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PUBLIC SERVICE COMMISSION

Evaluation Report on the Extent of compliance with the Values and Principles in Articles 10 and 232 of the Constitution in the Public Service for the Year 2017/18

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

DECEMBER, 2018

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ABBREVIATIONS AND ACRONYMS

AE	Authorized Establishment
AGPO	Access to Government procurement Opportunities
APSEA	Association of Professionals Societies in East Africa
ASALS	Arid and Semi-Arid Lands
CAJ	Commission on Administrative Justice
CoI	Conflict of Interest
CQA	Compliance and Quality Assurance
CRA	Commission for Revenue Authority
DCI	Directorate of Criminal Investigations
DPP	Director of Public Prosecutions
EACC	Ethics and Anti-Corruption Commission
FY	Financial Year
GHP	Grievance Handling Procedure
HR	Human Resource
HRM&D	Human Resource Management & Development
ICT	Information, Communication and Technology
IFMIS	Integrated Financial Management System
IOs	Independent Offices
KBC	Kenya Broadcasting Corporation
KENGEN	Kenya Electricity Generating Company
KICC	Kenyatta International Convention Center
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNTC	Kenya National Trading Corporation
KRA	Kenya Revenue Authority
KSG	Kenya School of Government
KSMS	Kenya School of Monetary Studies
LAPSSET	Lamu Port-South Sudan-Ethiopia-Transport Corridor
LPO	Local Purchase Order
MDAs	Ministries, Departments and Agencies
MTP	Medium Term Plan
NCPWD	National Council for Persons with Disabilities
NEPAD	New Partnership for Africa's Development
NGEC	National Gender and Equality Commission
NTSA	National Transport and Safety Authority
PAS	Performance Appraisal System
PFM	Public Finance Management

PMS	Performance Management System
PPARB	Public Procurement Administrative Review Board
PSC	Public Service Commission
PSEA	Public Service Excellence Award
PSVP	Public Service Values and Principles
PWDs	Persons with Disabilities
QMS	Quality Management system
RMS	Records Management System
SAGAs	Semi-Autonomous Government Agencies
SDG	Sustainable Development Goals
UFAA	Unclaimed Financial Assets Agency
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization

FOREWORD



On behalf of the Public Service Commission (PSC), I am pleased to present the 2017/18 Values and Principles Compliance Report. This is the sixth report since 2013. We are sharing it in fulfillment of the Commission's constitutional mandate spelt out in Article 234 2(c) 2(h). The Constitution mandates the Commission to promote the values and principles mentioned in Articles 10 and 232 throughout the public service and 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 Commission conducted an evaluation whereby the public institutions under its purview responded to online based set of survey questionnaires after an intensive sensitization programme at the Kenya School of Monetary Studies (KSMS). The responses were analyzed culminating to this Report. The evaluation was anchored on the *Framework for implementation of Values and Principles,* issued to the Service in 2015. This year's Report focused on the following five thematic areas: Diversity management; Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development; Accountability for Administrative Acts; Improvement in Service Delivery; and Performance Management.

The report contains findings and recommendations on the measures taken, progress realized, and impediments in the implementation of values and principles. Additionally, the Report also provides information on the status of institutionalization of values and principles in the afore-mentioned thematic areas from the 251 responding institutions that were categorized into five service sectors namely: Ministries and State Departments; Constitutional Commissions and Independent Offices; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Statutory Commissions and Authorities; and Public Universities. It also provides findings which will inform policy and administrative interventions to promote compliance with the national and public service values and principles in the pubic service.

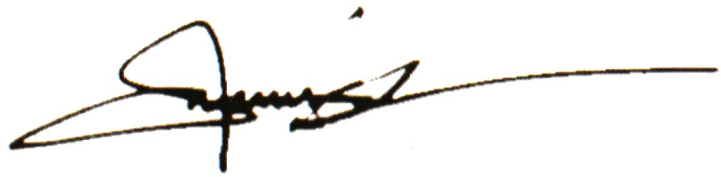
Further, the report presents a comparative analysis of performance scores for the service sectors in the five (5) thematic areas. The overall compliance index for all the public institutions evaluated under the five thematic areas was 57.4 percent. The leading thematic area was Accountability for Administrative Acts at 68.2% followed by Performance Management at 61.3%; Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development at 57.6%; Improvement in Service Delivery at 56.6%; and lastly Diversity management at 44%. The least performing thematic area was Diversity management which performed below average. It can safely be deduced from the scores that the public service performance is average.

The evaluated service sectors were also ranked in accordance with their performance as follows: Public Universities at 63%; Constitutional Commissions and Independent Offices at 62.6%; State Corporations and Semi-Autonomous Government Agencies (SAGAs) at 58.5%; Statutory Commissions and Authorities at 54.3%; and Ministries and State Departments at 47.8%. It is noted that the Ministries and State Departments performed below average.

The Public Service Commission will work with the public service sectors to redress the identified underperformance in the five thematic areas. This will be done through policy and administrative interventions including policy reviews on operational areas. Some of the key recommendations in the report include: review of authorized establishment and optimal staffing levels; review of recruitment and selection and the internship policies; development of affirmative action programmes; implementation of the Auditor General's recommendations; develop and implement in-service training programme to equip with on-job skills and competencies required in the transformation of service delivery and for succession management; development and issuance of a citizen service delivery charter; automation of business processes and migration to e-government platforms; undertaking citizen service satisfaction surveys; and the development of performance management framework for the public service for improved service delivery.

I trust this report will help refocus the public service to reform, perform and transform into a better Service for the citizens of Kenya.

I note that the report was a joint effort of the Commissioners, the PSC Secretariat and the participating public institutions who worked tirelessly to ensure the report is ready in time for submission as required by law. ***Asante sana***.



Stephen K. Kirogo, CBS
Chairperson,
Public Service Commission

PREFACE



The 2017/18 Report is the sixth since 2013 when PSC presented the inaugural report to the President and Parliament in compliance with the Constitution of Kenya. It presents a comprehensive evaluation of measures taken, progress achieved, and impediments faced by government Ministries, Departments and Agencies (MDAs) and Public Universities in the implementation of national and public service values and principles.

The Commission wishes to commend the heads of the 251 public institutions that participated in the sensitization programme and subsequently, responded comprehensively to the online evaluation tool through timely submission of the requested organizational data. However, some targeted institutions did not meet the submission timelines and were therefore not evaluated.

The report preparation process started with the constitution of an inter-departmental technical team following the approval of the concept and roadmap by the Commission. The Commission sensitized 501 officers on the implementation of values and principles and the use of the online tool. Thereafter, the data submitted by public institutions was analysed and informs the findings in this Report.

The Report is divided into six chapters: Chapter One covers the introduction; Chapter Two presents the methodology of the evaluation; Chapter Three is a review of the measures taken, performance gaps and impediments in the promotion of values and principles; Chapter Four is the progress realised in the implementation of the values and principles; Chapter Five contains the performance index scores in the five thematic areas and trend analysis; and lastly, Chapter Six provides for policy recommendations.

The evaluated institutions are expected to come up with redress mechanisms in the underperforming areas including affirmative action programmes to address specific recommendations contained in this report.

Dr. Alice A. Otwala (Mrs), CBS
Secretary/Chief Executive Officer,
Public Service Commission

ACKNOWLEDGEMENT



The Public Service Commission (PSC) acknowledges the concerted efforts displayed by government Ministries, State Departments, Independent Offices and Commissions, State Corporations and Semi-Autonomous Government Agencies, Statutory Commissions and Authorities and Public Universities in actively providing the data used in the preparation of the 2017/18 Report.

We appreciate the Commission under the leadership of Mr. Stephen K. Kirogo, CBS (Chairperson), and the Commissioners for their strategic and policy guidance in the preparation of this report. Special thanks to the Compliance and Quality Assurance (CQA) Committee members led by the Chairperson Commissioner Dr. Judith E. Bwonya, MBS, Commissioner Prof. Michael Lokoruka, PhD, EBS and Commissioner Mr. Patrick Gichohi, CBS for their stewardship in preparation of the Report.

We also single out the Commission Secretary/Chief Executive, Dr. Alice A. Otwala, CBS, for mobilizing resources required for the assignment and constantly updating the Board on the progress towards the finalization of the Report.

Special thanks to the inter-departmental technical team comprising: Mr. Wachinga S. Gikonyo (Director, Compliance and Quality Assurance), Mr. Wesley Kipngetich (Deputy Director, Governance and Ethics), Mr. Gabriel Juma (Deputy Director, Governance), Mr. Francis Lemarkat (Assistant Director, HRM&D), Mr. Simon Ojala (Assistant Director, Governance and Ethics), Mr. Isaac Kihiu (Principal Governance and Ethics Officer), Mr. Jacob Gumba (Principal Monitoring and Evaluation Officer), Ms. Salyvia Kagoi (Principal, HRM&D Officer), Mr. Joseph Kenei (Economist), Ms. Evelyn Adhiambo (Senior, HRM&D Officer) and Florence Itunga (Personal Secretary). The Commission is grateful for their resourcefulness and demonstrable internal capacity.

We also note and appreciate the contribution by other stakeholders who participated in various stages in the production of this Report.

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

EXECUTIVE SUMMARY

Article 234 (2) (h) requires the Commission to undertake an evaluation and report to the President and Parliament on the extent to which the values and principles are complied with in the public service. The 2017/2018 report on public service compliance with national and public service values and principles is the sixth since 2013 when the first report was submitted to the President and Parliament as a constitutional requirement. Article 234 (2) (c) of the Constitution mandates Commission to promote the national values and principles of governance in Article 10, and the public service values and principles in Article 232.



The Commission conducted an evaluation of public service institutions under its jurisdiction using an online tool. The evaluation was preceded by a sensitization exercise of 501 participants from 274 public institutions. The institutions which responded to the evaluation were 251 from five service sectors as follows: Ministries and State Departments; Constitutional Commissions and Independent Offices; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Statutory Commissions and Authorities; and Public Universities. The Commission analysed responses for nine thematic areas as provided in the framework for implementation of values and principles in the public service issued by the Commission in 2015. However, in finalizing the Report, the Commission focused on the findings of five thematic areas, namely: Accountability for Administrative Acts; Performance Management; Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development; Improvement in Service Delivery; and Diversity management.

Data collection was conducted through two main online questionnaires: the MDA specific questionnaire which was used to gather crosscutting data on the implementation of values and principles while the Oversight Institution questionnaire provided data for triangulation purposes. The evaluation also benefited from secondary data from Constitutional Commissions and Independent Offices. The responses were analysed to compute the aggregate compliance and performance scores and indices based on measures of central tendency and standardized scores thus culminating to this Report.



The report presents a comparative analysis of performance scores for the service sectors in five (5) thematic areas. The overall compliance index for all the public institutions evaluated under the five thematic areas was 57.4 percent. The leading thematic area was Accountability for Administrative Act at 68.2% followed by Performance Management at 61.3%; Efficiency, Effectiveness, Economic Use of

Resources and Sustainable Development at 57.6%; Improvement in Service Delivery at 56.6%; and lastly Diversity management at 44%. The least performing thematic area was Diversity management which performed below average.

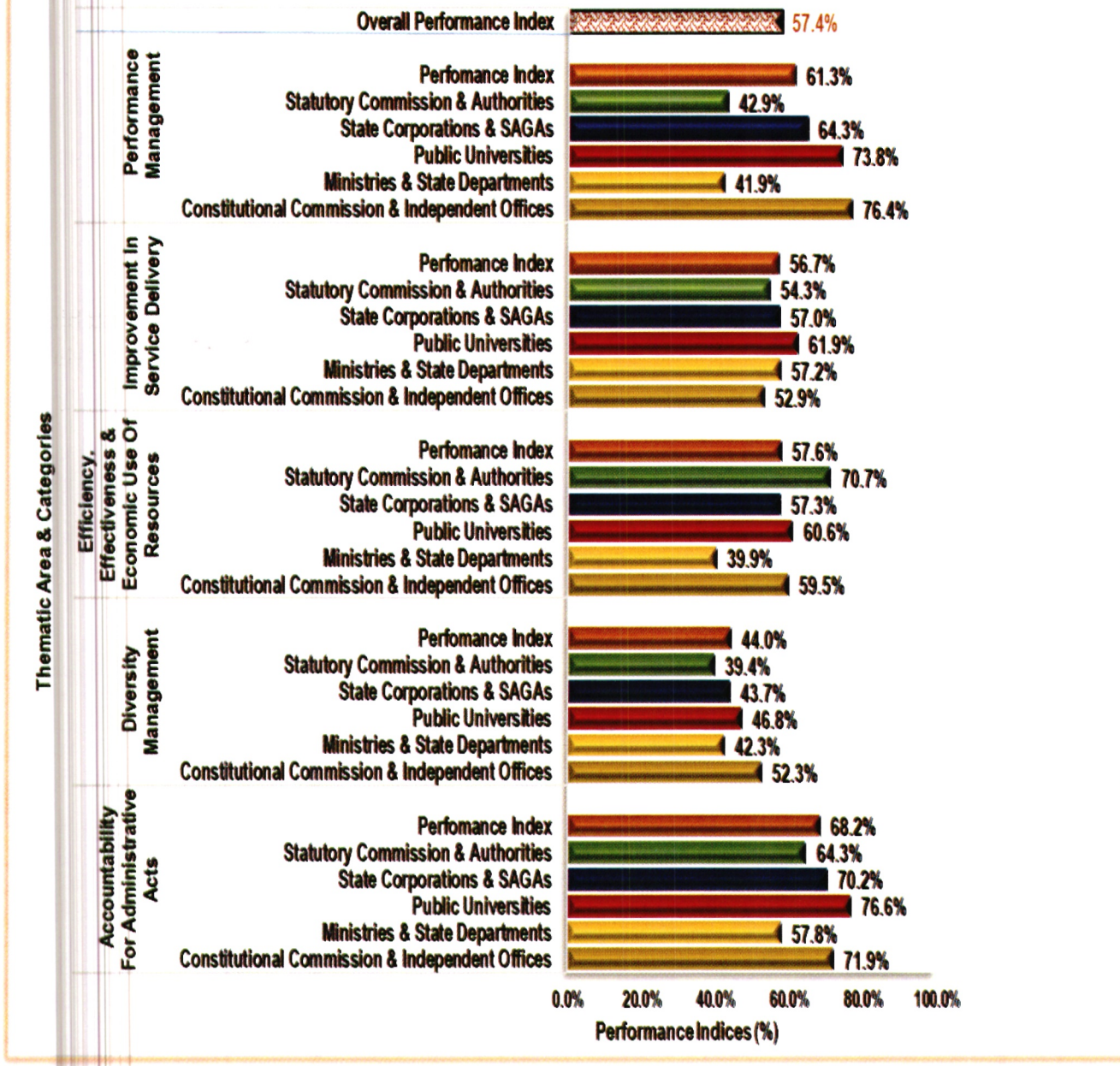
63.9% Public Universities Aggregate Performance Index

The evaluated service sectors were also ranked in accordance with their performance as follows: Public Universities at 63.9%; Constitutional Commissions and Independent Offices at 62.6%; State Corporations and Semi-Autonomous Government Agencies (SAGAs) at 58.5%; Statutory Commissions and Authorities at 54.3%; and Ministries and State Departments at 47.8%.

Some of the key recommendations in the report include: review of authorized establishment and optimal staffing levels; review of recruitment and selection and the internship policies; development of affirmative action programmes; implementation of the Auditor General's recommendations; setting the service delivery standards; development and issuance of citizen service delivery charter; automation of business processes and migration to e-government platforms; undertaking citizen service satisfaction surveys and, the development of performance management framework for the public service.

The summary of performance by service sectors in the five evaluated thematic areas is as illustrated in the figure below.

Overall Performance by Thematic Areas



CHAPTER ONE

INTRODUCTION

1.1 Establishment, Composition and Mandate of the Commission

The Public Service Commission (PSC) is an independent Commission established under Article 233 of the Constitution of Kenya. It consists of a Chairperson, Vice Chairperson and seven members appointed by the President with the approval of the National Assembly.

The mandate of the Commission is spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. This includes establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service. In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act, 2015 and other relevant legislations.

1.1.1 Functions and Powers of the Commission

a. Establishment and abolition of offices in the public service;

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

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

d. Promotion of national values and principles of governance; and values and principles of public service;

e. Investigating, monitoring and evaluating the organization; administration and personnel practices of the public service;

f. Ensuring that the public service is efficient and effective;

g. Development of human resources in the public service;

h. Reviewing and making recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the public service;

i. Evaluating and reporting to the President and Parliament on the extent to which the values and principles mentioned in Articles 10 and 232 are complied with in the public service;

j. Hearing and determining appeals in respect of county governments' public service;

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

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

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

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

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

1.1.2 Scope of Responsibility

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

a. Ministries and State Departments.

b. State Corporations and SAGAs.

c. Constitutional Commissions and Independent Offices namely: Gender and Equality Commission; Commission on Administrative Justice; Kenya National Commission on Human Rights; National Lands Commission; Independent Electoral and Boundaries Commission; Commission on Revenue Allocation; Ethics and Anti-Corruption Commission, Salaries and Remuneration Commission; Office of the Auditor General and Controller of Budget.

d. Statutory Commissions and Authorities namely: -

National Cohesion and Integration Commission; Inter-Governmental Relations Technical Committee; Office of the Director of Public Prosecutions; Council of Governors; Energy Regulatory Commission; Kenya Law Reform Commission, Registrar of Political Parties and Independent Police Oversight Authority.

e. Public Universities.

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

1.2 Background to the Evaluation

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

The Commission undertook the first evaluation on the extent to which the values and principles are complied with in the public service in 2011/2012. This report provided the basic information and data on the readiness of the public service with regard to the promotion and implementation of

values and principles and to determine how compliance evaluation would be conducted in future. This was the State of the Public Service Report of 2012. The 2012/2013 evaluation was an assessment of values and principles independently since they had not been grouped into thematic areas. That was the first report to be submitted to the President and Parliament.

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

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

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

So far, this is the sixth report arising from the annual evaluations that have been prepared and submitted to the President and Parliament since 2013. The annual report contains findings and recommendations reflecting the measures taken, progress made, and challenges experienced as guided by the Public Service Values and Principles Act, 2015.

The 2017/2018 values and principles compliance evaluation report reviewed the progress of implementation of national and public service values and principles in the public service. The output of the current evaluation is envisaged to inform the future determination of the extent of compliance with values and principles of the public service by each institution since all the reporting institutions will be expected to develop action plans and affirmative action programmes to address the existing gaps. Essentially, the report also lays the foundation for future evaluations whereby organizations will be held accountable based on the proposed commitments made by each institution. The findings of the evaluation will inform policy interventions by Government in furtherance of a value based and ethical public service.

1.3 Objectives of the Evaluation

The overall objective of the evaluation was to determine the extent to which the recommendations from the previous reports of 2011/2012 to 2016/17 have been implemented in the public service.

The specific objectives of the evaluation were to:

(i) determine the implementation gaps;

(ii) assess the progress realized;

(iii) determine the impediments; and

(iv) make recommendations to Parliament and the President for policy interventions.

CHAPTER TWO
METHODOLOGY

2.1 Overview

The evaluation methodology describes the target population of the evaluation, sampling technique, performance indicators, data collection instruments, data collection techniques, data analysis technique, computation of indices, limitations and assumptions of the evaluation.

2.2 Population of the Evaluation

The targeted population for the evaluation were all Ministries and State Departments, Public Universities, Statutory Commissions and Authorities, State Corporations and SAGAs and Constitutional Commissions and Independents Offices save for the Commissions stipulated under Article 234(3)(c) of the Constitution. Three hundred and thirty-one public institutions were targeted for the evaluation and 274 participated. Out of the 274 Institutions which participated, 251 responded to the evaluation representing 92% percent response rate as presented in Table 2.1 and Figure 2.1.

Table 2.1: Response Rate by service sector

S/No.	Service Sector of Institution	No. of institutions Targeted		No. of Institutions that participated		No. of Institutions that responded		Response rate (%)	
		2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17
1.	Independent Offices & Commissions	9	11	9	9	7	9	78	100
2.	Ministries, Departments and Agencies	48	45	46	42	44	37	96	88
3.	State Corporations & (SAGAs)	232	239	180	129	162	114	90	88
4.	Public Universities	34	-	32	-	31	-	97	
5.	Statutory Commissions	8	5	7	5	7	4	100	80
	MDAs targeted	**331**	**300**	**274**	**185**	**251**	**164**	**92**	**87**
6.	MDA specific			15	30	13	29	**86.7**	**87

** *A total of 87 institutions participated in the evaluation for the first time representing 53% increase.*

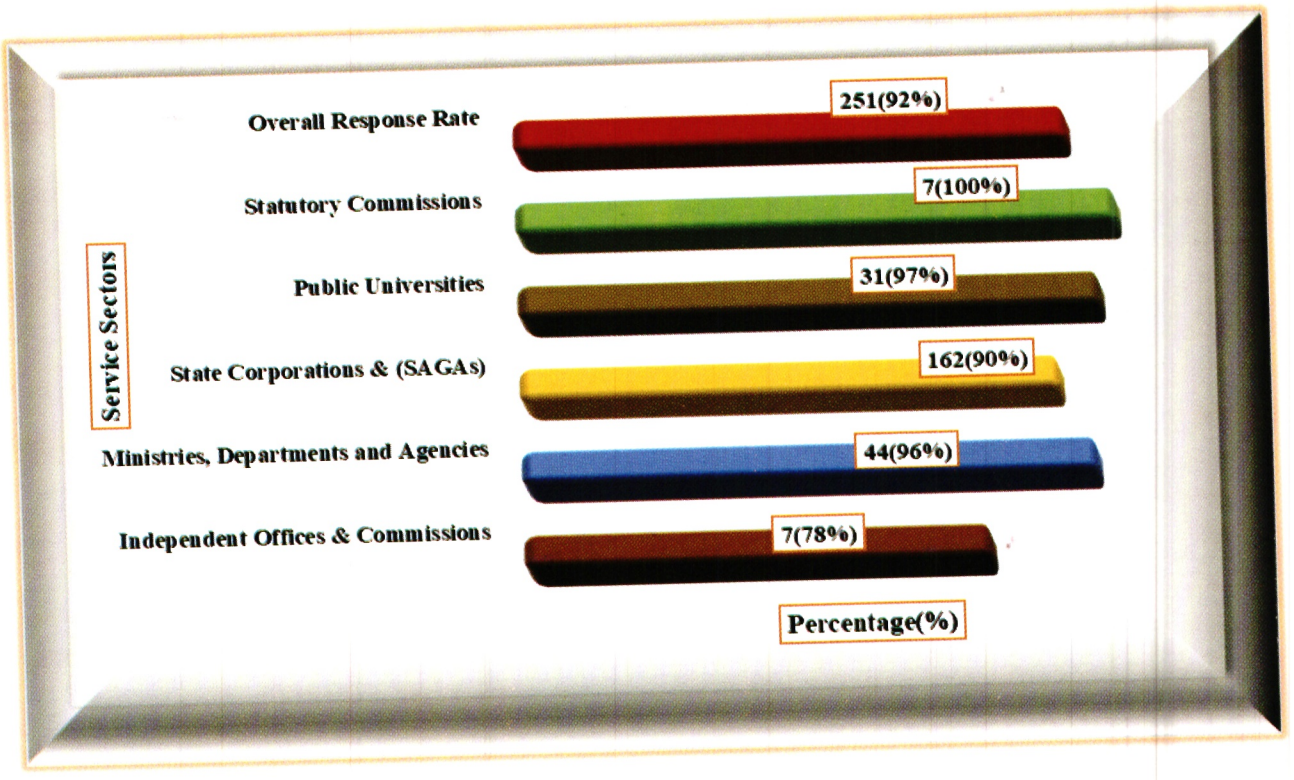


Figure 2.1: Respondents by service sector

2.3 Sampling Technique

This evaluation targeted all public institutions under the jurisdiction of the Commission on the promotion of values and principles in the public service. Therefore, a census was used as a sampling technique.

2.4 Performance Indicators by Thematic Areas

The summary of performance indicators by thematic area that was adopted to develop the survey tools is contained in Table 2.2.

Table 2.2: Summary of Performance Indicators by Thematic Areas

S/No.	Thematic Area	Indicators
1.	Establishment of offices and appointments (overview of the service)	*(i)* Composition of staff Bio Data and terms of appointment in the public service; *(ii)* Number of individuals engaged as casuals; and *(iii)* Number of interns engaged in the public service.
2.	Diversity Management	*(i)* Number of institutions that conducted diversity audits; *(ii)* Ratio of male to female officers in the public service; *(iii)* Proportionate representation of ethnic communities in the public service; *(iv)* Level of representation of Persons with Disabilities in the

S/No.	Thematic Area	Indicators
		public service; *(v)* Level of customization of facilities and services for persons with disabilities; *(vi)* Channels for advertising job opportunities in the public service; and *(vii)* Number of institutions with affirmative action programmes.
3.	Efficiency, Effectiveness, Economic use of Resources and sustainable development	*(i)* Budget absorption levels in the public service; *(ii)* Optimal staffing levels in the public service; *(iii)* Number of appeals lodged to Public Procurement Administrative Review Board; *(iv)* Number of public institutions cited in the Auditor General's report; and *(v)* Number of public institutions with pending bills.
4.	Accountability for Administrative Acts	*(i)* Existence of a reviewed Client Service Charter; *(ii)* Existence, review and implementation of the grievance handling procedures; *(iii)* Existence and application of complaints register; *(iv)* Management, storage and disposal of records; *(v)* Existence and utilization of gift registers; *(vi)* Existence and utilization of conflict of interest registers; and *(vii)* Administration of commitment forms.
5.	Improvement in Service Delivery	*(i)* Status of automation and migration of business processes to the e-government portal; *(ii)* Number of printers, photocopiers, and shredders procured by public institutions; *(iii)* Level of decentralization of public services; *(iv)* Customer Satisfaction Index; *(v)* Existence and implementation of honours, awards and commendation schemes; and *(vi)* Identification of value exemplars in the public service.
6.	Performance Management	*(i)* Number of posts in the authorized establishment and the in-post; *(ii)* Number of staff on secondment exceeding six years;

S/No.	Thematic Area	Indicators
		(iii) Timely orientation and induction of new officers; *(iv)* Types of Performance Management systems; *(v)* Number of staff appraised, rewarded and or sanctioned; *(vi)* Level of attainment of organizational performance targets; *(vii)* Number of institutions with Human Resource Plans; and *(viii)* Number of institutions with Quality Management system (QMS).

2.5 Data Collection instruments

An online questionnaire was used for the evaluation. The cross-cutting questionnaire was applied to all institutions and the oversight questionnaire was applied to specific institutions, to triangulate the data provided in the cross-cutting questionnaires.

The questionnaires were developed from: performance indicators on Table 2.2; the measures taken to address the challenges; performance gaps and Institutional commitments to address the gaps identified in the previous reports.

2.6 Data collection

Data collection was preceded by sensitization workshops for Heads of Human Resources and Technical Officers of the Public Institutions under the Commission's jurisdiction on promotion and evaluation of values and principles. The online tool was piloted during the workshop and comments from the officers incorporated into the final questionnaires.

The questions in the cross cutting and oversight questionnaires were thereafter uploaded on the online survey monkey tool. The tool was subsequently sent to the email address of the officer identified as a respondent on behalf of the respective institution. The officers responded to the online tool which was thereafter forwarded to the Commission through a signed letter by the Authorized Officer(s).

2.7 Data processing and analysis

Data from the reviewed literature and reports was analyzed in thematic areas and key findings enumerated. Completed data from questionnaires were downloaded from the online tool and exported to Microsoft excel worksheet. The data was cleaned, cross checked to eliminate gaps and aligned for analysis. All entered data was validated for consistency and verified before the analysis.

S/No.	THEMATIC AREA	MEASURES TAKEN	PERFORMANCE GAPS	IMPEDIMENTS
		Enactment of Equalization Fund Appropriation Acts, 2016 and 2017. Development of framework for integrating principles of equality and freedom from discrimination in the private sector by NGEC. National Cohesion Index determined by the National Cohesion and Integration Commission in 2016 and 2017. Implementation of ethnic quotas in appointments by PSC. Gazettement of the Makonde and Indian communities as part of the Kenya's ethnic communities.	sectors in the public service. Slow progress on provision of customized facilities and services for PWDs. Slow progress on implementation of the diversity policy for the public service. Human resource disaggregated data not Maintained. Audit of buildings to ascertain the extent to which access to persons with disabilities not undertaken. Draft Disability Policy and Guidelines for the Public Service, 2018 not finalized. Draft National Gender and Development Policy, 2017 not finalized.	ethnic proportionate representation in the public service. Ineffective channels of advertising job opportunities. Low funding for capacity building in the public service. Inadequate data on diversity gaps.
4.	**Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development**	Public Finance Management, Act, 2012 in place. Public Finance Management (PFM) Regulations 2016 in place. Enactment of the Public Procurement and Asset Disposal Act, 2015. Capacity building on implementation of AGPO Policy to the public service by the National Treasury. Improved uptake of e-procurement by public institutions. Public Private Partnership Regulations, 2014 in place. The National Treasury developed a Fiscal Management framework to ensure sustainable debt management.	Low absorption level of development budget. Austerity measures and delays in release of exchequer. Lengthy procurement processes.	Optimal staffing levels not determined. Weak implementation of the Public Finance Management, Act, 2012 and the Public Finance Management (PFM) Regulations 2016. Delays in the IFMIS processes. Slow pace in the implementation of PIC and PAC reports. Lack of an inventory of existing public assets.

S/No.	THEMATIC AREA	MEASURES TAKEN	PERFORMANCE GAPS	IMPEDIMENTS
5.	**Equitable Allocation of Opportunities and Resources**	Parliament enacted the Equalization Fund Appropriation Act, 2017 & 2018. Government established the Uwezo, Youth and Women fund (consolidated as Biashara Kenya Fund). Commission for Revenue Allocation developed criteria for determination of disadvantaged groups. The National Treasury developed, reviewed guidelines and issued circulars on mandatory reporting requirements to procuring entities regarding compliance with AGPO. The State Department for Early Learning and Basic Education lowered entry marks for students with special needs joining form 1 places in National Schools, Extra County, County and Sub-County Schools. The State Department for Gender Affairs trained 500 women, youth and PWDs on AGPO and other key Government affirmative action funds.	Delay in the release of the equalization fund. Low compliance with AGPO policy. Criteria for determination of disadvantaged groups yet to be reviewed. Draft Public Finance Management (Biashara Kenya Fund) Regulations, 2018 not finalized.	Delay in release of the equalization fund Weak enforcement of the AGPO policy.
6.	**Accountability for Administrative Acts**	Enactment of PSC Act, 2017 by Parliament. Enactment of the Fair Administrative Action Act, 2015 by Parliament. Enactment of the Public Service (Values and Principles) Act 2015 by Parliament. Reports on maladministration annually prepared by CAJ (CAJ handled 92,994 complaints from the public related to maladministration). Institutional service delivery charters and grievance handling procedures developed by some institutions. Inter-agency committee on the development of the citizen service delivery charter established by PSC.	Alignment of Service Charters to the Constitution, Public Service (Values and Principles) Act 2015 and the Public Service Code of Conduct and Ethics, 2016 not finalized. Slow pace in the implementation of the provisions of the Public Service Code of Conduct and Ethics, 2015. Lack of minimum service delivery standards. Fair Administrative Action Act 2015 regulations not developed. Public Service (Values and Principles) Act 2015 regulations not developed. Public service values and principles policy not finalized.	Delay in the review of Service Charters and grievance handling procedures Non-existence of Citizen Service delivery charter. Weak resolution of complaints. Low automation of records. Weak management of gifts and conflict of interest registers. Weak implementation of codes of conduct and ethics.

S/No.	THEMATIC AREA	MEASURES TAKEN	PERFORMANCE GAPS	IMPEDIMENTS
7.	**Improvement in Service Delivery**	The State Department for ICT and Innovation connected 52 MDAs to the Government Common Core Network. State Department for Broadcasting and Telecommunications developed 14 ICT Standards to guide on Government ICT framework. 51 Huduma Centres operationalized countrywide. ICT Policy reviewed by the Ministry of ICT to accelerate automation and migration to e-services. Public Service (Values and Principles) Act, 2015, Public Service Commission Act, 2017 and Framework for implementation of values and principles are in place.	Existence of manual processes in some institutions due to low uptake of ICT. Lack of Citizens Service Charters in some institutions. Low migration of services to e-government portal. Not all institutions had migrated their services to Huduma Platform. Government services yet to be fully decentralized to the extent practicable.	Low automation and migration of services to e-government platform. Low presence of government departments on Huduma platform. Weak implementation of institutional customer service charters. Low uptake of honours, awards and commendation schemes.
8.	**Performance Management**	Performance rewards and sanctions framework for the public service, 2016 developed by PSC. Enactment of PSC Act 2017. Review of the Staff Performance appraisal tool by PSC. Adoption of QMS in some institutions. Reviewed policies guiding the HR function in the public service by PSC.	Draft PSC regulations, 2018 yet to be gazetted. Slow uptake of Performance Appraisal System in the service. Low uptake of QMS. Low uptake of HR plans. Lack of career and succession management strategy. Low participation by institutions in Performance Contracting process. Uniform framework for norms and standards for the public service yet to be developed. Recruitment and selection policy yet to be reviewed. Slow implementation of the Job evaluation report.	Weak implementation of the orientation and induction policy. Weak implementation of performance agreements. Lack of a standard quality management system framework. Lack of a framework for norms and standards for the public service.
9.	**Public Participation in Policy Making**	Public Participation Guidelines, 2015 developed by the PSC.	Draft National Policy on Public Participation, 2017 yet to be finalized. Draft National Public Participation Bill 2016, yet to be finalized.	Lack of policy and legislation on Public Participation.

CHAPTER FOUR
PROGRESS REALIZED IN THE IMPLEMENTATION OF VALUES AND PRINCIPLES

4.1 Introduction

The evaluation was done against the backdrop of the current composition of the public service using the *Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution in the Public Service, 2015,* issued by the Public Service Commission. The evaluation focused on nine (9) thematic areas namely: High Standards of Professional Ethics; Good Governance, Transparency and Accountability; Diversity Management; Efficiency, Effectiveness, Economic Use of resources and Sustainable Development; Equitable Allocation of Opportunities and Resources; Accountability for Administrative Acts; Improvement in Service Delivery; Performance Management; and Public Participation in Policy Making. The responses in the nine thematic areas were analysed, out of which the Commission identified five thematic areas whose findings were used to develop the report.

4.2 Overview of the Public Service

4.2.1 Staff Establishment

The values and principles of governance provided in Article 10 of the Constitution include values and principles on governance and sustainable development. Article 232 of the Constitution provides values and principles of the public service which include high standards of professional ethics and efficiency, effectiveness and prudent utilization of resources. Article 234 (2)(e) requires the Commission to ensure that the public service is efficient and effective.

Sustainable development in the public service includes the principle of fiscal sustainability. For public service, that principle is given effect through wage bill sustainability and prudent utilization of the human resource. Part IV of the Public Service Commission Act, 2017 provides the preconditions and requirements for the establishment and abolition of public offices.

Public institutions are required to ensure that offices are established in accordance with the principles of fiscal sustainability and that the offices are necessary for the discharge of the mandate of the organization and there is no duplication of functions. It is also good practice

for public institutions to ensure that establishment of public offices are informed by the departmental workload analysis and human resource plans.

4.2.3 Performance standards

Compliance with:

i) Guidelines on establishment and abolition of offices;
ii) Employment Act, 2007;
iii) Public Service Commission Act, 2017; and
iv) Internship policy and Guidelines for the Public Service, 2016.

4.2.4 Performance Indicators

i) Composition of staff Bio-data and terms of appointment in the public service;
ii) Number of individuals engaged as casuals; and
iii) Number of interns engaged in the public service.

The respondents were required to provide staff bio-data on the following areas: Authorized establishment, In-post, Variance, staff on permanent and pensionable terms, staff who are permanent but not pensionable, staff on contract, persons engaged on casual terms, staff on temporary appointment and interns.

a) Authorized establishment

The Authorized staff establishment for the 251 institutions evaluated was 288,774. They were as follows: 128,160 in Ministries and State Departments, 108,733 in State Corporations and SAGAs, 3,557 in Independent Commissions and offices, 2,153 in Statutory Commissions and Authorities and 46,171 in Public Universities. It is presumed that the authorized establishments in the institutions under review were based on the need to efficiently and effectively discharge their mandate and that the numbers are based on comprehensive workload analysis.

There were noticeable discrepancies in data provided by institutions as in-post and disaggregated data in terms of service. Only 54 (22%) institutions out of the 251 evaluated had consistent data. This reflects poor data management in the affected institutions which may lead to inaccurate planning and therefore failure to achieve planned results. It may not be possible to determine optimal staffing if the data maintained is inaccurate or inconsistent. This is illustrated in Table 4.1, Figure 4.1 and Table 4.2.

Table 4.1: Authorized Establishment and Terms of Service

Service Sectors	No. of Organ.	Authorized Establish.	In-post	Bio Data Total	Variance (Bio-data – In-post)	No. of Officers & Terms of Service						
						Permanent & Pensionable	Permanent without Pension benefits	Contract	Probation	Temporary	Total (as per terms of service)	Variance (Bio-data – Total as per terms of service)
Constitutional Commission & Independent Offices	7	3,557	,361	1,503	(142)	1,192	15	159	86	-	1,452	51
Ministries & State Departments	47	128,160	9,272	85,644	(6372)	76,609	194	1,037	6,988	1,317	86,145	(501)
Public Universities	31	46,171	8,718	29,151	(433)	21,217	1,626	5,520	326	812	29,501	(350)
State Corporations & SAGAs	159	108,733	75,554	79,055	(3501)	60,648	5,632	7,182	972	5,087	79,521	(466)
Statutory Commission & Authorities	7	2,153	1,489	1,504	(15)	1,383	-	42	74	1	1,500	4
Total	**251**	**288,774**	86,**394**	**96,857**	***(1463)**	**159,867**	**7,467**	**13,939**	**8,446**	**7,217**	**198,119**	****(1,262)**

**Variance between bio-data and in-post*

*** Variance between bio-data and totals as per terms of service*

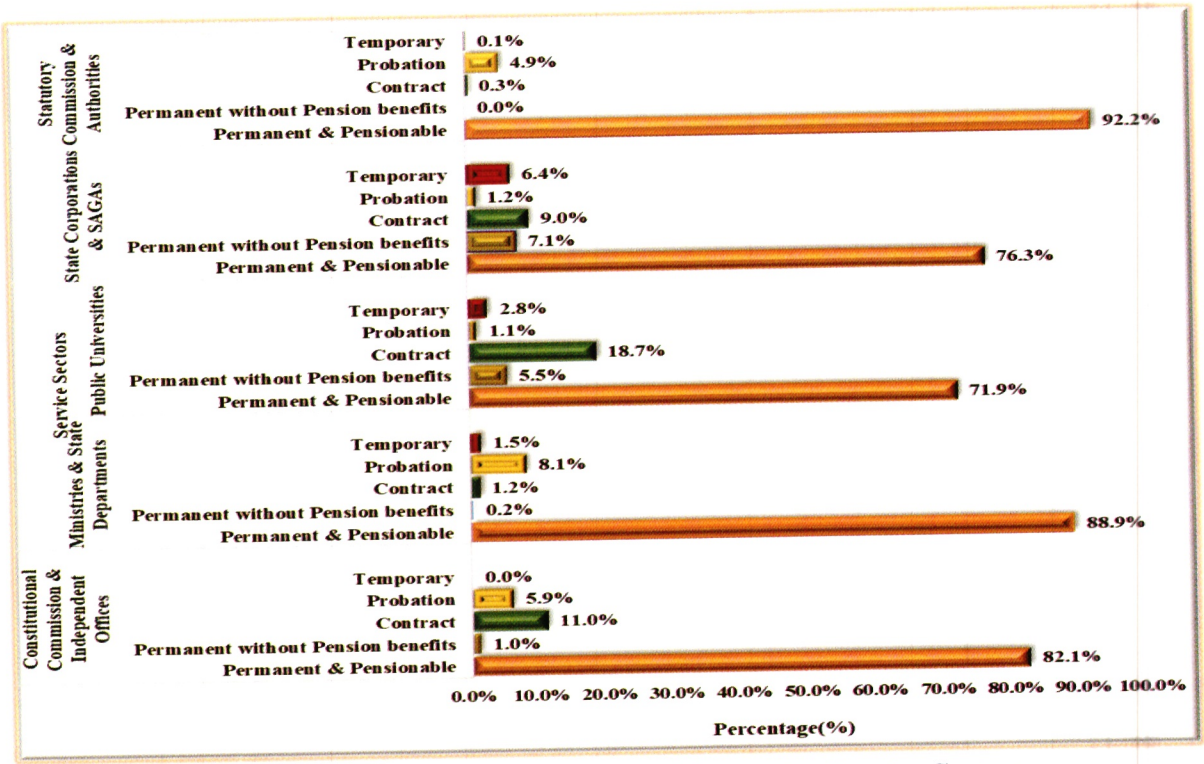


Figure 4.1: Analysis of Establishment by Terms of Service by Service Sectors

Table 4.2: Institutions with consistency in Bio-data, In-post and Disaggregated Data

S/No	Service Sector	Total No. of Institutions	No. of institutions with consistent data	% Variance
1	Constitutional Commission & Independent Offices	7	2	29
2	Ministries & State Departments	47	1	2
3	Public Universities	31	4	13
4	State Corporations & SAGAs	159	45	28
5	Statutory Commission & Authorities	7	2	29
Total		**251**	**54**	**22**

Recommendation

The Commission will require HR audit to be conducted to reconcile the discrepancies on the staff bio-data across the evaluated sectors by June, 2019.

b) Institutions with staff Under-Establishment

Even though some institutions were under-established by 50%, 34.8% of those institutions hired temporary staff and 39.4% hired casual employees. The institutions which had the highest number of temporary staff were the Ministry of Defence with 269 but which was under-established by 49%. The Kenya Medical Training College and the Kenya Airport Authority had the highest number of casuals at 633 and 467 respectively. The two institutions were however under-established by 67% and 56% respectively.

It is noted that 26.3% of the 251 institutions evaluated were operating at less than 50% of their authorized establishment which raises concern as to the efficiency and effectiveness of such institutions and whether productivity is at its optimal. The most under-established institutions were the Deposit Insurance Fund and the Kenya Tsetse and Trypanosomiasis Council at 92% followed by Taita Taveta University at 84%, Kenya Film Commission at 83% and Micro and Small Enterprise Authority at 81%. The 66 institutions with staff under-establishment are provided in Appendix I.

c) Institutions with staff over-establishment

It was also established that 19 (7.6%) institutions out of 251 evaluated were over-established raising concern on whether authorized establishment has any meaning at all for such institutions. It is noted that gross over-establishment was reported in the Kenya Medical

Supplies Agency which was over-established by 116.5%, followed by Kerio Valley Development Authority at 50%, National Irrigation Board at 30.9%, Kenya Maritime Authority (29.9%) and National Construction Authority at 26%. Some of the evaluated institutions hired casuals and temporary staff even though they had room for employment of permanent staff. Other institutions like KRA had large number of temporary staff (2,038) against a staff authorized establishment of 6,618.

Failure to adhere to authorized establishment is a breach of the HR practice on the establishment and abolition of offices in the Public Service. In addition, this negates the principle of sustainable development arising from the increased wage bill. The list of the 19 over-established institutions is as appended in Appendix II.

d) Staff Who are Permanent and not Pensionable

The 2016/17 values and principles report indicated that there were 9,721 such staff in the public Service engaged on permanent without pension terms of service. It is noted that there were 1,085 officers serving on permanent without pension in Ministries and State departments in the 2016/2017 evaluation period. This category of staff reduced by 82% (891) to 194 officers in the period under review. The balance of 8,636 officers serving on permanent without pension in the other three service sectors in 2016/2017 review period had also reduced by 35% (2,989) to 5,647 officers. However, with the inclusion of Public Universities' category in the 2017/2018 evaluation, the number of officers under this category increased by 21.8% (1,626) to 7,467 officers.

e) Persons Engaged on Temporary and Casual Terms of Service

Persons on casual service are engaged for a period not exceeding 24 hours on a piecemeal rate. There is no provision in the Employment Act, 2007 for engagement of persons on temporary terms. Out of 251 evaluated institutions, 104 engaged 7,217 persons on temporary terms while 83 engaged 10,896 persons on casual terms of service as illustrated in Table 4.3 and Figure 4.2.

Table 4.3: Distribution of Casuals and Temporary Staff by Service Sectors

Service Sector	No. of Institutions	Authorized Establishment	In-Post	No. of Temporary	No. of Casual
Constitutional Commission & Independent Offices	7	3,557	1,452	-	5(0.1%)
Ministries & State Departments	44	128,160	86,145	1,317(1%)	457(0.4%)
Public Universities	31	46,171	29,501	812(1.8%)	3,221(7%)
State Corporations & SAGAs	162	108,733	79,521	5,087(4.7%)	7,145(6.6%)
Statutory Commission & Authorities	7	2,153	1,500	1(0.05%)	68 (3.2%)
Total	**251**	**288,774**	**198,119**	**7,217**	**10,896**

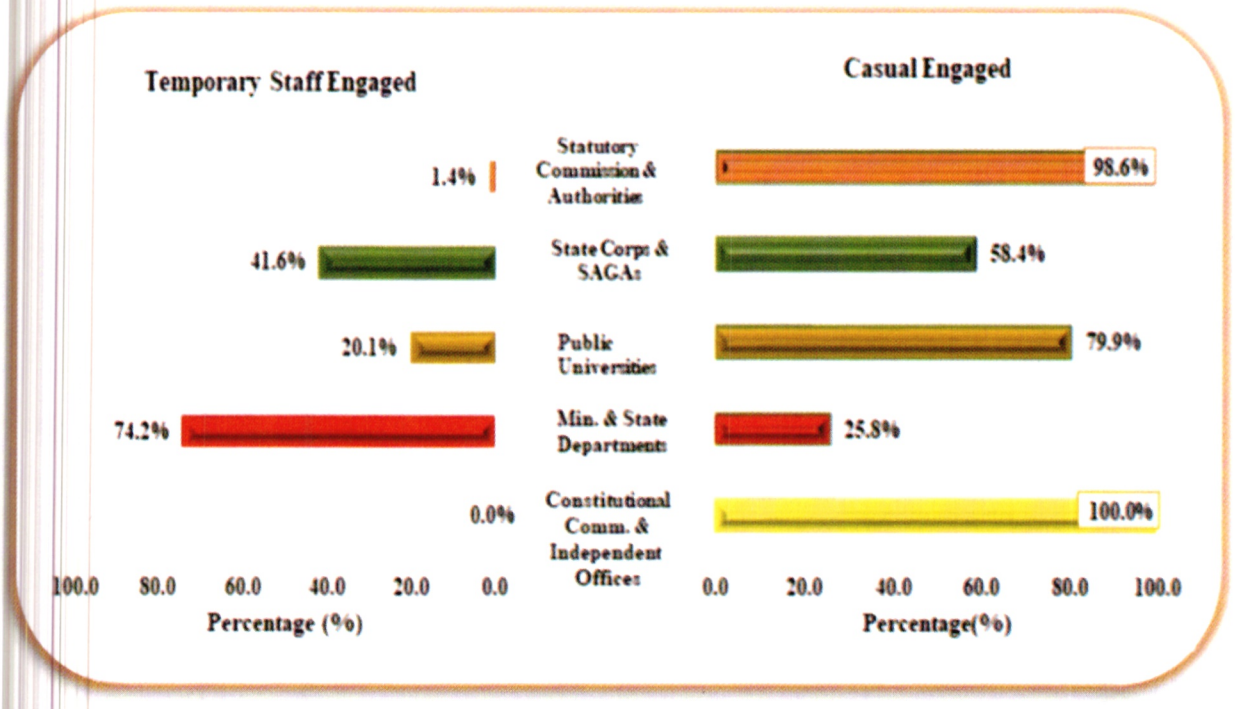


Figure 4.2: Comparative Analysis of Casuals and Temporary Staff engaged by Service Sectors

f) Engagement of Interns During 2017/18 FY

It is the declared policy of government to engage 100,000 interns annually to give the youth a chance to get work experience in both government and private sector institutions. Prior to issuance of the internship policy in 2016 by the Commission, the engagement of interns was limited to the health sector.

1) The Internship Policy

The Public Service Commission issued the *Internship Policy and Guidelines for the Public Service, 2016,* whose objectives were to:

i) Ensure a well-structured and coordinated internship program;

ii) Provide a framework and standards applicable to all interns;

iii) Ensure effectiveness and efficiency in implementation and management of Internship programme; and

iv) Provide a framework for monitoring, evaluating and reporting for improvement and sustainability of Internship programme.

2) Criteria for Engagement for Interns in the Public Service

The criterion for engagement of interns in the public service is guided by the following:

i) Merit and discipline;

ii) Gender consideration;

iii) Ethnic representation;

iv) Disability status; and

v) Representation of minorities and marginalized.

3) Payment of stipend to Interns

The Internship policy guides that internship shall be non-remunerative; however, interns will be paid a stipend as may be determined by the Commission from time to time. MDAs are expected to make budgetary allocation for the stipend on an annual basis. Subsequently, the Commission issued a circular determining that the interns be paid a stipend of between Kshs.15,000 - 25,000.

Out of the 251 institutions that responded,179 (71%) engaged 6,366 interns. This is 6.4% of the annual target of 100,000 interns. Out of the 6,366 interns engaged 3,033 representing 48% were male while 3,333 (52%) were female. Therefore, the two thirds gender rule was met in engagement of interns. A total of 97 PWDs were engaged representing 1.5% as shown in Table 4.4, Figures 4.3 and 4.4.

Out of the 47 ethnic communities, 33 were represented accounting for 70% of the total number of ethnic communities. Out of the 33 ethnic communities represented 25

communities were from the minority and marginalized communities accounting for 76% of the represented communities (Appendix III a & b).

From the 6,366 interns engaged by 155 public institutions, 4,737(74%) interns were paid while 1,629(26%) interns were not paid. However, all the 205 interns engaged by 6 Independent Commissions and offices were paid as shown in Table 4.5 and Appendix IV(a) and (b).

