	State Department for Vocational Education and Training	June, 2024
		The Office of the Auditor General to undertake special audit of capitation funds allocated to TVETIs due to the variations reported between TVETIs and the State Department for Vocational Training relating to capitations disbursed and received and the number of students enrolled.	Office of the Auditor General	June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		The State Department for Vocational Training to prioritize establishment of TVETIs in all constituencies to facilitate equitable access to technical training in all parts of Kenya.	State Department for Vocational Education and Training	Continuous
		The State Department for Vocational and Technical Training to mount capacity building programmes for TVET management record keeping, data management and prudent use of resources.	State Department for Vocational Education and Training	Continuous
Public participation in policy-making process	Implementation of the Public Service Commission Public Participation Guidelines 2015	All public organizations to develop or customize public participation guidelines, which incorporate the guiding principles by the Supreme Court.	MDAs	June, 2024
		To facilitate meaningful engagement of PWDs in public participation, organizations should, for every public participation meeting, transcribe into braille the relevant documents and engage sign language interpreters.	MDAs	Continuous
		Public organizations to undertake impact evaluation on implemented policies as a public accountability tool.	MDAs	June, 2024
		All public organizations to train at least two officers on sign language.	MDAs	June, 2024
Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development	Revenue collection	The non-designated revenue receivers and collectors to explain on what authority they collected revenue.	National Treasury MDAs	March, 2024
		The National Treasury to develop and publish a list of receivers of revenue annually to avoid non-designated receivers and collectors of revenue overloading the citizens with unauthorized costs in service delivery which impede access to public services.	National Treasury	March, 2024
		The National Treasury to establish the reasons for the shortfalls for revenue collections posted by a majority of the designated revenue receivers.	National Treasury	March, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
	Status of Budget Implementation	The organizations that had missing PE:O&M budget ratio to explain the missing entries.	MDAs	March, 2024
		Government to regulate expenditure by organizations on CSR activities through setting of an expenditure ceiling on the same.	National Treasury	Continuous
		Government to establish the reasons for the underperformance of state corporations which are revenue earning or commercial.	National Treasury	March, 2024
		The organizations that did not comply with the PE:O&M budget ratio to explain the failure.	National Treasury MDAs	March, 2024
		The organizations that did not comply with the Recurrent to Development budget ratio to explain the failure.	National Treasury MDAs	March, 2024
		The organizations that failed to achieve the 100% absorption level to explain the failure.	National Treasury MDAs	March, 2024
	Implementation of the Public Procurement and Asset Disposal Act, 2015	All public organizations to pre-qualify supplies of goods, services and works.	MDAs	June, 2024
		All public organizations to implement fully the Executive Order No. 2 of 2018.	MDAs	June, 2024
		All public organizations to customize the code of conduct for persons participating in procurement.	MDAs	June, 2024
		PPRA to train all the procurement officers on PPAD regulations.	PPRA	June, 2024
		All public organizations to submit procurement reports to PPRA by 30th June, 2024 and thereafter 30th June, of every year.	PPRA MDAs	Continuous
		The organizations that used direct procurement for goods and services valued above KSh.500,000 to explain the failure.	PPRA	June, 2024
		PPRA to strengthen the monitoring function to cover all organizations undertaking procurement.	PPRA	Continuous
		PPRA to resolve all the complaints received within the financial year to facilitate expedient implementation of procurement decisions.	PPRA	Continuous

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
	Implementation Status of Development Projects	The Office of the Auditor General to audit previous and current development projects and make appropriate recommendations to ensure prudent utilization of financial resources by public organizations.	The Office of the Auditor General	Continuous
		All public organizations to comply with the requirement to undertake feasibility studies and environmental impact assessments as part of project implementation process.	MDAs	Continuous
		All public organizations to ensure that reports for all feasibility studies and environmental impact assessments are prepared and made accessible to interested parties, on their websites.	MDAs	Continuous
		The State Department for Economic Planning to strengthen monitoring and evaluation of development projects to improve on timely completion of the projects.	State Department for Economic Planning	Continuous
Management of Assets and Liabilities		All public organizations to appoint members of the Assets and Liabilities Standing Committee and establish the Assets and Liabilities Unit.	MDAs National Treasury	June, 2024
		The National Treasury to undertake capacity building and training for Accounting Officers on management of assets and liabilities in the public service.	National Treasury	June, 2024
		The National Treasury to monitor the implementation of the asset and liabilities management systems in the public service.	National Treasury	June, 2024
		All public organizations to prepare annual repairs and maintenance plans by 30th June, 2024.	National Treasury MDAs	June, 2024
		All public organizations to prepare a schedule and undertake physical assets identification, verification, inspection and validation.	MDAs National Treasury	June, 2024
		The National Treasury to undertake capacity building and training for Accounting Officers on the preparation of	National Treasury	June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		annual repairs and maintenance plans.		
		All public organizations to undertake assets valuation and prepare valuation rolls to protect public assets from misappropriation and pilferage by 30th June, 2024.	MDAs	June, 2024
		Government to review its policy on insurance of public assets to mitigate on loss and damage.	National Treasury	June, 2024
	Status of implementation of Public Accounts Committee (PAC) and Public Investments Committee (PIC) Recommendations	All public organizations to implement all PAC recommendations.	Parliament MDAs	June, 2024
		The State Department for Mining which failed to implement all the 14 recommendations to explain the failure.	State Department for Mining Parliament	June, 2024
		Parliament and the office of the Auditor General to strengthen the monitoring and evaluation framework on the implementation of PAC recommendations to enhance timely implementation of recommendations.	Parliament	
		Parliament should take action against accounting officers who fail or partially implement PIC recommendations.	Officer of the Auditor General MDAs	June, 2024
	Auditor General's Report on Public Institutions	The Officer of the Auditor General should ensure full implementation of audit reports by public institutions.	Officer of the Auditor General MDAs	Continuous
		Public institutions to strengthen internal controls and financial management systems to ensure prudent utilization of resources.	MDAs	Continuous
	Buy Kenya Build Kenya Strategy	The State Department for Trade and Investments and the State Department for Industrialization to undertake capacity building in the service for accelerated uptake of goods and services produced in Kenya by 30th June, 2024.	The State Department for Industrialization State Department for Trade and Investments	March, 2024
	Implementation of Bottom-up Economic Transformation Agenda (BETA)	All public organizations to implement relevant components of BETA.	MDAs	June, 2024
Devolution and decentralization of public services	Decentralization of Public Services	All the devolved functions under the fourth schedule be transferred to the 47 county governments.	IGRTC	June, 2024

Thematic Area	Issue	Recommendations	Lead Actor(s)	Timelines
		Public organizations to decentralize their services to the extent practicable.	MDAs	Continuous
		The seven CC&IOs that are yet to devolve their services to endeavour to decentralize their services for ease of access by citizens.	CC&IOs	June, 2024

APPENDICES

Appendix I: Previous reports

Year	Nature of the Report	Service Sectors Evaluated
2012/2013	(i) PSC undertook a state of the public service readiness assessment baseline survey to assess the state of preparedness in the public service to implement the values and principles in Articles 10 and 232 in the public service. Findings formed the basis for future evaluations	(i) 335 MDAs participated in the baseline survey with the biggest category being (ii) state corporations (140), (iii) County Councils (64), (iv) Town Councils (56), (v) Municipal Councils (45), (vi) Ministries (27) and (vii) Government Departments (2).
2013/2014	(i) The report provided further baseline information. (ii) The evaluation clustered the values and principles into ten thematic areas	(i) Ministries and State Departments (ii) Constitutional Commission & Independent Offices (iii) Statutory Commissions and Authorities, and (iv) State Corporations (v) 249 total MDAs under the Commission reported
2014/2015	(i) 2015 the Commission developed the framework for implementation of values and principles to provide structured engagement in the promotion, evaluation and reporting	(i) Ministries and State Departments (ii) Constitutional Commission & Independent Offices (iii) Statutory Commissions and Authorities, and (iv) State Corporations
2015/16	(i) Spearheaded by KIPPRA (ii) Report presented the performance indices which formed the basis of comparison of performance across service sectors (Based on 9 thematic areas) (iii) A core team of the Commission staff was trained by KIPPRA (iv) Came up with a Compliance Index 68% And Citizen Satisfaction Index 42.2%	(i) Ministries and State Departments (ii) Constitutional Commission & Independent Offices (iii) Statutory Commissions and Authorities, and (iv) State Corporations (v) The evaluation targeted 253 organisations and 178 responded. (vi) Of the 1,500 sampled households from all the 47 counties, 1,395 were interviewed. (vii) 47 county consultations were conducted & 1,243 employees drawn from both public and private sectors were interviewed
2016/2017	(i) Online data collection adopted using survey monkey online tool. (ii) Evaluation was anchored on the Framework for implementation of values and principles issued by the Commission in 2015 (iii) Nine thematic areas evaluated	(i) Ministries and Departments (ii) Constitutional Commissions & Independent Offices (iii) State Corporations and SAGAs (iv) Statutory Commissions and Authorities (v) The evaluation targeted 215 organisations and 193 responded.

Year	Nature of the Report	Service Sectors Evaluated
	(iv) Compliance Index 70%	
2017/2018	<ul style="list-style-type: none"> (i) Online data collection adopted using survey monkey online tool. (ii) Thematic areas revised from 9 to 7. (Thematic area of devolution & sharing of power was dropped). (iii) Computation of compliance Index based on five thematic (iv) Compliance Index 57.4% 	<ul style="list-style-type: none"> (i) Ministries and Departments (ii) Constitutional Commissions & Independent Offices State Corporations and SAGAs (iii) Statutory Commissions and Authorities (iv) Public Universities (v) The evaluation targeted 331 organisations and 251 responded.
2018/2019	<ul style="list-style-type: none"> (i) Online data collection adopted using survey monkey online tool. (ii) Seven Thematic areas evaluated (iii) Compliance Index 42.4% 	<ul style="list-style-type: none"> (i) Ministries and Departments (ii) Constitutional Commissions & Independent Offices State Corporations and SAGAs (iii) Statutory Commissions and Authorities (iv) Public Universities (v) The evaluation targeted 298 organisations and 281 responded.
2019/2020	<ul style="list-style-type: none"> (i) Data collected using the SoGo Survey tool (ii) Seven Thematic areas evaluated (iii) Compliance Index 42.3% 	<ul style="list-style-type: none"> (i) Ministries and Departments (ii) Constitutional Commissions & Independent Offices State Corporations and SAGAs (iii) Statutory Commissions and Authorities (iv) Public Universities (v) The evaluation targeted 305 organisations and 291 responded.
2020/2021	<ul style="list-style-type: none"> (i) Data collected using the SoGo Survey tool (ii) Seven Thematic areas evaluated (iii) Compliance Index 40% 	<ul style="list-style-type: none"> (i) Ministries and Departments (ii) Constitutional Commissions & Independent Offices State Corporations and SAGAs (iii) Statutory Commissions and Authorities (iv) Public Universities (v) TVETIs (vi) The evaluation targeted 506 organisations and 426 responded.
2021/2022	<ul style="list-style-type: none"> (i) Data collected using the SoGo Survey tool (ii) Seven Thematic areas evaluated (iii) Compliance Index 41.7% 	<ul style="list-style-type: none"> (i) Ministries and Departments (ii) Constitutional Commissions & Independent Offices State Corporations and SAGAs (iii) Statutory Commissions and Authorities (iv) Public Universities (v) TVETIs (vi) The evaluation targeted 525 organisations and 477 responded.

Appendix II: Organisations that did not respond to the Evaluation Tool

1. Constitutional Commissions and Independent Offices

S/No.	Name of Organisation	Response Status
(1)	National Gender and Equality Commission	

2. State Corporations and SAGAs

S/No.	Name of Organisation	Response Status
(1)	Central Bank of Kenya	
(2)	Child Welfare Society	
(3)	TVET Curriculum Development Assessment and Certification Council	
(4)	Equalization Fund	
(5)	Geologists Registration Board	
(6)	Industrial and Commercial Development Corporation	
(7)	Institute of Certified Investments and Financial Analysts	
(8)	Institute of Certified Public Accountants of Kenya (ICPAK)	
(9)	Institute of Certified Public Secretaries of Kenya (ICPSK)	
(10)	Kenya Bureau of Standards (KeBS)	
(11)	Kenya Institute of the Blind	
(12)	Kenya Investment Authority	
(13)	Kenya Meat Commission (KMC)	
(14)	Kenya Medical Laboratory Technicians & Technologists Board	
(15)	Kenya National Youth Council (NYC)	
(16)	Kenya Space Agency	
(17)	National Employment Authority	
(18)	Public Health Officers and Technicians Council	
(19)	Public Sector Accounting Standards Board	
(20)	Special Economic Zones Authority	
(21)	Miwani Sugar Company	
(22)	Muhoroni Sugar Factory	
(23)	Nzoia Sugar Company	

3. Technical and Vocational Education Institution

S/No.	Name of Organisation	Response Status
1)	Kerio Valley Technical and Vocational College	
2)	Fayya Technical and Vocational College	

Appendix III: Technical versus non-technical staff

Institution	% Non-Technical	% Technical	Establishment Status
Constitutional Commission and Independent Office			
Commission on Administrative Justice	29.9%	70.1%	Ideal Establishment
Commission on Revenue Allocation	66.7%	33.3%	Under Established
Ethics and Anti-Corruption Commission	33.6%	66.4%	Under Established
Independent Electoral and Boundaries Commission	27.7%	72.3%	Over Established
Kenya National Commission for Human Rights	29.8%	70.2%	Ideal Establishment
National Lands Commission	72.7%	27.3%	Under Established
Office of the Auditor-General	24.2%	75.8%	Over Established
Office of the Controller of Budget	18.7%	81.3%	Over Established
Public Service Commission	62.3%	37.7%	Under Established
Salaries and Remuneration Commission	52.8%	47.2%	Under Established
Ministry and State Department			
Executive Office of the President	68.6%	31.4%	Under Established
Kenya Correctional Services (Prisons)	0.8%	99.2%	Over Established
Ministry of Defence	98.5%	1.5%	Under Established
Office of the Deputy President	87.7%	12.3%	Under Established
State Department for Basic Education	47.9%	52.1%	Under Established
State Department for Broadcasting and Telecommunication	41.3%	58.7%	Under Established
State Department for Co-operatives	62.8%	37.2%	Under Established
State Department for Correctional Services	22.6%	77.4%	Over Established
State Department for Crop Development	60.8%	39.2%	Under Established
State Department for Culture and Heritage	59.1%	40.9%	Under Established
State Department for Devolution	76%	24%	Under Established
State Department for East African Community (EAC)	83.1%	16.9%	Under Established
State Department for Economic Planning	57.9%	42.1%	Under Established
State Department for Energy	73%	27%	Under Established
State Department for Environment and Climate Change	45.2%	54.8%	Under Established
State Department for Foreign Affairs	46.5%	53.5%	Under Established
State Department for Forestry	75%	25%	Under Established
State Department for Gender and Affirmative Action	47.5%	52.5%	Under Established
State Department for Higher Education and Research	68.4%	31.6%	Under Established
State Department for Immigration and Citizen Services	77.6%	22.4%	Under Established
State Department for Industry	76%	24%	Under Established
State Department for Information Communication Technology (ICT) and Digital Economy	63.8%	36.2%	Under Established
State Department for Internal Security and National Administration	30.4%	69.6%	Ideal Establishment
State Department for Labour and Skills Development	52%	48%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
State Department for Lands and Physical Planning	36.8%	63.2%	Under Established
State Department for Livestock Development	37.9%	62.1%	Under Established
State Department for Medical Services	4.6%	95.4%	Over Established
State Department for Mining	45%	55%	Under Established
State Department for Parliamentary Affairs	95.7%	4.3%	Under Established
State Department for Petroleum	75.1%	24.9%	Under Established
State Department for Public Service	80.1%	19.9%	Under Established
State Department for Public Works	24.3%	75.7%	Over Established
State Department for Shipping and Maritime Affairs	92.9%	7.1%	Under Established
State Department for Social Protection and Senior Citizen Affairs	34.4%	65.6%	Under Established
State Department for Sports and the Arts	89.2%	10.8%	Under Established
State Department for Technical, Vocational Education and Training	78.1%	21.9%	Under Established
State Department for The ASALs and Regional Development	73.8%	26.2%	Under Established
State Department for The Blue Economy and Fisheries	83.5%	16.5%	Under Established
State Department for Tourism	88.3%	11.7%	Under Established
State Department for Trade	48.1%	51.9%	Under Established
State Department for Transport	85.6%	14.4%	Under Established
State Department for Water and Sanitation	39.3%	60.7%	Under Established
State Department for Wildlife	88.5%	11.5%	Under Established
State Department for Youth Affairs	40.9%	59.1%	Under Established
State Department Housing and Urban Development	54.6%	45.4%	Under Established
State Department of Roads	38.1%	61.9%	Under Established
State Department for The National Treasury	36.6%	63.4%	Under Established
State House	51.2%	48.8%	Under Established
The State Law Office	52.4%	47.6%	Under Established
Public University			
Alupe University	92.3%	7.7%	Under Established
Bomet University College	48%	52%	Under Established
Chuka University	83.5%	16.5%	Under Established
Co-operative University of Kenya	71.5%	28.5%	Under Established
Dedan Kimathi University of Science and Technology	49.8%	50.2%	Under Established
Egerton University	57%	43%	Under Established
Garissa University	76.3%	23.7%	Under Established
Jaramogi Oginga Odinga University of Science & Technology	66.2%	33.8%	Under Established
Jomo Kenyatta University of Agriculture & Technology	51.4%	48.6%	Under Established
Kaimosi Friends University	66.4%	33.6%	Under Established
Karatina University	56.7%	43.3%	Under Established
Kenyatta University	59.6%	40.4%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
Kibabii University	71.9%	28.1%	Under Established
Kirinyaga University	57.4%	42.6%	Under Established
Kisii University	50.5%	49.5%	Under Established
Koitalel Arap Samoei University College	86.9%	13.1%	Under Established
Laikipia University	68.2%	31.8%	Under Established
Maasai Mara University	95.4%	4.6%	Under Established
Machakos University	9.7%	90.3%	Over Established
Mama Ngina University College	82.7%	17.3%	Under Established
Maseno University	47.4%	52.6%	Under Established
Masinde Muliro University of Science and Technology	53.5%	46.5%	Under Established
Meru University of Science and Technology	52.9%	47.1%	Under Established
Moi University	66.7%	33.3%	Under Established
Multimedia University of Kenya	72.6%	27.4%	Under Established
Murang'a University of Technology	50%	50%	Under Established
Pwani University	48.2%	51.8%	Under Established
Rongo University	83.4%	16.6%	Under Established
Southeastern Kenya University	66.7%	33.3%	Under Established
Taita Taveta University	65.8%	34.2%	Under Established
Technical University of Kenya	51.8%	48.2%	Under Established
Technical University of Mombasa	56.4%	43.6%	Under Established
Tharaka University	52.2%	47.8%	Under Established
Tom Mboya University College	61.5%	38.5%	Under Established
Turkana University College	60.7%	39.3%	Under Established
University of Eldoret	70%	30%	Under Established
University of Embu	71.5%	28.5%	Under Established
University of Kabianga	91.6%	8.4%	Under Established
University of Nairobi	33.4%	66.6%	Under Established
State Corporation and SAGAs			
Agricultural Development Corporation (ADC)	85.2%	14.8%	Under Established
Agricultural Finance Corporation (AFC)	41.1%	58.9%	Under Established
Agriculture and Food Authority (AFA)	62.8%	37.2%	Under Established
Agro-Chemical & Food Company Limited	36.2%	63.8%	Under Established
Anti-Counterfeit Authority	42.7%	57.3%	Under Established
Anti-Doping Agency (ADAK)	66.7%	33.3%	Under Established
Anti-Female Genital Mutilation Board	80%	20%	Under Established
Assets Recovery Agency (ARA)	35.9%	64.1%	Under Established
Bandari Maritime Academy	74.7%	25.3%	Under Established
Bomas of Kenya	68.8%	31.2%	Under Established
Bukura Agricultural College	48.4%	51.6%	Under Established
Business Registration Service	78.3%	21.7%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
Capital Markets Authority (CMA)	16.7%	83.3%	Over Established
Centre For Mathematics, Science and Technology in Africa (CEMASTEA)	71.6%	28.4%	Under Established
Central Rift Valley Development Agency	63.3%	36.7%	Under Established
Chemilil Sugar Company	76.7%	23.3%	Under Established
Clinical Officers Council of Kenya	60%	40%	Under Established
Coast Development Authority	35.1%	64.9%	Under Established
Coast Water Works Development Agency	44%	56%	Under Established
Commission for University Education	63.9%	36.1%	Under Established
Commodities Fund	36.7%	63.3%	Under Established
Communications Authority of Kenya	30.7%	69.3%	Ideal Establishment
Competition Authority of Kenya	54.1%	45.9%	Under Established
Consolidated Bank of Kenya	16.5%	83.5%	Over Established
Council for Legal Education (CLE)	81%	19%	Under Established
Development Bank of Kenya	26.8%	73.2%	Over Established
East African Portland Cement Company Limited	0%	100%	Over Established
Energy & Petroleum Regulatory Authority (EPRA)	51.9%	48.1%	Under Established
Engineers Registration Board of Kenya (EBK)	0%	100%	Over Established
Ewaso Nyiro North Development Authority	94.2%	5.8%	Under Established
Ewaso Nyiro South Development Authority	78.1%	21.9%	Under Established
Export Processing Zones Authority (EPZA)	42.9%	57.1%	Under Established
Financial Reporting Center	35%	65%	Under Established
Geothermal Development Company (GDC)	48.3%	51.7%	Under Established
Golf Hotel	25.3%	74.7%	Over Established
Higher Education Loans Board (HELB)	28.7%	71.3%	Ideal Establishment
Huduma Kenya Secretariat	44.4%	55.6%	Under Established
Human Resource Management Professionals Examinations Board (HRMPEB)	54.5%	45.5%	Under Established
Hydrologists Registration Board	50%	50%	Under Established
Information Communication Technology Authority (ICTA)	23.7%	76.3%	Over Established
Institute of Human Resource Management	4.8%	95.2%	Over Established
Insurance Regulatory Authority (IRA)	54.3%	45.7%	Under Established
Kenya Academy of Sports	64.9%	35.1%	Under Established
Kenya Accountants and Secretaries National Examination Board (KASNEB)	23.2%	76.8%	Over Established
Kenya Accreditation Service (KENAs)	54.9%	45.1%	Under Established
Kenya Agricultural & Livestock Research Organisation (KALRO)	54.7%	45.3%	Under Established
Kenya Airports Authority (KAA)	13.7%	86.3%	Over Established
Kenya Animal Genetics Resources Centre (KAGRC)	76.9%	23.1%	Under Established
Kenya Broadcasting Corporation (KBC)	33.6%	66.4%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
Kenya Civil Aviation Authority	34.3%	65.7%	Under Established
Kenya Copyright Board (KECOBO)	66.7%	33.3%	Under Established
Kenya Cultural Centre	16.7%	83.3%	Over Established
Kenya Dairy Board	53%	47%	Under Established
Kenya Deposit Insurance Corporation	61%	39%	Under Established
Kenya Development Corporation	23.1%	76.9%	Over Established
Kenya Education Management Institute (KEMI)	75.4%	24.6%	Under Established
Kenya Electricity Generation Company (KeNGEN)	41.3%	58.7%	Under Established
Kenya Electricity Transmission Company (KETRACCO)	34.7%	65.3%	Under Established
Kenya Export Promotion and Branding Agency	59.4%	40.6%	Under Established
Kenya Film Classification Board	52.5%	47.5%	Under Established
Kenya Film Commission	65.9%	34.1%	Under Established
Kenya Fisheries Services	3.7%	96.3%	Over Established
Kenya Forest Service (KFS)	24.6%	75.4%	Over Established
Kenya Forestry Research Institute (KEFRI)	48.4%	51.6%	Under Established
Kenya Industrial Property Institute (KIPI)	63%	37%	Under Established
Kenya Industrial Research & Development Institute (KIRDI)	41.5%	58.5%	Under Established
Kenya Institute for Public Policy Research and Analysis (KIPPRA)	45.6%	54.4%	Under Established
Kenya Institute of Curriculum Development	51.4%	48.6%	Under Established
Kenya Institute of Mass Communication (KIMC)	82.1%	17.9%	Under Established
Kenya Institute of Special Education (KISE)	78.9%	21.1%	Under Established
Kenya Institute of Supplies Examination Board	50%	50%	Under Established
Kenya Institute of Supplies Management	72.7%	27.3%	Under Established
Kenya Leather Development Council (KLDC)	42.4%	57.6%	Under Established
Kenya Literature Bureau (KLB)	65.1%	34.9%	Under Established
Kenya Marine & Fisheries Research Institute	60.5%	39.5%	Under Established
Kenya Maritime Authority	45.3%	54.7%	Under Established
Kenya Medical Practitioners and Dentists Council	57.8%	42.2%	Under Established
Kenya Medical Research Institute (KEMRI)	47.5%	52.5%	Under Established
Kenya Medical Supplies Authority (KEMSA)	31.6%	68.4%	Under Established
Kenya Medical Training College (KMTC)	52.6%	47.4%	Under Established
Kenya National Assurance (2001) Company	40%	60%	Under Established
Kenya National Bureau of Statistics (KNBS)	31.3%	68.7%	Under Established
Kenya National Commission for UNESCO	68.8%	31.3%	Under Established
Kenya National Highways Authority (KeNHA)	47.9%	52.1%	Under Established
Kenya National Innovation Agency	84.6%	15.4%	Under Established
Kenya National Library Service (KNLS)	39.4%	60.6%	Under Established
Kenya National Qualifications Authority	46.9%	53.1%	Under Established
Kenya National Shipping Line	21.1%	78.9%	Over Established
Kenya National Trading Corporation (KNTC)	25.6%	74.4%	Over Established

