PARLIAMENT OF KENYA LIBRARY

PAPER LAID
By the Hon
Katoo ole
Metito on
Tuesday 24.1.2017

REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

24 JAN 2017
LAID

Evaluation Report for the Year 2015/2016 on Public Service Compliance with the Values and Principles in Articles 10 & 232 of the Constitution

December 2016

PRINTED BY THE GOVERNMENT PRINTER, NAIROBI

PARLIAMENT OF KENYA LIBRARY

PAPER LAID

By the Hon Katoo Ole Metito on Tuesday 24.1.2017

REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

TABLE OFFICE
S/No.
24 JAN 2017
PAPER LAID

Evaluation Report for the Year 2015/2016 on Public Service Compliance with the Values and Principles in Articles 10 & 232 of the Constitution

December 2016

PRINTED BY THE GOVERNMENT PRINTER, NAIROBI

TABLE OFFICE
S/No:.....
24 JAN 2017
Sign:.....
PAPER LAID

Evaluation Report for the Year 2015/2016 on Public Service Compliance with the Values and Principles in Articles 10 & 232 of the Constitution

December 2016

VISION

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

MISSION

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

CORE VALUES

In the discharge of its functions, the Commission is guided by the following Core Values:-

Integrity
Professionalism
Equity and diversity
Team spirit
Transparency and accountability
Creativity and innovation
Continual improvement

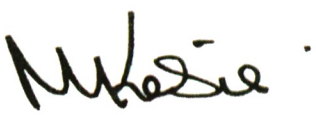
Foreword

An effective and efficient public service is critical for the sustainable development of any economy. In turn, the values and principles of a public service are instrumental in determining, guiding and informing the development of its corporate culture. This is essentially because public service as an organization operates in a dynamic environment subjected to regular change, and public officers are faced with competing demands and obligations, which affect overall public service delivery. Effective public management also requires that public actions, such as planning, budgeting and programme implementation, are conducted in an environment that is guided by a clear framework of values and principles.

This report fulfills the constitutional requirement for the Public Service Commission to produce an annual report on compliance with the values and principles of governance as well as the values and principles of the public service – hereafter referred to as 'values and principles'. This 2016 report builds on earlier monitoring and evaluation initiatives, to arrive at a framework that produces quality data with which to evaluate the entire Public Service's compliance with values and principles of Articles 10 and 232 of the Constitution.

Various legislative frameworks, systems, structures and measures have been put in place to date in support of the values and principles of the public service. However, public institutions continue to face peculiar challenges that contribute to their low levels of compliance across the country. Among the challenges are the weak implementation and enforcement of pertinent policies, laws and related regulations.

Interventions towards ensuring higher compliance in promoting the values and principles of the public service include promoting high standards of professionalism, ensuring efficiency and effectiveness in service delivery and entrenching good governance practices across the entire public service, among other initiatives, which this report reviews. The effective implementation of the recommendations proposed in this report will enable the country improve service delivery in the various sectors of the economy while ensuring sustainable development.



Professor Margret Kobia, PhD, CBS,
Chairperson,
Public Service Commission.

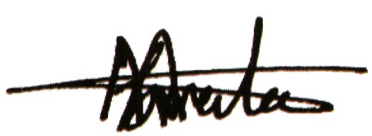
Preface

The Public Service Commission (PSC) is constitutionally obligated to evaluate and report to the President and Parliament on the extent to which the public service complies with the national values and principles of governance of Article 10, and the public service values and principles of Article 232 – collectively referred to as 'values and principles'. The 2015/2016 evaluation report is the fourth in the PSC's series, and presents an objective assessment of how government ministries, departments and agencies (MDAs) have promoted the values and principles. Previous reports have shown progressive gains by public institutions on values and principles amidst varying challenges faced, and have recommended measures towards greater entrenchment of the same in the public service. The current report assesses the successes of the measures taken, progress achieved and impediments in the realization of values and principles of public service.

The report's approach is guided by standards and indicators of the Commission's framework for the implementation of the values and principles developed in September 2015. The standards are based on themes that are aligned to each of the constitutional principles and values. The report's development of compliance indices across the performance indicators is a pioneering effort that provides a baseline for comparison of performance across public institutions and in succeeding years. Additionally, the report introduces citizen and private sector perceptions on public service delivery.

The preparation of the 2015/2016 report involved the survey of all public institutions, and of private sector institutions and households, whose samples were provided by the Kenya National Bureau of Statistics (KNBS). The report also drew on secondary data from government agencies, and the Commission's reports predating this one. The Commission wishes to thank all the public institutions, private sector institutions, households and individual respondents who provided the valuable information required for this report. However, some public institutions – especially the newly established ones – did not have adequate information to meet the data threshold for objective assessment, and were consequently omitted from the analysis. The conduct of this task underscored the need for prudent public institution data and information management. Weak data reporting and failure to avail data were some of the challenges encountered in the evaluation exercise.

The findings of the report show continued improvement in the number and intensity of measures taken towards adhering to and promoting values and principles in the public service. However, performance varies among the public institutions in general, and among the different categories of public institutions. Most of the public institutions continue to put in place structures and measures aimed at promoting the values and principles in their respective institutions. The report also contains sections dedicated to service delivery. The report's appendices provide specific details on the performance of public institutions.



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

Acknowledgements

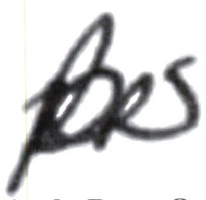
The Public Service Commission (PSC) wishes to express special thanks to all government Ministries, State Departments and Agencies, Constitutional Commissions and Independent Offices, State Corporations, Statutory Commissions and County Governments, sampled private sector institutions and households, for their active participation in the provision of the data and information used in preparing this report.

We would like to thank the Kenya Institute for Public Policy Research and Analysis (KIPPRA) for providing the technical lead throughout the preparation of the report. Specifically, we wish to thank KIPPRA's Ag. Executive Director Dr Dickson Khainga, and Prof. Germano Mwabu of the University of Nairobi, for guiding the study process. We would also like to thank the entire KIPPRA technical and research team comprising Dr Eldah Onsomu, Dr Nancy Nafula, Mr Boaz Munga, Dr Othieno Nyanjom (Consultant), Mr Philip Kinara and Dr Douglas Kivoi, for their tireless contributions to the success of this report. Special thanks go to the Kenya National Bureau of Statistics for providing the survey samples.

We appreciate the PSC under the leadership of Professor Margret Kobia, PhD, CBS (Chairperson), and the Commissioners for their strategic and policy guidance.

We also appreciate the Commission Secretary/Chief Executive, Mrs. Alice A. Otwala, CBS , and the Secretariat for immensely facilitating the resources required for the entire assignment. Special thanks to the Compliance and Quality Assurance Committee which comprised of Dr. Judith Bwonya, MBS (Chairperson), Prof. Michael Lokoruka, MBS and Mr. Patrick Gichohi, MBS for providing insightful advisory and quality control for the report. In addition, we also thank the lead backstopping team which comprised of Mr. Wachinga S. Gikonyo (Director, Compliance and Quality Assurance), Mr. Wesley Kipngetich (Deputy Director), Mr. Gabriel Juma (Deputy Director), Mr. William Migwi (Deputy Director), and Mr. Francis Lemarkat (Assistant Director).

We also greatly appreciate the stakeholders who participated in various stages of preparation of this report.



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

Abbreviations and Acronyms

AGPO	Access to Government Procurement
A–i–A	Appropriations-in-Aid
ASALs	Arid and Semi Arid Lands
CAJ	Commission of Administrative Justice
CC & IO	Constitutional Commissions and Independent Offices
CIDP	County Integrated Development Plan
CoK	Constitution of Kenya
CPI	Corruption Perception Index
DfID	Department for International Development
EACC	Ethics and Anti-Corruption Commission
EAs	Enumeration Areas
ERS	Economic Recovery Strategy
FGD	Focused Group Discussion
FY	Financial Year
GDP	Gross Domestic Product
HDI	Human Development Index
HELB	Higher Education Loans Board
HRM	Human Resource Management
IBEC	Intergovernmental Budget and Economic Council
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
IGRTC	Intergovernmental Relations Technical committee
ISO	International Standards Organization
KICC	Kenyatta International Conference Centre
KII	Key Informant Interview
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNCHR	Kenya National Commission on Human Rights
LAPSSET	Lamu Port-South Sudan-Ethiopia- Transport Corridor
MDAs	Ministries Departments and Agencies
M&E	Monitoring and Evaluation
MTEF	Medium-Term Expenditure Framework
NACADA	National Authority for the Campaign against Alcohol and Drug Abuse
NACC	National AIDS Control Council
NASSEP	National Sample Survey and Evaluation Programme
NCIC	National Cohesion and Integration Commission
O&M	Operations and Maintenance
OCoB	Office of Controller of Budget
PAC	Parliamentary Accounts Committee
PFM	Public Finance Management Act
PIC	Parliamentary Investment Committee
PPAD	Public Procurement and Assets Disposal
PPOA	Public Procurement Oversight authority
PSC	Public Service Commission
PWDs	Persons with Disabilities
RBM	Results Based management
ToRs	Terms of Reference
USD	United States Dollars

Contents

Foreword iii
Preface iv
Acknowledgements v
Abbreviations and Acronyms vi
Executive Summary xv
1 Background and Introduction 1
1.1 Background 1
1.2 Evolution of Emphasis on Values and Principles of Public Service in Kenya 2
1.2.1 Legal and Regulatory Framework 2
1.3 Gaps Analysis 3
1.4 Key Actors in the Promotion of the constitutional Values and Principles 4
1.5 Structure of the report 4
2 Related Literature and Concepts 4
2.1 Concepts and Definitions 4
2.2 Constitutional Values and Principles 4
Box 2.1: An Overview of Lessons from other Countries 6
3 Methodology and Data 7
3.1 Evaluation Design 7
3.2 Sampling Design 7
3.2.1 Ministries, Departments and Agencies 7
3.2.2 Household sample design 7
3.3 Data Collection Tools 8
3.4 Fieldwork 9
3.5 Data Processing 9
3.6 Response Rates 9
3.7 Computation of thematic performance and composite indices 9
3.8 Framework for public service values and principles 10
Part II: Performance and Compliance Evaluation Findings 11
4 Thematic Area 1 – High Standards of Professional Ethics 11
4.1 Overview 11
4.2 Measures taken 11
4.3 Performance standards and indicators 11
4.4 Progress Achieved 11
4.5 Challenges 14
4.6 Recommendations 14
5 Thematic Area 2 – Devolution and Sharing of Power 15
5.1 Overview 15
5.2 Measures Taken 15
5.3 Progress Achieved 16

5.4 Issues and challenges 17
5.5 Recommendations 19
6 Thematic Area 3 - Good Governance, Transparency and Accountability 20
6.1 An overview 20
6.2 Measures Taken 20
6.3 Progress and performance 20
6.4 Transparency and Ease of Access to Information by Citizens 22
6.5 Challenges 24
6.6 Recommendations 24
7 Thematic Area 4 - Diversity Management 25
7.1 Overview 25
7.2 Measures taken 25
7.3 Progress Achieved and Performance 25
7.3.1 Diversity management policy and Guidelines 27
7.3.2 Diversity Management Framework 28
7.3.3 Ethnic representation in the public service 30
7.4 Challenges 34
7.5 Recommendations 35
8 Thematic Area 5 - Economic Use of Resources and Sustainable Development 36
8.1 Overview 36
8.2 Performance standards 36
8.3 Measures taken 36
8.4 Indicators 37
8.5 Budget ceilings: Recurrent vs. Development 37
8.6 Personnel Emoluments vs. Operations and Maintenance 39
8.7 Budget absorption 41
8.8 HIV/AIDS reporting 42
8.9 Sustainable development 43
8.9.1 Fiscal and Debt Sustainability 43
8.10 Revised organization structure 44
8.11 Recommendations 44
9 Thematic Area 6 - Equitable Allocation of Opportunities 45
9.1 Overview 45
9.2 Measures taken 45
9.1 Progress and performance 45
9.1.1 Fair competition and merit in appointments and promotion 47
9.1.2 Alignment of Human Resource (HR) Policies to Articles 10 and 232 47
9.1.3 Promoting Fair Competition through Advertisement of Vacant Positions 48
9.2 Merit in Staff Training in Public Institutions 48
9.3 Merit in Staff Promotions in Public Institutions 49