Table 4.4: Distribution of Interns by Service Sector

S/No	Service Sectors	No. Institutions Evaluated	Authorized Establishment	No. of Institutions engaging Interns	Gender		Disability Status				Total No. of Interns	% of Interns over AE
					Male	Female	Female		Male			
							Non/ PWD	PWD	Non/ PWD	PWD		
1	Independent Offices & Commissions	7	3,557	6(86%)	107	118	118		107		225	6.0
2	Ministries & State Departments	44	128,160	15(34%)	291	299	299		291		590	0.5
3	Public Universities	31	46,171	23(74%)	521	488	487	1	518	3	1,009	2.2
4	State Corporations & SAGAs	162	108,733	130(80%)	2,318	1,997	1,954	43	2,269	49	4,315	4.0
5	Statutory Commissions & Authorities	7	2,153	4(57%)	96	131	130	1	96		227	11.0
	Total	**251**	**288,774**	**179(71.3%)**	**3,033**	**3,333**	**2,988**	**45**	**3,281**	**52**	**6,366**	**2.2**

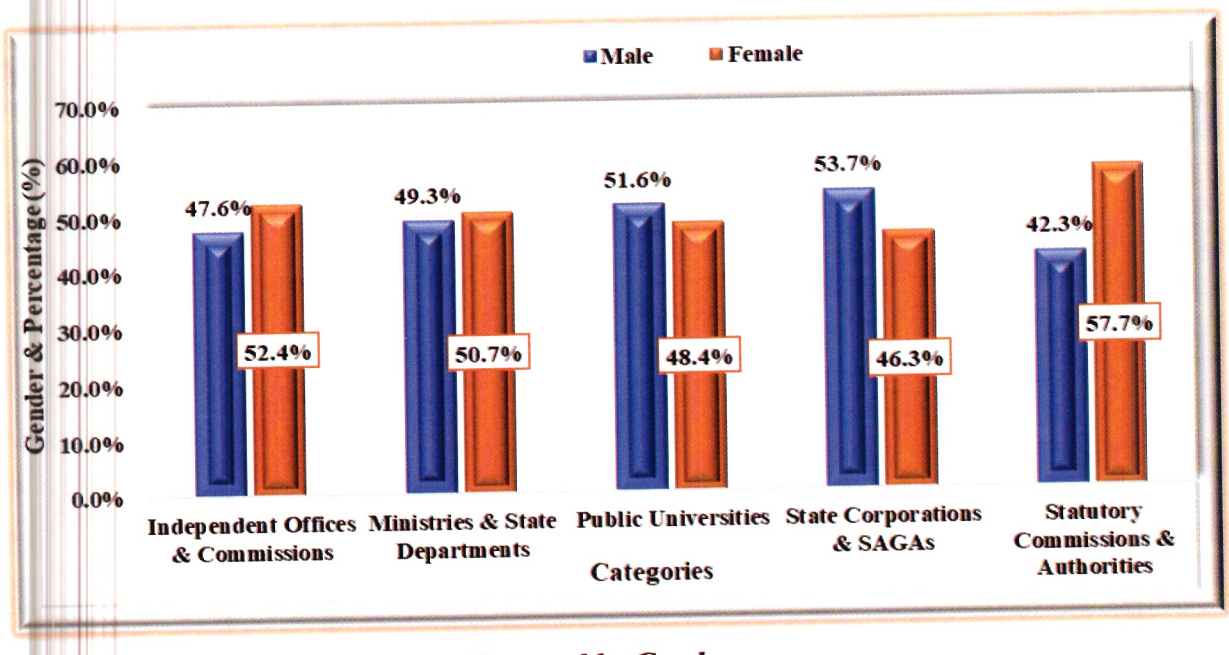


Figure 4.3: Distribution of Interns Engaged by Gender

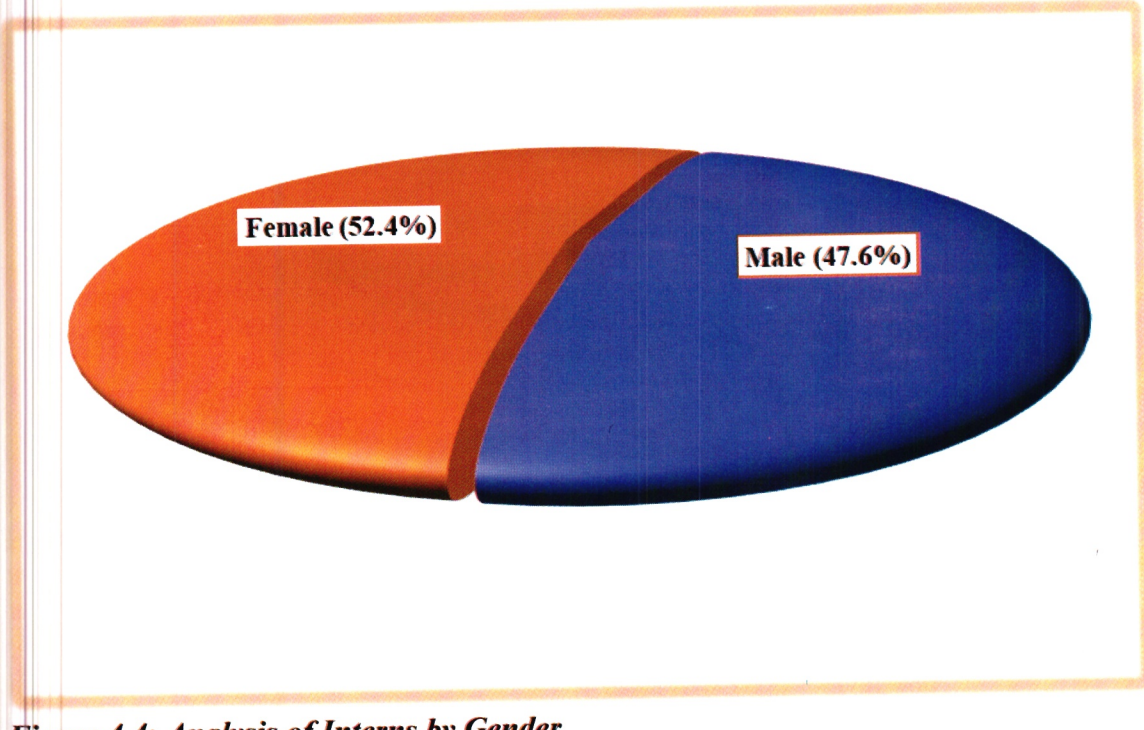


Figure 4.4: Analysis of Interns by Gender

Table 4.5: Status of Payment of Stipend to Interns

S/No	Service Sectors	No. of Institutions engaging Interns	Total No. of Institutions that paid Interns	Status of Payment		Total
				Not Paid	Paid	
1	Independent Offices & Commissions	6(100%)	6	-	205	205
2	Ministries & State Departments	15(34%)	12	176	437	613
3	Public Universities	23(74%)	16	479	531	1,010
4	State Corporations & SAGAs	131(81%)	118	881	3,462	4,343
5	Statutory Commissions & Authorities	4(57%)	3	93	102	195
	Total	**179(71.3%)**	**155(87%)**	**1,629(26%)**	**4,737(74%)**	**6,366**

Recommendations:

The Commission will:

(i) Issue an advisory to the rest of the Service on compliance with the Employment Act, 2007 and PSC Act, 2017 in relation to the status of employment of the 7,217 persons on temporary terms.

(ii) Encourage institutions to review the need to engage persons on casual basis if the job is permanent or if it can be performed through contracted services.

(iii) Determine the ratio of engagement of staff as interns against the authorized staff establishment.

(iv) Review the internship policy to enhance the intake of interns in the public service.

4.3 Thematic Area One: Diversity management

4.3.1 Overview

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

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

Article 56 of the Constitution requires the state to put in place affirmative action programmes designed to ensure that minorities and marginalized groups are provided with special opportunities for access to employment. Section 10 of the Public Service (Values and Principles) Act, 2015 provide for circumstances under which affirmative action measures may be applied in the appointment and promotions of public officers in the public service.

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

The Public Service Commission Act, 2017 defines affirmative action as the measures designed to overcome or ameliorate an inequity or the systematic denial of opportunities. Section 48 of the Act requires the Commission to make regulations to give effect to the requirements of the Constitution regarding inclusivity in terms of gender, Kenya's diverse communities, persons with disabilities and the youth.

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

4.3.2 Performance Standards

(i) Compliance with the Public Service (Values and Principles) Act, 2015;

(ii) Implementation of Diversity Management Policy;

(iii) Compliance with the two thirds gender principle;

(iv) Proportionate representation of ethnic communities;

(v) Compliance with the 5% representation of persons with disabilities; and

(vi) Inclusion of minorities and marginalized groups in the public service.

4.3.3 Performance Indicators

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

(i) Number of institutions that conducted diversity audits;

(ii) Ratio of male to female officers in the public service;

(iii) Proportionate representation of ethnic communities in the public service;

(iv) Level of representation of Persons with Disabilities in the public service;

(v) Level of customization of facilities and services for persons with disabilities;

(vi) Channels for advertising job opportunities in the public service; and

(vii) Number of institutions with affirmative action programmes.

4.3.4 Progress Realized

a) Diversity Audits and gaps in the public service

The specific indicator was to establish the total number of institutions that had conducted diversity audit and identified gaps.

Of the 251 Public Service Institutions evaluated, 160 (64%) had conducted diversity audits to establish gaps in their institutions. Out of the 160 institutions that conducted diversity audits, 149 (93%) established existence of diversity gaps with 96 (64%) of them being State Corporations and SAGAs followed by Ministries and State Departments at 17%. Only 11 (7%) of the institutions evaluated reported that they did not have diversity gaps as indicated in Table 4.6, Figure 4.5and Table 4.7.

Of the evaluated institutions, 91 (36%) did not conduct diversity audit and 2 of them committed to conduct the diversity audits by December 2018, 9 by March 2019 and 80 by June 2019 as shown in Appendix V.

Table 4.6: Status of Diversity in the Public Services

Service Sectors	Total	No. of Institutions Conducted Diversity Audits in 2017/18 FY		No. of Institutions with/without diversity gaps		No. of Institutions & Timeframe to conduct diversity audits		
		Conducted Diversity Audits	Not conducted D/Audits	Institutions with Gaps	Institutions without Gaps	December, 2018	March, 2019	June, 2019
Constitutional Commission & Independent Offices	7	5	2	2	3			2
Ministries & State Departments	44	25	19	25			1	18
Public Universities	31	23	8	22	1	1		7
State Corporations & SAGAs	162	103	59	96	7	1	8	50
Statutory Commission & Authorities	7	4	3	4				3
Total	**251**	**160 (63.7%)**	**91 (36.3%)**	**149 (93%)**	**11 (7%)**	**2**	**9**	**80**

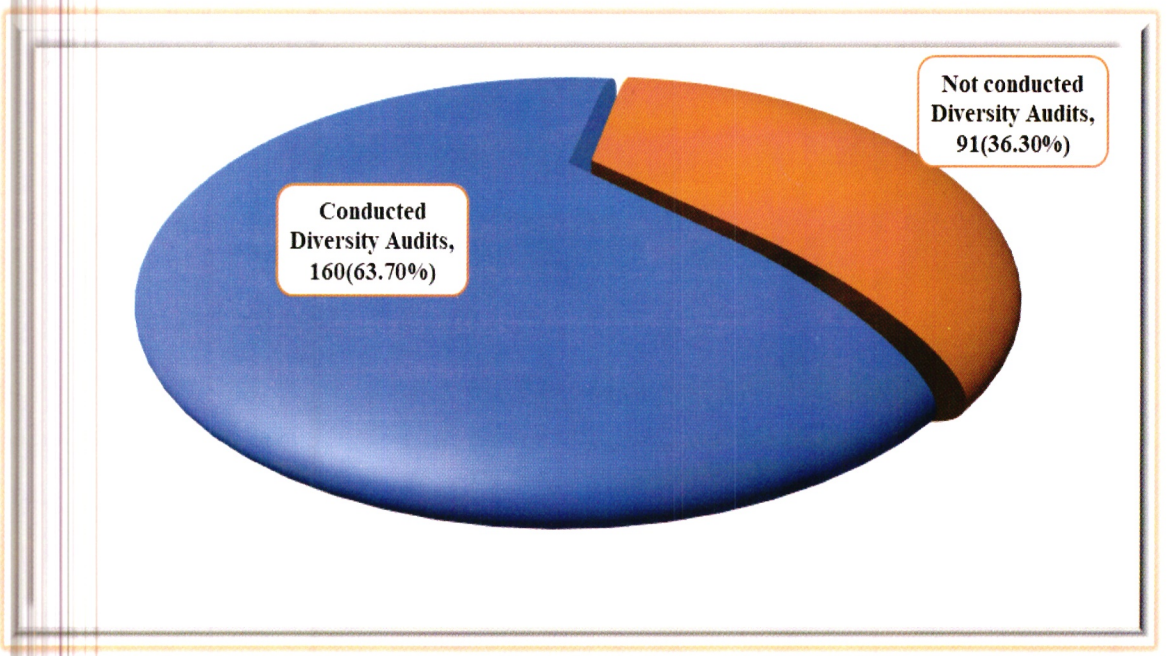


Figure 4.5: Status of Diversity Audits in 2017/18 FY in Public Institutions

Table 4.7:List of Institutions without diversity gaps

S/No.	Name of Public Institution
1.	Ethics and Anti-Corruption Commission
2.	Kenya National Commission on Human Rights
3.	Office of the Controller of Budget
4.	The Technical University of Kenya
5.	Bomas of Kenya
6.	IDB Capital Limited
7.	Kenya Film Commission
8.	Kenya Medical Training College
9.	National Aids Control Council
10.	National Industrial Training Authority
11.	The Kenya National Examinations Council

Recommendation

The Commission will require the 91 institutions which did not conduct diversity audits to conduct them by June, 2019.

b) Gender representation in the public service

The specific indicator was to establish the total number of officers based on gender at each level in the public institutions and the gender gaps.

(i) Gender Representation by Service Sector

The Constitutional two-thirds gender principle requires an institution to attain 33 per cent minimum of either gender. Out of the 251 public institutions evaluated, 126,703 (65%) were male while 66,906 (35%) were female hence there was no gender gap across the service.

It is observed that the gender balance in 2016/2017 evaluation period stood at 70/30 in favour of male. The 2017/2018 evaluation findings indicate that the gender balance had improved to 65/35 hence the female gender improved by 5%. The only gender gap in the five service sectors was in State Corporation and SAGAs which had a gender gap of 1.4% against the 33% requirement as shown in Table 4.8, Figures 4.6 and 4.7.

It is also noted that out of the 251 institutions evaluated 61 had not met the gender balance with 12 in Ministries and State Departments and 49 in State Corporations and SAGAs as shown in Appendix VI.

Table 4.8: Status of Gender representation by service sector

Service Sector	Total In-post	Totals No. of Officers	No. of Male	No. of Female	Male (%)	Female (%)	Gender Gap (%)
Constitutional Commission & Independent Offices	1,452	1,061	629	432	59.3	40.7	-
Ministries & State Departments	86,145	57,219	35,674	21,545	62.3	37.7	-
State Corporations & SAGAs	79,521	113,211	77,449	35,762	68.4	31.6	1.4
Statutory Commission & Authorities	1,500	1,369	669	700	48.9	51.1	-
Public Universities	29,501	20,749	12,282	8,467	59.2	40.8	-
Total	**198,119**	**193,609**	**126,703**	**66,906**	**65.4**	**34.6**	**-**

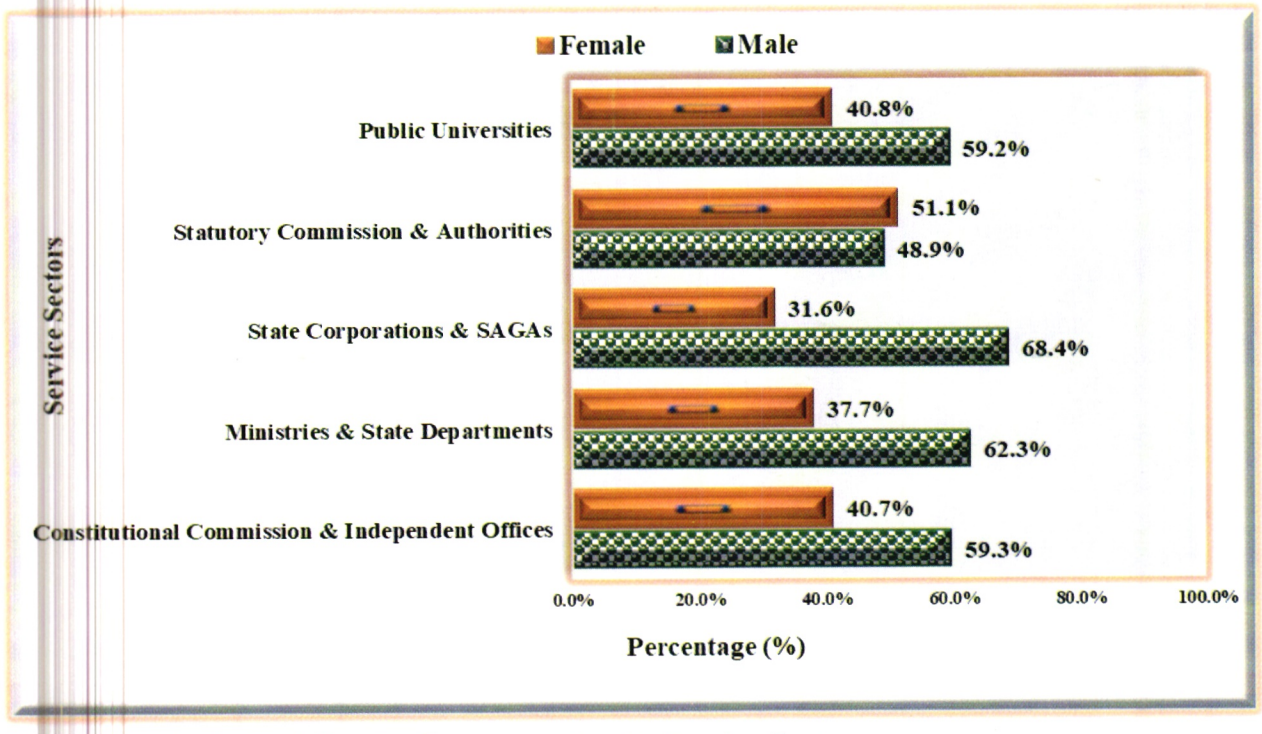


Figure 4.6: Analysis of Gender Representation by Service Sectors

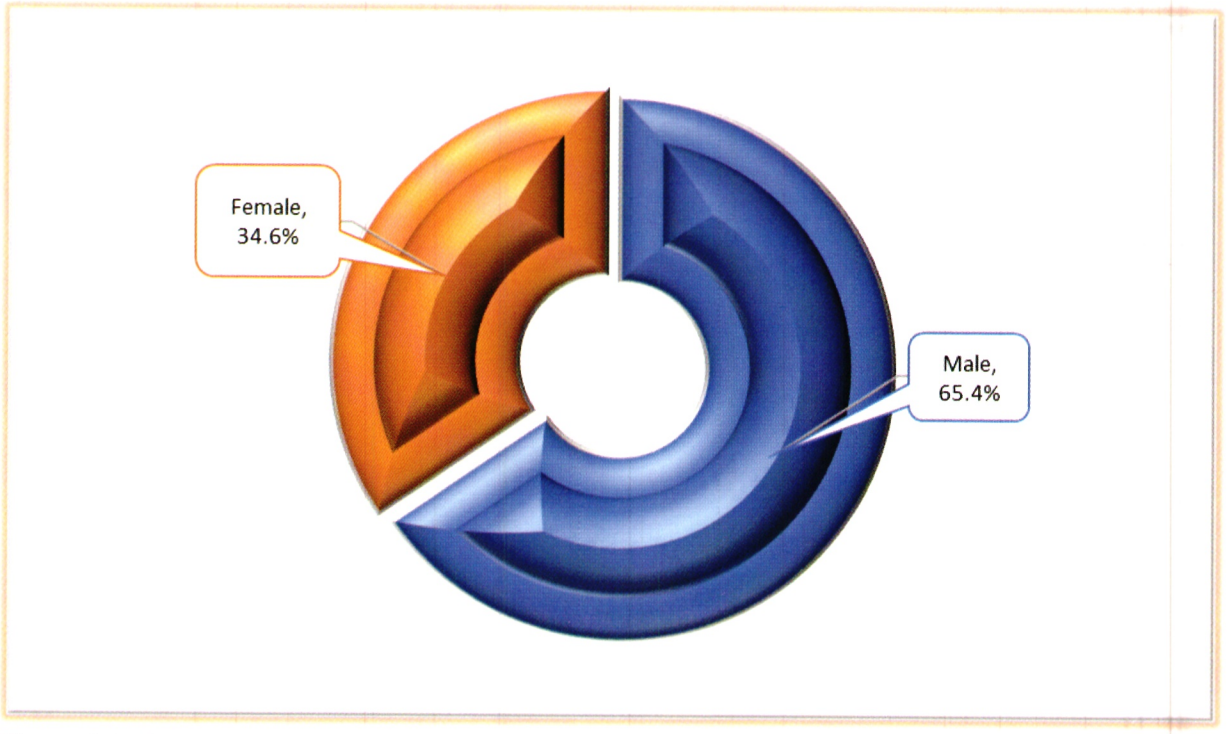


Figure 4.7: Gender Representation by Level & Service Sector

At the various levels, it was observed that four levels had gender gaps as follows: Policy level (JG: U and above) at 8.7%, Senior management (JG: R-T) at 1.4%, Technical staff (JG: E-H) at 1.0 % and Support staff (JG: A-D) at 0.8%. The two levels that did not register any gender gap were Technical cadre (JG: J-M) and Middle management (JG: N-Q) as shown in Table4.9 and Figure 4.8.

It was observed that only Constitutional Commissions and Independent Offices had met the gender requirement at the Policy level (U and above). State Corporations and SAGAs, Statutory Commissions and Authorities, as well as Public Universities did not meet the gender requirement for both Policy level (U and above) and Senior Management (R-T) as shown in and Appendix VII.

Service requires every public service institution to advertise available job vacancies in a format accessible to persons with disabilities.

The findings revealed that two hundred and forty-two (96%) and 230 (92%) institutions used newspapers and internet as the most preferred mode of job advertisement respectively. The radio is one of the most effective channels in reaching out to the widest pool of job applicants. This is in conformity with Education for All (EFA) global monitoring report, (2012) which found, radios and mobile phones to be one of the most accessible forms of technology, covering over 70% of the world's population. However, findings revealed that only 6 (2%) of the institutions used the national radio as a mode of job advertisement. Further, three (1%) institutions, Ministry of Environment and Forestry, Kenya Forest Service and Kenya Film Classification Board, indicated that they used vernacular radio stations as shown in Table 4.13.

Table 4.13: Mode of Advertisement of Job Vacancies by Service Sector

Service Sectors	Total No. of Institutions	Newspapers	Vernacular Radio Stations	National radios	Internet	Television	Local Administration	Social Media	Internal Circulars/ Notifications	Other modes of job advertisement
Constitutional Commission & Independent Offices	7	7		1	7	1	3	2	4	1
Ministries & State Departments	44	39	1	2	41	1	8	12	34	5
Public Universities	31	31		1	28	1	3	11	28	4
State Corporations & SAGAs	162	158	2	2	148	2	21	52	108	21
Statutory Commission & Authorities	7	7			6			3	3	1
Total	**251**	**242 (96%)**	**3 (1%)**	**6 (2%)**	**230 (92%)**	**5 (2%)**	**35 (14%)**	**80 (32%)**	**177 (31%)**	***32 (13%)**

**Submission of job advertisements to organizations representing the marginalized groups, use of recruitment agencies, referrals by other organizations, use of professional groups associations and government agencies, and use of notice boards*

Recommendation

The Commission will encourage public institutions under its purview to utilize the radio and social media platform for job advertisement as required by the PSC Act, 2017 and other service regulations.

(v) Ethnic Representation in the Public Service

The specific indicator was to establish the total number of ethnic groups in each public service institution and their proportionate contribution in relation to their national population size (Census report, 2009).

Out of the 251 institutions evaluated in the year under review, it is noted that none of the institutions had proportionate representation of the 46 ethnic communities. However, a total of 46 (18%) of the institutions had a representation of over half (23) of the 46 ethnic communities with 21 from Ministries and State Departments, 19 from State Corporations and SAGAs, two from Independent Commissions and Offices, three from Public Universities and one from Statutory Commissions and Authorities.

The least representative of the public service institutions with less than third of the 46 ethnic communities were: 4 in Ministries and State Departments, 83 State Corporations and SAGAs, 12 Public Universities, one in Commissions and Independent Offices and two in Statutory Commissions and Authorities accounting for a total of 102 (41%) out of the 251 evaluated institutions. The Makonde was the only non-represented ethnic community. This is as illustrated in Appendix IX.

Of the 251 evaluated institutions, a total of 17(37%) were over-represented proportionate to their national population size in Ministries and State Departments, 15(33%) in State Corporations and SAGAs, 9(20%) in Public Universities, 17(37%) in Constitutional Commissions and Independent Offices, and 14(30%) in Statutory Commissions and Authorities.

Of the 251 evaluated institutions, a total of 18(39%) were under-represented proportionate to their national population size in Ministries and State departments, 19(41%) in State Corporations and SAGAs, 18(39%) in Public Universities, 9(20%) in Constitutional Commissions and independent Offices, and 8(18%) in Statutory Commissions and Authorities.

Out of the 251 evaluated institutions, a total of 95(38%) institutions registered an increase in representation compared with the representation levels in 2016/2017 review period. The increase in representation was noted in 27 Ministries and State Departments, 60 in State Corporations and SAGAs, six in Constitutional Commissions and Independent offices and two in Statutory Commission and Authorities. The most improved public institutions in inclusivity were: State Department of Trade with an increase of 14(108%), Kenya Water Towers Agency with an increase of 10(83%), Office of the Controller of Budget with an increase of 3(17%) and Kenya Law Reform Commission with an increase of 2(22%) ethnic groups as illustrated in Appendix X.

Out of 251 institutions evaluated the top ten most representative institutions were as shown in Appendix XI. This included 11 from Ministries and State Department, four from State Corporation and SAGAs, one from Constitutional Commissions and Independent Offices and one from Public Universities. Further, the bottom ten least representative institutions (institutions with 18 ethnic groups and below) are as shown in Appendix XII. These include 16 from Ministries and State Departments, 117 from State Corporations and SAGAs, one from Commissions and Independent Offices, three from Statutory Commissions and Authorities and 23 from Public Universities accounting for 160(64%).

From the institutions evaluated, 46 ethnic communities are represented in the public service. Thirty nine of the 46 ethnic communities from the institutions evaluated were within the normal threshold of representation (standard deviation of +1 or -1) and the observed deviations from their proportionate share of representation can be corrected through succession management plans and affirmative action programmes. The range of representation is as presented in Appendix XIII.

Recommendation

The Commission will require the public service institutions affected by imbalances in ethnic representation to develop and implement affirmative action programmes by June, 2019.

(vi) Representation in appointments, training and promotions.

The specific indicator was to establish the representation in appointment, training and promotions during the 2017/18 FY.

a) Representation in Appointments

Out of the 251 institutions evaluated, 202 (80%) recruited 29,016 new officers of which 20,047 (69%) were male and 8,969 (31%) were female. The recruitment did not comply with the two thirds gender principle by 2%.The two-thirds gender rule in appointment was met in the other four service sectors except Ministries & State Departments which recorded a gender gap of 6%. Of the 29,016 officers appointed, 239 (0.8%) were PWDs and none of the five sectors achieved the (5%) requirement of representation of persons with disability with performance of gap of 4.2%.

Out of the 29,016 new appointments 20,626 were in Ministries and State Departments, 6,035 were in State Corporations and SAGAs, 238 in Independent Commissions and Offices, 1,966 in Public Universities and 151 in Statutory Commissions and Authorities as shown in Table 4.14 and Figure 4.11.

Table 4.14: Status of Representation of New Appointments by Gender, Disability and Ethnicity

Service sector	No. of Officers Appointed	No. of Appointed		No. of PWDs	No. of Ethnic Groups Appointed
		Male	Female		
Constitutional Commissions & Independent Offices	238	134 (56.3%)	104 (43.7%)	5 (2.1%)	25(54%)
Ministries & State Departments	20,626	15,129 (73.3%)	5,497 (26.7%)	99 (0.5%)	36(78%)
State corporations & SAGAs	6,035	3,595 (59.6%)	2,440 (40.4%)	118 (2%)	36(78%)
Statutory Commissions & Authorities	151	81 (53.6%)	70 (46.4%)	2 (1.3%)	22(48%)
Public Universities	1,966	1,108 (56.4%)	858 (43.6%)	15 (0.8%)	30(65%)
Total	**29,016**	**20,047 (69%)**	**8,969 (31%)**	**239(0.8%)**	**46**

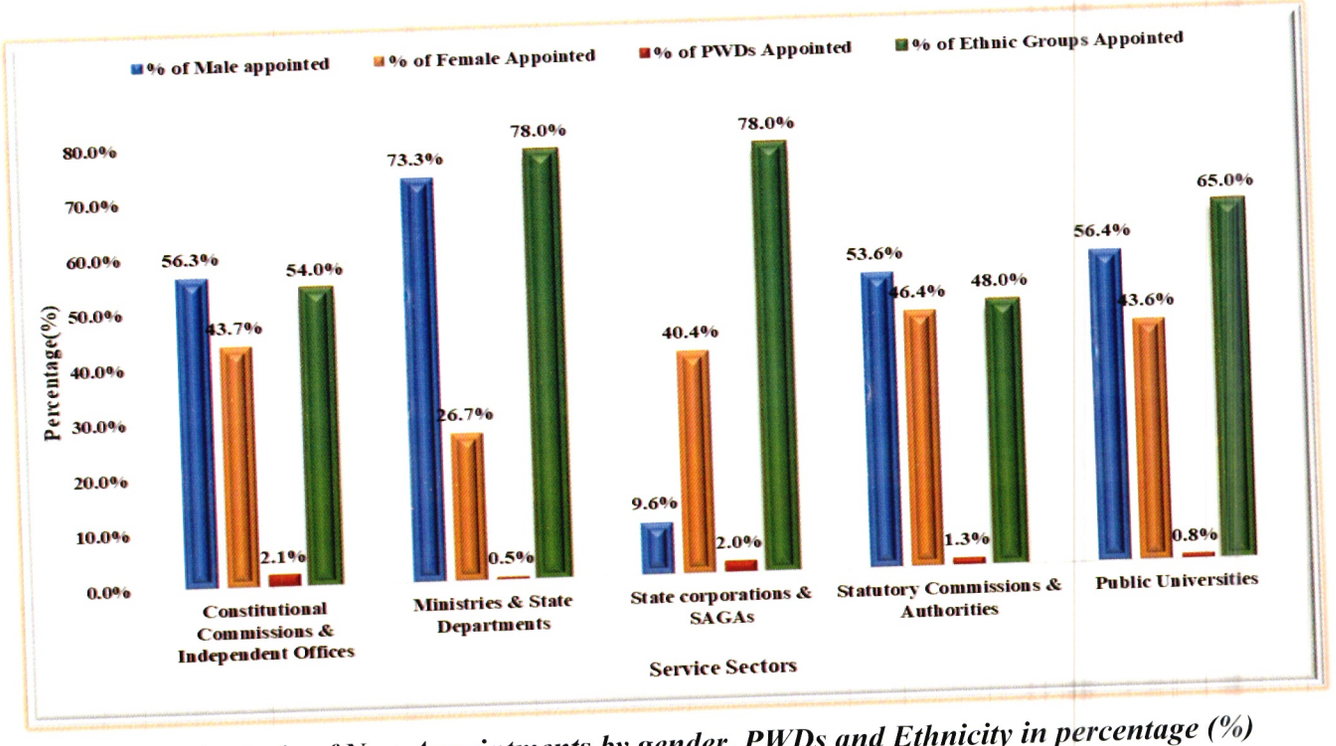


Figure 4.11: Analysis of New Appointments by gender, PWDs and Ethnicity in percentage (%)

Appointment at various levels revealed that only the officers recruited at Middle Management level (N-Q) and Senior Management level(R-T) met two-thirds constitutional gender requirement. Out of the 581 officers appointed at senior management level (R-T) 61(10.5%) of the officers were persons with disabilities and complied with the 5% requirement as shown in Table 4.15 and Figure 4.12.

Table 4.15: Status of New Appointments by Levels

Levels	Total No. Appointed	Gender		PWDs
		Male	Female	
A-D	1,580	1163 (73.6%)	417 (26.4%)	12 (0.8%)
E-H	15,271	10,441 (68.4%)	4,830(31.6%)	89(0.6%)
J-M	9,427	6,668 (71%)	2,759(29%)	114(1.2%)
N-Q	2,092	1,349(64%)	743(36%)	17(0.8%)
R-T	581	379(65%)	202(35%)	61(10.5%)
U and Above	65	47(72%)	18(28%)	1(1.5%)
Total	**29,016**	**20,047**	**8,969**	**239**

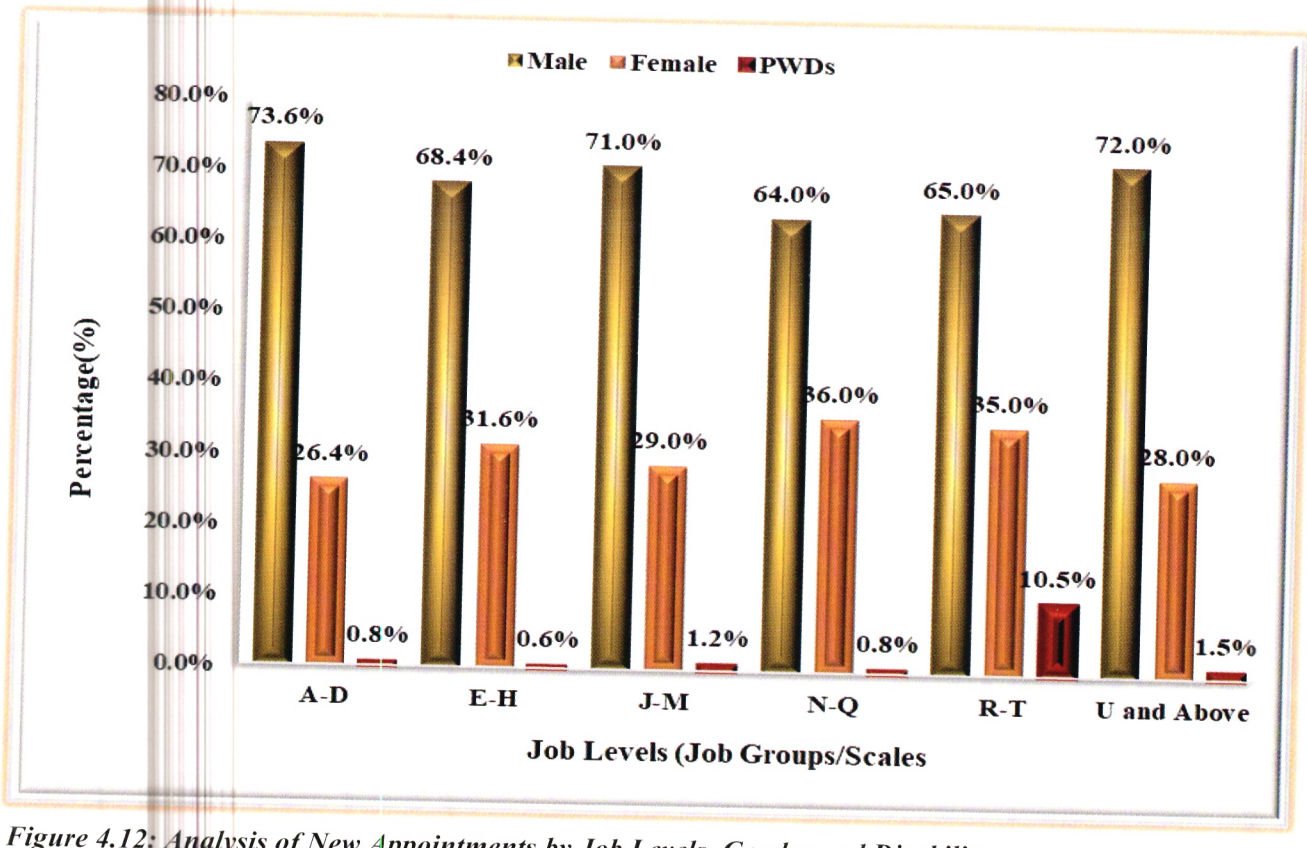


Figure 4.12: Analysis of New Appointments by Job Levels, Gender and Disability

Thirty-nine ethnic communities were represented in the new appointment out of which 5,850 officers were from the minorities and marginalized communities accounting for 20%. This is as presented in Appendix XIV (a) and (b).

Recommendation

The Commission will require the institutions with under-representations against the two-thirds gender principle and 5% persons with disabilities to develop and implement affirmative action programmes to redress the imbalances by June 2020.

b) Representation in Training Opportunities

The specific indicator was to establish the distribution of training opportunities by gender, PWDs and ethnicity during the period under review.

The Human Resource Development Policy for the public service recommends that training should be systematically aligned to the principles of Results-Based Management (RBM) and guided by national values and principles of governance and values and principles of public service. In addition, the training policy further provides for affirmative action programmes to ensure the marginalized and minority groups and PWDs are granted opportunities for training in the public service and also sponsored for relevant undergraduate degree programmes.

During the year under review, 242 institutions representing 96% indicated that training opportunities were provided to 34,307 officers out of whom 20,856(61%) were male and 13,451(39%) were female. The two-thirds gender principle was therefore attained with regards to training opportunities. Of the 34,307 officers trained, 335(1%) were PWDs. The total number of trained officers in the 251 institutions evaluated, accounted for 17% of the total in-post of 198,119 as presented in Table 4.16 and Figure 4.13.

The Human Resource Development Policy in the public service provides that every public officer is eligible for at least 5 days training in each financial year. The evaluation finding on training in public service indicates that 163,812 officers accounting for 83% of the in-post were not trained contrary to the training policy.

Table 4.16: Status of Representation in Training by Gender and PWDs

Sector	Total Trained	Gender & Disability Status		
		No. of Male	No. of Female	No. of PWDs
Constitutional Commissions & Independent Offices	560	336 (60%)	224(40%)	3(0.54)
Ministries & Sate Departments	3,966	2,224(75%)	1,742(25%)	33(0.34%)
Public University	4,622	2,517(54%)	2,105(46%)	40(0.87%)
Sate Corporations & SAGAs	24,635	15,530(63%)	9,105(37%)	255(1.04%)
Statutory Commissions & Authorities	524	249(48%)	275(52%)	4(0.78%)
Total	**34,307**	**20,856(61%)**	**13,451(39%)**	**335(1%)**

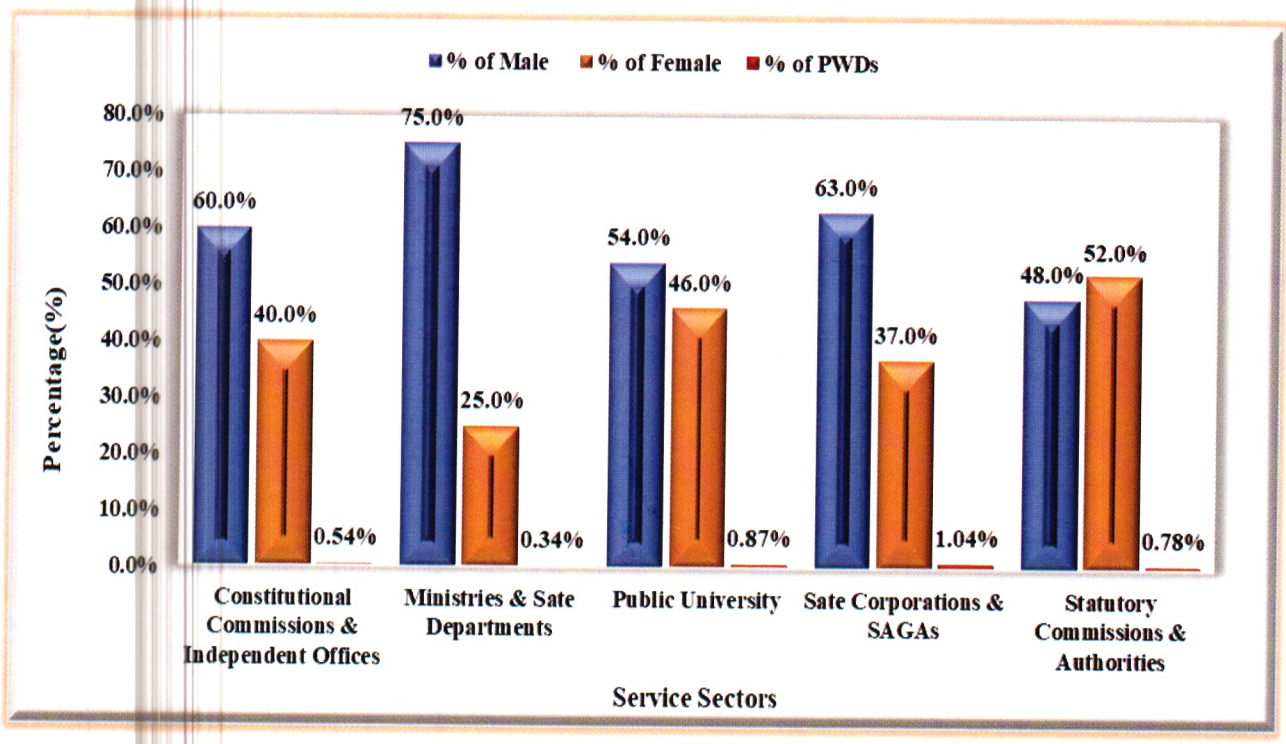


Figure 4.13: Analysis of Trainings by Gender and Disability in the Public Service

It is observed that the majority of officers (1,925) trained against the in-post at their job levels, were at senior management and policy job group R-T and job group U at 39% and 41% respectively. In as much as officers at job groups A-Q accounted for the bulk of the officers at 188,696 only 32,378 (17%) were trained as shown in Table 4.17 and Figure 4.14.

Table 4.17: Status of distribution of Training Opportunities by Levels, Gender and Disability

Levels not Indicated	In-post by level	Total No. of Officers Trained	Gender & Disability Status		
			No. of Male	No. of Female	No. of PWDs
A-D	19,585	6,084 (31%)	4,028	2,056	32
E-H	90,297	8,236 (9%)	4,812	3,424	95
J-M	56,745	12,127 (21%)	7,113	5,014	123
N-Q	22,069	5,931 (27%)	3,571	2,360	60
R-T	4,531	1,767 (39%)	1,215	552	23
U	382	158 (41%)	114	44	2
Levels not Indicated		4	3	1	-
Totals	**193,609**	**34,307(*17.7%)**	**20,856**	**13,451**	**335**

**Legend: % of officers trained is against the in-post at their job levels*

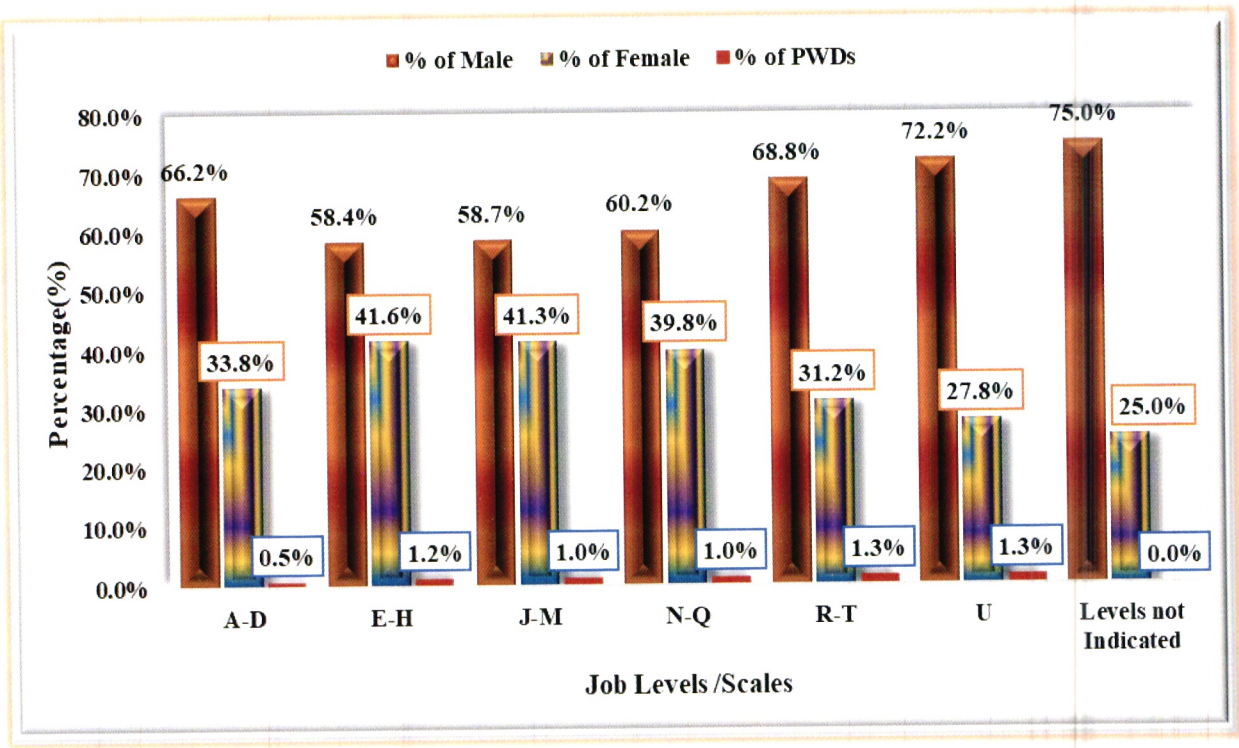


Figure 4.14: Analysis of Training in Public Institutions by Levels, Gender and Disability Status

Thirty-seven ethnic groups (80%) benefited from the training opportunities during the period under review. Out of 34,307 officers trained, 3,739 were from the minorities and marginalized groups representing 11%. It is however noted that two minority groups with representation in the public service, did not benefit from the training opportunities and these are the Dasenach and Kenyan Americans. The distribution of training opportunities by ethnic groups is as presented in Appendix XV (a) and (b).

Recommendation

The Commission will:

(i) Require all public institutions to prioritize allocation of training funds to facilitate the mandatory five-day training for all the public officers by September 2019.

(ii) Develop a comprehensive capacity building training programme targeting officers at all levels with a view to equip them with on-job skills and competencies required in the transformation of service delivery and for succession management by September 2019.

c) Representations in promotions

The specific indicator was to establish the total number of officers promoted based on gender, PWDs and ethnicity during the 2017/2018 FY.

During the year under review, 12,314 officers representing 6% of the total in-post from reporting institutions were promoted. Promotional appointments undertaken in the evaluated institutions met the two thirds gender balance as the number of officers promoted was 7,990 (65%) male and 4,324

(35%) female. Gender balance in promotions was attained in all the service sectors except State Corporations & SAGAs which registered 69% male against 31% female, giving a gender gap of 2%. Overall, 179(1.5%) PWDs were promoted as shown in Table 4.18 and Figure 4.15.

Table 4.18: Distribution of Officers promoted by Sectors, Gender and Disability Status

Sectors	No. of Officers promoted	Gender & Disability Status		
		No. of Male	No. of Female	No. of PWDs
Constitutional Commissions & Independent Offices	99	63 (64%)	36 (36%)	1 (1%)
Ministries & State Departments	4,204	2,691 (64%)	1,513 (36%)	30 (0.7%)
Public Universities	1,835	1,143 (62%)	692 (38%)	39 (2.1%)
State Corporations & SAGAs	5,800	3,933 (68%)	1,867 (32%)	107 (1.8%)
Statutory Commissions & Authorities	376	160 (43%)	216 (57%)	2 (0.5%)
Total	**12,314**	**7,990 (65%)**	**4,324 (35%)**	**179 (1.5%)**

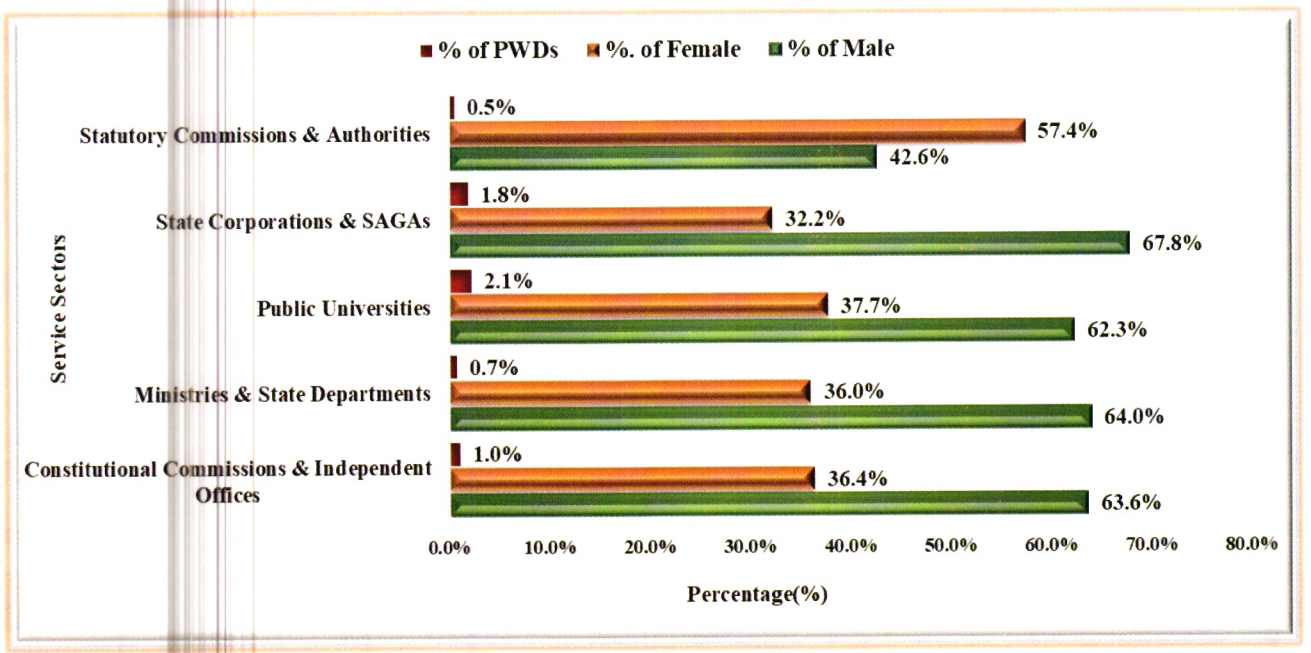


Figure 4.15: Analysis of Promotions by Sector, Gender and Disability

Recommendation

The Commission will require public service institutions with reported cases of under representation and non-representation of ethnic communities in promotional appointments to develop and implement affirmative action programmes to redress the performance gaps as indicated in Appendix XVI (a) & (b) by June, 2019.

4.3.5 Performance Indices

The overall performance in this thematic area was 44%. The best performing sector was Constitutional Commissions and Independent Offices with a score of 52.3% followed by Public Universities at 46.8% and State Corporations and SAGAs at 43.7%. Ministries and State Departments recorded a score of 42.4% while Statutory Commissions and Authorities had a score of 39.4% as shown in Table 4.19 and Figure 4.16.

Table 4.19: Comparative Analysis on Performance Indices for the Period

Themes	Year	Service Sector Performance					Overall mean
		Constitutional Commissions &IOS	Ministry & State Departments	Public Universities	State Corporations & SAGAs	Statutory Commissions and Authorities	
Diversity Management	2015/16	55.6	51.4		54.6		53.9
	2016/17	66	60		68	70	66
	2017/18	52.3	42.3	46.8	43.7	39.4	44
Variance		**-13.7**	**-17.7**	-	**-24.3**	**-30.6**	**-22**

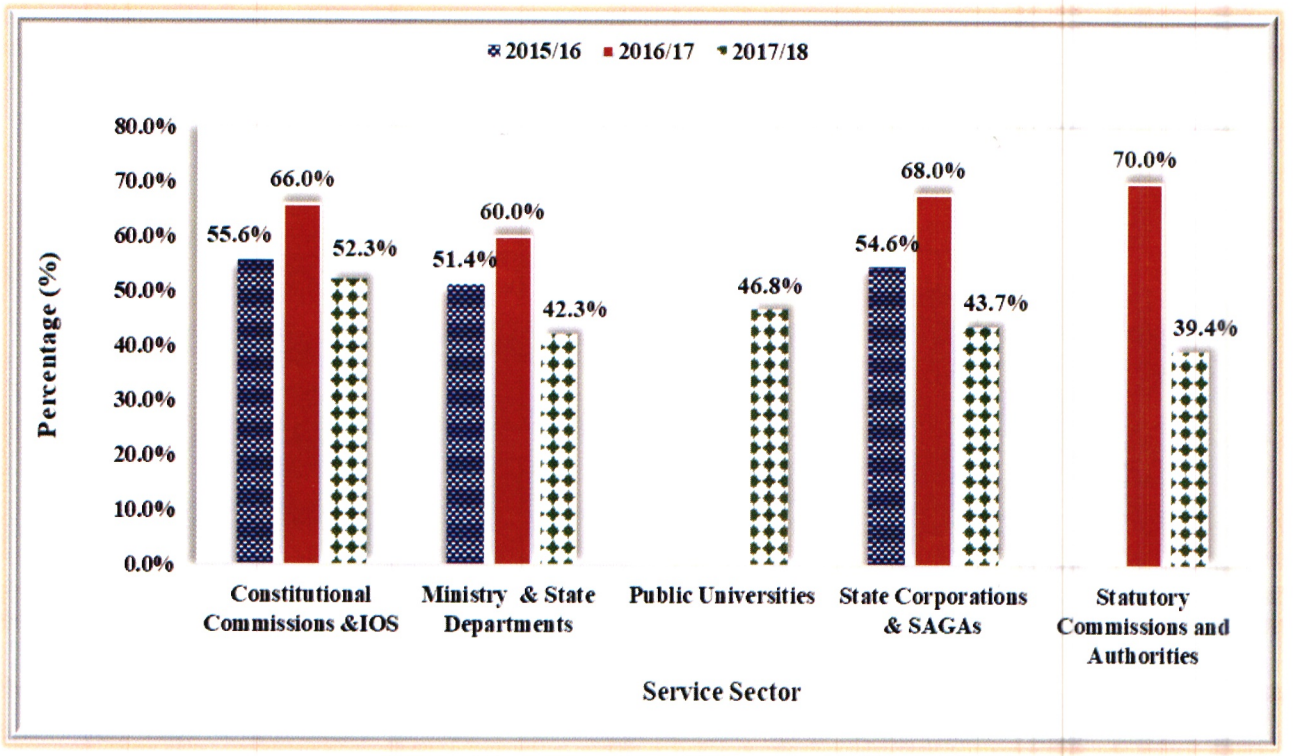


Figure 4.16: Trend Analysis for Performance Indices on Diversity Management

4.3.6 Performance Rankings

Out of the 251 institutions evaluated under this thematic area, 30(12%) were ranked as high achievers, 183 (73%) were ranked as medium achievers while 38(15%) were ranked as low achievers. Constitutional Commissions and Independent Offices had two (29%) of the institutions ranked as high achievers while five (71%) were ranked as medium achievers. Public Universities had three (10%) of the institutions ranked as high achievers while 28 (90%) were ranked as medium achievers. Ministries and State Departments had five (11%) ranked as high achievers, 30(71%) were ranked as medium achievers while 18% were ranked as low achievers. State Corporations and SAGAs had 20 (12%) ranked as high achievers, 114(70%) were ranked as medium achievers while 28 (17%) were ranked as low achievers. Majority, seven (71%) of the Statutory Commissions and Authorities were ranked as medium achievers while two (29%) were ranked as low achievers as shown in Table 4.20 and Figure 4.17.