Institution	% Non-Technical	% Technical	Establishment Status
Kenya Ordinance Factory Corporation	66.8%	33.2%	Under Established
Kenya Petroleum Refineries	29.6%	70.4%	Ideal Establishment
Kenya Pipeline Company (KPC)	48.6%	51.4%	Under Established
Kenya Plant Health Inspectorate Services (KEPHIS)	44.8%	55.2%	Under Established
Kenya Ports Authority (KPA)	44.9%	55.1%	Under Established
Kenya Post Office Savings Bank	26.2%	73.8%	Over Established
Kenya Power and Lighting Company	31.9%	68.1%	Under Established
Kenya Railways Corporation	30.7%	69.3%	Ideal Establishment
Kenya Reinsurance Corporation	48.6%	51.4%	Under Established
Kenya Revenue Authority (KRA)	30.7%	69.3%	Ideal Establishment
Kenya Roads Boards (KRB)	62%	38%	Under Established
Kenya Rural Roads Authority (KERRA)	61.2%	38.8%	Under Established
Kenya Safari Lodges and Hotels	85.8%	14.2%	Under Established
Kenya School of Government (KSG)	75.2%	24.8%	Under Established
Kenya School of Law	80%	20%	Under Established
Kenya School of TVET	54.9%	45.1%	Under Established
Kenya Seed Company Limited	70.4%	29.6%	Under Established
Kenya Tourism Board (KTB)	57.6%	42.4%	Under Established
Kenya Trade Network Agency (KENTRADE)	31.8%	68.2%	Under Established
Kenya Tsetse and Trypanosomiasis Eradication Council	46.3%	53.7%	Under Established
Kenya Universities and Colleges Central Placement Service (KUCPS)	66.2%	33.8%	Under Established
Kenya Urban Roads Authority (KURA)	49.7%	50.3%	Under Established
Kenya Utalii College	64.5%	35.5%	Under Established
Kenya Veterinary Board (KVB)	84.2%	15.8%	Under Established
Kenya Water Institute	43.5%	56.5%	Under Established
Kenya Water Towers Agency	50.9%	49.1%	Under Established
Kenya Wildlife Service (KWS)	28%	72%	Over Established
Kenya Yearbook Editorial Board	65.5%	34.5%	Under Established
Kenyatta International Convention Centre (KICC)	81.8%	18.2%	Under Established
Kenyatta National Hospital (KNH)	33.7%	66.3%	Under Established
Kerio Valley Development Authority	66.9%	33.1%	Under Established
Konza Technopolis Development Authority	43.2%	56.8%	Under Established
Lake Basin Development Authority	72.7%	27.3%	Under Established
Lake Victoria North Water Works Development Agency	72.7%	27.3%	Under Established
Lake Victoria South Water Works Development Agency	72.9%	27.1%	Under Established
LAPSSET Corridor Development Authority	23.9%	76.1%	Over Established
Local Authorities Provident Fund (LAPFUND)	40.4%	59.6%	Under Established
Media Council of Kenya	48.9%	51.1%	Under Established
Micro and Small Enterprise Authority (MSEA)	40.4%	59.6%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
Moi Teaching and Referral Hospital (MTRH)	36.8%	63.2%	Under Established
Nairobi Centre for International Arbitration	79.2%	20.8%	Under Established
National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	53.7%	46.3%	Under Established
National Biosafety Authority (NBA)	68.3%	31.7%	Under Established
National Cereals and Produce Board (NCPB)	64.8%	35.2%	Under Established
National Commission for Science, Technology and Innovation (NACOSTI)	50%	50%	Under Established
National Communications Secretariat	78.9%	21.1%	Under Established
National Construction Authority	33.8%	66.2%	Under Established
National Council for Children's Services	16%	84%	Over Established
National Council for Law Reporting	33.8%	66.2%	Under Established
National Council for Persons with Disabilities (NCPWD)	34.9%	65.1%	Under Established
National Council for Population & Development	58.8%	41.2%	Under Established
National Crime Research Centre	73.9%	26.1%	Under Established
National Drought Management Authority	64.5%	35.5%	Under Established
National Environment Management Authority (NEMA)	47.2%	52.8%	Under Established
National Environment Trust Fund (NETFUND)	7.7%	92.3%	Over Established
National Government Affirmative Action Fund (NGAAF)	63.9%	36.1%	Under Established
National Government Constituencies Development Fund Board	35.7%	64.3%	Under Established
National Heroes Council	61.1%	38.9%	Under Established
National Hospital Insurance Fund (NHIF)	46.6%	53.4%	Under Established
National Housing Corporation	40.4%	59.6%	Under Established
National Industrial Training Authority (NITA)	39.7%	60.3%	Under Established
National Irrigation Authority	59.9%	40.1%	Under Established
National Museums of Kenya (NMK)	38.8%	61.2%	Under Established
National Oil Corporation of Kenya (NOCK)	73.5%	26.5%	Under Established
National Quality Control Laboratory	22.6%	77.4%	Over Established
National Research Fund	81.8%	18.2%	Under Established
National Social Security Fund (NSSF)	43%	57%	Under Established
National Syndemic Diseases Control Council	73.2%	26.8%	Under Established
National Water Harvesting and Storage Authority	83.5%	16.5%	Under Established
National Youth Service	0.5%	99.5%	Over Established
New Kenya Co-operatives Creameries	58.7%	41.3%	Under Established
New Kenya Planters Co-operative Union	67.1%	32.9%	Under Established
New Partnership for African Development (NEPAD APRM Kenya Secretariat)	67.6%	32.4%	Under Established
NGO Co-ordination Board	61.3%	38.7%	Under Established
Northern Water Works Development Agency	69.7%	30.3%	Under Established
Nuclear Power and Energy Agency (NuPEA)	44.8%	55.2%	Under Established
Numerical Machining Complex (NMC)	17.2%	82.8%	Over Established
Nursing Council of Kenya	71%	29%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
Nyayo Tea Zones Development Corporation	91.8%	8.2%	Under Established
Pest Control Products Board	54.7%	45.3%	Under Established
Pharmacy and Poisons Board	96.2%	3.8%	Under Established
Policyholders Compensation Fund	33.3%	66.7%	Under Established
Postal Corporation of Kenya	35.1%	64.9%	Under Established
President's Award Kenya	47.4%	52.6%	Under Established
Privatization Commission	78.1%	21.9%	Under Established
Public Financial Management Reform Secretariat	20.7%	79.3%	Over Established
Public Procurement Regulatory Authority	34.8%	65.2%	Under Established
Public Service Superannuation Scheme	45.5%	54.5%	Under Established
Pyrethrum Processing Company of Kenya	46.1%	53.9%	Under Established
Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa (RCGW)	74.2%	25.8%	Under Established
Registration of Certified Public Secretaries Board	75%	25%	Under Established
Retirement Benefits Authority (RBA)	16.4%	83.6%	Over Established
Rural Electrification and Renewable Energy Corporation	57.2%	42.8%	Under Established
Savings and Credit Societies Regulatory Authority (SASRA)	53.8%	46.2%	Under Established
School Equipment Production Unit (SEPU)	75.6%	24.4%	Under Established
South Nyanza Sugar Company (SONY)	74.1%	25.9%	Under Established
Sports Kenya	79.5%	20.5%	Under Established
State Corporations Appeals Tribunal	75%	25%	Under Established
Tana and Athi Rivers Development Authority	77.4%	22.6%	Under Established
Tana Water Works Development Agency	70.1%	29.9%	Under Established
Tanathi Water Works Development Agency	62.8%	37.2%	Under Established
Tea Board of Kenya	71.9%	28.1%	Under Established
Technical and Vocational Education and Training Authority (TVETA)	44.9%	55.1%	Under Established
The Jomo Kenyatta Foundation (JKF)	76.5%	23.5%	Under Established
The Nairobi Metropolitan Area Transport Authority	59.5%	40.5%	Under Established
Tourism Fund	78.6%	21.4%	Under Established
Tourism Regulatory Authority	31.1%	68.9%	Under Established
Unclaimed Financial Assets Authority (UFAA)	62.5%	37.5%	Under Established
Universities Fund	78.1%	21.9%	Under Established
University of Nairobi Enterprises and Services (UNES) Limited	76.6%	23.4%	Under Established
Uwezo Fund	52.4%	47.6%	Under Established
Veterinary Medicines Directorate	57.1%	42.9%	Under Established
Vision 2030 Board	78.3%	21.7%	Under Established
Warehouse Receipt System Council	46.2%	53.8%	Under Established
Water Resources Authority	61.2%	38.8%	Under Established
Water Sector Trust Fund (WSTF)	53.7%	46.3%	Under Established

Institution	% Non-Technical	% Technical	Establishment Status
Water Services Regulatory Board (WASREB)	44.9%	55.1%	Under Established
Wildlife Research and Training Institute	53.3%	46.7%	Under Established
Witness Protection Agency	50.4%	49.6%	Under Established
Women Enterprise Fund	90.3%	9.7%	Under Established
Youth Enterprise Development Fund	23.8%	76.2%	Over Established
Statutory Commissions and Authorities			
Council of Governors	93.5%	6.5%	Under Established
Independent Policing Oversight Authority	42.4%	57.6%	Under Established
Inter-Governmental Relations Technical Committee	46.2%	53.8%	Under Established
Kenya Law Reform Commission	75.8%	24.2%	Under Established
National Cohesion and Integration Commission	68.8%	31.3%	Under Established
Office of the Data Protection Commissioner	49.1%	50.9%	Under Established
Office of the Director of Public Prosecutions	44.3%	55.7%	Under Established
Office of the Registrar of Political Parties	71.6%	28.4%	Under Established
Technical and Vocational Education Institution			
Ahmed Shahame Mwidani Technical Training Institute	17.4%	82.6%	Over Established
Aldai Technical Training Institute	7.7%	92.3%	Over Established
Baringo Technical Training Institute	34.2%	65.8%	Under Established
Belgut Technical and Vocational College	22.4%	77.6%	Over Established
Bomet Central Technical and Vocational College	0%	100%	Over Established
Bondo Technical Training Institute	31.9%	68.1%	Under Established
Borabu Technical and Vocational College	0%	100%	Over Established
Bumbe Technical Training Institute	11.9%	88.1%	Over Established
Bungoma North Technical and Vocational College	15%	85%	Over Established
Bunyala Technical and Vocational College	0%	100%	Over Established
Bureti Technical Training Institute	0%	100%	Over Established
Bushiangala Technical Training Institute	38.7%	61.3%	Under Established
Butere Technical Training Institute	63%	37%	Under Established
Butula Technical and Vocational College	0%	100%	Over Established
Chamasiri Technical and Vocational College	0%	100%	Over Established
Chanzeywe Technical and Vocational College	0%	100%	Over Established
Chepalungu Technical and Vocational College	32%	68%	Under Established
Chepsirei Technical and Vocational College	8.3%	91.7%	Over Established
Cherangany Technical Training Institute	0%	100%	Over Established
Chuka Technical and Vocational College	13.7%	86.3%	Over Established
Coast Institute of Technology	29.6%	70.4%	Ideal Establishment
David Mbiti Wambuli Technical and Vocational College	0%	100%	Over Established
Dr.Daniel Wako Murende Technical and Vocational College	38.9%	61.1%	Under Established
Ebukanga Technical and Vocational College	14.3%	85.7%	Over Established

Institution	% Non-Technical	% Technical	Establishment Status
Ekerubo Gietai Technical Training Institute	0%	100%	Over Established
Eldama Ravine Technical and Vocational College	35.8%	64.2%	Under Established
Eldoret National Polytechnic	66.1%	33.9%	Under Established
Emgwen Technical and Vocational College	0%	100%	Over Established
Emining Technical Training Institute	0%	100%	Over Established
Emsos Technical and Vocational College	0%	100%	Over Established
Emurua Dikirr Technical Vocational College	0%	100%	Over Established
Endebes Technical and Vocational College	20.4%	79.6%	Over Established
Friends College Kaimosi	47.9%	52.1%	Under Established
Garsen Technical and Vocational College	31.3%	68.8%	Under Established
Gatanga Technical and Vocational College	20%	80%	Over Established
Gatundu South Technical and Vocational College	0%	100%	Over Established
Githunguri Technical and Vocational College	0%	100%	Over Established
Gitwebe Technical Training Institute	56.1%	43.9%	Under Established
Godoma Technical Training Institute	13.3%	86.7%	Over Established
Heroes Technical and Vocational College	44.4%	55.6%	Under Established
Ijara Technical and Vocational College	0%	100%	Over Established
Ikutha Technical and Vocational College	31.6%	68.4%	Under Established
Jeremiah Nyaga Technical Training Institute	0%	100%	Over Established
Kabete National Polytechnic	0%	100%	Over Established
Kaelo Technical and Vocational College	0%	100%	Over Established
Kaiboi Technical Training Institute	25.1%	74.9%	Over Established
Kajiado East Technical Vocational College	0%	100%	Over Established
Kajiado West Technical and Vocational College	14.7%	85.3%	Over Established
Kakrao Technical and Vocational College	9.5%	90.5%	Over Established
Kaloleni Technical and Vocational College	33.3%	66.7%	Under Established
Kamukunji Technical and Vocational College	66.7%	33.3%	Under Established
Kandara Technical and Vocational College	0%	100%	Over Established
Kapchepkor-Baringo North Technical & Vocational College	35.7%	64.3%	Under Established
Kapcherop Technical and Vocational College	0%	100%	Over Established
Karen Technical Training Institute for the Deaf	20.8%	79.2%	Over Established
Karumo Technical Training Institute	9.2%	90.8%	Over Established
Kasarani Technical Training Institute	0%	100%	Over Established
Katine Technical Training Institute	0%	100%	Over Established
Kendege Technical and Vocational College	12.5%	87.5%	Over Established
Kenya Coast National Polytechnic	43.1%	56.9%	Under Established
Kericho Township Technical and Vocational College	32.4%	67.6%	Under Established
Keroka Technical Training Institute	63.3%	36.7%	Under Established
Khwisero Technical and Vocational College	25%	75%	Over Established
Kiambu Institute of Science and Technology	21.2%	78.8%	Over Established

Institution	% Non-Technical	% Technical	Establishment Status
Kibwezi Technical and Vocational College	50%	50%	Under Established
Kieni Technical and Vocational College	0%	100%	Over Established
Kiirua Technical Training Institute	0%	100%	Over Established
Kimasian Technical and Vocational College	31%	69%	Ideal Establishment
Kiminini Technical and Vocational College	0%	100%	Over Established
Kinango Technical and Vocational College	13.3%	86.7%	Over Established
Kinangop Technical and Vocational College	14.8%	85.2%	Over Established
Kipipiri Technical and Vocational College	25%	75%	Over Established
Kipkabus Technical and Vocational College	33.8%	66.2%	Under Established
Kipsinende Technical Training Institute	43.3%	56.7%	Under Established
Kipsoen Technical and Vocational College	26.5%	73.5%	Over Established
Kiptaragon Technical and Vocational College	31.3%	68.8%	Under Established
Kirinyaga Central Technical and Vocational College	66.7%	33.3%	Under Established
Kisii National Polytechnic	0.7%	99.3%	Over Established
Kisiwa Technical Training Institute	26.3%	73.7%	Over Established
Kisumu National Polytechnic	30.5%	69.5%	Ideal Establishment
Kitale National Polytechnic	20%	80%	Over Established
Kitela Kapel Technical and Vocational College	0%	100%	Over Established
Kitutu Masaba Technical and Vocational College	0%	100%	Over Established
Kongoni Technical and Vocational College	26.7%	73.3%	Over Established
Konoini Technical Training Institute	0%	100%	Over Established
Koshin Technical Training Institute	30.2%	69.8%	Ideal Establishment
Lagdera Technical and Vocational College	0%	100%	Over Established
Laikipia East Technical and Vocational College	0%	100%	Over Established
Laikipia North Technical and Vocational College	0%	100%	Over Established
Laikipia West Technical and Vocational College	0%	100%	Over Established
Laisamis Technical and Vocational College	0%	100%	Over Established
Lamu East Technical and Vocational College (Kizigitini)	0%	100%	Over Established
Lari Technical and Vocational College	16.7%	83.3%	Over Established
Likoni Technical and Vocational College	27.8%	72.2%	Over Established
Limuru Technical and Vocational College	8.3%	91.7%	Over Established
Lodwar Technical and Vocational College	37.5%	62.5%	Under Established
Loima Technical and Vocational College	0%	100%	Over Established
Lungalunga Technical and Vocational College	0%	100%	Over Established
Mabera Technical and Vocational College	22.6%	77.4%	Over Established
Machakos Technical Training Institute for the Blind	24.4%	75.6%	Over Established
Magarini Technical and Vocational College	0%	100%	Over Established
Mandera Technical Training Institute	14.3%	85.7%	Over Established
Manyatta Technical and Vocational College	0%	100%	Over Established

Institution	% Non-Technical	% Technical	Establishment Status
Masai Mara Technical and Vocational College	43.6%	56.4%	Under Established
Masai Technical Training Institute	29.6%	70.4%	Ideal Establishment
Masinga Technical and Vocational College	0%	100%	Over Established
Mathenge Technical Training Institute	24.8%	75.2%	Over Established
Mathioya Technical and Vocational College	9.7%	90.3%	Over Established
Mathira Technical and Vocational College	0%	100%	Over Established
Matili Technical Training Institute	0%	100%	Over Established
Mawego Technical Training Institute	30.2%	69.8%	Ideal Establishment
Mbeere Technical and Vocational College	0%	100%	Over Established
Merti Technical and Vocational College	0%	100%	Over Established
Meru National Polytechnic	29.8%	70.2%	Ideal Establishment
Michuki Technical Training Institute	0%	100%	Over Established
Mitunguu Technical Training Institute	18.3%	81.7%	Over Established
Mochongoi Technical Training Institute	0%	100%	Over Established
Moiben Technical Training Institute	0%	100%	Over Established
Molo Elburgon Technical and Vocational College	30.4%	69.6%	Ideal Establishment
Msambweni Technical and Vocational College	33.3%	66.7%	Under Established
Mukiria Technical Training Institute	16.9%	83.1%	Over Established
Mukurweini Technical Training Institute	41.6%	58.4%	Under Established
Mulango Technical and Vocational College	33.3%	66.7%	Under Established
Mumias West Technical and Vocational College	17.8%	82.2%	Over Established
Mungatsi Technical and Vocational College	25.8%	74.2%	Over Established
Muraga Technical Training Institute	12.8%	87.2%	Over Established
Muranga Technical and Vocational College	18.8%	81.3%	Over Established
Musakasa Technical Training Institute	17.4%	82.6%	Over Established
Mwala Technical and Vocational College	6.1%	93.9%	Over Established
Mwatate Technical and Vocational College	0%	100%	Over Established
Mwea Technical and Vocational College	0%	100%	Over Established
Nachu Technical and Vocational College	6.7%	93.3%	Over Established
Nairobi Technical Training Institute	0%	100%	Over Established
Naivasha Technical Training Institute	21.7%	78.3%	Over Established
Narok South Technical and Vocational College	0%	100%	Over Established
Narok West Technical Training Institute	0%	100%	Over Established
Navakholo Technical and Vocational College	29.4%	70.6%	Ideal Establishment
Ndaragua Technical and Vocational College	7.7%	92.3%	Over Established
Ndia Technical and Vocational College	5.6%	94.4%	Over Established
Ngong Technical and Vocational College	0%	100%	Over Established
Njoro Technical and Vocational College	0%	100%	Over Established

Institution	% Non-Technical	% Technical	Establishment Status
Nkabune Technical Training Institute	26.4%	73.6%	Over Established
North Eastern National Polytechnic	23.1%	76.9%	Over Established
North Horr Technical and Vocational College	0%	100%	Over Established
North Rift (Tiaty) Technical and Vocational College	57.1%	42.9%	Under Established
Nuu Technical and Vocational College	25%	75%	Over Established
Nyakach Technical and Vocational College	26.5%	73.5%	Over Established
Nyandarua National Polytechnic	22.7%	77.3%	Over Established
Okame Technical and Vocational College	23.4%	76.6%	Over Established
Ol'lessos Technical Training Institute	38%	62%	Under Established
Omuga Technical and Vocational College	16.9%	83.1%	Over Established
Orogare Technical and Vocational College	0%	100%	Over Established
P.C. Kinyanjui Technical Training Institute	0%	100%	Over Established
Rachuonyo Ombek Technical and Vocational College	0%	100%	Over Established
Ramogi Institute of Advanced Technology	38%	62%	Under Established
Rangwe Technical and Vocational College	0%	100%	Over Established
Rarieda Technical and Vocational College	0%	100%	Over Established
Riamo Technical and Vocational College	0%	100%	Over Established
Riatrimba Technical and Vocational College	31.8%	68.2%	Under Established
Rift Valley Institute of Science and Technology	51%	49%	Under Established
Rift Valley Technical Training Institute	23.1%	76.9%	Over Established
Riragia Technical and Vocational College	0%	100%	Over Established
Ruiru Technical and Vocational College	0%	100%	Over Established
Runyenjes Technical Training Institute	9.4%	90.6%	Over Established
Sabatia Technical and Vocational College	37.2%	62.8%	Under Established
Samburu East Technical and Vocational College	37.5%	62.5%	Under Established
Sang'alo Institute of Science and Technology	38.1%	61.9%	Under Established
Seme Technical and Vocational College	0%	100%	Over Established
Shamberere Technical Training Institute	0%	100%	Over Established
Siala Technical Training Institute	12.7%	87.3%	Over Established
Siaya Institute of Technology	52.7%	47.3%	Under Established
Sigalagala National Polytechnic	90.9%	9.1%	Under Established
Sikri Technical & Vocational College for the Blind and Deaf	31.5%	68.5%	Under Established
Sirisia Technical and Vocational College	12.5%	87.5%	Over Established
Siruti Technical and Vocational College-Awendo	37.5%	62.5%	Under Established
Sot Technical Training Institute	29%	71%	Ideal Establishment
Sotik Technical Training Institute	18.4%	81.6%	Over Established
St. Joseph's TTI for the Deaf Nyang'oma	17.5%	82.5%	Over Established
Tana River Technical and Vocational College	0%	100%	Over Established
Tarbaj Technical and Vocational College	0%	100%	Over Established

Institution	% Non-Technical	% Technical	Establishment Status
Taveta Technical and Vocational College	52%	48%	Under Established
Tetu Technical and Vocational College	8%	92%	Over Established
Tharaka Technical and Vocational College	0%	100%	Over Established
The Nyeri National Polytechnic	27.4%	72.6%	Over Established
Thika Technical Training Institute	24.2%	75.8%	Over Established
Tigania East Technical and Vocational College	7.9%	92.1%	Over Established
Tinderet Technical and Vocational College	0%	100%	Over Established
Total Technical and Vocational College	0%	100%	Over Established
Tseikuru Technical Training Institute	27.6%	72.4%	Over Established
Turbo Technical and Vocational College	25.9%	74.1%	Over Established
Turkana East Technical and Vocational College	35%	65%	Under Established
Turkana North Technical and Vocational College	0%	100%	Over Established
Ugenya Technical and Vocational College	29.6%	70.4%	Ideal Establishment
Ugunja Technical and Vocational College	16.7%	83.3%	Over Established
Uriri Technical and Vocational College	0%	100%	Over Established
Wajir East Technical and Vocational College	0%	100%	Over Established
Wajir South Technical and Vocational College	0%	100%	Over Established
Wanga Technical and Vocational College	55.6%	44.4%	Under Established
Webuye West Technical and Vocational College	23.3%	76.7%	Over Established
Weru Technical and Vocational College	0%	100%	Over Established
Wote Technical Training Institute	0%	100%	Over Established
Wumingu Technical and Vocational College	0%	100%	Over Established
Yatta Technical and Vocational College	50%	50%	Under Established
Ziwa Technical Training Institute	36.3%	63.7%	Under Established

Appendix IV: Availability of Service charters in Kiswahili, Braille and on the Website

Service Sector		Service Charters			
		Availability of Service Charter	Existence of Service Charter on website	Service Charter Translated into Swahili	Transcribed the Service Charter into braille
Constitutional Commission and Independent Office	10	7	4	2	8
		(70%)	(40%)	(20%)	(80%)
Ministry and State Department	52	35	29	19	28
		(67.3%)	(55.8%)	(36.5%)	53.8%)
Public University	39	34	25	19	8
		(87.2%)	(64.1%)	(48.7%)	20.5%)
State Corporation and SAGAs	210	159	134	86	42
		(75.7%)	(63.8%)	(41%)	20%)
Statutory Commissions and Authorities	8	5	4	2	4
		(62.5%)	(50%)	(25%)	(50%)
Technical and Vocational Education Institution	204	104	56	36	132
		(51%)	(27.5%)	(17.6%)	64.7%)
Total	523	344	252	164	222
		(65.8%)	(48.2%)	(31.4%)	(42.4%)

Appendix V: Status of customized websites across sectors

Service Sector	Declared availability of website	Confirmed to have websites	Number of institutions (as a % of the available 404)					
			With accessible website	Adjustable website	Website enable with speech recognition	Website that can change color	With Voice Over enabled website	Website with FAQs
CC&IOs	10 (90%)	8 (80%)	8 (80%)	3 (30%)		4 (40%)		6 (60%)
Ministry and State Department	52 (86.5%)	42 (80.8%)	42 (80.8%)	27 (51.9%)	4 (7.7%)	30 (57.7%)	8 (15.4%)	23 (44.2%)
Public Universities	39 (97.4%)	38 (97.4%)	37 (94.9%)	28 (71.8%)	7 (17.9%)	26 (66.7%)	8 (20.5%)	10 (25.6%)
SAGAs	210 (91.9%)	182 (86.7%)	172 (81.9%)	116 (55.2%)	19 (9%)	113 (53.8%)	38 (18.1%)	93 (44.3%)
Statutory Commissions and Authorities	8 (100%)	8 (100%)	8 (100%)	5 (62.5%)	2 (25%)	5 (62.5%)	3 (37.5%)	6 (75%)
TVETIs	204 (77%)	126 (61.8%)	112 (54.9%)	29 (14.2%)	3 (1.5%)	32 (15.7%)	10 (4.9%)	17 (8.3%)
Total	523 (86%)	404 (77.2%)	379 (72.5%)	208 (39.8%)	35 (6.7%)	210 (40.2%)	67 (12.8%)	155 (29.6%)

Appendix VI: Status of Digitalization of Public Services

Service Sector	Total Institutions	Institutions that digitized services	No. of digitized services	Documentation Level			Automation Level			Mode of delivery				No. of Customers (and as % of Total) by Mode of Service		
				Fully	Partially	None	Fully	Partially	None	Online	Physical	Physical and Online	Not Indicated	Physically	Online	Total
Constitutional Commission and Independent Office	10	9 (90%)	66	47 (71.2%)	19 (28.8%)	(0%)	21 (31.8%)	27 (40.9%)	18 (27.3%)	8 (12.1%)	36 (54.5%)	22 (33.3%)	(0%)	50,331 (52.7%)	45,189 (47.3%)	95,520 (0.04%)
Ministry and State Department	52	32 (61.5%)	457	290 (63.5%)	56 (12.3%)	111 (24.3%)	114 (24.9%)	199 (43.5%)	144 (31.5%)	79 (17.3%)	177 (38.7%)	195 (42.7%)	6 (1.3%)	7,404,878 (20.7%)	28,335,853 (79.3%)	35,740,731 (16.2%)
Public University	39	34 (87.2%)	471	403 (85.6%)	39 (8.3%)	29 (6.2%)	189 (40.1%)	181 (38.4%)	101 (21.4%)	95 (20.2%)	95 (20.2%)	277 (58.8%)	4 (0.8%)	296,919 (60.3%)	195,119 (39.7%)	492,038 (0.2%)
State Corporation and SAGAs	210	174 (82.9%)	2,273	1,727 (76%)	202 (8.9%)	344 (15.1%)	864 (38%)	756 (33.3%)	653 (28.7%)	595 (26.2%)	447 (19.7%)	1,017 (44.7%)	214 (9.4%)	1,413,926 (0.9%)	160,862,520 (99.1%)	162,276,446 (73.7%)
Statutory Commissions and Authorities	8	7 (87.5%)	47	41 (87.2%)	5 (10.6%)	1 (2.1%)	27 (57.4%)	19 (40.4%)	1 (2.1%)	24 (51.1%)	(0%)	23 (48.9%)	(0%)	870 (0%)	20,901,850 (100%)	20,902,720 (9.5%)
Technical and Vocational Education Institution	204	158 (77.5%)	1,204	868 (72.1%)	184 (15.3%)	152 (12.6%)	163 (13.5%)	347 (28.8%)	694 (57.6%)	54 (4.5%)	617 (51.2%)	464 (38.5%)	69 (5.7%)	443,199 (63.5%)	254,412 (36.5%)	697,611 (0.3%)

Appendix VII: Action taken on officers with forged certificates across service sectors.