9.4 Challenges....50
9.5 Recommendations....50
10 Thematic area 7 - Accountability for Administrative Acts....52
10.1 Overview....52
10.2 Measures Taken....52
10.3 Status of Performance and Compliance....52
10.4 Challenges....53
10.5 Recommendations....54
11 Thematic Area 8 - Improvement in Service Delivery....55
11.1 Overview....55
11.2 Measures taken....55
11.3 Performance standards and indicators....55
11.4 Status of performance and compliance....56
11.5 Citizen opinions on the quality of public services....59
11.6 Issues and challenges....60
11.7 Recommendations....60
12 Thematic Area 9 - Performance Management....62
12.1 Overview....62
12.2 Measures taken....62
12.3 Status of compliance....62
12.4 Challenges....64
12.5 Recommendations....65
13 Thematic Area 10 - Public Participation in Policy Making....66
13.1 Overview....66
13.2 Measures taken....67
13.3 Performance and status of compliance....67
13.4 Gaps and challenges....69
13.5 Recommendations....69
14 Performance Indices and Composite Index....71
14.1 Overview....71
14.2 Overall Index Scores....71
14.3 Composite Indices for Public Institutions....74
Part III: Conclusion, Recommendations and Implementation Matrix....80
15 Conclusion and action areas....80
15.1 Conclusion....80
Annexes....86

List of Tables

Figure 1: Compliance Indices for public institution clusters and Thematic Areas xvi
Table 3.1: Summary of data collected by instrument type 8
Table 6.1: Good Governance and transparency 21
Table 6.2: Aggregate score for Good Governance by type of institution 22
Table 6.3: Ease of access to information 23
Table 6.4: Promotion of Good Governance 23
Table 7.1: Aggregate score for Diversity Management (inclusiveness) by type of institution, 2016 (%) 27
Table 7.2a: Ethnic representation in Ministries, State Corporations and Commissions - % shares and variances 31
Table 8.10: Macro-economic indicators, 2011 to 2016 44
Table 8.11: Share of Public Institutions revising Organization Structure since 2013 44
Table 9.1: Public Institutions Scores for Equitable Allocation of Opportunities, 2016 46
Table 9.3: Summary of New Appointments and Promotions, 2015-2016 49
Table 9.4: Ethnic distribution of promotions, FY 2015-2016 50
Table 10.1: Accountability for Administrative Acts Compliance levels 53
Table 10.2: Aggregate score for Accountability for Administrative Acts by type of institution, 2016 53
Table 12.2: Theme 9 – Compliance levels for Performance Management indicators 63
Table 12.3: Level of compliance among Public Institutions (%) 63
Table 12.4: Aggregate score for performance management by type of institution, 2016 .. 64
Table 13.1: Aggregate scores for public participation by type of institutions, 2016 69
Figure 14.1: Indices for Public Institution clusters and Thematic Areas 71
Table 14.1. Indicators, indicator scoring criteria and mean score for indicators 72
Table 14.2: Composite Indices (for the 9 themes) for Ministries and State Departments.. 75
Table 14.4: Aggregate Thematic Indices for all the themes for Constitutional Commissions and Independent Offices 79
Table 15.1: Implementation Matrix 82
Table A1: A review of values and principles of public service compliance 86
TableA2: Values and principles of public service – Framework themes, performance standards and performance indicators 87
Annex 2a: Composite Indices for Ministries and State Departments 96
Annex 2b: Composite Indices for State corporations 98
Annex A4.1: Thematic Indices for High Standards of Professional Ethics for Ministries and State Departments 100
Annex A4.2: Thematic Indices for High Standards of Professional Ethics for State Corporations 102
Annex A4.3:Thematic Indices for High Standards of Professional Ethics for Constitutional Commissions and Independent Offices 104
Annex A6.1: Thematic Indices for Good Governance for Ministries and State Departments 104
Annex A7.1: Thematic Indices for Diversity Management for Ministries and State Departments 109

Annex A8.1: Thematic Indices for Economic Use of Resources and Sustainable Development for Ministries and State Departments 114
Annex A8.2: Thematic Indices for Economic Use of Resources and Sustainable Development for State Corporations 115
Annex A8.3: Thematic Indices for Economic Use of Resources and Sustainable Development for Commissions and Independent Offices 117
Annex A9.2: Thematic Indices for Equitable Allocation of Opportunities for State Corporations 119
Annex A10.2: Thematic Indices for Accountability for Administrative Acts for State Corporations 123
Annex A11.1: Thematic Indices for Improvement in Service Delivery for Ministries and State Departments 125
Annex A12.1: Thematic Indices for Performance Management for Ministries and State Corporations 129
Annex A12.2: Thematic Indices for Performance Management for State Corporations ... 131
Annex A13.2: Thematic Indices for Public Participation in Policy Making for State Corporations 135

List of Figures

Figure 4.1: Officers who attended Leadership Training Courses, 2015-2016 (%) 12
Figure 5.2: Selected factors adjudged impediments 'to a great extent' by Public Institutions (%) 18
Figure 7.1: Aggregate indicator scores for Diversity Management in Public Institutions (%) 26
Figure 7.1: Annual Trends on Diversity Policies 27
Figure 7.2: Presence of Diversity Management Policies 28
Figure 7.3: Diversity Management Framework 29
Figure 7.4: Performance of Public Institutions with respect to Diversity Management 30
Figure 7.5: Trends in ethnic over-representation in the public service 34
Figure 7.6a: Ethnic representation in commissions 34
Figure 7.6b: Ethnic representation in state corporations 34
Figure 8.2: The National, Recurrent and Development budgets, FYs 2011/12 to 2015/16 .. 38
Figure 8.3: Lead Public Institutions in improved Capital/Budget shares, FYs 2014/15 to 2015/16 (%) 38
Figure 8.4: Lead Public Institutions in deteriorating Capital/Budget shares, FYs 2014/15 to 2015/16 39
Figure 8.5: Public Institutions leading improved O&M/Recurrent budget shares, 2014 and 2015 40
Figure 8.6: Public Institutions leading declining O&M/Recurrent budget shares, 2014 and 2015 41
Figure 8.7: Absorption of Recurrent and Development budgets, FYs 2011/12 to 2015/16 .. 42
Figure 8.8: Comparing budget absorption across sectors, FY 2015/16 42
Figure 8.9: Public Institutions' quarterly and annual HIV/AIDS reporting, 2015/2016 43
Figure 8.10: Disaggregated public institution reporting rates, 2015/2016 43
Figure 9.1: Theme 6 – Equitable Allocation of Opportunities aggregate indicator scores for Public Institutions 46
Figure 9.2: Framework to support Equitable allocation of resources 47
Table 9.2: Mechanisms to support Training in Public Institutions 48
Figure 11.1: Public Institutions with effective structures for improved service delivery (%) 57
Figure 11.3: Trends in Public Institutions by availability of grievance handling procedures 57
Figure 11.4: Share of Public Institutions with valid ISO Certification, 2014/15 and 2015/16 58
Figure 11.5: Public Institutions with functional customer service desks, 2014/15 and 2015/16 (%) 58
Figure 11.6: Citizen Perceptions on Public Service Delivery (%) 59
Figure 11.7: Major development challenges (%) 60
Figure 12.1: Achievement in Performance Contract 2015/16 (%) 63
Figure12.2: Proportion of Public Institutions with valid ISO Certification (%) 64
Figure 13.1: Theme 10 – Public participation performance over Public Participation in Policy Making indicators 67
Figure 13.3: Public Institutions that have developed policies on public participation (%) ... 68
Figure 13.4: Public Institutions that held stakeholder forums for formulation or implementation of policy (%) 69

Members of the Commission



Prof. Margaret Kobia PhD, MGH, Chairperson



Amb. Peter O. Ole Nkuraiyia, CBS,
Vice Chairperson



Titus M. Ndambuki, CBS,
Commissioner



Prof. Michael N.I Lokuruka, PhD EBS,
Commissioner



Veronica Birgen, MBS,
Commissioner



Patrick G. Gichohi, CBS,
Commissioner



Catherine R. Omweno, MBS,
Commissioner



Dr. Judith Bwonya, MBS,
Commissioner



Lawrence Nyalle, MBS, Commissioner



Mrs. Alice A. Otwala, CBS,
Secretary/CEO

Executive Summary

The Public Service Commission (PSC) has a constitutional mandate to promote national values and principles of governance of Article 10 and public service values and principles of Article 232 of the Constitution, and to report to the President and Parliament on the extent to which the values and principles are complied with in the public service. The Commission has produced three compliance evaluation reports since the inaugural one of 2012/13, making the 2015/16 report the fourth in line.

This report follows largely in the tradition of its predecessors in presenting aggregated performance scores for ministries, departments and agencies (MDAs) in ten thematic areas. However, it departs from its predecessors in two fundamental value-adding ways. Firstly, it estimates indices of compliance for all Public Institutions which responded to the data collection instruments for the indicators of compliance in the framework for implementation of values and principles developed in 2015. Secondly, the report goes beyond the public institution data of duty-bearers, to offer citizens' perception on service delivery.

The Kenya National Bureau of Statistics provided the samples for the survey of households and non-government respondents. The survey covered 178 Public Institutions (71 percent coverage), 1,395 households (93 percent response rate) and 151 respondents from private institutions (100 percent response rate) in all the 47 counties.

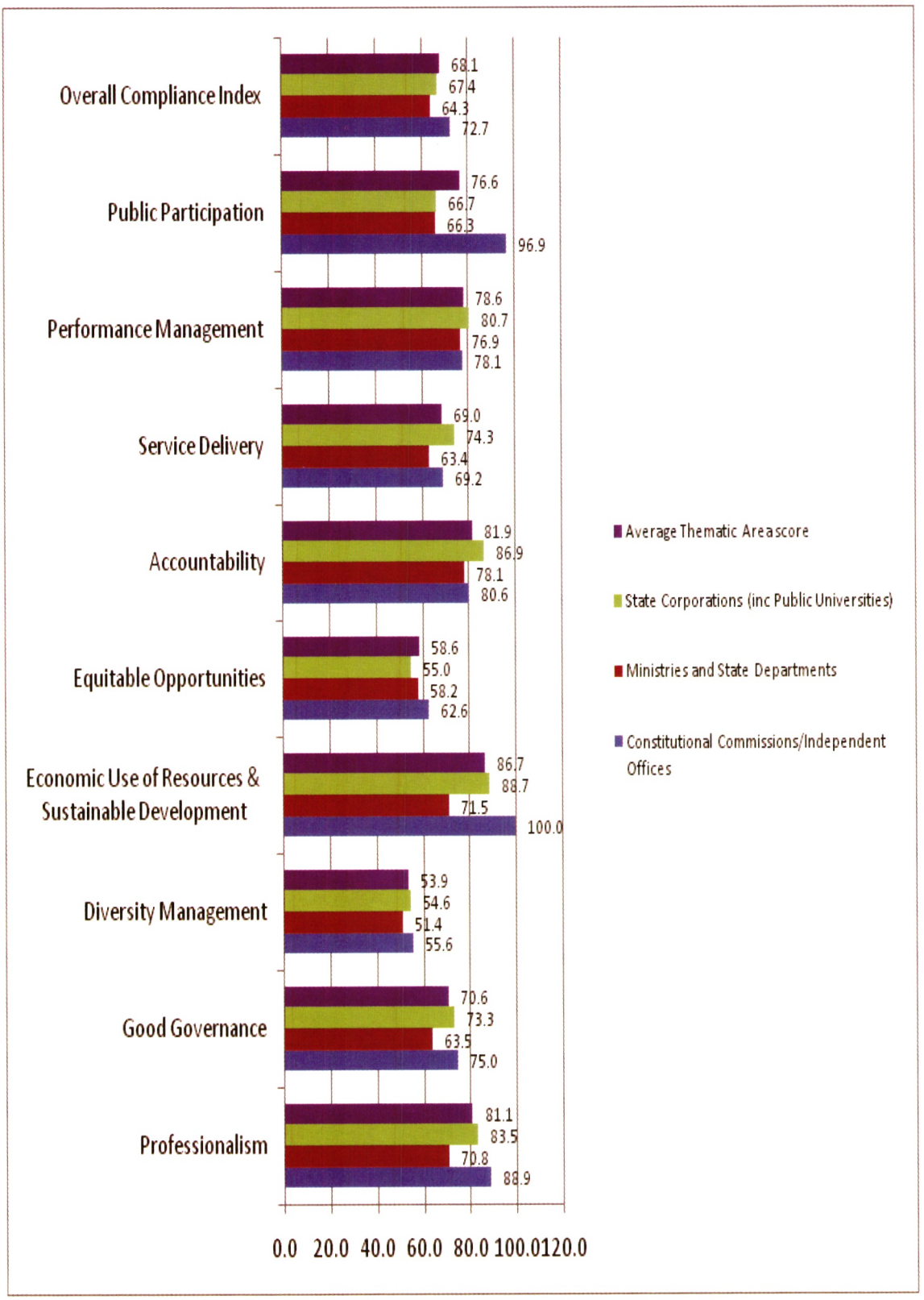
The study findings reflect varied levels of public institution compliance with the values and principles. In developing the performance indices, data was standardized on a scale of '0' to '1', given the variety of measures of the indicators involved. Some scores ranged progressively between 0 and 100 percent, while others were either 0 (if attribute was non-existent), or 100 (if it merely existed, without evaluating effectiveness). For Public Institutions without routinely available data – such as share of persons with disabilities (PWDs) in employment, the 0 score is designed to penalize non response (where applicable). The analysis clustered institutions into (i) Ministries and State Departments, (ii) Constitutional and Statutory Commissions, and Independent Offices (CC&IOs) and (iii) State Corporations. It also provides an aggregate index per public institution and for the 10 thematic areas. In the public institution-focused analysis, a 'Low' classification refers to an overall score below 1 standard deviation from the mean score, a 'Medium' classification represents a mean score within 1 standard deviation of the mean, and a 'High' classification is a score above 1 standard deviation from the mean. Since only 9CC&IOswere covered, the analysis did not cluster them into High/Medium/Low achievers. In some instances, the analysis also covered County Governments.