Table 4.20: Performance Ranking of Public Institutions by Sector

Category	High		Medium		Low		Total No. of Institutions	Sector Mean Score(%)
	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)		
Constitutional Commission & Independent Offices	2	66.9	5	46.4			7	**52.3**
Ministries & State Departments	5	65.0	31	42.9	8	25.6	**44**	**42.3**
Public Universities	3	57.9	28	45.6			**31**	**46.8**
State Corporations & SAGAs	20	61.6	114	45.6	28	23.4	**162**	**43.7**
Statutory Commission & Authorities			5	44.9	2	25.7	7	**39.4**
Total	**30**	**62.2**	**183**	**45.1**	**38**	**24.0**	**251**	**44.0**

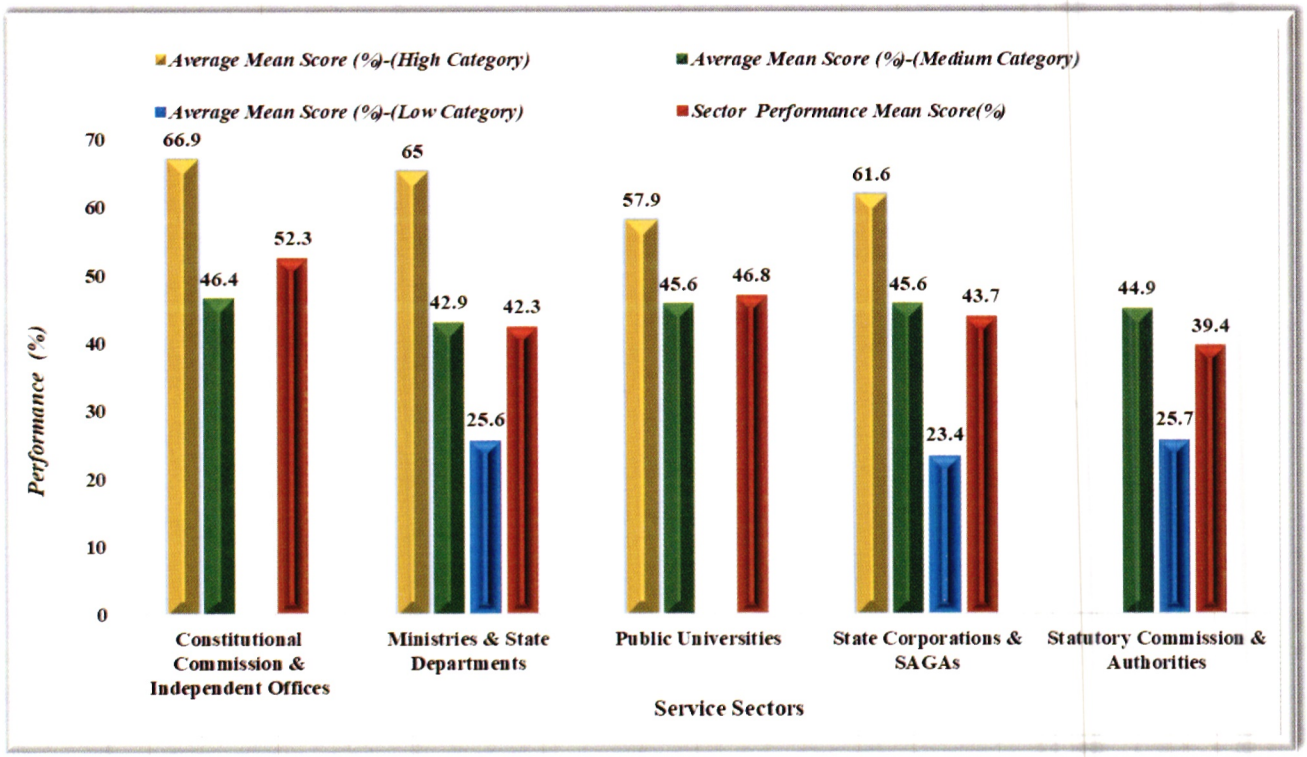


Figure 4.17: Performance Rankings by Sector

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

4.4.1 Overview

Article 232(1)(b) of the Constitution lays the foundation for an accountable public service sector by affirming the need for public service to ensure efficient, effective and economic use of resources. Further, the Public Service Commission Act, 2017, Public Finance Management Act, 2012, Public Procurement and Asset Disposal Act, 2015 and Public Audit Act, 2015 have put in place mechanisms to ensure effective management of public funds, efficiency and transparency and proper accountability over the expenditure of those funds.

4.4.2 Performance Standards

The performance standards that govern this thematic area include:

(i) Adherence to procurement and public finance management regulations; and

(ii) Compliance with set budgetary ceilings.

4.4.3 Performance Indicators

In this evaluation, under the thematic area on efficiency, effectiveness and economic use of resources and sustainable development, the institutions were expected to report on:

(i) Budget absorption levels in the public service;

(ii) Optimal staffing levels in the public service;

(iii) Number of appeals lodged to Public Procurement Administrative Review Board;

(iv) Number of public institutions cited in the Auditor General's Report; and

(v) Number of public institutions with pending bills.

4.4.4 Progress Realized

(i) Budget Estimates and Absorption Levels

The specific indicator was to establish the budget absorption levels and compliance to set budget ratios.

The total budget estimates from 244 institutions across the public sectors was Ksh.1.8 trillion with 85% average absorption level on recurrent and 65% absorption level for development.

(ii) Optimal Staffing Level

This specific indicator sought to establish from the institutions what they considered as ideal number of staff required to operate efficiently and productively.

The optimal staffing levels across service sectors as at 30thJune, 2018 was 237,326 officers giving a variance of 39,207 (16.5%) against a total in-post of 198,119.It is observed that most of the institutions presented separate sets of figures for both authorized establishment and optimal staffing which were at variance as shown in Table 4.21 and Figure 4.18.

Table 4.21: Optimal Staffing Level

Service Sector	Authorized Establishment	Optimal Staffing Levels	In Post	Variance Optimal Staffing Levels (-) In post
Constitutional Commission & Independent Offices	3,557	3,212	1,452 (45.2%)	1,760 (54.8%)
Ministries & State Departments	129,051	111,227	86,145 (77.4%)	25,082 (22.6%)
Public Universities	46,171	33,697	29,501 (87.5%)	4,196 (12.5%)
State Corporations & SAGAs	109,235	87,566	79,521 (90.8%)	8,045 (9.2%)
Statutory Commission &Authorities	2,153	1,624	1,500 (92.4%)	124 (7.6%)
Total	**290,167**	**237,326**	**198,119 (83.5%)**	**39,207(16.5%)**

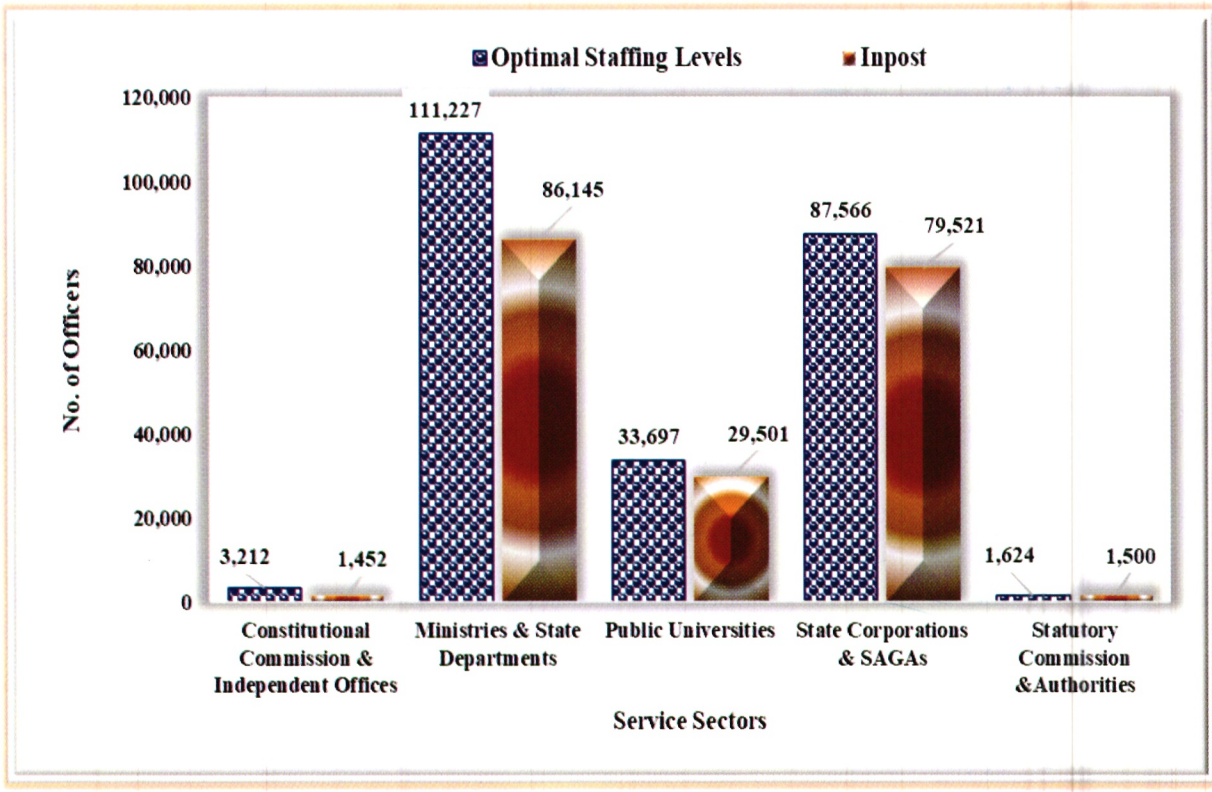


Figure 4.18: Optimal Vs In-posts

Recommendation

The Commission will direct public service institutions to determine their optimal staffing requirements and reconcile them with the approved authorized establishment.

(iii) Appeals Lodged to Public Procurement Administrative Review Board

Article 227 of the Constitution requires public institutions when contracting for goods and services to do so in a fair, equitable, transparent, competitive and cost-effective manner. This is given effect under the Public Procurement and Asset Disposal Act, 2015 which established that the Public Procurement Administrative Review Board (PPARB) to adjudicate on procurement disputes.

Out of the 251 public institutions evaluated, 42 institutions reported to have lodged85 (33.9%) appeals to PPARB. It was observed that Constitutional Commissions & Independent Offices and Statutory Commission & Authorities had no appeals lodged. The PPARB reported to have received 118 appeals across service sectors which were all resolved.

(iv) Audit Findings from Public Institutions

The specific indicator sought to establish how reporting institutions were cited by the 2016/17 Auditor General's Report based on unqualified, qualified, adverse and Disclaimer Opinions.

Out of 251 organizations, 231 were audited and cited as follows: 94 (38%) organizations had Unqualified opinion, 118 (47%) had qualified opinion, 11(4%) had adverse opinion while the

Auditor General issued a disclaimer on 8 (3%) organizations. It was observed that 20 institutions were not audited.

Of the 251 institutions evaluated, 137 received unfavourable audit opinion from the Auditor General. This accounted for more than half (55%) of the institutions audited. This implies that prudent utilization of resources is unsatisfactory as shown in Table 4.22, Figure 4.19 and Appendix XVII.

Table 4.22: Institutional Report on Auditor General's Opinion

Category	Total No. of Institutions	Auditor General's Report Citation for 2016/17 FY				
		Unqualified opinion	Qualified opinion	Adverse opinion	Disclaimer	Not yet audited
Constitutional Commission & Independent Offices	7	6(86%)	1(14%)	0%	0%	0%
Ministries & State Departments	44	15(34%)	21(48%)	6(14%))	1(2.3%)	1(2.3%)
Public Universities	31	8(25.8%)	18 (58.1%)	0%	1 (3.2%)	4 (12.9%)
State Corporations & SAGAs	162	59 (36.4%)	77 (47.5%)	5 (3.1%)	6 (3.7%)	15 (9.2%)
Statutory Commission & Authorities	7	6(85.7%)	1(14.3)	-	-	-
Total	**251**	**94(37.5%)**	**118**(47%)	**11**(4.4%)	**8**(3.1%)	**20**(7.9%)

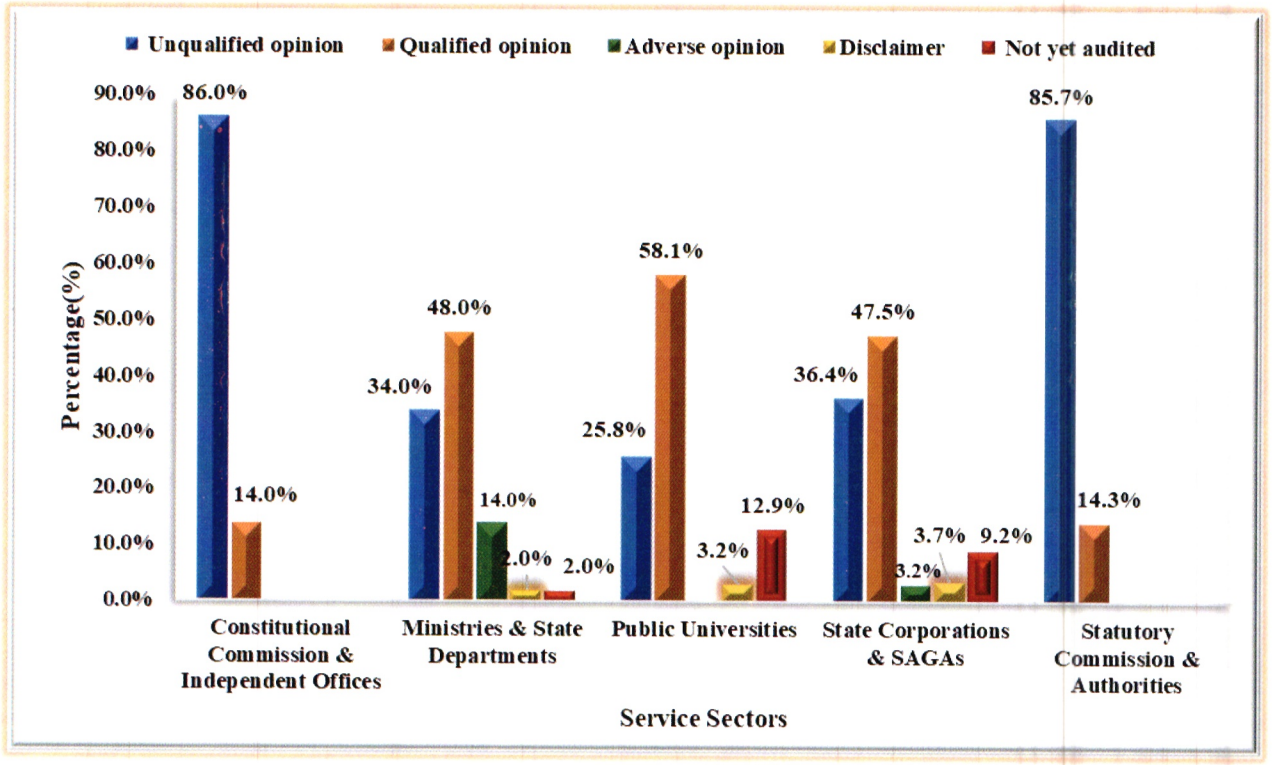


Figure 4.19: Auditor General's Opinion for Public Institutions on the 2016/17 Audit Report

Recommendations

The Public Service Commission will direct the 137 public institutions with unfavourable audit opinions to implement the recommendations from the Auditor General and Parliament by June, 2019.

(v) Status of Pending Bills in the Public Service

The specific indicator was to establish the number of institutions with pending bills as at 30th June, 2018.

Out of 251 evaluated institutions, 65 (25.9%) had no pending bills while 186 (74.1%) had pending bills with Ministries and State Department and Public Universities reporting the highest number at 98% and 90% respectively as shown in Table 4.23, Figure 4.20 and Appendix XVIII.

Table 4.23: Status of Pending Bills in the Public Service

Category	Total	No. of Institution with pending bills as at 30th June, 2018	
		No. Without Pending Bills	No. with Pending Bills
Constitutional Commission & Independent Offices	7	1(14.3%)	6(85.7%)
Ministries & State Departments	44	1(2.3%)	43 (97.7 %)
Public Universities	31	3 (9.7%)	28 (90.3%)
State Corporations & SAGAs	162	56(34.6%)	106(65.4 %)
Statutory Commission & Authorities	7	4(57.2 %)	3 (42.8%)
Total	**251**	**65**(25.9 %)	***186**(74.1 %)

Budget constraints due to low ceilings and budget cuts due to austerity measures; Delay in exchequer release; Delay occasioned by the IFMIS; Closure of donor funded projects before all disbursement were done; Non-compliance of suppliers to KRA requirements and late submission of invoices; Historical debts such CBA arrears, unpaid LPOs and non- remittances of deductions, court cases and delay in procurement.

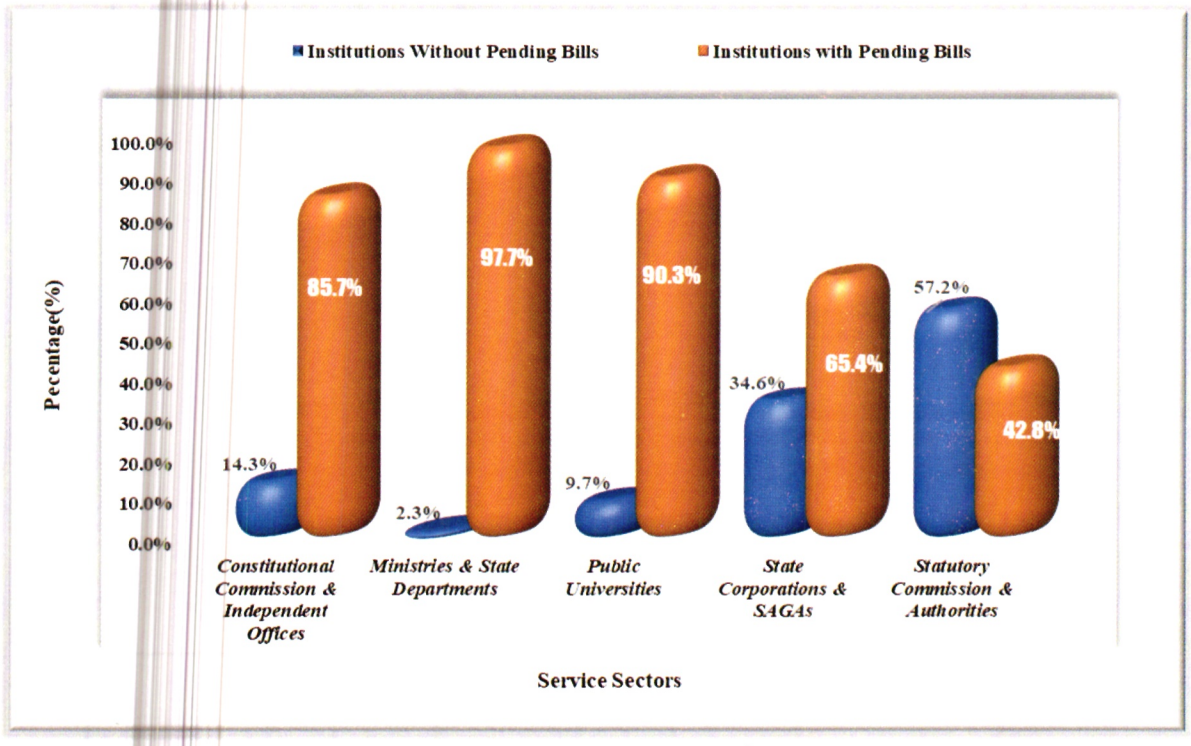


Figure 4.20: Pending Bills in the Public Service as at 30th June, 2018

Recommendation

(i) The National Treasury and IGRTC to develop an updated inventory of public assets by June, 2020; and

(ii) The National Treasury to resolve the pending bills of the 186 public institutions by June, 2019.

4.4.5 Performance Indices

The overall performance in this thematic area was 57.6%. The best performing sector was Statutory Commissions and Authorities at 70.7% followed by Public Universities at 60.6%. The least performing sectors were: State Corporations and SAGAs, and Ministries and State Departments at 57.3% and 39.9% respectively. Table 4.24 and Figure 4.21presents a comparative analysis on sector performance for the period 2015/16 and 2017/18.

Table 4.24: Comparative Analysis on Performance Indices for the Period 2015/16 – 2017/18

Themes	Year	Service Sector Performance					Overall Mean
		Constitutional Commissions &IOs	Ministries& State Departments	Public Universities	State Corporations & SAGAs	Statutory Commissions and Authorities	
Efficiency, effectiveness, economic use of resources and sustainable development	2015/16	100	71.5		88.7		86.7
	2016/17	81.3	67.0		68.0	75.0	68.8
	2017/18	59.5	39.9	60.6	57.3	70.7	57.6
Variance		**-21.8**	**-27.1**	**-**	**-10.7**	**-5.7**	**-11.2**

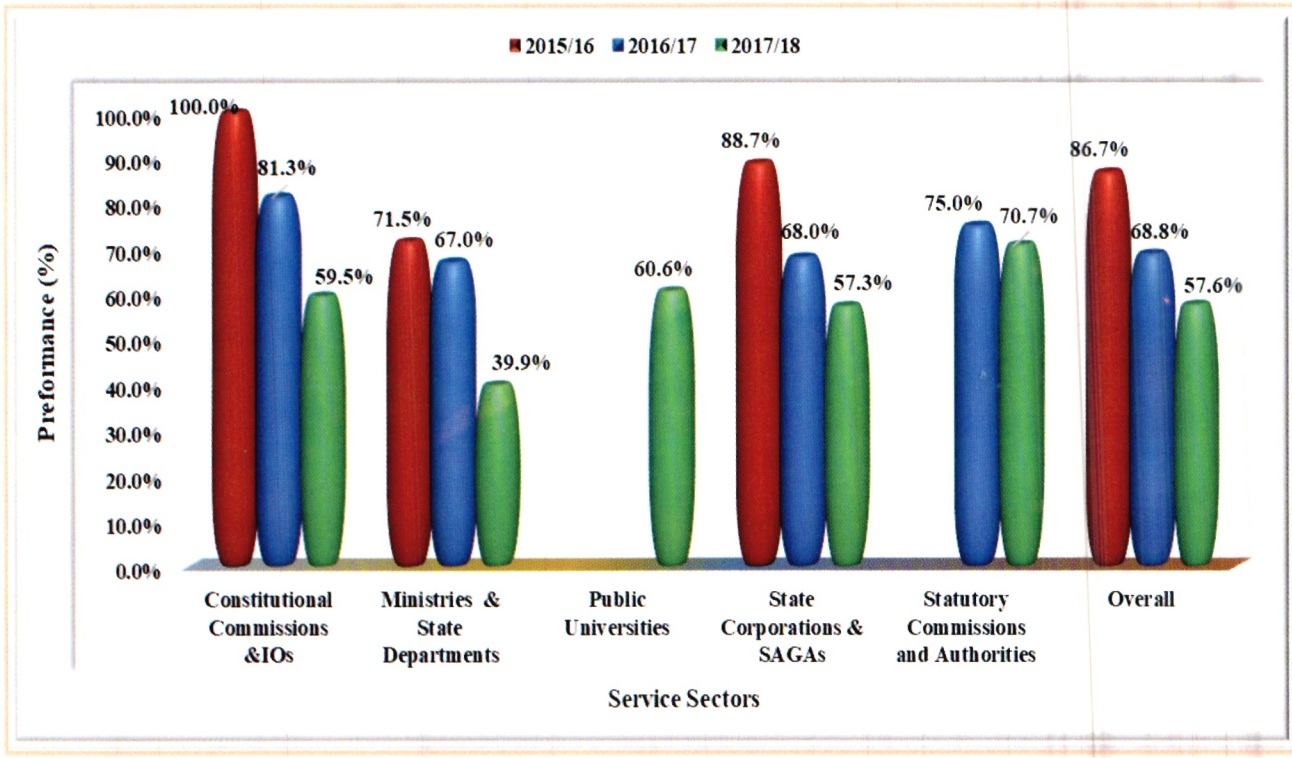


Figure 4.211: Trend Analysis Performance Indices for the Period 2015/16 - 2017/18

4.4.6: Performance Ranking

A further breakdown of the performance rating reveals that one (14.3%) of the Constitutional Commissions and Independent Offices were rated as high achievers while six (85.7%) were rated as medium achievers. Similarly, one (2.3%) of Ministries and State Departments was rated as a high achiever, 27 (61.4 %) as medium achievers and 16 (36.3%) as low achievers. Separately, 11 (35.5%) of Public Universities were rated as high achievers, 18 (58%) as medium achievers and two (6.5%) as low achievers. Similarly, 43 (26.5%) of the State Corporations and SAGAs were rated as high achievers, 96 (59.3%) as medium achievers and 23 (14.2%) as low achievers.

An effective grievance handling procedure should therefore not only provide for mechanisms of lodging complaints but also mechanisms for the effective and timely resolution of complaints.

The specific indicator sought to establish the existence of a grievance handling procedure, status of review and sensitization on the reviewed grievance handling procedure.

Two hundred and thirty (92%) of the reporting institutions had developed grievance handling procedures compared to 21 (8%) that had not. One hundred and fifty-eight (69%) of the institutions with GHP had reviewed the GHP appropriately while 72(31%) were yet to review the GHP. Of the institutions that reviewed the GHP, 121 (77%) had sensitized their staff on the reviewed GHP while 37(23%) had not as shown in Table 4.27.

Table 4.27: Status of Grievance Handling Procedures in the Service

Service Sectors	Total No. of Institutions	No. of Institutions					
		With GHP	Without GHP	Reviewed GHP	Not reviewed GHP	Sensitized Staff	Not sensitized Staff
Constitutional Commission & Independent Offices	7	7(100%)	0	4(57.1%)	3(42.9%)	4(100%)	
Ministries & State Departments	44	35(79.5%)	9(20.5%)	14(31.8%)	21(47.7%)	6(42.9%)	8(57.1%)
Public Universities	31	30(96.8%)	1(3.2%)	22(71.0%)	7(22.6%)	18(81.8%)	4(18.2%)
State Corporations & SAGAs	162	151(93.2%)	11(6.8%)	115(71.0%)	37(22.8%)	90(78.3%)	25(21.7%)
Statutory Commission & Authorities	7	7(100%)	0	3(42.9%)	4(57.1%)	3(100.0%)	
Total	**251**	**230(91.6%)**	**21(8.4%)**	**158(62.9%)**	**72(28.7%)**	**121(76.6%)**	**37(23.4%)**

Recommendation

The Commission will direct the 72 public institutions which have not reviewed their grievance handling procedures to review the procedures by June 2019.

c) Complaints Register

A complaint register is a mechanism for feedback on service delivery and a tool for management of grievances arising from service delivery by the public institutions. It should serve both the internal and external customers of the institution and must not be merely a token compliance gesture.

The specific indicator was to establish the existence of Complaints register and the number of complaints received, resolved and pending.

Two hundred and thirty-three (93%) of the evaluated institutions had a complaint register. All the Constitutional Commissions & Independent Offices and public universities evaluated had complaints registers. 7 Ministries & State Departments, 9 State Corporations & SAGAs, and 2 Statutory Commissions and Authorities did not have complaints register.

From the 23,866 complaints received, 81% (19,262) were resolved while 19% (4,604) were still pending. The highest number of complaints were received from State Corporations and SAGAs at 87% while the least complaints were received from Constitutional Commissions and Independent Offices at 1%. The highest number of complaints resolved were from Public Universities at 93% while the least number of complaints resolved were from Statutory Commissions and Authorities at 32% as shown Table 4.28 and Appendix XIX.

Table 4.28: Status of Resolution of Complaints in the public service

Service Sector	No. of Institutions			No. of Complaints		
	Totals	**With Complaint register**	**Without Complaints Registers**	**Complaints received**	**No. Resolved**	**No. Pending**
Constitutional Commission & Independent Offices	**7**	7(100%)		**252(1%)**	201(79.8%)	51(20.2%)
Ministries & State Departments	**44**	37(84.1%)	7(15.9%)	**516(2%)**	314(60.9%)	202(39.1%)
Public Universities	**31**	31(100%)		**1,590(7%)**	1,482(93.2%)	108(6.8%)
State Corporations & SAGAs	**162**	153(94.4%)	9(5.6%)	**20,867(87%)**	17,060(81.8%)	3,807(18.2%)
Statutory Commission & Authorities	**7**	5(71.4%)	2(28.6%)	**641(3%)**	205(32.0%)	436(68.0%)
Total	**251**	**233(92.8%)**	**18(7.2%)**	**23,866**	**19,262(80.7%)**	**4,604(19.3%)**

Recommendation

The Commission will direct the:

(i) Eighteen institutions without complaint registers to open the registers by March, 2019.

(ii) One hundred and five institutions with 4,604 pending cases of unresolved complaints to resolve the complaints by March, 2019.

d) Records and document management system

The keeping of records is an important mechanism for tracking accountability of official decisions and transactions. Without an effective records management system, it would not be possible to hold officers accountable for their administrative actions. An effective records management system is also a means of knowledge management and ensuring that effective transition happens in the public service. An effective records management system running on a digital platform is essential to improvement of the ease of doing business as it is facilitative of ease of storage, reference and retrieval.

The specific indicator was to establish the existence of records and document management system, nature of the records and document management system, and the number of Records management officers employed in the institutions.

Two hundred and twenty-nine (91%) of the evaluated institutions had a records and document management system out of which 164 (71.6%) had both digital and manual systems, 63(27.5%) had manual systems and two (0.9%) had digital systems. It is also noted that none of the Statutory Commission & Authorities had a digital system. Further, it was established that there was a total of 2,103 records management officers across all the five sectors as follows: Constitutional Commissions& Independent Offices 29 (1.4%), Ministries & State Departments 492 (23.4%), Public Universities 711(33.8%), State Corporations & SAGAs 845(40.2%) and Statutory Commission & Authorities 26(1.2%) as shown in Table 4.29.

Table 4.29: Status of Records Management in the Public Service

Service Sector	No. of Institutions			Types RMS			No. of Records Management Officers
	Total	With RMS	Without RMS	Digital	Manual	Digital and Manual	
Constitutional Commission & Independent Offices	7	7(100%)			1(14.3%)	6(85.7%)	29(1.4%)
Ministries & State Departments	44	41(93.2%)	3(6.8%)		18(43.9%)	23(56.1%)	492(23.4%)
Public Universities	31	30(96.8%)	1(3.2%)	1(3.3%)	1(3.3%)	28(93.3%)	711(33.8%)
State Corporations & SAGAs	162	144(88.9%)	18(11.1%)	1(0.7%)	42(29.2%)	101(70.1%)	845(40.2%)
Statutory Commission & Authorities	7	7(100%)			1(14.3%)	6(85.7%)	26(1.2%)
Total	**251**	**229 (91.2%)**	**22 (8.8%)**	**2 (0.9%)**	**63 (27.5%)**	**164 (71.6%)**	**2,103**

Recommendations

The Commission will require:

(i) The 22 institutions without records management systems to establish the systems by June 2019;and

(ii) The 63 institutions without digital records management system to develop them by June 2020.

e) Existence of a Gift Register and Number of Gifts Declared and Registered

This is provided for in Article 76(1) of the Constitution, section 14 of the Leadership and Integrity Act, 2012 and Section 15 of the Public Service Code of Conduct and Ethics, 2016.The gift register is a tool for management of conflict of interest and curbing of likely occurrence of corruption. Gift registers should be maintained by every public organization and include records of gifts given out by organizations during official functions and gifts received by officers representing public organizations during official functions. Gifts are regulated because they have been recognized as conduit for bribes.

Out of the 251 institutions evaluated, 233 (93%) institutions had gift registers while 18 (7%) had no gift registers and therefore did not comply with the law. Of the 233 institutions with gift registers, 1,175 gifts were declared and registered. Of the 18 institutions that did not have a gift register, 9 were State Corporations and SAGAs, 8 were from Ministries and State Departments while one was from Statutory Commissions and Authorities.

It is observed that out of the 251 institutions evaluated 135 maintain gift registers and 101 have active entries in the registers accounting for 42.2%. This means that 57.8% of public institutions do not maintain gift registers and where they have the registers do not make use of them as shown in Tables 4.30, Figure 4.23 and Appendix XX (a)&(b).

Table 4.30: Status of Management of Gifts in the Public Service

S/No	Service Sector	Total Number of Institutions (A)	Number with Gift Registers in use (B)	Number with Gift Registers but not in Use (C) (B-C)	Variance (A-C)	Number Without Gift Registers D
1	Constitutional Commissions& Independent Offices	7	4(57.1%)	3(42.9%)	4	0(0.0%)
2	Ministries & State Departments	44	9(20.4%)	27(61.4%)	18	8(18.2%)
3	Public Universities	31	18(58.1%)	13(41.9%)	5	0(0.0%)
4	State Corporations & SAGAs	162	65(40.1%)	88(54.3%)	13	9(5.6%)
5	Statutory Commission & Authorities	7	2(28.6%)	4(57.1%)	2	1(14.3%)
Total		**251**	**98(39.0%)**	**135(53.8%)**	**42**	**18(7.2%)**

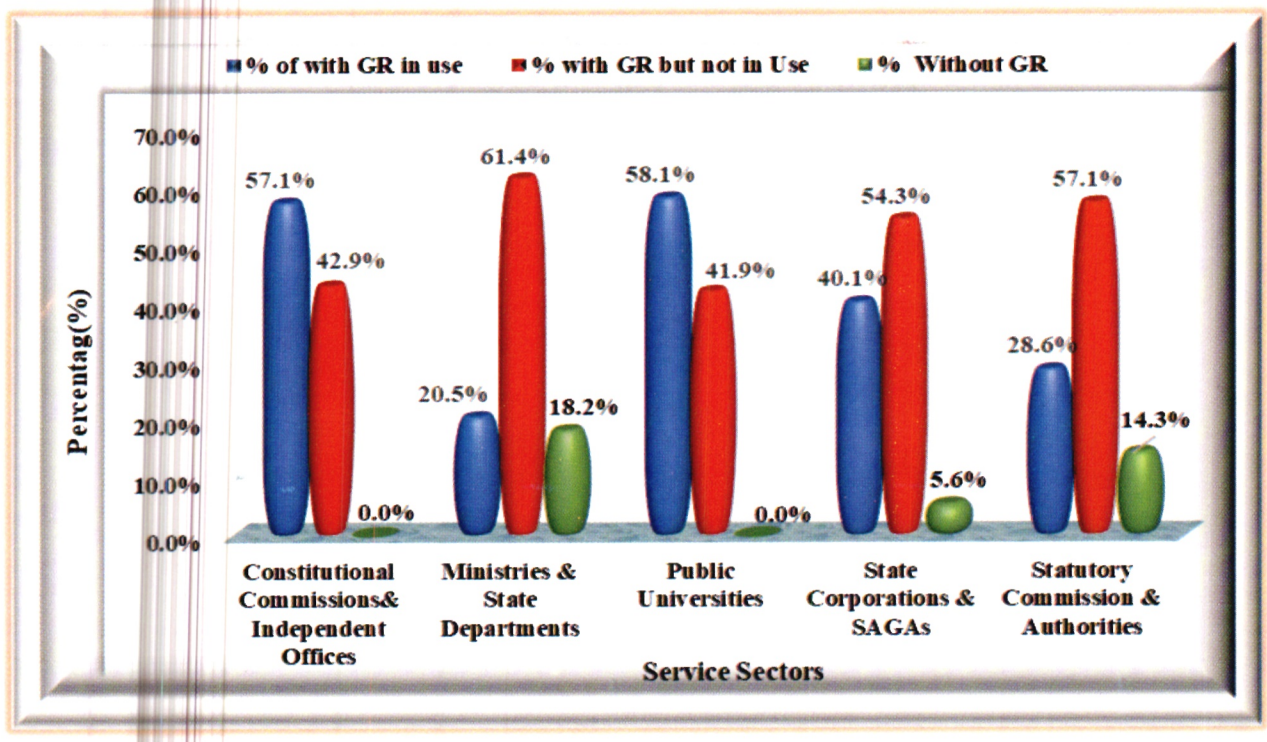


Figure 4.23: Status of Gift Registers in Public Institutions by Service Sectors

Recommendation

The Commission will direct the 18 institutions without gift registers to establish the gift registers by March, 2019.

f) Existence of Conflict of Interest Registers

Article 75 of the Constitution on leadership and integrity provides for the management of conflict of interest in the conduct of public or private affairs by public officials. Section 16 of the Leadership and Integrity Act, 2012 and the second schedule provide for the management of conflict of interest including declaration of registrable interests by public officials. The Ndegwa Report of 1971 had provided for conditional engagement of public officials in business provided that a code of conduct and ethics be put in place to regulate conflict of interest. This seems to have been implemented partially by allowing public officials to engage in business and the code of conduct and ethics was not developed until the enactment of the Public Officer Ethics Act in 2003.

It was only after the enactment of the Leadership and Integrity Act, 2012 that the schedule of registrable interest was provided for under law. That however is yet to be enforced and hence what was intended to temper engagement of public officers in business was not implemented with the resultant devastating effect on the economy where runaway corruption has ravaged the economy.

Out of the 251 institutions evaluated, 225 (90%) institutions reported to have maintained conflict of interest register while 26 institutions had no conflict of interest register. Of the 225 institutions with

conflict of interest registers, 475 cases were recorded. One hundred and sixty-seven institutions representing 66.5% reported to have compiled schedule of registrable interests for staff with 77,518 officers having filed registrable interests in the FY 2017/2018 as shown in Table 4.31, Figure 4.24and Appendix XXI.

Table 4.31: Status on the Management of Conflict of Interest in the Public Service

Service Sector	Totals	No. of Institutions with Conflict of Interest (CoI) register		No. of cases on CoIs recorded in the (CoI) Register	No. of Institutions that compiled schedule of registrable interests for staff		Staff In-Post	No. of Officers filed schedule of registrable interests
		Without of (CoI) register	With (CoI) register		Not compiled	Compiled		
Constitutional Commissions& Independent Offices	7		7 (100%)	11	3 (42.9%)	4 (57.1%)	1,452	288 (19.8%)
Ministries & State Departments	44	14 (31.8%)	30 (68.2%)	20	12 (27.3%)	32 (72.7%)	86,145	34,539 (40%)
Public Universities	31		31 (100%)	83	5 (16.1%)	26 (83.8%)	29,501	13,586 (40%)
State Corporations & SAGAs	162	11(6.8%)	151 (93.2%)	355	62 (38.3%)	100 (61.7%)	79,521	28,855 (36.2%)
Statutory Commission & Authorities	7	1 (14.3%)	6 (85.7%)	6	2 (28.6%)	5 (71.4%)	1,500	250 (17%)
Total	**251**	**26(10%)**	**225(90%)**	**475**	**84(33%)**	**167(67%)**	**198,119**	**77,518 (39%)**

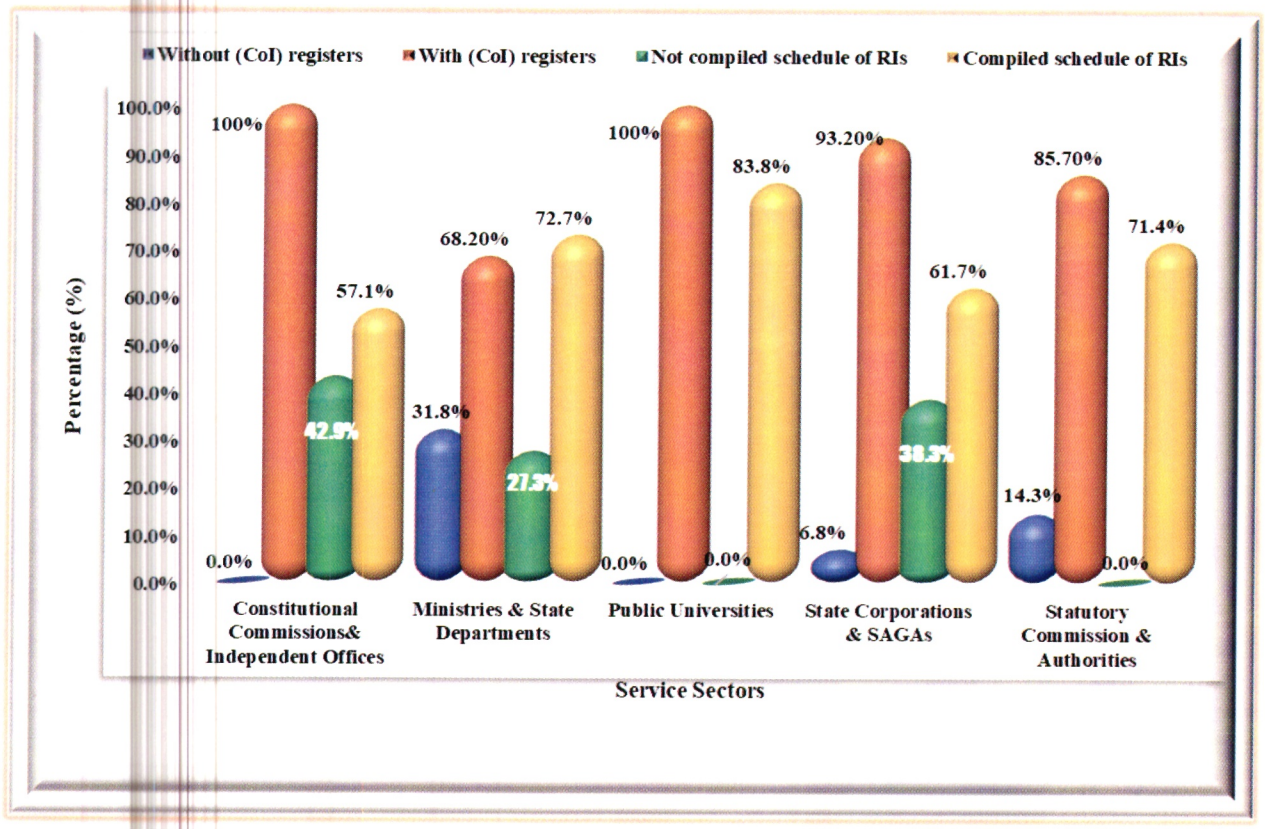


Figure 4.24: Management of Conflict of Interest in the Public Service by Service Sectors

Recommendation

The Commission will direct the 26 public institutions without conflict of interest registers to open the registers by March, 2019.

g) Administration of Commitment Forms to the Code of Conduct and Ethics

Part II and III of the Leadership and Integrity Act, 2012 provide for ethical standards for all state officers. Article 80(c) of the Constitution provide for the modification of the code for application to public officers. The Public Service Commission issued a code of conduct and ethics for public officers under legal notice number 54 of 2016. It is a requirement under the Act that all state officers comply with the requirements of the code by signing a commitment form normally administered during the taking of the oath of office. It is similarly required under section 34 of the Public Service Code of Conduct and Ethics, 2016 that all public officers sign commitment to the code.

The specific indicator sought to establish the number of institutions which committed their officers to the public service code of conduct and ethics.

One hundred and forty-nine (59%) of the 251 institutions evaluated reported to have administered commitment forms to 107,305 (54%) officers in the period under review. One hundred and two (41%) of the institutions did not administer commitment forms to their officers. Of the 102

institutions, 83 (33%) committed to administer commitment forms by March 2019, 18(18%) committed to administer forms by December 2018.

One hundred and seventy-eight (71%) institutions reported to have sensitized staff on the Revised Code of Conduct & Ethics while 73 (29%) had not sensitized their staff on the Code. Out of the 73 institutions, 65 (89%) committed to sensitize their staff by March 2019 while 8(11%) committed to sensitize their staff by December 2018 as presented in Table 4.32, Figure 4.25 and Appendix XXII.

Table 4.32: Status of the Implementation of the Code of Conduct and Ethics in Public Service

Service Sectors	Total	In-post	No. of Institutions that administered commitment forms to staff		No. of officers signed commitment forms	No. of Institutions that sensitized staff on Code of Conduct 2016	
			No. not Administered	No. Administered		No. Not Sensitized staff	No. Sensitized staff
Constitutional Commission & Independent Offices	7	1,452	2 (28.6%)	5 (71.4%)	565 (38.9%)	1 (14.3%)	6 (85.7%)
Ministries & State Departments	44	86,145	20 (45%)	24 (55%)	54,494 (63.3%)	10 (22.7%)	34 (77.8%)
Public Universities	31	29,501	11 (35%)	20 (65%)	12,416 (42%)	8 (25.8%)	23 (74.2%)
State Corporations & SAGAs	162	79,521	66 (41%)	96 (59%)	39,443 (50%)	52 (32%)	110 (68%)
Statutory Commission & Authorities	7	1,500	3 (42.9%)	4 (57.1%)	387 (25.8%)	2 (28.6%)	5 (71.4%)
Total	**251**	**198,119**	**102 (41%)**	**149 (59%)**	**107305 (54%)**	**73 (21.1%)**	**178 (70.9%)**

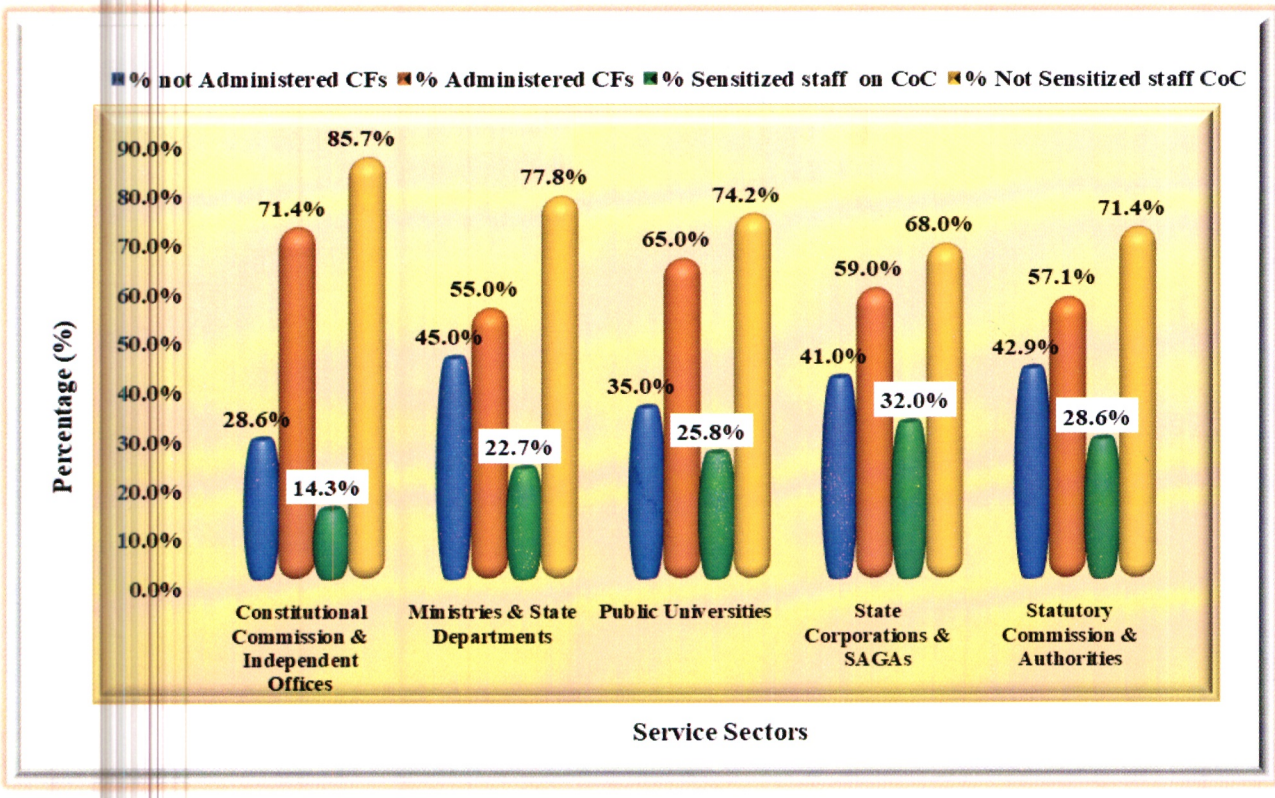


Figure 4.25: Implementation of the Code of Conduct and Ethics in Public Service by Service Sectors

Recommendation

The Commission will direct the 102 institutions which did not administer the commitment forms to its officers to administer the signing of the commitment forms by March, 2019.

4.5.5 Performance Indices

The overall performance in this thematic area was 68.2%. The best performing sector was Public Universities at 76.6% followed by Commissions and Independent Offices at 71.9% and State Corporations and SAGAs had a score of 70.2%. Statutory Commissions and Authorities recorded a score of 64.3% while Ministries and Departments had a score of 57.8% as shown in Table 4.33 and Figure 4.26.

Table 4.33: Comparative Analysis on Performance Indices for the Period 2015/16 – 2017/18

Themes	Year	Service Sector Performance					Overall mean
		Independent Offices & Commissions	Ministries & State Departments	Public Universities	State Corporations & SAGAs	Statutory Commissions & Authorities	
Accountability for Administrative Acts	2015/16	81	78			87	82
	2016/17	75	66		83	72	79
	2017/18	71.9	57.8	76.6	70.2	64.3	68.2
Variance		**-3.1**	**-8.2**	**-**	**-12.8**	**-7.7**	**-10.8**

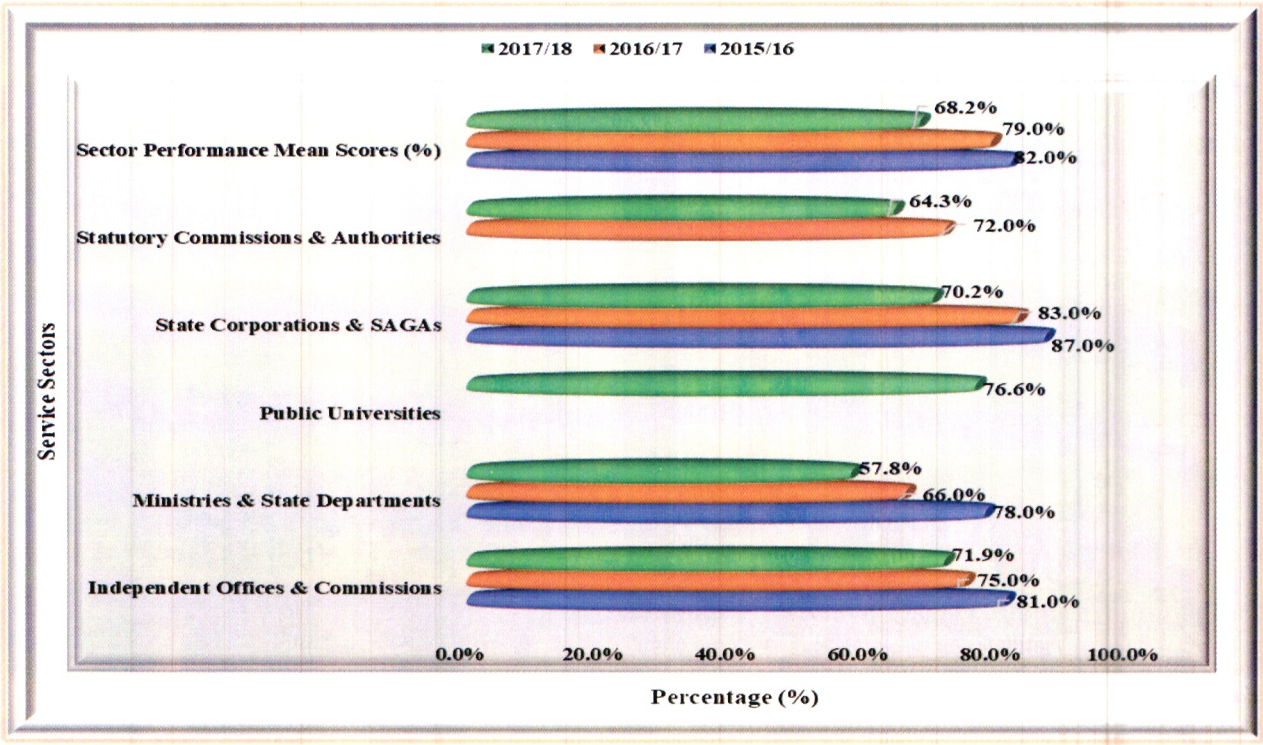


Figure 4.26: Thematic Area Performance Indices for the Period 2015/16 – 2017/18

4.5.6 Performance Ranking

Constitutional Commissions and Independent Offices had 28.6% of the institutions ranked as high achievers, 57.1% as medium achievers and 14.3% as low achievers. Ministries and State Departments had 4.5% of the institutions ranked as high achievers, 70.5% as medium achievers and 25.0% as low achievers. State Corporations and SAGAs had 16.7% of the institutions ranked as high achievers, 71.6% as medium achievers and 11.7% as low achievers. Statutory Commissions and Authorities had 28.6% of the institutions ranked as high achievers, 28.6% as medium achievers and 42.9% as low achievers. Public Universities had 19.4% of the institutions ranked as high achievers, 77.4% as medium achievers and 3.2% as low achievers as shown in Table 4.34 and Figure 4.27.