Name of Institution	Type of Certificates Forged	Action Taken on Officers with Forged Certificates						Total No. of Officers
		Action Taken Not Stated	Deceased	Disciplinary Process On-going	Dismissed	Early Retirement	Resigned	
State Department for Correctional Services	Degree			1				1
State Department for Foreign Affairs	Degree				3			3
	Diploma				1			1
State Department for Immigration and Citizen Services	Degree				1			1
	KCE/KCSE				1			1
State Department for Internal Security and National Administration	Degree			4				4
	Diploma			25				25
	KCE/KCSE			77			1	78
State Department for Labour and Skills Development	KCE/KCSE			1				1
State Department for Livestock Development	Certificate			2				2
State Department for social Protection and Senior Citizen Affairs	Degree			3				3
State Department for The ASALs and Regional Development	Degree				1			1
State Department- The National Treasury	Certificate			1				1
	Degree			1				1
Cooperative University of Kenya	Certificate				1			1
	Degree							
	Diploma							
	KCE/KCSE				5			5
Garissa University	Degree				1			1
Kibabii University	Degree						1	1
	KCE/KCSE						11	11
	KCPE						1	1
Rongo University	Diploma						2	2
	EACE						1	1
	KCE/KCSE				2		6	8
	KCPE				2		1	3
South Eastern Kenya University	Diploma				1			1
University of Nairobi	Diploma			4				4
Agricultural Development Corporation (ADC)	Certificate			1				1
	KCPE			2				2
Anti-Counterfeit Authority	Degree				1			1

Name of Institution	Type of Certificates Forged	Action Taken on Officers with Forged Certificates						Total No. of Officers
		Action Taken Not Stated	Deceased	Disciplinary Process On-going	Dismissed	Early Retirement	Resigned	
Bukura Agricultural College	Masters			1				1
Business Registration Service	KCE/KCSE			4				4
Ewaso Nyiro North Development Authority	Degree				1			1
	Diploma				1			1
	KCE/KCSE				1			1
Ewaso Nyiro South Development Authority	Degree			1				1
	Diploma			3				3
Geothermal Development Company (GDC)	Certificate				1			1
	Degree				2			2
	Diploma				5			5
	KCE/KCSE				6			6
	KCPE				1			1
Higher Education Loans Board (HELB)	Degree			2				2
	Diploma			1				1
Kenya Export Promotion and Branding Agency	KCE/KCSE				1			1
Kenya Film Classification Board	Degree			1				1
	KCE/KCSE			3				3
Kenya Forest Service (KFS)	Masters				1			1
Kenya Industrial Property Institute (KIPI)	Degree			1				1
Kenya Institute of Supplies Management	Degree						1	1
	KCE/KCSE				1		1	2
Kenya Medical Practitioners and Dentists Council	Certificate				1			1
	Diploma				1			1
Kenya Medical Research Institute (KEMRI)	Diploma				1			1
	KCE/KCSE			1	3			4
Kenya Medical Supplies Authority (KEMSA)	KCE/KCSE				16			16
Kenya Medical Training College (KMTC)	Certificate				9			9
	Degree				2			2
	Diploma				3			3
	KCE/KCSE				21			21
Kenya National Highways Authority (KeNHA)	KCE/KCSE			7				7
Kenya National Library Service (KNLS)	Diploma				2			2
Kenya National Trading Corporation (KNTC)	KCE/KCSE						1	1
Kenya Pipeline Company (KPC)	Certificate			1			1	2

Name of Institution	Type of Certificates Forged	Action Taken on Officers with Forged Certificates						Total No. of Officers
		Action Taken Not Stated	Deceased	Disciplinary Process On-going	Dismissed	Early Retirement	Resigned	
	Degree						1	1
	Diploma					2	3	5
	KCE/KCSE	1		7	1	4	3	16
Kenya Plant Health Inspectorate Services (KEPHIS)	KCE/KCSE				3			3
Kenya Railways Corporation	Certificate			3	5			8
	Degree				2			2
	Diploma			14	11			25
	KACE			1				1
	KCE/KCSE			9	37			46
Kenya Revenue Authority (KRA)	Degree						1	1
	KCE/KCSE			9				9
Kenya Rural Roads Authority (KERRA)	Degree				1			1
	KCE/KCSE			2				2
Kenya School of Government (KSG)	Diploma			1				1
	KCE/KCSE			1	2			3
Kenya Tourist Board (KTB)	Degree	1						1
	KCE/KCSE	1						1
	Not Provided	1						1
Kenya Universities and Colleges Central Placement Service (KUCCPS)	KCE/KCSE				1			1
Kenya Urban Roads Authority (KURA)	Diploma				1			1
	KCE/KCSE				2			2
Konza Technopolis Development Authority	KCE/KCSE						1	1
Lake Basin Development Authority	Degree			1			1	2
Lake Victoria North Water Works Development Agency	Degree						1	1
Local Authorities Provident Fund (LAPFUND)	Degree						3	3
	Diploma						3	3
Moi Teaching and Referral Hospital (MTRH)	Degree			2				2
	Diploma			11				11
	KCE/KCSE			13	1			14
	KCPE			1				1
National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	Diploma				1			1

Name of Institution	Type of Certificates Forged	Action Taken on Officers with Forged Certificates						Total No. of Officers
		Action Taken Not Stated	Deceased	Disciplinary Process On-going	Dismissed	Early Retirement	Resigned	
National Construction Authority	Degree				3			3
	Diploma				1			1
National Environment Management Authority (NEMA)	Degree			1				1
	Diploma			1			1	2
	KCE/KCSE			2			5	7
National Environment Trust Fund (NETFUND)	KCE/KCSE			3				3
National Syndemic Diseases Control Council	Degree				1			1
	KCE/KCSE				2			2
National Youth Service	Certificate			1				1
	KCE/KCSE			1				1
Nuclear Power and Energy Agency (NuPEA)	Degree						1	1
Postal Corporation of Kenya	Degree			2				2
	Diploma			7				7
Pyrethrum Processing Company of Kenya	Degree						1	1
Retirement Benefits Authority (RBA)	Not Provided			1				1
Rural Electrification and Renewable Energy Corporation	Degree						1	1
	Diploma						2	2
	KCE/KCSE						1	1
	Masters						1	1
Sports Kenya	Certificate				1			1
	Diploma				1			1
	KCE/KCSE				1			1
Tana and Athi Rivers Development Authority	Diploma			2	1			3
	KCE/KCSE			1				1
	KCPE		1	1				2
Tana Water Works Development Agency	Diploma			1				1
	KCE/KCSE			1				1
Tanathi Water Works Development Agency	Certificate			2				2
	KCE/KCSE			1				1
Women Enterprise Fund	Diploma				1			1
Musakasa Technical Training Institute	Degree			1	1			2

Appendix VIII: Status of Acting Appointment across service sectors and job levels.

Service Sector	Total No. of Institutions (N=215)	Job Level	Period on Acting Appointment							Total No. of Officers	% of Total
			6 months & below	7-12 Months	13-24 Months	25-36 Months	36-60 Months	Above 60 Months	Not Stated		
Constitutional Commission and Independent Offices	2	Policy Level	6	1						7	0.26
	2	Senior Management		1	1					2	0.08
	4	Middle Management	6	12	1					19	0.71
	2	Technical		2						2	0.08
Total			12	16	2					30	1.13
Ministry and State Departments	4	Policy Level	6	4	1					11	0.41
	1	Middle Management				1				1	0.04
Total			6	4	1	1				12	0.45
Public Universities	19	Policy Level	13	12	11	6	14	3	1	60	2.26
	14	Senior Management	22	12	2		3	5		44	1.65
	27	Middle management	53	43	80	10	27	24	4	241	9.06
	16	Technical	20	10	5	2	6	6	1	50	1.88
Total			108	77	98	18	50	38	6	395	14.85
State Corporation and SAGAs	52	Policy Level	38	19	19	7	7	1	1	92	3.46
	21	Senior Management	17	23	3	3	1	1		48	1.80
	130	Middle Management	484	331	234	41	40	19	12	1,161	43.65
	69	Technical	271	254	138	34	41	32	6	776	29.17
	6	Not Stated	13	29	45	14	12	5	6	124	4.66
Total			823	656	439	99	101	58	25	2,201	82.74
Statutory Commissions and Authorities	1	Policy Level	1							1	0.04
	1	Senior Management	1							1	0.04
	5	Middle Management	14	1	3					18	0.68
	1	Technical	1		1					2	0.08
Total			17	1	4					22	0.83
Grand Total			966	754	544	118	151	96	31	2,660	100

Appendix IX: Institutions with Skills Gap Audit Report but failed to implement report Recommendations.

Ministries and State Departments	
State Department for Mining	State Department for Crop Development
State Department for Shipping and Maritime Affairs	State Department for East African Community (EAC)
State Department for The Blue Economy and Fisheries	State Department for Economic Planning
State House	State Department for Gender and Affirmative Action
Public Universities	
University of Embu	Chuka University
University of Kabianga	Karatina University
	Technical University of Kenya
State Corporations and SAGAs	
Kenya Forest Service (KFS)	Agricultural Development Corporation (ADC)
Kenya Industrial Property Institute (KIPI)	Agriculture and Food Authority (AFA)
Kenya Institute of Mass Communication (KIMC)	Bandari Maritime Academy
Kenya Leather Development Council (KLDC)	Competition Authority of Kenya
Kenya Marine & Fisheries Research Institute	Ewaso Nyiro North Development Authority
Kenya Medical Practitioners and Dentists Council	Export Processing Zones Authority (EPZA)
Kenya Medical Supplies Authority (KEMSA)	Huduma Kenya Secretariat
Kenya National Innovation Agency	Kenya Airports Authority (KAA)
Kenya National Qualifications Authority	Kenya Cultural Centre
Moi Teaching and Referral Hospital (MTRH)	Kenya Film Classification Board
National Council for Persons with Disabilities (NCPWD)	Kenya Film Commission
National Industrial Training Authority (NITA)	Kenya Fisheries Service
New Kenya Planters Co-operative Union	Kenya Rural Roads Authority (KERRA)
PolicyHolders Compensation Fund	Kenya Utalii College
Pyrethrum Processing Company of Kenya	Kenya Veterinary Board (KVB)
Retirement Benefits Authority (RBA)	Kenya Wildlife Service (KWS)
Tourism Regulatory Authority	Kenyatta National Hospital (KNH)
Veterinary Medicines Directorate	Lake Victoria North Water Works Development Agency
Water Sector Trust Fund (WSTF)	
Statutory Commissions and Authorities	
National Cohesion and Integration Commission	Kenya Law Reform Commission
TVETIs	
Masai Mara Technical and Vocational College	Butere Technical Training Institute
Masinga Technical and Vocational College	Coast Institute of Technology
Matili Technical Training Institute	Eldoret National Polytechnic
Musakasa Technical Training Institute	Ikutha Technical and Vocational College
Nyandarua National Polytechnic	Kaiboi Technical Training Institute
Ol'lessos Technical Training Institute	Katine Technical Training Institute
Rift Valley Technical Training Institute	Kisii National Polytechnic
St. Joseph's TTI for the Deaf, Nyang'oma	Mabera Technical and Vocational College
Thika Technical Training Institute	Machakos Technical Training Institute for the Blind
Ugenya Technical and Vocational College	

Appendix X: Organisations whose officers did not proceed on Leave

State Corporations and SAGAs and Public Universities Sector	
Clinical Officers Council of Kenya	Kenya Film Commission
National Heroes Council	President's Award Kenya
Anti-Female Genital Mutilation Board	Kenya Wildlife Service (KWS)
Kenya Academy of Sports	Kenya Literature Bureau (KLB)
Ministries And State Department	Public Universities
State Department for Internal Security and National Administration	Multimedia University of Kenya
Office of the Prime Cabinet Secretary	
TVETIs Sector	
Msambweni Technical and Vocational College	Wajir South Technical and Vocational College
Turkana North TVC	Mumias West TVC
Kipkabus Technical and Vocational College	Nuu Technical and Vocational College
Mwea Technical and Vocational College	Ruiru Technical and Vocational College
Yatta Technical and Vocational College	Bomet Central TVC
Tigania East Technical and Vocational College	Tarbaj Technical and Vocational College
Friends College Kaimosi	Chuka Technical and Vocational College
Mungatsi Technical and Vocational College	Lagdera Technical and Vocational college
Narok South Technical and Vocational College	Chepsirei TVC
Njoro Technical and Vocational College	Butere Technical Training Institute
Turkana East Technical and Vocational College	Kandara Technical and Vocational College
Githunguri Technical and Vocational College	Ahmed Shahame Mwidani TTI
Karen Technical Training Institute for the Deaf	P.C. Kinyanjui Technical Training Institute
Kirinyaga Central TVC	David Mbiti Wambuli TVC
Gatanga Technical and Vocational College	Kimini Technical and Vocational College
Loima Technical and Vocational College	Runyenjes Technical Training Institute
Mathioya Technical and Vocational College	Narok West Technical Training Institute
Kajiado West TVC	Mathira Technical and Vocational College
Chanzeuwe Technical and Vocational College	Emgwen Technical and Vocational college
Okame Technical and Vocational College	Mbeere Technical and Vocational College
Lungalunga Technical and Vocational College	Heroes Technical and Vocational College
Merti Technical and Vocational College	Kinangop Technical and Vocational College
Wumingu Technical and Vocational College	Tana River Technical and Vocational College
Muranga Technical and Vocational College	Kipsoen Technical and Vocational College
Ikutha Technical and Vocational College	Mukurweini Technical Training Institute
Kibwezi Technical and Vocational College	Orogare Technical and Vocational College
Emsos Technical and Vocational College	Laikipia West TVC
Kapchepkor, Baringo North TVC	Riatrimba TVC

North Rift (Tiaty) TVC	Magarini Technical and Vocational College
Garsen Technical and Vocational College	Mwatate Technical and Vocational College
Butula Technical and Vocational College	Riamo Technical and Vocational College
Kiptaragon Technical and Vocational College	Total Technical and Vocational College
Mochongoi Technical Training Institute	Mandera Technical Training Institute
Kitutu Masaba Technical and Vocational College	Sirisia Technical and Vocational College
Ijara Technical and Vocational College	Masinga Technical and Vocational College
Kipipiri Technical and Vocational College	Riragia Technical and Vocational College
Katine Technical Training Institute	Kakrao Technical and Vocational College
Kieni Technical and Vocational College	Kajiado East Technical Vocational College
Bunyala Technical and Vocational College	Kericho Township TVC
Mwala Technical and Vocational College	Manyatta Technical and Vocational College
Mulango Technical and Vocational College	Kinango Technical and Vocational College
Ngong Technical and Vocational College	Cherangany Technical Training Institute
Chepalungu Technical and Vocational College	Kiirua Technical Training Institute
Ndaragua Technical and Vocational College	Endebes Technical and Vocational college
Nyeri National Polytechnic	Uriri Technical and Vocational College
Turbo Technical and Vocational College	Molo, Elburgon TVC
Kapcherop Technical and Vocational College	Kenya Institute of Special Education (KISE)
Kaelo Technical and Vocational College	Khwisero Technical and Vocational College
Eldama Ravine Technical and Vocational College	Sabatia Technical and Vocational College
Ugenya Technical and Vocational College	North Horr Technical and Vocational College
Siruti Technical and Vocational College-Awendo	Rangwe Technical and Vocational College
Kongoni Technical and Vocational College	Mabera Technical and Vocational College
North Eastern National Polytechnic	Kasarani Technical Training Institute
Omuga Technical and Vocational College	Seme Technical and Vocational College
Moiben Technical Training Institute	Lari Technical and Vocational College
Konoini Technical Training Institute	Rachuonyo, Ombek TVC
Laikipia East Technical and Vocational College	Navakholo Technical and Vocational College
Nachu Technical and Vocational College	Kendege Technical and Vocational College
Kitela Kapel Technical and Vocational College	Samburu East TVC
Lamu East TVC (Kizigitini)	Tseikuru Technical Training Institute

Appendix XI: Institutions that Did Not Meet the Two-Thirds Gender Principle.

S/No.	Name of Organisation	Female	%	Male	%
1)	Kenya Correctional Services (Prisons)	7541	23.7%	24317	76.3%
2)	State Department for Forestry	5	25%	15	75%
3)	State Department for Internal Security and National Administration	6593	30.7%	14867	69.3%
4)	State Department for Public Works	158	25.99%	450	74.01%
5)	State Department for Water and Sanitation	184	30.8%	414	69.2%
6)	State Department of Roads	568	30.2%	1310	69.8%
7)	Bomet University College	45	30.4%	103	69.6%
8)	Garissa University	66	30.7%	149	69.3%
9)	Technical University of Mombasa	181	31.2%	399	68.8%
10)	Agricultural Development Corporation (ADC)	210	26.6%	579	73.4%
11)	Agro-Chemical & Food Company Limited	38	18.1%	172	81.9%
12)	Anti-Counterfeit Authority	32	31.1%	71	68.9%
13)	Assets Recovery Agency (ARA)	9	23.1%	30	76.9%
14)	Chemilil Sugar Company	80	18.4%	354	81.6%
15)	Coast Water Works Development Agency	31	18.7%	135	81.3%
16)	East African Portland Cement Company Limited	66	13.5%	424	86.5%
17)	Geothermal Development Company (GDC)	274	29.4%	659	70.6%
18)	Information Communication Technology Authority (ICTA)	70	27.7%	183	72.3%
19)	Kenya Animal Genetics Resources Centre (KAGRC)	27	25%	81	75%
20)	Kenya Civil Aviation Authority	240	32.1%	507	67.87%
21)	Kenya Electricity Generation Company (KeNGEN)	685	26.4%	1908	73.6%
22)	Kenya Electricity Transmission Company (KETRACCO)	149	28.7%	370	71.3%
23)	Kenya Forest Service (KFS)	851	23.5%	2778	76.6%
24)	Kenya Institute of Mass Communication (KIMC)	27	32.1%	57	67.86%
25)	Kenya National Assurance (2001) Company	4	80%	1	20%
26)	Kenya National Highways Authority (KeNHA)	169	33.2%	340	66.8%
27)	Kenya National Shipping Line	5	26.3%	14	73.7%
28)	Kenya Ordinance Factory Corporation	83	29.3%	200	70.7%
29)	Kenya Petroleum Refineries	33	28.7%	82	71.3%
30)	Kenya Ports Authority (KPA)	1419	22.06%	5012	77.9%
31)	Kenya Power and Lighting Company	2187	21.8%	7829	78.2%
32)	Kenya Railways Corporation	480	21.02%	1803	78.98%
33)	Kenya Rural Roads Authority (KERRA)	224	30.11%	520	69.9%
34)	Kenya Safari Lodges and Hotels	61	26.3%	171	73.7%
35)	Kenya Urban Roads Authority (KURA)	95	29.3%	229	70.7%

S/No.	Name of Organisation	Female	%	Male	%
36)	Kenya Water Institute	38	33.04%	77	66.96%
37)	Kenya Wildlife Service (KWS)	980	20.7%	3758	79.3%
38)	Lake Victoria North Water Works Development Agency	18	27.3%	48	72.7%
39)	Lake Victoria South Water Works Development Agency	23	32.86%	47	67.1%
40)	LAPSSET Corridor Development Authority	35	30.97%	78	69%
41)	National Drought Management Authority	96	30.7%	217	69.3%
42)	National Government Affirmative Action Fund (NGAAF)	11	18%	50	81.97%
43)	National Government Constituencies Development Fund Board	149	31.3%	327	68.7%
44)	National Research Fund	8	72.7%	3	27.3%
45)	National Water Harvesting and Storage Authority	60	32.97%	122	67%
46)	National Youth Service	686	30.86%	1537	69.1%
47)	New Kenya Co-operatives Creameries	323	30.7%	729	69.3%
48)	New Kenya Planters Co-operative Union	21	30%	49	70%
49)	Northern Water Works Development Agency	9	27.3%	24	72.7%
50)	Numerical Machining Complex (NMC)	21	17.2%	101	82.8%
51)	Pest Control Products Board	21	32.8%	43	67.2%
52)	Pharmacy and Poisons Board	25	32.1%	53	67.95%
53)	Policy Holders Compensation Fund	8	29.6%	19	70.4%
54)	Public Procurement Regulatory Authority	21	30.4%	48	69.6%
55)	Pyrethrum Processing Company of Kenya	64	25%	192	75%
56)	School Equipment Production Unit (SEPU)	10	22.2%	35	77.8%
57)	South Nyanza Sugar Company (SONY)	108	17.7%	503	82.3%
58)	State Corporations Appeals Tribunal	3	75%	1	25%
59)	Tanathi Water Works Development Agency	13	30.2%	30	69.8%
60)	Unclaimed Financial Assets Authority (UFAA)	9	28.1%	23	71.9%
61)	Aldai Technical Training Institute	6	23.1%	20	76.9%
62)	Bomet Central TVC	2	28.6%	5	71.4%
63)	Bumbe Technical Training Institute	12	28.6%	30	71.4%
64)	Bunyala Technical and Vocational College	1	5%	19	95%
65)	Bureti Technical Training Institute	9	29%	22	70.97%
66)	Butula Technical and Vocational College	4	25%	12	75%
67)	Chamasiri Technical and Vocational College	2	28.6%	5	71.4%
68)	Chanzeywe Technical and Vocational College	1	20%	4	80%
69)	David Mbiti Wambuli TVC	3	20%	12	80%
70)	Ebukanga Technical and Vocational College	8	22.86%	27	77.1%
71)	Emurua Dikirr Technical Vocational College	12	27.9%	31	72.1%
72)	Endebes Technical and Vocational College	14	28.6%	35	71.4%

S/No.	Name of Organisation	Female	%	Male	%
73)	Garsen Technical and Vocational College	3	18.8%	13	81.3%
74)	Gatundu South TVC	5	25%	15	75%
75)	Heroes Technical and Vocational College	2	22.2%	7	77.8%
76)	Ijara Technical and Vocational College		0%	6	100%
77)	Ikutha Technical and Vocational College	6	31.6%	13	68.4%
78)	Kaelo Technical and Vocational College	3	27.3%	8	72.7%
79)	Kakrao Technical and Vocational College	6	28.6%	15	71.4%
80)	Kendege Technical and Vocational College	9	22.5%	31	77.5%
81)	Kibwezi Technical and Vocational College	1	16.7%	5	83.3%
82)	Kiirua Technical Training Institute	9	26.5%	25	73.5%
83)	Kimasian Technical and Vocational College	19	32.8%	39	67.2%
84)	Kinango Technical and Vocational College	3	20%	12	80%
85)	Kisii National Polytechnic	44	31.7%	95	68.4%
86)	Kitutu Masaba TVC	6	28.6%	15	71.4%
87)	Kongoni Technical and Vocational College	3	20%	12	80%
88)	Lagdera Technical and Vocational college		0%	4	100%
89)	Laikipia North TVC	4	19.1%	17	80.95%
90)	Laikipia West Technical and Vocational College		0%	1	100%
91)	Laisamis Technical and Vocational College	7	28%	18	72%
92)	Lamu East TVC (Kizigitini)		0%	2	100%
93)	Lari Technical and Vocational College	3	25%	9	75%
94)	Lodwar Technical and Vocational College	7	29.2%	17	70.8%
95)	Loima Technical and Vocational College		0%	4	100%
96)	Lungalunga Technical and Vocational College		0%	10	100%
97)	Magarini Technical and Vocational College		0%	1	100%
98)	Mandera Technical Training Institute		0%	7	100%
99)	Merti Technical and Vocational College	1	20%	4	80%
100)	Mochongoi Technical Training Institute		0%	4	100%
101)	Msambweni Technical and Vocational College	2	16.7%	10	83.3%
102)	Mwatate Technical and Vocational College	1	9.1%	10	90.9%
103)	Narok South Technical and Vocational College	1	25%	3	75%
104)	Narok West Technical Training Institute	4	30.8%	9	69.2%
105)	North Eastern National Polytechnic	16	20.5%	62	79.5%
106)	North Horr Technical and Vocational College	1	14.3%	6	85.7%
107)	Rangwe Technical and Vocational College	2	18.2%	9	81.8%
108)	Rarieda Technical and Vocational College	7	25.9%	20	74.1%
109)	Riragia Technical and Vocational College	2	13.3%	13	86.7%
110)	Runyenjes Technical Training Institute	10	31.3%	22	68.8%
111)	Seme Technical and Vocational College	4	21.1%	15	78.95%

S/No.	Name of Organisation	Female	%	Male	%
112)	Sirisia Technical and Vocational College	2	25%	6	75%
113)	Sot Technical Training Institute	70	32.7%	144	67.3%
114)	St. Joseph's TTI for the Deaf Nyang'oma	9	22.5%	31	77.5%
115)	Tana River Technical and Vocational College	4	28.6%	10	71.4%
116)	Tarbaj Technical and Vocational College		0%	2	100%
117)	Tinderet Technical and Vocational College	2	13.3%	13	86.7%
118)	Tseikuru Technical Training Institute	7	24.1%	22	75.9%
119)	Turkana East Technical and Vocational College	2	10%	18	90%
120)	Turkana North TVC		0%	4	100%
121)	Ugenya Technical and Vocational College	14	25.9%	40	74.1%
122)	Uriri Technical and Vocational College	8	23.5%	26	76.5%
123)	Wajir East Technical and Vocational College		0%	2	100%
124)	Wajir South Technical and Vocational College		0%	7	100%
125)	Weru Technical and Vocational College	4	26.7%	11	73.3%
126)	Wumingu Technical and Vocational College	1	12.5%	7	87.5%
127)	Yatta Technical and Vocational College	1	25%	3	75%

Appendix XII: Proportionate Representation of Ethnic Communities in the Public Service.