The Findings

Overall Index Scores

The overall compliance index score for all the public institutions based on nine thematic areas was 68.1 percent. Devolution and Sharing of Power was not included in the overall compliance index because most public institutions' functions are not devolved. The public institutions are clustered into (i) State Corporations with an overall compliance score of 67.4%, (ii) Ministries and State Departments' compliance score averaging 64.3percent, and (iii) Constitutional Commissions and Independent Offices' compliance score averaging 72.7 percent. The average scores for each of the thematic areas of the study are also presented in Figure 1.

Figure 1: Compliance Indices for public institution clusters and Thematic Areas



For the nine thematic areas analyzed, the overall composite index for **State Corporations** was 67.4%. A 'Low' classification applied in the case of 14.6% of the 178 institutions that responded, 72.3% had a 'Medium' classification, while 13.1% had a 'High' classification. The individual scores ranged from Kenya Forest Service's leading 84% score to Kenya Planters Co-operative Union's 20.4%. Among the notable Low classifications were the National Communications Secretariat (29.7%) and the Konza Technologies development Authority (48.4%). Notables classified as Medium achievers were LAPPSET Authority (65.1%) and Kenya Power Company (69.0%), while the High achievers included NACADA (76.0%), National AIDS Control Council (79.0%) and Kenya National Museum (81.5%). Of 20 **Ministries and State Departments,** 3 (15.0%) were High achievers, 15 (75.0%) were Medium achievers and 2 (10.0%) were Low achievers. The scores ranged from 82.1 for State Departments of University Education and Energy and Petroleum, to19.8 for the Department for Special Programmes. For the **CC&IOs**, the scores ranged from the Salaries and Remuneration Commission's 57.1% score to the Commission on Administrative Justice's 68.9%.

Indices for Thematic Areas by public institution clusters

The first thematic area was **High Standards of Professional Ethics** whose monitoring indicators are presented in Box 1. For this thematic area, 15% of the **Ministries and State Departments** were High and Low achievers, while 70% of the 20 Ministries were Medium achievers. Six institutions had 100% compliance score, the Ministry of Agriculture had a low score. The distribution among the **State Corporations** was quite similar: 13.6% and 14.6% were High and Low achievers respectively while 72.3% were Medium achievers. Among the **CC&IOs**, five agencies scored 100% while the Salaries and Remuneration Commission achieved 60% score. Overall, 68 agencies scored 100%, while the least three institutions scored 20%.

Box 1: Indicators of High Standards of Professional Ethics

- Existing documented policy on staff capacity development
- Existing customized Code of Conduct and Ethics
- Board/Commissioners trained on Corporate Governance
- Staff trained on the Public Officer Ethics Act
- Percentage compliant over income, assets and liability declaration.

Thematic Area 2 was **Devolution and Sharing of Power**, which as explained above was not subjected to the index analysis.

The third Thematic Area was **good Governance,** whose indicators are presented in Box 3. Among **Ministries and State Departments**, 10.0% were assessed as High,10.0% as Low achievers and 80.0% as Medium achievers. The two High achievers were National Treasury and the State Department for Sports Development (both scored 100%), while the lowest score of 25.0% went to both the State Department of Special Programmes and the State Department of Transport. Among the **State Corporations**, 60 (46.5%) institutions scored 100.0%, while the National Sports Fund and Tourism Regulatory Authority each scored 14.3%. Among the 129 institutions, 38.0%were Medium achievers. There were 3 perfect scores among the **CC&IOS**, with the Commission on Revenue Allocation attaining a score of 57.1%.

Box 3: Indicators of Good Governance

- Publish annual reports/newsletters
- Existing operational anti-corruption committee
- Submit quarterly reports to EACC
- Existing interactive website
- An interactive social media presence
- Appraised staff performance 2014/15

For Thematic Area 4 on **Diversity Management**, Box 4 provides the indicators, with performance standards focusing on the implementation of diversity management and affirmative action programmes. Among the 20 **Ministries and State Departments**, 20.0%were High achievers, 70.0% were Medium achievers, and 10.0%

Box 4: Indicators of Diversity Management

- %age of women in MDA (At least 33%)
- %age of youth in MDA (28.6% aged 18-34)
- %age of PWDs (at least 5%)

were Low achievers. The three 100.0% score belonged to the Ministry of Energy and Petroleum, and the departments of Special Programmes, and University Education, in contrast to the 25.0% scores of the Departments of Infrastructure and Environment. Among the **State Corporations**, an even 18.5% were Low and High achievers respectively, while 63.0% - 85 of 129 institutions – were Medium achievers. NACADA had the highest score of 85.2% while Kenya Film Commission trailed with a score of 14.5%. Among the **CC&IOs**, six agencies scored an even 75% while three had 50% scores.

Thematic Area 5 covers the **Economic Use of Resources and Sustainable Development** whose indicators are in Box 5. Among **Ministries and State Departments**, 12 managed the perfect score of 100.0%, being 60.0%of the 20 institutions evaluated. Some four institutions attained Medium and Low statuses (20%), with Special Programmes and Transport trailing with 16.7% score. Among the **State Corporations**, 34.1% were High achievers, 44.2% were Medium achievers, and 21.7% were Low achievers. Among the low achievers category were Anti-FGM Board, Kenya Institute of Mass Communications, and Konza Technologies Development Authority, each scoring 16.7%. Among the **CC&IOS**, all 9 had perfect scores of 100%.

Box 5: Indicators of Economic Resource Use and Sustainable Development

- Existing complete/approved strategic plan 2015/16
- Existing human resource management plan
- Documented service delivery procedures

Thematic Area 6 covers **Equitable Allocation of Opportunities**, with pertinent indicators in Box 6. The scores for **Ministries and State Departments** ranged between Special Programme's 0.0% to 94.9% for the State Department of Energy and Petroleum, the sole entity attaining the High compliance level. Some 15.0% of the agencies attained the Low compliance score, while 80.0% achieved Medium status. Among the **State Corporations**, 18 % – 14.0% of the group of 129 – attained the High status. The Medium and Low statuses had 63.6% and 14.7% respectively. Only three institutions attained the perfect score, including Kenya Ports Authority, Kenya Revenue Authority, and Kenya Universities Central Placement Agency. Kenya Safari Lodges and Hotels' 7.5% is the lowest in this cohort, and also the lowest score among all the cohorts. The **CC/IO** scores also exhibited a similarly wide range, from the Commission on Administrative Justice's 7.5% to the Energy Regulatory Commission's perfect score of 100%.

Box 6: Indicators of Equitable Allocation of Opportunities

- Audited diversity within last 2 years
- Existing policy on promotions
- Existing skills competency framework
- % Procurement reserved for women, youth and PWDs

Thematic Area 7 is on **Accountability for Administrative Acts** with indicators in Box 7, for which 68.4% of the **Ministries and State Departments** attained the High status score with 13 institutions attaining100.0% score. Three institutions (31.6% of the sample) attained Medium while another 3 attained Low status scores. The Department of Transport attained the lowest score of 50.0%. Among the **State Corporations**, no institution attained the High status classification; but 112 institutions – 88.2% of the cohort – attained a Medium classification. The remaining 11.8% of the institutions attained the Low classification status, with four institutions scoring 20% each. Among the **CC&IOs**, 4 recorded a100% score while 3 others scored 75%.

Box 7: Indicators of Accountability for Administrative Acts

- Existing corporate communications strategy
- Existing complaints resolution committee
- Existing client service charter
- Existing grievance handling

An improvement in Service Delivery was Thematic Area 8. Among the **Ministries and State Departments**, only three institutions – State Departments of Energy and Petroleum, Basic Education, and University Education – attained the High classification status with scores of 95.0% each. The scores for the 12 Medium attainment institutions – 78.6% of the sample of 17 –ranged between 60.0% and 80.0%. The two Low attainment institutions included State Department of Transport and Petroleum (25% score) and Directorate of Immigration and Registration of Persons (20%). For **State Corporations**, 99 institutions – 76.7% of the sample of 129 – attained a Medium classification, with 14 others attaining a High classification, with seven perfect 100% scores. The 18 Low achievers' scores ranged from Nairobi Centre for International Arbitrations' 15.0% to a 50.0% for seven institutions. The **CC&IOs** scores ranged from 25% for the Salaries and Remuneration Commission to the Energy Regulatory Commission's 95%.

Box 8: Indicators of Improvements to Service Delivery

- Available front office services
- Visible client service charter
- Available and accessible customized facilities
- Clear directional signage
- Existing website
- Automation
- Available braille and sign language
- Client complaints procedure
- Client complaints register
- Client complaints online form

Thematic Area 9 addressed **Performance Management** under which only the State Department for Sports Development among the 19 **Ministries and State Departments** attained a High score of 100.0%. The scores for the 15 Medium achievers ranged from 96.4% for three institutions, to 64.3% for two institutions. The three Low achievers were the State Department for Arts and Culture (28.6%), Kenya Meteorological department (39.3%), and the Presidency (46.4%). Among the 129 **State Corporations**, 14 institutions (10.9%) managed the High status with five of them getting the 100.0% score, while 23 institutions (17.8%) acquired the Low attainment status with scores ranging from 25% for Tourism Regulatory Authority to53.6% for National Construction Authority. The remaining 92 institutions (71.3%) attained a Medium achievement status. Among the **CC&IOs**, Energy Regulatory Commission led with a score of 96.4% while National Lands Commission attained medium compliance level of 67.9%.

Box 9: Indicators of Performance Management

- Existing signed performance contract for 2015/16
- Cascaded performance contract to employees
- Delivery of performance contract targets
- Existing updated asset register
- Existing asset maintenance schedule(s)
- Existing Quality Management System
- Quality Management System status

Public Participation in Policy Making was the subject of Thematic Area 10. Of the 17 **Ministries and State Departments**, 3 (17.6% of the sample) attained a Low compliance status, including State Departments of Environment, Planning and Statistics, and Transport – each with a score 25.0%. Five institutions (29.4%) attained the Medium status, while 9 institutions (52.9%) had a High status, all of them scoring 100.0%. Among the 130 **State Corporations,** 56 institutions (43.1percent) of the sample attained the High status, all scoring 50.0percent. The 47 Medium status institutions all scored 25.0percentwhile the Low attainment institutions scored less than 25.0percent. For the **CC&IOs**, all scored 100% except the Office of The Controller of Budget which scored75%.

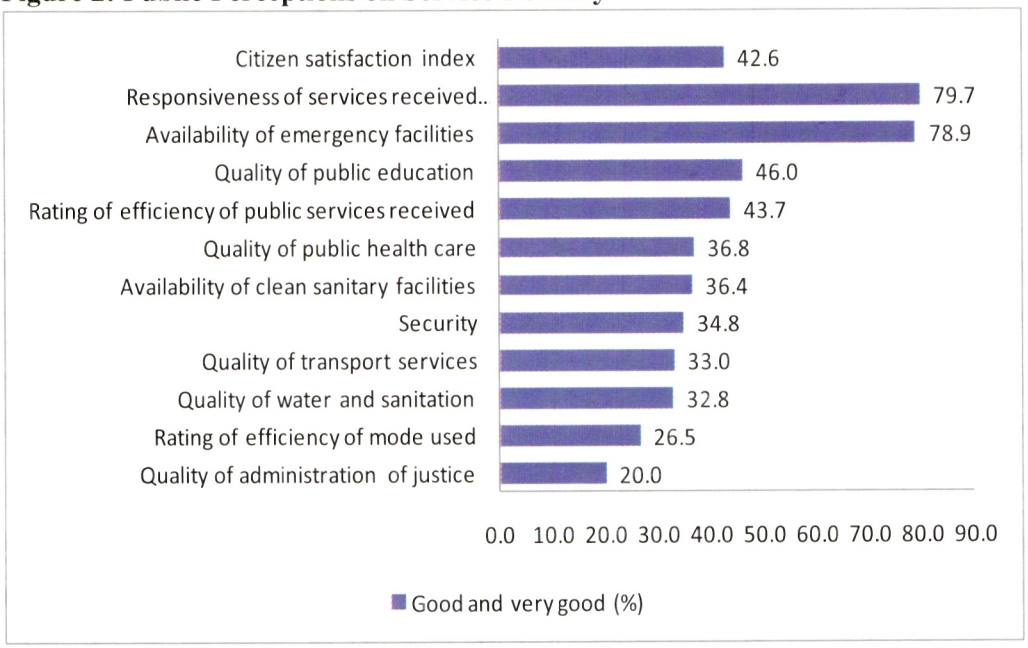
Box 10: Indicators of Public Participation for Policy Making

- Existing public participation policy.
- Existing public participation guidelines.
- Existing public participation systems/structures.
- Existing inventory of stakeholders.