Table 4.34: Performance Ranking of Public Institutions by Service Sector

Service Sector	High		Medium		Low		Category Mean Score	Total No. of Institutions
	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)		
Constitutional Commission & Independent Offices	2(28.6%)	89.1	4(57.1%)	70.3	1(14.3%)	43.8	**71.9**	7
Ministries & State Departments	2(4.5%)	92.2	31(70.5%)	64.3	11(25.0%)	33.3	**57.8**	**44**
Public Universities	6(19.4%)	89.6	24(77.4%)	75.1	1(3.2%)	34.4	**76.6**	**31**

State Corporations & SAGAs	27(16.7%)	91.2	116(71.6%)	70.6	19(11.7%)	37.6	**70.2**	**162**
Statutory Commission & Authorities	2(28.6%)	89.1	2(28.6%)	71.9	3(42.9%)	42.7	**64.3**	**7**
Total	**39**	**90.8**	**177**	**70.1**	**35**	**36.8**	**68.2**	**251**

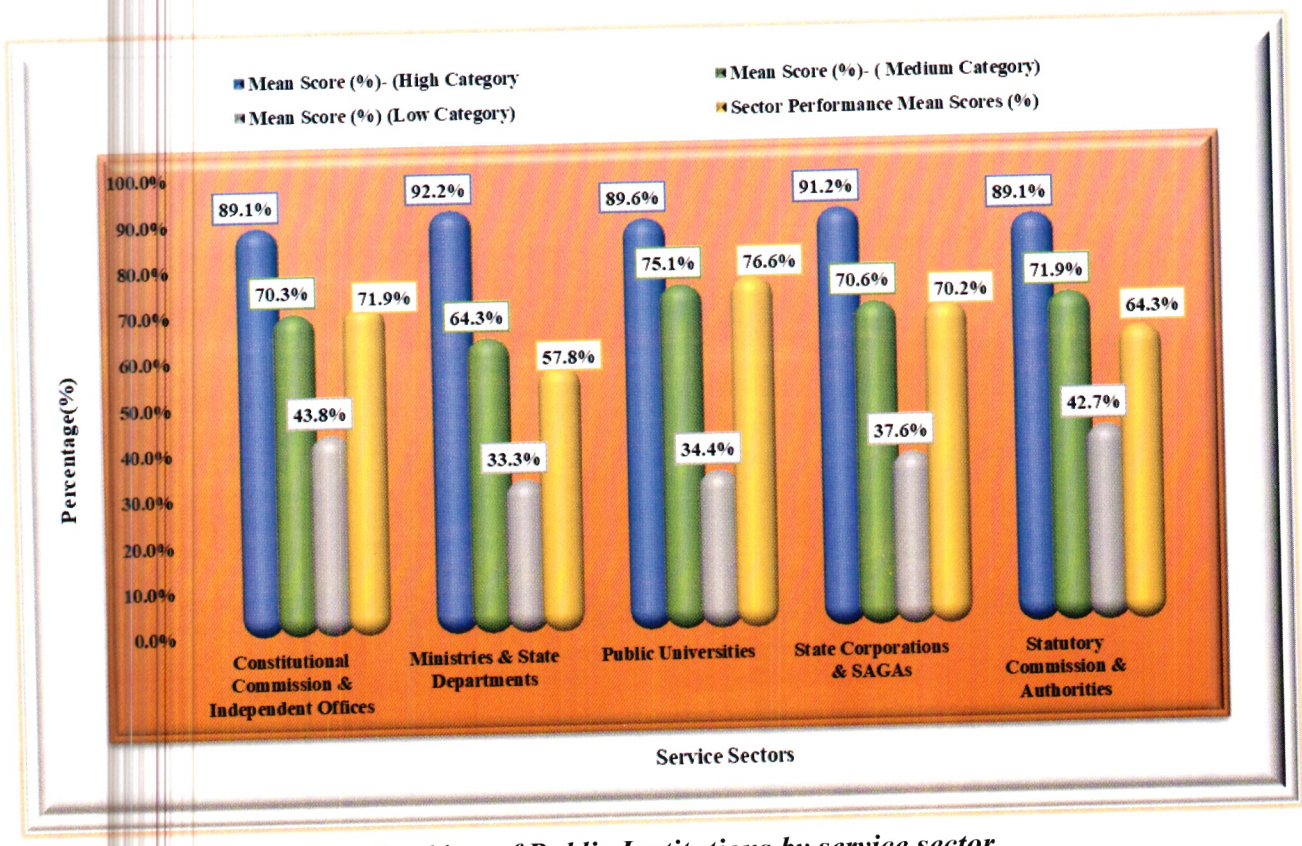


Figure 4.27: Performance Ranking of Public Institutions by service sector

4.6 Thematic Area Four: Improvement in Service Delivery

4.6.1 Overview

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

4.6.2 Performance Standards

The Performance Standards that guided this thematic area included:

i) Compliance with the Public Service (Values and Principles) Act, 2015; and

ii) Compliance with the ICT Policy.

4.6.3 Performance Indicators

Under this thematic area on improvement in service delivery, the public institutions evaluated were expected to report on:

i) Status of automation and migration of business processes to the e-government portal;

ii) Number of printers, photocopiers, and shredders procured by public institutions;

iii) Level of decentralization of public services;

iv) Customer Satisfaction Index;

v) Existence and implementation of honours, awards and commendation schemes; and

vi) Identification of Value exemplars in the public service.

4.6.4 Progress realized

a) Automation and E-presence of business processes and decentralization of government services

Article 6(3) of the Constitution provides that a state organ shall ensure reasonable access to its services in all parts of the republic so far as it is appropriate to do so, having regard to the nature of the service. The Public Service (Values and Principles) Act, 2015 provides in Section 8 and 9 for transparency and the provision of timely and accurate information to the public and accountability for administrative acts including the keeping of accurate records. In addition, Section 19(2) of the ICT Policy, 2016 provides for e-government applications geared to improve productivity and ensure all citizens participate effectively in the information society. In particular, the Act requires public institutions to automate government functions including business process re-engineering to enhance timely service delivery and reduce transactional costs.

(i) **Automation of business processes**

The specific indicator was to establish the level of automation of business processes and the number of institutions that have migrated automated processes to e-portal.

From the findings, it was observed that public institutions are at varied levels on automation of business processes with majority, 124 institutions, representing 49.6% rating their level at 51%-75%. Sixty-nine (27.5%) of the evaluated institutions rated their automation level between 76%-100%, while 43 (17.1%) rated theirs between 26%-50%. Institutions that rated their automation level between 1%-25% were 14 (5.6%).

It was further established that 174(69.3%) of the evaluated public institutions had not migrated their automated processes to e-Government portal and only 77 institutions, representing 30.7% had migrated their processes. In terms of sectors, only 14.3% of Constitutional Commissions and Independent Offices had migrated their services to the e-Government portal. The other service

sectors had migrated their services to the e-portal as follows: Ministries and State Department - 18 (41%), Public universities – (10) 32.3%, State Corporations and SAGAs – 48 (29.6%), and all the Statutory Commissions and authorities had not migrated their services as shown in Table 4.35 and Figure 4.28.

Table 4. 35: Status and Level of Automation and Migration to E-government Portal

Service Sectors	Total	Level of Automation of Business processes	No. of Institutions having automated processes, migrated them to e-government portal					
		1% – 25%	26% – 50%	76%– 100%	51% – 75%	No Automation	No. Migrated Services	No. Not migrated Services
Constitutional Commission & Independent Offices	7	1 (14.3%)		3 (42.9%)	3 (42.9%)		1 (14.3%)	6 (85.7%)
Ministries & State Departments	44	5 (11.4%)	6 (13.6%)	9 (20.5%)	23 (52.3%)	1 (2.2%)	18 (41%)	26 (59%)
Public Universities	31	1 (3.2%)	3 (9.7%)	3 (9.7%)	24 (77.4%)		10 (32.3%)	21 (67.7%)
State Corporations & SAGAs	162	7 (4.3%)	32 (19.8%)	49 (30.2%)	74 (45.7%)		48 (29.6%)	114 (70.4%)
Statutory Commission & Authorities	7		2 (28.6%)	5 (71.4%)				7 (100%)
Total	**251**	**14 (5.6%)**	**43 (17.1%)**	**69 (27.5%)**	**124 (49.4%)**	**1 (0.4%)**	**77 (30.7%)**	**174 (69.3%)**

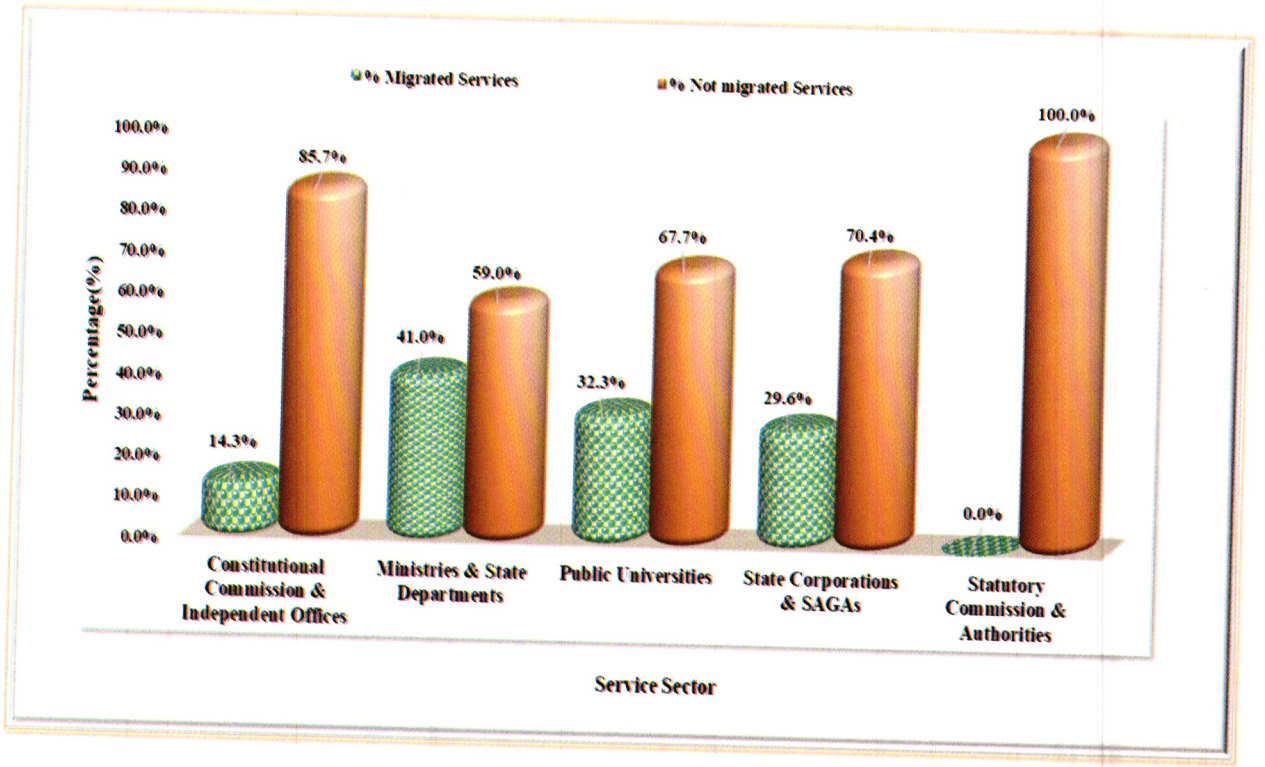


Figure 4.28: Status of Migration of Public Services to E-portal

Recommendations

The Commission will require:

1) The 58 (23%) institutions whose automation levels are below 50% to move the levels of automation to 75% by June, 2020.
2) The 77(31%) institutions that had not migrated their business processes to e-government platform to migrate the processes by June, 2020.

(ii) Number of Printers, photocopiers and Shredders

The specific indicator was to establish the number of printers, photocopiers and shredders bought by institutions in the fiscal year 2015/2016, 2016/2017 and 2017/2018.

From the findings, it was established that the number of photocopiers and printers bought dropped to 582 and 2,470 in 2017/18 FY respectively. However, it was established that the number of shredders bought during the same period progressively increased from 377 in the 2015/16 FY to 515 in 2017/18 an indication that more papers were being shredded hence printing of documents may have increased as shown in Table 4.36, Figure 4.29 and Appendix XXIII. Increased levels of automation should lead to lower use of stationery, printers, copiers, toners and shredders.

Table 4.36: Status of Printers, Photocopiers and Shredders

Financial Year	No. of Items & Category of Items Purchased in the Service					Total
	No. of photocopiers	No. of printers	No. of printers & Photocopiers	No. of shredders	Scanners	
2015/2016	537	2,815	47	377	-	3,776
2016/2017	693	2,580	79	480	1	3,833
2017/2018	582	2,470	56	515	-	3,623
Totals	**1812**	**7,865**	**182**	**1372**		**11,232**

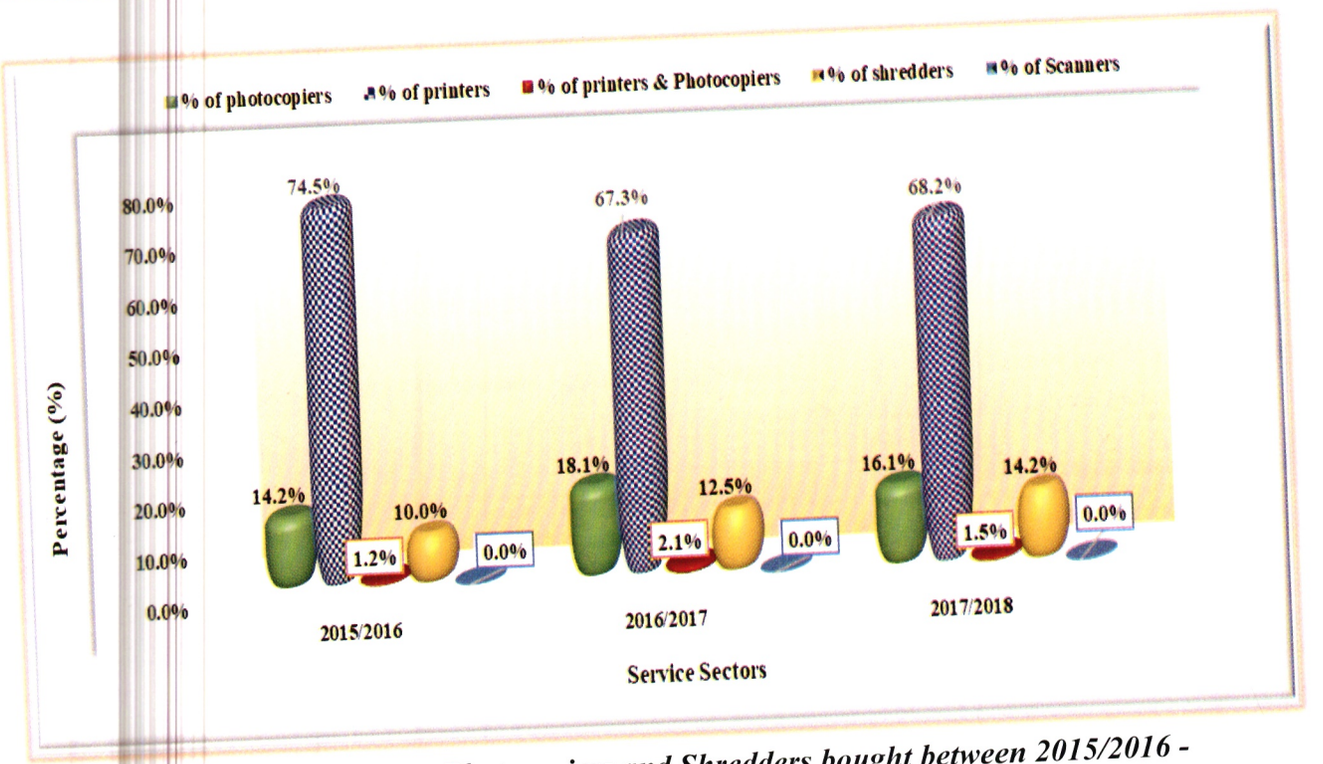


Figure 4.29: Status of Printers, Photocopiers and Shredders bought between 2015/2016 - 2017/2018 Financial years.

Recommendation

The Commission will work with relevant stakeholders to fast-track the automation of business processes and migration of the same to e-government portal by all public service institutions by June, 2021.

b) Decentralization of Services

The specific indicator was to establish the number of institutions that had decentralized their services to the extent possible, as well as the mode of decentralization.

Of the 251 evaluated public institutions, 189 (75.3%) reported that they had decentralized their services to the extent possible while 62 (24.7%) had not decentralized their services. It was also established that the most popular mode of decentralization was establishment of regional offices at

63.5%. Other modes of decentralization were running of outreach programmes/mobile services at 28.8%, use of national government offices in the counties at 28%, and through partnerships and collaborations at 50.8%. Institutions that had not decentralized their services committed to do so between June 2019 and June 2020 as shown in Table 4.37.

Table 4.37: Decentralization of services

Service Sectors	Total	No. of Institution with decentralized services		No. of Institutions & Modes of decentralization			
		No. with decentralized services	No. without decentralized services	Has Regional offices	Outreach Programs/Mobile Services	National Government offices in the Counties	Partnership/Collaboration with public and private Agencies
Constitutional Commission & Independent Offices	7	5 (71.4%)	2 (28.6%)	4	2	3	3
Ministries & State Departments	44	36 (81.8%)	8 (18.2%)	20	9	16	16
Public Universities	31	23 (74.2%)	8 (25.8%)	5	14	1	18
State Corporations & SAGAs	162	119 (73.5%)	43 (26.5%)	88	27	31	57
Statutory Commission & Authorities	7	6 (85.7%)	1 (14.3%)	3	2	2	2
Total	**251**	**189 (75.3%)**	**62 (24.7%)**	**120**	**54**	**53**	**96**

Recommendation

The Commission will encourage the 62 public institutions which have not decentralized their services to de-centralize their services by June, 2020.

c) Services offered through Huduma Platform

The specific indicator was to establish the number of institutions that offered front line services through the Huduma platform.

Out of the 251 institutions evaluated, 30(12%) offered their services through the Huduma platform while 221(88%) were yet to offer services through the platform. The latter committed to offer their services on the Huduma platform by June 2020. At the sector level, institutions that are offering services at the Huduma platform are as follows: Constitutional Commission & Independent Offices – 4 (57%), Ministries & State Departments – 11 (25%), Public Universities – 1 (3%), State Corporations & SAGAs – 13 (8%), and Statutory Commission & Authorities – 1 (14%). For the universities category, only Kenyatta University reported that its services were offered through Huduma platform as shown in Table 4.38 and Figure 4.30.

Table 4.38: Status of Services offered at Huduma Centres

Sector Services	Total	Institutions offering services through Huduma		Other Forms
		No. not offering services through Huduma	No. offering services through Huduma	
Constitutional Commission & Independent Offices	7	3 (42.9%)	4 (57.1%)	1
Ministries & State Departments	44	33 (75%)	11 (25%)	17
Public Universities	31	30 (96.8%)	1 (3.2%)	21
State Corporations & SAGAs	162	149 (92%)	13 (8%)	78
Statutory Commission & Authorities	7	6 (85.7%)	1 (14.3%)	3
Total	**251**	**221 (88%)**	**30 (12%)**	**120**

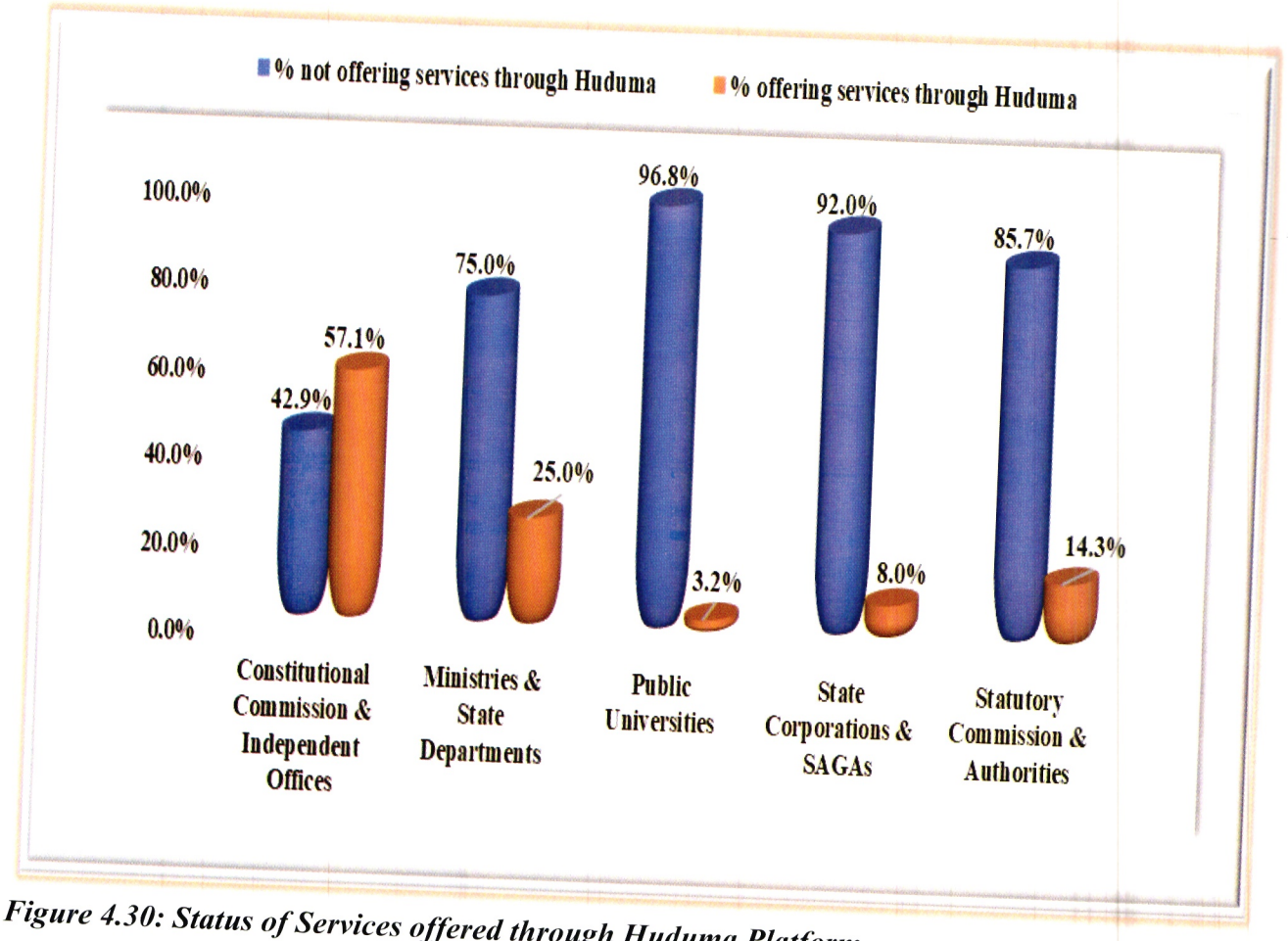


Figure 4.30: Status of Services offered through Huduma Platform

Recommendations

The Commission will encourage:

a) The 221 institutions which do not offer services at Huduma centres to utilize the Huduma Centres by June, 2020;

b) The institutions whose services are seasonal (colleges and universities) to open centres in Huduma platforms as and when the services are due.

d) Offering Government Services Online

The specific indicator was to establish the number of institutions and nature of services offered online by institutions.

The findings established that 218 (87%) of public institutions evaluated offered their services online. The services offered online by different institutions included: registration services; job applications and online recruitment; payment services; filing and processing of documentation; and e-learning.

The institutions that did not offer their services online committed to facilitate the same by June 2020 as shown in Table 4.39 and Figure 4.31.

Table 4.39: Status of Government Online Services to Citizens

Category	Total	No. of Institutions that Offered online services		No. of Institutions & Timeframe		
		No. not offering	No. offering	June 2019	December 2019	June 2020
Constitutional Commission & Independent Offices	7	1 (14.3%)	6 (85.7%)			1
Ministries & State Departments	44	11 (25%)	33 (75%)		3	8
Public Universities	31	1 (3.2%)	30 (96.8%)			1
State Corporations & SAGAs	162	17 (10.5%)	145 (89.5%)	5	4	8
Statutory Commissions& Authorities	7	3 (42.9%)	4 (57.1%)	1		2
Total	**251**	**33(13.1%)**	**218 (86.9%)**	**6**	**7**	**20**

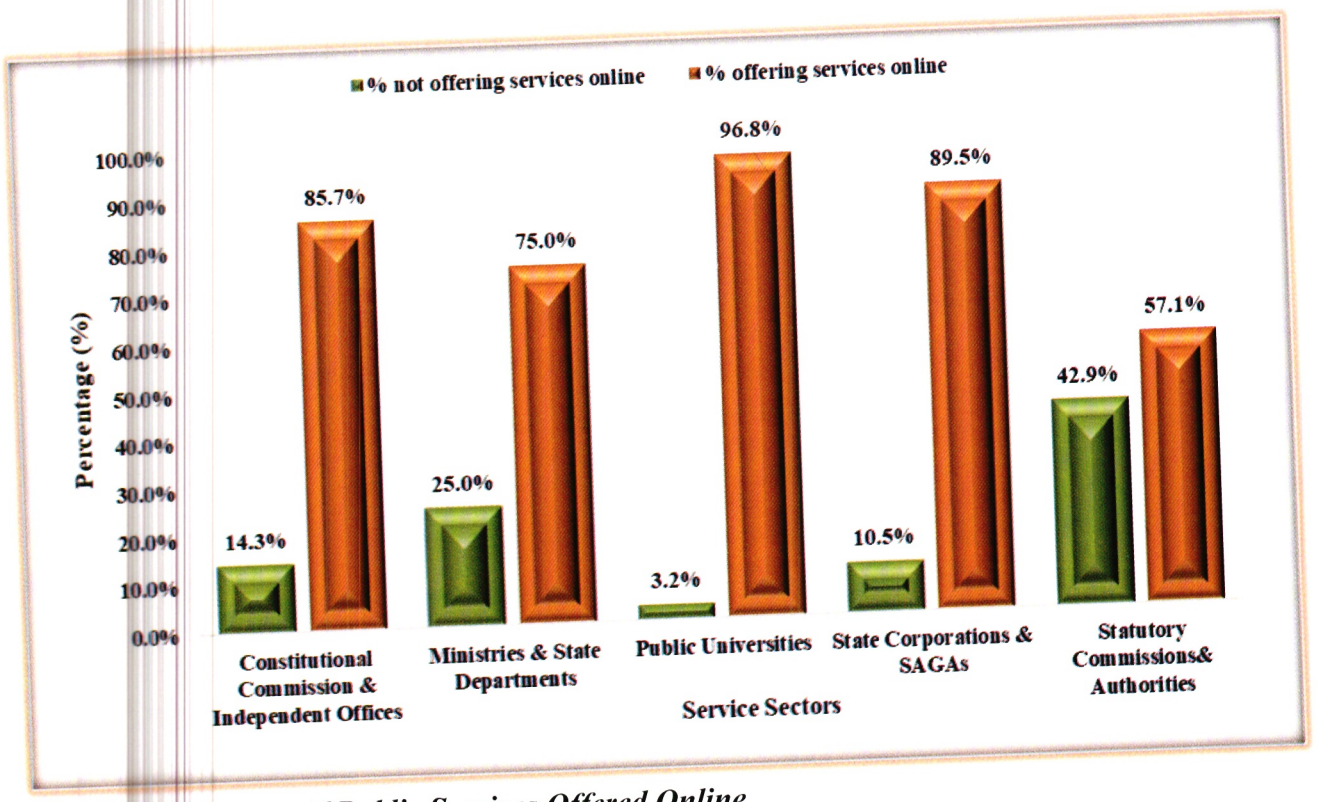


Figure 4.30: Status of Public Services Offered Online

Recommendation

The Commission will encourage the 33 public institutions which do not offer online services to offer online services to citizens by June, 2020.

e) Institutional Customer Satisfaction Survey

The specific indicator was to establish the number of institutions that undertook customer satisfaction survey in the 2017/18 FY.

Customer satisfaction surveys are important tools for improving organizational business and ensuring customers are happy. The surveys give firms specific information about positive and

negative perceptions, which could improve service delivery. These perceptions are especially important because of the increased use of social media by people of all ages.

In the UK and Singapore, Institute of Customer Service and Institute of Service Excellence in Singapore Management University respectively, have been established to raise service standards, promote a culture of service excellence and improve customer experience. The institutes carry out national customer satisfaction surveys for their respective countries across various sectors of the economy both in private and public sectors. In the UK, the January 2018 UK National Customer Satisfaction Index Score was 78.1% (for public and private sector), 76.1% for national public service and 75.0% for local public service. In Singapore, the National Customer Satisfaction Index was 72.9% in 2017.

The Commission undertook a citizen service delivery satisfaction survey in the 2015/2016 evaluation period. This was done in the 47 counties targeting 1,350 households and 150 private institutions as respondents. The citizen satisfaction baseline index was established at 42.6%.

Out of the 251 evaluated institutions, 88 (35%) conducted internal customer satisfaction surveys while 163(65%) did not. The average customer satisfaction index obtained was 73.2% with the highest index being from Statutory Commissions and Authorities at 81.3%. Overall, 72% of the organizations that conducted customer satisfaction survey reported an index whose range was above 70%, 23% of the organizations had an index ranging from 50-70% while 2% obtained an index ranging below 50% as shown in Table 4.40 and Figure 4.32.

The top three organizations with the highest customer satisfaction index were as follows: Jaramogi Oginga Odinga University of Science and Technology at 97%, National Youth Service at 95%, and Non-Governmental Organizations Coordinating Board at 92.9%.

It is observed from the above three cases that the performance was way above the global leaders in public services like Singapore at 72.9% and the UK at 76.1%. The average score for the Kenyan public service was 73.2% which is above Singapore, a global leader in delivery of public services. Therefore, there is need to rethink the customer satisfaction survey model used in Kenya as the index is unrealistic.

Separately, a peer evaluation used in the evaluation process had the reporting institutions identifying the following as the top three institutions with the most efficient and effective service

delivery system: Huduma Centre; Kenya Revenue Authority; and the National Transport Safety Authority.

Table 4.40: Status of Customer Satisfaction in the Public Service

Sector Services	Total	No. of Institutions Conducted Customer satisfaction survey		Customer satisfaction index	Customer satisfaction index Range			
		Not conducted	Conducted		Less than 50%	50-70%	Above 70%	No score
Constitutional Commission & Independent Offices	7	5 (71.4%)	2 (28.6%)	60.30	1 (50%)		1 (50%)	
Ministries & State Departments	44	36 (81.8%)	8 (18.2%)	67.55		3 (38%)	4 (50%)	1 (12%)
Public Universities	31	19 (61.3%)	12 (38.7%)	77.86		5 (42%)	7 (58%)	
State Corporations & SAGAs	162	99 (61.1%)	63 (38.9%)	73.03	1 (2%)	12 (19%)	48 (76%)	2 (3%)
Statutory Commission & Authorities	7	4 (57.1%)	3 (42.9%)	81.33			3 (100%)	
Total	**251**	**163 (65%)**	**88 (35%)**	**73.19**	**2 (2%)**	**20 (23%)**	**63 (72%)**	**3 (3%)**

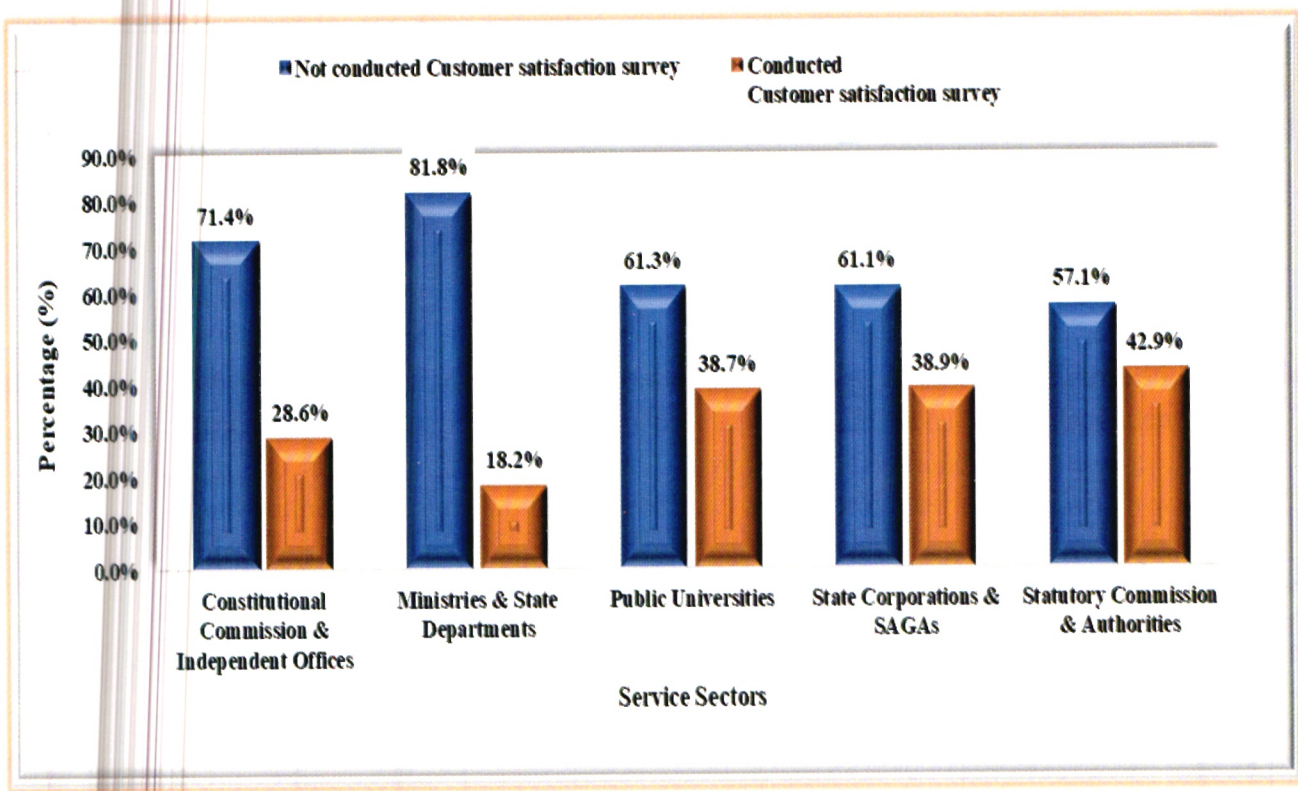


Figure 4.31: Status of Customer Satisfaction in the Public Service

Recommendations

The Commission will:

(i) Set minimum service delivery standards through a citizen service delivery charter; and

(ii) Conduct annual citizen satisfaction surveys and establish annual citizen service delivery satisfaction index.

f) Implementation of honours, awards and commendation schemes

The specific indicator was to establish the status of implementation of honours, awards and commendation schemes by institutions.

The Public Service (Values and Principles) Act, 2015 provides a legal framework for the recognition, award and celebration of institutions that best model the national and public service values and principles. In addition, the National Values and Principles of Governance Policy – Sessional Paper No. 8 of 2013 provides a framework for the promotion of national and public service values through honours and awards schemes. The Framework for implementation of values and principles, 2015 includes the conferment of integrity awards as part of the strategy to promote national and public service values and principles.

Out of the 251 institutions evaluated, 120 (47.8%) reported that they were implementing honours and awards schemes while 131(52.2%) did not. According to the survey, the following are the honours and awards schemes with the highest frequency being implemented by institutions: Recognition awards such as Honorary degree, commendation letters, long service awards at 54%; Performance related awards e.g. Employee of the year, student awards and bonuses at 22%; Nomination to PSEA and Presidential Awards and Honours at 22%; and Innovation Awards at 2%.

Those that had not implemented made commitments to implement the same between March and June 2019 as shown in Table 4.41. It is noted that the proposals in the Framework for Implementation of Values and Principles, 2015 to mainstream values and principles in performance management systems and the public service honours and awards is yet to be implemented.

Table 4.41: Status of Implementation of Honours, Awards Schemes in the Public Service

Service Sectors	Total	No. of Institutions & implement honours, awards and commendation schemes		No. of Institutions & Timelines to implement honours, awards and commendation schemes			No. of Institutions & Exemplification of National & Public Service Values & Principles	
		No. not implemented	No. implemented	December 2018	March 2019	June 2019	No. not exemplifying	No. exemplifying
Constitutional Commission & Independent Offices	7	4 (57.1%)	3 (42.9%)			4	1 (14.3%)	6 (85.7%)
Ministries & State Departments	44	16 (36.3%)	28 (63.6%)			16	8 (18%)	36 (82%)
Public Universities	31	12	19	2		10	4 (12.9%)	27 (87.1%)
State Corporations & SAGAs	162	96	66	3	5	88	19 (11.7%)	143 (88.3%)
Statutory Commission & Authorities	7	3	4			3	1 (14.3%)	6 (85.7%)
Total	**251**	**131 (52.2%)**	**120 (47.8%)**	**5**	**5**	**121**	**33 (13.1%)**	**218 (86.9%)**

g) Institutions and Officers that best exemplify National and Public Service Values and Principles

The specific indicator was to establish the institutions and officers that best exemplify national and public service values and principles.

It was observed that public service institutions were keen in recognizing officers who best exemplified national and public service values and principles that are deemed core towards improvement in service delivery. The Public Service Commission was singled out as one institutions that best exemplify national and public service values and principles at followed by Huduma Secretariat at and Kenya School of Government.

Similarly, the DPP Mr. Noordin Mohamed Haji was identified out as one of the public officials who exemplified national and public service values and principles followed by the Chief Justice David Maraga and Makueni Governor Prof. Kivutha Kibwana.

Recommendations

The Commission will:

(i) Mainstream the values and principles in the public service performance management system; and

(ii) Introduce honours and awards on integrity in the public service.

4.6.5 Performance Indices

The overall performance in this thematic area was 56.7%, an improvement of 10.7% compared to the FY2016/17. The best performing sector was Public Universities at 61.9% followed by Ministries and State Departments at 57.2%. State Corporations and SAGAs recorded a score of 57%, Statutory Commissions and Authorities recorded a score of 54.3% and Independent Offices and Constitutional Commissions scored 52.9% as shown in Table 4.42 and Figure 4.33.

Table 4.42: Comparative Analysis of performance Indices for the Period 2015/2016, 2016/2017 and 2017/2018

Themes	Year	Service Sector Performance					Overall mean
		Constitutional Commissions & Independent Offices	Ministry & State Departments	State Corporations & SAGAs	Statutory Commissions & Authorities	Public Universities	
Improvement in Service Delivery	2015/16	69	63	74	74	-	69
	2016/17	70	37	48	35	-	46
	2017/18	**52.9**	**57.2**	**57.0**	**54.3**	**61.9**	**56.7**
Variances		**-17.1**	**20.2**	**9.0**	**19.3**	**-**	**10.7**

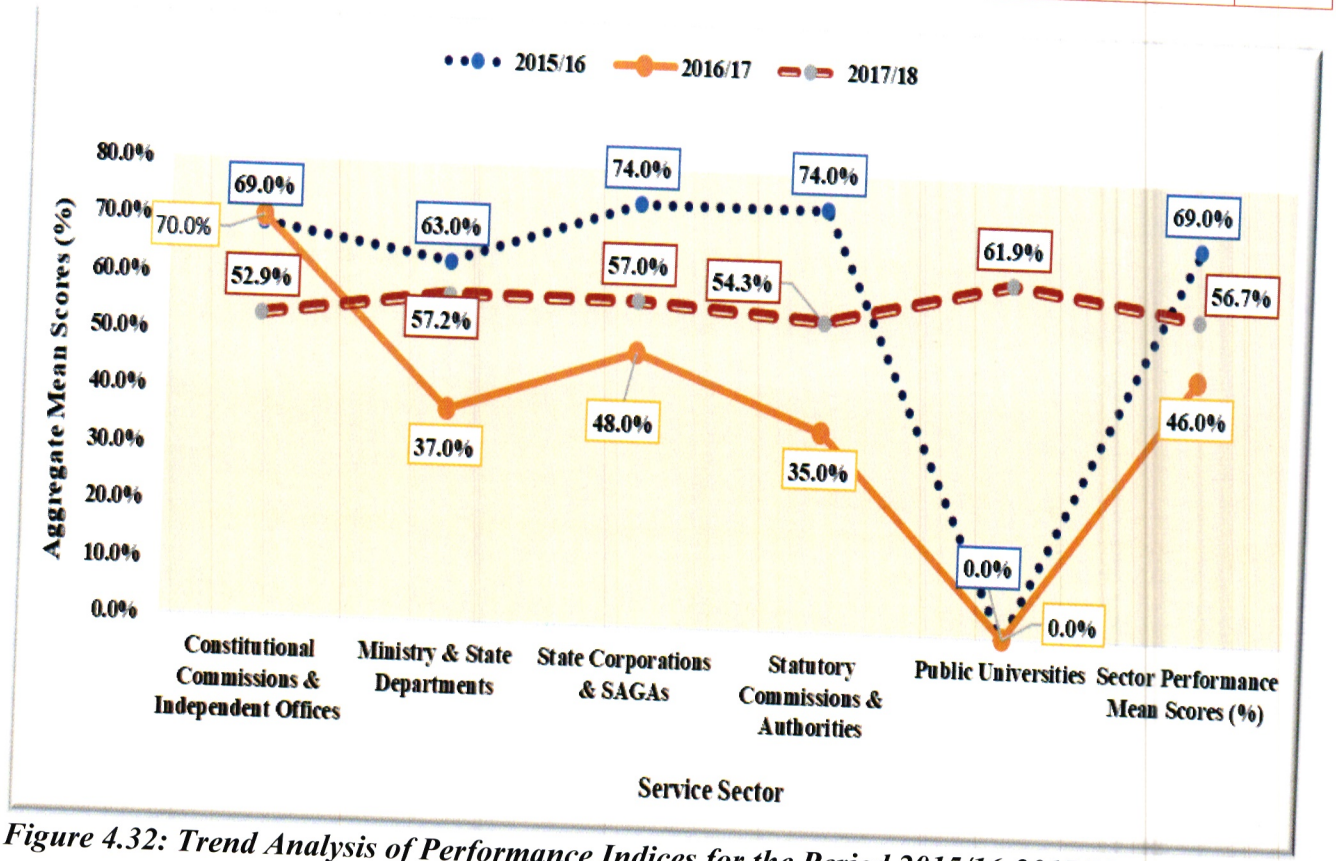


Figure 4.32: Trend Analysis of Performance Indices for the Period 2015/16-2017/18

4.6.6 Performance Ranking

Independent Offices and Commissions had one (14.3%) of the institutions ranked as high achievers, four (57.1%) as medium achievers and two (28.6%) as low achievers. Ministries and State Departments had 12 (27.3%) of the institutions ranked as high achievers, 22 (50.0%) as medium achievers and 10 (22.7%) as low achievers. State Corporations and SAGAs had 30 (18.5%) of the institutions ranked as high achievers, 106 (65.4%) as medium achievers and 26 (16.0%) as low achievers. Statutory Commissions and Authorities had two (28.6%) of the institutions ranked as high achievers, three (42.9%) as medium achievers and two (28.6%) as low achievers. This is presented in Table 4.43 and Figure 4.34.

Table 4.43: Performance Ranking on Improvement in Service Delivery

Category	High		Medium		Low		Category Mean Score	Total No. of Institutions
	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)		
Constitutional Commission & Independent Offices	1	100.0	4	56.3	2	22.5	**52.9**	**7**
Ministries & State Departments	12	85.1	22	55.1	10	28.3	**57.2**	**44**
Public Universities	11	79.8	17	58.3	3	16.1	**61.9**	**31**
State Corporations & SAGAs	30	85.6	106	56.7	26	25.3	**57.0**	**162**
Statutory Commission & Authorities	2	83.3	3	57.8	2	20.0	**54.3**	**7**
Total	**56**	**84.5**	**152**	**56.7**	**43**	**25.0**	**56.7**	**251**

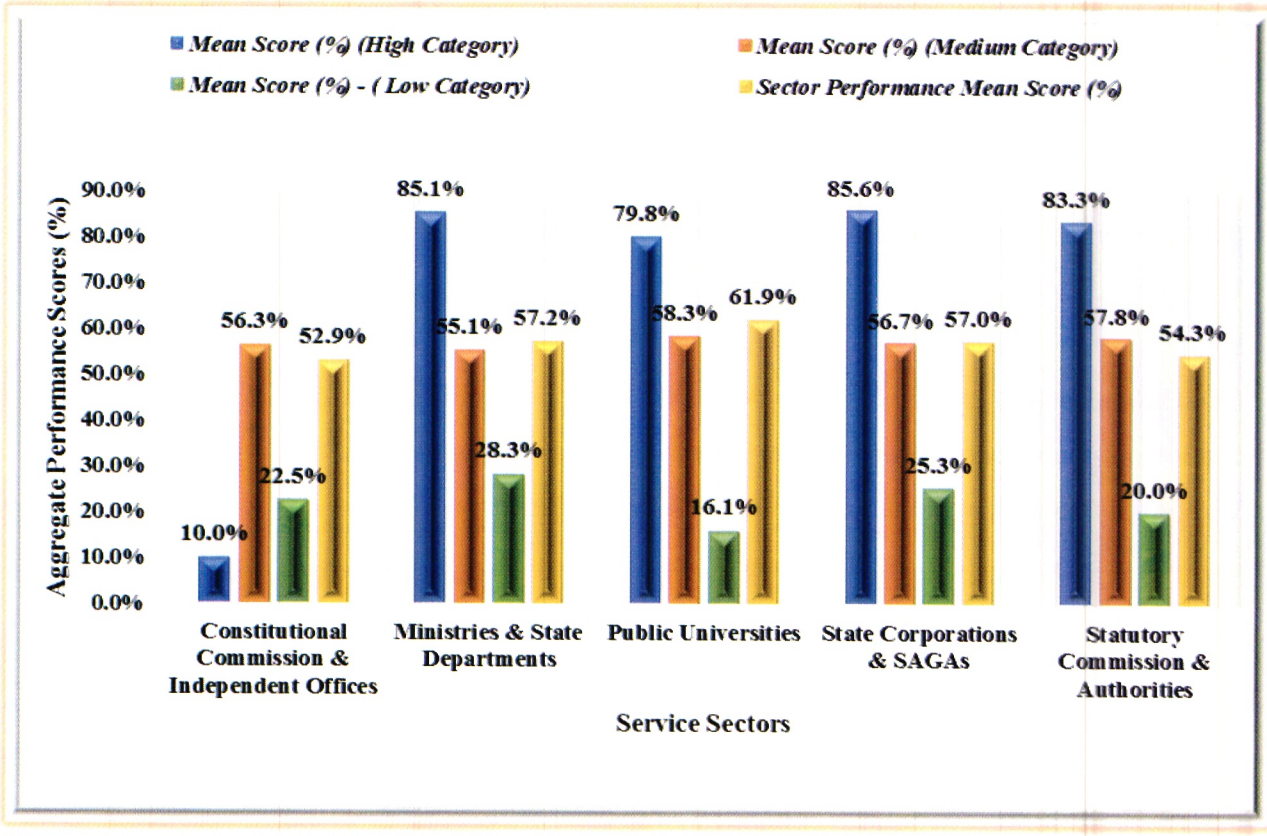


Figure 4.33: Performance Ranking of Public Institutions by Service Sector

4.7 Thematic Area Five: Performance management

4.7.1 Overview

Performance management is the systematic process of planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion and rewarding satisfactory performance. It is therefore the process of improving an organization, team and individual results by working within a set framework of planned goals, objectives and standards. Performance contracting is subsequently used as the main tool for managing the performance of public institutions against targets, augmented with annual staff performance appraisals.

4.7.2 Performance Standards

The performance Standard that guided this thematic area included:

(i) Compliance with authorized staff establishment;

(ii) Compliance with Public Service Commission Act, 2017;

(iii) Adherence to the Human Resource Policies and Procedures Manual; and

(iv) Implementation of Public Service Performance Management Framework.

4.7.3 Performance Indicators

Under this thematic area on Performance Management, the public institutions evaluated were expected to report on:

(i) Number of posts in the authorized establishment and the in-post;

(ii) Number of staff on secondment exceeding six years;

(iii) Timely orientation and induction of new officers;

(iv) Types of Performance Management systems;

(v) Number of staff appraised, rewarded and or sanctioned;

(vi) Level of attainment of organizational performance targets;

(vii) Number of institutions with Human Resource Plans; and

(viii) Number of institutions with Quality Management system (QMS).

a. Secondment of Staff

The specific performance indicator sought to find out the total number of staff on secondment in all the sectors and those whose secondment duration had exceeded six years with reasons for the extended secondment period.

Out of the 251 reporting institutions, 144 (57%) indicated that they had staff on secondment. The total number of officers reported to be on secondment in the evaluated institutions were 1,299 against an in-post of 198,119 accounting for 0.7% of serving officers. The highest number of seconded staff was from Ministries and State Departments with 43.9% followed by State Corporations and SAGAs at 39.6%. The top three organizations with the highest number of officers on secondment were Kenya Petroleum Refineries Limited with 133, State Department of Fisheries, Aquaculture and the Blue Economy with 93 and Ministry of Lands and physical Planning with 89.

Of the 1,299 officers on secondment, 92 (7.1%) had served beyond the stipulated six-year term and 4 were on secondment beyond 15 years. Organizations with the highest number of officers seconded beyond the stipulated six-year term were from the Kenya Deposit Insurance Corporation with 32, Lake Basin Development Authority with 15 and Egerton University with 11.

Out of the 1,299 officers on secondment, there was no approval for 190 officers from 30 institutions with 15 institutions being from State Corporations and SAGAs, eight from Ministries and State Departments, five from Public Universities and two from Constitutional Commissions and Independent Offices as shown in Table 4.44.

Table 4.44: Status of Secondment of Staff in the Public Service

Sectors	No. of Institutions	Staff In-post	Institutions With Officers on Secondment	No. of seconded officers	Officers on Secondment beyond 6 years
Constitutional Commission & Independent Offices	7	1,452	4 (57%)	72 (5%)	-
Ministries & State Departments	44	86,145	42 (95%)	570 (0.7%)	7
Public Universities	31	29,501	18 (58%)	514 (1.7%)	18
State Corporations & SAGAs	162	79,521	77 (47.5%)	11 (0.01%)	63
Statutory Commission & Authorities	7	1,500	3 (42.9%)	132 (8.8%)	4
Total	**251**	**198,119**	**144 (57%)**	**1,299 (0.66%)**	**92 (7%)**

Reasons given for extension of secondment period

Institutions advanced various reasons for officers serving beyond six years including: Staffing shortages/challenges, officers' standing in for others who are out for diverse reasons including compulsory leave, and delay in filling of vacant offices.