S/No.	Ethnicity	Total Population (2019 Census)	Percentage Contribution	In-post		Variance	Status of Representation
				No.	%		
1.	Aweer/Waata	20103	0.04	31	0.01	-0.03	Normal representation
2.	Bajuni	91422	0.19	583	0.23	0.04	Normal representation
3.	Borana	276236	0.58	2228	0.88	0.30	Normal representation
4.	Burji	36938	0.08	210	0.08	0.01	Normal representation
5.	Dahalo	575	0.00	-	0.00	0.00	Not Represented
6.	Dasenach	19337	0.04	27	0.01	-0.03	Normal representation
7.	Dorobo	23171	0.05	89	0.04	-0.01	Normal representation
8.	El Molo	1104	0.00	21	0.01	0.01	Normal representation
9.	Embu	404801	0.85	3797	1.50	0.65	Normal representation
10.	Gabra	141200	0.30	674	0.27	-0.03	Normal representation
11.	Gosha	685	0.00	3	0.00	0.00	Normal representation
12.	Ilchamus/Njemps	32949	0.07	161	0.06	-0.01	Normal representation
13.	Kalenjin	6358113	13.37	43983	17.36	4.00	Gross over-representation
14.	Kamba	4663910	9.81	22565	8.91	-0.90	Normal representation
15.	Kenyan Arabs	59021	0.12	231	0.09	-0.03	Normal representation
16.	Kenyan American	596	0.00	-	0.00	0.00	Not Represented
17.	Kenyan Asians	47555	0.10	81	0.03	-0.07	Normal representation
18.	Kenyan European	1738	0.00	6	0.00	0.00	Normal representation
19.	Kenyan So Stated	183023	0.38	54	0.02	-0.36	Normal representation
20.	Kenyan Somali	2780502	5.85	7195	2.84	-3.01	Gross underrepresentation
21.	Kikuyu	8148668	17.13	51994	20.53	3.39	Gross over-representation
22.	Kisii	2703235	5.68	18552	7.32	1.64	Over-representation
23.	Konso	1299	0.00	2	0.00	0.00	Normal representation
24.	Kuria	313854	0.66	1139	0.45	-0.21	Normal representation
25.	Luhya	6823842	14.35	29906	11.81	-2.54	Under representation
26.	Luo	5066966	10.65	29594	11.68	1.03	Over-representation
27.	Maasai	1189522	2.50	4705	1.86	-0.64	Under represented
28.	Makonde	3764	0.01	3	0.00	-0.01	Normal representation
29.	Mbeere	195250	0.41	869	0.34	-0.07	Normal representation
30.	Meru	1975869	4.15	12722	5.02	0.87	Normal representation
31.	Mijikenda	2488691	5.23	8437	3.33	-1.90	Under representation
32.	Non-Kenyans	463562	0.97	174	0.07	-0.91	Normal representation
33.	Not Stated	33358	0.07	228	0.09	0.02	Normal representation
34.	Nubi	21319	0.04	92	0.04	-0.01	Normal representation
35.	Orma	158993	0.33	339	0.13	-0.20	Normal representation
36.	Pokomo	112075	0.24	1077	0.43	0.19	Normal representation

S/No.	Ethnicity	Total Population (2019 Census)	Percentage Contribution	In-post		Variance	Status of Representation
				No.	%		
37.	Rendile	96313	0.20	380	0.15	-0.05	Normal representation
38.	Sakuye	27006	0.06	80	0.03	-0.03	Normal representation
39.	Samburu	333471	0.70	1325	0.52	-0.18	Normal representation
40.	Suba	157787	0.33	401	0.16	-0.17	Normal representation
41.	Swahili	56074	0.12	915	0.36	0.24	Normal representation
42.	Taita	344415	0.72	3728	1.47	0.75	Normal representation
43.	Taveta	26590	0.06	234	0.09	0.04	Normal representation
44.	Teso	417670	0.88	1720	0.68	-0.20	Normal representation
45.	Tharaka	220015	0.46	734	0.29	-0.17	Normal representation
46.	Turkana	1016174	2.14	2015	0.80	-1.34	Under representation
47.	Walwana/Malakote	21774	0.05	11	0.00	-0.04	Normal representation
48.	Wayyu	3761	0.01	3	0.00	-0.01	Normal representation
	Total	47,564,296	100	253,318	100	0.00	

Appendix XIII: Status of representation of Board/Council members by Ethnicity

Ethnic Group	No.	Board Distribution	Census Distribution	Distribution Variance	Establishment Status
Kikuyu	760	20.98%	17.37%	3.61%	Gross Over establishment
Kalenjin	536	14.79%	13.37%	1.42%	Under Establishment
Luo	468	12.92%	10.65%	2.27%	Under Establishment
Luhya	424	11.7%	14.35%	-2.65%	Over Establishment
Kamba	279	7.7%	9.81%	-2.11%	Over Establishment
Kisii	271	7.48%	5.68%	1.8%	Over Establishment
Meru	180	4.97%	4.2%	0.8%	Normal Establishment
Kenyan somali	142	3.92%	5.85%	-1.93%	Over Establishment
Maasai	91	2.51%	2.5%	0.01%	Normal Establishment
Mijikenda	78	2.2%	5.23%	-3.1%	Gross Under establishment
Embu	60	1.66%	0.85%	0.81%	Normal Establishment
Taita	46	1.27%	0.72%	0.55%	Normal Establishment
Turkana	26	0.72%	2.14%	-1.42%	Over Establishment
Teso	24	0.66%	0.88%	-0.22%	Normal Establishment
Borana	24	0.66%	0.58%	0.1%	Normal Establishment
Samburu	22	0.61%	0.7%	-0.1%	Normal Establishment
Kuria	20	0.55%	0.66%	-0.11%	Normal Establishment
Swahili	20	0.55%	0.12%	0.43%	Normal Establishment
Kenyan Asians	20	0.55%	0.1%	0.45%	Normal Establishment
Gabra	18	0.5%	0.3%	0.2%	Normal Establishment
Mbeere	12	0.33%	0.41%	-0.1%	Normal Establishment
Bajuni	11	0.3%	0.19%	0.11%	Normal Establishment
Pokomo	11	0.3%	0.24%	0.06%	Normal Establishment
Rendile	8	0.22%	0.2%	0.02%	Normal Establishment
Non Kenyans	7	0.19%	0.97%	-0.78%	Normal Establishment
Kenyan so state	7	0.19%	0.38%	-0.19%	Normal Establishment
Kenyan arabs	6	0.17%	0.12%	0.05%	Normal Establishment
Taveta	6	0.17%	0.06%	0.11%	Normal Establishment
Suba	5	0.14%	0.33%	-0.19%	Normal Establishment
Burji	5	0.14%	0.19%	-0.05%	Normal Establishment
Tharaka	5	0.14%	0.46%	-0.32%	Normal Establishment
Kenyan European	4	0.11%	0%	0.11%	Normal Establishment
Orma	4	0.11%	0.33%	-0.22%	Normal Establishment
Wayyu	1	0.03%	0%	0.03%	Normal Establishment
Walwana/Malakote	1	0.03%	0.05%	-0.02%	Normal Establishment
Nubi	1	0.03%	0.04%	-0.01%	Normal Establishment
Ilchamus / Njemps	1	0.03%	0.1%	-0.04%	Normal Establishment
Not stated	19	0.52%			
Total	3,623				

Appendix XIV: Distribution of Gender and PWD Status in Boards/ Councils.

Institution	Male	Female	PWDs
Agricultural Development Corporation (ADC)	11	3	0
Agricultural Finance Corporation (AFC)	7	1	1
Agriculture and Food Authority (AFA)	8	3	0
Agro-Chemical & Food Company Limited	6	2	0
Ahmed Shahame Mwidani Technical Training Institute	3	4	0
Aldai Technical Training Institute	6	2	0
Alupe University	5	4	0
Anti-Counterfeit Authority	5	3	0
Anti-Doping Agency (ADAK)	3	5	0
Anti-Female Genital Mutilation Board	3	6	0
Bandari Maritime Academy	7	2	0
Belgut Technical and Vocational College	8	1	0
Bomas of Kenya	2	4	0
Bomet Central Technical and Vocational College	5	2	0
Bomet University College	6	4	1
Bondo Technical Training Institute	5	3	0
Borabu Technical and Vocational College	4	3	0
Bukura Agricultural College	10	3	0
Bumbe Technical Training Institute	3	4	0
Bungoma North Technical and Vocational College	4	3	1
Bunyala Technical and Vocational College	5	2	0
Bureti Technical Training Institute	6	3	0
Bushiangala Technical Training Institute	4	3	0
Business Registration Service	5	3	0
Butere Technical Training Institute	5	3	1
Butula Technical and Vocational College	5	2	0
Capital Markets Authority (CMA)	8	3	0
Center For Mathematics, Science and Technology in Africa (CEMASTEA)	4	2	0
Chamasiri Technical and Vocational College	5	3	0
Chanzezywe Technical and Vocational College	7	2	1
Chemilil Sugar Company	3	2	1
Chepalungu Technical and Vocational College	5	2	0
Chepsirei Technical and Vocational College	4	3	0
Cherangany Technical Training Institute	4	3	0
Chuka Technical and Vocational College	4	3	0
Chuka University	7	2	0
Clinical Officers Council of Kenya	9	2	0
Coast Development Authority	11	4	1
Coast Institute of Technology	7	2	0

Institution	Male	Female	PWDs
Coast Water Works Development Agency	6	2	0
Commission for University Education	4	3	0
Commodities Fund	4	4	0
Communications Authority of Kenya	6	5	0
Competition Authority of Kenya	6	2	0
Consolidated Bank of Kenya	7	3	0
Cooperative University of Kenya	5	3	0
Council for Legal Education (CLE)	6	2	1
David Mbiti Wambuli Technical and Vocational College	7	2	0
Dedan Kimathi University of Science and Technology	4	3	0
Development Bank of Kenya	4	2	0
Dr.Daniel Wako Murende Technical and Vocational College	6	2	0
East African Portland Cement Company Ltd	7		1
Ebukanga Technical and Vocational College	5	2	0
Egerton University	7	2	0
Ekerubo Gietai Technical Training Institute	6	2	1
Eldama Ravine Technical and Vocational College	5	2	0
Eldoret National Polytechnic	6	3	0
Emgwen Technical and Vocational College	7	3	0
Emining Technical Training Institute	4	4	0
Emsos Technical and Vocational College	6	3	0
Emurua Dikirr Technical and Vocational Training	5	2	0
Endebes Technical and Vocational College	5	2	0
Energy & Petroleum Regulatory Authority (EPRA)	8	1	0
Engineers Registration Board of Kenya (EBK)	9	4	0
Ethics and Anti-Corruption Commission	3	2	0
Ewaso Nyiro North Development Authority	13	5	0
Ewaso Nyiro South Development Authority	9	4	0
Export Processing Zones Authority (EPZA)	7	6	0
Friends College Kaimosi	4	4	0
Garissa University	6	2	0
Garsen Technical and Vocational College	5	2	0
Gatanga Technical and Vocational College	5	3	0
Gatundu South Technical and Vocational College	5	3	1
Geothermal Development Company (GDC)	6	1	0
Githunguri Technical and Vocational College	3	4	0
Gitwebe Technical Training Institute	6	2	0
Godoma Technical Training Institute	4	3	0
Golf Hotel	1	4	0
Higher Education Loans Board (HELB)	6	4	0

Institution	Male	Female	PWDs
Human Resource Management Professionals Examinations Board (HRMPEB)	4	3	0
Hydrologists Registration Board	8	1	0
Ikutha Technical and Vocational College	5	2	0
Independent Policing Oversight Authority	3	4	0
Information Communication Technology Authority (ICTA)	6	4	0
Institute of Human Resource Management	3	6	0
Inter-Governmental Relations Technical Committee	5	4	0
Jaramogi Oginga Odinga University of Science & Technology	9	4	0
Jeremiah Nyaga Technical Training Institute	5	4	0
Jomo Kenyatta University of Agriculture & Technology	5	2	0
Kabete National Polytechnic	5	4	0
Kaelo Technical and Vocational College	4	4	0
Kaiboi Technical Training Institute	5	4	1
Kaimosi Friends University	5	4	0
Kajiado East Technical Vocational College	3	4	0
Kajiado West Technical and Vocational College	5	3	0
Kakrao Technical and Vocational College	5	3	1
Kaloleni Technical and Vocational College	6	2	0
Kamukunji Technical and Vocational College	3	5	0
Kandara Technical and Vocational College	5	2	1
Kapchepkor-Baringo North Technical & Vocational College	6	2	0
Kapcherop Technical and Vocational College	6	2	0
Karatina University	6	3	0
Karen Technical Training Institute for the Deaf	5	1	0
Karumo Technical Training Institute	6	4	0
Kasarani Technical Training Institute	3	7	0
Katine Technical Training Institute	5	1	0
Kendege Technical and Vocational College	5	2	0
Kenya Academy of Sports	3	5	1
Kenya Accountants and Secretaries National Examination Board (KASNEB)	4	6	0
Kenya Accreditation Service (KENAs)	4	5	0
Kenya Agricultural & Livestock Research Organization (KALRO)	4	4	0
Kenya Airports Authority (KAA)	6	3	0
Kenya Animal Genetics Resources Centre (KAGRC)	7	2	0
Kenya Broadcasting Corporation (KBC)	9	4	0
Kenya Civil Aviation Authority	6	4	0
Kenya Coast National Polytechnic	4	3	0

Institution	Male	Female	PWDs
Kenya Cultural Centre	9	3	0
Kenya Dairy Board	5	4	0
Kenya Deposit Insurance Corporation	7	5	0
Kenya Development Corporation	4	4	0
Kenya Education Management Institute (KEMI)	8	1	0
Kenya Electricity Generation Company (KeNGEN)	11	3	0
Kenya Electricity Transmission Company (KETRACCO)	5	3	1
Kenya Export Promotion and Branding Agency	4	3	0
Kenya Film Classification Board	9	4	0
Kenya Fisheries Services	6	2	0
Kenya Forest Service (KFS)	7	2	0
Kenya Forestry Research Institute (KEFRI)	11	2	0
Kenya Industrial Property Institute (KIPI)	9	3	0
Kenya Industrial Research & Development Institute (KIRDI)	8	4	1
Kenya Institute for Public Policy Research and Analysis (KIPPRA)	7	5	0
Kenya Institute of Curriculum Development	8	3	0
Kenya Institute of Mass Communication (KIMC)	3	5	0
Kenya Institute of Supplies Examination Board	8	3	0
Kenya Institute of Supplies Management	7	2	0
Kenya Law Reform Commission	3	5	0
Kenya Leather Development Council (KLDC)	7	3	0
Kenya Literature Bureau (KLB)	4	4	0
Kenya Marine & Fisheries Research Institute	7		0
Kenya Medical Practitioners and Dentists Council	6	3	0
Kenya Medical Research Institute (KEMRI)	3	3	0
Kenya Medical Supplies Authority (KEMSA)	4	3	0
Kenya Medical Training College (KMTC)	7	2	0
Kenya National Assurance (2001) Company	2		0
Kenya National Bureau of Statistics (KNBS)	6	1	0
Kenya National Commission for Human Rights	2	3	0
Kenya National Commission for UNESCO	6	5	0
Kenya National Highways Authority (KeNHA)	4	2	0
Kenya National Innovation Agency	8	1	0
Kenya National Library Service (KNLS)	7	2	1
Kenya National Qualifications Authority	6	4	0
Kenya National Shipping Line	8	1	0
Kenya National Trading Corporation (KNTC)	5	3	0
Kenya Pipeline Company (KPC)	6	6	0
Kenya Plant Health Inspectorate Services (KEPHIS)	7	1	0

Institution	Male	Female	PWDs
Kenya Ports Authority (KPA)	10	3	0
Kenya Post Office Savings Bank	4	2	0
Kenya Power and Lighting Company	5	3	0
Kenya Railways Corporation	8	3	0
Kenya Reinsurance Corporation	7	3	0
Kenya Revenue Authority (KRA)	6	3	0
Kenya Roads Boards (KRB)	5	1	0
Kenya Safari Lodges and Hotels	4	1	0
Kenya School of Government (KSG)	4	4	1
Kenya School of Law	4	4	0
Kenya School of TVET	6	1	0
Kenya Seed Company Limited	8	1	0
Kenya Tourist Board (KTB)	7	3	1
Kenya Trade Network Agency (KENTRADE)	5	2	0
Kenya Tsetse and Trypanosomiasis Eradication Council	8		0
Kenya Universities and Colleges Central Placement Service (KUCPS)	10		0
Kenya Urban Roads Authority (KURA)	6	2	0
Kenya Utalii College	7	3	1
Kenya Veterinary Board (KVB)	11	6	0
Kenya Water Institute	4	1	0
Kenya Water Towers Agency	7	4	0
Kenya Wildlife Service & Training Institute	9	2	0
Kenya Wildlife Service (KWS)	6	5	0
Kenya Yearbook Editorial Board	11	2	0
Kenyatta International Convention Centre (KICC)	2	4	0
Kenyatta National Hospital (KNH)	8	1	0
Kenyatta University	13	4	0
Kericho Township Technical and Vocational College	4	3	0
Kerio Valley Development Authority	10	3	0
Keroka Technical Training Institute	5	3	0
Kiambu Institute of Science and Technology	5	3	0
Kibabii University	8		0
Kibwezi Technical and Vocational College	6	2	0
Kieni Technical and Vocational College	4	4	1
Kiirua Technical Training Institute	5	2	0
Kimasian Technical and Vocational College	5	4	0
Kiminini Technical and Vocational College	3	4	0
Kinango Technical and Vocational College	7	3	0
Kinangop Technical and Vocational College	6	3	0
Kipipiri Technical and Vocational College	5	2	0

Institution	Male	Female	PWDs
Kipkabus Technical and Vocational College	6	4	0
Kipsinende Technical Training Institute	6	1	0
Kipsoen Technical and Vocational College	6	2	0
Kiptaragon Technical and Vocational College	8	2	1
Kirinyaga University	7	2	0
Kisii National Polytechnic	5	1	0
Kisii University	6	2	1
Kisiwa Technical Training Institute	6	2	0
Kisumu National Polytechnic	4	4	0
Kitale National Polytechnic	5	3	0
Kitela Kapel Technical and Vocational College	6	2	0
Kitutu Masaba Technical and Vocational College	5	4	0
Koitalel Arap Samoei University College	6	3	0
Kongoni Technical and Vocational College	5	2	0
Konoini Technical Training Institute	4	3	0
Konza Technopolis Development Authority	6	2	0
Koshin Technical Training Institute	4	3	0
Lagdera Technical and Vocational College	6	2	1
Laikipia East Technical and Vocational College	3	4	0
Laikipia North Technical and Vocational College	5	2	0
Laikipia University	5	2	0
Laisamis Technical and Vocational College	5	2	0
Lake Basin Development Authority	10	7	2
Lake Victoria North Water Works Development Agency	7	1	0
Lake Victoria South Water Works Development Agency	5	3	0
Lamu East Technical and Vocational College (Kizigitini)	6		0
LAPSSET Corridor Development Authority	5	1	0
Lari Technical and Vocational College	3	2	0
Likoni Technical and Vocational College	8	1	0
Limuru Technical and Vocational College	3	4	0
Local Authorities Provident Fund (LAPFUND)	6	5	1
Lodwar Technical and Vocational College	4	3	0
Loima Technical and Vocational College	4	3	0
Lungalunga Technical and Vocational College	5	2	0
Maasai Mara University	4	4	1
Mabera Technical and Vocational College	4	5	1
Machakos Technical Training Institute for the Blind	5	2	1
Machakos University	6	3	1
Mama Ngina University College	6	4	0
Mandera Technical Training Institute	5	1	0
Manyatta Technical and Vocational College	3	4	0

Institution	Male	Female	PWDs
Masai Mara Technical and Vocational College	4	4	0
Masai Technical Training Institute	5	1	0
Maseno University	4	2	0
Masinde Muliro University of Science & Technology	5	4	0
Masinga Technical and Vocational College	5	4	0
Mathenge Technical Training Institute	4	3	0
Mathioya Technical and Vocational College	6	1	0
Mathira Technical and Vocational College	4	2	0
Matili Technical Training Institute	4	2	0
Mawego Technical Training Institute	6	2	0
Mbeere Technical and Vocational College	4	4	0
Merti Technical and Vocational College	3	3	0
Meru National Polytechnic	3	5	0
Meru University of Science and Technology	4	4	0
Michuki Technical Training Institute	5	2	0
Micro and Small Enterprise Authority (MSEA)	7	2	0
Mitunguu Technical Training Institute	6	3	0
Mochongoi Technical Training Institute	8	1	0
Moi Teaching and Referral Hospital (MTRH)	7	1	0
Moi University	7	2	0
Moiben Technical Training Institute	6	3	0
Molo Elburgon Technical and Vocational College	3	4	0
Msambweni Technical and Vocational College	8	1	0
Mukiria Technical Training Institute	5	5	0
Mukurweini Technical Training Institute	7	3	1
Mulango Technical and Vocational College	5	3	0
Multimedia University of Kenya	6	2	0
Mumias West Technical and Vocational College	2	5	0
Muraga Technical Training Institute	5	2	0
Murang'a University of Technology	5	3	0
Muranga Technical and Vocational College	7	1	0
Musakasa Technical Training Institute	4	3	0
Mwala Technical and Vocational College	5	2	0
Mwatate Technical and Vocational College	5	3	0
Mwea Technical and Vocational College	1	1	0
Nachu Technical and Vocational College	5	4	2
Nairobi Centre for International Arbitration	3	6	0
Nairobi Technical Training Institute	5	4	0
Naivasha Technical Training Institute	5	3	0
Narok South Technical and Vocational College	4	3	0
Narok West Technical Training Institute	4	3	0

Institution	Male	Female	PWDs
National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	6	7	0
National Biosafety Authority (NBA)	5	3	0
National Cereals and Produce Board (NCPB)	7	1	0
National Cohesion and Integration Commission	5	2	0
National Commission for Science, Technology and Innovation (NACOSTI)	6	1	0
National Construction Authority	8	1	0
National Council for Children's Services	5	2	0
National Council for Law Reporting	7	8	0
National Council for Persons with Disabilities (NCPWD)	9	7	5
National Council for Population & Development	8	4	0
National Crime Research Centre	6	5	0
National Drought Management Authority	5	3	0
National Environment Management Authority (NEMA)	8	4	1
National Government Affirmative Action Fund (NGAAF)	3	4	0
National Heroes Council	6	2	0
National Hospital Insurance Fund (NHIF)	7	3	0
National Housing Corporation	7	3	0
National Industrial Training Authority (NITA)	9	3	0
National Irrigation Authority	2	1	0
National Lands Commission	5	4	1
National Museums of Kenya (NMK)	7		0
National Oil Corporation of Kenya (NOCK)	9	5	0
National Research Fund	6	3	0
National Social Security Fund (NSSF)	8	3	0
National Syndemic Diseases Control Council	4	5	0
National Water Harvesting and Storage Authority	7	1	0
National Youth Service	7	3	0
Navakholo Technical and Vocational College	4	3	0
Ndaragua Technical and Vocational College	5	1	0
Ndia Technical and Vocational College	4	3	0
New Kenya Co-operative Creameries Limited	8	2	0
New Kenya Planters Co-operative Union	11	1	0
Ngong Technical and Vocational College	4	3	1
NGOs Co-ordination Board	10	2	0
Nkabune Technical Training Institute	5	5	0
North Eastern National Polytechnic	5	1	0
North Horr Technical and Vocational College	6	2	0
North Rift (Tiaty) Technical and Vocational College	6	2	0

Institution	Male	Female	PWDs
Northern Water Works Development Agency	6	2	0
Nuclear Power and Energy Agency (NuPEA)	8	2	0
Numerical Machining Complex (NMC)	9	4	0
Nursing Council of Kenya	4	5	0
Nuu Technical and Vocational College	5	3	1
Nyakach Technical and Vocational College	5	3	0
Nyandarua National Polytechnic	7	2	0
Nyayo Tea Zones Development Corporation	8	2	0
Nyeri National Polytechnic	4	4	0
Office of the Director of Public Prosecutions	5	6	1
Okame Technical and Vocational College	4	4	0
Ol'lessos Technical Training Institute	4	5	0
Omuga Technical and Vocational College	5	3	0
Orogare Technical and Vocational College	8		0
P.C. Kinyanjui Technical Training Institute	4	4	0
Pest Control Products Board	9	2	0
Pharmacy and Poisons Board	4	2	1
PolicyHolders Compensation Fund	7	1	0
Postal Corporation of Kenya	4	3	0
President's Award Kenya	3	4	0
Privatization Commission	5	3	0
Public Procurement Regulatory Authority	12	10	0
Public Service Commission	4	5	0
Public Service Superannuation Scheme	3	6	0
Pwani University	6	1	0
Pyrethrum Processing Company of Kenya	6	3	0
Rachuonyo Ombek Technical and Vocational college	2	3	0
Ramogi Institute of Advanced Technology	3	4	0
Rangwe Technical and Vocational College	6	2	0
Rarieda Technical and Vocational College	1	1	0
Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa (RCGW)	6	2	0
Registration of Certified Public Secretaries Board	6	2	0
Retirement Benefits Authority (RBA)	7	1	0
Riamo Technical and Vocational College	6	3	0
Riatrimba Technical and Vocational College	5	2	0
Rift Valley Technical Training Institute	7	2	0
Riragia Technical and Vocational College	5	2	0
Rongo University	7	2	0
Runyenjes Technical Training Institute	5	3	0
Rural Electrification and Renewable Energy Corporation	9	1	0

Institution	Male	Female	PWDs
Sabatia Technical and Vocational College	6	3	1
Salaries and Remuneration Commission	4	6	0
Samburu East Technical and Vocational College	1	5	0
Sang'alo Institute of Science and Technology	4	4	0
Savings and Credit Societies Regulatory Authority (SASRA)	8	3	0
School Equipment Production Unit (SEPU)	10	1	0
Seme Technical and Vocational College	4	3	0
Shamberere Technical Training Institute	6	1	1
Siala Technical Training Institute	4	3	0
Siaya Institute of Technology	5	3	0
Sigalagala National Polytechnic	5	4	0
Sikri Technical & Vocational College for the Blind and Deaf	4	2	0
Sirisia Technical and Vocational College	4	3	0
Sirutu Technical and Vocational College-Awendo	6	3	1
Sot Technical Training Institute	4	4	0
Sotik Technical Training Institute	5	1	0
South Eastern Kenya University	3	2	0
South Nyanza Sugar Company (SONY)	6	4	2
Sports Kenya	6	2	0
St. Joseph's TTI for the Deaf Nyang'oma	5	2	0
State Department for Immigration and Citizen Services (Refugee appeal board)	5	2	0
Taita Taveta University	5	2	0
Tana and Athi Rivers Development Authority	16		0
Tana River Technical and Vocational College	6	1	0
Tana Water Works Development Agency	4	4	0
Tanathi Water Works Development Agency	7	2	0
Tarbaj Technical and Vocational College	4	2	0
Taveta Technical and Vocational College	5	3	0
Tea Board of Kenya	6	1	0
Technical and Vocational Education and Training Authority (TVETA)	4	3	0
Technical University of Kenya	9	2	1
Technical University of Mombasa	7	7	1
Tetu Technical and Vocational College	3	4	0
Tharaka University	6	3	0
The Jomo Kenyatta Foundation (JKF)	4	4	1
Thika Technical Training Institute	6	3	0
Tinderet Technical and Vocational College	7	3	0
Tom Mboya University College	4	4	0

Institution	Male	Female	PWDs
Total Technical and Vocational College	6	2	0
Tourism Fund	6	3	0
Tourism Regulatory Authority	6	3	0
Tseikuru Technical Training Institute	7	2	0
Turbo Technical and Vocational College	4	3	0
Turkana East Technical and Vocational College	5	2	0
Turkana North Technical and Vocational College	7	1	0
Turkana University College	7	3	0
Ugenya Technical and Vocational College	5	3	0
Ugunja Technical and Vocational College	3	6	0
Unclaimed Financial Assets Authority (UFAA)	6	1	0
Universities Fund	4	3	1
University of Eldoret	6	2	0
University of Embu	5	3	0
University of Kabianga	4	2	1
University of Nairobi Enterprises and Services (UNES) Limited	8	2	0
University of Nairobi	6	2	0
Uriri Technical and Vocational College	6	3	0
Uwezo Fund	1	4	0
Wajir East Technical and Vocational College	6	1	0
Wajir South Technical and Vocational College	7	1	0
Wanga Technical and Vocational College	5	2	0
Warehouse Receipt System Council	5	3	0
Water Resources Authority	9	1	0
Water Sector Trust Fund (WSTF)	5	2	0
Webuye West Technical and Vocational College	4	4	0
Weru Technical and Vocational College	4	2	0
Women Enterprise Fund	3	6	0
Wote Technical Training Institute	7	3	0
Wumingu Technical and Vocational College	5	3	0
Yatta Technical and Vocational College	5	2	0
Youth Enterprise Development Fund	2	5	0
Ziwa Technical Training Institute	5	3	0
Total	2402	1221	56

Appendix XV: Distribution of New Appointments By Organization, Gender and PWD Status.