Public Perceptions on Service Delivery

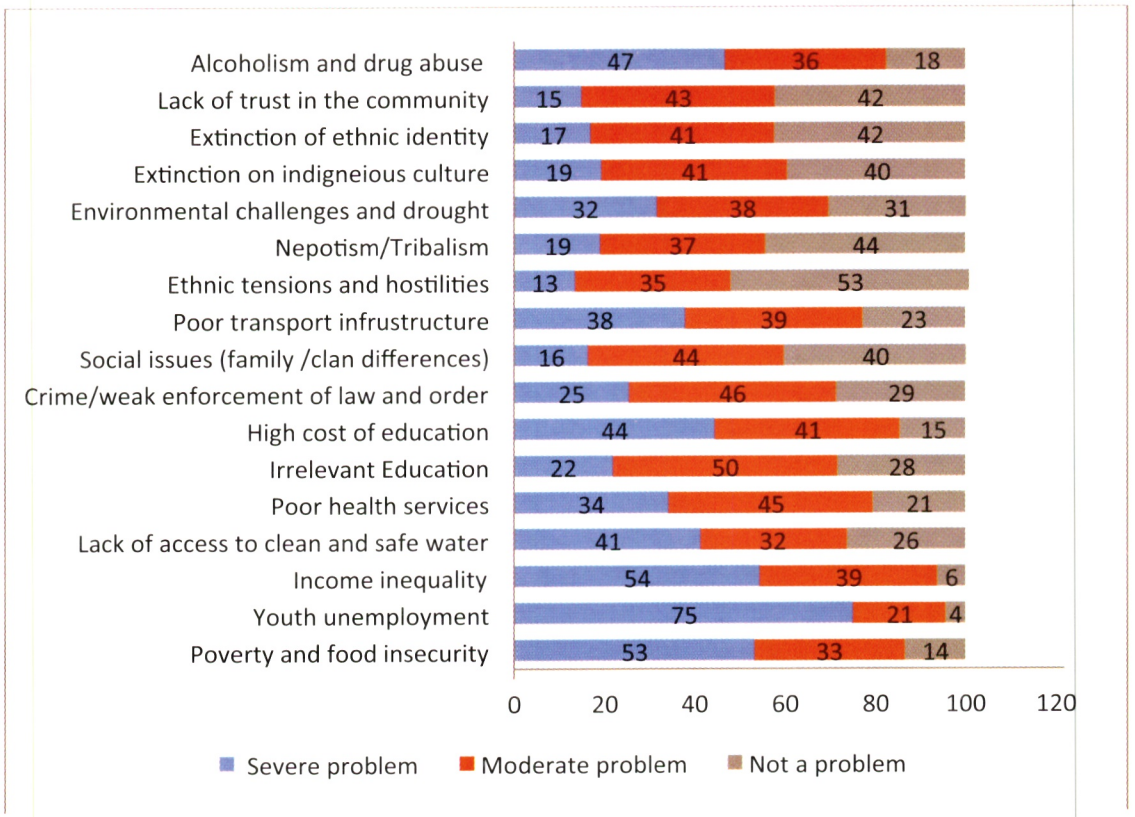
The foregoing analysis was either public institution self-assessments or assessments based on objective data, such as the human resource returns. The 2015/16 report established the service provider assessments at 68.1%, compared to the citizen satisfaction index which stood at 42.6% as shown in Figure 2. The satisfaction index incorporates citizen perceptions on availability and quality of basic services such as health, education, security, water and sanitation and quality of administration of justice, among others. Overall, the responsiveness of services received attained the highest approval rating of79.7%.This can be attributed to improved service delivery through the *Huduma* centers. The lowest approval rating was on the quality of administration of justice with a score of 20%.

Figure 2: Public Perceptions on Service Delivery



An assessment on the prevalent challenges within respondents' respective communities is presented in Figure 3.Among the emerging development challenges, youth unemployment dominated the 'severe problem' category with a score of 75%, followed by income inequality (54%); and poverty and food insecurity (53%). On the other hand, ethnic tensions and hostilities were not a major problem.

Figure 3: Major challenges across communities



Conclusion

The compliance evaluation reports shows areas where greater effort is required by various public institutions to enable full integration of the values and principles for improved service delivery. One of the outcomes of this study was the computation of Public Institutions specific compliance index, overall compliance index and citizen satisfaction index. In conclusion, an additional departure of the 2015/16report from its predecessors is a detailed matrix on the time-bound management of public institution-specific recommendations arising from the study; and proposed interventions by the Presidency and Parliament. Further, specific Public Institutions can use the contents in the implementation matrix presented in the last chapter of this report to inform their respective work plans toward promotion and compliance with the values and principles of public service.

Recommendations

Ensuring high standards of professional ethics in public service

Findings indicate that compliance with integrity laws in Public institutions stood at 81.1 percent. This finding reveals that close to twenty percent of public officers have not been sensitized on ethics and integrity requirements in the public service. It is therefore recommended that:

(i) Public institutions to make budgetary provisions for continuous sensitization of public officers on ethics and integrity.

(ii) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers.

(iii) PSC to incorporate an assessment on ethics and integrity in Staff Performance Appraisal tool for public officials at entry and advancement.

(iv) Government to institutionalize continuous vetting and lifestyle audit be made a compulsory requirement for public officers.

(v) Public institutions to maintain an updated register for all employees on their membership with respective professional bodies.

Strengthening devolution and sharing of power

The findings on this thematic area indicate that devolution of functions stood at 67 percent. This reveals that the transfer of functions and resources has not been finalized within the transitional timeline of three years. This continues to impact negatively on the discharge of devolved functions at county level. It is therefore recommended that:

(i) Government to fast tracks the audit of assets, incomes, and liabilities of devolved entities.
(ii) Government to fast tracks the establishment of county public services for pension purposes.
(iii) Government fast tracks the establishment of norms and standards for the management of national and county public services.
(iv) All institutions discharging national functions are required to decentralize their services to the extent practicable in order to bring their services closer to the citizens.

Good Governance, Transparency and Accountability

A. The findings against the nine indicators on good governance revealed that the performance stood at 70.6 percent. Performance for the three indicators was below average. It is recommended that:

(i) Government to fast track the documentation of business processes, the automation of the processes and migrate the services to e-platforms. This is the area that performed poorly at 14.7 percent.

(ii) Government to accelerate the establishment of more *Huduma* Centres in the 47 counties and sub-counties.

(iii) Public institutions be required to establish their service points in *Huduma* Centres and resolve their business processes in terms of lead time and user cost.

(iv) Government to implement the recommendations of the task force report on the legislative, policy and institutional reforms in the fight against corruption.

(v) Government to institutionalize service delivery standards.

B. The findings on implementation of PAC and PIC reports by Public institutions indicate that of the 178 Public institutions interviewed 16 percent received recommendations from PAC and PIC in 2014/15. Of the Public institutions that received recommendations, implementation by commissions seem to have been done well at 75percent and State Corporations and ministries performed below average at 40percent and 50percent respectively. It is recommended that:

(i) All the Public institutions that did not implement PAC and PIC recommendations be sanctioned for the failure.
(ii) The Public institutions that did not implement the recommendations to comply within 6 months.
(iii) Parliament to put in place mechanisms for compliance enforcement of its recommendations.

Diversity management

The findings on this thematic area against 3 indicators (2/3 gender principle, 5percent PWDs and youth access to employment) stood at 53.9 percent. This reveals that Public institutions performance was average against the three indicators. The fourth indicator on proportionate representation of ethnic communities revealed that 19 out of 39 communities are underrepresented in the Public institutions evaluated. It is recommended that:

(i) Public institutions to develop time bound affirmative action programmes to bring on board PWDs marginalized groups, minorities, women and youth progressively as required by law. This is because the performance on this indicator was poor at 39percent of the Public institutions complying with the 5percent requirement.

(ii) Public institutions to put in place liaison framework with National Council for Persons with Disabilities (NCPWD) and other institutions targeting minorities and marginalized during recruitment process.

(iii) Public institutions to institutionalize time bound affirmative action programmes to bring on board women in the service to bridge the 25percent gap on representation.

(iv) Public institutions to institutionalize time bound affirmative action programmes to bring on board more youths into the service to meet the 29percent proportionate representation. This is because 50percent of the Public institutions did not meet the proportionate representation of the youth.

(v) Public institutions to develop time bound affirmative action programmes to enhance proportionate representation of the 19 under-represented communities in the Public institutions. The underrepresented communities represent 49percent of the 39 ethnic communities covered in the survey.

(vi) Government to fast track implementation of the projects under equalization fund to facilitate affirmative action initiatives.

(vii) Public institutions to maintain disaggregated and updated records on gender, ethnicity; including minority and marginalized communities, PWDs and age.

Economic use of resources and sustainable development

A. The findings on this thematic area against 3 human resource indicators revealed that Public institutions performance was at 86.7percent.

B. A trend analysis on four fiscal management indicators reveals that the overall set thresholds were not met. It is recommended that:

(i) All Public institutions comply with the set recurrent to development thresholds of 70:30. The findings indicate that over the last five financial years there has been an improvement in allocation to development from 23.6percent in 2011/12 to 27.7percent in 2015/16.

(ii) Government should build capacity on developing and implementing Programme Based Budgeting (PBB) in public sector to ensure 100percent budget absorption. The findings indicate that absorption of recurrent budget improved from 89.9percent in 2011/2012 to 90.5percent in 2015/16. While absorption of development budget improved from 55.1 percent in 2011/12 to 66.3percent in 2015/16.

(iii) Government should contain debt to GDP ratio. The finding indicate that the debt/GDP ratio rose from 35.97percent in 2011/12 to 51.3percent in 2015/16 which represents 42.6percent increase over the four year period. The 51.3percent is above the East African Community monetary union convergence criteria of 50percent. This could compromise fiscal sustainability if not checked.

Supporting Equitable Allocation of Opportunities

The findings on this thematic area against 4 indicators revealed that Public institutions performance was at 58.6percent. This finding means that the performance was below average as 41.4percent of Public institutions did not meet the standards set in the evaluation. It is recommended that:

(i) Public institutions to conduct diversity audits of their establishments within the first six months of 2017. The findings indicate that 52.8percent percent of the Public institutions are yet to conduct diversity audits.

(ii) Public institutions to comply with the 30percent allocation of procurement opportunities to disadvantaged groups. The findings indicate that 39 percent of Public institutions failed to comply with the threshold.

(iii) Public institutions to institutionalize time bound affirmative action programmes for appointments, training and promotion of the disadvantaged groups in the public service. The findings indicate that a few communities still take the largest share of appointments, training and promotion.

(iv) The government to review the criteria for the determination of the disadvantaged groups for the award of the reserved 30percent of government tenders.

Accountability for Administrative Acts

The findings on this thematic area against 4 indicators revealed that Public institutions performance was at 81.9 percent. This is a good performance. It is however recommended that:

(i) Public institutions to review their client service charters and grievance handling procedures in view of the reports on maladministration by the Commission for Administrative Justice. The CAJ report indicates that cases of maladministration have risen from 4,062in 2012 to over 200,000 in 2015 which shows arise in maladministration complaints by 4,800percent. The leading cause of complaints is unresponsive officials and delay in service delivery.

(ii) Government to develop regulations to give effect to the Fair Administrative Action Act 2015 and the Public Service Values and Principles Act 2015.

Improvement in Service Delivery

The findings on this thematic area against 11 indicators revealed that Public institutions performance was at 69percent. This is an average performance. Whereas 5 of the indicators performed well above 70percent the remaining 6 indicators (55%) performed below average. It is recommended that:

A. MDA Service delivery

i) Public institutions mainstream systems and structures for accommodation of persons with disabilities in their service delivery process including the use of Kenyan sign languages. The performance on this indicates that 61.8 percent of the public institutions Public institutions had customized their business processes for use by persons with disabilities. Public institutions.

ii) Public institutions to automate their business processes for ease of access and use by citizens. The findings indicate that 75.0 percent of the public institutions Public institutions were yet to attain the required minimum automation level of at least 60 percent.