Recommendation

The Commission will direct public service institutions with officers serving beyond six years on secondment to terminate such secondments.

b. Orientation and Induction

Orientation is a systematic and planned introduction of employees to their jobs, their co-workers and organization. It is designed to provide a new employee with the information he needs to function comfortably and effectively in the organization. The *Induction Handbook for the Public Service, 2017* defines orientation as the introductory stage in the process of induction; a part of the employee's continuous socialization in an organization.

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

The specific performance indicator sought to find out the status of orientation and induction for new officers and the timeframe for conducting orientation and induction.

(i) Orientation

In the year under review, all the 251 reporting institutions indicated that they conducted orientation for new officers. Further, 245 (98%) institutions indicated that the time taken to conduct orientation for new officers was between one week and three months. However, the following six institutions reported to have conducted orientation within one year: State Department for Petroleum, State Department for Planning, Egerton University, Agriculture and Food Authority, Kenya Safari Lodges and Hotels Limited, and Uwezo Fund Oversight Board.

(ii) Induction

In the year under review, 245 (98%) institutions out of 251 evaluated reported to have inducted newly appointed officers. Of these institutions, 232(95%) conducted induction within three months as required under the policy while 5% of the institutions did not comply with the policy guidelines on inducting officers as shown in Table 4.45.

Table 4.45: Status of Orientation and Induction of Officers in the Public Service

Service sector	Total	No. of Institutions & Timeframe to Conduct Orientation		No. of Institutions & Time frame to induct newly appointed officers		
		within one to three months	within one year	Within three months	Within one year	Total
Constitutional Commission & Independent Offices	**7**	7		7		7
Ministries & State Departments	**44**	42	2	37	6	43
Public Universities	**31**	30	1	28	1	29
State Corporations & SAGAs	**162**	159	3	153	6	159
Statutory Commission & Authorities	**7**	7		7		7
Total	**251**	**245 (98%)**	**6 (2%)**	**232 (95%)**	**13 (5%)**	**245 (98%)**

Thirteen institutions did not adhere to the policy requiring newly appointed officers to be inducted within three months on appointment as shown in Appendix XXIV.

The following six institutions reported that they did not induct new officers: State Department for Vocational and technical Training, Meru University College of Science and Technology, Rongo University, Kenya Education Management Institute, Kenya Industrial Research Development Institute, and Sports Kenya.

Recommendation

The Commission will direct the six institutions that did not induct officers to induct the officers by 30th June, 2019.

c. Implementation of Performance Management System

The specific indicator sought to establish the performance management system in the public service and the number of institutions implementing the same.

Out of the 251 public institutions evaluated, 243representing 96.8% indicated that they were implementing a performance management system while the following 8 institutions did not have: Multimedia University, Coast Water Development Authority, KIPPRA, KNTC, KICC, NTSA, and UFAA. The institutions without a performance management system committed to put one in place by June 2019 as shown in Table 4.46.

Table 4.46: Status of Implementation of Performance Management System

Category	Total	No. of Institutions with or without PMS		Timeframe to implement PMS	
		Without PMS	With PMS	December, 2018	June, 2019
Constitutional Commission & Independent Offices	7		7 (100%)		
Ministries & State Departments	44		44 (100%)		
Public Universities	31	1 (3.2%)	30 (96.8%)		1
State Corporations & SAGAs	162	7 (4.3%)	155 (95.7%)	1	6
Statutory Commission & Authorities	7		7 (100%)		
Total	**251**	**8 (3.2%)**	**243 (96.8%)**	**1**	**7**

d. Staff Performance Appraisal

The specific indicator was to establish the status of staff performance appraisal and the use of appraisal results in rewards and sanctions of employees.

The rewards and sanctions policy issued by the Public Service Commission provide that staff who achieve all their planned targets and score excellent qualify for rewards. From the findings, all the 251 evaluated institutions indicated that they undertook staff performance appraisal with 178(70.9%) reporting that they rewarded officers for satisfactory performance and sanctioned others for poor performance. During the reporting year, out of a total in post of 198,119 officers, 11,055 (5.6%) were rewarded for satisfactory performance while 2,659 (1.3%) were sanctioned for poor performance as shown in Table 4.47 and Figure 4.35.

Out of the 11,055 officers rewarded for satisfactory performance, 8,291 (75%) were from State Corporations and SAGAs with the highest numbers coming from KENGEN (1,210) and KBC

(1,004). The institutions evaluated further indicated that the Performance Appraisal System was used to identify staff training needs and development and guide on rewards and sanctions.

Table 4.47: Status of Implementation of Staff Performance Appraisal System

Service Sectors	Total	No. of Institutions		No. of Institutions		Total In-Post	No. of officers rewarded	No. of officers Sanctioned
		No. Rewarded Officers	No. that did not Rewarded Officers	No. indicated PAS useful	No. Indicated PAS not Useful			
Constitutional Commission & Independent Offices	7	7 (100%)		7 (100%)		1,452	798 (55%)	32 (45%)
Ministries & State Departments	44	17 (38.6%)	27 (61.4%)	42 (95.5%)	2 (4.5%)	86,145	346 (0.4%)	58 (0.06%)
Public Universities	31	27 (87%)	4 (13%)	30 (96.8%)	1 (3.2%)	29,501	1,497 (5%)	138 (0.5%)
State Corporations & SAGAs	162	124 (76.5%)	38 (23.5%)	148 (91.4%)	14 (9.6%)	79,521	8,291 (10.4%)	2,431 (3%)
Statutory Commission & Authorities	7	3 (43%)	4 (57%)	6 (85.7%)	1 (14.3%)	1,500	123 (8.2%)	-
Total	**251**	**178 (70.9%)**	**73 (29.1%)**	**233 (92.8%)**	**18 (7.2%)**	**198,119**	**11,055 (5.6%)**	**2,659 (1.3%)**

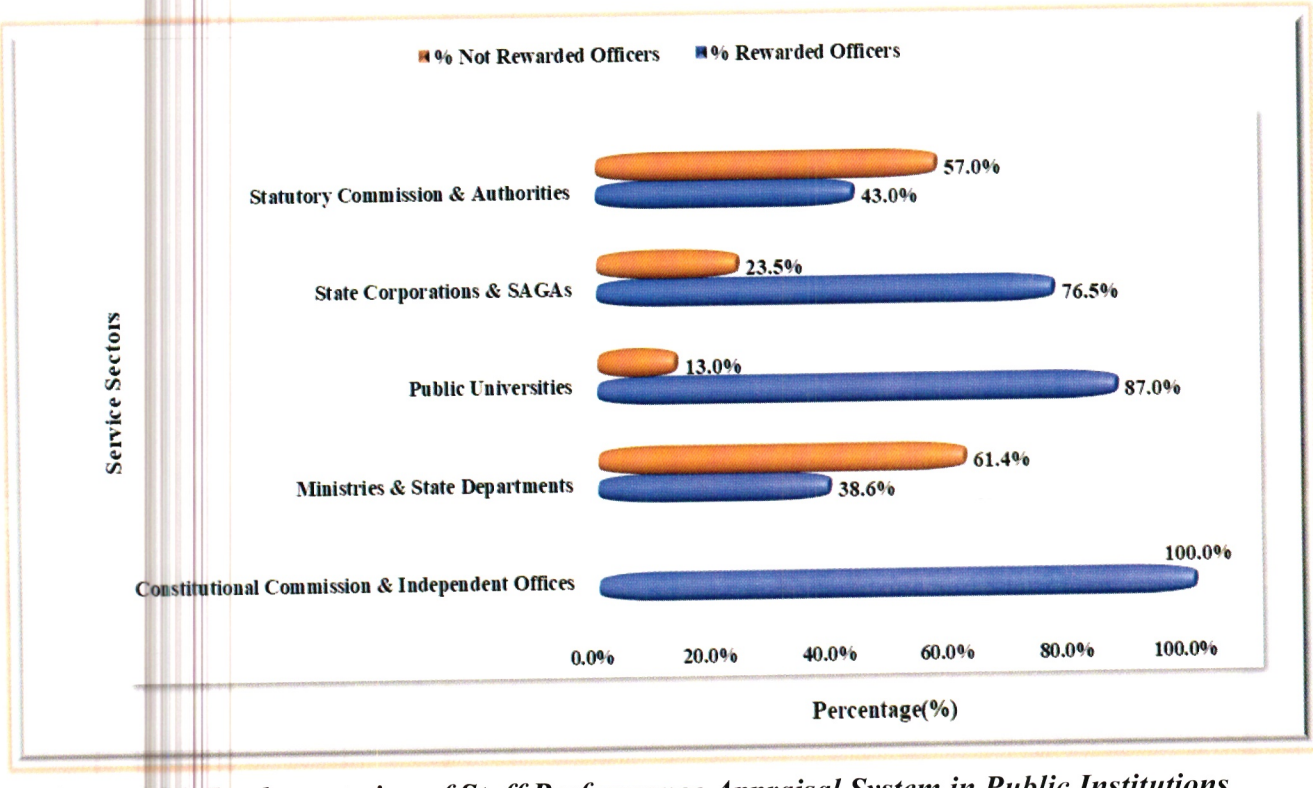


Figure 4.34: Implementation of Staff Performance Appraisal System in Public Institutions

e. Attainment of Performance Targets for the 2017/18 FY

The specific indicator was to establish the status of attainment of performance targets for the year under review.

From the survey findings, 89 (35.5%) institutions evaluated achieved all their performance targets. compared to 162 (64.5%) that reported not to have achieved their targets, a clear indication that the public service performed below average. This is shown in table 4.48.

Table 4.48: Status of Performance Management in the Public Service

Service Sector	Total	No. of Institutions	
		No. that did not achieve annual targets	No. that achieved annual Targets
Constitutional Commission & Independent Offices	7	1	6
Ministries & State Departments	44	30	14
Public Universities	31	18	13
State Corporations & SAGAs	162	107	55
Statutory Commission & Authorities	7	6	1
Total	**251**	**162 (64.5%)**	**89 (35.5%)**

Recommendation

The Commission will develop and issue performance management framework to the Service.

f. Human Resource Plans

Human resource plans are the basis on which institutions determine their human resource requirements, placement, training, career progression, conduct, retention and exits. It is therefore necessary for every public service institution to have in place the human resource plan to deliver on their mandates. Thus, HR plans are an interface between the human resource function and the strategic direction of an organization. Section 27 of the Public Service Commission Act, 2017, provides for establishment and abolition of public offices based on comprehensive HR plans.

The specific indicator was to establish the number of institutions that have human resource plans.

Out of the public institutions evaluated211 (84%) indicated that they had HR plans while 40 (16%) did not have. Most of the institutions with HR plans are in State Corporations & SAGAs at 62%, Ministries and State Departments at 18%, Public Universities at 14%, Constitutional Commissions and Independent Offices and Statutory Commissions and Authorities at 3% each as shown in table 4.49 and 4.36.

Table 4.49: Status of Human Resource Plans in the Public Service

Category	Total	No. of Institution Developed & implemented HR Plans	
		Developed and Implemented	No. Not developed
Constitutional Commission & Independent Offices	7	7 (100%)	
Ministries & State Departments	44	37 (84%)	7 (16%)
Public Universities	31	30 (96.8%)	1 (3.2%)
State Corporations & SAGAs	162	131 (80.9%)	31 (19.1%)
Statutory Commission & Authorities	7	6 (85.7%)	1 (14.3%)
Total	**251**	**211 (84%)**	**40 (16%)**

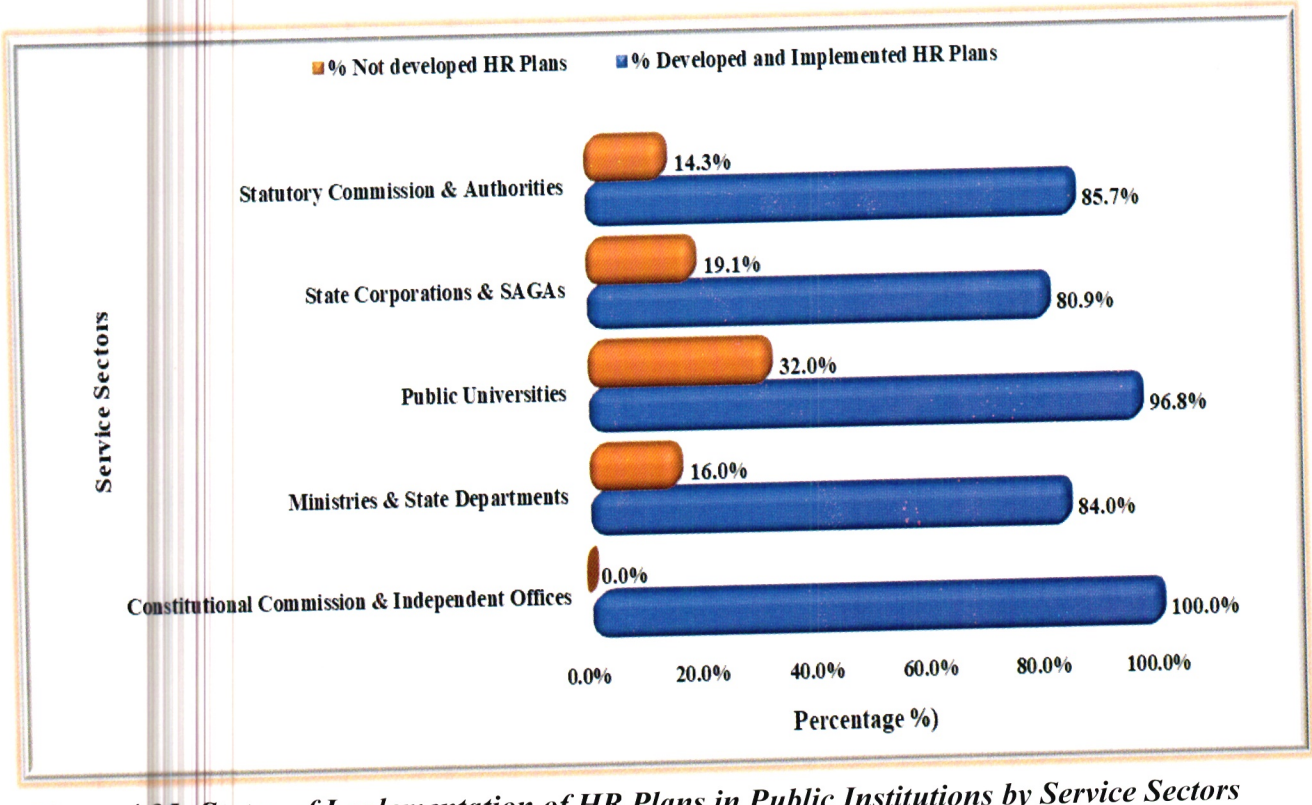


Figure 4.35: Status of Implementation of HR Plans in Public Institutions by Service Sectors

Recommendation

The Commission will direct the 40 institutions without human resource plans to develop the plans by June, 2019.

g. Quality Management Systems

The specific indicator was to establish the implementation status of Quality Management Systems in use by institutions.

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

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

Of the 251public institutions evaluated, 191(76%) reported to have QMS systems while 60(24%) did not have. The leading sector on implementation of was Public Universities at 93.5% followed by State Corporations and SAGAs at 82.1% and Constitutional Commissions and Independent Offices coming third at 57.2%as shown in Table 4.50.

Table 4.50: Status of Implementation of QMS in the Public Service

Service Sectors	Total	No. of Institutions which Implemented QMS	
		No. not implemented	No. implemented
Constitutional Commission & Independent Offices	7	3 (42.8%)	4(57.2%)
Ministries & State Departments	44	21 (47.7%)	23(52.3%)
Public Universities	31	2(6.5%)	29(93.5%)
State Corporations & SAGAs	162	29 (17.9%)	133(82.1%)
Statutory Commission & Authorities	7	5 (71.4%)	2(28.6%)
Total	**251**	**60(24%)**	**191(76%)**

Recommendation

The Commission will encourage the 60 institutions without QMS to implement the system by June, 2020.

4.7.5 Performance Indices

The overall performance in this thematic area was 61.3%. The best performing sector was Constitutional Commissions and Independent Offices at 76.4%, followed by Public Universities at 73.8%. State Corporations and SAGAs scored 64.3%. Statutory Commissions and Authorities scored 42.9% while Ministries and State Departments scored 41.9% as shown in Table 4.51 and Figure 4.37.

Table 4.51: Comparative Analysis of Performance Indices for the Period 2015/2016, 2016/2017 and 2017/2018

Themes	Year	Service Sector Performance					Over all mean
		Constitutional Commissions & Independent Offices	Ministry & State Departments	State Corporations & SAGAs	Statutory Commissions & Authorities	Public Universities	
Performance Management	2015/16	78	77	81	81	-	79
	2016/17	60	45	69	68	-	63
	2017/18	**76.4**	**41.9**	**64.3**	**42.9**	**73.8**	**61.3**
Variances		**16.4**	**-3.1**	**-4.7**	**-25.1**	-	**-1.7**

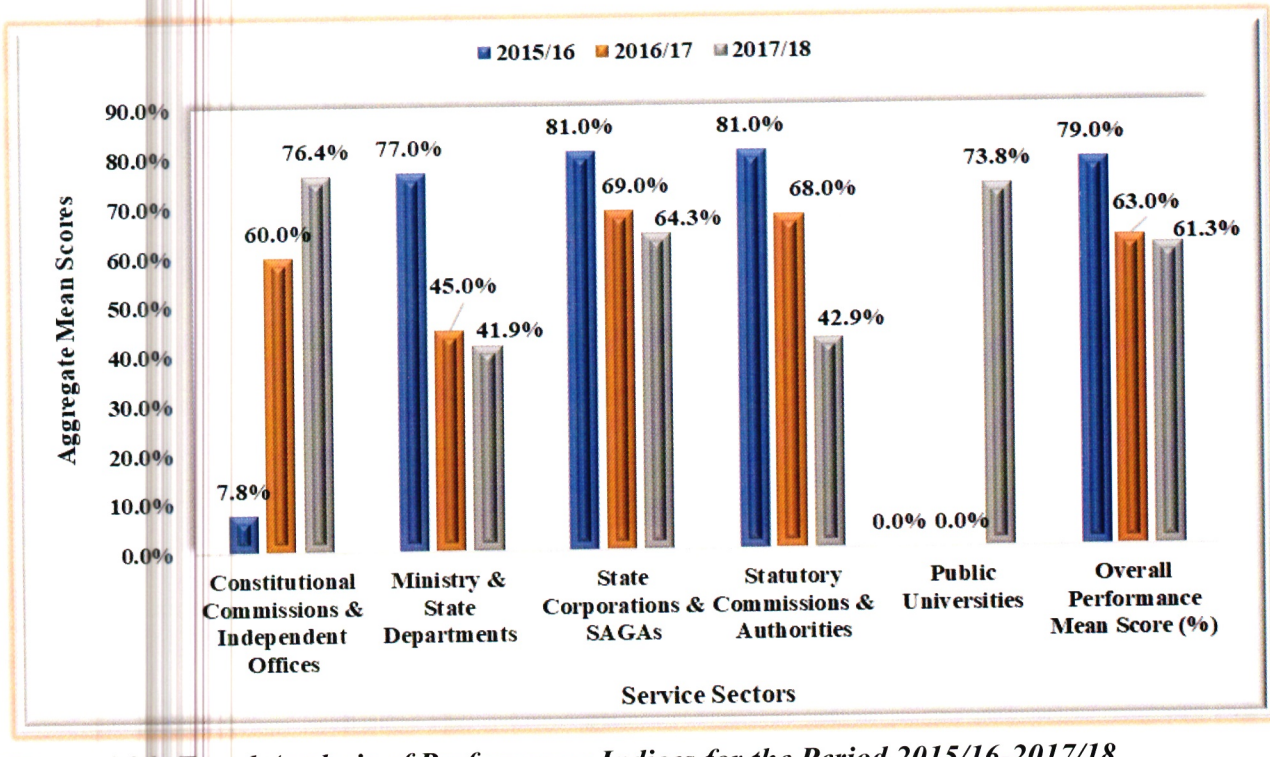


Figure 4.36: Trend Analysis of Performance Indices for the Period 2015/16-2017/18

4.7.6 Performance Ranking

Of the 251 institutions evaluated, 45 (18%) were ranked as high achievers, 157 (62%) were ranked as medium achievers while 49 (20%) were ranked as low achievers. Ten (32%) of the Public Universities were ranked as high achievers, 19(61%) were ranked as medium achievers while 2 (7%) were ranked as low achievers. Constitutional Commissions and Independent Offices had three (43%) of the institutions ranked as high achievers while four (57%) were ranked as medium achievers. For State Corporations and SAGAs, 31(19%) were ranked as high achievers, 108(67%) were ranked as medium achievers while 23(14%) were ranked as low achievers. Statutory Commissions and Authorities had one (14%) being ranked as high achiever, two (29%) were ranked as medium achievers, while four (57%) were ranked as low achievers. The Ministries and

State Departments had 24 (55%) of the institutions ranked as medium achievers while 20 (45%) were ranked as low achievers as shown in Table 4.52 and Figure 4.38.

Table 4.52: Performance Ranking on Performance Management

Category	High		Medium		Low		Sector Mean Score(%)	Total No. of Institutions
	No. of Institutions	Mean Score(%)	No. of Institutions	Mean Score(%)	No. of Institutions	Mean Score(%)		
Constitutional Commission & Independent Offices	3	97.5	4	60.6			**76.4**	7
Ministries & State Departments			24	58.8	20	21.7	**41.9**	**44**
Public Universities	10	99.3	19	65.1	2	28.8	**73.8**	**31**
State Corporations & SAGAs	31	99.3	108	63.1	23	23.0	**64.3**	**162**
Statutory Commission & Authorities	1	92.5	2	50.0	4	26.9	**42.9**	7
Total	**45**	**99.0**	**157**	**62.4**	**49**	**23.0**	**61.3**	**251**

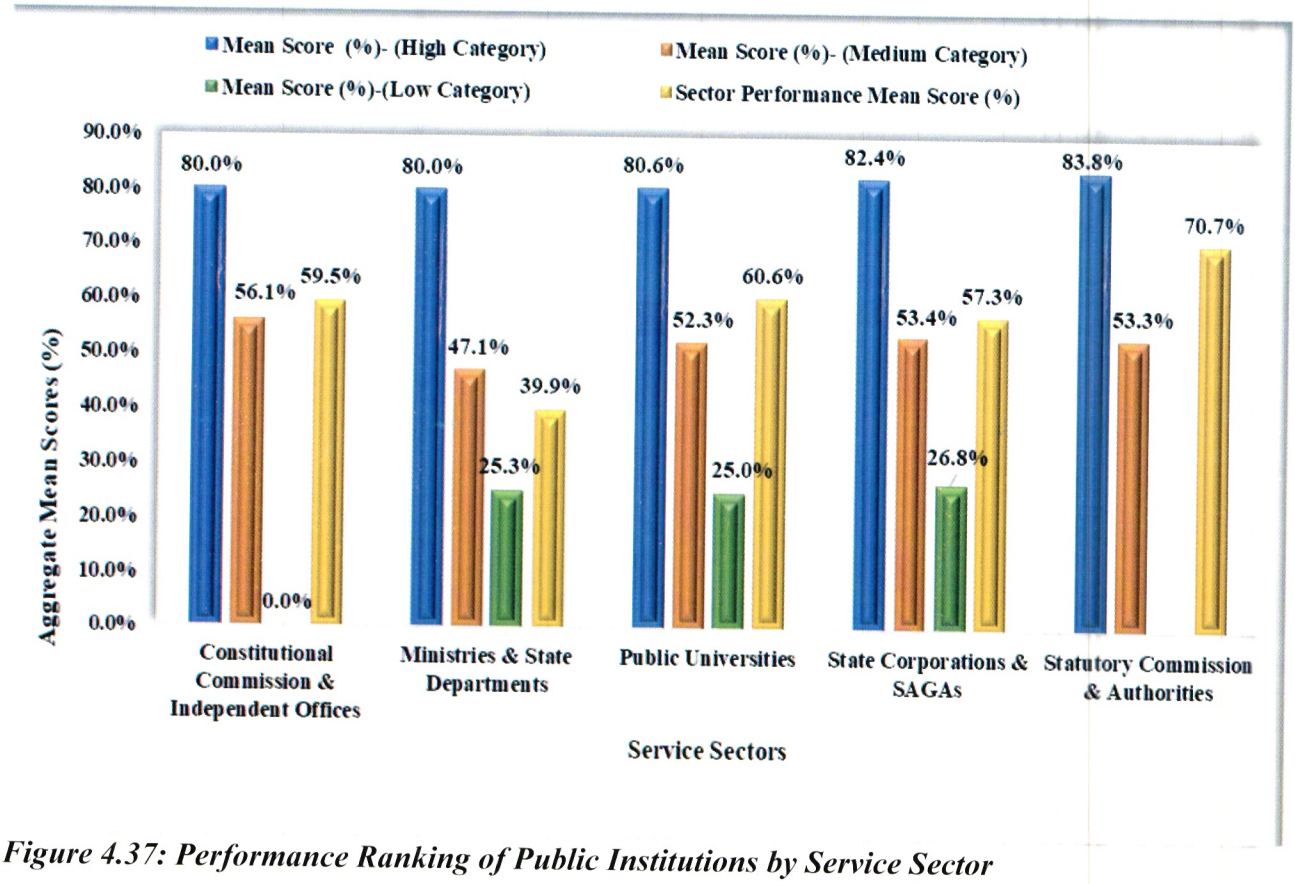


Figure 4.37: Performance Ranking of Public Institutions by Service Sector

CHAPTER FIVE:

COMPUTATION OF PERFORMANCE INDEX

5.1 Overview

This section presents the indicator scoring criteria, computed average performance index scores for each sector in the five thematic areas.

5.2 Indicator scoring criteria and mean score for Indicators

The indicators used and the scoring criteria as well as their mean scores across public institutions are presented by thematic areas below.

Thematic Area 1: Diversity Management

Performance Indicator	Indicator Scoring Criteria	Mean Score(%)
Diversity audit undertaken in 2017/2018 financial year	Yes=1, No=0	63.7
Existence of diversity gaps in the organization	Yes=0, No=1	4.4
Ethnic Communities represented in the organizations	Proportion of each ethnic to total of ethnic groups in Kenya	36.2
Gender representation in the organizations	33% and above of any gender= 1, Less than 33% progressively assigned values of 0 to 1	62.1
Representation of PWDs in the organizations	5% above=1, Less than 5% progressively assigned values of 0 to 1	4.8
Access ramps	Yes=1, No=0	86.5
Reserved parking	Yes=1, No=0	81.7
Availability of sign language interpreter	Yes=1, No=0	41.8
Availability of braille	Yes=1, No=0	35.5
Customized sanitary facilities	Yes=1, No=0	60.6
Availability of customized Lifts	Yes=1, No=0	31.9
Newspapers	Yes=1, No=0	96.4
Vernacular Radio Stations	Yes=1, No=0	1.2
National radios	Yes=1, No=0	2.4
Internet	Yes=1, No=0	91.6
Television	Yes=1, No=0	2.0
Local Administration	Yes=1, No=0	13.9
Social Media	Yes=1, No=0	31.9
Internal Circulars/Notifications	Yes=1, No=0	70.5

Thematic Area 2: Efficiency, Effectiveness, Economic Use of Resources and Sustainable Development

Performance Indicator	Indicator Scoring Criteria	Mean score(%)
Level of Absorption on recurrent budget	100% Absorption =1, Less than 100%=0	29.1
Level of Absorption on Development budget	100% Absorption =1, Less than 100%=0	30.5
Appeals lodged to Public Procurement Oversight Authority and Public Procurement Appeals Board against organization's procurement decisions in 2017/2018 FY	No appeal lodged =1, Appeal lodged=0	82.7
Nature of the opinion of the Auditor General's Report	Unqualified opinion=1 Qualified opinion =0.5 Adverse opinion= 0.25 Disclaimer =0	67.4
Existence of pending bills as at 30th June, 2018	Yes=0, No=1	25.9

Theme 3: Accountability for Administrative Acts

Performance Indicator	Indicator Scoring Criteria	Mean Score(%)
Existence of Service Charters	Yes=1, No=0	94.4
Review of Service Charter	Yes=1, No=0	83.9
Alignment of service charter to Values and Principles of the Public Service and the Public Service Code of Conduct and Ethics	Yes=1, No=0	72.1
Existence of grievance handling procedure	Yes=1, No=0	91.6
Grievance handling procedure reviewed since development	Yes=1, No=0	63.6
Staff Sensitized on Revised Grievance Handling procedures	Yes=1, No=0	49.0
Existence of Complaint Handling Register	Yes=1, No=0	92.8
Resolution of Received Complaints	Resolution of complaints=1, Less than 1=0	37.8
Existence of records and document management system	Yes=1, No=0	91.2
Existence of records & document management system	Digital=1, digital & manual =0.5, Manual=0	33.5
Existence of gift register	Yes=1, No=0	92.8
Existence of conflict of interest register	Yes=1, No=0	89.6
Compilation of schedule of registrable interests for each staff as required under the Public Service Code of Conduct and Ethics, 2016	Yes=1, No=0	66.5
Proportion of staff filed registrable interests	All staff=1, Some officers=0.5, None=0	39.8
Administration of commitment forms to staff on the Public Service Code of conduct and Ethics, 2016	Yes=1, No=0	59.4
Proportion of staff signed commitment forms	All staff=1, Some officers=0.5, None=0	41.6

Thematic Area 4: Improvement in Service Delivery

Performance Indicator	Indicator Scoring Criteria	Mean score(%)
Level of Automation of Business processes	No. Automation=0 1% – 25%=0.1 26% – 50%=0.4 76% – 100% =1	69.5
Migration of automated business processes to e-government portal	Yes=1, No=0	30.7
Decentralized services throughout the country	Yes=1, No=0	75.3
Services offered online to clients	Yes=1, No=0	86.9
Undertaken customer satisfaction survey in 2017/18 FY	Yes=1, No=0	34.7
Implemented honours, awards and commendation schemes to recognize exemplary value drivers and value carriers in the organization	Yes=1, No=0	47.8

Thematic Area 5: Performance Management

Performance Indicator	Indicator Scoring Criteria	Mean score(%)
Reward and sanction of officers for their performance	Yes=1, No=0	51.0
Attainment of all the performance targets for the 2017/2018 financial year	Yes=1, No=0	35.5
Implementation of a Quality Management System (QMS)?	Yes=1, No=0	76.0
Duration of orientation of New Officers	Within one week=0.7 Within three months= 0.3 Within one year= 0	82.9

5.2 Overall Performance Index for Service Sectors in the Five Thematic Areas

The overall performance index in the five thematic areas evaluated for the five sectors was 57.4%. The performance scores for each service sector was as follows: Public Universities 63.9%, Constitutional Commissions and Independent Offices 62.6%, State Corporations and SAGAs 58.5%, Statutory Commissions and Authorities 54.3% and Ministries and State Departments 47.8% as shown in Table 5.1 and Figure 5.1.

Table 5.1: Overall Performance Index for 2017/18 FY

Service Sector	Index
Constitutional Commission & Independent Offices	62.6%
Ministries & State Departments	47.8%
Public Universities	63.9%
State Corporations & SAGAs	58.5%
Statutory Commission & Authorities	54.3%
Overall Composite Index	**57.4%**

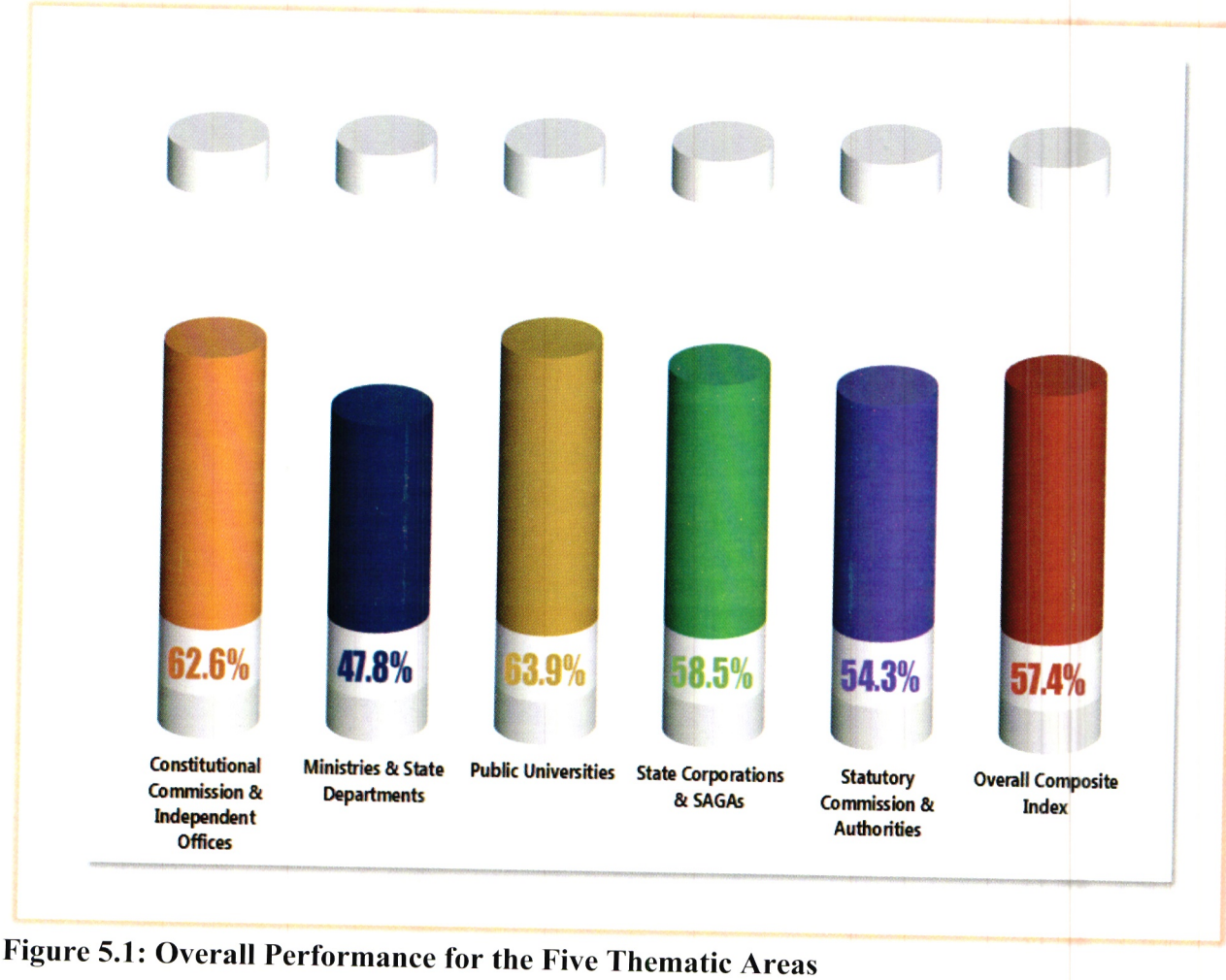


Figure 5.1: Overall Performance for the Five Thematic Areas

5.3 Performance of Thematic Areas by Service Sector

The Trend Analysis of the overall performance index of the sectors in the five thematic areas for 2015/16, 2016/17 and 2017/18 as shown in Table 5.2, Figure 5.3 and Appendix XXV.

Table 5.2: Trend Analysis for overall Performance of the Sectors in Five Thematic Areas

Service Sector	Performance Index for 2015/2016	Performance Index for 2016/17	Performance Index For 2017/2018
State Corporations and SAGAS	77.2%	67.4%	58.5 %
Ministries and State Departments	68.2%	55%	47.8%
Constitutional Commissions/Independent Offices	76.8%	67.6%	62.6 %
Statutory Commissions & Authorities		63.9%	54.3%
Public Universities			63.9%

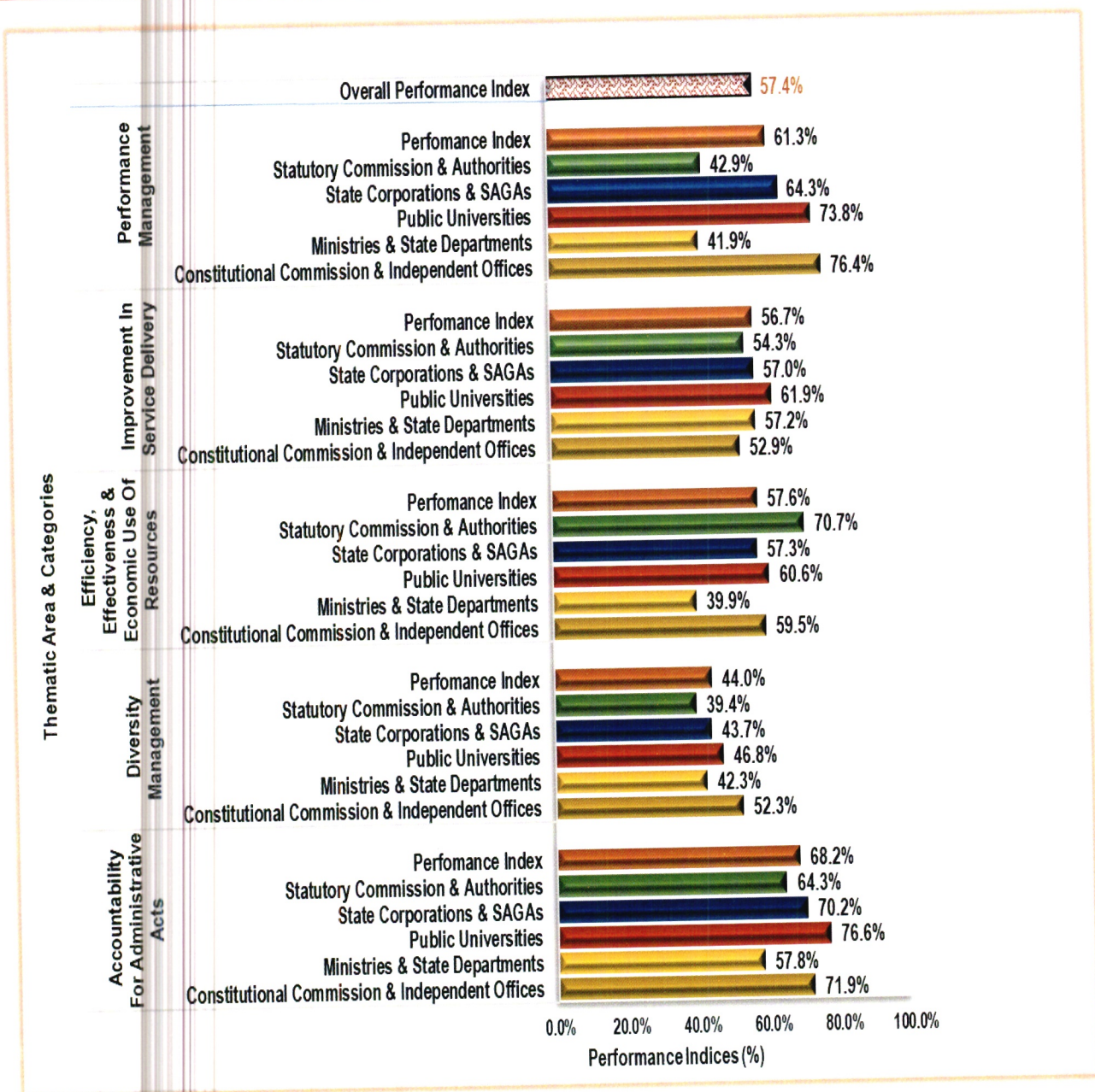


Figure 5.2: Overall Performance by Thematic Area and Service Sectors

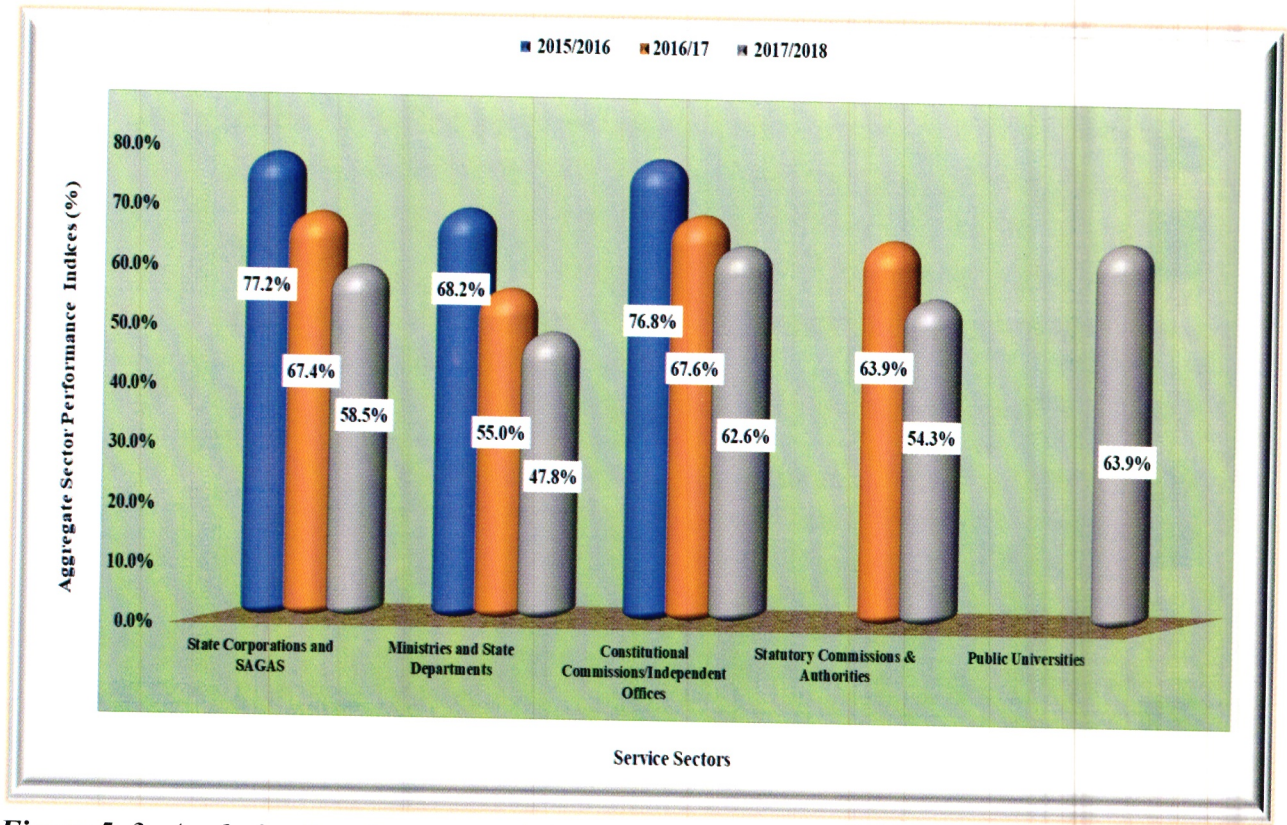


Figure 5. 3: Analysis of performance of thematic areas per sector

Note.—The composite scores for the thematic areas by Sectors are as shown in Appendix XXVI. The participating institutions and the evaluation questionnaires are contained in Appendices XXVII and XXVIII. The Performance Gaps for specific institutions are shown in appendix XXIX

CHAPTER SIX

POLICY RECOMMENDATIONS

6.1: Overview

This Chapter provides a summary of policy recommendations from the five thematic areas.

S/No	THEMATIC AREA	RECOMMENDATIONS	ACTORS	TIMELINES
	Overview of the Public Service (Staff establishment)	Promote a value-based system in the public service.	▪ PSC ▪ All MDAs	Continuous
		i. Review authorized establishment and optimal staffing levels. ii. Review the internship, recruitment and selection policies. iii. HR audit be conducted to reconcile the discrepancies on the staff bio-data across the evaluated sectors.	▪ PSC ▪ State Department for Public Service ▪ National Treasury	By June 2019
1.	**Diversity management**	Develop and implement affirmative action programmes.	▪ PSC ▪ All MDAs	By June, 2019
2.	**Efficiency, effectiveness, economic use of resources and sustainable development**	Implement the Auditor General's recommendations.	▪ PSC ▪ National Treasury ▪ All MDAs	By June 2019
3.	**Accountability for administrative acts**	Develop and issue to the Service a citizen service delivery charter.	▪ PSC ▪ All MDAs	by June, 2019
4.	**Improvement In Service Delivery**	i. Automate and migrate business processes to e-government platforms. ii. Undertake annual citizen service satisfaction surveys.	▪ PSC ▪ National Treasury ▪ ICT Authority ▪ All MDAs	June, 2020.
5.	**Performance management**	i. Develop and issue a performance management framework to the public service for improved	▪ PSC ▪ KSG ▪ All MDAs	September, 2019

S/No	THEMATIC AREA	RECOMMENDATIONS	ACTORS	TIMELINES
		service delivery. ii. Develop a comprehensive capacity building training programme targeting officers at all levels with a view to equip them with on-job skills and competencies required in the transformation of service delivery and for succession management.		