Institution	Female		Male		Not Indicated		PWD		Total
	No.	%	No.	%	No.	%	No	%	
Commission of Revenue Allocation	1	100							1
Commission on Administrative justice	6	37.5	10	62.5					16
Ethics and Anti-Corruption Commission	8	66.7	4	33.3					12
Independent Electoral and Boundaries Commission			3	60	2	40	1	20.00	5
Kenya National Commission for Human Rights	4	26.7	11	73.3					15
National Lands Commission	7	58.3	5	41.7					12
Office of the Auditor-General	3	16.7	15	83.3					18
office of the Controller of Budget	6	30	14	70					20
Public Service Commission	1	33.3	2	66.7					3
Salaries and Remuneration Commission	8	66.7	4	33.3					12
Executive Office of the President	9	26.5	25	73.5					34
Ministry of Defence	295	43.8	378	56.2			11	1.63	673
Office of the Deputy President	23	24.7	70	75.3			1	1.08	93
Office of the Prime Cabinet Secretary	5	19.2	21	80.8					26
State Department for Basic Education	1	8.33	11	91.7					12
State Department for Broadcasting and Telecommunication	14	41.2	20	58.8			1	2.94	34
State Department for Co-operatives	6	54.6	5	45.5					11
State Department for Correctional Services	7	38.9	11	61.1					18
State Department for Crop Development	13	43.3	17	56.7					30
State Department for Culture and Heritage	9	39.1	14	60.9					23
State Department for Devolution	8	47.1	9	52.9					17
State Department for Diaspora Affairs	1	100							1
State Department for East African Community (EAC)	6	46.2	7	53.9					13
State Department for Economic Planning	30	66.7	15	33.3			3	6.67	45
State Department for Energy	12	60	8	40					20
State Department for Environment and Climate Change	6	31.6	13	68.4					19
State Department for Gender and Affirmative Action	9	56.3	7	43.8			2	12.50	16
State Department for Higher Education and Research	6	35.3	11	64.7			3	17.65	17
State Department for Immigration and Citizen Services	83	40.5	122	59.5			3	1.46	205
State Department for Information Communication Technology (ICT) and Digital Economy	18	26.5	50	73.5					68
State Department for Internal Security and National Administration	1371	52.8	1224	47.2			1	0.04	2595
State Department for Labour and Skills Development	49	46.7	56	53.3					105
State Department for Lands and Physical Planning	72	40.9	104	59.1			1	0.57	176
State Department for Livestock Development	11	47.8	12	52.2			1	4.35	23
State Department for Mining	16	51.6	15	48.4					31
State Department for Petroleum	2	28.6	5	71.4					7
State Department for Public Service	16	44.4	20	55.6					36
State Department for Public Works	9	32.1	19	67.9			1	3.57	28
State Department for Shipping and Maritime Affairs	8	44.4	10	55.6			1	5.56	18
State Department for Social Protection and Senior Citizen Affairs	83	51.2	79	48.8			4	2.47	162
State Department for Sports and the Arts	5	31.3	11	68.8			2	12.50	16
State Department for Technical, Vocational Education and Training	11	45.8	13	54.2					24
State Department for The ASALs and Regional Development	18	45	22	55					40
State Department for The Blue Economy and Fisheries	9	39.1	14	60.9			1	4.35	23
State Department for Tourism	9	56.3	7	43.8			1	6.25	16
State Department for Trade	9	64.3	5	35.7					14

Institution	Female		Male		Not Indicated		PWD		Total
	No.	%	No.	%	No.	%	No.	%	
State Department for Transport	7	41.2	10	58.8			3	17.65	17
State Department for Water and Sanitation	14	56	11	44			1	4.00	25
State Department for Wildlife	3	30	7	70					10
State Department for Youth Affairs	2	16.7	10	83.3					12
State Department Housing and Urban Development	11	42.3	14	53.9	1	3.85	1	3.85	26
State Department of Roads	68	44.4	85	55.6			4	2.61	153
State Department-The National Treasury	66	39.1	73	43.2	30	17.8	5	2.96	169
State House	281	35.5	510	64.5			1	0.13	791
The State Law Office	68	58.1	49	41.9			1	0.85	117
Co-operative University of Kenya	5	33.3	10	66.7					15
Dedan Kimathi University of Science and Technology	12	48	13	52					25
Egerton University	8	42.1	11	57.9			1	5.26	19
Garissa University	3	42.9	4	57.1					7
Jaramogi Oginga Odinga University of Science & Technology	1	25	3	75					4
Karatina University	8	44.4	10	55.6					18
Kenyatta University	17	43.6	22	56.4			5	12.82	39
Kibabii University	3	42.9	4	57.1					7
Kirinyaga University	13	40.6	19	59.4					32
Kisii University	8	40	12	60					20
Laikipia University	1	14.3	6	85.7					7
Maasai Mara University	1	33.3	2	66.7					3
Mama Ngina University College	7	50	7	50					14
Maseno University	8	38.1	13	61.9					21
Masinde Muliro University of Science & Technology			3	100					3
Meru University of Science and Technology	2	50	2	50					4
Moi University	5	22.7	17	77.3					22
Murang'a University of Science and Technology	6	30	14	70					20
Pwani University	4	22.2	14	77.8					18
Rongo University			1	100					1
South Eastern Kenya University	7	25	21	75					28
Taita Taveta University	2	50	2	50					4
Technical University of Kenya	113	44.8	139	55.2			1	0.40	252
Technical University of Mombasa	2	100							2
Tom Mboya University College	2	50	2	50					4
University of Eldoret	7	70	3	30					10
University of Embu	14	53.9	12	46.2					26
University of Kabianga	10	52.6	9	47.4					19
University of Nairobi	3	75	1	25					4
Agricultural Finance Corporation (AFC)	6	66.7	3	33.3					9
Agriculture and Food Authority (AFA)	3	37.5	5	62.5					8
Anti-Counterfeit Authority	5	35.7	9	64.3			1	7.14	14
Anti-Female Genital Mutilation Board	1	100							1
Bandari Maritime Academy	1	10	9	90					10
Bomas of Kenya			2	100					2
Center For Mathematics, Science and Technology in Africa (CEMASTEA)	8	80	2	20					10
Chemilil Sugar Company	1	50	1	50					2
Coast Development Authority	1	50	1	50					2
Commodities Fund	3	42.9	4	57.1					7
Competition Authority of Kenya			3	100			2	66.67	3
Consolidated Bank of Kenya			1	100					1
Council for Legal Education (CLE)	1	33.3	2	66.7					3
Development Bank of Kenya	2	28.6	5	71.4					7
East African Portland Cement Company Limited	3	21.4	11	78.6					14
Engineers Registration Board of Kenya (EBK)	3	42.9	4	57.1					7
Export Processing Zones Authority (EPZA)	1	33.3	2	66.7					3
Financial Reporting Center	10	45.5	12	54.6					22
Huduma Kenya Secretariat			1	100					1

Institution	Female		Male		Not Indicated		PWD		Total
	No.	%	No.	%	No.	%	No	%	
Human Resource Management Professionals Examinations Board (HRMPEB)			2	100					2
Hydrologists Registration Board	3	60	2	40					5
Insurance Regulatory Authority (IRA)			1	100					1
Kenya Accountants and Secretaries National Examination Board (KASNEB)	1	33.3	2	66.7					3
Kenya Accreditation Service (KENAs)	12	70.6	5	29.4					17
Kenya Agricultural & Livestock Research Organization (KALRO)	88	47.1	99	52.9					187
Kenya Broadcasting Corporation (KBC)	73	41.5	103	58.5			2	1.14	176
Kenya Civil Aviation Authority	19	48.7	20	51.3			1	2.56	39
Kenya Copyright Board (KECOBO)	3	30	7	70			1	10.00	10
Kenya Cultural Centre	1	33.3	2	66.7			1	33.33	3
Kenya Deposit Insurance Corporation	2	28.6	5	71.4					7
Kenya Electricity Generating Company (KeNGEN)	74	35.6	134	64.4			3	1.44	208
Kenya Electricity Transmission Company (KETRACCO)	2	18.2	9	81.8					11
Kenya Film Classification Board	3	33.3	6	66.7					9
Kenya Forest Service (KFS)	82	48	89	52.1			2	1.17	171
Kenya Forestry Research Institute (KEFRI)	38	48.7	40	51.3					78
Kenya Industrial Research & Development Institute (KIRDI)	1	16.7	5	83.3					6
Kenya Institute for Public Policy Research and Analysis (KIPPRA)	3	42.9	4	57.1					7
Kenya Institute of Curriculum Development	11	57.9	8	42.1					19
Kenya Institute of Supplies Management	1	100							1
Kenya Literature Bureau (KLB)	1	50	1	50					2
Kenya Marine & Fisheries Research Institute	1	20	4	80					5
Kenya Maritime Authority	1	100							1
Kenya Medical Practitioners and Dentists Council			1	100					1
Kenya Medical Research Institute (KEMRI)	5	29.4	12	70.6					17
Kenya Medical Supplies Authority (KEMSA)	2	25	6	75					8
Kenya National Bureau of Statistics (KNBS)	30	44.1	38	55.9			1	1.47	68
Kenya National Commission for UNESCO	8	47.1	9	52.9					17
Kenya National Innovation Agency	3	60	2	40					5
Kenya National Library Service (KNLS)	22	48.9	23	51.1					45
Kenya National Qualifications Authority	3	100							3
Kenya National Trading Corporation (KNTC)	16	59.3	11	40.7					27
Kenya Pipeline Company (KPC)	1	50	1	50					2
Kenya Ports Authority (KPA)	1	14.3	6	85.7					7
Kenya Power and Lighting Company	73	9.43	701	90.6					774
Kenya Railways Corporation	16	7.84	188	92.2					204
Kenya Reinsurance Corporation	1	12.5	7	87.5					8
Kenya Revenue Authority (KRA)	824	44.3	1036	55.7			8	0.43	1860
Kenya Roads Boards (KRB)	4	44.4	5	55.6			2	22.22	9
Kenya Rural Roads Authority (KERRA)	64	37.9	105	62.1					169
Kenya Safari Lodges and Hotels	1	100							1
Kenya School of Government (KSG)	1	100							1
Kenya School of Law	3	42.9	4	57.1					7
Kenya Seed Company Limited	10	47.6	11	52.4					21
Kenya Trade Network Agency (KENTRADE)	7	38.9	11	61.1			1	5.56	18
Kenya Universities and Colleges Central Placement Service (KUCPS)	8	80	2	20					10
Kenya Urban Roads Authority (KURA)	14	34.2	27	65.9			2	4.88	41
Kenya Utalii College	6	35.3	11	64.7			1	5.88	17
Kenya Water Institute	17	30.9	38	69.1					55
Kenya Wildlife Service & Training Institute	5	62.5	3	37.5					8
Kenya Yearbook Editorial Board	2	66.7	1	33.3					3
Kenyatta National Hospital (KNH)	161	63.9	91	36.1			1	0.40	252

Institution	Female		Male		Not Indicated		PWD		Total
	No.	%	No.	%	No.	%	No.	%	
Konza Technopolis Development Authority			12	100					12
Lake Basin Development Authority	8	38.1	13	61.9					21
Lake Victoria North Water Works Development Agency	2	40	3	60					5
Lake Victoria South Water Works Development Agency	5	41.7	7	58.3			2	16.67	12
Local Authorities Provident Fund (LAPFUND)	46	63.9	26	36.1			1	1.39	72
Media Council of Kenya	8	57.1	6	42.9					14
Micro and Small Enterprise Authority (MSEA)	13	54.2	11	45.8					24
Moi Teaching and Referral Hospital (MTRH)	2	28.6	5	71.4					7
Nairobi Centre for International Arbitration			4	100					4
National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	9	42.9	12	57.1			2	9.52	21
National Cereals and Produce Board (NCPB)	27	41.5	38	58.5			1	1.54	65
National Communications Secretariat			1	100					1
National Construction Authority	2	28.6	5	71.4					7
National Council for Law Reporting	5	41.7	7	58.3			1	8.33	12
National Council for Persons with Disabilities (NCPWD)	2	25	2	25	4	50	1	12.50	8
National Council for Population & Development	6	75	2	25					8
National Drought Management Authority	4	33.3	8	66.7					12
National Environment Management Authority (NEMA)	10	52.6	9	47.4					19
National Environment Trust Fund (NETFUND)	1	20	4	80			1	20.00	5
National Government Constituencies Development Fund Board	61	41.8	85	58.2			1	0.68	146
National Heroes Council	9	50	9	50					18
National Housing Corporation	1	20	4	80					5
National Oil Corporation of Kenya (NOCK)	2	25	6	75					8
National Research Fund	8	72.7	3	27.3					11
National Social Security Fund (NSSF)			1	100					1
National Syndemic Diseases Control Council	1	100							1
New Kenya Cooperative Creameries Ltd	35	24.1	110	75.9					145
New Partnership for African Development (NEPAD_APRM Kenya Secretariat)			1	100					1
Nuclear Power and Energy Agency (NuPEA)	21	34.4	40	65.6					61
Numerical Machining Complex (NMC)			1	100					1
Nursing Council of Kenya	5	31.3	11	68.8					16
Pharmacy and Poisons Board	13	52	12	48					25
PolicyHolders Compensation Fund	4	30.8	9	69.2			1	7.69	13
President's Award Kenya	4	36.4	7	63.6			1	9.09	11
Privatization Commission	4	57.1	3	42.9					7
Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa (RCGW)	10	40	15	60			1	4.00	25
Retirement Benefits Authority (RBA)	1	33.3	2	66.7					3
Savings and Credit Societies Regulatory Authority (SASRA)	3	27.3	8	72.7			1	9.09	11
Sports Kenya	6	60	4	40			1	10.00	10
Tana Water Works Development Agency	10	52.6	9	47.4					19
The Jomo Kenyatta Foundation (JKF)	1	50	1	50					2
The Nairobi Metropolitan Area Transport Authority	15	45.5	18	54.6					33
Tourism Fund	4	33.3	8	66.7					12
Tourism Regulatory Authority	3	27.3	8	72.7					11

Institution	Female		Male		Not Indicated		PWD		Total
	No.	%	No.	%	No.	%	No	%	
Universities Fund	13	54.2	11	45.8					24
University of Nairobi Enterprises and Services (UNES) Ltd	3	27.3	8	72.7					11
Veterinary Medicines Directorate	6	46.2	7	53.9					13
Warehouse Receipt System Council	3	75	1	25					4
Water Resources Authority	7	50	7	50					14
Water Sector Trust Fund (WSTF)	2	22.2	7	77.8					9
Water Services Regulatory Board (WASREB)	6	75	2	25					8
Witness Protection Agency	4	57.1	3	42.9					7
Women Enterprise Fund	17	53.1	15	46.9					32
Youth Enterprise Development Fund			2	100					2
Council of Governors	8	66.7	4	33.3			1	8.33	12
Independent Policing Oversight Authority	11	31.4	24	68.6					35
Inter-Governmental Relations Technical Committee			2	100					2
National Cohesion and Integration Commission	1	25	3	75					4
Office of the Data Protection Commissioner	19	45.2	23	54.8					42
Office of the Director of Public Prosecutions	45	45.9	53	54.1			3	3.06	98
Office of the Registrar of Political Parties	6	66.7	3	33.3					9
Aldai Technical Training Institute			1	100					1
Bondo Technical Training Institute	3	60	2	40					5
Bumbe Technical Training Institute	4	40	6	60					10
Butula Technical and Vocational College	7	41.2	10	58.8			1	5.88	17
Chepalungu Technical and Vocational College			1	100					1
Chepsirei Technical and Vocational College	1	100							1
Chuka Technical and Vocational College	1	50	1	50					2
Coast Institute of Technology	7	33.3	14	66.7					21
Eldoret National Polytechnic	3	25	9	75					12
Emsos Technical and Vocational College	1	100							1
Endebes Technical and Vocational college			1	100					1
Friends College Kaimosi	1	25	3	75			1	25.00	4
Gatundu South Technical and Vocational College			1	100					1
Kaiboi Technical Training Institute			1	100					1
Kapchepkor, Baringo North Technical & Vocational College	7	53.9	6	46.2					13
Kendege Technical and Vocational College	2	22.2	7	77.8			1	11.11	9
Kenya Coast National Polytechnic	1	33.3	2	66.7					3
Kiambu Institute of Science and Technology	5	31.3	11	68.8			1	6.25	16
Kisii National Polytechnic	1	20	4	80					5
Kisiwa Technical Training Institute	13	41.9	18	58.1			1	3.23	31
Kisumu National Polytechnic	32	39	50	61					82
Kitale National Polytechnic	19	47.5	21	52.5			3	7.50	40
Koshin Technical Training Institute			1	100					1
Mabera Technical and Vocational College	6	40	9	60					15
Masinga Technical and Vocational College			1	100					1
Mawego Technical Training Institute	3	37.5	5	62.5					8
Meru National Polytechnic	12	35.3	22	64.7					34
Mitunguu Technical Training Institute	6	33.3	12	66.7					18
Mukiria Technical Training Institute	3	42.9	4	57.1					7
Muraga Technical Training Institute	2	50	2	50					4
Navakholo Technical and Vocational College	3	60	2	40					5
Nkabune Technical Training Institute	5	62.5	3	37.5					8
Nyandarua National Polytechnic	13	52	12	48					25
Omuga Technical and Vocational College	4	30.8	9	69.2					13
Ramogi Institute of Advanced Technology	1	25	3	75					4
Rift Valley Institute of Science and Technology			1	100					1
Ruiru Technical and Vocational College	3	60	2	40					5
Runyenjes Technical Training Institute			3	100					3
Shamberere Technical Training Institute	6	50	6	50					12
Siala Technical Training Institute	7	43.8	9	56.3			1	6.25	16

Institution	Female		Male		Not Indicated		PWD		Total
	No.	%	No.	%	No.	%	No	%	
Siaya Institute of Technology	6	20	24	80					30
Sigalagala National Polytechnic	15	39.5	23	60.5					38
Sikri Technical & Vocational College for the Blind and Deaf	2	66.7	1	33.3			1	33.33	3
Sot Technical Training Institute	17	51.5	16	48.5					33
St. Joseph's TTI for the Deaf, Nyang'oma	1	14.3	6	85.7			1	14.29	7
Tetu Technical and Vocational College	1	100							1
Ugenya Technical and Vocational College			3	100					3
Ugunja Technical and Vocational College	4	50	4	50					8
Grand Total	5622	42	7695	58	37	0	120		13354

Appendix XVI: Status of Distribution of Training Opportunities by Ethnicity

Percentage Ethnic Representation in Training Opportunities				
S/No.	Ethnic Group	Training (%)	Census (%)	Variance (%)
1	Aweer/Waata	0.009	0.042	-0.033
2	Bajuni	0.215	0.192	0.023
3	Borana	0.778	0.581	0.197
4	Burji	0.132	0.078	0.054
5	Dahalo	0.003	0.001	0.002
6	Dasenach (Merile)	0.006	0.041	-0.035
7	Dorobo	0.015	0.049	-0.034
8	El Molo	0.006	0.002	0.004
9	Embu	1.436	0.851	0.585
10	Gabra	0.2	0.297	-0.097
11	Kalenjin	12.876	13.367	-0.491
12	Kamba	9.617	9.805	-0.188
13	Kenyan Arab	0.185	0.124	0.061
14	Kenyan Asian	0.018	0.1	-0.082
15	Kenyan European	0.003	0.004	-0.001
16	Kenyan Somali	2.02	5.846	-3.826
17	Kikuyu	22.794	17.132	5.662
18	Kisii	6.566	5.683	0.883
19	Konso	0.006	0.003	0.003
20	Kuria	0.258	0.66	-0.402
21	Luhya	11.985	14.347	-2.362
22	Luo	12.39	10.653	1.737
23	Maasai	1.691	2.501	-0.810
24	Makonde	0.006	0.008	-0.002
25	Mbeere	0.314	0.41	-0.096
26	Meru	4.401	4.154	0.247
27	Mijikenda	3.57	5.232	-1.662
28	Ilchamus/Njemps	0.068	0.069	-0.001
29	Nubi	0.092	0.045	0.047
30	Orma (Galla, Wade)	0.046	0.334	-0.288
31	Pokomo	0.28	0.236	0.044
32	Rendile	0.123	0.202	-0.079
33	Sakuye	0.058	0.057	0.001
34	Samburu	0.48	0.701	-0.221
35	Suba	0.258	0.332	-0.074
36	Swahili-Shirazi	0.566	0.118	0.448
37	Taita	2.036	0.724	1.312
38	Taveta	0.114	0.056	0.058
39	Teso	0.52	0.878	-0.358
40	Tharaka	0.188	0.463	-0.275
41	Turkana	0.424	2.136	-1.712
42	Walwana/Malakote	0.009	0.046	-0.037

Appendix XVII: Distribution of Interns Recruited by other public institutions by Ethnicity

Ethnicity	Distribution	% Distribution	% Census Distribution	% Variance	Status of representation
Luhya	6,573	71.19%	14.35%	-56.84%	Gross over representation
Kalenjin	625	6.77%	13.37%	6.6%	Gross Under representation
Kikuyu	471	5.1%	17.13%	12.03%	Gross Under representation
Luo	393	4.26%	10.67%	6.41%	Gross Under representation
Kisii	309	3.35%	5.68%	2.33%	Under representation
Kenyan Somali	226	2.45%	5.85%	3.40%	Gross Under representation
Kamba	169	1.83%	9.81%	7.98%	Gross Under representation
Meru	116	1.26%	4.2%	2.89%	Under representation
Mijikenda	92	1%	5.23%	4.23%	Gross Under representation
Kenyan Arab	61	0.66%	0.21%	-0.45%	Normal representation
Embu	28	0.3%	0.85%	0.55%	Normal representation
Taita	25	0.27%	0.72%	0.45%	Normal representation
Maasai	22	0.24%	2.5%	2.26%	Under representation
Kuria	18	0.19%	0.66%	0.47%	Normal representation
Teso	14	0.2%	0.88%	0.73%	Normal representation
Borana	12	0.13%	0.58%	0.45%	Normal representation
Turkana	11	0.12%	2.14%	2.02%	Under representation
Tharaka	11	0.12%	0.46%	0.34%	Normal representation
Samburu	9	0.1%	0.7%	0.6%	Normal representation
Kenyan Asians	8	0.1%	0.1%	0.01%	Normal representation
Swahili	8	0.1%	0.12%	0.03%	Normal representation
Pokomo	7	0.1%	0.24%	0.16%	Normal representation
Burji	5	0.05%	0.1%	0.03%	Normal representation
Gabra	4	0.04%	0.3%	0.26%	Normal representation
Bajuni	2	0.02%	0.19%	0.17%	Normal representation
Ilchamus / Njemps	2	0.02%	0.1%	0.05%	Normal representation
Rendile	2	0.02%	0.2%	0.18%	Normal representation
Taveta	2	0.02%	0.06%	0.04%	Normal representation
Mbeere	2	0.02%	0.41%	0.39%	Normal representation
Suba	1	0.01%	0.33%	0.32%	Normal representation
Orma	1	0.01%	0.33%	0.32%	Normal representation
Not Stated	4	0.04%			
Total	9,233	100%			

**Appendix XVIII: Distribution of Internship Opportunities by Ethnicity -the State
Department for Livestock**

Ethnicity	Distributi on	% Distribution	% Census Distribution	Varianc e	Establishment Status
Luhya	381	37%	14%	-23%	Gross Over Establishment
Kalenjin	221	22%	13%	-8%	Gross Over Establishment
Kikuyu	191	19%	17%	-2%	Over Establishment
Kamba	39	4%	10%	6%	Gross Under Establishment
Meru	38	4%	4%	0%	Ideal Establishment
Luo	31	3%	11%	8%	Gross Under Establishment
Kenyan Somali	30	3%	6%	3%	Under Establishment
Maasai	18	2%	3%	1%	Ideal Establishment
Embu	17	2%	1%	-1%	Ideal Establishment
Kisii	17	2%	6%	4%	Gross Under Establishment
Gabra	6	1%	0%	0%	Ideal Establishment
Samburu	6	1%	1%	0%	Ideal Establishment
Tharaka	5	0%	0%	0%	Ideal Establishment
Borana	4	0%	1%	0%	Ideal Establishment
Taita	3	0%	1%	0%	Ideal Establishment
Rendile	2	0%	0%	0%	Ideal Establishment
Burji	1	0%	0%	0%	Ideal Establishment
Kuria	1	0%	1%	1%	Ideal Establishment
Mbeere	1	0%	0%	0%	Ideal Establishment
Mijikenda	1	0%	5%	5%	Gross Under Establishment
Sakuye	1	0%	0%	0%	Ideal Establishment
Swahili	1	0%	0%	0%	Ideal Establishment
Turkana	1	0%	2%	2%	Under Establishment
Not provided	1	0%			
Total	1,017	100%			

Appendix XIX: Institutions that did not have a procurement budget

Ministry and State Department	
State Department for Tourism	
State Corporation and SAGAs	
Clinical Officers Council of Kenya	National Quality Control Laboratories
Energy & Petroleum Regulatory Authority (EPRA)	
Technical and Vocational Education Institution	
Garsen Technical and Vocational College	Rarieda Technical and Vocational College
Githunguri Technical and Vocational College	Ruiru Technical and Vocational College
Kipipiri Technical and Vocational College	Tarbaj Technical and Vocational College
Kirinyaga Central Technical and Vocational College	Total Technical and Vocational College
Lagdera Technical and Vocational College	Turkana North Technical and Vocational College
Lamu East Technical and Vocational College (Kizigitini)	Wajir East Technical and Vocational College
Magarini Technical and Vocational College	Wajir South Technical and Vocational College
Mbeere Technical and Vocational College	Wumingu Technical and Vocational College
Mwatate Technical and Vocational College	Yatta Technical and Vocational College
Njoro Technical and Vocational College	Nyeri National Polytechnic

Appendix XX: Institutions that did not Award Tenders to any of the Special Groups.