B. Citizen perception on service delivery

The findings indicate that customer satisfaction levels for Public institutions stood at 71percent. A citizen satisfaction baseline survey conducted in 1,393 households across 47 counties indicated that citizen service satisfaction levels stood at 42.6percent, a variance of 28percent. This means that a self-assessment by Public institutions gives exaggerated performance levels not in consonance with the service recipients. It is recommended that:

(i) The Public institutions customer satisfaction surveys be undertaken with an annual citizen satisfaction survey conducted by a body with oversight function such as the Public Service Commission.

(ii) A citizen service charter prescribing minimum service delivery standards be used as a yard stick to determine citizen service delivery satisfaction levels. These will set the annual citizens service satisfaction index which can be assessed and improved annually.

(iii) The citizen service satisfaction index improvement to form part of the performance contracts for public institutions.

Improve Performance Management

The findings on this thematic area against 7 indicators revealed that Public institutions performance was at 78.6percent. Of the 7 indicators, performance on 2 indicators was below average. It is recommended that:

(i) Government to institutionalize the performance management system for effective and efficient service delivery to enhance accountability for results. The findings indicate that the cascading of performance contracts was not done for 31.5percent of the Public institutions surveyed.

(ii) Public institutions to adopt and utilize quality management systems in their business processes. Findings indicate that 82.2 percent of public institutions did not have valid ISO certifications.

Public Participation in Policy Making

The findings on this thematic area against 4 indicators revealed that Public institutions performance was at 76.6percent. Although this performance is good, the performance in 3 of the 4 indicators was below average. Findings indicate that 39percent of Public institutions have not developed policy guidelines for public participation. It is recommended that:

(i) Government to institutionalize public participation in policy making

Data Management and monitoring

The evaluation established that there are gaps in the monitoring and evaluation of national and public service values and principles. It is recommended that:

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

Part I: Introduction, Study Context and Methodology

1 Background and Introduction

1.1 Background

The persisting global efforts to improve service delivery can be related to the recently launched Sustainable Development Goals (SDGs) which in 2015 succeeded the Millennium Development Goals (MDGs). The key commitment in the discussions on service delivery is to "leave no one behind", that "no goal should be met unless it is met for everyone". Consequently, various international benchmarks are used to measure progress, such as the Human Development Index (HDI), Corruption Perception Index, Ease of Doing Business rankings, and Global Competitiveness Index. These are measures of comparative service delivery; and they define national and international trust and confidence in the performance of governments and their respective public services. For example, a low HDI status points to a likely poor delivery of education and/or health services, and/or high poverty in households. Such a status undermines citizens' confidence and trust in their government; but it also undermines the confidence of prospective investors, whether local investors or the international.

Constitutions (often) mandate public service to deliver some of the direct services with which to improve such indicators, while also providing an environment conducive for the private sector – formal and informal; local and international – to contribute to the country's development aspirations. A public service operating in the context of positive values and principles is most likely to succeed in delivering such development. Consequently, the Constitution of Kenya(2010) commits to instill values and principles in the people of Kenya as a basis for improved public service delivery with the aim of transforming the country into a middle-income status by 2030.It provides for Leadership and Integrity (Chapter 6), National Values and Principles of Governance (Article 10), and Values and Principles of Public Service (Article 232). Further, Article 132 (1)(c) of the Constitution mandates the President to report to the nation annually on all the measures taken and progress achieved in realizing the National Values and Principles of Governance. Further, Article 234 (2)(h) mandates the Commission to evaluate and report to the President and Parliament on the extent to which the values and principles of Articles 10 and 232 have been complied with in the Public Service.

Public service values and principles are instrumental in determining, guiding, and informing the development of a corporate culture, which is necessary in the dynamic environment of regular change in which public officers face competing demands and obligations. Public service delivery processes are also important as an outcome and for promoting public trust, confidence and democratic governance. Effective public management also requires that public actions, such as planning, budgeting and programme implementation, are conducted within a framework guided by clear values and principles transformed into actions.

The objective of the study was to build on the Commission's earlier initiatives in improving the framework for generating quality data with which to assess Public Service compliance with the values and principles.

The study was undertaken by the Commission with the assistance of the Kenya Institute for Public Policy Research and Analysis (KIPPRA) under the following terms of reference:

(a) Assess the responsiveness of systems and structures for the implementation of values and principles in the Ministries, Departments and Agencies (MDAs) in the public service.
(b) Determine the extent to which each of the provided indicators is implemented in the respective Public Institutions.
(c) Undertake a trend analysis of the provided indicators for the years 2012/13 to 2015/16.
(d) Develop a trend analysis for the last three years on the implementation of values and principles in the public service based on the provided indicators.
(e) Develop performance indices on the ten (10) thematic areas and a composite score index for each public institution.
(f) Determine compliance index for the values and principles in the public service.

(g) Determine the extent to which the public service has complied with the values and principles in Articles 10 and 232.
(h) Make appropriate public institution specific findings and recommendations.
(i) Prepare and present the draft report to the Commission for review and validation.
(j) Prepare final report on values and principles of the public service.
(k) Hand over the primary and secondary data and by products.

1.2 Evolution of Emphasis on Values and Principles of Public Service in Kenya

While Kenya has remained a relatively stable country politically since independence in 1963, the promotion of good governance practices has remained a challenge. Consequently, the government has from time to time put in place a number of interventions. Some of the key interventions include:

Principles of Results Based Management

(i) Citizen-centred service delivery
(ii) Results focused
(iii) Accountability and transparency
(iv) Horizontal integration
(v) Performance measurement

(i) The introduction of the Medium-Term Expenditure Framework (MTEF) budgeting system to improve budget execution.
(ii) The enactment of the Public Officer Ethics Act of 2003, which requires all public officers to declare their incomes, assets and liabilities biennially. The Act aims to instill a culture of accountability in the public service.
(iii) Introduction of Results Based Management in the public service in 2004.
(iv) The promulgation of the constitution in August 2010.
(v) The creation of the Ethics and Anti-Corruption Commission in 2011.
(vi) Development of various policies and legislations to align both the Public Service and governance in general with the Constitution.

These initiatives on effective public service delivery provide logical links to the aspirations of Chapter 6 and Articles 10 and 232 of the Constitution.

1.2.1 Legal and Regulatory Framework

The policies and legislations that guide the promotion of values and principles in the public service include:

a) **Kenya National Commission on Human Rights Act of 2002:** The Act establishes the Kenya National Commission on Human Rights for the better promotion and protection of human rights and for connected purposes.

b) **Public Audit Act of 2011**: The Act provides for the audit of government, including the civil service, state corporations and local authorities, to examine economy, efficiency and effectiveness in public finance management.

c) **Anti-Corruption and Economic Crimes Act of 2013**: The Act provides for the prevention, investigation and punishment of corruption, economic crime and related offences and for matters incidental thereto and connected therewith.

d) **Public Procurement and Disposal Act of 2005 and revised in 2015:**The Act established procedures for efficient public procurement and for the disposal of unserviceable, obsolete or surplus public stores, assets and equipment, and provided for other related matters.

e) **National Cohesion and Integration Act of 2008**: The Act encourages national cohesion and integration by outlawing discrimination on ethnic grounds. The Act also provides for the establishment, powers and functions of the National Cohesion and Integration Commission, and for connected purposes.

f) **Leadership and Integrity Act of 2012:** This law operationalizes Chapter 6 of the Constitution, which emphasizes servant leadership, and establishes the necessary procedures and mechanisms for effective administration while prescribing a general code of conduct for State and public officers.

g) **The Public Service (Values and Principles) Act, 2015:** This legislation operationalizes Article 232 on public service values and principles, providing for a general code, public participation in the promotion of the values and principles, policy-making, and for reporting on the status of the values and principles. It prescribes for a public service citizen charter, and provides the nature of the reporting to the President, Parliament, Governors and County Assemblies.

h) **Fair Administrative Action Act, 2015:** The Act applies to all state and non-state agencies, including any person exercising administrative authority, performing a judicial or quasi-judicial function. It also provides that every person has the right to administrative action which is expeditious, efficient, lawful, reasonable and procedurally fair.

i) **Sessional Paper No. 1 of 2012, on National Values and Principles of Governance:** Responsibility for implementing Article 10 of the Constitution is on the Presidency and Governors at the National and County levels of government, respectively. The policy establishes the National Values Secretariat in the Presidency, which oversees, evaluates and reports on the implementation of national values and principles of governance in Article 10.

j) **Framework for the Implementation of Values and Principles in Articles 10 and 232 of the Constitution:** The framework provides a step-by-step guide for implementing the values and principles in Articles 10 and 232 across the Public Service. It unbundles and unpacks the values in the various legislation, codes and policies, and provides various strategies for mainstreaming the values. Further, it provides measures to be taken by public institutions in promoting the values and principles, the minimum pre-conditions, performance standards, and indicators for each value.

1.3 Gaps Analysis

A review of the 2012/13, 2013/14 and 2014/15public service compliance evaluation reports mentioned above revealed various gaps which the 2015/16 attempts to fill, including:

(i) The methodologies of the three reports were incomparable, complicating the trend analyses required by the TORs(c) and (d);

(ii) The reports overlooked the non-government (households and private sector) sector despite the Constitution declaring that values and principles "bind all persons whenever applying the Constitution…";

(iii) The previous reports did not flag out the specific areas of action by the President, Parliament, and public institutions; and

(iv) There was no framework with which to monitor and evaluate the progress made on implementing the values and principles over time.

1.4 Key Actors in the Promotion of the constitutional Values and Principles

The key actors in the promotion of the constitutional values and principles include the following:

(a) National Government – notably, the Public Service Commission, National Cohesion and Integration Commission, National Values Secretariat, Parliament, Judiciary and the Performance Contracting Secretariat.

(b) County governments, including the County Executive and the County Assemblies.

(c) Constitutional Commissions, Independent Offices, and other Statutory Commissions.

(d) State Corporations and any other relevant institutions.

(e) All State/Public Officers

(f) Households

1.5 Structure of the report

The evaluation report is organized into three major parts. Part one covers Chapters one to three which include: background and introduction; literature review and methodology. Part two covers the ten thematic areas - chapters four to thirteen; and performance indices and composite index – chapter 14. Part three covers chapter 15 on conclusion and recommendations and chapter 16 which focuses on the implementation matrix.

2 Related Literature and Concepts

2.1 Concepts and Definitions

This section attempts to clarify what values and principles are in general, and relates them to the Kenyan constitutional context.

Values

Values are sets of beliefs and opinions about good and bad, right and wrong, that people – individuals, communities and nations –hold. They reflect the relative importance of issues and concepts through which people aspire for the 'good life', such as liberty, freedom, friendship and other relationships. Some values are associational, and people adhere to them out of duty imposed by a threat of sanction, such as religious values. However, most values serve as a near-intuitive guiding force in life, and provide a sense of direction, assisting advancement, resolving dilemmas and conflicts.

Principles

Principles are rules or laws that are universal in nature. Principles govern the interaction between people in a society. Principles are like a compass or a road map for a nation and individuals who subscribe to them. They are always about universal truths or standards, and are most of the time guided by concepts, such as fairness, justice, equality, truthfulness, honesty, among others.

2.2 Constitutional Values and Principles

These are prescribed in Articles 10 and 232 of the constitution. The public service values and principles operationalizes the national values and principles in Article 10. These values and principles are grouped into ten thematic areas as shown in Table 2.1 which maps the various National Values and Principles of Governance against each of the thematic areas, with evident overlaps. Additionally, each of the thematic areas could involve multiple policies and legislation.

Table 2.1: Public service values and national values and principles of governance

Public Service Values **Corresponding national values and principles of governance**
High standards of professional ethics
Rule of Law; Human Dignity; Social Justice; Human Rights; Non-discrimination; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Efficient, effective and economic use of resources
Patriotism; Democracy and Participation of the People; Equity; Inclusiveness; Equality; Non-discrimination; Protection of the Marginalized; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Responsive, prompt, effective, impartial and equitable provision of services
Patriotism; National Unity; Sharing and Devolution of Power; Democracy and Participation of the People; Equity; Social Justice; Inclusiveness; Equality; Human Rights; Non-discrimination; Protection of the Marginalized; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Involvement of people in the process of policy making
National Unity; Sharing and Devolution of Power; Democracy and Participation of the People; Human Dignity; Inclusiveness; Equality; Human Rights; Non-discrimination; Protection of the Marginalized; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Accountability for administrative acts
Patriotism; National Unity; Democracy and Participation of the People; Social Justice; Human Rights; Non-discrimination; Good Governance; Integrity; Transparency and Accountability
Transparency and provision to the public of timely, accurate information
Patriotism; Democracy and Participation of the People; Non-discrimination; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Fair competition and merit as the basis of appointments and promotions
National Unity; Equity; Equality; Human Rights; Non-discrimination; Protection of the Marginalized; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Representation of Kenya's diverse communities
National Unity; Democracy and Participation of the People; Human Dignity; Equity; Social Justice; Inclusiveness; Equality; Human Rights; Non-discrimination; Protection of the Marginalized; Good Governance; Integrity; Transparency and Accountability; Sustainable Development
Affording adequate and equal opportunities for appointment, training, and advancement at all levels of the public service, of : (i) Men and women; (ii) Members of all ethnic groups; and (iii) Persons with disabilities
Patriotism; National Unity; Democracy and Participation of the People; Equity; Social Justice; Equality; Human Rights; Non-discrimination; Protection of the Marginalized; Good Governance; Integrity; Transparency and Accountability; Sustainable Development

Box 2.1: An Overview of Lessons from other Countries

The South African report on the state of the public service provides for the constitutional principle, the performance standards for the principle, performance indicators for the standard, evaluation of findings, recommendations and conclusions. This makes the report short, simple and user/reader friendly.