APPENDICES

Appendix I: Institutions Under Established by Less Than 50%

Service Sector	Name of Institution	Authorized Establishment (A)	INPOST (B)	Variance (B-A)	Under established by 50%	Temporary	Casual	Interns
Constitutional Commission & Independent Offices	**Total**	**2708**	**901**	**-1807**		**0**	**1**	**148**
	Ethics and Anti-Corruption Commission	2246	788	-1458	-64.9	0	0	119
	Kenya National Commission on Human Rights	462	113	-349	-75.5	0	1	29
Ministries & State Departments	**Total**	**24525**	**9978**	**-14547**		**333**	**239**	**237**
	Ministry of Defence	3430	1722	-1708	-49.8	269	0	0
	Ministry of Energy	821	396	-425	-51.8	5	0	0
	Ministry of Environment and Forestry	1978	863	-1115	-56.4	7	60	9
	National Youth Service	4639	1933	-2706	-58.3	13	0	159
	State Department for Culture and Heritage	1497	308	-1189	-79.4	0	30	0
	State Department for Development of ASALS	368	162	-206	-56.0	3	0	2
	State Department for Fisheries, Aquaculture and the Blue Economy	657	263	-394	-60.0	0	0	0
	State Department for Infrastructure	4408	1705	-2703	-61.3	28	60	0
	State Department for Irrigation	391	187	-204	-52.2	0	0	0
	State Department for Mining	1035	457	-578	-55.8	3	77	8
	State Department for Petroleum	311	117	-194	-62. 4	1	0	0
	State Department for Public Works	1658	487	-1171	-70.6	2	0	38
	State Department for Shipping and Maritime	207	50	-157	-75.8	0	0	1
	State Department for Trade	775	365	-410	-52.9	1	0	0
	State Department for Vocational and Technical Training	431	184	-247	-57.3	1	0	0
	State Department of Housing and Urban Development	1919	779	-1140	-59.4	0	12	20

Service Sector	Name of Institution	Authorized Establishment (A)	INPOST (B)	Variance (B-A)	Under established by 50%	Temporary	Casual	Interns
Public Universities	**Total**	**11897**	**3559**	**-8338**		**137**	**746**	64
	Alupe University College	223	79	-144	-64.6	0	0	0
	Jaramogi Oginga Odinga University of Science and Technology	1713	505	-1208	-70.5	24	109	6
	Kibabii University	836	350	-486	-58.1	0	48	3
	Maasai Mara University	1342	544	-	-59. 5	38	69	0
	Meru University of Science and Technology	1709	380	-1329	-77.8	0	100	0
	Murang'a University of Technology	677	260	-417	-61.6	0	0	1
	Pwani University	1452	464	-988	-68.0	8	126	22
	Taita Taveta University	1522	237	-1285	-84.4	0	116	4
	The Co-Operative University of Kenya	771	291	-480	-62.3	22	0	0
	Tom Mboya University College	205	80	-125	-61.0	29	25	0
	University of Embu	1447	369	-1078	-74.5	16	153	28
State Corporations & SAGAs	**Total**	**19666**	**6771**	**-12895**		**48**	**1300**	**501**
	Anti-Counterfeit Agency	250	73	-177	-70.8	0	1	41
	Anti-Female Genital Mutilation Board	66	24	***-42***	-63.6	0	0	14
	Commodities Fund	158	43	-115	-72.8	5	0	19
	Engineers Board of Kenya	60	21	-39	-65.0	0	0	4
	Ewaso Ng'iro North River Basin Development Authority	470	163	-307	-65.3	20	60	2
	Kenya Accreditation Service	69	34	-35	-50.7	0	0	2
	Kenya Airports Authority (KAA)	4524	1948	-2576	-56.9	0	467	166
	Kenya Education Management Institute	193	85	-108	-56.0	22	5	0
	Kenya Film Classification Board	181	84	-97	-53.6	0	0	13
	Kenya Film Commision	142	24	-118	-83.1	1	0	15
	Kenya Industrial Property Institute	175	84	-91	-52.0	0	0	10
	Kenya Leather	64	21	-43	-67.2	0	23	0

Appendix III (b) Distribution of Interns by Ethnicity (Minority & Marginalized Communities)

S/No.	Ethnic Name	Total No. of Officers	Gender		Disability Status			
					Female		Male	
			Female	Male	Non/PWD	PWD	Non/PWD	PWD
1.	Bajuni	6	2	4	2		4	
2.	Basuba	5	2	3	2		3	
3.	Borana	46	17	29	17		29	
4.	Burji	3	1	2	1		2	
5.	Dorobo	1	1		1			
6.	Gabra	14	5	9	5		9	
7.	Kenyan Arab	11	6	5	6		5	
8.	Kenyan Asian	3	2	1	2		1	
9.	Kenyan Somali	140	61	79	60	1	77	2
10.	Kuria	19	7	12	6	1	12	0
11.	Maasai	139	69	70	68	1	69	1
12.	Mbeere	5	2	3	2		3	
13.	Mijikenda	182	69	113	68	1	113	0
14.	Njemps	4	2	2	2		2	
15.	Nubi	2	2		2			
16.	Orma	5	5		5			
17.	Pokomo	11	7	4	7		3	1
18.	Rendile	4	2	2	2		2	
19.	Samburu	25	8	17	7	1	17	
20.	Swahili-Shirazi	15	10	5	10		5	
21.	Taita	102	48	54	48		54	
22.	Taveta	1		1			1	
23.	Teso	20	9	11	9		11	
24.	Tharaka	2		2			2	
25.	Turkana	15	6	9	6		7	2
	Total	**780**	**343**	**437**	**338**	**5**	**431**	**6**

Appendix IV (a): Institutions that Did Not Pay Stipends to Interns

Service Sector	Institution	No. Not Paid
Ministries & State Departments	Office of the Deputy President	8
	National Youth Service	159
	State Department of Gender Affairs	9
Public Universities	Chuka University	25
	Dedan Kimathi University of Technology	20
	Egerton University	19
	Jomo Kenyatta University of Agriculture and Technology	170
	Kaimosi Friends University College	4
	Karatina Univeristy	8
	Kisii University	26
	Machakos University	27
	Pwani University	22
	Rongo Univeristy	29
	University of Nairobi	129
State Corporations & SAGAs	Ewaso Ngi'ro North River Basin Development Authority	2
	Export Processing Zones Authority	28
	Kenya Airport Authority	166
	Kenya Investment Authority	26
	Kenya Medical Supplies Authority	214
	Kenya National Commission For UNESCO	10
	Kenya National Examination Council	9
	Kenya Ordnance Factories Corporation	19
	Kenya School of Government	2
	Moi Teaching and Referral Hospital	5
	National Museums of Kenya	161
	National Cereals and Produce Board	10
	National Construction Authority	34
	National Drought Management Authority	30
	National Government Constituencies Devt Fund Board	46
	National Housing Corporation	92
	National Sports Fund	2
	Northern Water Service Board	2
	Numerical Machining Complex	2
	Pest Control Products Board	3
	The Kenya National Examinations Council	6
	Water Resources Authority	12
Statutory Commissions & Authorities	Kenya Law Reform Commission	25
	Office of the Director of Public Prosecutions	68

Appendix IV (b): Institutions that had Some Interns Paid Stipends and others Not Paid

Service Sector	Institution	Payment Status		Total
		Not Paid	Paid	
Public Universities	Chuka University	25	2	27
	Karatina Univeristy	8	1	9
	Kisii University	26	4	30
	University of Nairobi	129	315	444
Total		**188**	**322**	**510**
State Corporations & SAGAs	Kenya National Commission For UNESCO	10	8	18
	Kenya School of Government	2	33	35
	Moi Teaching and Referral Hospital	5	88	93
	National Cereals and Produce Board	10	5	15
	National Sports Fund	2	2	4
	Numerical Machining Complex	2	10	12
	The Kenya National Examinations Council	6	3	9
	Water Resources Authority	12	13	25
Total		**49**	**162**	**211**
Statutory Commissions & Authorities	Kenya Law Reform Commission	25	14	39
Total		**25**	**14**	**39**

Appendix V: Institutions that Did Not Conduct Diversity Audit

Service Sector	Institution
Constitutional Commission & Independent Offices	Commission on Administrative Justice
	Public Service Commission
Ministries & State Departments	Cabinet Office - Presidency
	Kenya Prisons Service
	Ministry of Environment and Forestry
	Ministry of Foreign Affairs
	Ministry of Water and Sanitation
	State Department for Cooperatives
	State Department for Correctional Services
	State Department for Culture and Heritage
	State Department for Development of ASALS
	State Department for East African Community
	State Department for Gender Affairs
	State Department for Irrigation
	State Department for Social Protection
	State Department for Trade
	State Department for Transport
	State Department for Vocational and Technical Training
	State Department for Wildlife
	State House
	The National Treasury
Public Universities	Alupe University College
	Kisii University
	Laikipia University
	Maasai Mara University
	Masinde Muliro University of Science and Technology
	Taita Taveta University
	The Co-Operative University of Kenya
	University of Kabianga
State Corporations & SAGAs	Agriculture and Food Authority
	Anti-Female Genital Mutilation Board
	Bukura Agricultural College
	Council of Legal Education
	Ewaso Ng'iro North River Basin Development Authority
	Export Promotion Council
	Geothermal Development Company
	Kenya Agricultural and Livestock Research Organization
	Kenya Copyright Board
	Kenya Education Management Institute
	Kenya Film Classification Board

Service Sector	Institution
	Kenya forest Service
	Kenya Industrial Estates Limited
	Kenya Industrial Research and Development Institute
	Kenya Institute of Special Education (KISE)
	Kenya Institute of Supplies Management
	Kenya Maritime Authority
	Kenya Meat Commission
	Kenya National Highways Authority
	Kenya National Shipping Line Ltd
	Kenya Petroleum Refineries Ltd
	Kenya School of Government
	Kenya Seed Company
	Kenya Trade Network Agency
	Kenya Urban Roads Authority
	Kenyatta International Convention Centre
	Lake Victoria South Water Services Board
	LAPSSET Corridor Development Authority
	Micro and Small Enterprises Authority
	Nairobi Centre for International Arbitration
	National Biosafety Authority
	National Council for Persons With Disabilities(NCPWD)
	National Environment Trust Fund (NETFUND)
	National Government Affirmative Action Fund
	National Irrigation Board
	National Museums of Kenya
	National Quality Control Laboratory
	National Sports Fund
	Non-Governmental Organizations Coordination Board
	Numerical Machining Complex
	Nursing Council of Kenya
	Pest Control Products Board
	Policyholders Compensation Fund
	Privatization Commission
	Sacco Societies Regulatory Authority
	School Equipment Production Unit
	Sports Kenya
	Tana Water Services Board
	Technical and Vocational Education and Training Authority (TVETA)
	The Jomo Kenyatta Foundation
	The Vision 2030 Delivery Secretariat
	Tourism Fund
	Unclaimed Financial Assets Authority
	University of Nairobi Enterprise and Services Ltd

Service Sector	Institution
	Uwezo Fund Oversight Board
	Water Services Regulatory Board (WASREB)
	Witness Protection Agency
	Women Enterprise Fund
	Youth Enterprise Development Fund
Statutory Commission & Authorities	Inter-Governmental Relations Technical Committee
	National Cohesion and Integration Commission
	Office of the Director of Public Prosecutions

Appendix VI: Institutions that Failed to Meet the 2/3rd Gender Rule

Service Sector	Institution	Gender (%)	
		Male	Female
State Corporations and SAGAS	Agricultural Development Corporation	78	22
	Agro Chemical And Food Company Ltd	86	14.4
	Chemelil Sugar Company Ltd	83.6	16.4
	Coast Water Services Board	82.2	17.8
	East African Portland Cement Company Ltd	83.4	16.6
	Ewaso Ng'iro North River Basin Development Authority	72.4	27.6
	Ewaso Ng'iro South Development Authority	70.6	29.4
	Geothermal Development Company	69.8	30.2
	Kenya Airports Authority	68.4	31.6
	Kenya Animal Genetic Resources Centre	76.1	23.9
	Kenya Civil Aviation Authority	70.1	29.9
	Kenya Electricity Generating Company Plc	77.4	22.6
	Kenya Electricity Transmission Company Ltd	72.4	27.6
	Kenya Ferry Services Ltd	85.7	14.3
	Kenya Forest Service	76.4	23.6
	Kenya Industrial Research And Development Institute	67.1	32.9
	Kenya Institute Of Mass Communication	82.1	17.9
	Kenya Marine And Fisheries Research Institute	70.7	29.3
	Kenya National Bureau Of Statistics	70	30
	Kenya National Highways Authority	70.6	29.4
	Kenya National Shipping Line Ltd	68.8	31.3
	Kenya National Trading Corporation	70.9	29.1
	Kenya Ordnance Factories Corporation	72.2	27.8
	Kenya Petroleum Refineries Limited	78.8	21.2
	Kenya Pipeline Company Ltd	67	33
	Kenya Ports Authority	79.7	20.3
	Kenya Rural Roads Authority	72.3	27.7
	Kenya Safari Lodges & Hotels Ltd	75.1	24.9
	Kenya Tsetse And Trypanosomiasis Eradication Council	73.7	26.3
	Kenya Veterinary Vaccines Production Institute	75.4	24.6
	Kenya Water Institute	67	33
	Kenya Wildlife Service	80.1	19.9
	Lake Victoria North Water Services Board	72.5	27.5
	Lake Victoria South Water Services Board	67.9	32.1
	Lapsset Corridor Development Authority	71.8	28.2
	National Drought Management Authority	72.4	27.6
	National Government Affirmative Action Fund	78.6	21.4
	National Government Constituencies Devt. Fund Board	76.4	23.6
	National Irrigation Board	68.3	31.7
	National Museums Of Kenya	67.2	32.8
	National Sports Fund	75.7	24.3
	Northern Water Services Board	78.4	21.6
	Numerical Machining Complex	80.7	19.3

Service Sector	Institution	Gender (%)	
		Male	Female
	Pest Control Products Board	68.2	31.8
	Policyholders Compensation Fund	80	20
	School Equipment Production Unit	85	15
	South Nyanza Sugar Company Ltd	82.6	17.4
	Tana Water Services Board	72.6	27.4
	Unclaimed Financial Assets Authority	67.6	32.4
Ministries and State Departments	Ministry Of Environment And Forestry	70.2	29.8
	Ministry Of Water And Sanitation	76	24.3
	National Youth Service	74.2	25.8
	State Department For Irrigation	68	32.3
	State Department For Mining	68	31.9
	State Department For Petroleum	69	31.3
	State Department For Public Works	77	23
	State Department For Trade	71	29.3
	State Department Of Infrastucture	72	27.6
	State Department Of Interior	67	32.6
	The National Treasury	67.1	32.9
	Kenya Prisons Service	79.2	20.8

Appendix VII: Gender Representation by Sectors and Levels

Service Sector	Levels	Totals No. of Officers	No. of Male	No. of Female	Male (%)	Female (%)	gender Gap
Constitutional Commissions & Independent Offices	A-D	163	100	63	61.3	38.7	0
	E-H	233	127	106	54.5	45.5	0
	J-M	473	277	196	58.6	41.4	0
	N-Q	143	94	49	65.7	34.3	0
	R-T	37	23	14	62.2	37.8	0
	U and above	12	8	4	66.7	33.3	0
Total		**1,061**	**629**	**432**	**59.3**	**40.7**	**0**
Ministries & State Departments	A-D	1786	1071	715	60	40	0
	E-H	29405	18191	11214	61.9	38.1	0
	J-M	20410	12494	7916	61.2	38.8	0
	N-Q	4384	3130	1254	71.4	28.6	4.4
	R-T	1122	703	419	62.7	37.3	0
	U and above	112	85	27	75.9	24.1	8.9
Total		**57,219**	**35,674**	**21,545**	**62.3**	**37.7**	**0**
State Corporations & SAGAs	A-D	13452	9553	3899	71	29	4
	E-H	54979	40103	14876	72.9	27.1	5.9
	J-M	30973	18839	12134	60.8	39.2	0
	N-Q	10879	6930	3949	63.7	36.3	0
	R-T	2713	1860	853	68.6	31.4	1.6
	U and above	215	164	51	76.3	23.7	9.3
Total		**113,211**	**77,449**	**35,762**	**68.4**	**31.6**	**1.4**
Statutory Commissions & Authorities	A-D	102	71	31	69.6	30.4	2.6
	E-H	247	136	111	55.1	44.9	0
	J-M	711	277	434	39	61	0
	N-Q	221	124	97	56.1	43.9	0
	R-T	84	58	26	69	31	2
	U and above	4	3	1	75	25	8
Total		**1,369**	**669**	**700**	**48.9**	**51.1**	**0**
Universities	A-D	4082	2483	1599	60.8	39.2	0
	E-H	5433	2869	2564	52.8	47.2	0
	J-M	4178	2235	1943	53.5	46.5	0
	N-Q	6442	4212	2230	65.4	34.6	0
	R-T	575	454	121	79	21	12
	U and above	39	29	10	74.4	25.6	7.4
Total		20,749	12,282	8,467	59.2	40.8	0
Grand Total		193,609	126,703	66,906	65.4	34.6	0

Appendix VIII: Representations of PWDs by Sector and Levels

Service Sector	Levels	Total No. of Offices	No. of Males	No. of Female
Constitutional Commissions and Independent Offices	A-D	-	-	-
	E-H	1	-	1
	J-M	6	2	4
	N-Q	5	4	1
	R-T	1	1	-
	U and above	1	1	-
Total		**14**	**8**	**6**
Ministries & State Departments	A-D	9	5	4
	E-H	239	153	86
	J-M	286	189	97
	N-Q	70	51	19
	R-T	23	15	8
	U and above	1	-	1
Total		**628**	**413**	**215**
Public Universities	A-D	78	52	26
	E-H	100	62	38
	J-M	72	43	29
	N-Q	76	53	23
	R-T	23	20	3
	U and above	-	-	-
Total		**349**	**230**	**119**
State Corporations & SAGAs	A-D	118	94	24
	E-H	424	298	126
	J-M	439	284	155
	N-Q	144	100	44
	R-T	22	19	3
	U and above	1	-	1
Total		**1,148**	**795**	**353**
Statutory Commissions & Authorities	A-D	2	-	2
	E-H	6	3	3
	J-M	4	3	1
	N-Q	3	1	2
	R-T	1	-	1
	U and above	-	-	-
Total		**16**	**7**	**9**
Grand Total		**2,155**	**1,453**	**702**

Appendix IX: Ethnic Representation Per Institution in the Service

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
Constitutional Commissions & Independent Offices	1.	Ethics and Anti-Corruption Commission	29	30	1
	2.	Public Service Commission	21	23	2
	3.	Kenya National Commission On Human Rights	19	21	2
	4.	Office Of The Controller Of Budget	18	21	3
	5.	Commission On Administrative Justice	19	20	1
	6.	National Gender and Equality Commission	-	17	-
	7.	Commission On Revenue Allocation	12	13	1
	8.	National Land Commission	25	-	-
	9.	Office Of The Auditor - General	21	-	-
	10.	Salaries and Remuneration Commission	9	-	-
Ministry & State Departments	1.	State Department of Interior	39	40	1
	2.	Kenya Correctional Services (Prisons)	36	39	3
	3.	State Department For Social Protection	32	35	3
	4.	Ministry of Lands and Physical Planning	32	35	3
	5.	State Department for Infrastructure	-	34	-
	6.	State Department for Early Learning and Basic Education	-	33	-
	7.	Ministry Of Foreign Affairs	29	32	3
	8.	National Youth Service	29	30	1
	9.	State Department for Correctional Services	-	30	-
	10.	The National Treasury	27	29	2
	11.	State Department for Environment and Forestry	23	29	6
	12.	State Department for Crop Development	-	28	-
	13.	Ministry of Defence	25	27	2
	14.	Office Of The Attorney General And Department Of	24	27	3

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
		Justice			
	15.	State Department for Trade	13	27	14
	16.	Ministry for Mining	22	26	4
	17.	State House	25	25	0
	18.	State Department of Public Service and Youth Affairs	24	24	0
	19.	State Department of Housing and Urban Development	-	24	-
	20.	State Department for Development of ASALS	23	23	0
	21.	State Department of Broadcasting and Telecommunication	20	23	3
	22.	Office of The Deputy President	24	22	-2
	23.	State Department for Planning	20	22	2
	24.	State Department for Energy	20	21	1
	25.	State Department for Industrialization	-	20	-
	26.	Ministry of Water and Sanitation	19	20	1
	27.	State Department Of Public Works	18	20	2
	28.	State Department for Tourism	19	19	0
	29.	State Department for Sports	16	18	2
	30.	State Department of ICT & Innovation	15	18	3
	31.	State Department for Culture and Heritage	16	17	1
	32.	State Department for Devolution	15	17	2
	33.	State Department of Fisheries and the Blue Economy	13	17	4
	34.	State Department for Gender Affairs	13	17	4
	35.	State Department for Cooperatives	12	17	5
	36.	State Department for Irrigation	13	16	3
	37.	State Department for East	-	16	-

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
		African Community			
	38.	State Department of Petroleum	12	16	4
	39.	State Department For Transport	19	15	-4
	40.	State Department for Wildlife	-	15	-
	41.	Cabinet Office	19	14	-5
	42.	State Department of University Education	14	14	0
	43.	State Department for Vocational and Technical Training	-	13	-
	44.	State Department of Maritime And Shipping	10	12	2
	45.	Directorate of Immigration and Registration of Persons	36	-	-
	46.	State Department For Labour	18	-	-
State Corporations & SAGAs	1.	Kenya Wildlife Service	35	37	2
	2.	Kenya Forest Service	32	35	3
	3.	Kenya Revenue Authority	31	31	0
	4.	Kenya Airports Authority (KAA)	-	29	-
	5.	Kenya Medical Training College	-	28	-
	6.	National Museums of Kenya	-	28	-
	7.	Kenya Ports Authority	-	28	-
	8.	National Hospital Insurance Fund	-	27	-
	9.	National Drought Management Authority	-	27	-
	10.	National Transport and Safety Authority	-	26	-
	11.	Kenya Agricultural and Livestock Research Organization	-	25	-
	12.	Agricultural Finance Corporation	-	24	-
	13.	The Kenya National Examinations Council	-	24	-
	14.	Kenya Electricity Generating Company Plc	-	24	-
	15.	Kenya National Bureau of Statistics	-	24	-

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	16.	Kenya Pipeline Company Limited	27	23	-4
	17.	Kenya Forestry Research Institute	-	23	-
	18.	Kenya Utalii College	-	23	-
	19.	National Government Constituencies Development Fund Board	-	23	-
	20.	Kenya Water Towers Agency	12	22	10
	21.	Kenya Medical Supplies Authority	-	22	-
	22.	National Government Affirmative Action Fund	-	22	-
	23.	Agriculture and Food Authority	-	22	-
	24.	Kenya Broadcasting Corporation	-	22	-
	25.	Kenya Civil Aviation Authority (KCAA)	-	22	-
	26.	Bomas of Kenya	16	21	5
	27.	Coast Water Services Board	-	21	-
	28.	National Cereals and Produce Board	-	21	-
	29.	Kenya School of Government	-	21	-
	30.	Water Resources Authority	17	20	3
	31.	Geothermal Development Company	-	20	-
	32.	Kenya Bureau of Standards	-	20	-
	33.	Kenya Rural Roads Authority	-	20	-
	34.	Moi Teaching and Referral Hospital	-	20	-
	35.	Women Enterprise Fund	-	20	-
	36.	Kenya Marine and Fisheries Research Institute	-	20	-
	37.	Kenya Urban Roads Authority	-	20	-
	38.	National Industrial Training Authority	-	20	-
	39.	The East African Portland Cement Company Limited	-	20	-
	40.	Kenya Ferry Services Limited	18	19	1

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	41.	NACADA	17	19	2
	42.	Kenya Electricity Transmission Company Limited	-	19	-
	43.	Kenya Medical Research Institute	-	19	-
	44.	Tourism Fund	-	19	-
	45.	Kenya Post Office Savings Bank	-	19	-
	46.	National Irrigation Board	18	18	0
	47.	Kenya Literature Bureau	17	18	1
	48.	Consolidated Bank of Kenya Limited	17	18	1
	49.	Kenya National Highways Authority	16	18	2
	50.	Ewaso Ng'iro North River Basin Development Authority	-	18	-
	51.	Agricultural Development Corporation	-	18	-
	52.	National Environment Management Authority	-	18	-
	53.	National Construction Authority	16	17	1
	54.	Kenyatta International Convention Centre	16	17	1
	55.	Rural Electrification Authority	15	17	2
	56.	Kerio Valley Development Authority	14	17	3
	57.	Kenya Dairy Board	-	17	-
	58.	Kenya Industrial Estates Limited	-	17	-
	59.	Kenya Meat Commission	-	17	-
	60.	Kenya National Library Service	18	16	-2
	61.	National Council For Population and Development	15	16	1
	62.	Kenya Veterinary Vaccines Production Institute	15	16	1
	63.	Kenya Maritime Authority	15	16	1
	64.	Kenya Plant Health Inspectorate Service	15	16	1
	65.	Kenya Film Classification	14	16	2

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
		Board			
	66.	Kenya Institute of Special Education (KISE)	10	16	6
	67.	Chemelil Sugar Company	-	16	-
	68.	Export Processing Zones Authority	-	16	-
	69.	National Housing Corporation	-	16	-
	70.	The Kenya Deposit Insurance Corporation	-	16	-
	71.	Youth Enterprise Development Fund	-	16	-
	72.	National Council for Persons With Disabilities(NCPWD)	-	16	-
	73.	Capital Markets Authority	14	15	1
	74.	Kenya Industrial Property Institute	13	15	2
	75.	Nyayo Tea Zones Development Corporation	11	15	4
	76.	Local Authorities Provident Fund	10	15	5
	77.	Kenya Safari Lodges & Hotels Ltd	-	15	-
	78.	LAPSSET Corridor Development Authority	-	15	-
	79.	Witness Protection Agency	-	15	-
	80.	National Aids Control Council	15	14	-1
	81.	Kenya Seed Company	15	14	-1
	82.	National Water Harvesting and Storage Authority	14	14	0
	83.	Kenya Industrial Research and Development Institute	13	14	1
	84.	Anti-Counterfeit Agency	12	14	2
	85.	Kenya Ordnance Factories Corporation	11	14	3
	86.	Agro-Chemical and Food Company Ltd	11	14	3
	87.	South Nyanza Sugar Company Limited	10	14	4
	88.	Kenya Accountants and Secretaries National Examination Board	-	14	-
	89.	Kenya Petroleum Refineries	-	14	-

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
		Ltd			
	90.	Kenya Trade Network Agency	-	14	-
	91.	National Quality Control Laboratory	-	14	-
	92.	National Sports Fund	-	14	-
	93.	Non-Governmental Organizations Coordination Board	-	14	-
	94.	Tourism Finance Corporation	-	14	-
	95.	Kenya Roads Board	13	13	0
	96.	Competition Authority of Kenya	13	13	0
	97.	Kenya Institute of Curriculum Development	12	13	1
	98.	Lake Basin Development Authority	11	13	2
	99.	Kenya Institute for Public Policy Research And Analysis	11	13	2
	100	Kenya School of Law	11	13	2
	101	Center for Mathematics, Science and Technology Education in Africa	-	13	-
	102	Council of Legal Education	-	13	-
	103	Kenya Railways Corporation	-	13	-
	104	Kenya Tourism Board	-	13	-
	105	NEPAD/APRM Kenya Secretariat	-	13	-
	106	Sacco Societies Regulatory Authority	-	13	-
	107	Sports Kenya	-	13	-
	108	University of Nairobi Enterprise and Services Ltd	-	13	-
	109	Uwezo Fund Oversight Board	-	13	-
	110	Commodities Fund	12	12	0
	111	Kenya Institute of Mass Communication	12	12	0
	112	Pest Control Products Board	11	12	1
	113	The Jomo Kenyatta Foundation	11	12	1
	114	Export Promotion Council	11	12	1

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	115	Kenya National Commission For UNESCO	11	12	1
	116	Northern Water Services Board	11	12	1
	117	Insurance Regulatory Authority	10	12	2
	118	Ewaso Ng'iro South Development Authority	10	12	2
	119	Unclaimed Financial Assets Authority	10	12	2
	120	Water Sector Trust Fund	10	12	2
	121	Kenya Tsetse and Trypanosomiasis Eradication Council	9	12	3
	122	Technical and Vocational Education and Training Authority (TVETA)	9	12	3
	123	The Vision 2030 Delivery Secretariat	9	12	3
	124	Tana Water Services Board	7	12	4
	125	Kenya Universities and Colleges Central Placement Service	-	12	-
	126	Nairobi Centre for International Arbitration	-	12	-
	127	National Environment Trust Fund (NETFUND)	-	12	-
	128	School Equipment Production Unit	-	12	-
	129	Numerical Machining Complex	11	11	0
	130	Industrial and Commercial Development Corporation	11	11	0
	131	Anti-Female Genital Mutilation Board	11	11	0
	132	Micro and Small Enterprises Authority	10	11	1
	133	Kenya Education Management Institute	10	11	1
	134	Kenya Veterinary Board	9	11	2
	135	Athi Water Services Board	9	11	2
	136	Rift Valley Water Services Board	7	11	4
	137	Lake Victoria North Water Services Board	7	11	4

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	138	Lake Victoria South Water Services Board	7	11	4
	139	Kenya Animal Genetic Resources Center	-	11	-
	140	Kenya Copyright Board	-	11	-
	141	Kenya Investment Authority	-	11	-
	142	Kenya Leather Development Council	-	11	-
	143	Kenya Water Institute	-	11	-
	144	The Kisumu National Polytechnic	-	11	-
	145	Water Services Regulatory Board (WASREB)	-	11	-
	146	Bukura Agricultural College	13	10	-3
	147	National Biosafety Authority	11	10	-1
	148	Kenya National Trading Corporation	9	10	1
	149	Konza Technopolis Development Authority	9	10	1
	150	Nursing Council Of Kenya	9	10	1
	151	National Commission For Science, Technology and Innovation	7	10	3
	152	IDB Capital Limited	-	10	-
	153	Kenya Yearbook Editorial Board	-	10	-
	154	Privatization Commission	-	10	-
	155	Engineers Board Of Kenya	6	9	3
	156	Kenya National Assurance Company (2001)Limited	4	9	5
	157	National Communications Secretariat	4	9	5
	158	Kenya Accreditation Service	-	9	-
	159	Kenya Film Commission	-	9	-
	160	Kenya Institute of Supplies Management	-	9	-
	161	Kenya National Shipping Line Ltd	-	9	-
	162	Policyholders Compensation Fund	-	9	-
	163	Tana and Athi Rivers Development Authority	18	-	-
	164	New Kenya Cooperative Creameries Limited	16	-	-

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	165	Public Procurement Regulatory Authority	15	-	-
	166	Higher Education Loans Board	14	-	-
	167	Kenya Reinsurance Corporation Limited	13	-	-
	168	Kenya Nuclear Electricity Board	10	-	-
	169	Muhoroni Sugar Company Limited (In Receivership)	10	-	-
	170	Agriculture Information Resource Center	9	-	-
	171	Retirement Benefits Authority	9	-	-
	172	National Crime Research Centre	9	-	-
	173	National Council for Law Reporting	8	-	-
	174	Kenya Cultural Centre/National Theatre	7	-	-
	175	Media Council of Kenya	7	-	-
	176	National Youth Council	6	-	-
	177	Anti-Doping Agency Of Kenya	6	-	-
Statutory Commissions and Authorities	1.	Office of the Director of Public Prosecutions	-	23	-
	2.	Independent Policing Oversight Authority	-	20	-
	3.	Energy Regulatory Commission	18	19	1
	4.	National Cohesion And Integration Commission	19	19	0
	5.	Inter-Governmental Relations Technical Committee	-	15	-
	6.	Kenya Law Reform Commission	9	11	2
	7.	Office of the Registrar of Political Parties	-	10	-
	8.	Council of Governors	12	-	-
Public Universities	1.	The University of Nairobi	-	30	-
	2.	Kenyatta University	-	23	-
	3.	Moi University	-	23	-
	4.	The Technical University of Kenya	-	22	-

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	5.	University of Eldoret	-	21	-
	6.	Egerton University	-	21	-
	7.	Jomo Kenyatta University of Agriculture and Technology	-	21	-
	8.	Maasai Mara University	18	20	2
	9.	Pwani University	-	20	-
	10.	Masinde Muliro University of Science and Technology	-	18	-
	11.	Karatina University	-	18	-
	12.	University of Kabianga	-	17	-
	13.	Jaramogi OgingaOdinga University of Science and Technology	-	17	-
	14.	Laikipia University	-	17	-
	15.	Kisii University	-	17	-
	16.	Dedan Kimathi University of Technology	-	17	-
	17.	Meru University of Science and Technology	-	16	-
	18.	Chuka University	-	15	-
	19.	TaitaTaveta University	-	15	-
	20.	Multimedia University of Kenya	-	14	-
	21.	Murang'a University of Technology	-	14	-
	22.	South Eastern Kenya University	-	14	-
	23.	University of Embu	-	13	-
	24.	Rongo University	-	13	-
	25.	The Co-Operative University of Kenya	-	13	-
	26.	Kibabii University	-	12	-
	27.	Kirinyaga University	-	12	-
	28.	Machakos University	-	12	-
	29.	Tom Mboya University College	-	12	-
	30.	Alupe University College	-	11	-
	31.	Kaimosi Friends University College	-	11	-

Appendix X: Institutions Registered an Increase in Representations

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
Constitutional Commissions & Independent Offices	1.	Ethics and Anti-Corruption Commission	29	30	1
	2.	Public Service Commission	21	23	2
	3.	Kenya National Commission On Human Rights	19	21	2
	4.	Office Of The Controller Of Budget	18	21	3
	5.	Commission On Administrative Justice	19	20	1
	6.	Commission On Revenue Allocation	12	13	1
Ministry & State Departments	1.	State Department of Interior	39	40	1
	2.	Kenya Correctional Services (Prisons)	36	39	3
	3.	State Department For Social Protection	32	35	3
	4.	Ministry of Lands and Physical Planning	32	35	3
	5.	Ministry Of Foreign Affairs	29	32	3
	6.	National Youth Service	29	30	1
	7.	The National Treasury	27	29	2
	8.	State Department for Environment and Forestry	23	29	6
	9.	Ministry of Defence	25	27	2
	10.	Office Of The Attorney General And Department Of Justice	24	27	3
	11.	State Department for Trade	13	27	14
	12.	Ministry for Mining	22	26	4
	13.	State Department of Broadcasting and Telecommunication	20	23	3
	14.	State Department for Planning	20	22	2
	15.	State Department for Energy	20	21	1
	16.	Ministry of Water and Sanitation	19	20	1
	17.	State Department Of Public Works	18	20	2
	18.	State Department for	16	18	2

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
		Sports			
	19.	State Department of ICT & Innovation	15	18	3
	20.	State Department for Culture and Heritage	16	17	1
	21.	State Department for Devolution	15	17	2
	22.	State Department of Fisheries and the Blue Economy	13	17	4
	23.	State Department for Gender Affairs	13	17	4
	24.	State Department for Cooperatives	12	17	5
	25.	State Department for Irrigation	13	16	3
	26.	State Department of Petroleum	12	16	4
	27.	State Department of Maritime And Shipping	10	12	2
State Corporations & SAGAs	1.	Kenya Wildlife Service	35	37	2
	2.	Kenya Forest Service	32	35	3
	3.	Kenya Water Towers Agency	12	22	10
	4.	Bomas of Kenya	16	21	5
	5.	Water Resources Authority	17	20	3
	6.	Kenya Ferry Services Limited	18	19	1
	7.	NACADA	17	19	2
	8.	Kenya Literature Bureau	17	18	1
	9.	Consolidated Bank of Kenya Limited	17	18	1
	10.	Kenya National Highways Authority	16	18	2
	11.	National Construction Authority	16	17	1
	12.	Kenyatta International Convention Centre	16	17	1
	13.	Rural Electrification Authority	15	17	2
	14.	Kerio Valley Development Authority	14	17	3
	15.	National Council For Population and Development	15	16	1
	16.	Kenya Veterinary Vaccines Production	15	16	1

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
		Institute			
	17.	Kenya Maritime Authority	15	16	1
	18.	Kenya Plant Health Inspectorate Service	15	16	1
	19.	Kenya Film Classification Board	14	16	2
	20.	Kenya Institute of Special Education (KISE)	10	16	6
	21.	Capital Markets Authority	14	15	1
	22.	Kenya Industrial Property Institute	13	15	2
	23.	Nyayo Tea Zones Development Corporation	11	15	4
	24.	Local Authorities Provident Fund	10	15	5
	25.	Kenya Industrial Research and Development Institute	13	14	1
	26.	Anti-Counterfeit Agency	12	14	2
	27.	Kenya Ordnance Factories Corporation	11	14	3
	28.	Agro-Chemical and Food Company Ltd	11	14	3
	29.	South Nyanza Sugar Company Limited	10	14	4
	30.	Kenya Institute Of Curriculum Development	12	13	1
	31.	Lake Basin Development Authority	11	13	2
	32.	Kenya Institute For Public Policy Research And Analysis	11	13	2
	33.	Kenya School of Law	11	13	2
	34.	Pest Control Products Board	11	12	1
	35.	The Jomo Kenyatta Foundation	11	12	1
	36.	Export Promotion Council	11	12	1
	37.	Kenya National Commission For UNESCO	11	12	1
	38.	Northern Water Services Board	11	12	1
	39.	Insurance Regulatory Authority	10	12	2
	40.	Ewaso Ng'iro South Development Authority	10	12	2
	41.	Unclaimed Financial Assets Authority	10	12	2

Service Sector	S/No	Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	42.	Water Sector Trust Fund	10	12	2
	43.	Kenya Tsetse and Trypanosomiasis Eradication Council	9	12	3
	44.	Technical and Vocational Education and Training Authority (TVETA)	9	12	3
	45.	The Vision 2030 Delivery Secretariat	9	12	3
	46.	Tana Water Services Board	7	12	4
	47.	Micro and Small Enterprises Authority	10	11	1
	48.	Kenya Education Management Institute	10	11	1
	49.	Kenya Veterinary Board	9	11	2
	50.	Athi Water Services Board	9	11	2
	51.	Rift Valley Water Services Board	7	11	4
	52.	Lake Victoria North Water Services Board	7	11	4
	53.	Lake Victoria South Water Services Board	7	11	4
	54.	Kenya National Trading Corporation	9	10	1
	55.	Konza Technopolis Development Authority	9	10	1
	56.	Nursing Council of Kenya	9	10	1
	57.	National Commission for Science, Technology and Innovation	7	10	3
	58.	Engineers Board of Kenya	6	9	3
	59.	Kenya National Assurance Company (2001)Limited	4	9	5
	60.	National Communications Secretariat	4	9	5
Statutory Commissions and Authorities	1.	Kenya Law Reform Commission	9	11	2
	2.	Energy Regulatory Commission	18	19	1

Appendix XI: Most Representative Public Institutions

S/No	Service Sector	Name of Institution	No. of Communities represented	Variance Over Total Communities
1	Ministries and State Corporations	State Department for Interior	40	6
		Kenya Prisons Service	39	7
3	State Corporations & SAGAs	Kenya Wildlife Service	37	9
4	Ministries and State Departments	Ministry of Lands and Physical Planning	35	11
		State Department for Social Protection	35	11
	State Corporations & SAGAs	Kenya forest Service	35	11
5	Ministries and State Departments	State Department for Infrastructure	34	12
6		State Department for Early Learning &Basic Education	33	13
7		Ministry of Foreign Affairs	32	14
8	State Corporations & SAGAs	Kenya Revenue Authority	31	15
9	Constitutional Commissions & Independent Authorities	Ethics and Anti-Corruption Commission	30	16
	Ministries and State Corporations	National Youth Service	30	16
		State Department for Correctional Services	30	16
	Public Universities	The University of Nairobi	30	16
10	Ministries and State Departments	The National Treasury	29	17
		Ministry of Environment and Forestry	29	17
	State Corporations & SAGAs	Kenya Airports Authority (KAA)	29	17

Appendix XII: Under-Represented Institutions in the Public Service

Service Sector	S/No	Name of Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
Constitutional Commissions & Independent Offices	1.	Commission on Revenue Allocation	12	13	1
	2.	National Gender and Equality Commission	-	17	-
Ministry & State Departments	1.	Cabinet Office	19	14	-5
	2.	State Department for Transport	19	15	-4
	3.	State Department for Sports	16	18	2
	4.	State Department for Culture and Heritage	16	17	1
	5.	State Department for Devolution	15	17	2
	6.	State Department of ICT & Innovation	15	18	3
	7.	State Department of University Education	14	14	0
	8.	State Department for Irrigation	13	16	3
	9.	State Department of Fisheries and the Blue Economy	13	17	4
	10.	State Department for Gender Affairs	13	17	4
	11.	State Department for East African Community	-	16	-
	12.	State Department for Cooperatives	12	17	5
	13.	State Department of Petroleum	12	16	4
	14.	State Department of Maritime And Shipping	10	12	2
	15.	State Department for Wildlife	-	15	-
	16.	State Department for Vocational and Technical Training	-	13	-
State Corporations &SAGAs	1.	Kenya National Library Service	18	16	-2
	2.	National Irrigation Board	18	18	0
	3.	Kenya Literature Bureau	17	18	1
	4.	Consolidated Bank of Kenya Limited	17	18	1
	5.	Kenya National Highways Authority	16	18	2
	6.	National Construction Authority	16	17	1
	7.	Kenyatta International Convention Centre	16	17	1

Service Sector	S/No	Name of Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	8.	Rural Electrification Authority	15	17	2
	9.	National Council for Population and Development	15	16	1
	10.	National Aids Control Council	15	14	-1
	11.	Kenya Seed Company	15	14	-1
	12.	Kenya Veterinary Vaccines Production Institute	15	16	1
	13.	Kenya Maritime Authority	15	16	1
	14.	Kenya Plant Health Inspectorate Service	15	16	1
	15.	Kenya Film Classification Board	14	16	2
	16.	National Water Harvesting and Storage Authority	14	14	0
	17.	Kerio Valley Development Authority	14	17	3
	18.	Capital Markets Authority	14	15	1
	19.	Bukura Agricultural College	13	10	-3
	20.	Kenya Industrial Property Institute	13	15	2
	21.	Kenya Roads Board	13	13	0
	22.	Competition Authority Of Kenya	13	13	0
	23.	Kenya Industrial Research and Development Institute	13	14	1
	24.	Anti-Counterfeit Agency	12	14	2
	25.	Commodities Fund	12	12	0
	26.	Kenya Institute of Mass Communication	12	12	0
	27.	Kenya Institute Of Curriculum Development	12	13	1
	28.	Numerical Machining Complex	11	11	0
	29.	Kenya Ordnance Factories Corporation	11	14	3
	30.	Pest Control Products Board	11	12	1
	31.	Lake Basin Development Authority	11	13	2
	32.	The Jomo Kenyatta Foundation	11	12	1
	33.	Kenya Institute For Public Policy Research And Analysis	11	13	2

Service Sector	S/No	Name of Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	34.	Nyayo Tea Zones Development Corporation	11	15	4
	35.	Industrial and Commercial Development Corporation	11	11	0
	36.	Anti-Female Genital Mutilation Board	11	11	0
	37.	National Biosafety Authority	11	10	-1
	38.	Export Promotion Council	11	12	1
	39.	Kenya National Commission For UNESCO	11	12	1
	40.	Northern Water Services Board	11	12	1
	41.	Agro-Chemical and Food Company Ltd	11	14	3
	42.	Kenya School of Law	11	13	2
	43.	Micro and Small Enterprises Authority	10	11	1
	44.	South Nyanza Sugar Company Limited	10	14	4
	45.	Kenya Institute of Special Education (KISE)	10	16	6
	46.	Kenya Education Management Institute	10	11	1
	47.	Insurance Regulatory Authority	10	12	2
	48.	Ewaso Ng'iro South Development Authority	10	12	2
	49.	Unclaimed Financial Assets Authority	10	12	2
	50.	Local Authorities Provident Fund	10	15	5
	51.	Water Sector Trust Fund	10	12	2
	52.	Kenya National Trading Corporation	9	10	1
	53.	Kenya Veterinary Board	9	11	2
	54.	Kenya Tsetse and Trypanosomiasis Eradication Council	9	12	3
	55.	Technical and Vocational Education and Training Authority (TVETA)	9	12	3
	56.	The Vision 2030 Delivery Secretariat	9	12	3
	57.	Konza Technopolis Development Authority	9	10	1
	58.	Athi Water Services Board	9	11	2

Service Sector	S/No	Name of Institution	No. of Communities Represented 2016/2017 (A)	No. of Communities Represented 2017/2018 (B)	Variance (B-A)
	59.	Nursing Council Of Kenya	9	10	1
	60.	Rift Valley Water Services Board	7	11	4
	61.	Lake Victoria North Water Services Board	7	11	4
	62.	National Commission For Science, Technology and Innovation	7	10	3
	63.	Tana Water Services Board	7	12	4
	64.	Lake Victoria South Water Services Board	7	11	4
	65.	Engineers Board Of Kenya	6	9	3
	66.	Kenya National Assurance Company (2001)Limited	4	9	5
	67.	National Communications Secretariat	4	9	5
	68.	Ewaso Ng'iro North River Basin Development Authority	-	18	-
	69.	Kenya Dairy Board	-	17	-
	70.	Kenya Industrial Estates Limited	-	17	-
	71.	Kenya Meat Commission	-	17	-
	72.	Chemelil Sugar Company	-	16	-
	73.	Export Processing Zones Authority	-	16	-
	74.	National Housing Corporation	-	16	-
	75.	The Kenya Deposit Insurance Corporation	-	16	-
	76.	Youth Enterprise Development Fund	-	16	-
	77.	Kenya Safari Lodges & Hotels Ltd	-	15	-
	78.	LAPSSET Corridor Development Authority	-	15	-
	79.	Witness Protection Agency	-	15	-
	80.	Kenya Accountants and Secretaries National Examination Board	-	14	-
	81.	Kenya Petroleum Refineries Ltd	-	14	-
	82.	Kenya Trade Network Agency	-	14	-
	83.	National Quality Control Laboratory	-	14	-

Ethnic Group	Total No. of Officers Appointed	Gender & Disability Status		
		No. of Male	No. of Female	No. of PWDs
Sakuye	2	1	1	1
Elmolo	1	1	-	-
Galla	1	1	-	-
Konso	1	1	-	-
Nubi	-	-	-	-
Grand Total	29,016	20,047	8,969	239

Appendix XIV (b): Representations of the Marginalized and Minorities in New Appointments

S/No	Ethnic Groups	Totals	No. of Male	No. of Female	No. of PWDs
1	Bajuni	108	82	26	0
2	Basuba	69	59	10	0
3	Borana	411	327	84	6
4	Burji	15	9	6	0
5	Dorobo	12	12	0	0
6	Elmolo	1	1	0	0
7	Gabra	59	49	10	1
8	Galla	1	1	0	0
9	Kenyan Arabs	41	26	15	0
10	Kenyan Asians	11	8	3	0
11	Kenyan Somali	1,265	1,127	138	41
12	Konso	1	1	0	0
13	Kuria	181	142	39	1
14	Maasai	848	708	140	3
15	Mbeere	143	98	45	0
16	Mijikenda	991	741	250	2
17	Njemps	19	17	2	0
18	Orma	70	65	5	0
19	Pokomo	174	132	42	0
20	Rendille	47	38	9	0
21	Sakuye	2	1	1	1
22	Samburu	270	220	50	0
23	Swahili-Shirazi	28	16	12	0
24	Taita	406	244	162	1
25	Taveta	31	20	11	0
26	Teso	242	183	59	1
27	Tharaka	73	59	14	0
28	Turkana	331	277	54	1
	Total	5,850	4,663	1,187	58

Appendix XV (a): Distribution of Training Opportunities by Ethnicities in 2017/18 FY

S/No	Ethnic Group	Total In-Post	Total Trained	Disability Status		
				No. of Male	No. of Female	No. of PWDs
1.	Kikuyu	41,341	7505	4,110	3,318	77
2.	Kalenjin	32,010	4797	2,898	1,859	40
3.	Luhya	22,963	4775	2,786	1,929	60
4.	Luo	22,823	4651	2,975	1,620	56
5.	Kamba	18,316	3838	2,297	1,505	36
6.	Kisii	14,527	2979	1,858	1,098	23
7.	Meru	9,345	1706	922	775	9
8.	Mijikenda	6,736	759	545	210	4
9.	Maasai	3,511	698	470	218	10
10.	Kenyan Somali	4,186	620	478	137	5
11.	Embu	2,855	567	355	209	3
12.	Taita	3,213	519	310	204	5
13.	Teso	1,274	171	125	43	3
14.	Turkana	1,557	163	130	33	0
15.	Borana	1,762	158	117	39	2
16.	Samburu	967	89	66	23	0
17.	Kuria	731	74	43	31	0
18.	Mbeere	705	69	34	35	0
19.	Basuba	323	62	44	18	0
20.	Pokomo	888	56	41	15	0
21.	Bajuni	484	50	32	18	0
22.	Swahili-Shirazi	347	46	31	15	0
23.	Orma	285	40	30	10	0
24.	Taveta	184	40	20	20	0
25.	Gabra	321	36	30	5	1

S/No	Ethnic Group	Total In-Post	Total Trained	Disability Status		
				No. of Male	No. of Female	No. of PWDs
26.	Rendile	274	33	23	9	1
27.	Kenyan Arabs	195	21	11	10	0
28.	Nubi	70	20	7	13	0
29.	Other Nationalities	142	20	12	8	0
30.	Tharaka	292	17	10	7	0
31.	Other Kenyans	859	14	12	2	0
32.	Njemps	89	12	9	3	0
33.	Burji	139	11	8	3	0
34.	Kenyan Asians	64	9	4	5	0
35.	Dorobo	77	8	7	1	0
36.	Sakuye	37	7	5	2	0
37.	El Molo	9	1	0	1	0
38.	Galla	214	1	1	0	0
39.	Dasenach	12	0	0	0	0
40.	Kenyan Americans	1	0	0	0	0
	Total	**194,128**	**34307**	**20,856**	**13,451**	**335**

Appendix XVII: Institutions with Unfavourable Audit Opinion from the Auditor-General

Service Sector	Institutions	Qualified opinion	Adverse opinion	Disclaimer
Constitutional Commission & Independent Offices	National Gender and Equality Commission	√		
Ministries & State Departments	Kenya Prisons Service		√	
	Ministry of Energy	√		
	Ministry of Environment and Forestry	√		
	Ministry of Foreign Affairs	√		
	Ministry of Water and Sanitation	√		
	National Youth Service	√		
	Office of Attorney General and Department of Justice	√		
	State Department for Correctional Services	√		
	State Department for Crop Development	√		
	State Department for Culture and Heritage	√		
	State Department for Development of ASALS	√		
	State Department for Devolution	√		
	State Department for East African Community	√		
	State Department for Gender Affairs	√		
	State Department for Industrialization	√		
	State Department for Infrastructure		√	
	State Department for Interior	√		
	State Department for Irrigation		√	
	State Department for Mining	√		
	State Department for Planning			√
	State Department for Public Service and Youth Affairs	√		
	State Department for Public Works		√	
	State Department for Social Protection		√	
	State Department for Sports	√		
	State Department for Tourism	√		
	State Department for Transport		√	
	State Department for University Education	√		
	State Department for Wildlife	√		
Public Universities	Chuka University	√		
	Dedan Kimathi University of Technology	√		
	Egerton University	√		
	Jomo Kenyatta University of Agriculture and Technology	√		
	Kaimosi Friends University College	√		
	Kenyatta University	√		
	Kisii University	√		

Service Sector	Institutions	Qualified opinion	Adverse opinion	Disclaimer
	Laikipia University	√		
	Masinde Muliro University of Science and Technology	√		
	Meru University of Science and Technology	√		
	Multimedia University of Kenya	√		
	Murang'a University of Technology			√
	Rongo University	√		
	South Eastern Kenya University	√		
	Taita Taveta University	√		
	The Co-Operative University of Kenya	√		
	The Technical University of Kenya	√		
	The University of Nairobi	√		
	University of Eldoret	√		
State Corporations & SAGAs	Agricultural Development Corporation	√		
	Agricultural Finance Corporation			√
	Agriculture and Food Authority			√
	Agro-Chemical and Food Company Limited	√		
	Anti-Female Genital Mutilation Board		√	
	Athi Water Services Board	√		
	Bomas of Kenya Ltd	√		
	Bukura Agricultural College		√	
	Chemelil Sugar Company Ltd	√		
	Coast Water Services Board	√		
	Commodities Fund			√
	Ewaso Ng'iro North River Basin Development Authority	√		
	Export Processing Zones Authority	√		
	Industrial and Commercial Development Corporation	√		
	Kenya Airports Authority (KAA)	√		
	Kenya Agricultural and Livestock Research Organization		√	
	Kenya Animal Genetic Resources Centre	√		
	Kenya Broadcasting Corporation		√	
	Kenya Bureau of Standards	√		
	Kenya Dairy Board	√		
	Kenya Education Management Institute	√		
	Kenya Ferry Services Limited	√		
	Kenya Institute for Public Policy Research and Analysis	√		
	Kenya Leather Development Council	√		
	Kenya Marine and Fisheries Research Institute	√		
	Kenya Maritime Authority	√		
	Kenya Meat Commission	√		
	Kenya Medical Research Institute			√

Service Sector	Institutions	Qualified opinion	Adverse opinion	Disclaimer
	Kenya Medical Training College	√		
	Kenya National Bureau of Statistics	√		
	Kenya National Highways Authority	√		
	Kenya National Library Service	√		
	Kenya National Shipping Line Ltd		√	
	Kenya National Trading Corporation	√		
	Kenya Ordnance Factories Corporation	√		
	Kenya Pipeline Company Limited	√		
	Kenya Plant Health Inspectorate Service	√		
	Kenya Post Office Savings Bank	√		
	Kenya Railways Corporation	√		
	Kenya Revenue Authority	√		
	Kenya Rural Roads Authority	√		
	Kenya Safari Lodges & Hotels Ltd	√		
	Kenya School of Government	√		
	Kenya School of Law	√		
	Kenya Tourism Board	√		
	Kenya Utalii College	√		
	Kenya Veterinary Vaccines Production Institute	√		
	Kenya Water Institute	√		
	Kenya Water Towers Agency	√		
	Kenyatta International Convention Centre	√		
	Kerio Valley Development Authority	√		
	Konza Technopolis Development Authority	√		
	Lake Basin Development Authority	√		
	Lake Victoria North Water Services Board	√		
	LAPSSET Corridor Development Authority	√		
	Local Authorities Provident Fund	√		
	Micro and Small Enterprises Authority	√		
	Moi Teaching and Referral Hospital	√		
	National Aids Control Council	√		
	National Cereals and Produce Board			√
	National Commission for Science, Technology and Innovation	√		
	National Construction Authority	√		
	National Council for Persons With Disabilities(NCPWD)	√		
	National Council for Population and Development	√		
	National Environment Trust Fund (NETFUND)	√		
	National Government Constituencies Development Fund Board	√		
	National Housing Corporation	√		
	National Industrial Training Authority	√		

Service Sector	Institutions	Qualified opinion	Adverse opinion	Disclaimer
	National Irrigation Board	√		
	National Museums of Kenya	√		
	Nepad/Aprm Kenya Secretariat	√		
	Non-Governmental Organizations Coordination Board	√		
	Northern Water Services Board	√		
	Nyayo Tea Zones Development Corporation	√		
	Privatization Commission	√		
	Rift Valley Water Services Board	√		
	Rural Electrification Authority	√		
	South Nyanza Sugar Company Limited	√		
	Sports Kenya	√		
	Tana Water Services Board	√		
	The Kenya Deposit Insurance Corporation	√		
	The Kenya National Examinations Council	√		
	Tourism Finance Corporation	√		
	Tourism Fund	√		
	Uwezo Fund Oversight Board			√
	Water Resources Authority	√		
	Water Services Regulatory Board (WASREB)	√		
	Women Enterprise Fund	√		
Statutory Commission & Authorities	Energy Regulatory Commission	√		

Appendix XVIII: Institutions with Pending Bills

Service Sector	Institution
Constitutional Commission & Independent Offices	Commission on Revenue Allocation
	Ethics and Anti-Corruption Commission
	Kenya National Commission on Human Rights
	National Gender and Equality Commission
	Office of the Controller of Budget
	Public Service Commission
Ministries & State Departments	Cabinet Office - Presidency
	Kenya Prisons Service
	Ministry of Defence
	Ministry of Energy
	Ministry of Environment and Forestry
	Ministry of Foreign Affairs
	Ministry of Lands and Physical Planning
	Ministry of Water and Sanitation
	National Youth Service
	Office of Attorney General and Department of Justice
	Office of the Deputy President
	State Department for Broadcasting & Telecommunication
	State Department for Cooperatives
	State Department for Correctional Services
	State Department for Crop Development
	State Department for Culture and Heritage
	State Department for Development of ASALS
	State Department for Devolution
	State Department for Early Learning and Basic Education
	State Department for East African Community
	State Department for Fisheries, Aquaculture and the Blue Economy
	State Department for Gender Affairs
	State Department for Industrialization
	State Department for Infrastructure
	State Department for Interior
	State Department for Irrigation
	State Department for Mining
	State Department for Petroleum
	State Department for Planning
	State Department for Public Service and Youth Affairs
	State Department for Public Works

Service Sector	Institution
	State Department for Shipping and Maritime
	State Department for Social Protection
	State Department for Sports
	State Department for Tourism
	State Department for Trade
	State Department for Transport
	State Department for University Education
	State Department for Wildlife
	State Department of Housing and Urban Development
	State Department of ICT and Innovation
	State House
	The National Treasury
Public Universities	Alupe University College
	Dedan Kimathi University of Technology
	Egerton University
	Jaramogi Oginga Odinga University of Science and Technology
	Jomo Kenyatta University of Agriculture and Technology
	Karatina University
	Kenyatta University
	Kibabii University
	Kirinyaga University
	Kisii University
	Laikipia University
	Maasai Mara University
	Machakos University
	Masinde Muliro University of Science and Technology
	Meru University of Science and Technology
	Moi University
	Multimedia University of Kenya
	Murang'a University of Technology
	Pwani University
	Rongo University
	South Eastern Kenya University
	Taita Taveta University
	The Co-Operative University of Kenya
	The Technical University of Kenya
	The University of Nairobi
	Tom Mboya University College
	University of Eldoret
	University of Kabianga

Service Sector	Institution
State Corporations & SAGAs	Agricultural Development Corporation
	Agriculture and Food Authority
	Agro-Chemical and Food Company Limited
	Athi Water Services Board
	Bomas of Kenya Ltd
	Bukura Agricultural College
	Centre for Mathematics, Science and Technology Education in Africa (CEMASTEA)
	Chemelil Sugar Company Ltd
	Coast Water Services Board
	Commodities Fund
	Engineers Board of Kenya
	Ewaso Ng'iro North River Basin Development Authority
	Export Processing Zones Authority
	Geothermal Development Company
	Kenya Airports Authority (KAA)
	Kenya Accountants and Secretaries National Examination Board-KASNEB
	Kenya Accreditation Service
	Kenya Agricultural and Livestock Research Organization
	Kenya Animal Genetic Resources Centre
	Kenya Broadcasting Corporation
	Kenya Civil Aviation Authority (KCAA)
	Kenya Copyright Board
	Kenya Education Management Institute
	Kenya Electricity Transmission Company Limited
	Kenya Ferry Services Limited
	Kenya Film Classification Board
	Kenya Film Commision
	Kenya Forestry Research Institute
	Kenya Industrial Estates Limited
	Kenya Industrial Research and Development Institute
	Kenya Institute of Mass Communication
	Kenya Institute of Special Education (KISE)
	Kenya Maritime Authority
	Kenya Meat Commission
	Kenya Medical Research Institute
	Kenya Medical Training College
	Kenya National Bureau of Statistics
	Kenya National Highways Authority
	Kenya National Library Service

Service Sector	Institution
	Kenya National Shipping Line Ltd
	Kenya National Trading Corporation
	Kenya Ordnance Factories Corporation
	Kenya Petroleum Refineries Ltd
	Kenya Post Office Savings Bank
	Kenya Railways Corporation
	Kenya Revenue Authority
	Kenya Rural Roads Authority
	Kenya Safari Lodges & Hotels Ltd
	Kenya School of Government
	Kenya School of Law
	Kenya Trade Network Agency
	Kenya Tsetse and Trypanosomiasis Eradication Council
	Kenya Urban Roads Authority
	Kenya Utalii College
	Kenya Water Institute
	Kenya Water Towers Agency
	Kenya Wildlife Service
	Kenya Yearbook Editorial Board
	Kenyatta International Convention Centre
	Kerio Valley Development Authority
	Konza Technopolis Development Authority
	Lake Basin Development Authority
	Lake Victoria South Water Services Board
	LAPSSET Corridor Development Authority
	Local Authorities Provident Fund
	Micro and Small Enterprises Authority
	Moi Teaching and Referral Hospital
	National Authority for the Campaign against Alcohol and Drug Abuse
	National Biosafety Authority
	National Cereals and Produce Board
	National Commission for Science, Technology and Innovation
	National Construction Authority
	National Council for Persons With Disabilities(NCPWD)
	National Council for Population and Development
	National Drought Management Authority
	National Environment Management Authority
	National Environment Trust Fund (NETFUND)
	National Government Constituencies Development Fund Board
	National Irrigation Board

Service Sector	Institution
	National Museums of Kenya
	National Quality Control Laboratory
	National Sports Fund
	National Transport and Safety Authority
	National Water Harvesting and Storage Authority
	Non-Governmental Organizations Coordination Board
	Northern Water Services Board
	Numerical Machining Complex
	Nursing Council of Kenya
	Nyayo Tea Zones Development Corporation
	Pest Control Products Board
	Policyholders Compensation Fund
	Privatization Commission
	Rift Valley Water Services Board
	Sacco Societies Regulatory Authority
	School Equipment Production Unit
	South Nyanza Sugar Company Limited
	Sports Kenya
	Tana Water Services Board
	The East African Portland Cement Company Limited
	The Jomo Kenyatta Foundation
	The Kisumu National Polytechnic
	Tourism Finance Corporation
	University of Nairobi Enterprise and Services Ltd
	Water Resources Authority
	Women Enterprise Fund
	Youth Enterprise Development Fund
Statutory Commission & Authorities	Independent Policing Oversight Authority
	Office of the Director of Public Prosecutions
	Office of the Registrar of Political Parties

Appendix XIX: Institutions with Unresolved Complaints

Service Sector	Name of Institutions	Complaints Pending
Constitutional Commission & Independent Offices	Ethics and Anti-Corruption Commission	1
	National Gender and Equality Commission	2
	Public Service Commission	48
Ministries & State Departments	Kenya Prisons Service	26
	Ministry of Defence	23
	Ministry of Foreign Affairs	3
	Ministry of Lands and Physical Planning	97
	Office of Attorney General and Department of Justice	3
	State Department for Crop Development	4
	State Department for Devolution	3
	State Department for Early Learning and Basic Education	22
	State Department for Fisheries, Aquaculture and the Blue Economy	3
	State Department for Interior	7
	State Department for Mining	6
	State Department for University Education	5
Public Universities	Dedan Kimathi University of Technology	4
	Egerton University	5
	Jomo Kenyatta University of Agriculture and Technology	5
	Karatina University	2
	Kirinyaga University	2
	Kisii University	6
	Maasai Mara University	27
	Masinde Muliro University of Science and Technology	3
	Meru University of Science and Technology	3
	Moi University	4
	Multimedia University of Kenya	22
	Taita Taveta University	4
	The Technical University of Kenya	13
	Tom Mboya University College	1
	University of Eldoret	5
	University of Kabianga	2
State Corporations & SAGAs	Agricultural Development Corporation	3
	Agricultural Finance Corporation	1
	Anti-Counterfeit Agency	2

Service Sector	Institution
State Corporations & SAGAs	Agricultural Development Corporation
	Agricultural Finance Corporation
	Agriculture and Food Authority
	Agro-Chemical and Food Company Limited
	Anti-Counterfeit Agency
	Anti-Female Genital Mutilation Board
	Bomas of Kenya Ltd
	Chemelil Sugar Company Ltd
	Coast Water Services Board
	Consolidated Bank of Kenya Limited
	Ewaso Ng'iro North River Basin Development Authority
	Ewaso Ng'iro South Development Authority
	Export Promotion Council
	Kenya Agricultural and Livestock Research Organization
	Kenya Animal Genetic Resources Centre
	Kenya Film Classification Board
	Kenya Film Commision
	Kenya forest Service
	Kenya Forestry Research Institute
	Kenya Industrial Estates Limited
	Kenya Industrial Research and Development Institute
	Kenya Institute of Curriculum Development
	Kenya Institute of Mass Communication
	Kenya Literature Bureau
	Kenya Medical Supplies Authority
	Kenya Medical Training College
	Kenya National Assurance Company (2001)Limited
	Kenya National Bureau of Statistics
	Kenya National Highways Authority
	Kenya National Shipping Line Ltd
	Kenya National Trading Corporation
	Kenya Ordnance Factories Corporation
	Kenya Plant Health Inspectorate Service
	Kenya Ports Authority
	Kenya School of Government
	Kenya School of Law
	Kenya Seed Company
	Kenya Tsetse and Trypanosomiasis Eradication Council
	Kenya Universities and Colleges Central Placement Service
	Kenya Urban Roads Authority
	Kenya Utalii College
	Kenya Veterinary Board
	Kenya Wildlife Service
	Kenya Yearbook Editorial Board
	Kenyatta International Convention Centre
	Kerio Valley Development Authority
	Konza Technopolis Development Authority
	Lake Victoria North Water Services Board
	Lake Victoria South Water Services Board
	LAPSSET Corridor Development Authority
	Micro and Small Enterprises Authority
	National Aids Control Council
	National Authority for the Campaign against Alcohol and Drug Abuse
	National Cereals and Produce Board

Service Sector	Institution
	National Commission for Science, Technology and Innovation
	National Communications Secretariat.
	National Construction Authority
	National Council for Persons With Disabilities(NCPWD)
	National Council for Population and Development
	National Environment Management Authority
	National Government Constituencies Development Fund Board
	National Hospital Insurance Fund
	National Industrial Training Authority
	National Irrigation Board
	National Museums of Kenya
	National Sports Fund
	National Transport and Safety Authority
	National Water Harvesting and Storage Authority
	Non-Governmental Organizations Coordination Board
	Northern Water Services Board
	Numerical Machining Complex
	Nursing Council of Kenya
	Pest Control Products Board
	Policyholders Compensation Fund
	Rift Valley Water Services Board
	Sacco Societies Regulatory Authority
	School Equipment Production Unit
	Sports Kenya
	Tana Water Services Board
	Technical and Vocational Education and Training Authority (TVETA)
	The Kenya National Examinations Council
	The Kisumu National Polytechnic
	Uwezo Fund Oversight Board
	Water Resources Authority
	Water Sector Trust Fund
	Water Services Regulatory Board (WASREB)
	Women Enterprise Fund
	Youth Enterprise Development Fund
Statutory Commission & Authorities	Inter-Governmental Relations Technical Committee
	National Cohesion and Integration Commission
	Office of the Director of Public Prosecutions
	Office of the Registrar of Political Parties

4.5.4 Progress Realized

a) Client Service Charter

Article 232 of the Constitution requires that public services be provided in a prompt, responsive, equitable, impartial and effective manner. Section 7(3) of the Public Service (Values and Principles) Act, 2015 (PSVP) provides that public service is delayed if it is not given in accordance with the service charter of the public institution.