Ministry and State Department	
Office of the Prime Cabinet Secretary	State Department for Public Works
State Department for Correctional Services	State Department for Sports and the Arts
State Department for Investments Promotion	State Department for Trade
	State Department for Water and Sanitation
Public Universities	
Karatina University	Turkana University College
Masinde Muliro University of Science & Technology	
State Corporation and SAGAs	
Consolidated Bank of Kenya	National Irrigation Authority
Kenya Airports Authority (KAA)	National Quality Control Laboratories
Kenya Cultural Centre	New Kenya Planters Co-operative Union
Kenya Education Management Institute (KEMI)	Pharmacy and Poisons Board
Kenya Film Commission	Public Financial Management Reforms Programme (PFMR)
Kenya Institute for Public Policy Research and Analysis (KIPPRA)	Registration of Certified Public Secretaries Board
Kenya Maritime Authority	State Corporations Appeals Tribunal
Kenya Power and Lighting Company	Uwezo Fund
Kenya Safari Lodges and Hotels	Witness Protection Agency
National Industrial Training Authority (NITA)	Office of the Data Protection Commissioner
Technical and Vocational Education Institution	
Borabu Technical and Vocational College	Nachu Technical and Vocational College
Butula Technical and Vocational College	Narok South Technical and Vocational College
Chanzeywe Technical and Vocational College	Narok West Technical Training Institute
Cherangany Technical Training Institute	Ndaragua Technical and Vocational College
Chuka Technical and Vocational College	Njoro Technical and Vocational College
David Mbiti Wambuli Technical and Vocational College	North Horr Technical and Vocational College
Emgwen Technical and Vocational College	North Rift (Tiaty) Technical and Vocational College
Garsen Technical and Vocational College	Orogare Technical and Vocational College
Githunguri Technical and Vocational College	Rarieda Technical and Vocational College
Heroes Technical and Vocational College	Riamo Technical and Vocational College
Ijara Technical and Vocational College	Riatrimba Technical and Vocational College
Kajiado East Technical Vocational College	Ruiru Technical and Vocational College
Kaloleni Technical and Vocational College	Tana River Technical and Vocational College
Kapchepkor, Baringo North TVC	Tarbaj Technical and Vocational College
Kendege Technical and Vocational College	Taveta Technical and Vocational College
Khwisero Technical and vocational College	Total Technical and Vocational College
Kibwezi Technical and Vocational College	Turkana East Technical and Vocational College
Kipipiri Technical and Vocational College	Turkana North Technical and Vocational College

Kirinyaga Central Technical and Vocational College	Uriri Technical and Vocational College
Kitela Kapel Technical and Vocational College	Wajir East Technical and Vocational College
Lagdera Technical and Vocational College	Wajir South Technical and Vocational College
Laikipia West Technical and Vocational College	Wumingu Technical and Vocational College
Lamu East Technical and Vocational College (Kizigitini)	Yatta Technical and Vocational College
Lari Technical and Vocational College	Manyatta Technical and Vocational College
Likoni Technical and Vocational College	Mbeere Technical and Vocational College
Lodwar Technical and Vocational College	Merti Technical and Vocational College
Loima Technical and Vocational College	Molo, Elburgon Technical and Vocational College
Lungalunga Technical and Vocational College	Mulango Technical and Vocational College
Magarini Technical and Vocational College	Mungatsi Technical and Vocational College
Mandera Technical Training Institute	Mwala Technical and Vocational College
	Mwatate Technical and Vocational College

Appendix XXI: Institutions that did not comply with the 30% Allocation of Procurement Budget

Constitutional Commissions and Independent Offices	
Commission of Revenue Allocation	National Lands Commission
Commission on Administrative justice	Office of the Auditor-General
Ethics and Anti-Corruption Commission	Office of the Controller of Budget
Independent Electoral and Boundaries Commission	Public Service Commission
Kenya National Commission for Human Rights	Salaries and Remuneration Commission
Ministries and State Departments	
Kenya Correctional Services (Prisons)	State Department for Irrigation
Office of the Deputy President	State Department for Livestock Development
State Department for Broadcasting and Telecommunication	State Department for Medical Services
State Department for Crop Development	State Department for Mining
State Department for Culture and Heritage	State Department for Petroleum
State Department for Devolution	State Department for Public Service
State Department for East African Community (EAC)	State Department for Social Protection and Senior Citizen Affairs
State Department for Energy	State Department for Technical, Vocational Education and Training
State Department for Environment and Climate Change	State Department for The Blue Economy & Fisheries
State Department for Foreign Affairs	State Department for Wildlife
State Department for Gender and Affirmative Action	State Department for Youth Affairs
State Department for Higher Education and Research	State Department Housing and Urban Development
State Department for Immigration and Citizen Services	State Department- The National Treasury
State Department for Information Communication Technology (ICT) and Digital Economy	The State Law Office
Public Universities	
Alupe University	Maasai Mara University
Bomet University College	Mama Ngina University College
Chuka University	Meru University of Science and Technology
Co-operative University of Kenya	Moi University
Egerton University	Multimedia University of Kenya
Garissa University	Pwani University
Jaramogi Oginga Odinga University of Science & Technology	South Eastern Kenya University
Jomo Kenyatta University of Agriculture & Technology	Taita Taveta University
Kaimosi Friends University	Technical University of Kenya
Kenyatta University	Tharaka University
Kirinyaga University	University of Eldoret
Koitaleel Samoei University College	University of Embu
Laikipia University	University of Kabianga

State Corporations and SAGAs	
Agricultural Development Corporation (ADC)	Kenya Roads Boards (KRB)
Agricultural Finance Corporation (AFC)	Kenya Rural Roads Authority (KERRA)
Agriculture and Food Authority (AFA)	Kenya School of Government (KSG)
Agro-Chemical & Food Company Ltd.	Kenya School of Law
Anti-Counterfeit Authority	Kenya School of TVET
Anti-Doping Agency (ADAK)	Kenya Seed Company Limited
Anti-Female Genital Mutilation Board	Kenya Tourism Board (KTB)
Bomas of Kenya	Kenya Trade Network Agency (KENTRADE)
Bukura Agricultural College	Kenya Tsetse and Trypanosomiasis Eradication Council
Business Registration Service	Kenya Universities and Colleges Central Placement Service (KUCPS)
Capital Markets Authority (CMA)	Kenya Urban Roads Authority (KURA)
Center For Mathematics, Science and Technology in Africa (CEMASTEA)	Kenya Utalii College
Chemilil Sugar Company	Kenya Water Institute
Clinical Officers Council of Kenya	Kenya Water Towers Agency
Coast Development Authority	Kenya Wildlife Service (KWS)
Coast Water Works Development Agency	Kenya Yearbook Editorial Board
Commission for University Education	Kenyatta International Convention Centre (KICC)
Commodities Fund	Kenyatta National Hospital (KNH)
Communications Authority of Kenya	Kerio Valley Development Authority
Competition Authority of Kenya	Konza Technopolis Development Authority
Council for Legal Education (CLE)	Lake Basin Development Authority
Development Bank of Kenya	Lake Victoria North Water Works Development Agency
East African Portland Cement Company Ltd	Lake Victoria South Water Works Development Agency
Energy & Petroleum Regulatory Authority (EPRA)	LAPSSET Corridor Development Authority
Ewaso Nyiro South Development Authority	Local Authorities Provident Fund (LAPFUND)
Export Processing Zones Authority (EPZA)	Media Council of Kenya
Financial Reporting Center	Moi Teaching and Referral Hospital (MTRH)
Geothermal Development Company (GDC)	National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)
Golf Hotel	National Biosafety Authority (NBA)
Huduma Kenya Secretariat	National Cereals and Produce Board (NCPB)
Human Resource Management Professionals Examinations Board (HRMPEB)	National Commission for Science, Technology and Innovation (NACOSTI)
Hydrologists Registration Board	National Communications Secretariat
Information Communication Technology Authority (ICTA)	National Construction Authority
Kenya Accreditation Service (KENAs)	National Council for Persons with Disabilities (NCPWD)
Kenya Agricultural & Livestock Research Organisation (KALRO)	National Council for Population & Development

Kenya Animal Genetics Resources Centre (KAGRC)	National Crime Research Centre
Kenya Broadcasting Corporation (KBC)	National Environment Management Authority (NEMA)
Kenya Civil Aviation Authority	National Government Affirmative Action Fund (NGAAF)
Kenya Copyright Board (KECOBO)	National Government Constituencies Development Fund Board
Kenya Cultural Centre	National Heroes Council
Kenya Dairy Board	National Hospital Insurance Fund (NHIF)
Kenya Deposit Insurance Corporation	National Museums of Kenya (NMK)
Kenya Development Corporation	National Oil Corporation of Kenya (NOCK)
Kenya Electricity Generating Company (KenGen)	National Research Fund
Kenya Electricity Transmission Company (KETRACCO)	National Social Security Fund (NSSF)
Kenya Export Promotion and Branding Agency	National Youth Service
Kenya Forest Service (KFS)	New Kenya Cooperative Creameries Ltd
Kenya Forestry Research Institute (KEFRI)	New Partnership for African Development (NEPAD/APRM Kenya Secretariat)
Kenya Industrial Property Institute (KIPI)	NGO Co-ordination Board
Kenya Industrial Research & Development Institute (KIRDI)	Northern Water Works Development Agency
Kenya Institute of Curriculum Development	Nuclear Power and Energy Agency (NuPEA)
Kenya Institute of Mass Communication (KIMC)	Numerical Machining Comple (NMC)
Kenya Institute of Supplies Eamination Board	Nyayo Tea Zones Development Corporation
Kenya Institute of Supplies Management	Pest Control Products Board
Kenya Leather Development Council (KLDC)	PolicyHolders Compensation Fund
Kenya Literature Bureau (KLB)	Postal Corporation of Kenya
Kenya Marine & Fisheries Research Institute	President's Award Kenya
Kenya Medical Practitioners and Dentists Council	Privatization Commission
Kenya Medical Research Institute (KEMRI)	Public Procurement Regulatory Authority
Kenya Medical Supplies Authority (KEMSA)	Public Service Superannuation Scheme
Kenya Medical Training College (KMTC)	Pyrethrum Processing Company of Kenya
Kenya National Assurance (2001) Company	Retirement Benefits Authority (RBA)
Kenya National Bureau of Statistics (KNBS)	Savings and Credit Societies Regulatory Authority (SASRA)
Kenya National Commission for UNESCO	South Nyanza Sugar Company (SONY)
Kenya National Highways Authority (KeNHA)	Tanathi Water Works Development Agency
Kenya National Innovation Agency	Tea Board of Kenya
Kenya National Library Service (KNLS)	Technical and Vocational Education and Training Authority (TVETA)
Kenya National Shipping Line	Unclaimed Financial Assets Authority (UFAA)
Kenya National Trading Corporation (KNTC)	University of Nairobi Enterprises and Services (UNES) Ltd
Kenya Ordinance Factory Corporation	Veterinary Medicines Directorate
Kenya Petroleum Refineries	Vision 2030 Board

Kenya Pipeline Company (KPC)	Warehouse Receipt System Council
Kenya Plant Health Inspectorate Services (KEPHIS)	Water Resources Authority
Kenya Ports Authority (KPA)	Water Sector Trust Fund (WSTF)
Kenya Post Office Savings Bank	Water Services Regulatory Board (WASREB)
Kenya Railways Corporation	Women Enterprise Fund
Kenya Reinsurance Corporation	Youth Enterprise Development Fund
Kenya Revenue Authority (KRA)	
Statutory Commissions and Authorities	
Independent Policing Oversight Authority	Office of the Director of Public Prosecutions
Inter-Governmental Relations Technical Committee	Office of the Registrar of Political Parties
Kenya Law Reform Commission	
Technical and Vocational Education Institutions	
Ahmed Shahame Mwidani Technical Training Institute	Mathenge Technical Training Institute
Aldai Technical Training Institute	Mathioya Technical and Vocational College
Baringo Technical Training Institute	Mathira Technical and Vocational College
Belgut Technical and Vocational College	Matili Technical Training Institute
Bomet Central Technical and Vocational College	Mawego Technical Training Institute
Bumbe Technical Training Institute	Meru National Polytechnic
Bungoma North Technical and Vocational College	Michuki Technical Training Institute
Bunyala Technical and Vocational College	Mitunguu Technical Training Institute
Bushiangala Technical Training Institute	Mochongoi Technical Training Institute
Butere Technical Training Institute	Moiben Technical Training Institute
Chamasiri Technical and Vocational College	Msambweni Technical and Vocational College
Chepalungu Technical and Vocational College	Mukiria Technical Training Institute
Chepsirei Technical and Vocational College	Mukurweini Technical Training Institute
Coast Institute of Technology	Mumias West Technical and Vocational College
Dr.Daniel Wako Murende TVC	Muraga Technical Training Institute
Ebukanga Technical and Vocational College	Musakasa Technical Training Institute
Ekerubo Gietai Technical Training Institute	Mwea Technical and Vocational College
Eldama Ravine Technical and Vocational College	Nairobi Technical Training Institute
Eldoret National Polytechnic	Naivasha Technical Training Institute
Emining Technical Training Institute	Navakholo Technical and Vocational College
Emsos Technical and Vocational College	Ndia Technical and Vocational College
Emurua Dikirr Technical Vocational College	Ngong Technical and Vocational College
Endebes Technical and Vocational college	Nkabune Technical Training Institute
Friends College Kaimosi	North Eastern National Polytechnic
Gatanga Technical and Vocational College	Nuu Technical and Vocational College
Gitwebe Technical Training Institute	Nyakach Technical and Vocational College
Godoma Technical Training Institute	Nyandarua National Polytechnic
Ikutha Technical and Vocational College	Nyeri National Polytechnic

Jeremiah Nyaga Technical Training Institute	Okame Technical and Vocational College
Kaelo Technical and Vocational College	Ol'lessos Technical Training Institute
Kaiboi Technical Training Institute	Omuga Technical and Vocational College
Kajiado West Technical and Vocational College	P.C. Kinyanjui Technical Training Institute
Kakrao Technical and Vocational College	Rachuonyo, Ombek Technical and Vocational college
Kamukunji Technical and Vocational College	Ramogi Institute of Advanced Technology
Kandara Technical and Vocational College	Rangwe Technical and Vocational College
Kapcherop Technical and Vocational College	Rift Valley Institute of Science and Technology
Karen Technical Training Institute for the Deaf	Rift Valley Technical Training Institute
Karumo Technical Training Institute	Riragia Technical and Vocational College
Kasarani Technical Training Institute	Sabatia Technical and Vocational College
Katine Technical Training Institute	Samburu East Technical and Vocational College
Kenya Coast National Polytechnic	Sang'alo Institute of Science and Technology
Kericho Township Technical and Vocational College	Seme Technical and Vocational College
Keroka Technical Training Institute	Shamberere Technical Training Institute
Kiambu Institute of Science and Technology	Siala Technical Training Institute
Kieni Technical and Vocational College	Siaya Institute of Technology
Kiirua Technical Training Institute	Sigalagala National Polytechnic
Kimasian Technical and Vocational College	Sikri Technical & Vocational College for the Blind and Deaf
Kimini Technical and Vocational College	Sirisia Technical and Vocational College
Kinango Technical and Vocational College	Siruti Technical and Vocational College-Awendo
Kinangop Technical and Vocational College	Sot Technical Training Institute
Kipsinende Technical Training Institute	Sotik Technical Training Institute
Kipsoen Technical and Vocational College	St. Joseph's TTI for the Deaf, Nyang'oma
Kiptaragon Technical and Vocational College	Tetu Technical and Vocational College
Kisii National Polytechnic	Tharaka Technical and Vocational College
Kisiwa Technical Training Institute	Thika Technical Training Institute
Kisumu National Polytechnic	Tigania East Technical and Vocational College
Kitale National Polytechnic	Tinderet Technical and Vocational College
Kitutu Masaba Technical and Vocational College	Tseikuru Technical Training Institute
Kongoni Technical and Vocational College	Turbo Technical and Vocational College
Konoini Technical Training Institute	Ugenya Technical and Vocational College
Koshin Technical Training Institute	Ugunja Technical and Vocational College
Laikipia East Technical and Vocational College	Wanga Technical and Vocational College
Mabera Technical and Vocational College	Weru Technical and Vocational College
Machakos Technical Training Institute for the Blind	Wote Technical Training Institute
Masai Mara Technical and Vocational College	Ziwa Technical Training Institute
Masai Technical Training Institute	

Appendix XXII: Distribution of Capitation Disbursed by Constituency

S/No	Constituency	Category of Institution					Reported by TVETIs			
		Polytechnic	Special Needs	Technical and Vocational Education	Technical Training Institute (TTI)	Number of TVETIs	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)	
1	Aldai	0	0	0	1	1	1,196	15,723,000.00	13,146.00	
2	Awendo	0	0	1	0	1	453	3,871,000.00	8,545.00	
3	Bahati	0	0	1	0	1	45	360,000.00	8,000.00	
4	Baringo Central	0	0	0	1	1	2,963	38,215,000.00	12,897.00	
5	Baringo North	0	0	1	0	1	-	3,002,000.00	#DIV/0!	
6	Baringo South	0	0	0	1	1	150	1,182,000.00	7,880.00	
7	Belgut	0	0	1	1	2	3,708	42,884,000.00	11,565.00	
8	Bobasi	0	0	0	1	1	227	1,135,000.00	5,000.00	
9	Bomachoge Chache	0	0	0	1	1	60	480,000.00	8,000.00	
10	Bomet Central	0	0	1	1	2	5,186	41,176,000.00	7,940.00	
11	Bondo	0	1	0	1	2	2,642	91,112,000.00	34,486.00	
12	Bumula	0	0	0	1	1	905	8,169,000.00	9,027.00	
13	Bundalangi	0	0	1	0	1	710	8,270,000.00	11,648.00	
14	Butere	0	0	0	1	1	1,587	13,657,000.00	8,606.00	
15	Buuri East	0	0	0	1	1	2,608	14,149,000.00	5,425.00	
16	Changamwe	0	0	0	1	1	374	3,914,000.00	10,465.00	
17	Chemusei	0	0	1	0	1	585	6,461,000.00	11,044.00	
18	Chepalungu	0	0	1	0	1	-	2,448,000.00	#DIV/0!	
19	Cherangany	0	0	0	1	1	122	1,500,000.00	12,295.00	
20	Chuka Igambangombe	0	0	1	0	1	1,704	10,600,000.00	6,221.00	
21	Dagoreti South	1	0	0	1	2	11,543	150,967,000.00	13,079.00	
22	Dikirr	0	0	1	0	1	771	9,573,000.00	12,416.00	
23	Emgwen	0	0	1	0	1	126	819,000.00	6,500.00	
24	Emuhaya	0	0	1	0	1	347	2,517,000.00	7,254.00	
25	Endebess	0	0	1	0	1	1,007	11,321,000.00	11,242.00	
26	Funyula	0	0	0	1	1	2,482	21,641,000.00	8,719.00	
27	Galole	0	0	1	0	1	180	1,218,000.00	6,767.00	
28	Ganze	0	0	0	1	1	912	11,306,000.00	12,397.00	
29	Garissa Township	1	0	0	0	1	1,412	17,645,000.00	12,496.00	
30	Gatanga	0	0	1	0	1	441	4,943,000.00	11,209.00	
31	Gatundu South	0	0	1	0	1	401	4,659,000.00	11,618.00	
32	Hola	0	0	1	0	1	179	940,000.00	5,251.00	
33	Ikolomani	1	0	0	1	2	13,731	298,505,333.00	21,740.00	
34	Imenti South	0	0	0	1	1	3,092	24,971,000.00	8,076.00	

S/No	Constituency	Category of Institution					Reported by TVETIs			
		Polytechnic	Special Needs	Technical and Vocational Education	Technical Training Institute (TTI)	Number of TVETIs	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)	
35	Isiolo North	0	0	1	0	1	22	95,000.00	4,318.00	
36	Kabuchai	0	0	0	1	1	4,589	59,669,000.00	13,003.00	
37	Kajiado Central	0	0	1	0	1	-	18,340,000.00	#DIV/0!	
38	Kajiado East	0	0	1	0	1	84	494,000.00	5,881.00	
39	Kajiado North	0	0	1	0	1	553	6,564,000.00	11,870.00	
40	Kajido North/West	0	0	1	0	1	-	1,895,000.00	#DIV/0!	
41	Kaloleni	0	0	0	1	1	153	1,548,000.00	10,118.00	
42	Kamukunji	0	0	1	0	1	212	2,709,000.00	12,778.00	
43	Kandara	0	0	1	0	1	391	4,778,000.00	12,220.00	
44	Kanduyi	0	0	0	1	1	5,603	45,117,000.00	8,052.00	
45	Kangema	0	0	0	1	1	3,919	45,617,000.00	11,640.00	
46	Kapenguria	0	0	1	0	1	444	2,266,000.00	5,104.00	
47	Kapseret	1	0	0	0	1	19,997	208,843,000.00	10,444.00	
48	Karachuonyo	0	0	0	1	1	5,625	66,473,000.00	11,817.00	
49	Kasarani	0	0	0	1	1	1,603	16,799,000.00	10,480.00	
50	Kasipul	0	1	0	0	1	1,649	24,390,000.00	14,791.00	
51	Kasipul	0	0	1	0	1	256	3,064,000.00	11,969.00	
52	Kasipul Kabondo	0	0	1	0	1	950	8,807,000.00	9,271.00	
53	Keiyo North	0	0	1	0	1	567	7,121,000.00	12,559.00	
54	Keiyo South	0	0	1	0	1	372	6,183,282.00	16,622.00	
55	Kiambu	0	0	0	1	1	9,328	149,664,000.00	16,045.00	
56	Kibwezi West	0	0	1	0	1	235	4,603,000.00	19,587.00	
57	Kieni	0	0	1	0	1	432	5,001,000.00	11,576.00	
58	Kikuyu	0	0	1	0	1	777	4,167,000.00	5,363.00	
59	Kimilili	0	0	0	1	1	5,358	64,389,000.00	12,017.00	
60	Kimini	0	0	1	0	1	392	4,466,000.00	11,393.00	
61	Kinango	0	0	1	0	1	500	9,842,000.00	19,684.00	
62	Kinangop	0	0	1	0	1	510	5,823,000.00	11,418.00	
63	Kipipiri	0	0	1	0	1	367	2,948,000.00	8,033.00	
64	Kipkelion East	0	0	1	0	1	625	8,125,000.00	13,000.00	
65	Kipkelion West	0	0	0	1	1	347	6,979,000.00	20,112.00	
66	Kisumu Central	1	0	0	0	1	8,500	138,279,000.00	16,268.00	
67	Kisumu West	0	0	0	1	1	3,928	48,896,000.00	12,448.00	
68	Kitui South	0	0	1	0	1	128	1,592,000.00	12,438.00	
69	Kitutu Masaba	0	0	1	0	1	130	1,637,000.00	12,592.00	
70	Koibatek	0	0	1	0	1	550	5,727,000.00	10,413.00	

S/No	Constituency	Category of Institution					Reported by TVETIs			
		Polytechnic	Special Needs	Technical and Vocational Education	Technical Training Institute (TTI)	Number of TVETIs	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)	
71	Konoin	0	0	0	1	1	1,239	14,427,000.00	11,644.00	
72	Kuresoi South	0	0	2	0	2	411	13,101,000.00	31,876.00	
73	Kuria East	0	0	1	0	1	504	6,508,000.00	12,913.00	
74	Kuria West	0	0	1	0	1	917	10,008,000.00	10,914.00	
75	Laikipia East	0	0	1	0	1	527	6,815,000.00	12,932.00	
76	Laikipia North	0	0	1	0	1	250	3,075,000.00	12,300.00	
77	Lang'ata	0	1	0	0	1	1,538	7,275,000.00	4,730.00	
78	Lari	0	0	1	0	1	64	716,000.00	11,188.00	
79	Likoni	0	0	1	0	1	300	440,000.00	1,467.00	
80	Likuyani	0	0	1	0	1	-	6,910,000.00	#DIV/0!	
81	Limuru	0	0	1	0	1	254	2,012,000.00	7,921.00	
82	Luanda	0	0	0	1	1	4,278	55,569,000.00	12,989.00	
83	Lunga Lunga	0	0	1	0	1	100	356,000.00	3,560.00	
84	Machakos Town	0	1	0	0	1	1,586	10,920,000.00	6,885.00	
85	Makueni	0	0	0	1	1	2,557	32,634,000.00	12,763.00	
86	Malava	0	0	0	1	1	2,539	30,322,000.00	11,942.00	
87	Mandera East	0	0	0	1	1	677	8,161,000.00	12,055.00	
88	Manyatta	0	0	1	0	1	66	844,000.00	12,788.00	
89	Maragua	0	0	1	0	1	526	6,617,000.00	12,580.00	
90	Marakwet West	0	0	1	0	1	506	6,693,000.00	13,227.00	
91	Masinga	0	0	1	0	1	455	7,861,400.00	17,278.00	
92	Matayos	0	0	1	0	1	26	2,699,000.00	103,808.00	
93	Mathira	0	0	1	0	1	334	4,289,000.00	12,841.00	
94	Matungulu	0	0	0	1	1	1,190	10,106,000.00	8,492.00	
95	Mbeere South	0	0	0	1	1	2,366	29,083,000.00	12,292.00	
96	Mbooni West	0	0	1	0	1	271	1,173,200.00	4,329.00	
97	Meru Central	0	0	0	1	1	3,500	35,108,000.00	10,031.00	
98	Mogotio	0	0	0	1	1	714	9,557,000.00	13,385.00	
99	Moiben	0	0	0	2	2	1,098	13,920,000.00	12,678.00	
100	Molo	0	0	1	0	1	574	6,982,000.00	12,164.00	
101	Mosop	0	0	0	1	1	3,837	38,492,000.00	10,032.00	
102	Msambweni	0	0	1	0	1	101	3,143,000.00	31,119.00	
103	Mukurweini	0	0	0	1	1	1,821	15,690,000.00	8,616.00	
104	Mumias East	0	0	1	0	1	480	5,775,000.00	12,031.00	
105	Mumias West	0	0	1	0	1	788	7,050,000.00	8,947.00	
106	Mvita	1	0	0	0	1	6,300	104,204,000.00	16,540.00	