The Australian Public Service has an elaborate system of reporting and promoting values, incorporating a system of tracking recommendations from previous reports and actions that have been taken by various actors. However, the system lacks a scope for tracking the progress made to implement the recommendations of previous reports and challenges if any.

New Zealand has a model for undertaking Public Service Counts survey to gauge the perceptions and personal experience of citizens in seeking public services. This model is most appropriate in tempering findings from Public Institutions on self-commissioned customer satisfaction surveys. It particularly targets the end service recipient – the citizens. It creates a clear divide between the service givers and the service recipients. The study adapted the New Zealand model in undertaking the citizen satisfaction survey. Annex Table A1 presents a summary review of literature on public service values and principles of the Public Service and Administration for selected countries.

Drawing on these sources, the study for the2015/16 report appreciates the brevity, simplicity and user/friendliness of the South African model, Australia's public institution-specific recommendations and time-bound implementation plans, and the New Zealand's customer satisfaction survey approach.

3 Methodology and Data

This chapter outlines the processes employed in addressing each of the objectives of the evaluation.

3.1 Evaluation Design

Process evaluation was the dominant design or approach used in this assessment. This is because evaluation and reporting on the measures taken and progress achieved in implementing values and principles of governance is a continual annual exercise. The overriding objective was to evaluate implementation of planned programmes. Even so, some activities and/or processes required the application of other evaluation designs – such as formative and summative designs. Summative evaluation was applied to some of the processes under the thematic area on devolution and sharing of power – which were scheduled to be completed within five years following the promulgation of the constitution.

3.2 Sampling Design

The 2015/16 compliance evaluation report targeted Ministries, Departments and Agencies (MDAs) as providers of public service as well as a representative number of firms and households as recipients of the service. Each of these targeted actors had its separate sampling design. These are discussed in the following subsections.

3.2.1 Ministries, Departments and Agencies

The survey targeted all Ministries, Departments and Agencies (MDAs) in the National Government.

3.2.2 Household sample design

A representative probability sample of 1500 households was selected for the survey. The household sample was drawn from the Kenya National Bureau of Statistics (KNBS) National Sample Survey and Evaluation Programme (NASSEP V) frame. The frame has 5,360 clusters distributed equally across four sub-samples (C_1, C_2, C_3 and C_4) each representative at the National and County level. Additional details on the sampling frame, selection of clusters and households, and the sample weights is highlighted in Box 3.1.

Box 3.1: sample frame, selection of clusters and sample weights

The sampling frame is based on the list of enumeration areas (EAs) from the 2009 Kenya Population and Housing Census. The frame is stratified by County at the first level and by rural and urban areas in the second level. During the 2009 population and housing census, each sub-location was subdivided into census enumeration areas (EAs), i.e. small geographic units with clearly defined boundaries. During the development of NASSEP V frame a sample of 5,360 Enumeration areas were included in frame from the 2009 census EAs database using probability population to size methodology. The measure of size (MoS) for the EAs included in the frame was taken to be an average of 100 households with upper and lower limits of 149 and 50 respectively. During the creation of the clusters, EAs with more than one MoS (i.e. above 149 households) were segmented accordingly into equal sizes (one MoS) and one segment randomly selected. This segment was then listed to form the NASSEP V Cluster.

Selection of Clusters and Households

A sample of 1,500 households was estimated for the survey, distributed to the counties with their rural and urban strata using the square root allocation method. The survey used a two-stage stratified cluster sampling design in which the first stage involved selection of the 150 clusters from NASSEP V using Equal Probability Selection Method (EPSEM) independently within the counties and their urban-rural strata. The EPSEM method was adopted since during the creation of the frame, clusters were standardized so that each could have one Measure of Size having an average of 100 households. The

second stage randomly selected a uniform sample of 10 households in each cluster from a roster of households in the cluster using systematic random sampling method.

Survey Sample Weights

Since the household survey sample was not self-weighting, the Kenya National Bureau of Statistics provided a weighting adjustment to ensure estimates were representative of the target population. The household weights incorporated the probabilities of selection of the clusters from the census Enumeration Area database into the NASSEP V sample frame, the probabilities of selecting the study clusters from NASSEP V, and the probabilities of selection of the households from each of the NASSEP V clusters. These weights were then adjusted for non-response by multiplying them with the inverse of the household response rates. Given that VPS sample was a two-stage stratified cluster sample, sampling probabilities were calculated separately for each sampling stage and for each cluster.

3.3 Data Collection Tools

Four instruments or questionnaires were used in the survey. These were: the institutional questionnaire, employee questionnaire, the household questionnaire, and FGD/KII guides. The focus group discussions were based on the study thematic areas. The contents of the questionnaires were partly based on model questions developed in earlier surveys. Table 3.1 summarizes the information on data collected by the various tools.

Table 3.1: Summary of data collected by instrument type

Instrument [sample size]	Type of Data Collected
1.Individual Questionnaire (administered to household members) [1,500 individuals]	
	i. Individuals' socio-economic characteristics, including gender, employment status, education and labour ii. Knowledge and understanding of values and principles of public service iii. Attitudes and perceptions on compliance iv. Perceptions on service delivery v. Practices vi. Challenges
2.Institutional Questionnaire (administered to public service (public institutions) and state corporations and county governments [253 Public Institutions and 47 counties]	
	i. Perceptions on priority values and principles of public service ii. Performance and compliance to the values and principles of public service focusing on the 10 thematic areas
1. Employee Questionnaire [6 Employees per institution, 6 employees per county; 3 employees per private company and 3 national government employees per county]	
	i. Individuals' socioeconomic characteristics, including gender, employment status, education and labour ii. Knowledge and understanding of values and principles of public service iii. Attitudes and perceptions on compliance iv. Practices v. Challenges
3.Focused Group Discussion and Key Informant Interviews [1 FGD/KII discussion per County and key departments]	
	i. Assessment of the responsiveness of systems and structures for the implementation of values and principles in the Ministries, Departments and Agencies (MDAs) in the public service ii. Extent to which each of the public service values had implemented in the various Public Institutions iii. Assessment of level of compliance to the values and principles in the public service

Instrument [sample size]	Type of Data Collected
	(Articles 10 and 232) iv. Identification of challenges v. Made appropriate public institution specific findings and recommendations

3.4 Fieldwork

The collection of primary and secondary data took place between September and November 2016.

3.5 Data Processing

Duly completed data instruments were edited and then data captured using *SPSS* software. All entered data was checked for consistency and verified before the analysis. Most of the analysis was performed using s*tata* software.

3.6 Response Rates

The original frame listed 269 Public Institutions in total. However; upon conducting the survey 16 institutions were dropped since they were newly formed government agencies within Ministries hence could not be categorized as fully functional state corporations. Of the remaining 253institutions, 178 were successfully interviewed giving a response rate of 71 percent. Of the 1,500 sampled households from all the 47 counties, 1,395 were successfully interviewed, yielding a response rate of 93 percent. A total of 47 county consultations were conducted and 1,243 employees drawn from both public and private sectors were interviewed.

3.7 Computation of thematic performance and composite indices

This study computed thematic performance indices for all public institutions as well as composite indices. The computation approaches employed in the study are consistent with global practice. The estimation of an index for each of the 10 thematic areas involved three broad steps:

a) Data collection especially on indicator scores;
b) Assigning standardized values to data on indicators – and if necessary banding of indicators; and
c) Aggregating thematic and composite indicators

The indices were based on objective data collected from public institutions using the institutional questionnaire. These data were standardized to take account of the varied scales of measurement of indicators within each of the themes. Consequently, the scores range between zero (0) and one (1). In some cases, the score of one (1) was assigned for possessing a targeted attribute, while zero (0) was assigned for not possessing the desired attribute. As an example, one indicator for the "Equitable Allocation of Opportunities" was the percentage of procurement by value to youth, women and PWDs. public institutions allocating a share of at least 30 percent were assigned a value of 1, while the others were given the minimum value of zero (0).

In other instances, standardization was achieved by picking appropriate minimum and maximum values for each indicator and computing the standardized score using equation 1. Any value below the minimum was assigned a value of zero while any value above the maximum was assigned a value of 1. All other values would be scaled evenly between 0 and 1. As an example, the share of PWDs in a public institution's employment was an indicator for "Diversity Management." A share of at least 5 percent scored 1, indicating the public institution had met the threshold set by Article 54 (2) of the Constitution. The standardized score for this indicator would be computed by equation 1.

$$\text{Standardized Score} = \frac{MDA\ Indicator\ Value - Minimim\ Value}{Maximum\ Value - Minimum\ Value} \ldots (1)$$

Equation 1 applies for indicators for which a higher value for the indicator is inherently better. However, there are some indicators, such as the percentage of employees who did not comply with declaration of income, for which a higher value is less desirable. For such indicators, the standardized score was calculated as shown in equation 2. The reverse standardized score for such indicators ensures all measurements are consistent, with 0 to 1 running from the worst to best scores.

$$\text{Standardized Score} = 1 - \frac{MDA\ Indicator\ Value - Minimim\ Value}{Maximum\ Value - Minimim\ Value} \ldots (2)$$

For comparative analytical purposes, the individual public institution indices were clustered into three categories, i.e. (i) Ministries and State Departments, (ii) State Corporations (including Public Universities), and (iii) Constitutional Commissions and Independent Offices (CC&IOs). Within these clusters, public institutions were considered 'High' achievers if the score was more than 1 standard deviation above the cluster mean. They were considered 'Medium' achievers if their index score was within one standard deviation of the mean, and 'Low' achievers if their score was one standard deviation below the mean. This analysis excluded the Thematic Area 2 – Devolution and Sharing of Power, since most public institutions do not have devolved functions. The study only covered nine (9) CC&IOs, which was too small a number for realistic classification into High/Low/Medium achievers.

3.8 Framework for public service values and principles

Annex Table A2 outlines the performance standards and indicators enumerated in the conceptual framework for public service values. The first column enumerates the values and principles of public service as outlined in the thematic groupings by the PSC. The second column maps each of these broad themes to the sub-articles in Articles 10 and 232 of the Constitution. At this level, they are largely broad concepts that fuse various ideas of what values and principles of public service include. In the literature, public service values have been conceptualized as informing attitudes about ends and also as presenting standards of conduct that inform the process of achieving those ends.

Part II: Performance and Compliance Evaluation Findings

4 Thematic Area 1 – High Standards of Professional Ethics

4.1 Overview

High standards of professional conduct in the public service have become critical for all governments due to the competitiveness fostered by globalization, especially in trade and investments. Kenya's conceptualization of public service professionalism which is reflected in Articles 10 and 232 of the Constitution resonates with that of the United Nations to include; loyalty, patriotism, transparency, diligence, timeliness, efficiency, effectiveness, impartiality among others.

4.2 Measures taken

Kenya has taken various measures over time to enhance high standards of professionalism and ethics among individuals and institutions in the public sector. The legislative reforms have included the enactment of legislation such as the ones listed in section 1.2.1 which include: Public Financial Management Act, 2012; Leadership and Integrity Act, 2012; Public Service Commission Act, 2015; Public Service (Values and Principles) Act, 2015; Public Officers and Ethics Act, 2015 amongst others.

Institutional reforms include the granting of independence and security of tenure to key public offices including; the Auditor General, the Director of Public Prosecutions, the Ombudsman and the Controller of Budget, amongst others. Service delivery reforms have included new or reviewed policies. Besides encouraging membership of professional bodies, the government has also espoused strategic management which has resulted in the mainstreaming of Service Charters, Vision, Mission and Core Values statements to guide service delivery.