A client service charter is a critical tool of accountability as it provides for service delivery obligations of the service giver and the service recipients, the attendant costs and timeliness. It sets service delivery benchmarks at institutional level and individual level and is a key yardstick for determining customer/ citizen satisfaction index.

The specific indicator was to establish the existence of client service charter, when it was last reviewed and whether it has been aligned to the values and principles of public service and Public Service Code of Conduct & Ethics.

Out of the 251 institutions evaluated, 94% were reported to have developed client service charters, with the highest number being from Public Universities at 100%. They were followed by State Corporations and SAGAs at 96%. The law anticipates that all public institutions have Client Service Delivery Charters. The 6% organizations that had not developed client service charters therefore committed to do so between December 2018 and June 2019.

Further, 83% of the evaluated organizations indicated that they had reviewed their service charters while 87% had aligned their respective charters to the values and principles of the public service and Public Service Code of Conduct & Ethics.

According to the Commission for Administrative Justice, out of total cases of maladministration of 2,382, seven cases were investigated, 1,776 cases were resolved while 606 cases were pending. Out of the 2,382 cases of maladministration reported, the leading causes of complaints on service delivery were unfair treatment and delay with prevalence rate of 19% and 16% respectively. Table 4.26 provides the service sector findings on service charters.

Table 4.26: Status of Implementation of Client Service Charters

Service Sector	Total No. of Institutions	Existence of Service Charters in Public Institutions		Charters Reviewed by Institutions		Services Charter aligned to Values and Principles of the Public Service and the Public Service Code of Conduct and Ethics	
		No. with	No. without	No. Reviewed	No. Not Reviewed	No. of Institutions aligned	No. of Institutions not aligned
Constitutional Commission & Independent Offices	7	6(85.7%)	1(14.3%)	6(100%)		5(83.3%)	1(16.7%)
Ministries & State Departments	44	38(86.4%)	6(13.6%)	31(81.6%)	7(18.4%)	25(80.6%)	6(19.4%)
Public Universities	31	31(100%)	3	28(90.3%)	3(9.7%)	25(89.3%)	3(10.7%)
State Corporations & SAGAs	162	156(96.3%)	6(3.7%)	138(88.5%)	18(11.5%)	121(87.7%)	17(12.3%)
Statutory Commission & Authorities	7	6(85.7%)	1(14.3%)	5(83.3%)	1(16.7%)	5(100%)	
Total	**251**	**237(94.4%)**	**14(5.6%)**	**208(87.8%)**	**29(12.2%)**	**181(87.0%)**	**27(13.0%)**

Recommendation

The Commission will:

(i) Require the 29 public service institutions which have not reviewed their service charters to review them by June, 2019;

(ii) Work with other agencies of government to set minimum public service delivery standards in a citizen service delivery charter by June, 2019.

b) Existence of Grievance Handling Procedure

Section 7(4), 9 (2) (d) and Section 13 of the Public Service (Values and Principles) Act 2015 provide for resolution of grievances in the public service. Section 42 of the Leadership and Integrity Act, 2012 provides for mechanisms for lodging, investigation and resolution of complaints. This therefore requires that all public institutions develop Grievance Handling Procedure (GHP).

A grievance handling procedure provides the process through which a service recipient may lodge complaints for unsatisfactory services. This serves both internal services within the institution affecting staff and external services for the clients who receive services from the institution. A lack of grievance handling procedure gives room to rumours and gossips to thrive and for staff and clients to ventilate their frustrations to external parties including in tabloids and in the social media.

Appendix XXIII: Status of Printers, Photocopiers and Shredders Bought Between 2015/16 – 2017/2018 FY

Financial Year	Sectors	No. of Items & Category of Items Purchased					Total
		No. of photocopiers	No. of printers	No. of printers & Photocopiers	No. of shredders	Scanners	
2015/2016	Constitutional Commissions & Independent Offices	7	73		23		103
	Ministries & State Departments	224	611		141	-	976
	State Corporations & SAGAs	164	1,432	47	152		1,795
	Statutory Commissions & Authorities	3	59		6		68
	University	139	640		55		834
Totals		**537**	**2,815**	**47**	**377**	**-**	**3,776**
2016/2017	Constitutional Commissions & Independent Offices	14	34		21		69
	Ministries & State Departments	207	886		165	1	1,259
	State Corporations & SAGAs	328	1,008	79	195		1,610
	Statutory Commissions & Authorities	9	71		27		107
	University	135	581		72		788
Totals		**693**	**2,580**	**79**	**480**	**1**	**3,833**
2017/2018	Constitutional Commissions & Independent Offices	11	31		19		61
	Ministries & State Departments	100	800		188	-	1,088
	State Corporations & SAGAs	312	1,127	56	186		1,681
	Statutory Commissions & Authorities	13	77		33		123
	University	146	435		89		670
Totals		**582**	**2,470**	**56**	**515**	**-**	**3,623**
Grand Totals		**1,812**	**7,865**	**182**	**1,372**	**1**	**11,232**

Appendix XXIV: Institutions that Failed to Induct Officers Within One Year After Appointment

S/No.	Public Institution
1	State Department of Crop Development
2	State Department of Interior
3	State Department for Petroleum
4	State Department for Planning
5.	State Department of Transport
6.	State Department of Urban and Housing Development
7.	Masinde Muliro University
8.	Agricultural Development Corporation
9.	Agriculture and Food Authority
10.	Anti-Counterfeit Authority
11.	Ewaso Ngiro North River Basin Development Authority
12.	Kenya Roads Board
13.	Kenya Safari Lodges & Hotels Ltd

Appendix XXV: Analysis of Performance of Thematic Areas by Service Sector

Service Sector	Thematic Area	Performance Index for 2015/2016	Performance Index for 2016/17	Performance Index For 2017/2018
State Corporations and SAGAS	Diversity Management	55%	68 %	43.7%
	Efficiency, Effectiveness & Economic use of resources	89%	68%	57.3%
	Accountability for Administrative Acts	87%	83%	70.2%
	Improvement in Service Delivery	74%	49%	57%
	Performance Management	81%	69%	64.8%
	Average	**77.2**	**67.4**	**58.5 %**
Ministries and State Departments	Diversity Management	51	60	42.3%
	Efficiency, Effectiveness & Economic use of resources	72	67	39.9%
	Accountability for Administrative Acts	78	66	57.8%
	Improvement in Service Delivery	63	37	57.2%
	Performance Management	77	45	41.9%
	Average	**68.2**	**55**	**47.8%**
Constitutional Commissions and Independent Offices	Diversity Management	56	66	52.3%
	Efficiency, Effectiveness & Economic use of resources	100	81	59.5%
	Accountability for Administrative Acts	81	75	71.9%
	Improvement in Service Delivery	69	56	52.9%
	Performance Management	78	60	76.4 %
	Average	**76.8**	**67.6**	**62.6 %**
Statutory Commissions & Authorities	Diversity Management	In the 2015/16 FY. no Institutions were included in the State Corporations Survey	69.7	39.4%
	Efficiency, Effectiveness & Economic use of resources		75	70.7%
	Accountability for Administrative Acts		71.9	64.3%
	Improvement in Service Delivery		35	54.3%
	Performance Management		68	42.9%
	Average		**63.9**	**54.3 %**
Public Universities	Diversity Management	In 2015/16 and 2016/17 this Service Sector was not evaluated.		46.8%
	Efficiency, Effectiveness & Economic use of resources			60.6%
	Accountability for Administrative Acts			76.6%
	Improvement in Service Delivery			61.9%
	Performance Management			73.8%
	Average			**63.9**
	Overall	**74.0**	**63.5**	**57.4**

Appendix XXVI: Composite Scores for Various Thematic Areas by Sector

Thematic area: Accountability for Administrative Acts

Service Sector	S/No	Name of Institution	Mean Score (%)
Constitutional Commission & Independent Offices	1	Kenya National Commission on Human Rights	90.6
	2	Commission on Revenue Allocation	87.5
	3	Commission on Administrative Justice	81.3
	4	Office of the Controller of Budget	75.0
	5	Public Service Commission	65.6
	6	Ethics and Anti-Corruption Commission	59.4
	7	National Gender and Equality Commission	43.8
Ministries & State Departments	1	State Department for Industrialization	93.8
	2	State Department for Public Service and Youth Affairs	90.6
	3	State Department for Gender Affairs	81.3
	4	Kenya Prisons Service	78.1
	5	Ministry of Lands and Physical Planning	75.0
	6	State Department for East African Community	75.0
	7	State Department for Irrigation	75.0
	8	State Department for Public Works	75.0
	9	State Department for Tourism	75.0
	10	Ministry of Foreign Affairs	71.9
	11	State Department for Sports	71.9
	12	Ministry of Energy	68.8
	13	State Department for Crop Development	68.8
	14	State Department for Early Learning and Basic Education	68.8
	15	Ministry of Defence	65.6
	16	State Department for Interior	65.6
	17	State Department for Vocational and Technical Training	65.6
	18	State Department for Culture and Heritage	62.5
	19	State Department for Planning	62.5
	20	State Department for Mining	59.4
	21	State House	59.4
	22	Cabinet Office	56.3
	23	National Youth Service	56.3
	24	State Department for Devolution	56.3
	25	State Department for Fisheries, Aquaculture and the Blue Economy	56.3
	26	State Department for Infrastructure	56.3
	27	State Department for Shipping and Maritime	56.3
	28	State Department for Transport	56.3

Service Sector	S/No	Name of Institution	Mean Score (%)
	29	State Department for University Education	56.3
	30	State Department of Housing and Urban Development	56.3
	31	State Department of ICT and Innovation	56.3
	32	Ministry of Water and Sanitation	53.1
	33	Office of Attorney General and Department of Justice	53.1
	34	State Department for Wildlife	46.9
	35	State Department for Broadcasting & Telecommunication	43.8
	36	State Department for Trade	43.8
	37	State Department for Petroleum	40.0
	38	State Department for Cooperatives	34.4
	39	State Department for Social Protection	31.3
	40	Office of the Deputy President	28.1
	41	State Department for Development of ASALS	28.1
	42	The National Treasury	28.1
	43	State Department for Correctional Services	25.0
	44	Ministry of Environment and Forestry	16.7
Public Universities	45	JaramogiOgingaOdinga University of Science and Technology	90.6
	46	Kibabii University	90.6
	47	University of Eldoret	90.6
	48	University of Kabianga	90.6
	49	Jomo Kenyatta University of Agriculture and Technology	87.5
	50	Pwani University	87.5
	51	Dedan Kimathi University of Technology	84.4
	52	Meru University of Science and Technology	84.4
	53	Moi University	84.4
	54	Murang'a University of Technology	84.4
	55	TaitaTaveta University	84.4
	56	Karatina University	81.3
	57	Kenyatta University	81.3
	58	Rongo University	81.3
	59	The Technical University of Kenya	81.3
	60	Chuka University	78.1
	61	Laikipia University	78.1
	62	Multimedia University of Kenya	78.1
	63	Egerton University	75.0
	64	Kisii University	75.0
	65	Maasai Mara University	75.0

Service Sector	S/No	Name of Institution	Mean Score (%)
	66	South Eastern Kenya University	75.0
	67	The University of Nairobi	75.0
	68	Kirinyaga University	71.9
	69	Tom Mboya University College	71.9
	70	MasindeMuliro University of Science and Technology	68.8
	71	Kaimosi Friends University College	65.6
	72	Machakos University	59.4
	73	University of Embu	56.3
	74	The Co-Operative University of Kenya	53.1
	75	Alupe University College	34.4
State Corporations & SAGAs	1	Competition Authority of Kenya	96.9
	2	National Commission for Science, Technology and Innovation	96.9
	3	National Transport and Safety Authority	96.9
	4	The Kisumu National Polytechnic	96.9
	5	Bomas of Kenya	93.8
	6	Commodities Fund	93.8
	7	Kenya Post Office Savings Bank	93.8
	8	Kenya Universities and Colleges Central Placement Service	93.8
	9	Lake Victoria South Water Services Board	93.8
	10	Anti-Counterfeit Agency	90.6
	11	Athi Water Services Board	90.6
	12	EwasoNg'iro South Development Authority	90.6
	13	Kenya Electricity Generating Company Plc	90.6
	14	Kenya National Assurance Company (2001)Limited	90.6
	15	National Housing Corporation	90.6
	16	Nyayo Tea Zones Development Corporation	90.6
	17	The Jomo Kenyatta Foundation	90.6
	18	The Kenya Deposit Insurance Corporation	90.6
	19	Tourism Finance Corporation	90.6
	20	Geothermal Development Company	87.5
	21	IDB Capital Limited	87.5
	22	Kenya Accountants and Secretaries National Examination Board	87.5
	23	Kenya Copyright Board	87.5
	24	Kenya Ferry Services Limited	87.5
	25	Kenya Investment Authority	87.5
	26	Moi Teaching and Referral Hospital	87.5
	27	The East African Portland Cement Company Limited	87.5

Service Sector	S/No	Name of Institution	Mean Score (%)
	28	Capital Markets Authority	84.4
	29	Insurance Regulatory Authority	84.4
	30	Kenya Airports Authority (KAA)	84.4
	31	Kenya Accreditation Service	84.4
	32	Kenya Bureau of Standards	84.4
	33	Kenya Forestry Research Institute	84.4
	34	Kenya Institute for Public Policy Research and Analysis	84.4
	35	Kenya Medical Supplies Authority	84.4
	36	Kenya National Commission for UNESCO	84.4
	37	Kenya Pipeline Company Limited	84.4
	38	Kenya Tsetse and Trypanosomiasis Eradication Council	84.4
	39	National Industrial Training Authority	84.4
	40	The Kenya National Examinations Council	84.4
	41	Water Sector Trust Fund	84.4
	42	Agricultural Development Corporation	81.3
	43	Coast Water Services Board	81.3
	44	Kenya Industrial Research and Development Institute	81.3
	45	Kenya Ports Authority	81.3
	46	Kenya Tourism Board	81.3
	47	Kenya Wildlife Service	81.3
	48	National Council for Population and Development	81.3
	49	National Hospital Insurance Fund	81.3
	50	National Museums of Kenya	81.3
	51	Northern Water Services Board	81.3
	52	Unclaimed Financial Assets Authority	81.3
	53	Youth Enterprise Development Fund	81.3
	54	Consolidated Bank of Kenya Limited	78.1
	55	Industrial and Commercial Development Corporation	78.1
	56	Kenya Electricity Transmission Company Limited	78.1
	57	Kenya Maritime Authority	78.1
	58	Kenya Medical Research Institute	78.1
	59	Kenya Water Institute	78.1
	60	Nairobi Centre for International Arbitration	78.1
	61	National Construction Authority	78.1
	62	Sacco Societies Regulatory Authority	78.1
	63	Kenya Dairy Board	75.0
	64	Kenya Industrial Property Institute	75.0
	65	Kenya Institute of Curriculum Development	75.0
	66	Kenya Literature Bureau	75.0

Service Sector	S/No	Name of Institution	Mean Score (%)
	67	Kenya National Library Service	75.0
	68	Kenya Roads Board	75.0
	69	Kenya School of Law	75.0
	70	Kerio Valley Development Authority	75.0
	71	National Aids Control Council	75.0
	72	National Authority for the Campaign against Alcohol and Drug Abuse	75.0
	73	National Environment Management Authority	75.0
	74	National Irrigation Board	75.0
	75	Rural Electrification Authority	75.0
	76	Water Services Regulatory Board (WASREB)	75.0
	77	Agricultural Finance Corporation	71.9
	78	Engineers Board of Kenya	71.9
	79	Export Processing Zones Authority	71.9
	80	Kenya Animal Genetic Resources Center	71.9
	81	Kenya Civil Aviation Authority (KCAA)	71.9
	82	Kenya Marine and Fisheries Research Institute	71.9
	83	Kenya National Shipping Line Ltd	71.9
	84	Kenya Seed Company	71.9
	85	Kenya Urban Roads Authority	71.9
	86	Kenya Veterinary Vaccines Production Institute	71.9
	87	Kenya Water Towers Agency	71.9
	88	Lake Basin Development Authority	71.9
	89	Lake Victoria North Water Services Board	71.9
	90	Micro and Small Enterprises Authority	71.9
	91	National Government Constituencies Development Fund Board	71.9
	92	National Sports Fund	71.9
	93	Agriculture and Food Authority	68.8
	94	Center for Mathematics, Science and Technology Education in Africa	68.8
	95	Kenya Film Classification Board	68.8
	96	Kenya Plant Health Inspectorate Service	68.8
	97	Kenya Revenue Authority	68.8
	98	Kenya Trade Network Agency	68.8
	99	Kenya Utalii College	68.8
	100	National Biosafety Authority	68.8
	101	Tana Water Services Board	68.8
	102	The Vision 2030 Delivery Secretariat	68.8
	103	Bukura Agricultural College	65.6

Service Sector	S/No	Name of Institution	Mean Score (%)
	104	Kenya forest Service	65.6
	105	Kenya Industrial Estates Limited	65.6
	106	Kenya Institute of Mass Communication	65.6
	107	Kenya Institute of Special Education (KISE)	65.6
	108	Kenya Leather Development Council	65.6
	109	Kenya Meat Commission	65.6
	110	Kenya National Trading Corporation	65.6
	111	Kenya Veterinary Board	65.6
	112	University of Nairobi Enterprise and Services Ltd	65.6
	113	Kenya Film Commission	62.5
	114	National Quality Control Laboratory	62.5
	115	Non-Governmental Organizations Coordination Board	62.5
	116	School Equipment Production Unit	62.5
	117	South Nyanza Sugar Company Limited	62.5
	118	Technical and Vocational Education and Training Authority (TVETA)	62.5
	119	Chemelil Sugar Company	59.4
	120	Kenya National Bureau of Statistics	59.4
	121	Kenya National Highways Authority	59.4
	122	Kenya Railways Corporation	59.4
	123	Local Authorities Provident Fund	59.4
	124	National Council for Persons With Disabilities(NCPWD)	59.4
	125	Nursing Council of Kenya	59.4
	126	Pest Control Products Board	59.4
	127	Privatization Commission	59.4
	128	Witness Protection Agency	59.4
	129	Export Promotion Council	56.3
	130	Kenya Medical Training College	56.3
	131	Kenya Rural Roads Authority	56.3
	132	National Water Harvesting and Storage Authority	56.3
	133	Rift Valley Water Services Board	56.3
	134	Uwezo Fund Oversight Board	56.3
	135	Water Resources Authority	56.3
	136	Council of Legal Education	53.1
	137	Kenya Broadcasting Corporation	53.1
	138	Kenya Ordnance Factories Corporation	53.1
	139	Kenya Petroleum Refineries Ltd	53.1
	140	Kenya Safari Lodges & Hotels Ltd	53.1
	141	LAPSSET Corridor Development Authority	53.1

Service Sector	S/No	Name of Institution	Mean Score (%)
	142	National Cereals and Produce Board	53.1
	143	National Environment Trust Fund (NETFUND)	53.1
	144	Kenyatta International Convention Centre	50.0
	145	Anti-Female Genital Mutilation Board	46.9
	146	Kenya Education Management Institute	46.9
	147	Kenya School of Government	46.9
	148	National Communications Secretariat.	46.9
	149	National Drought Management Authority	46.9
	150	Numerical Machining Complex	46.9
	151	Sports Kenya	46.9
	152	Agro-Chemical and Food Company Ltd	43.3
	153	EwasoNg'iro North River Basin Development Authority	40.6
	154	Kenya Agricultural and Livestock Research Organization	40.6
	155	KonzaTechnopolis Development Authority	40.6
	156	Women Enterprise Fund	40.6
	157	NEPAD/APRM Kenya Secretariat	37.5
	158	Policyholders Compensation Fund	28.1
	159	Kenya Yearbook Editorial Board	25.0
	160	Tourism Fund	21.9
	161	Kenya Institute of Supplies Management	18.8
	162	National Government Affirmative Action Fund	0.0
Statutory Commission & Authorities	1	Energy Regulatory Commission	90.6
	2	National Cohesion and Integration Commission	87.5
	3	Office of the Registrar of Political Parties	78.1
	4	Kenya Law Reform Commission	65.6
	5	Independent Policing Oversight Authority	43.8
	6	Inter-Governmental Relations Technical Committee	43.8
	7	Office of the Director of Public Prosecutions	40.6

Thematic Area: Performance Management

Service Sector	S/No	Name of Organizations	Aggregate Mean Score (%)
Constitutional Commission & Independent Offices	1	Ethics and Anti-Corruption Commission	100.0
	2	Office of the Controller of Budget	100.0
	3	Kenya National Commission on Human Rights	92.5
	4	National Gender and Equality Commission	75.0
	5	Commission on Revenue Allocation	67.5
	6	Commission on Administrative Justice	57.5
	7	Public Service Commission	42.5
Ministries & State Departments	1	Ministry of Lands and Physical Planning	75.0
	2	State Department for Crop Development	75.0
	3	State Department for East African Community	75.0
	4	State Department for Industrialization	75.0
	5	State Department for Mining	75.0
	6	State Department for Planning	75.0
	7	State Department for Public Service and Youth Affairs	75.0
	8	State Department for Public Works	67.5
	9	State Department for Transport	67.5
	10	Ministry of Defence	57.5
	11	National Youth Service	57.5
	12	The National Treasury	57.5
	13	Kenya Prisons Service	50.0
	14	Ministry of Energy	50.0
	15	Ministry of Foreign Affairs	50.0
	16	Office of Attorney General and Department of Justice	50.0
	17	State Department for Broadcasting & Telecommunication	50.0
	18	State Department for Devolution	50.0
	19	State Department for Tourism	50.0
	20	State Department for University Education	50.0
	21	State House	50.0
	22	Ministry of Environment and Forestry	42.5
	23	State Department for Culture and Heritage	42.5
	24	State Department of ICT and Innovation	42.5
	25	State Department for Early Learning and Basic Education	33.3
	26	Cabinet Office	32.5
	27	State Department for Correctional Services	32.5
	28	State Department for Infrastructure	32.5

Service Sector	S/No	Name of Organizations	Aggregate Mean Score (%)
	29	State Department for Irrigation	32.5
	30	State Department for Vocational and Technical Training	32.5
	31	State Department for Fisheries, Aquaculture and the Blue Economy	25.0
	32	State Department for Gender Affairs	25.0
	33	State Department for Interior	25.0
	34	State Department for Petroleum	25.0
	35	State Department for Shipping and Maritime	25.0
	36	State Department for Wildlife	25.0
	37	State Department of Housing and Urban Development	25.0
	38	State Department for Trade	17.5
	39	Ministry of Water and Sanitation	7.5
	40	Office of the Deputy President	7.5
	41	State Department for Cooperatives	7.5
	42	State Department for Development of ASALS	7.5
	43	State Department for Social Protection	7.5
	44	State Department for Sports	7.5
Public Universities	1	Chuka University	100.0
	2	JaramogiOgingaOdinga University of Science and Technology	100.0
	3	Kaimosi Friends University College	100.0
	4	Kenyatta University	100.0
	5	Kirinyaga University	100.0
	6	Murang'a University of Technology	100.0
	7	South Eastern Kenya University	100.0
	8	University of Eldoret	100.0
	9	University of Kabianga	100.0
	10	The University of Nairobi	92.5
	11	Multimedia University of Kenya	82.5
	12	Jomo Kenyatta University of Agriculture and Technology	75.0
	13	Karatina University	75.0
	14	Kisii University	75.0
	15	Maasai Mara University	75.0
	16	MasindeMuliro University of Science and Technology	75.0

Service Sector	S/No	Name of Organizations	Aggregate Mean Score (%)
	17	Pwani University	75.0
	18	TaitaTaveta University	75.0
	19	The Technical University of Kenya	75.0
	20	University of Embu	75.0
	21	Dedan Kimathi University of Technology	67.5
	22	Kibabii University	67.5
	23	The Co-Operative University of Kenya	67.5
	24	Egerton University	50.0
	25	Machakos University	50.0
	26	Moi University	50.0
	27	Laikipia University	42.5
	28	Rongo University	42.5
	29	Tom Mboya University College	42.5
	30	Meru University of Science and Technology	32.5
	31	Alupe University College	25.0
State Corporations & SAGAs	1	Agricultural Finance Corporation	100.0
	2	Anti-Counterfeit Agency	100.0
	3	Athi Water Services Board	100.0
	4	Capital Markets Authority	100.0
	5	Kenya Dairy Board	100.0
	6	Kenya Electricity Transmission Company Limited	100.0
	7	Kenya Forestry Research Institute	100.0
	8	Kenya Industrial Research and Development Institute	100.0
	9	Kenya Literature Bureau	100.0
	10	Kenya Medical Supplies Authority	100.0
	11	Kenya Medical Training College	100.0
	12	Kenya Post Office Savings Bank	100.0
	13	Kenya Roads Board	100.0
	14	Kenya Utalii College	100.0
	15	Kenya Veterinary Board	100.0
	16	Lake Victoria South Water Services Board	100.0
	17	Moi Teaching and Referral Hospital	100.0
	18	National Aids Control Council	100.0
	19	National Authority for the Campaign against Alcohol and Drug Abuse	100.0

Service Sector	S/No	Name of Organizations	Aggregate Mean Score (%)
	20	National Council for Population and Development	100.0
	21	National Government Constituencies Development Fund Board	100.0
	22	National Industrial Training Authority	100.0
	23	National Irrigation Board	100.0
	24	National Museums of Kenya	100.0
	25	Non-Governmental Organizations Coordination Board	100.0
	26	Northern Water Services Board	100.0
	27	Pest Control Products Board	100.0
	28	Water Services Regulatory Board (WASREB)	100.0
	29	Kenya Industrial Estates Limited	92.5
	30	Kenya National Library Service	92.5
	31	National Environment Trust Fund (NETFUND)	92.5
	32	Kenya Film Classification Board	82.5
	33	Competition Authority of Kenya	75.0
	34	Consolidated Bank of Kenya Limited	75.0
	35	EwasoNg'iro South Development Authority	75.0
	36	IDB Capital Limited	75.0
	37	Insurance Regulatory Authority	75.0
	38	Kenya Accountants and Secretaries National Examination Board	75.0
	39	Kenya Accreditation Service	75.0
	40	Kenya Animal Genetic Resources Center	75.0
	41	Kenya Bureau of Standards	75.0
	42	Kenya Copyright Board	75.0
	43	Kenya Electricity Generating Company Plc	75.0
	44	Kenya Film Commision	75.0
	45	Kenya forest Service	75.0
	46	Kenya Industrial Property Institute	75.0
	47	Kenya Institute for Public Policy Research and Analysis	75.0
	48	Kenya Institute of Special Education (KISE)	75.0
	49	Kenya National Highways Authority	75.0
	50	Kenya National Trading Corporation	75.0

Service Sector	S/No	Name of Organizations	Aggregate Mean Score (%)
	51	Kenya Ordnance Factories Corporation	75.0
	52	Kenya Pipeline Company Limited	75.0
	53	Kenya Plant Health Inspectorate Service	75.0
	54	Kenya Railways Corporation	75.0
	55	Kenya Rural Roads Authority	75.0
	56	Kenya School of Government	75.0
	57	Kenya Seed Company	75.0
	58	Kenya Trade Network Agency	75.0
	59	Kenya Veterinary Vaccines Production Institute	75.0
	60	Kenya Wildlife Service	75.0
	61	Lake Victoria North Water Services Board	75.0
	62	LAPSSET Corridor Development Authority	75.0
	63	Local Authorities Provident Fund	75.0
	64	National Cereals and Produce Board	75.0
	65	National Environment Management Authority	75.0
	66	National Hospital Insurance Fund	75.0
	67	National Water Harvesting and Storage Authority	75.0
	68	Numerical Machining Complex	75.0
	69	Nyayo Tea Zones Development Corporation	75.0
	70	Rift Valley Water Services Board	75.0
	71	School Equipment Production Unit	75.0
	72	Tana Water Services Board	75.0
	73	The Jomo Kenyatta Foundation	75.0
	74	The Kenya National Examinations Council	75.0
	75	The Kisumu National Polytechnic	75.0
	76	The Vision 2030 Delivery Secretariat	75.0
	77	University of Nairobi Enterprise and Services Ltd	75.0
	78	Water Sector Trust Fund	75.0
	79	Agricultural Development Corporation	67.5
	80	Agro-Chemical and Food Company Ltd	67.5
	81	Commodities Fund	67.5
	82	Geothermal Development Company	67.5
	83	Kenya Airports Authority (KAA)	67.5
	84	Kenya Broadcasting Corporation	67.5

Service Sector	S/No	Name of Organizations	Aggregate Mean Score (%)
	85	Kenya Ferry Services Limited	67.5
	86	Kenya Institute of Curriculum Development	67.5
	87	Kenya Investment Authority	67.5
	88	Kenya Marine and Fisheries Research Institute	67.5
	89	Kenya Meat Commission	67.5
	90	Kenya Medical Research Institute	67.5
	91	Kenyatta International Convention Centre	67.5
	92	Lake Basin Development Authority	67.5
	93	Rural Electrification Authority	67.5
	94	South Nyanza Sugar Company Limited	67.5
	95	Water Resources Authority	67.5
	96	EwasoNg'iro North River Basin Development Authority	57.5
	97	Kenya Institute of Mass Communication	57.5
	98	Kenya Ports Authority	57.5
	99	National Quality Control Laboratory	57.5
	100	Bomas of Kenya	50.0
	101	Center for Mathematics, Science and Technology Education in Africa	50.0
	102	Chemelil Sugar Company	50.0
	103	Council of Legal Education	50.0
	104	Export Promotion Council	50.0
	105	Industrial and Commercial Development Corporation	50.0
	106	Kenya Agricultural and Livestock Research Organization	50.0
	107	Kenya Civil Aviation Authority (KCAA)	50.0
	108	Kenya Leather Development Council	50.0
	109	Kenya Maritime Authority	50.0
	110	Kenya National Commission for UNESCO	50.0
	111	Kenya Petroleum Refineries Ltd	50.0
	112	Kenya Tourism Board	50.0
	113	Kenya Tsetse and Trypanosomiasis Eradication Council	50.0
	114	Kenya Urban Roads Authority	50.0
	115	Kenya Water Institute	50.0
	116	Kenya Water Towers Agency	50.0
	117	National Construction Authority	50.0
	118	National Housing Corporation	50.0

Service Sector	S/No	Name of Institution	Mean (%)
	14	State Department for Mining	46.2
	15	Office of the Deputy President	45.9
	16	State Department for Crop Development	45.9
	17	Ministry of Foreign Affairs	43.4
	18	Ministry of Water and Sanitation	43.1
	19	State Department for Culture and Heritage	42.6
	20	State Department for Gender Affairs	41.2
	21	State Department for East African Community	41.0
	22	State Department for Wildlife	40.9
	23	State Department for Transport	40.8
	24	State Department for Public Works	40.4
	25	State Department for Correctional Services	39.8
	26	State Department for Devolution	39.4
	27	State Department for Petroleum	39.3
	28	State Department for Industrialization	39.3
	29	State Department for Fisheries, Aquaculture and the Blue Economy	38.9
	30	State Department for Shipping and Maritime	38.0
	31	State Department for Infrastructure	36.7
	32	State Department for Planning	35.3
	33	State Department for Sports	35.1
	34	Ministry of Defence	35.0
	35	Kenya Prisons Service	34.1
	36	State Department for Trade	32.6
	37	State Department for Cooperatives	31.7
	38	State Department of Housing and Urban Development	30.5
	39	The National Treasury	27.4
	40	State Department for Development of ASALS	25.6
	41	Cabinet Office	25.2
	42	State Department for Broadcasting & Telecommunication	24.4
	43	State House	21.1
	44	State Department for Vocational and Technical Training	19.3
Public Universities	1	Machakos University	59.0
	2	The University of Nairobi	57.6
	3	The Co-Operative University of Kenya	57.1
	4	Egerton University	55.5
	5	South Eastern Kenya University	55.5
	6	Jomo Kenyatta University of Agriculture and Technology	55.3
	7	Kisii University	53.4
	8	Maasai Mara University	53.2
	9	Kenyatta University	53.2

Service Sector	S/No	Name of Institution	Mean (%)
	10	Pwani University	51.0
	11	Karatina University	50.8
	12	Dedan Kimathi University of Technology	50.7
	13	Jaramogi Oginga Odinga University of Science and Technology	50.7
	14	University of Eldoret	50.1
	15	Chuka University	49.9
	16	Meru University of Science and Technology	49.0
	17	Masinde Muliro University of Science and Technology	46.8
	18	Moi University	46.3
	19	The Technical University of Kenya	44.9
	20	Murang'a University of Technology	44.8
	21	University of Embu	43.4
	22	Kirinyaga University	43.2
	23	Kibabii University	43.2
	24	Rongo University	39.4
	25	Multimedia University of Kenya	38.2
	26	TaitaTaveta University	37.1
	27	Laikipia University	36.7
	28	University of Kabianga	35.9
	29	Kaimosi Friends University College	34.0
	30	Tom Mboya University College	33.3
	31	Alupe University College	32.3
State Corporations & SAGAs	1	Kenya Ports Authority	76.7
	2	Kenya Electricity Generating Company Plc	66.3
	3	Kenya Electricity Transmission Company Limited	66.3
	4	Kenya Institute of Curriculum Development	65.0
	5	Kenya Film Classification Board	64.5
	6	Kenya School of Government	64.0
	7	Kenya Wildlife Service	63.9
	8	National Council for Persons With Disabilities(NCPWD)	63.1
	9	Kenya Medical Training College	61.6
	10	The Kenya National Examinations Council	61.1
	11	National Museums of Kenya	60.8
	12	Local Authorities Provident Fund	59.5
	13	Kenya Institute for Public Policy Research and Analysis	59.2
	14	Kenya Film Commission	59.0
	15	Commodities Fund	59.0
	16	Agriculture and Food Authority	58.0
	17	Kenya Civil Aviation Authority (KCAA)	56.6
	18	National Hospital Insurance Fund	56.2

Service Sector	S/No	Name of Institution	Mean (%)
	19	Kenya Bureau of Standards	56.2
	20	Agricultural Finance Corporation	55.9
	21	Water Sector Trust Fund	55.8
	22	Kenya forest Service	55.7
	23	Kenya Roads Board	55.7
	24	Kenya Utalii College	55.6
	25	Kenya Forestry Research Institute	55.6
	26	Kenya Literature Bureau	55.5
	27	National Authority for the Campaign against Alcohol and Drug Abuse	55.5
	28	Moi Teaching and Referral Hospital	55.3
	29	National Industrial Training Authority	55.2
	30	Kenya Post Office Savings Bank	55.2
	31	Kenya Ferry Services Limited	55.1
	32	Kenya Animal Genetic Resources Center	54.8
	33	National Aids Control Council	54.8
	34	Rural Electrification Authority	54.6
	35	Competition Authority of Kenya	54.3
	36	Northern Water Services Board	53.6
	37	Kenya Leather Development Council	53.3
	38	Kenya Trade Network Agency	52.6
	39	Kenya Airports Authority (KAA)	52.0
	40	The Jomo Kenyatta Foundation	51.5
	41	Sports Kenya	51.3
	42	National Environment Trust Fund (NETFUND)	51.2
	43	Bomas of Kenya	51.1
	44	Kenya Marine and Fisheries Research Institute	50.9
	45	National Environment Management Authority	50.8
	46	National Government Constituencies Development Fund Board	50.3
	47	Kenya Medical Supplies Authority	50.3
	48	Capital Markets Authority	50.3
	49	National Water Harvesting and Storage Authority	50.1
	50	Athi Water Services Board	49.9
	51	Kenya Dairy Board	49.5
	52	Kenya Plant Health Inspectorate Service	49.4
	53	Kenya Accreditation Service	49.1
	54	Kenya Veterinary Vaccines Production Institute	49.0
	55	Kenya Accountants and Secretaries National Examination Board	48.8
	56	Tourism Finance Corporation	48.8
	57	Center for Mathematics, Science and Technology Education in Africa	48.8

Service Sector	S/No	Name of Institution	Mean (%)
	58	Kenya Institute of Mass Communication	48.8
	59	Insurance Regulatory Authority	48.7
	60	Lake Basin Development Authority	48.6
	61	Kenya Tourism Board	48.6
	62	Geothermal Development Company	48.6
	63	Kenya Water Institute	48.6
	64	The Kisumu National Polytechnic	48.5
	65	Kenya Investment Authority	48.2
	66	Kenya Tsetse and Trypanosomiasis Eradication Council	48.2
	67	IDB Capital Limited	47.9
	68	Kenya National Highways Authority	47.8
	69	National Irrigation Board	47.7
	70	Kenyatta International Convention Centre	46.9
	71	Water Services Regulatory Board (WASREB)	46.8
	72	Lake Victoria South Water Services Board	46.5
	73	Kenya Pipeline Company Limited	46.5
	74	Kenya Revenue Authority	46.3
	75	Kenya Education Management Institute	46.2
	76	Kenya Broadcasting Corporation	46.0
	77	National Drought Management Authority	45.9
	78	Bukura Agricultural College	45.8
	79	Nursing Council of Kenya	45.8
	80	National Housing Corporation	45.7
	81	University of Nairobi Enterprise and Services Ltd	45.6
	82	Kenya Institute of Special Education (KISE)	45.5
	83	The Vision 2030 Delivery Secretariat	45.5
	84	National Construction Authority	45.5
	85	Kenya Rural Roads Authority	45.3
	86	Kenya Water Towers Agency	45.1
	87	The East African Portland Cement Company Limited	44.9
	88	Kenya School of Law	44.6
	89	Kenya Ordnance Factories Corporation	44.5
	90	EwasoNg'iro South Development Authority	44.4
	91	Kenya Railways Corporation	44.3
	92	Kenya National Library Service	44.3
	93	South Nyanza Sugar Company Limited	44.2
	94	Consolidated Bank of Kenya Limited	44.1
	95	Kenya National Commission for UNESCO	43.2
	96	Kenya Universities and Colleges Central Placement Service	43.2

Service Sector	S/No	Name of Institution	Mean (%)
	97	Rift Valley Water Services Board	42.8
	98	Kenya Urban Roads Authority	42.8
	99	Engineers Board of Kenya	42.7
	100	Women Enterprise Fund	41.5
	101	Nairobi Centre for International Arbitration	41.4
	102	Kenya Industrial Estates Limited	41.3
	103	Sacco Societies Regulatory Authority	41.3
	104	National Transport and Safety Authority	41.2
	105	Pest Control Products Board	40.9
	106	National Cereals and Produce Board	40.9
	107	Kenya National Bureau of Statistics	40.7
	108	Tana Water Services Board	40.4
	109	Council of Legal Education	40.1
	110	Kenya Safari Lodges & Hotels Ltd	40.1
	111	Unclaimed Financial Assets Authority	39.8
	112	Export Processing Zones Authority	39.0
	113	Industrial and Commercial Development Corporation	38.8
	114	Kenya Industrial Property Institute	38.6
	115	Lake Victoria North Water Services Board	38.5
	116	Kenya Agricultural and Livestock Research Organization	38.1
	117	Agro-Chemical and Food Company Ltd	38.0
	118	Kenya Veterinary Board	37.7
	119	KonzaTechnopolis Development Authority	37.6
	120	Kenya Meat Commission	37.0
	121	Kenya Industrial Research and Development Institute	36.4
	122	Youth Enterprise Development Fund	36.4
	123	National Government Affirmative Action Fund	36.4
	124	Kenya Seed Company	36.1
	125	Water Resources Authority	35.4
	126	Technical and Vocational Education and Training Authority (TVETA)	35.4
	127	Kenya Copyright Board	35.3
	128	Micro and Small Enterprises Authority	34.9
	129	Non-Governmental Organizations Coordination Board	34.8
	130	Privatization Commission	34.6
	131	Kerio Valley Development Authority	34.2
	132	National Council for Population and Development	33.8
	133	National Commission for Science, Technology and Innovation	33.8
	134	Kenya National Trading Corporation	32.4

Service Sector	S/No	Name of Institution	Mean (%)
	135	Witness Protection Agency	31.2
	136	Kenya Maritime Authority	30.9
	137	Kenya Medical Research Institute	30.1
	138	Numerical Machining Complex	30.0
	139	Agricultural Development Corporation	29.4
	140	Chemelil Sugar Company	28.8
	141	Kenya Institute of Supplies Management	28.8
	142	Anti-Counterfeit Agency	28.7
	143	Kenya Yearbook Editorial Board	28.5
	144	Nyayo Tea Zones Development Corporation	28.5
	145	NEPAD/APRM Kenya Secretariat	27.7
	146	Tourism Fund	27.6
	147	Ewaso Ng'iro North River Basin Development Authority	25.3
	148	Coast Water Services Board	25.3
	149	School Equipment Production Unit	24.6
	150	Anti-Female Genital Mutilation Board	23.3
	151	National Biosafety Authority	23.3
	152	National Communications Secretariat.	22.4
	153	Kenya National Assurance Company (2001)Limited	22.2
	154	Export Promotion Council	19.4
	155	National Sports Fund	19.1
	156	Kenya National Shipping Line Ltd	19.0
	157	The Kenya Deposit Insurance Corporation	18.5
	158	Kenya Petroleum Refineries Ltd	18.4
	159	Policyholders Compensation Fund	18.2
	160	LAPSSET Corridor Development Authority	13.5
	161	National Quality Control Laboratory	8.9
	162	Uwezo Fund Oversight Board	2.4
Statutory Commission & Authorities	1	Independent Policing Oversight Authority	51.0
	2	Energy Regulatory Commission	50.0
	3	Office of the Director of Public Prosecutions	41.9
	4	National Cohesion and Integration Commission	41.1
	5	Kenya Law Reform Commission	40.4
	6	Office of the Registrar of Political Parties	27.6
	7	Inter-Governmental Relations Technical Committee	23.9

Thematic Area: Efficiency, Effectiveness and Economic Use of Resources

Service Sector	S/No	Name of Institutions	Mean Score
Constitutional Commission & Independent Offices	1	Commission on Administrative Justice	75.0
	2	Ethics and Anti-Corruption Commission	60.0
	3	Commission on Revenue Allocation	50.0
	4	Kenya National Commission on Human Rights	50.0
	5	Public Service Commission	40.0
	6	National Gender and Equality Commission	37.5
	7	Office of the Controller of Budget	33.3
Ministries & State Departments	1	Ministry of Defence	75.0
	2	Kenya Prisons Service	65.0
	3	Office of the Deputy President	60.0
	4	State Department for Gender Affairs	50.0
	5	State Department for Mining	50.0
	6	State Department for Shipping and Maritime	50.0
	7	State Department for Vocational and Technical Training	50.0
	8	Cabinet Office	40.0
	9	Ministry of Lands and Physical Planning	40.0
	10	State Department for Broadcasting & Telecommunication	40.0
	11	State Department for Early Learning and Basic Education	40.0
	12	State Department for Fisheries, Aquaculture and the Blue Economy	40.0
	13	State Department for Petroleum	40.0
	14	State Department for Trade	40.0
	15	State Department of Housing and Urban Development	40.0
	16	State Department of ICT and Innovation	40.0
	17	State House	40.0
	18	The National Treasury	40.0
	19	Ministry of Energy	30.0
	20	Ministry of Environment and Forestry	30.0
	21	Ministry of Water and Sanitation	30.0
	22	National Youth Service	30.0
	23	Office of Attorney General and Department of Justice	30.0
	24	State Department for Correctional Services	30.0
	25	State Department for Crop Development	30.0
	26	State Department for Culture and Heritage	30.0
	27	State Department for Development of ASALS	30.0
	28	State Department for Devolution	30.0
	29	State Department for East African Community	30.0
	30	State Department for Industrialization	30.0
	31	State Department for Public Service and Youth Affairs	30.0
	32	State Department for Sports	30.0

Service Sector	S/No	Name of Institutions	Mean Score
	33	State Department for Tourism	30.0
	34	State Department for University Education	30.0
	35	State Department for Wildlife	30.0
	36	State Department for Cooperatives	25.0
	37	State Department for Infrastructure	25.0
	38	State Department for Social Protection	25.0
	39	State Department for Transport	25.0
	40	State Department for Planning	20.0
	41	Ministry of Foreign Affairs	10.0
	42	State Department for Interior	10.0
	43	State Department for Irrigation	5.0
	44	State Department for Public Works	5.0
Public Universities	1	University of Embu	100.0
	2	Kirinyaga University	80.0
	3	University of Kabianga	80.0
	4	Alupe University College	75.0
	5	Moi University	75.0
	6	Pwani University	75.0
	7	Tom Mboya University College	75.0
	8	Kaimosi Friends University College	70.0
	9	Multimedia University of Kenya	70.0
	10	The University of Nairobi	70.0
	11	University of Eldoret	70.0
	12	Kenyatta University	62.5
	13	Karatina University	60.0
	14	Kibabii University	60.0
	15	Chuka University	50.0
	16	Dedan Kimathi University of Technology	50.0
	17	Egerton University	50.0
	18	Maasai Mara University	50.0
	19	MasindeMuliro University of Science and Technology	50.0
	20	Rongo University	50.0
	21	The Co-Operative University of Kenya	50.0
	22	Machakos University	40.0
	23	Murang'a University of Technology	40.0
	24	Kisii University	30.0
	25	Laikipia University	30.0
	26	Meru University of Science and Technology	30.0
	27	TaitaTaveta University	30.0
	28	The Technical University of Kenya	30.0