S/No	Constituency	Category of Institution					Reported by TVETIs			
		Polytechnic	Special Needs	Technical and Vocational Education	Technical Training Institute (TTI)	Number of TVETIs	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)	
107	Mwala	0	0	1	0	1	488	4,190,000.00	8,586.00	
108	Mwingi East	0	0	1	0	1	356	5,277,000.00	14,823.00	
109	Naivasha	0	0	0	1	1	323	3,726,000.00	11,536.00	
110	Nakuru Town East	0	0	0	1	1	10,543	158,144,000.00	15,000.00	
111	Nambale	0	0	1	0	1	275	3,000,000.00	10,909.00	
112	Nandi Hills	0	0	0	1	1	5,420	70,281,000.00	12,967.00	
113	Narok West	0	0	0	1	1	249	2,987,000.00	11,996.00	
114	Navakholo	0	0	1	0	1	478	5,000,000.00	10,460.00	
115	Ndaragwa	0	0	1	0	1	227	1,062,000.00	4,678.00	
116	Ndia	0	0	1	0	1	486	4,598,000.00	9,461.00	
117	Njoro	0	0	1	0	1	163	1,000,000.00	6,135.00	
118	North Horr	0	0	1	0	1	113	2,920,000.00	25,841.00	
119	North Imenti	1	0	1	1	3	10,082	116,088,000.00	11,514.00	
120	North Mugirango	0	0	0	1	1	388	4,254,000.00	10,964.00	
121	Nyamira North	0	0	0	1	1	1,730	20,800,000.00	12,023.00	
122	Nyaribari Chache	1	0	0	0	1	12,996	174,802,000.00	13,450.00	
123	Nyaribari Masaba	0	0	1	1	2	4,527	54,923,000.00	12,132.00	
124	Nyaribari Masaba	0	0	0	1	1	126	504,000.00	4,000.00	
125	Nyeri Town	1	0	0	0	1	7,750	90,947,000.00	11,735.00	
126	Ol-Jorok	1	0	0	0	1	2,465	30,890,000.00	12,531.00	
127	Othaya	0	0	0	1	1	3,345	34,956,000.00	10,450.00	
128	Rarieda	0	0	1	1	2	3,520	38,009,000.00	10,798.00	
129	Rongo	0	0	0	1	1	2,275	27,355,000.00	12,024.00	
130	Runyenjes	0	0	0	1	1	536	6,635,000.00	12,379.00	
131	Sabatia	0	0	1	0	1	1,311	12,638,000.00	9,640.00	
132	Saboti	1	0	0	0	1	11,300	137,386,000.00	12,158.00	
133	Samburu East	0	0	1	0	1	1,707	13,387,000.00	7,842.00	
134	Sirisia	0	0	1	0	1	827	9,661,000.00	11,682.00	
135	Sotik	0	0	0	1	1	2,386	41,635,000.00	17,450.00	
136	Soy	0	0	1	1	2	3,159	38,027,000.00	12,038.00	
137	Starehe	0	0	0	1	1	8,286	110,149,000.00	13,293.00	
138	Suna East	0	0	0	1	1	732	8,223,000.00	11,234.00	
139	Teso North	0	0	1	0	1	750	5,700,000.00	7,600.00	
140	Tetu	0	0	1	0	1	431	4,975,000.00	11,543.00	
141	Thika Town	0	0	0	1	1	15,000	190,683,000.00	12,712.00	
142	Tigania East	0	0	1	0	1	752	7,006,000.00	9,316.00	

S/No	Constituency	Category of Institution					Reported by TVETIs			
		Polytechnic	Special Needs	Technical and Vocational Education	Technical Training Institute (TTI)	Number of TVETIs	Student enrolment	Capitation disbursed (KSh.)	Average capitation (KSh.)	
143	Tigania West	0	0	0	1	1	5,046	52,530,000.00	10,410.00	
144	Tinderet	0	0	1	0	1	626	8,238,000.00	13,160.00	
145	Tongaren	0	0	1	0	1	670	7,560,000.00	11,284.00	
146	Turbo	0	0	1	0	1	195	2,027,000.00	10,395.00	
147	Turkana Central	0	0	1	0	1	188	3,662,000.00	19,479.00	
148	Turkana East	0	0	1	0	1	-	1,418,000.00	#DIV/0!	
149	Turkana North	0	0	1	0	1	24	76,624.00	3,193.00	
150	Ugenya	0	0	1	0	1	980	9,033,000.00	9,217.00	
151	Ugunja	0	0	1	0	1	1,195	7,929,000.00	6,635.00	
152	Uriri	0	0	1	0	1	910	4,108,000.00	4,514.00	
153	Vihiga	0	0	1	0	1	121	1,563,000.00	12,917.00	
154	Voi	0	0	0	1	1	3,831	49,250,000.00	12,856.00	
	Grand Total	11	4	90	61	166	312,927	3,969,991,839.00	12,687.00	

Appendix XXIII: Institutions Not Registered on The PPI Portal

Ministry and State Department	
State Department for Investments Promotion	Ministry of Defence
Office of the Prime Cabinet Secretary	State Department for Industry
	State Department for Irrigation
Public Universities	
Koitalel Arap Samoei University College	Chuka University
State Corporation and SAGAs	
Kenya Ordinance Factory Corporation	National Research Fund
Witness Protection Agency	South Nyanza Sugar Company (SONY)
National Council for Children's Services	Kenya Wildlife Service & Training Institute
National Social Security Fund (NSSF)	Kenya National Commission for UNESCO
Assets Recovery Agency (ARA)	Clinical Officers Council of Kenya
National Heroes Council	Energy & Petroleum Regulatory Authority (EPRA)
National Government Affirmative Action Fund (NGAAF)	State Corporations Appeals Tribunal
Institute of Human Resource Management	Kenya National Assurance (2001) Company
Pharmacy and Poisons Board	Human Resource Management Professionals Examinations Board (HRMPEB)
Kenya School of TVET	National Quality Control Laboratories
Statutory Commissions and Authorities	
Office of the Director of Public Prosecutions	
Technical and Vocational Education Institution	
Chuka Technical and Vocational College	Msambweni Technical and Vocational College
Lagdera Technical and Vocational College	Wajir South Technical and Vocational College
Narok South Technical and Vocational College	Wajir East Technical and Vocational College
Taveta Technical and Vocational College	Turkana North Technical and Vocational College
Njoro Technical and Vocational College	Mathenge Technical Training Institute
Turkana East Technical and Vocational College	Nuu Technical and Vocational College
Githunguri Technical and Vocational College	Mwea Technical and Vocational College
Karen Technical Training Institute for the Deaf	Ruiru Technical and Vocational College
Chamasiri Technical and Vocational College	Yatta Technical and Vocational College
Kirinyaga Central TVC	Chanzeywe Technical and Vocational College
Ahmed Shahame Mwidani TTI	Okame Technical and Vocational College
Loima Technical and Vocational College	Lungalunga Technical and Vocational College
Wumingu Technical and Vocational College	Mathira Technical and Vocational College
Kibwezi Technical and Vocational College	Emgwen Technical and Vocational college
Kapchepkor, Baringo North TVC	Mbeere Technical and Vocational College
Tana River Technical and Vocational College	Likoni Technical and Vocational College
Orogare Technical and Vocational College	Rarieda Technical and Vocational College
Laikipia West Technical and Vocational College	Heroes Technical and Vocational College
Bushiangala Technical Training Institute	Merti Technical and Vocational College
Kaloleni Technical and Vocational College	North Rift (Tiaty) TVC

Riamo Technical and Vocational College	Garsen Technical and Vocational College
Total Technical and Vocational College	Butula Technical and Vocational College
Mandera Technical Training Institute	Mochongoi Technical Training Institute
Sirisia Technical and Vocational College	Kitutu Masaba Technical and Vocational College
Ijara Technical and Vocational College	Magarini Technical and Vocational College
Riragia Technical and Vocational College	Mwatate Technical and Vocational College
Kipipiri Technical and Vocational College	Lodwar Technical and Vocational College
Ndia Technical and Vocational College	Kajiado East Technical Vocational College
Mwala Technical and Vocational College	Kericho Township TVC
Kakrao Technical and Vocational College	Mulango Technical and Vocational College
Ndaragua Technical and Vocational College	Manyatta Technical and Vocational College
Endebes Technical and Vocational College	Kinango Technical and Vocational College
Uriri Technical and Vocational College	Cherangany Technical Training Institute
Turbo Technical and Vocational College	North Horr Technical and Vocational College
Kapcherop Technical and Vocational College	Rangwe Technical and Vocational College
Omuga Technical and Vocational College	Moiben Technical Training Institute
Molo, Elburgon TVC	Borabu Technical and Vocational College
Khwisero Technical and Vocational College	Konoini Technical Training Institute
Laikipia North TVC	Nachu Technical and Vocational College
Siala Technical Training Institute	Webuye West Technical and Vocational College
Kitela Kapel Technical and Vocational College	Rachuonyo, Ombek TVC
Lamu East TVC (Kizigitini)	Navakholo Technical and Vocational College
Samburu East TVC	Gitwebe Technical Training Institute
Laisamis Technical and Vocational College	Tseikuru Technical Training Institute
Lari Technical and Vocational College	

APPENDIX XXIV: Institutions that did not Award Tenders Through the PPI Portal

Ministries and State Departments	
State Department Housing and Urban Development	State Department for Environment and Climate Change
State Department for social Protection and Senior Citizen Affairs	State Department for Youth Affairs
State Department for Medical Services	State Department for Transport
State Department for Public Works	State Department of Roads
State Department for Culture and Heritage	State Department for Higher Education and Research
State Department for Technical, Vocational Education and Training	State Department for Gender and Affirmative Action
State Department for Trade	State Department for Sports and the Arts
State Department for Tourism	
Public Universities	
Moi University	University of Eldoret
Laikipia University	Jomo Kenyatta University of Agriculture & Technology
	Turkana University College
State Corporations and SAGAs	
National Museums of Kenya (NMK)	National Commission for Science, Technology and Innovation (NACOSTI)
Council for Legal Education (CLE)	Technical and Vocational Education and Training Authority (TVETA)
Kenya Airports Authority (KAA)	Bandari Maritime Academy
National Youth Service	Pest Control Products Board
Anti-Female Genital Mutilation Board	Higher Education Loans Board (HELB)
The Jomo Kenyatta Foundation (JKF)	Hydrologists Registration Board
Kenya Industrial Property Institute (KIPI)	Youth Enterprise Development Fund
Kenya Medical Research Institute (KEMRI)	Registration of Certified Public Secretaries Board
Sports Kenya	Uwezo Fund
Kenya Utalii College	Kenya Institute of Mass Communication (KIMC)
Kenya Film Classification Board	Consolidated Bank of Kenya
Nairobi Centre for International Arbitration	LAPSSET Corridor Development Authority
Kenya National Trading Corporation (KNTC)	Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa (RCGW)
Kenya Fisheries Service	Agro-Chemical & Food Company Ltd.
National Syndemic Diseases Control Council	School Equipment Production Unit (SEPU)
Kenya Medical Practitioners and Dentists Council	Financial Reporting Center
	Kenya Post Office Savings Bank
Statutory Commissions and Authorities	
Council of Governors	
Kipsoen Technical and Vocational College	Mumias West Technical and Vocational College
Mukurweini Technical Training Institute	Bomet Central Technical and Vocational College
Machakos Technical Training Institute for the Blind	Tigania East Technical and Vocational College
Masai Mara Technical and Vocational College	Tarbaj Technical and Vocational College
Kiptaragon Technical and Vocational College	Friends College Kaimosi
Mawego Technical Training Institute	Chepsirei Technical and Vocational College

Gatundu South Technical and Vocational College	Butere Technical Training Institute
Masinga Technical and Vocational College	Musakasa Technical Training Institute
Rift Valley Institute of Science and Technology	Gatanga Technical and Vocational College
O'lessos Technical Training Institute	Mathioya Technical and Vocational College
Kenya Coast National Polytechnic	Kajiado West Technical and Vocational College
Tharaka Technical and Vocational College	Kiminini Technical and Vocational College
Nkabune Technical Training Institute	Narok West Technical Training Institute
Emsos Technical and Vocational College	Bondo Technical Training Institute
Emurua Dikirr Technical Vocational College	Ikutha Technical and Vocational College
Godoma Technical Training Institute	Naivasha Technical Training Institute
Kaiboi Technical Training Institute	Sabatia Technical and Vocational College
Coast Institute of Technology	Mabera Technical and Vocational College
Katine Technical Training Institute	Ziwa Technical Training Institute
Kieni Technical and Vocational College	Laikipia East Technical and Vocational College
Muraga Technical Training Institute	Mukiria Technical Training Institute
Mitunguu Technical Training Institute	Nyakach Technical and Vocational College
Bunyala Technical and Vocational College	Kasarani Technical Training Institute
Bungoma North TVC	Seme Technical and Vocational College
Jeremiah Nyaga Technical Training Institute	Wanga Technical and Vocational College
Chepalungu Technical and Vocational College	Belgut Technical and Vocational College
St. Joseph's TTI for the Deaf, Nyang'oma	Kipsinende Technical Training Institute
Eldama Ravine Technical and Vocational College	Kendege Technical and Vocational College
North Eastern National Polytechnic	

Appendix XXV: Performance of Public Institutions in 2021/22 and 2022/23 Financial Years

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
Constitutional Commissions and Independent Offices	Commission of Revenue Allocation	47.4	32.0	15.4	Improved
	Commission on Administrative justice	60.8	49.2	11.6	Improved
	Ethics and Anti-Corruption Commission	50.2	45.3	4.9	Improved
	Independent Electoral and Boundaries Commission	48.1	38.8	9.3	Improved
	Kenya National Commission for Human Rights	66.7	54.5	12.2	Improved
	National Lands Commission	57.9	51.1	6.8	Improved
	Office of the Auditor-General	42.9	48.3	-5.4	Regressed
	Office of the Controller of Budget	59.2	44.1	15.1	Improved
	Public Service Commission	48.3	57.9	-9.6	Regressed
	Salaries and Remuneration Commission	54.7	44.3	10.4	Improved
Total		53.6	45.1	8.5	
Ministries and State Departments	Executive Office of the President	30.7		30.7	New Entrants
	Kenya Correctional Services (Prisons)	44.1	60.0	-15.9	Regressed
	Ministry of Defence	47.6	42.8	4.8	Improved
	Office of the Deputy President	67.6	66.3	1.3	Improved
	Office of the Prime Cabinet Secretary	8.9	36.2	-27.3	Regressed
	State Department for Basic Education	60.1	49.6	10.5	Improved
	State Department for Broadcasting and Telecommunication	42.1	40.0	2.1	Improved
	State Department for Co-operatives	70.5	49.4	21.1	Improved
	State Department for Correctional Services	40.4	45.0	-4.6	Regressed
	State Department for Crop Development	39.5	31.1	8.4	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	State Department for Culture and Heritage	41.8	25.6	16.2	Improved
	State Department for Devolution	39.0	51.0	-12.0	Regressed
	State Department for Diaspora Affairs	32.6		32.6	New Entrants
	State Department for East African Community (EAC)	39.1	41.0	-1.9	Regressed
	State Department for Economic Planning	53.8	38.7	15.1	Improved
	State Department for Energy	53.9	56.6	-2.7	Regressed
	State Department for Environment and Climate Change	62.3	60.4	1.9	Improved
	State Department for Foreign Affairs	49.4	48.6	0.8	Improved
	State Department for Forestry	31.5		31.5	New Entrants
	State Department for Gender and Affirmative Action	36.9	33.1	3.8	Improved
	State Department for Higher Education and Research	41.2	30.3	10.9	Improved
	State Department for Immigration and Citizen Services	57.0	46.0	11.0	Improved
	State Department for Industry	39.6	42.1	-2.5	Regressed
	State Department for Information Communication Technology (ICT) and Digital Economy	33.7	27.2	6.5	Improved
	State Department for Internal Security and National Administration	63.5	57.9	5.6	Improved
	State Department for Investments Promotion	19.1		19.1	New Entrants
	State Department for Irrigation	33.2	46.0	-12.8	Regressed
	State Department for Labour and Skills Development	63.0	53.5	9.5	Improved
	State Department for Lands and Physical Planning	66.4	50.2	16.2	Improved
	State Department for Livestock Development	39.9	44.3	-4.4	Regressed
	Ministry of Health	41.1	29.2	11.9	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	State Department for Mining	43.7	56.6	-12.9	Regressed
	State Department for Petroleum	66.7		66.7	New Entrants
	State Department for Public Service	56.8	43.2	13.6	Improved
	State Department for Public Works	36.3	32.8	3.5	Improved
	State Department for Shipping and Maritime Affairs	51.3	36.0	15.3	Improved
	State Department for Social Protection and Senior Citizen Affairs	51.7	44.8	6.9	Improved
	State Department for Sports and the Arts	25.6	41.1	-15.5	Regressed
	State Department for Technical, Vocational Education and Training	37.1	31.2	5.9	Improved
	State Department for The ASALs and Regional Development	38.8	22.2	16.6	Improved
	State Department for The Blue Economy and Fisheries	39.9	31.2	8.7	Improved
	State Department for Tourism	27.3	33.0	-5.7	Regressed
	State Department for Trade	17.2	41.8	-24.6	Regressed
	State Department for Transport	39.4	38.1	1.3	Improved
	State Department for Water and Sanitation	53.0	41.2	11.8	Improved
	State Department for Wildlife	59.3	52.8	6.5	Improved
	State Department for Youth Affairs	32.0	44.5	-12.5	Regressed
	State Department Housing and Urban Development	34.3	33.3	1.0	Improved
	State Department of Roads	42.1	37.3	4.8	Improved
	The National Treasury	38.6	44.2	-5.6	Regressed
	State House	52.2	24.8	27.4	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	The State Law Office	55.9	53.8	2.1	Improved
Total		44.0	42.4	1.6	
Public Universities	Alupe University	48.8	44.8	4.0	Improved
	Bomet University College	61.9	45.8	16.1	Improved
	Chuka University	52.1	78.8	-26.7	Regressed
	Co-operative University of Kenya	57.1	59.2	-2.1	Regressed
	Dedan Kimathi University of Science and Technology	73.2	43.7	29.5	Improved
	Egerton University	39.4	53.1	-13.8	Regressed
	Garissa University	46.6	31.9	14.7	Improved
	Jaramogi Oginga Odinga University of Science & Technology	68.3	51.0	17.3	Improved
	Jomo Kenyatta University of Agriculture & Technology	69.1	43.0	26.1	Improved
	Kaimosi Friends University	52.8	45.2	7.6	Improved
	Karatina University	63.3	71.5	-8.2	Regressed
	Kenyatta University	57.5		57.5	New Entrants
	Kibabii University	80.2	70.1	10.1	Improved
	Kirinyaga University	69.2	61.2	8.0	Improved
	Kisii University	57.9	64.3	-6.4	Regressed
	Koitalel Arap Samoei University College	28.6	43.2	-14.6	Regressed
	Laikipia University	60.9	59.1	1.8	Improved
Maasai Mara University	51.3	64.2	-12.9	Regressed	
Machakos University	54.4	38.4	16.0	Improved	

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Mama Ngina University College	61.6		61.6	New Entrants
	Maseno University	44.1	45.9	-1.8	Regressed
	Masinde Muliro University of Science & Technology	34.1	60.4	-26.3	Regressed
	Meru University of Science and Technology	54.5	58.4	-3.9	Regressed
	Moi University	34.2	38.9	-4.7	Regressed
	Multimedia University of Kenya	61.1	41.2	19.9	Improved
	Murang'a University of Technology	74.0	61.5	12.5	Improved
	Pwani University	59.6	60.7	-1.1	Regressed
	Rongo University	60.1	45.9	14.2	Improved
	South Eastern Kenya University	61.2	66.8	-5.6	Regressed
	Taita Taveta University	62.2	51.5	10.7	Improved
	Technical University of Kenya	51.3	58.5	-7.3	Regressed
	Technical University of Mombasa	53.3	56.8	-3.5	Regressed
	Tharaka University	59.8	65.5	-5.7	Regressed
	Tom Mboya University College	41.6	31.3	10.3	Improved
	Turkana University College	35.0	68.7	-33.7	Regressed
	University of Eldoret	46.6	63.5	-16.9	Regressed
	University of Embu	55.2	58.5	-3.3	Regressed
	University of Kabianga	52.0	44.9	7.1	Improved
	University of Nairobi	62.8	66.4	-3.6	Regressed
Total		55.3	54.4	0.9	
	Agricultural Development Corporation (ADC)	52.2	47.8	4.4	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
State Corporations and SAGAs	Agricultural Finance Corporation (AFC)	48.0	61.4	-13.4	Regressed
	Agriculture and Food Authority (AFA)	56.4	44.3	12.1	Improved
	Agro-Chemical & Food Company Ltd.	35.5	72.5	-37.0	Regressed
	Anti-Counterfeit Authority	69.8	60.8	9.0	Improved
	Anti-Doping Agency (ADAK)	61.2	59.8	1.4	Improved
	Anti-Female Genital Mutilation Board	64.6	39.6	25.0	Improved
	Assets Recovery Agency (ARA)	50.9		50.9	New Entrants
	Bandari Maritime Academy	45.3		45.3	New Entrants
	Bomas of Kenya	43.2	49.4	-6.2	Regressed
	Bukura Agricultural College	47.5	34.0	13.5	Improved
	Business Registration Service	64.6	78.1	-13.5	Regressed
	Capital Markets Authority (CMA)	79.4	64.4	15.0	Improved
	Centre For Mathematics, Science and Technology in Africa (CEMASTEAM)	66.5	32.8	33.7	Improved
	Central Rift Valley Development Agency	48.0	50.8	-2.8	Regressed
	Chemilil Sugar Company	26.2	25.8	0.4	Improved
	Clinical Officers Council of Kenya	24.8		24.8	New Entrants
	Coast Development Authority	60.3	50.8	9.5	Improved
	Coast Water Works Development Agency	50.5	40.3	10.2	Improved
	Commission for University Education	51.7	60.2	-8.5	Regressed
	Commodities Fund	77.0	47.1	29.9	Improved
Communications Authority of Kenya	61.5	54.4	7.1	Improved	

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Competition Authority of Kenya	64.6	46.4	18.2	Improved
	Consolidated Bank of Kenya	51.6	36.5	15.1	Improved
	Council for Legal Education (CLE)	61.2	40.7	20.5	Improved
	Development Bank of Kenya	21.5	40.9	-19.4	Regressed
	East African Portland Cement Company Ltd	45.4	53.4	-8.0	Regressed
	Energy & Petroleum Regulatory Authority (EPRA)	57.9	48.4	9.5	Improved
	Engineers Registration Board of Kenya (EBK)	66.4	60.5	5.9	Improved
	Ewaso Nyiro North Development Authority	60.7	38.3	22.4	Improved
	Ewaso Nyiro South Development Authority	59.4	68.3	-8.9	Regressed
	Export Processing Zones Authority (EPZA)	46.3	59.2	-12.9	Regressed
	Financial Reporting Centre	34.2	32.0	2.2	Improved
	Geothermal Development Company (GDC)	56.1	36.5	19.6	Improved
	Golf Hotel	60.2	12.3	47.9	Improved
	Higher Education Loans Board (HELB)	69.4	47.5	21.9	Improved
	Huduma Kenya Secretariat	48.4	44.9	3.5	Improved
	Human Resource Management Professionals Examinations Board (HRMPEB)	31.7	9.7	22.0	Improved
	Hydrologists Registration Board	50.6	15.0	35.6	Improved
	Information Communication Technology Authority (ICTA)	28.0	33.0	-5.0	Regressed
	Institute of Human Resource Management	42.9	8.8	34.1	Improved
	Insurance Regulatory Authority (IRA)	51.4	63.8	-12.4	Regressed
	Kenya Academy of Sports	34.8		34.8	New Entrants

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Kenya Accountants and Secretaries National Examination Board (KASNEB)	81.1	69.2	11.9	Improved
	Kenya Accreditation Service (KENAs)	77.2	59.8	17.4	Improved
	Kenya Agricultural & Livestock Research Organization (KALRO)	63.1	37.0	26.1	Improved
	Kenya Airports Authority (KAA)	44.6	68.5	-23.9	Regressed
	Kenya Animal Genetics Resources Centre (KAGRC)	51.5	50.3	1.2	Improved
	Kenya Broadcasting Corporation (KBC)	58.0	58.0	0.0	Regressed
	Kenya Civil Aviation Authority	72.8	79.4	-6.7	Regressed
	Kenya Copyright Board (KECOBO)	60.1	46.0	14.1	Improved
	Kenya Cultural Centre	52.8	42.0	10.8	Improved
	Kenya Dairy Board	60.9	44.7	16.2	Improved
	Kenya Deposit Insurance Corporation	63.8	64.2	-0.4	Regressed
	Kenya Development Corporation	40.9	50.6	-9.7	Regressed
	Kenya Education Management Institute (KEMI)	45.8	33.5	12.3	Improved
	Kenya Electricity Generating Company (KenGen)	57.1	64.5	-7.4	Regressed
	Kenya Electricity Transmission Company (KETRACCO)	69.0	56.0	13.0	Improved
	Kenya Export Promotion and Branding Agency	65.9		65.9	New Entrants
	Kenya Film Classification Board	46.6	41.1	5.5	Improved
	Kenya Film Commission	32.3	50.1	-17.8	Regressed
	Kenya Fisheries Service	47.9	36.5	11.4	Improved
	Kenya Forest Service (KFS)	57.2	43.9	13.3	Improved
	Kenya Forestry Research Institute (KEFRI)	65.5	51.0	14.5	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Kenya Industrial Property Institute (KIPI)	60.9	47.9	13.0	Improved
	Kenya Industrial Research & Development Institute (KIRDI)	55.9	68.2	-12.3	Regressed
	Kenya Institute for Public Policy Research and Analysis (KIPPRA)	72.9	70.4	2.5	Improved
	Kenya Institute of Curriculum Development (KICD)	68.5	47.2	21.3	Improved
	Kenya Institute of Mass Communication (KIMC)	53.6	53.2	0.4	Improved
	Kenya Institute of Special Education (KISE)	58.5	66.5	-8.0	Regressed
	Kenya Institute of Supplies Examination Board	39.9	33.5	6.4	Improved
	Kenya Institute of Supplies Management	55.2	59.5	-4.3	Regressed
	Kenya Leather Development Council (KLDC)	62.3	49.3	13.0	Improved
	Kenya Literature Bureau (KLB)	73.0	49.5	23.5	Improved
	Kenya Marine & Fisheries Research Institute	74.3	77.7	-3.4	Regressed
	Kenya Maritime Authority	37.3	40.4	-3.1	Regressed
	Kenya Medical Practitioners and Dentists Council	63.7	36.8	26.9	Improved
	Kenya Medical Research Institute (KEMRI)	59.3	63.1	-3.8	Regressed
	Kenya Medical Supplies Authority (KEMSA)	50.2	40.3	9.9	Improved
	Kenya Medical Training College (KMTC)	67.6	36.2	31.4	Improved
	Kenya National Assurance (2001) Company	18.9	33.1	-14.2	Regressed
	Kenya National Bureau of Statistics (KNBS)	75.2	76.5	-1.3	Regressed
	Kenya National Commission for UNESCO	65.8		65.8	New Entrants
	Kenya National Highways Authority (KeNHA)	54.9	39.7	15.2	Improved
	Kenya National Innovation Agency	47.6		47.6	New Entrants