Acts of Parliament regulate diverse professional bodies and their members, including among others: Engineer's Registration Act; Human Resource Management Professionals Act, 2012; Law Society of Kenya Act; Leadership and Integrity Act, 2012; Medical Practitioners and Dentists Act; Public Officer Ethics Act; Public Service (Values and Principles) Act, 2015; Accountants Act; Architects and Quantity Surveyors Act; Physical Planning Act; Survey Act. Moreover, the Directorate of Public Service Management has established schemes of service for all public servants that clearly define the career structure and progression, aimed at attracting and retaining suitably qualified staff.

4.3 Performance standards and indicators

To ensure the mainstreaming of professionalism and ethics in the public service, the Commission has set guiding performance standards for public agencies and individuals. These include; compliance with the Code of Conduct and Ethics, maintenance of public service etiquette, financial probity, honesty, confidentiality, disclosure of interest, competence, fidelity to the law and integrity. Professional public officers are required to remain registered with their respective professional bodies and to undergo continuous training. Public institutions must maintain an inventory of staff members of professional bodies, implement policy on staff capacity development, offer training to its board/commissioners on corporate training and comply with the declaration of income, assets and liabilities framework. The respective performance indicators for each of these standards are reported in Annex Table A2.

4.4 Progress Achieved

This subsection begins with progress achieved within the broad context of the systems and structures of Values and Principles of Public Service before focusing on progress relating to specific indicators.

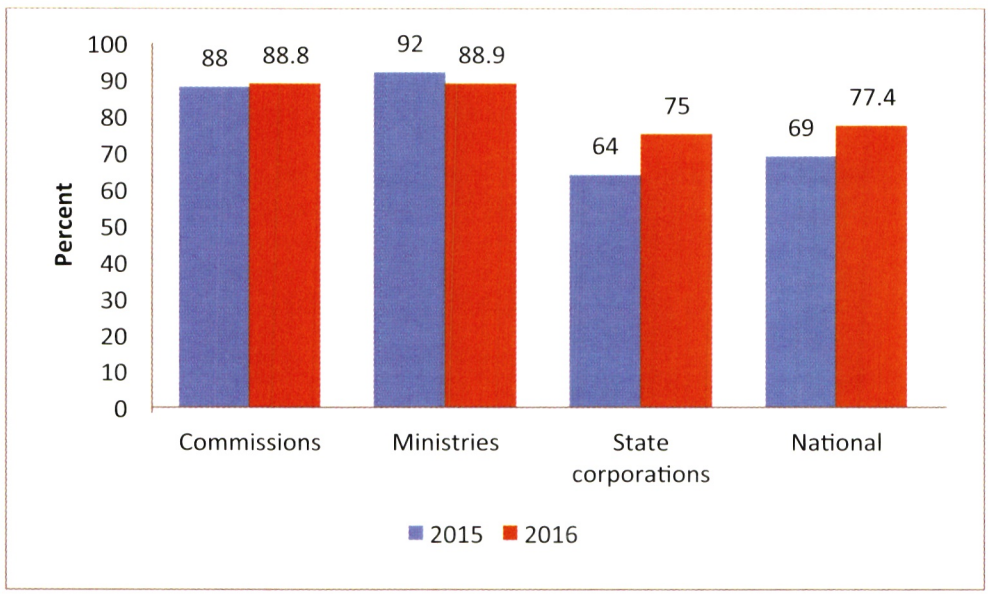
To guide the public service on professional conduct, the Commission published the following manuals:

i. Human Resource Policies and Procedures Manual for the Public Service 2016,
ii. Human Resource Development Policy for the Public Service 2015,

iii. Performance Rewards and Sanctions Framework for the Public Service 2016, and
iv. Discipline Manual for the Public Service 2016.

To give effect to the above, both the national and county governments, state corporations and commissions reported sending staff for various training for professional development. As reflected in Figure 4.1, the share of trainees increased by 8 percent between 2015 and 2016. The share of trainees in State Corporations grew by 11 percent while those of Ministries declined by 4 percent during the same period.

Figure 4.1: Officers who attended Leadership Training Courses, 2015-2016 (%)



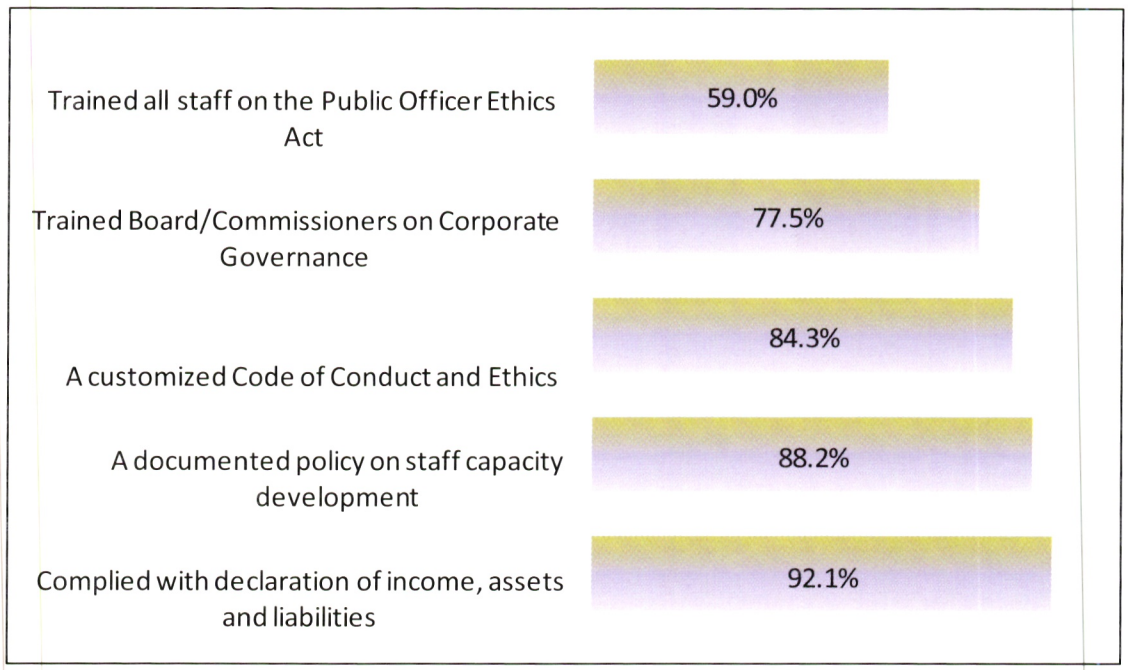
Data Source: Public Service Values Survey, 2016

The PSC launched a Public Service Excellence Award Scheme to reward outstanding public workers who have significantly influenced service delivery. The inaugural Public Servant of the Year Award was presented in December 2015.

The average performance score for all public institutions on high standards of professional ethics was 80.2 percent. Aggregated scores indicate that Ministries and State Departments have a lower average score (70.8%) than State Corporations (83.5%) and Constitutional Commissions and Independent Offices (CC&IOs) (88.9%).

The rate of compliance with the declaration of income, assets and liabilities among public institutions during 2016 was 92 percent (Figure 4.2). This result is a strong suggestion that penalties and incentives (e.g. withholding of the pay of individuals who fail to declare their incomes) can improve compliance immensely. Most of the other professionalism indicators in Figure 4.2 are sound except that on training staff on the Public Officer Ethics Act of 2012 standing at 59 percent; meaning that 41 percent of public institutions are yet to train or sensitize *all their staff* on the provisions of this four year old legislation. The share of public institutions having documented policies on staff capacity development grew by four percentage points to stand at 88.2 percent in 2015/16.

Figure 4.2: Theme 1- High standards of professional ethics aggregate indicator scores for Public Institutions



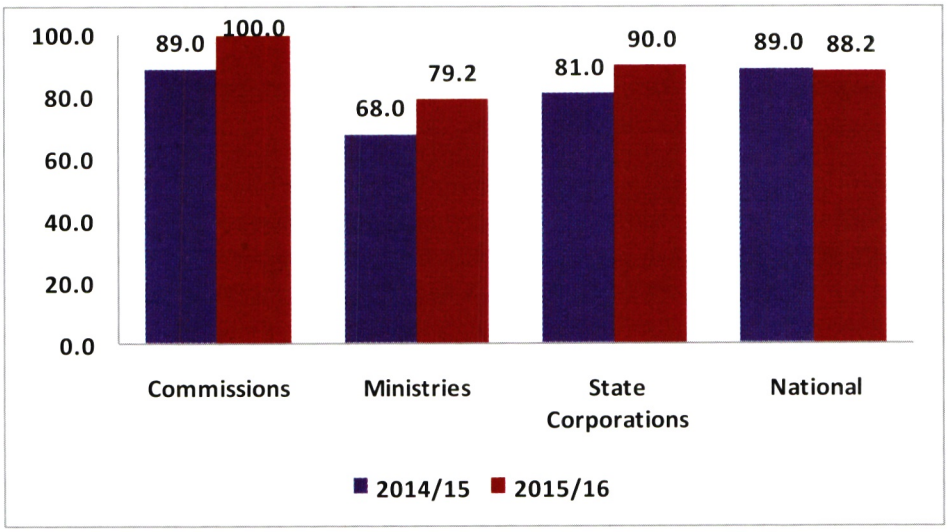
Data Source: Public Service Values Survey, 2016

In other findings, while 64.8 percent of the employees reported that their profession is governed by a professional body, only 54.3 percent were affiliated to a professional body. 85.8 percent of employees indicated that their institutions supported them for continuous professional development.

As noted above, public institutions were classified within their respective clusters as 'High', 'Medium' and 'Low' achievers. The composite index scores for High Standards of Professional Ethics– which is the aggregate score for all the 5 indicators are summarized in Annex Table A3a to A3c for each public institution. Tourism Finance cooperation, National Environmental Trust Fund, Kenya Year Book Editorial, Child Welfare Society of Kenya, Kenya Planters Cooperative Union, and Tourism Regulatory Authority had the worst scores of 40 percent and below. In particular, the Tourism Regulatory Authority had the least score of 20 percent for High Standards of Professional Ethics for State Corporations.

A comparative analysis shows that Constitutional Commissions led amongst public institutions with policies for staff capacity development at 100.0 percent in 2016. National government is second with 88.2 percent (Figure 4.3). Government ministries scored 79.2 percent compared to 90.0 percent amongst state corporations.

Figure 4.3: Public institutions with Policies for Staff Capacity Development (%)



Data Source: PSC (2015) and Public Service Values Survey, 2016

4.5 Challenges

The2015/16 report identified the following challenges:

(i) Low levels of compliance with the Leadership and Integrity Act 2012;

(ii) Institutions entrusted with the promotion of good governance including EACC, ODPP, NPS experienced low financial, human and physical capacity, which undermines their efficiency and effectiveness;

(iii) Weak compliance with Public Procurement and Disposal Act; and

(iv) Very few public institutions maintained an updated inventory of the professional organization that their staff participated in, partially because most of the schemes of service do not mandate staff membership of professional bodies.

4.6 Recommendations

Ensuring high standards of professional ethics in public service

Findings indicate that compliance with integrity laws in Public institutions stood at 81.1 percent. This finding reveals that close to twenty percent of public officers have not been sensitized on ethics and integrity requirements in the public service. It is therefore recommended that:

(i) Public institutions to make budgetary provisions for continuous sensitization of public officers on ethics and integrity.

(ii) All Public institutions and Kenya School of Government to mainstream continuous training on ethics and integrity during induction of public service officers and during other in-service programmes for public officers.

(iii) PSC to incorporate an assessment on ethics and integrity in Staff Performance Appraisal tool for public officials at entry and advancement.

(iv) Government to institutionalize continuous vetting and lifestyle audit be made a compulsory requirement for public officers.

(v) Public institutions to maintain an updated register for all employees on their membership with respective professional bodies.

5 Thematic Area 2 – Devolution and Sharing of Power

5.1 Overview

The Constitution of Kenya provides for two-tiers of government, the national government and forty seven (47) county governments. The Constitution requires state organs to decentralize their operations to the lowest feasible level for more effective service delivery. The Constitution also provides for a system of governance in which all segments of society should uphold the principle of sharing of power in terms of representation, opportunities, and right to participate in decision-making on issues of national importance. The political, social and economic benefits of sharing and devolution of power include citizenry assurance through local accountability, which inculcates a sense of ownership and belonging, also encouraging investments and ownership for sustainable development.

5.2 Measures Taken

The Constitution of Kenya stipulates that the decentralization of government will serve critical fundamental functions, including:

(i) Ensuring equitable sharing of national and local resources throughout the country;
(ii) Promoting accountability, transparency, participation and decision making at all levels of government;
(iii) Formally granting rights to communities to manage their own resources;
(iv) Addressing economic and social inequality gaps by decentralizing state organs and public resources to enable ease of access to public services throughout Kenya; and
(v) Fostering unity, cohesion and co-existence among communities.