Service Sector	S/No	Name of Institutions	Mean Score
	29	JaramogiOgingaOdinga University of Science and Technology	25.0
	30	Jomo Kenyatta University of Agriculture and Technology	10.0
	31	South Eastern Kenya University	10.0
State Corporations & SAGAs	1	EwasoNg'iro South Development Authority	100.0
	2	Kenya Institute of Curriculum Development	100.0
	3	Kenya Investment Authority	100.0
	4	National Government Affirmative Action Fund	100.0
	5	Technical and Vocational Education and Training Authority (TVETA)	100.0
	6	Kenya Dairy Board	90.0
	7	Kenya Plant Health Inspectorate Service	90.0
	8	National Aids Control Council	90.0
	9	Center for Mathematics, Science and Technology Education in Africa	80.0
	10	Kenya Film Classification Board	80.0
	11	Kenya Forestry Research Institute	80.0
	12	Kenya Industrial Research and Development Institute	80.0
	13	Sacco Societies Regulatory Authority	80.0
	14	Witness Protection Agency	80.0
	15	Youth Enterprise Development Fund	80.0
	16	Council of Legal Education	75.0
	17	Export Promotion Council	75.0
	18	Kenya forest Service	75.0
	19	Kenya Industrial Estates Limited	75.0
	20	Kenya Industrial Property Institute	75.0
	21	Kenya Institute of Mass Communication	75.0
	22	Kenya Literature Bureau	75.0
	23	Kenya National Assurance Company (2001)Limited	75.0
	24	Kenya National Commission for UNESCO	75.0
	25	Kenya Ports Authority	75.0
	26	Kenya Universities and Colleges Central Placement Service	75.0
	27	Kenya Yearbook Editorial Board	75.0
	28	Lake Victoria South Water Services Board	75.0
	29	Nairobi Centre for International Arbitration	75.0
	30	National Authority for the Campaign against Alcohol and Drug Abuse	75.0
	31	National Biosafety Authority	75.0
	32	National Sports Fund	75.0
	33	Numerical Machining Complex	75.0
	34	The Vision 2030 Delivery Secretariat	75.0
	35	Bomas of Kenya	70.0
	36	Ewaso Ng'iro North River Basin Development	70.0

Service Sector	S/No	Name of Institutions	Mean Score
		Authority	
	37	Kenya Education Management Institute	70.0
	38	Kenya Institute for Public Policy Research and Analysis	70.0
	39	Lake Basin Development Authority	70.0
	40	Lake Victoria North Water Services Board	70.0
	41	National Environment Trust Fund (NETFUND)	70.0
	42	Tana Water Services Board	70.0
	43	The Kenya National Examinations Council	70.0
	44	Water Services Regulatory Board (WASREB)	70.0
	45	Kenya Institute of Supplies Management	66.7
	46	Kenya Agricultural and Livestock Research Organization	65.0
	47	Kenya Marine and Fisheries Research Institute	62.5
	48	Kenya National Trading Corporation	62.5
	49	National Council for Population and Development	62.5
	50	NEPAD/APRM Kenya Secretariat	62.5
	51	Non-Governmental Organizations Coordination Board	62.5
	52	Anti-Counterfeit Agency	60.0
	53	Competition Authority of Kenya	60.0
	54	Consolidated Bank of Kenya Limited	60.0
	55	IDB Capital Limited	60.0
	56	Insurance Regulatory Authority	60.0
	57	Kenya Electricity Transmission Company Limited	60.0
	58	Kenya Institute of Special Education (KISE)	60.0
	59	Kenya Roads Board	60.0
	60	Kenya Veterinary Board	60.0
	61	National Communications Secretariat.	60.0
	62	Water Sector Trust Fund	60.0
	63	Anti-Female Genital Mutilation Board	56.3
	64	Kenya National Shipping Line Ltd	56.3
	65	Athi Water Services Board	50.0
	66	Coast Water Services Board	50.0
	67	Export Processing Zones Authority	50.0
	68	Kenya Copyright Board	50.0
	69	Kenya Film Commision	50.0
	70	Kenya Leather Development Council	50.0
	71	Kenya National Library Service	50.0
	72	Kenya Seed Company	50.0
	73	Kenya Tourism Board	50.0
	74	Kenya Utalii College	50.0
	75	Kerio Valley Development Authority	50.0
	76	LAPSSET Corridor Development Authority	50.0

S/No	Sector	Name	Institution	Designation
146.	Ministry	Kiprotichketertiony	Directorate of national cohesion and Values	Assistant Director
147.	State Corporation	Shikunyi D. Odhiambo	East African Portland Cement Co. Ltd.	Manager-Perfomance and Change Management
148.	State Corporation	Gertrude C. Chombo	East African Portland Cement. Co. Ltd	Manager - Ethics & Investigations
149.	State Corporation	Elizabeth Njau	Energy Regulatory Commission	Head,HR& Administration
150.	State Corporation	Erick Obiero	Engineers Board of Kenya	Human Resource and Administration Manager
151.	State Corporation	Jorum Ngunyi	EPZA	Head - Risk and Audit
152.	State Corporation	Judy Gonyegonye	EwasoNgiro South Development Authority	Corporate Affairs Manager
153.	State Corporation	Godfrey Osborn Achieno	EwasoNgiro South Development Authority	Senior Monitoring & Evaluation Officer
154.	State Department	Richard Tankillle	EwasoNgiro South Development Authority	Chief Manager, Human Resource And Admin
155.	State Corporation	Frida Mbugua	Export Promotion Council	Corporation Secretary
156.	State Corporation	Naomi Kariuki	Export Promotion Council	HR and Administration Manager
157.	State Corporation	Fredrick Adeka	Financial Reporting Center	Manager, HR and Administration
158.	State Corporation	Simon C Kiplangat	Geothermal development company	General manager
159.	State Corporation	Michael Ketersembele	Geothermal Development Company	Senior Engineer Fleet Management/IAO
160.	State Department	Vainorakerubootwori	Government Press	Senior Human Resource Management Officer
161.	State Department	John Oluochongwara	Government Press	Senior Assistant Government Printer
162.	State Corporation	Priscilla Njuguna	Idb Capital Limited	Manager Legal Affairs
163.	State Corporation	Andrew Bosco Were	Idb Capital Ltd	Human Resource And Admni Officer
164.	State Corporation	Lilian Avisakagasi	Industrial And Commercial Development Corproation	Senior Legal Officer
165.	State Department	Judynjeru	Industrialisation	Director,HR
166.	Ministry	James Sitieney	Inspectorate of State Corporations	Assistant Inspector-General (Corporations)
167.	Ministry	Wang'ombe James	Inspectorate of State Corporations	Deputy Inspector General
168.	Ministry	Jane Oyugi	Intergovernmental Relations Technical Committee	Senior Human Resource Management Officer
169.	Ministry	Monicahwambua	Intergovernmental Relations Technical Committee	Assistant Director
170.	State Corporation	Johnsonwakolimakhakha	jomokenyatta foundation	human resource officer
171.	State Department	Perisbosiborimiencha	Kenya Animal Genetic Resources Centre	Manager Sales and Marketing
172.	State Department	Jonathan Njogu	kenya Institute of Business Training	Senior Principal Lecturer I
173.	State Corporation	Harriet Okoth	Kenya Yearbook Editorial Board	Head of HR
174.	Ministry	Jones Cheruyot	ministry of industrialization,trade and cooperatives	senior assistant secretary

S/No	Sector	Name	Institution	Designation
175.	State Department	John K. Ngure	Ministry of Trade, Industry & Cooperative	Chief HRM Assistant
176.	State Department	Jayne Kwamboka Asuma	Ministry Of Trade, Industry & Cooperative	Deputy Director Hrm&D
177.	Ministry	Jackson Barngetuny	Ministry Of Trade, Industry & Cooperative	Senior Assistant Internal Auditor General I
178.	State Department	Joyce Maritim	State Department For Cooperatives	Principal Assistant Cooperative Officer
179.	State Department	Isaac Rogena onsarigo	State Department For Industrialization	Chief Human Resource Management Officer
180.	State Department	Donald Oluoch Bolo	State Department Fot Cooperatives	Assistant Director Human Resource Management
181.	State Department	Ann Mwaura	The Jomo Kenyatta Foundation	Assistant Legal Officer
182.	State Corporation	Thomas Ombonyo mongare	Export Procesing Zone Authority	Manager HR And Administration
183.	University	Mercy N. Njoki	Jkuat	Assistant Registrar HR
184.	University	Symon P. Otieno	Jkuat University	Human Resource Manager
185.	State Corporation	Felistasmutheukyuli	Kasneb	Assitant Manager, Staff Benefits
186.	State Corporation	Marylucy A. Ajwang	Kasneb	Human Capital And Ration Director
187.	State Corporation	Etahnjokinjenga	Kenya Airports Authority	Integrity Officer
188.	State Corporation	Hellen Kairu	Kenya Airports Authority	Human Resource Administrator
189.	State Corporation	Ruth Njihia	Kenya Bureau Of Standards	Human Resource Officer
190.	State Corporation	Wilson Simiyu	Kenya Bureau Of Standards	Principal Human Resource
191.	State Corporation	David Ontwekaondieki	Kenya Civil Aviation Authority	Chief Inspector Ais
192.	State Corporation	Stephen O. Rangar	Kenya Civil Aviation Authority	Chief Human Resource Officer
193.	State Corporation	Peter Mutua	Kenya Dairy Board	Director Corporate Services
194.	State Corporation	Erastus Wambuamutiso	Kenya Dairy Board	Manager,Internal Audit
195.	State Department	Kepherowino	Kenya Education Management Institute	Human Resource Officer
196.	Ministry	Samuel Ochiengmawega	Kenya Education Management Institute	Internal Auditor
197.	State Corporation	Reginahkemboi	Kenya Electricity Transmission Company Limited	Ag. Senior Manager Human Resource And Administration
198.	State Corporation	Stephen Nashondwoya	Kenya Electricity Transmission Company Ltd	Records Officer
199.	State Corporation	Thomas Tuva Kenga	Kenya Ferry Services Limited	Human Resource And Administration Manager
200.	State Department	Aggreymaherookema	Kenya Ferry Services Limited	Senior Adminstrative Assistant
201.	State Corporation	John Nyambumalombe	Kenya Film Classification Board	Human Resource And Administration Manager
202.	State Corporation	Veronica Nyambura	Kenya Forest Service	Chief Human Resource Officer
203.	State Corporation	Janet Wambui	Kenya Forestry Reseach Institute	Human Resource Officer
204.	State Corporation	Sarah Mogaka	Kenya Forestry Research Institute	Principal Communication And Public Relations

S/No	Sector	Name	Institution	Designation
				Officer
205.	State Corporation	Ruth Muthoniwanja	Kenya Industrial Property Institute	Strategy And Planning Officer
206.	State Corporation	Elvine Beryl Apiyo	Kenya Industrial Property Institute	Legal Officer
207.	State Department	Alice Anzemobiketi	Kenya Industrial Training Institute	Deputy Director
208.	State Department	Willy Rotich	Kenya Industrial Training Institution	Lecturer 11
209.	State Corporation	Samuel Mainagithinji	Kenya Institute For Public Policy Research And Analysis	Senior Internal Auditor
210.	State Corporation	Emmanuel Mulwa	Kenya Institute Of Curriculum Development	Deputy Director Hr&Md
211.	State Corporation	Kennedy Mose	Kenya Institute Of Curriculum Development	Chief Security Officer/Adm
212.	State Corporation	Simon Nyamolo	Kenya Institute Of Mass Communication	Administration Manager
213.	State Corporation	Vickie Mburugu	Kenya Institute Of Mass Communication	Human Resource Manager
214.	State Corporation	Felistuskabiru	Kenya Law Reform Commission	Principal Hrmo
215.	State Corporation	Kennedy Ommala	Kenya Marine & Fisheries Research Institute	Senior Human Resource Officer
216.	State Corporation	Ken Njagi	Kenya Marine & Fisheries Research Institute	Planning Officer
217.	State Corporation	Raya S. M Salim	Kenya Maritime Auhority	Legal Officer
218.	State Corporation	Joel K. Bii	Kenya Maritime Authority	Human Resource & Admin Manager
219.	State Corporation	Samuel Ng'ethe	Kenyaindustrial Property Institute	Human Resource Manager
220.	State Department	Stephen N Njagi	Ministry Of Agriculture And Irrigation,StateDepartmet For Irrigation	Principal Records Management Officer
221.	Constitutional Commission	Caroline Gateru	National Cohesion And Integration Commission	Senior Human Resource Officer
222.	State Corporation	Jacky Cheboi	Sports Kenya	Human Resource Officer
223.	State Department	Danish Onyango	sstate department of infrastructure	Assistant Secretary 1
224.	State Department	Henry Omosa	State Department For Irrigation	Director Human Resource
225.	State Department	Orareondieki	State Dept For Infrastructure	Ict Officer
226.	State Corporation	Festus Riungu	Water Resources Authority	Chief Human Resource Officer
227.	State Corporation	Janet Olewe	Water Resources Authority	Chief Legal Officer
228.	State Corporation	Eric Mwangi	Competition Authority Of Kenya	Director, Corporate Service
229.	State Corporation	Faith Gatwirimarete	Competition Authority Of Kenya	Human Resource And Administration Officer
230.	State Corporation	Charles Maina	Consolidated Bank Of Kenya Ltd	Talent Management Officer
231.	State Department	Jacinta Lwanga	Consolidated Bank Of Kenya Ltd	Head Of Human Resources

S/No	Sector	Name	Institution	Designation
232.	Independent Office	Diana Muia	Ethics And Anti-Corruption Commission	Ethics Officer
233.	State Corporation	Clara Ouko	Kenha	Senior Corporate Communication Officer
234.	State Corporation	Benjamin Gitamoonyancha	Kenya Agricultural And Livestock Research Organization	Principle Human Resource Officer
235.	State Corporation	Jairusombui	Kenya Industrial Research & Development Institute	Assistant Director-Human Resource And Administration
236.	State Corporation	Lydiahiobara	Kenya Industrial Research & Development Institute	Senior Human Resources Development Officer
237.	State Corporation	Thomas Sitienei	Kenya Industrial Research & Development Institute	Accountant
238.	State Corporation	Andrew Nyachio	Kenya National Examination Council	Senior Legal Officer
239.	State Corporation	Andrew F. Shikhule	Kenya National Highways Authority	Deputy Director - Human Resource Management
240.	State Corporation	Joseph Kinyua	Kenya National Shipping Line Ltd	Container Logistics Manager
241.	State Department	Rollynnekoyechebosi	Kenya National Shipping Line Ltd	Management Accountant
242.	State Corporation	Jeremiah Opata	Kenya National Trading Corporation	Human Resource Officer
243.	State Corporation	Rahmambarakawadh	Kenya Petroleum Refineries Ltd	Payroll Officer
244.	State Corporation	Kadzo Kalama	Kenya Petroleum Refineries Ltd	Legal Counsel
245.	State Corporation	Caroline Wahogo	Kenya Pipeline Co. Ltd	Senior Human Resource Officer (Employee Benefits)
246.	State Corporation	Wanjakanyi	Kenya Pipeline Co. Ltd	Chief Integrity Ethics Officer
247.	State Corporation	Thomas K. Bett	Kenya Post Office Savings Bank	Head Of Human Resources & Administration
248.	State Corporation	Samuel Muriu	Kenya Post Office Savings Bank	Manager Internal Audit
249.	State Corporation	George Koskey	Kenya Power	Chief Integrity Ethics Officer
250.	State Corporation	Asava Kadima	Kenya Railways	Human Resource Manager
251.	State Corporation	Kbui David Njogu	Kenya Railways	Legal Services Manager
252.	State Corporation	Philip Arusei	Kenya Seed Company	Senior Human Resource & Admin. Officer
253.	State Corporation	Stephen Malakwen	Kenya Seed Company	Head Of Human Resources & Administration
254.	State Corporation	Magdalene Thiriku	Kenya Trade Network Agency	Senior Human Resources Development Officer
255.	State Corporation	Francesca C.Boen	Kenya Urban Roads Authority	Deputy Director Human Resource Management & Administration
256.	State Corporation	John Roktokcheboi	Kenya Urban Roads Authority	Assistant Director-Corporate Communications
257.	State Corporation	Moses O. Nyagudi	Kenya Utalii College	Deputy Human Resources Officer
258.	State Corporation	Patsy Litunya	Kenya Utalii College	Human Resources Officer
259.	University	Daniel Kimondo	Kenyatta University	Assistant Registrar

S/No	Sector	Name	Institution	Designation
260.	State Department	Dr Silvia K. Vundi	Ministry Of Devolution And Asal	Deputy Director, Capacity Building, Civic Education And Participation
261.	Ministry	Macharia John	Ministry Of Information Communications And Technology	Deputy Director - Human Resource Management
262.	Ministry	Paul Gichukimacharia	Ministry Of Information Communications And Technology	Senior Economist
263.	State Corporation	Josephine Mwikalikimeunthenge	Sacco Societies Regulatory Authority (Sasra)	Senior Officer Compensation & Staff Development
264.	State Department	Mary C Kemunto	State Department For Devolution	Deputy Director - Human Resource Management
265.	State Department	Azenathanyangohamisi	State Dept Of Information Communication Technology	Human Resources Management And Developmentofficer I
266.	State Department	John Keiteodhiambo	State Dept Of Information Communication Technology	Director Human Resource
267.	State Department	Robertogachi	Civil Registration	Senior Assistant Director Human Resource Management
268.	Constitutional Commission	Douglas Oliech Olang	Ethics And Anti - Corruption Commission	Human Resource Officer
269.	State Corporation	Benard Mwenje	Kenya Broadcasting Corporation	Human Resource Officer
270.	State Corporation	Fridahnyamu	Kenya Broadcasting Corporation	Corporate Communication Officer
271.	State Corporation	Daniel Okoth	Kenya Broadcasting Corporation	Human Resource Manager
272.	State Corporation	Martin O. Makallah	Kenya Electricity Generating Company Plc	Chief Human Resource Officer
273.	State Corporation	Peter Mwangikaranja	Kenya Electricity Generating Company Plc	Business Performance Officer
274.	State Corporation	Roselyn Waudomugavana	Kenya Literature Bureau	Human Resources Manager
275.	State Corporation	Loicemuteti	Kenya Literature Bureau	Assistant Human Resource Manager
276.	State Corporation	Tabitha Mwaniki	Kenya National Assurance Company(2001)Limited	Company Secretary
277.	Constitutional Commission	Abel Sauti	Kenya National Commission on Human Rights	head of monitoring and evaluation
278.	Constitutional Commission	Kathambigichunge	Kenya National Commission on Human Rights	Human Resources Officer I
279.	State Corporation	Judith Yamo	Kenya Rural Roads Authority	Human Resource Manager
280.	State Corporation	Domnicsirongantialei	Kenya Water Towers Agency	Senior Water Towers Officer
281.	Statutory Commission or Authority	Ibtisammbarakawadh	Kenya Water Towers Agency	Manager Human Resource and Administration
282.	State Corporation	Jonathan Kirui	Kenya Wildlife Service	Assistant Director
283.	State Corporation	Oteke Erick Joel	Kenya Wildlife Service	Assistant Human Capital Officer

S/No	Sector	Name	Institution	Designation
284.	State Corporation	Abigail Jane Ayako	Kenyatta International Convention Centre	Human Resources Manager
285.	State Corporation	Maureen Chogo	Kenyatta International Convention Centre	Legal and Regulatory Affairs Manager
286.	University	Ignatiuswawerugichia	kenyatta university	head personnel
287.	State Corporation	Sarah Baraza	KonzaTechnopolis Development Authority	Ag. Cm Finance, Hr&Admin
288.	State Corporation	James Nyakweba	Lake Basin Development Authority	Manager Human Resource
289.	State Corporation	Grace Abuto	Lake Basin Development Authority	Manager Internal Audit
290.	State Corporation	Naomi Jelimo	Lake Victoria North Water Services Board	Chief Manager Human Capital And Administration
291.	State Corporation	Daniel Owino	Lake Victoria North Water Services Board	Manager Corporate Affairs
292.	State Corporation	Jane Ndindamusyoka	Lapfund	Administration Officer
293.	State Corporation	James Achuka	Lapsset Authority	Human Resource/Administration Officer
294.	State Corporation	James Kamau	Lapsset Authority	Internal Auditor
295.	State Corporation	Rosemary Mutisya	Local Authorities Provident Fund	Resource Centre Administrator
296.	State Corporation	Peter Katikukivuva	Micro And Small Enterprises Authority	Head Human Resources
297.	Ministry	Shadrackwaithaka	Ministry Of Education	Principal Vocational Training Officer
298.	State Corporation	Felix Kosgei	Moi Teaching And Referral Hospital	Chief Human Resource Officer
299.	State Corporation	Paulkiprotichmulwo	Moi teaching and referral hospital	Human Resource Officer
300.	State Corporation	Dennis Machariakaranja	Nairobi Centre For International Arbitration	Senior Internal Auditor
301.	State Corporation	Toroitich Dickson Kimutai	Nairobi Centre For International Arbitration	Princicipal Human Resource And Administration Officer
302.	State Corporation	Winnie Molonko	Nairobi International Financial Centre Authority	Legal Counsel
303.	State Corporation	Mutigawanjau	Nairobi International Financial Centre Authority	Finance Officer
304.	State Corporation	Julius Kirigua	National Cereals and Produce Board	Sr. Research and Business Development Officer
305.	State Corporation	Irene Kakui	National Cereals and Produce Board	Ag. Senior HR Officer
306.	State Corporation	Stacey Menga.	National Construction Authority	Senior HR Officer
307.	State Corporation	Esther .M. Onyambu	National Construction Authority	Assistant Manager Human Resource Management
308.	State Corporation	Pauline Jenaidenjugu	National Construction Authority	Senior Corporate Strategy Officer
309.	State Corporation	Vincentakarah	national council for persons with disabilities	chief legal officer
310.	State Corporation	Annetopisiakusero	national council for persons with disabilities	human resource management officer
311.	State Corporation	Robert Otienookumu	National Council for Population and Development	Senior Administration Officer
312.	State Corporation	Habiba Barre Aden	National Council for	Human Resource Officer

S/No	Sector	Name	Institution	Designation
			Population and Development	
313.	Constitutional Commission	Lucy Jeronomandago	National Gender and Equality Commission	Human Resource Manager
314.	State Corporation	Susan Njerimungai	Numerical Machining Complex	Senior Adminstrative Officer
315.	State Corporation	Lilian Akothowino	Numerical Machining Complex	Human Resource Officer
316.	Independent Office	Kiokomaundu	Office Of The Director Of Public Prosecutions	Senior Accountant
317.	Independent Office	Monica Mburugu	Office Of The Director Of Public Prosecutions	Ag. Senior Assistant Director Human Resource Management
318.	State Department	Jane Warwinu	Shipping And Maritime	Human Resource &Development Officer 1
319.	State Department	Catherine Mwenda	State Department For Crop Development	Senior Assistant Director Human Resource Management
320.	State Department	Ali Mwinyimwakuphunza	State Department For Crops Development	Human Resource &Development Officer 1
321.	State Department	Timothy Melitalempayiai	State Department For Crops Development	Human Resource Management And Development Officer
322.	State Department	Robert Tonui	State Department For Culture And Heritage	Deputy Director Of Human Resource Management And Development
323.	State Department	Juanita Ombima	State Department For University Education And Research	Senior Assistant Director Human Resource Management
324.	State Department	Grace Kaveke	State Department For University Education And Research	Human Resource Management And Development Officeri
325.	State Department	Henry Obanyi	State Department Of Housing And Urban Development	Director Hrm&D
326.	State Department	Daniel G Gitau	State Department Of Housing And Urban Development	Principal Human Resource Management Officer
327.	State Department	Judith Akothoywer	State department of public works	Senior Economist II
328.	State Department	James M. Gatere	State department of public works	Deputy Director human resource management and development
329.	State Department	Grace Wairimu	State Department Of Vocational And Technical Training	Principal Human Resource Management Officer
330.	University	Anthony Maangi	The Kisumu National Polytechnic	Performance Contract Coordinator
331.	University	Omindemaurice	the kisumu national polytechnic	Human Resource Officer
332.	State Corporation	Violet G. Aswa	Athi Water Services Board	Assistant Human Resource Officer
333.	Constitutional Commission	Winnie Tallam	Commission On Administrative Justice	Senior Legal Officer
334.	Constitutional Commission	Christine Omollo	Commission On Administrative Justice	Manager Human Resource & Administration
335.	State Corporation	Naomi Njoroge	Insurance Regulatory Authority	Human Capital Development Officer
336.	University	Dr. Humphrey Omondi	Karatina University	Registrar Planning &Admin &

S/No	Sector	Name	Institution	Designation
337.	University	Anne Catherine Mumbi	Karatina University	Legal Officer
338.	State Corporation	Richard Nyakundi	Kenya Animal Genetic Resources Centre	Senior Records Management Officer
339.	State Corporation	Daniel Saruni	Kenya Medical Research Institute	Assitant Director Human Resource Management
340.	State Corporation	Musaukyanesa John	Kenya Medical Research Institute	Assitant Director
341.	State Corporation	Patricia Ndindanzioki	Kenya Medical Research Institute	Human Resource Officer Ii
342.	State Corporation	Joyce Maingi	Kenya School Of Law	Human Resource And Admin Manager
343.	State Corporation	Brenda Amondikiberenge	Kenya School Of Law	Personal Assistant
344.	State Corporation	Maureen Cherwon	Kenya Tourism Board	Human Resource Officer
345.	State Corporation	Kimutaingeno	Kenya Tourism Board	Assistant Pr Manager
346.	State Corporation	Maundumuli	Kenya Tourism Board	Human Resources And Admin Manager
347.	State Corporation	Veronicahwanjirukoigi	Kenya Veterinary Board	Assistant Human Resource Officer
348.	State Corporation	Sammy Kigen	Lake Victoria South Water Services Board	Chief Manager Human Resources And Administration
349.	State Corporation	George Otienoageng'o	Lake Victoria South Water Services Board	Chemist
350.	Ministry	Anne Kariithi	ministry eastafrica corporation &regional development	deputy director human resource management and development
351.	Ministry	Benson Munenenjeri	Ministry Of Education	Clerical Officer
352.	Ministry	Hillary Hajula	Ministry Of Education	Senior Clerical Officer
353.	Ministry	Elijah K. Song'ony	Ministry Of Environment And Forestry	Under Secretary
354.	Ministry	Rosemary Wamoto	Ministry Of Environment And Forestry	Deputy Director, Hrm&D
355.	State Corporation	Gregory J. Weere	National Aids Control Council	Head, Human Resources & Administration
356.	State Corporation	Julia Njagi	National Biosafety Authority	Principal Biosafety Officer
357.	State Corporation	Mary Mwakaimwinga	National Biosafety Authority	Chief Human Resource Officer
358.	State Corporation	Nancy Jebetnaburuki	National Crime Research Centre	Corporate Affairs Officer
359.	State Corporation	Mark Shiundu	National Crime Research Centre	Research Officer/
360.	State Corporation	Mary Mwongelimakau	National Environment Management Authority	Human Resource Officer Ii
361.	State Corporation	Esther W. Chege	National Environment Management Authority	Deputy Director Human Resource And Administration
362.	State Corporation	Emmanuel Wekesa	NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY	Senior Admin &HR Officer
363.	State Corporation	Thomas Omolloofwa	National Housing Corporation	Principal Engineer
364.	State Corporation	Mary Mauta	National Housing Corporation	Human Resource Officer
365.	State Corporation	Lemunen Solomon	National Industrial Training Authority	Chief Human Resource Officer

S/No	Sector	Name	Institution	Designation
366.	State Corporation	George Eyinda	National Industrial Training Authority	Human Resource Officer
367.	State Corporation	Charles Maina	National Sports Fund	Senior Human Resource Management Officer
368.	State Corporation	Rizikimukamimugira	National Water Harvesting & Storage Authority	Human Resource Officer
369.	State Department	Sharon Obonyo	National Water Harvesting & Storage Authority	Chief Legal Officer
370.	State Department	Joyce Chao Mwaighonda	National Youth Service	Human Resource Management Assistant
371.	State Department	Margaret W. Mbugua	National Youth Service	Human Resource Officer
372.	State Corporation	Beryl Odete	Non GovermentCoordinations Board	Assistant Hr Manager
373.	State Corporation	Mohamed Musa Ali	Northern Water Services Board	Sociologist
374.	State Corporation	Arfon Osman	Northern Water Services Board	Ag.Human Resource Officer
375.	State Corporation	William Togom	Nyayo Tea Zones Development	Head Of Human Resource And Administration
376.	State Corporation	Florence Wambeti	Pest Control Products Board	Pesticide Inspector
377.	State Corporation	Callen Okara	Pest Control Products Board	Manager, Human Resource Management &Administration
378.	State Corporation	Doreen Gitonga	Policyholders Compensation Authority	Ict Officer
379.	State Corporation	Nyakoiomache Peter	Privatization Commission	Hr And Administration Officer
380.	State Corporation	Monicahmurache	Privatization Commission	Ict Officer Assistant
381.	University	Mary Wambuimburu	South Eastern Kenya University	Registrar Admin & Human Resource Management
382.	University	Harrison Maithya	South Eastern Kenya University	Director, Linkages And International Programmes
383.	State Department	Jane Macharia	State Departement Of Agricultural Reseach	Assitant Director Human Resource Management And Development
384.	State Department	Keziah Wanjikunjonjo	State Department For Wildlife	Principal Human Resource Management&Development Officer
385.	State Department	Alfred Ong'ong'e	State Department For Wildlife	Senior Human Resource Management Officer
386.	State Department	Andrew Ayarahokwach	State Department Of Early Learning And Basic Education	Deputy Director Human Resource Management And Development
387.	State Department	Elicanahmoengamosiori	State Department Of Tourism	Deputy Director Human Resource Management And Development
388.	State Department	Aggreyindiavondagala	State Department Of Tourism	Principal Human Resource Management And Development Officer
389.	State Corporation	Phoebe Nyangi	The Kenya National Examinations Council	Chief Human Resource Officer
390.	State Corporation	Martha M. Wanjuki	Anti-female Genital Mutilation Board	Principal Human Resource Management Officer
391.	Statutory Commission or	Elizabeth Njogu	Central Bank Of Kenya	Legal Officer

S/No	Sector	Name	Institution	Designation
	Authority			
392.	State Corporation	Terry Nganga	Central Bank Of Kenya	Ag. Director, Human Resources
393.	Constitutional Commission	Cariolinekarimi	Commission On Revenue Allocation	Records Manager
394.	State Department	Samuel Mang'ale	Correctional Services	Senior Assistant Director Human Resource Management/Development
395.	Independent Office	Sharon Speranza	Council of Governors	Human Resource Officer
396.	Independent Office	Mukamikibaara	Council of Governors	legal officer
397.	State Corporation	Judy Wawerumuthoni	Kenya Institute of Special Education	Administrative Officer
398.	State Corporation	Andrew Wafula	Kenya Institute of Special Education	Integrity Officer
399.	State Corporation	Joan Wanyoike	Kenya Institute of Supplies Management	Executive Assistant/ Human Resource Coordinator
400.	State Corporation	Agnettamufutu	Kenya Medical Supplies Authority	Assistant Human Resource Manager
401.	State Corporation	Catherine Muneria	Kenya Medical Supplies Authority	Asst.Hr&Adm Manager
402.	State Department	Ann Kimani	Kenya Meteorological Department	Ag.Principal Human Resource Management/Development Officer
403.	State Department	David N. Mburu	Kenya Meteorological Department	Ag Deputy Director
404.	State Corporation	George Albert Owino	Kenya National Bureau Of Statistics	Manager Internal Audit
405.	State Corporation	Joselinengumba	Kenya National Bureau Of Statistics	Manager Human Resource Management
406.	State Corporation	Orphanyakundi	Kenya National Commission For Unesco	Deputy Director, Ethics Of Science And Sports
407.	State Corporation	David Looremeta	Kenya National Organization For Unesco	Manager, Human Resource
408.	State Corporation	Reuben Sawe	Kenya Ordanance Factories Corporation	Chief Human Resource Officer
409.	State Corporation	Stanley Kithuva	Kenya Ordinance Factories Corporation	Human Resource Officer
410.	State Corporation	Beth Mburai	kenya plant health inspectorate service	head human resource & administration
411.	State Corporation	George Ombasomogaka	Kenya Plant Health Inspectorate Service	Corporation Seretary and Head of Legal Affais
412.	State Department	Eliudokelloopilo	Kenya Prisons Service	Superintendent
413.	State Department	Silas Mtambu	Kenya Prisons Service	Assistant Commissioner of Prisons
414.	State Department	Simon Gichuki	Kenya Prisons Service	Human Resource Management officer
415.	State Corporation	Franklinekiogoragitonga	Kenya Revenue authority	Assistant manager
416.	State Corporation	Esther Masibayi	Kenya Revenue Authority	Manager For Ethics Compliance
417.	State Corporation	Florence N. Wanguku	Kenya School Of Government	Ag. Head Of Human Resource
418.	State Corporation	Hellen Wasike	Kenya Trade Network Agency	Manager HR & Administration
419.	State Corporation	Edna Adala	Kenya Universities & Colleges Central Placement Service	Manager Legal & Corporation Secretary
420.	State Corporation	Maxwell Okothzange	Kenya Universities And	Manager, Human Resource

Appendix XXVIII: Evaluation Questionnaires

S/No	Thematic Area	Questions
	General Information	a)Name of Organization
		b)Type of Organization
		(Drop Down)*_Add a category for Universities_
		c) What was your Authorized Establishment in FY 2017/18?Upload table
		d) What is the composition of the staff in your organization?Upload table
		e)Total No. of Staff as at 30th June, 2018 and the respective terms of service
		(Drop Down P&P, Permanent, Contract, probation, temporary, Casual and Interns)
		f)Seconded officers:
		i. From your organization to other organizations
		ii. To your organization from other organizations
		(See Sample - Table I)
		(Upload Table 1)
		g) Number of officers on secondment for more than six (6) years:
		i. From your organization to other organizations
		ii. From other organizations to your organization (See Sample- Table 2)
		(Upload Table 2)
	Accountability for Administrative Acts	a) Does your organization have a client service charter? Yes/No
		b) If yes above, state the year the charter was last reviewed?
		c) If No, When will the client service charter be developed in your organization?
		d) Has the reviewed charter been aligned to Values and Principles of the public service and the code of conduct and ethics for public service? Yes or No
		e) Does your organization have a grievance handling procedure? Yes/No
		f) If No, state when your organization intends to put in place a grievance handling procedure. By December 2018: March, 2019drop down
		g) If No, are there plans to develop a grievance handling procedure by June, 2019 as recommended by the 2016/2017 Values Evaluation Report?Yes/No
		h) If yes above, state the year the grievance handling procedure was last reviewed?
		i) Have the staff been sensitized on the reviewed grievance handling procedure? Yes/No.
		j) Does your organization have a Complaint register? Yes/No Drop down
		k) If Yes, indicate the number of complaints lodged, resolved and pending?
		l) Does your organization have a records and document management system? Yes/No
		If Yes, Is the system ; a) Manual, b) digital, c) bothCheck Box
		m) How many active records does your organization hold?
		a) 10,000 and below b) 11,000 – 50,000 c) 51,000 – 100,000 d) Over 100,000
		n) How many Records Management officers are employed in your organization?
		p) At what Job Group/Grade is the Head of the records management?
		q) How long on average does it take to retrieve a record or document?
		i) 1-5 minutes, ii) 6-10 minutes, iii) 11-15 minutes iv) over 15 minutesCheck Box
	Ensuring high standards of professional ethics in	a) Was there a budgetary provision for sensitization on Ethics and Integrity in your organization during the FY 2017/2018? Yes /No

S/No	Thematic Area	Questions
	public service	b) If Yes, how many officers were sensitized on Ethics and Integrity in the 2017/18 FY?
		c) Are there regulated professionals serving in your organization? Yes/No
		d) If yes, indicate the professionals as per the attached sample –Table 3. (Professional body, No. registered, No. not registered, No. in good standing, No. supported for Continuous Professional Development, No. cited for professional misconduct, No. charged in court)
		(Upload Table 3)
		e) Was there a budget provision to support CPD for staff in the FY 2017/2018?Yes/No
		f) Is there a budgetary provision to support CPD for staff in the FY 2018/2019 as recommended by the 2016/2017 Values Evaluation Report? Yes/No.
		g) Has your organization established linkages with regulated professional bodies as recommended by the 2016/2017 Values Evaluation Report? Yes/No.
		h) Does your organization conduct orientation for new officers? Yes/No
		i) If yes, within what period after appointment are officers oriented?
		a) one week, b) one month c) three months d) one year
		j) Has your organization mainstreamed values and principles in the induction programme? Yes/No
		k) If No, when will the organization mainstream values and principles in the induction programme?
		l) Indicate the duration within which your organization took to induct newly appointed officersin FY 2017/2018
		Within 3months after appointment
		3-6 months after appointment
		Over 6 months after appointment
		Officers not inducted
		No officers were appointed
		i) Has your organization undertaken awareness forums on national values and principles of governance and values and principles of public service? Yes/No
		j) If Yes, indicate the No. of awareness forums and No. of officers sensitized in 2017/18 FY
		k) If No, what measures has your organization put in place to sensitize staff on national values and principles of governance and values and principles of public service?
	Good Governance, Transparency and Accountability	a) What effective mechanism has your organization put in place to combat corruption?
		b) is the integrity assurance programme effective in combating corruption in the public service? Yes/No
		i) if yes, give reason(s)
		ii) if No, give reason(s)
		c)Is the Legal, policy and Institutional Framework for Fighting Corruption in Kenya adequate? Yes/No
		i) if No, give reason(s)
		d) Does your organization have a Gift register? Yes/No
		ii) If Yes, How many gifts were declared and registered in your organization during the 2017/2018 Financial year?
		e) (i)Does your organization have a Conflict of interest register Yes/No Drop down
		ii) If Yes, How many cases of conflict of interest were registered during the 2017/2018 financial year?
		iii) Has your organization compiled schedule of registrable interests for each of your staff as required under the code of conduct and ethics? Yes/No
		iv) if yes, how many officers in your organization have filed registrable interests?
		g) i) Has your organization administered commitment forms to your staff on the code of conduct and ethics? Yes/No Drop down

S/No	Thematic Area	Questions
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		c) Were the reported cases on maladministration resolved? Yes/No.
		d) If Yes, How many cases on maladministration were resolved in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		e) What were the main cases of complaints on maladministration? (Upload Table on disaggregated cases of maladministration in order of percentage prevalence.)
		f) How many public organizations developed clients' service delivery charters?
		g) How many public organizations had developed grievance handling procedure as at 30th June, 2018?
	CONTROLLER OF BUDGET (CoB)	
1	Professionalism and ethics in public service	a) What was the total GDP for the FY 2017/18 (Kshs)?
		b) What was the budget estimates for the 2017/18 FY?
		i. Recurrent estimates (Kshs).
		ii. Development estimates in Kshs.
		c) Did all public organizations comply with the 70:30 recurrent to development budget ratio? Yes/No
		d) if Yes, how many public organizations complied with the 70:30 recurrent to development budget ratio in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		e) if No, what measures has your organization put in place to ensure that public organizations comply with the 70:30 recurrent to development budget ratio?
		f) did all public organizations comply with the 60:40 operations and maintenance to personal emoluments ration as at 30th June, 2018? Yes/No
		g) If Yes, how many public organizations complied with the 60:40 O&M to PE ration in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions authorities

S/No	Thematic Area	Questions
		v) Universities
		h) if No, what measures has your organization put in place to ensure that public organizations comply with the 60:40 operations and maintenance to personal emoluments ration?
		i) Did your organization receive complaints from the public as provided for under Article 252 (1)(a) of the Constitution? Yes/No.
		j) If Yes, how many complaints were received from:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		k) From the complaints received, how many investigations were undertaken in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
2	Economic use of resources and sustainable development	a) What was the debt to GDP ratio in FY 2017/18 for Kenya?
		b) Is the debt to GDP ratio sustainable? Yes/No
		c) If No, what measures have been put in place to contain Kenya's Debt?
3	Diversity management	a) Has the equalization fund for FY 2017/2018 been disbursed to the marginalized counties? Yes/No
		b) If Yes, when was the disbursement made and how much?
		c) If No, when is the equalization fund going to be disbursed to the counties?
		d) In the 2016/2017 Values Evaluation report, your organization reported that a Secretariat has been established to oversee the disbursement of equalization fund to the marginalized counties? Has the Secretariat been Operationalized? Yes/No
		e) If no, when will the Secretariat be operationalized?
COMMISSION FOR REVENUE ALLOCATION (CRA)		
1	Diversity management	a) Did your organization allocate equalization fund to marginalized counties for the Financial Year 2017/2018? Yes/No
		b) If Yes, how much did you allocate for 2017/2018?
		c) If No, how much will be allocated?
COMMISSION FOR UNIVERSITY EDUCATION (CUE)		
1	Ensuring high standards of professional ethics in public service	a) Have all the universities uploaded an updated inventory of all their graduates in their respective websites? Yes/No
		b) If Yes, how many universities have uploaded an updated inventory of all their graduates in their respective websites?
		c) If No, when will all the universities upload an updated inventory of all their graduates in their respective websites?
		d) Have universities introduced courses on national values and principles of governance? Yes/No
		e) If Yes, How many universities have introduced courses on national values and principles of governance?
		f) If No, when will all the universities introduce courses on national values and principles of governance?
DIRECTORATE OF NATIONAL COHESION AND VALUES (DNC&V)		
1	General observations	a) Does your institution undertake civic education on national values and principles of governance? Yes/No

S/No	Thematic Area	Questions
		b) If yes, how many institutions and citizens did you sensitize in 2017/2018 FY? (Upload table as appropriate)
ETHICS AND ANTI-CORRUPTION COMMISSION (EACC)		
1	Ensuring high standards of professional ethics in public service	a) Which institution is the key implementer of the National Ethics and Anti-Corruption Policy?
		a) How many organizations did you train on ethics and integrity in 2017/18 FY in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		(Upload table as appropriate)
		b) How many public officers were:
		i. Investigated
		ii. Indicted
		iii. Convicted
		iv. Recommended for administrative action for corruption-related offences in 2017/18 FY? (Upload table as appropriate)
HUDUMA SECRETARIAT		
1	Improvement in Service Delivery	a) In 2016/17 Values and Principles Evaluation report, your institution reported that there were five sub-counties that had operational Huduma centres.
		How many sub-counties had operational Huduma centres as at 30th June, 2018?
		b) In 2016/17 Values and Principles Evaluation report, it was reported that 16% of public institutions offer their services through the Huduma platform. How many organizations had decentralized their services through the Huduma platform by 30th June, 2018 in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		(Upload table as appropriate)
		c) Are there organizations which offer seasonal or periodic services through the Huduma platform? Yes/ No.
		If yes, how many organizations offer seasonal or periodic services on the Huduma Platform as at 30th June, 2018 From?
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v) Universities
		d) If No, when (month and year) will the Huduma Centre allow organizations to offer seasonal or periodic services on the Huduma platform?
MINISTRY OF PUBLIC SERVICE, YOUTH & GENDER AFFAIRS (MPSY&GA)		
1	Professionalism and ethics in public service	a) How much (Kshs) did your organization receive for training public officers in the public service in 2017/18 FY?
		b) How many public officers were trained in 2017/18 FY in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		c) Did your Organization receive scholarships from development partners in 2017/18 FY? Yes/No

S/No	Thematic Area	Questions
		d) If Yes, how many officers benefitted in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		Disaggregate by gender, ethnicity, and disability (Upload Table as appropriate)
	NATIONAL TREASURY	
1	Professionalism and ethics in public service	a) What was the national recurrent budget in 2017/18FY?
		b) What percentage of the recurrent budget was allocated to training in 2017/18 FY?
2	Diversity management	a) What was the total equalization fund allocated in?
		i.2014/15 FY
		ii. 2015/16 FY
		iii. 2016/17 FY
		iv. 2017/18 FY
		b) How much of the equalization fund was disbursed to the marginalized counties in?
		i. 2014/15 FY
		ii. 2015/16 FY
		iii. 2016/17 FY
		iv. 2017/18 FY
		(Upload Table where appropriate)
3	Efficiency and Effectiveness	a) How many public organizations had migrated to the e-procurement platform by 30th June, 2018 in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		b) Did all the underlisted(c (i –v) public organizations adhere to the 70:30 recurrent to development ratio in the financial year 2017/18? Yes/No
		c) If Yes, how many of the listed public organizations adhered to the 70:30 recurrent to development ratio in the financial year 2017/18 in :
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		d) if No, what measures has your organization put in place to ensure that public organizations comply with the 70:30 recurrent to development budget ratio?
		e) did all public organizations comply with the 60:40 operations and maintenance to personnel emoluments ratio as at 30th June, 2018? Yes/No
		f) If Yes, how many public organizations complied with the 60:40 O&M to PE ratio in:
		i. Ministries and state departments
4		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory Commissions and authorities
		v) Universities
		g) if No, what measures has your organization put in place to ensure that public organizations comply with the 60:40 operations and maintenance to personal emoluments ration??
		h) How many public organizations complied with the AGPO policy by 30th June, 2018 in:
		i. Ministries and state departments

S/No	Thematic Area	Questions
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		a) In 2016/17 Values and Principles Evaluation report, your institution reported that it had not undertaken an inventory of all public assets.
		Has the inventory on public assets been undertaken? Yes/No
		If Yes, upload the inventory.
		b) If No, when (Month and Year) will the inventory on public assets be undertaken?
5	Sustainable development practices in the public service management	a) What was the total budget for the 2017/18 FY?
		b) What was the budget deficit for the 2017/18 FY?
		c) What measures have been put in place to reduce the expenditure?
6	Economic use of resources and sustainable development	a) What is the current debt to GDP ratio?
		b) What measures have been put in place to contain Kenya's Debt?
		c) In 2016/17 Values and Principles Evaluation report, your institution reported that a criteria for vetting beneficiaries under AGPO policy had been established. Kindly upload the criteria.
NATIONAL COHESION AND INTEGRATION COMMISSION (NCIC)		
1	Diversity management	a) Has your organization developed indicators for national cohesion? Yes/No
		b) If Yes, what is the current national cohesion index?
		c) If No, when (month and year) will national cohesion index be developed?
NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES (NCPWD)		
1	Diversity management	a) Does your organization have an inventory of registered PWDs? Yes/No
		b) If Yes, how many PWDs are registered with your organization?
		c) If No, When will you develop the inventory
		d) Have you disaggregated the PWDs by Age and nature of disability? Yes/No
		If Yes? Upload the disaggregated data on PWDs by Age and nature of disability.
		a) In 2016/2017 Evaluation you confirmed that your institution had reviewed the National Policy for Persons with Disabilities 2006 to align it with the constitution and the Persons with Disabilities Act 2015.
		i) When (month and year) was the policy reviewed? (Upload copy of reviewed policy)
		ii) Has the reviewed policy been disseminated in the public service? Yes/No,
		iii) If yes, how many organizations have been sensitized on the reviewed disability policy?
PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA)		
1	Efficiency, Effectiveness and Economic Use of Resources	a) How many public institutions had migrated to the e-procurement platform by 30th June, 2018 in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		b) How many public institutions complied with the AGPO policy by 30th June, 2018 in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities

S/No	Thematic Area	Questions
		v. Universities
		c) How many complaints did your organization receive on Procurement and Asset Disposal proceedings during the 2017/2018 FY? From:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		(Upload desegregated table No. 1 on nature of complaint)
PUBLIC PROCUREMENT APPEALS REVIEW BOARD		
1		a) Did your organization receive appeals on Procurement and Asset Disposal proceedings in the 2017/18 FY? Yes/No
		b) If Yes, how many appeals did your organization receive on Procurement and Asset Disposal proceedings from:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		c) Of the appeals received, how many were determined and how many are pending in:
		i. Ministries and state departments
		ii. State corporations and SAGAs
		iii. Independent offices and commissions
		iv. Statutory commissions and authorities
		v. Universities
		(Upload disaggregated table 1 on nature of applications for review)

Commissioner Titus M. Ndambuki, CBS, Commissioner



Commissioner Titus Ndambuki chairs the Establishment and Devolution Matters Committee and the County Appeals Committee of the Public Service Commission. He joined the Commission in January 2013 after an illustrious career in the civil service where he rose through the ranks to the level of Permanent Secretary in the Ministry of State for Public Service. He had earlier worked as the Programme Director of the Civil Service Reform Secretariat

As Permanent Secretary, he initiated and presided over the Public Service Reforms including Performance Contracting, Training Revolving Fund, Medical Cover for Civil Servants, Contributory Pension Scheme and adjustment of the retirement age from 55 years to 60 years. He played a leading role in the improvement of the terms and conditions of service for civil servants.

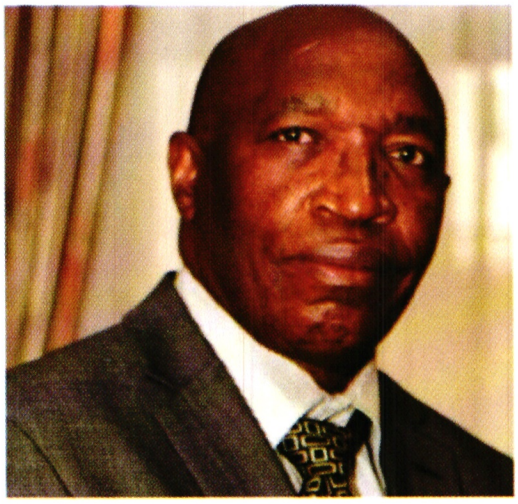
At the continental level, Commissioner Ndambuki is the current Vice President of the African Association of Public Administration and Management (AAPAM) responsible for eastern Africa region and AAPAM headquarters from 2006 until November 2018 when his term will come to an end. He also served as a member of the board of East and Southern Africa Management Institute (ESAMI) from 2006 to 2013. He is currently a member of the Adhoc EAC Service Commission.

On the social front, Commissioner Ndambuki is passionate about the education of the youth. He chairs boards of management of several schools and is also a member of various AIC Church councils.

Commissioner Ndambuki holds a Masters degree in Economics from Williams College (USA), Bachelor of Philosophy degree in Economics and a Bachelor of Science degree in Mathematics and Statistics from the University of Nairobi. He has also attended many courses in management and leadership from various institutions.

In recognition of his illustrious performance and contribution to public service, Commissioner Ndambuki is the proud holder of two state decorations: Head of State Commendation (HSC) and the Chief of the Burning Spear (CBS) awards

Patrick G. Gichohi, CBS, Commissioner



Commissioner Patrick Gichohi is a member of the PSC statutory Audit Committee, Compliance and Quality Assurance Committee and Devolution and Establishment Matters Committee. He joined the Commission in January 2013 after an illustrious 33 years career as a Parliamentary Officer, rising to the position of Clerk of the Kenya National Assembly. As Clerk of the National Assembly, he initiated key parliamentary reforms and facilitated Public- Private Sector partnership in the parliamentary reform programmes. He also served as the Chair of the Society of Clerks in the Commonwealth Parliaments.

Commissioner Gichohi was a member of the Society of the Clerks-at-the-Table in the Commonwealth Parliaments and the Association of the Secretary Generals of Parliament of the Inter Parliamentary Union, Geneva, Switzerland. He also served as Honorary Secretary and Treasurer of the Commonwealth Parliamentary Association (Kenya Branch) and the Inter-Parliamentary Union (Kenya Grous).

He was the founder secretary of the Constituencies Development Fund, a position he held from 2004 - 2007. He also served as Secretary Parliamentary Service Commission from 2008 - 2012.

Commissioner Gichohi is a published author and editor of various books on parliamentary procedures and practices and on governance and devolution. Among his titles are 'Handbook of the County Legislative Assemblies of the Republic of Kenya' and 'Considered Speakers' Rulings 1963 - 2007'.

In recognition of his distinguished service to the nation and humanity, Commissioner Gichohi was awarded the State commendation of Chief of the Burning Spear (CBS) and also a Citation by the State of Wisconsin, United States of America. He holds a Bachelor of Education degree from the University of Nairobi and various certificates in management and Parliamentary Procedures and Practices