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Kenya National Library Service (KNLS)	54.1	44.8	9.3	Improved
	Kenya National Qualifications Authority	58.5	39.1	19.4	Improved
	Kenya National Shipping Line	51.3	58.9	-7.6	Regressed
	Kenya National Trading Corporation (KNTC)	54.2	34.6	19.6	Improved
	Kenya Ordinance Factory Corporation	26.8	46.0	-19.2	Regressed
	Kenya Petroleum Refineries	42.8	36.1	6.7	Improved
	Kenya Pipeline Company (KPC)	59.9	74.8	-14.9	Regressed
	Kenya Plant Health Inspectorate Services (KEPHIS)	58.0	57.6	0.4	Improved
	Kenya Ports Authority (KPA)	53.5	59.2	-5.7	Regressed
	Kenya Post Office Savings Bank	50.5	44.6	5.9	Improved
	Kenya Power and Lighting Company	40.4	40.2	0.2	Improved
	Kenya Railways Corporation	60.0	47.6	12.4	Improved
	Kenya Reinsurance Corporation	69.0	53.3	15.7	Improved
	Kenya Revenue Authority (KRA)	75.7	85.2	-9.5	Regressed
	Kenya Roads Boards (KRB)	64.6	63.6	1.0	Improved
	Kenya Rural Roads Authority (KERRA)	56.0	43.7	12.3	Improved
	Kenya Safari Lodges and Hotels	28.0	41.8	-13.8	Regressed
	Kenya School of Government (KSG)	70.0	75.8	-5.8	Regressed
	Kenya School of Law	57.0	63.1	-6.1	Regressed
	Kenya School of TVET	44.1	29.9	14.2	Improved
	Kenya Seed Company Limited	33.4		33.4	New Entrants
	Kenya Tourism Board (KTB)	61.5	74.4	-12.9	Regressed

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Kenya Trade Network Agency (KENTRADE)	78.7	77.0	1.7	Improved
	Kenya Tsetse and Trypanosomiasis Eradication Council	48.8	32.2	16.6	Improved
	Kenya Universities and Colleges Central Placement Service (KUCPS)	60.9	46.2	14.7	Improved
	Kenya Urban Roads Authority (KURA)	60.3	61.3	-1.1	Regressed
	Kenya Utalii College	55.6	42.1	13.5	Improved
	Kenya Veterinary Board (KVB)	57.0	48.1	8.9	Improved
	Kenya Veterinary Vaccine Production Institute (KEVEVAPI)		43.1		Submitted Partially
	Kenya Water Institute	49.2	32.3	16.9	Improved
	Kenya Water Towers Agency	50.8	53.4	-2.6	Regressed
	Kenya Wildlife Service (KWS)	44.4	45.8	-1.4	Regressed
	Kenya Yearbook Editorial Board	56.8	63.3	-6.5	Regressed
	Kenyatta International Convention Centre (KICC)	53.9	58.8	-4.9	Regressed
	Kenyatta National Hospital (KNH)	62.9	59.9	3.0	Improved
	Kerio Valley Development Authority	58.8	44.3	14.5	Improved
	Konza Technopolis Development Authority	73.1	68.8	4.3	Improved
	Lake Basin Development Authority	70.4	47.5	22.9	Improved
	Lake Victoria North Water Works Development Agency	61.2	62.1	-0.9	Regressed
	Lake Victoria South Water Works Development Agency	50.3	41.7	8.6	Improved
	LAPSSET Corridor Development Authority	44.1	35.0	9.1	Improved
	Local Authorities Provident Fund (LAPFUND)	62.5	74.3	-11.8	Regressed
	Media Council of Kenya	65.7	65.8	-0.1	Regressed

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	Micro and Small Enterprise Authority (MSEA)	58.8	56.1	2.7	Improved
	Moi Teaching and Referral Hospital (MTRH)	78.2	64.0	14.2	Improved
	Nairobi Centre for International Arbitration	51.2	47.6	3.6	Improved
	National Authority for the Campaign Against Alcohol & Drug Abuse (NACADA)	60.8	50.6	10.2	Improved
	National Biosafety Authority (NBA)	63.2	69.3	-6.1	Regressed
	National Cereals and Produce Board (NCPB)	65.5	61.6	3.9	Improved
	National Commission for Science, Technology and Innovation (NACOSTI)	72.6	63.0	9.6	Improved
	National Communications Secretariat	31.9		31.9	New Entrants
	National Construction Authority	58.7	42.4	16.3	Improved
	National Council for Children's Services	43.0	23.2	19.8	Improved
	National Council for Law Reporting	64.9	50.8	14.1	Improved
	National Council for Persons with Disabilities (NCPWD)	58.5	60.1	-1.7	Regressed
	National Council for Population & Development	73.0	61.2	11.8	Improved
	National Crime Research Centre	58.0	61.3	-3.3	Regressed
	National Drought Management Authority	42.5	39.3	3.2	Improved
	National Environment Management Authority (NEMA)	73.9	65.8	8.1	Improved
	National Environment Trust Fund (NETFUND)	80.7	77.0	3.7	Improved
	National Government Affirmative Action Fund (NGAAF)	39.8		39.8	New Entrants
	National Government Constituencies Development Fund Board	54.1	31.6	22.5	Improved
	National Heroes Council	35.1		35.1	New Entrants

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	National Hospital Insurance Fund (NHIF)	57.4	48.9	8.5	Improved
	National Housing Corporation	61.5		61.5	New Entrants
	National Industrial Training Authority (NITA)	46.6	56.3	-9.7	Regressed
	National Irrigation Authority	57.2	38.7	18.5	Improved
	National Museums of Kenya (NMK)	31.8	36.8	-5.0	Regressed
	National Oil Corporation of Kenya (NOCK)	54.2	62.9	-8.7	Regressed
	National Quality Control Laboratories	21.4		21.4	New Entrants
	National Research Fund	59.2	29.3	29.9	Improved
	National Social Security Fund (NSSF)	61.3	56.4	4.9	Improved
	National Syndemic Diseases Control Council	58.9	48.9	10.0	Improved
	National Water Harvesting and Storage Authority	56.0	40.4	15.6	Improved
	National Youth Service	44.8		44.8	New Entrants
	New Kenya Co-operative Creameries Ltd	54.1	69.3	-15.2	Regressed
	New Kenya Planters Co-operative Union	27.5		27.5	New Entrants
	New Partnership for African Development (NEPAD APRM Kenya Secretariat)	51.5	36.8	14.7	Improved
	NGO Co-ordination Board	51.7	37.4	14.3	Improved
	Northern Water Works Development Agency	56.1	49.6	6.5	Improved
	Nuclear Power and Energy Agency (NuPEA)	63.7	81.9	-18.2	Regressed
	Numerical Machining Complex (NMC)	54.4	43.3	11.1	Improved
	Nursing Council of Kenya	60.0	29.4	30.6	Improved
	Nyayo Tea Zones Development Corporation	61.5	53.6	7.9	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Pest Control Products Board	57.5	40.7	16.8	Improved
	Pharmacy and Poisons Board	24.3	34.8	-10.5	Regressed
	Policyholders Compensation Fund	67.1	50.8	16.3	Improved
	Postal Corporation of Kenya	47.1	55.8	-8.7	Regressed
	President's Award Kenya	48.6		48.6	New Entrants
	Privatization Commission	72.4	72.1	0.3	Improved
	Public Financial Management Reforms Program (PFMR)	60.0		60.0	New Entrants
	Public Procurement Regulatory Authority	67.9	62.8	5.1	Improved
	Public Service Superannuation Scheme	27.5		27.5	New Entrants
	Pyrethrum Processing Company of Kenya	43.7		43.7	New Entrants
	Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa (RCGW)	43.5	67.7	-24.2	Regressed
	Registration of Certified Public Secretaries Board	39.8	23.9	15.9	Improved
	Retirement Benefits Authority (RBA)	70.1	69.3	0.8	Improved
	Rural Electrification and Renewable Energy Corporation	50.7	34.1	16.6	Improved
	Savings and Credit Societies Regulatory Authority (SASRA)	67.7	48.2	19.5	Improved
	School Equipment Production Unit (SEPU)	37.5	20.1	17.4	Improved
	South Nyanza Sugar Company (SONY)	28.5		28.5	New Entrants
	Sports Kenya	36.6	28.1	8.5	Improved
	State Corporations Appeals Tribunal	16.8	31.9	-15.1	Regressed
	Tana and Athi Rivers Development Authority	57.5	62.9	-5.4	Regressed
	Tana Water Works Development Agency	70.1	58.4	11.7	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	Tanathi Water Works Development Agency	50.0	69.8	-19.8	Regressed
	Tea Board of Kenya	58.6	44.2	14.4	Improved
	Technical and Vocational Education and Training Authority (TVETA)	58.9	38.6	20.3	Improved
	The Jomo Kenyatta Foundation (JKF)	38.2	41.2	-3.0	Regressed
	The Nairobi Metropolitan Area Transport Authority	29.4		29.4	New Entrants
	Tourism Fund	64.6	30.5	34.1	Improved
	Tourism Regulatory Authority	51.1	42.7	8.4	Improved
	Unclaimed Financial Assets Authority (UFAA)	59.4	54.0	5.4	Improved
	Universities Fund	58.9	48.6	10.3	Improved
	University of Nairobi Enterprises and Services (UNES) Ltd	42.2	51.6	-9.4	Regressed
	Uwezo Fund	43.4		43.4	New Entrants
	Veterinary Medicines Directorate	51.1		51.1	New Entrants
	Vision 2030 Board	72.6	49.7	22.9	Improved
	Warehouse Receipt System Council	50.2	32.4	17.8	Improved
	Water Resources Authority	65.0	56.2	8.8	Improved
	Water Sector Trust Fund (WSTF)	76.7	84.0	-7.3	Regressed
	Water Services Regulatory Board (WASREB)	46.4	54.1	-7.7	Regressed
	Wildlife Research & Training Institute	35.1		35.1	New Entrants
	Witness Protection Agency	38.0		38.0	New Entrants
	Women Enterprise Fund	69.8		69.8	New Entrants
	Youth Enterprise Development Fund	48.7	48.8	-0.1	Regressed

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
Total		54.2	50.2	4.1	
Statutory Commissions and Authorities	Council of Governors	35.0	71.7	-36.7	Regressed
	Independent Policing Oversight Authority	57.1	43.2	13.9	Improved
	Inter-Governmental Relations Technical Committee	42.2	19.4	22.8	Improved
	Kenya Law Reform Commission	58.8	65.4	-6.6	Regressed
	National Cohesion and Integration Commission	55.0	63.5	-8.6	Regressed
	Office of the Data Protection Commissioner	66.4	37.5	28.9	Improved
	Office of the Director of Public Prosecutions	30.7	30.7	-0.1	Regressed
	Office of the Registrar of Political Parties	55.2	44.5	10.7	Improved
Total		50.0	47.0	3.0	
Technical and Vocational Education Institution	Ahmed Shahame Mwidani Technical Training Institute	40.9	30.4	10.5	Improved
	Aldai Technical Training Institute	44.2	46.8	-2.6	Regressed
	Baringo Technical Training Institute	46.1	42.5	3.6	Improved
	Belgut Technical and Vocational College	34.1	21.0	13.1	Improved
	Bomet Central Technical and Vocational College	18.7	7.9	10.8	Improved
	Bondo Technical Training Institute	40.1	41.9	-1.8	Regressed
	Borabu Technical and Vocational College	31.9	13.2	18.7	Improved
	Bumbe Technical Training Institute	42.3	39.7	2.6	Improved
	Bungoma North Technical and Vocational College	34.9	6.4	28.5	Improved
	Bunyala Technical and Vocational College	44.6		44.6	New Entrants
	Bureti Technical Training Institute	41.3	28.7	12.6	Improved
	Bushiangala Technical Training Institute	42.4	36.9	5.5	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Butere Technical Training Institute	47.3	35.5	11.8	Improved
	Butula Technical and Vocational College	15.3		15.3	New Entrants
	Chamasiri Technical and Vocational College	28.2	22.4	5.8	Improved
	Chanzeywe Technical and Vocational College	16.1	22.2	-6.1	Regressed
	Chepalungu Technical and Vocational College	25.4	39.7	-14.3	Regressed
	Chepsirei Technical and Vocational College	26.7	30.4	-3.7	Regressed
	Cherangany Technical Training Institute	11.3	19.9	-8.6	Regressed
	Chuka Technical and Vocational College	39.5	20.7	18.8	Improved
	Coast Institute of Technology	62.2	54.3	7.9	Improved
	David Mbiti Wambuli Technical and Vocational College	57.8	62.3	-4.5	Regressed
	Dr.Daniel Wako Murende Technical and Vocational College	45.2	16.7	28.5	Improved
	Ebukanga Technical and Vocational College	35.3	11.8	23.5	Improved
	Ekerubo Gietai Technical Training Institute	51.4	38.1	13.3	Improved
	Eldama Ravine Technical and Vocational College	35.0	29.7	5.3	Improved
	Eldoret National Polytechnic	47.1	45.4	1.7	Improved
	Emgwen Technical and Vocational College	35.8	20.1	15.7	Improved
	Emining Technical Training Institute	52.9		52.9	New Entrants
	Emsos Technical and Vocational College	33.8	17.6	16.2	Improved
	Emurua Dikirr Technical Vocational College	45.9	32.1	13.8	Improved
	Endebes Technical and Vocational College	39.0	37.1	1.9	Improved
	Friends College Kaimosi	40.6	34.3	6.3	Improved
	Garsen Technical and Vocational College	16.9	8.4	8.5	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	Gatanga Technical and Vocational College	40.1	41.6	-1.5	Regressed
	Gatundu South Technical and Vocational College	55.2	27.4	27.8	Improved
	Githunguri Technical and Vocational College	4.7		4.7	New Entrants
	Gitwebe Technical Training Institute	35.4	18.6	16.8	Improved
	Godoma Technical Training Institute	39.7	48.4	-8.7	Regressed
	Heroes Technical and Vocational College	21.8	11.8	10.0	Improved
	Ijara Technical and Vocational College	23.6	0.8	22.8	Improved
	Ikutha Technical and Vocational College	34.3	37.8	-3.5	Regressed
	Jeremiah Nyaga Technical Training Institute	47.9	41.4	6.5	Improved
	Kabete National Polytechnic	54.2	40.2	14.0	Improved
	Kaelo Technical and Vocational College	34.5	16.9	17.6	Improved
	Kaiboi Technical Training Institute	53.3	38.0	15.3	Improved
	Kajiado East Technical Vocational College	22.6	15.8	6.8	Improved
	Kajiado West Technical and Vocational College	44.9	30.3	14.6	Improved
	Kakrao Technical and Vocational College	23.7	16.4	7.3	Improved
	Kaloleni Technical and Vocational College	28.6	35.6	-7.0	Regressed
	Kamukunji Technical and Vocational College	30.5	34.4	-3.9	Regressed
	Kandara Technical and Vocational College	33.8		33.8	New Entrants
	Kapchepkor, Baringo North Technical & Vocational College	29.1	34.4	-5.3	Regressed
	Kapcherop Technical and Vocational College	39.9	42.7	-2.8	Regressed
	Karen Technical Training Institute for the Deaf	38.3	26.3	12.0	Improved
	Karumo Technical Training Institute	51.9	44.4	7.5	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	Kasarani Technical Training Institute	64.3	46.1	18.2	Improved
	Katine Technical Training Institute	43.3	29.8	13.5	Improved
	Kendege Technical and Vocational College	36.3	18.6	17.7	Improved
	Kenya Coast National Polytechnic	38.1	52.0	-14.0	Regressed
	Kericho Township Technical and Vocational College	27.3	58.2	-30.9	Regressed
	Keroka Technical Training Institute	28.5	26.9	1.6	Improved
	Khwisero Technical and Vocational College	13.3		13.3	New Entrants
	Kiambu Institute of Science and Technology	44.4	46.9	-2.5	Regressed
	Kibwezi Technical and Vocational College	29.5	20.2	9.3	Improved
	Kieni Technical and Vocational College	44.5	44.5	0.0	Improved
	Kiirua Technical Training Institute	48.1	43.0	5.1	Improved
	Kimasian Technical and Vocational College	52.7	41.5	11.2	Improved
	Kiminini Technical and Vocational College	30.5	19.6	10.9	Improved
	Kinango Technical and Vocational College	36.7	22.5	14.2	Improved
	Kinangop Technical and Vocational College	55.7	32.4	23.3	Improved
	Kipipiri Technical and Vocational College	10.3		10.3	New Entrants
	Kipkabus Technical and Vocational College	44.4	32.3	12.1	Improved
	Kipsinende Technical Training Institute	31.4	27.5	3.9	Improved
	Kipsoen Technical and Vocational College	32.5	26.8	5.7	Improved
	Kiptaragon Technical and Vocational College	47.5	17.0	30.5	Improved
	Kirinyaga Central Technical and Vocational College	12.9		12.9	New Entrants
	Kisii National Polytechnic	46.7	42.1	4.6	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Kisiwa Technical Training Institute	43.3	32.3	11.0	Improved
	Kisumu National Polytechnic	58.7	34.5	24.2	Improved
	Kitale National Polytechnic	62.6	55.2	7.4	Improved
	Kitela Kapel Technical and Vocational College	7.7	21.5	-13.8	Regressed
	Kitutu Masaba Technical and Vocational College	41.2	11.6	29.6	Improved
	Kongoni Technical and Vocational College	34.9	1.6	33.3	Improved
	Konoini Technical Training Institute	35.7	14.8	20.9	Improved
	Koshin Technical Training Institute	54.2	39.7	14.5	Improved
	Lagdera Technical and Vocational College	15.7		15.7	New Entrants
	Laikipia East Technical and Vocational College	56.5	24.0	32.5	Improved
	Laikipia North Technical and Vocational College	43.8	18.3	25.5	Improved
	Laikipia West Technical and Vocational College	13.6		13.6	New Entrants
	Laisamis Technical and Vocational College	36.7	24.4	12.3	Improved
	Lamu East Technical and Vocational College (Kizigitini)	15.3	10.1	5.2	Improved
	Lari Technical and Vocational College	26.2	0.9	25.3	Improved
	Likoni Technical and Vocational College	19.7	6.1	13.6	Improved
	Limuru Technical and Vocational College	49.9	31.4	18.5	Improved
	Lodwar Technical and Vocational College	29.6	1.0	28.6	Improved
	Loima Technical and Vocational College	23.4	20.2	3.2	Improved
	Lungalunga Technical and Vocational College	17.7	0.7	17.0	Improved
	Mabera Technical and Vocational College	31.4	30.7	0.7	Improved
	Machakos Technical Training Institute for the Blind	52.5	32.2	20.3	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	Magarini Technical and Vocational College	13.4		13.4	New Entrants
	Mandera Technical Training Institute	20.3	20.1	0.2	Improved
	Manyatta Technical and Vocational College	29.1	24.1	5.0	Improved
	Masai Mara Technical and Vocational College	47.7	43.4	4.3	Improved
	Masai Technical Training Institute	40.9	28.0	12.9	Improved
	Masinga Technical and Vocational College	51.3	35.6	15.7	Improved
	Mathenge Technical Training Institute	43.6	40.8	2.8	Improved
	Mathioya Technical and Vocational College	35.7	35.1	0.6	Improved
	Mathira Technical and Vocational College	38.7	34.0	4.7	Improved
	Matili Technical Training Institute	47.4	44.7	2.7	Improved
	Mawego Technical Training Institute	36.5	34.9	1.6	Improved
	Mbeere Technical and Vocational College	6.9		6.9	New Entrants
	Merti Technical and Vocational College	21.9	1.0	20.9	Improved
	Meru National Polytechnic	54.7	53.0	1.7	Improved
	Michuki Technical Training Institute	44.9	59.5	-14.6	Regressed
	Mitunguu Technical Training Institute	52.9	50.3	2.6	Improved
	Mochongoi Technical Training Institute	26.8	24.9	1.9	Improved
	Moiben Technical Training Institute	37.1	31.6	5.5	Improved
	Molo, Elburgon Technical and Vocational College	34.9	22.0	12.9	Improved
	Msambweni Technical and Vocational College	33.5	6.1	27.4	Improved
	Mukiria Technical Training Institute	36.8	47.2	-10.4	Regressed
	Mukurweini Technical Training Institute	42.5	42.2	0.3	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Mulango Technical and Vocational College	11.0		11.0	New Entrants
	Mumias West Technical and Vocational College	28.2	13.7	14.5	Improved
	Mungatsi Technical and Vocational College	20.2	6.7	13.5	Improved
	Muraga Technical Training Institute	40.1	24.9	15.2	Improved
	Muranga Technical and Vocational College	24.9	17.5	7.4	Improved
	Musakasa Technical Training Institute	32.4	39.7	-7.3	Regressed
	Mwala Technical and Vocational College	42.8	1.6	41.2	Improved
	Mwatate Technical and Vocational College	9.2	14.6	-5.4	Regressed
	Mwea Technical and Vocational College	40.2	24.2	16.0	Improved
	Nachu Technical and Vocational College	47.3	38.8	8.5	Improved
	Nairobi Technical Training Institute	59.7	49.8	9.9	Improved
	Naivasha Technical Training Institute	31.5	23.6	7.9	Improved
	Narok South Technical and Vocational College	21.4	17.9	3.5	Improved
	Narok West Technical Training Institute	36.0	27.1	8.9	Improved
	Navakholo Technical and Vocational College	17.7	1.9	15.8	Improved
	Ndaragua Technical and Vocational College	27.7		27.7	New Entrants
	Ndia Technical and Vocational College	59.7		59.7	New Entrants
	Ngong Technical and Vocational College	39.3	31.6	7.7	Improved
	Njoro Technical and Vocational College	9.8		9.8	New Entrants
	Nkabune Technical Training Institute	58.2	33.6	24.6	Improved
	North Eastern National Polytechnic	28.7	30.8	-2.2	Regressed
	North Horr Technical and Vocational College	17.9	21.7	-3.8	Regressed

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	North Rift (Tiaty) Technical and Vocational College	12.0		12.0	New Entrants
	Nuu Technical and Vocational College	46.4	26.9	19.5	Improved
	Nyakach Technical and Vocational College	29.5	24.9	4.6	Improved
	Nyandarua National Polytechnic	60.0	45.2	14.8	Improved
	Nyeri National Polytechnic	33.2	53.3	-20.1	Regressed
	Okame Technical and Vocational College	33.5	21.6	11.9	Improved
	Ol'lessos Technical Training Institute	53.9	50.5	3.4	Improved
	Omuga Technical and Vocational College	26.8	13.5	13.3	Improved
	Orogare Technical and Vocational College	22.7		22.7	New Entrants
	P.C. Kinyanjui Technical Training Institute	51.6	53.2	-1.6	Regressed
	Rachuonyo, Ombek Technical and Vocational College	38.2	28.4	9.8	Improved
	Ramogi Institute of Advanced Technology	48.2	32.5	15.7	Improved
	Rangwe Technical and Vocational College	21.0		21.0	New Entrants
	Rarieda Technical and Vocational College	14.2		14.2	New Entrants
	Riamo Technical and Vocational College	24.5	6.2	18.3	Improved
	Riatrimba Technical and Vocational College	23.0	16.1	6.9	Improved
	Rift Valley Institute of Science and Technology	55.1	28.6	26.5	Improved
	Rift Valley Technical Training Institute	39.8	74.4	-34.6	Regressed
	Riragia Technical and Vocational College	33.1	14.9	18.2	Improved
	Ruiru Technical and Vocational College	16.0		16.0	New Entrants
	Runyenjes Technical Training Institute	52.0	41.3	10.7	Improved
	Sabatia Technical and Vocational College	40.0	30.6	9.4	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) for 2021/22FY	Variance (%)	Status
	Samburu East Technical and Vocational College	42.2	19.1	23.1	Improved
	Sang'alo Institute of Science and Technology	48.5	41.3	7.2	Improved
	Seme Technical and Vocational College	38.1	0.5	37.6	Improved
	Shamberere Technical Training Institute	61.8	51.1	10.7	Improved
	Siala Technical Training Institute	67.5	60.5	7.0	Improved
	Siaya Institute of Technology	41.8	39.8	2.0	Improved
	Sigalagala National Polytechnic	45.6	46.7	-1.1	Regressed
	Sikri Technical & Vocational College for the Blind and Deaf	55.8	42.8	13.0	Improved
	Sirisia Technical and Vocational College	30.0		30.0	New Entrants
	Sirutu Technical and Vocational College-Awendo	61.4	40.1	21.3	Improved
	Sot Technical Training Institute	62.2	51.4	10.8	Improved
	Sotik Technical Training Institute	47.1	25.8	21.3	Improved
	St. Joseph's TTI for the Deaf, Nyang'oma	44.6	49.5	-4.9	Regressed
	Tana River Technical and Vocational College	14.8	10.6	4.2	Improved
	Tarbaj Technical and Vocational College	10.9		10.9	New Entrants
	Taveta Technical and Vocational College	36.4	18.7	17.7	Improved
	Tetu Technical and Vocational College	39.4	1.6	37.8	Improved
	Tharaka Technical and Vocational College	45.1	28.5	16.6	Improved
	Thika Technical Training Institute	47.0	67.4	-20.4	Regressed
	Tigania East Technical and Vocational College	36.5	12.6	23.9	Improved
	Tinderet Technical and Vocational College	46.1	34.7	11.4	Improved
	Total Technical and Vocational College	16.2	11.3	4.9	Improved

Service Sector	Name of Organization	Overall Compliance Index (%) for 2022/23FY	Overall Compliance Index (%) 2021/22FY	Variance (%)	Status
	Tseikuru Technical Training Institute	35.9	17.6	18.3	Improved
	Turbo Technical and Vocational College	11.5	11.3	0.2	Improved
	Turkana East Technical and Vocational College	21.0		21.0	New Entrants
	Turkana North Technical and Vocational College	19.3	6.9	12.4	Improved
	Ugenya Technical and Vocational College	37.7	36.4	1.3	Improved
	Ugunja Technical and Vocational College	44.8	29.8	15.0	Improved
	Uriri Technical and Vocational College	30.6		30.6	New Entrants
	Wajir East Technical and Vocational College	0.1		0.1	New Entrants
	Wajir South Technical and Vocational College	4.5		4.5	New Entrants
	Wanga Technical and Vocational College	40.1	21.2	18.9	Improved
	Webuye West Technical and Vocational College	28.7	31.8	-3.1	Regressed
	Weru Technical and Vocational College	38.0	30.1	7.9	Improved
	Wote Technical Training Institute	53.7	50.6	3.1	Improved
	Wumingu Technical and Vocational College	21.2	10.6	10.6	Improved
	Yatta Technical and Vocational College	2.9		2.9	New Entrants
	Ziwa Technical Training Institute	40.3	32.5	7.8	Improved
Total		35.7	29.2	6.6	
Grand Total		46.0	41.7	4.3	

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