During the year under review, the Government undertook several measures aimed at smooth devolution and sharing of power. These measures include:

(i) Transfer of functions to county governments as required by the Constitution;
(ii) Allocation of public finances to county governments;
(iii) Establishment of the Inter-governmental Relations Technical Committee to assume the functions of the defunct Transition Authority in facilitating and coordinating the transition to the devolved system of government;
(iv) Implementation of the Inter-governmental Relations Act, No.2 of 2012; and
(v) Convening of Intergovernmental Sectoral forums through the Ministry of Devolution and Planning, and establishment of county service delivery committees.

Soon after the promulgation of the Constitution, government initiatives led to the enactment of various legislation for devolution between 2011 and 2013. A Draft Devolution Policy of 2015 awaits approval. County government functions under the Fourth Schedule of the Constitution include: agriculture, county health services, control of outdoor advertising, cultural services and public entertainment, county transport, animal control, facilities for accommodation, trade development and regulations, implementation of specific national government policies on natural resources and environment conservation, county planning and development, pre-primary education, fire-fighting and disaster management, and control of drugs and pornography.

The primary institution for the shift to devolved governance was the Transition Authority whose term expired in March 2013; and it has been replaced by the Intergovernmental Relations Technical Committee (IGRTC). Other important institutions for devolution include the Council of Governors and the Intergovernmental Budget and Economic Council (IBEC).

5.3 Progress Achieved

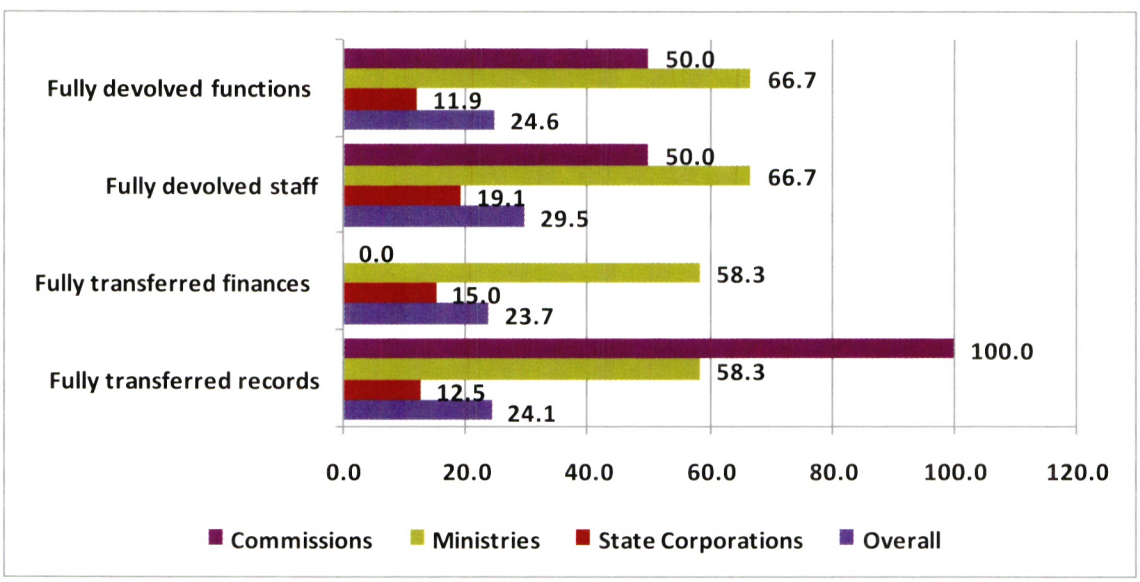
The performance standards and indicators for sharing and devolution of power are listed in Annex Table A2. Devolution is among the most prominent features in the Constitution with Chapter 11 providing its basic frameworks, Chapter 12 addressing the management of public finances given the two 'distinct but interdependent' levels of government, and the Fourth Schedule identifying the respective services to be delivered by the two levels.

On devolution and the sharing of power, the definitive statement on achievements and challenges is the defunct Transition Authority's end-of-term report.[1] However, the following progress areas may be highlighted:

(i) Most of the functions allocated to county governments in the Constitution have been transferred from the national to the county governments.
(ii) Increased allocation of shareable revenue to county governments exceeding the constitutional threshold of 15 percent; and
(iii) All counties have established County Public Service Boards and County Assembly Service Boards to manage human resource issues.

The survey for this study established divergent devolution functions across the public institutions, with only 16.3 percent of state corporations having such obligations compared to 47.6 percent of ministries. 78.1 percent of the public institutions covered by the survey reported having no devolved functions. Of the public institutions with devolved responsibilities, the rate of fully devolved functions ranged between 12 percent for state corporations and 67 percent for ministries.

Figure 5.1: Devolution implementation status among Public Institutions, 2016 (%)



Data Source: Public Service Values Survey, 2016

On the transfer of staff, 29.5 percent of public institutions had fully devolved staff while 23.7 percent had fully devolved finances and 24 percent had fully transferred records.

[1] See Transition Authority (2016).

5.4 Issues and challenges

As noted above, the definitive statement on the status of devolution is the Transition Authority's end term report. The following are among the challenges that could undermine devolution and sharing of power.

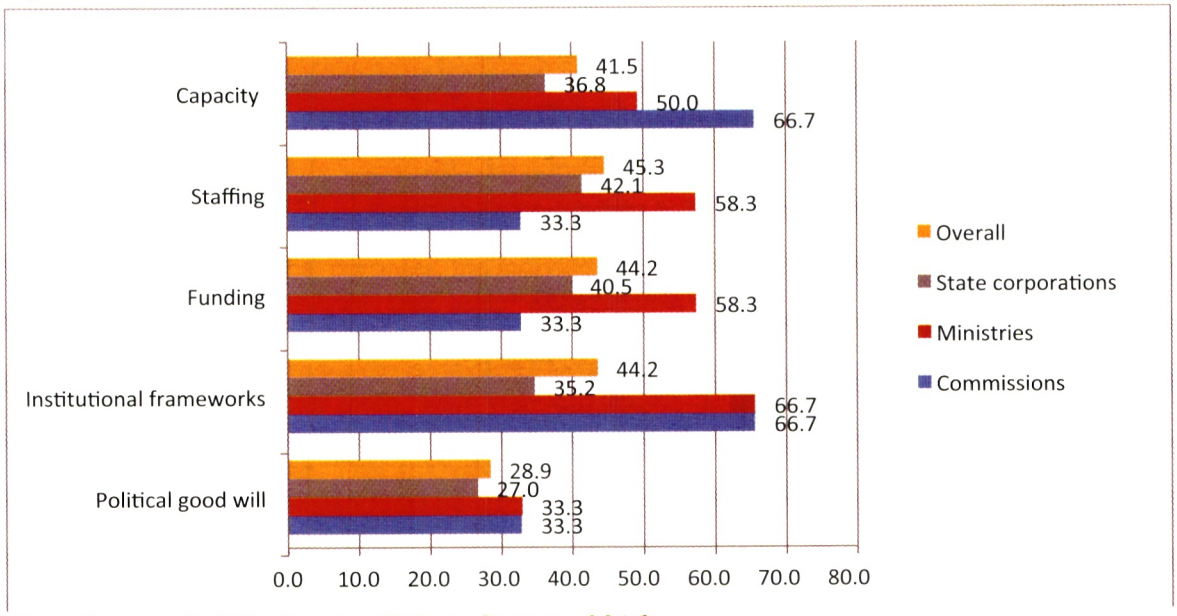
(i) Challenges related to adherence to budget procedures and delayed disbursements.
(ii) Inadequate human resource capacity in the counties.
(iii) Weak cohesion among various communities within counties.
(iv) Weak governance.

At the March 2016 end of its three-year tenure, the Transition Authority provided an overall assessment of devolution's status.[2] It reported constraints to delivering its mandate through internal and external challenges, as well as unforeseen emerging issues.[3] It provided 21 key recommendations touching on legal frameworks, human resources, decentralization of services, management of county finances, public assets and liabilities, county functions, management of urban areas and cities, civic education and public participation, and laws for county policy formulation.[4]There were also a number of challenges relating to the legal framework. One of the areas of weakness had been over the management of urban areas and cities, for which the Transition Authority oversaw legislation review, resulting in the Urban Areas and Cities (Amendment) Bill, while advising on their management structures and supporting work on the National Urban Development Policy.[5]

Asked to assess various factors as impediments to the full transfer of devolved functions, 41.5 percent of the respondent institutions adjudged the 'lack of capacity development' not to be an impediment at all, while 28.9 percent absolved the lack of political will, as reflected in Figure 5.2. While 44.2 percent found the lack of institutional frameworks to be an impediment to 'a great extent', funding and staffing presented a problem "to a great extent" for 44.2 percent and 45.3 percent of respondent institutions respectively.

[2] See Transition Authority (2016: 109-113).
[3] See Transition Authority (2016: 114-18).
[4] See Transition Authority (2016: 119-20).
[5] World Bank (2016) discusses some pertinent issues on urban management under devolution.

Figure 5.2: Selected factors adjudged impediments 'to a great extent' by Public Institutions (%)



Data Source: Public Service Values Survey, 2016

Hearing and Determination of Appeals from County Government Public Service

The public service appeals and procedures manual and County Government Act, 2012 mandates the Commission to hear and determine appeals arising from the County Government in relation to terms and conditions of recruitment, discipline, dismissals, retirements and related benefits, and the values and principles of Articles 10 and 232 of the Constitution.

The focused group discussions with County Government leaders noted the disparities in the terms of employments for County Public Service Board staff, former Local Government employees absorbed by the county governments, and national government staff seconded to the county governments. These disparities undermined motivation for those in inferior terms; consequently undermining service delivery.

Intergovernmental Relations Framework

MoDP's Inter-Governmental Relations Technical Committee (IGRTC) assumed the residual functions of the Transition Authority at the expiry of the latter's mandate in March 2013. Provided for under section 11 of the Intergovernmental Relations Act, IGRTC will be the secretariat of the National and County Government Coordinating Summit. Additionally, section 20 of the Act provides for the Council of County Governors, a forum for deliberating their common interests. Further, section 15 establishes the Intergovernmental Relations Secretariat linking the Summit, Council and IGRTC.

Capacity Building

MoDP's strategic objective 3 is to 'make devolution work'. In the devolution ministry, the functions of the Directorate of Devolution and Inter-Governmental Relations include Coordination of Intergovernmental Relations, Management of Devolution Affairs, and Capacity building and Technical Assistance to Counties and Family protection programmes. Further, the ministry has several willing partners in the aspiration to 'make devolution work'. For example, the government is collaborating with the World Bank over the 'Kenya Devolution Support Programme', which has a strong focus on capacity building in fiscal management. The World Bank-Multi Donor Trust Fund's Kenya Country Programme, 2016-2020,[6] incorporates the 'Support to the Kenya Accountable Devolution Programme', and has a confirmed budget of USD 10.7 million, with indicative additional allocations standing at USD 21.5 million.

[6] The Fund members include Denmark, DFID, EU, Finland, Sweden and USAID.

5.5 Recommendations

The findings on this thematic area indicate that devolution of functions stood at 67 percent. This reveals that the transfer of functions and resources has not been finalized within the transitional timeline of three years. This continues to impact negatively on the discharge of devolved functions at county level. It is therefore recommended that:

(i) Government to fast tracks the audit of assets, incomes, and liabilities of devolved entities.

(ii) Government to fast tracks the establishment of county public services for pension purposes.

(iii) Government fast tracks the establishment of norms and standards for the management of national and county public services.

(iv) All institutions discharging national functions are required to decentralize their services to the extent practicable in order to bring their services closer to the citizens.

(v) Efforts should be made to harmonize the terms of employment of officers of similar ranks and responsibilities.

6 Thematic Area 3 - Good Governance, Transparency and Accountability

6.1 An overview

Good governance involves managing public resources effectively, efficiently, and in response to critical needs of communities. Good governance also addresses the extents to which the public service has developed and implemented policies, laws, procedures that uphold the principles of honesty and openness in executing service delivery. Its characteristics include, but are not limited to: Participation, Consensus orientation, Accountability, Transparency, Responsiveness, Effectiveness and efficiency, Equitability and inclusivity, and Rule of law. Indicators of good governance include accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law and control of corruption. Other proposed indicators in the guidelines were GDP per capita, ease of doing business and HDI index.

6.2 Measures Taken

Public institutions have put in place various policies and statutes to improve good governance in Kenya. Additionally, *Mwongozo,* the code of governance for State corporations addresses matters of effectiveness of boards, transparency and disclosure, accountability, risk management, internal controls, ethical leadership and good corporate citizenship. Other strategies address justice, security, law and order. Further measures include the review of organizational structures, adoption of e-procurement, existence of statutory boards and substantive chief executives, existence of succession management plans, board members' induction, asset declaration, execution of performance appraisals, procurement queries, accounting queries from the parliamentary Public Accounts ad Public Investments Committees.

In addition, 92.7 percent of State corporations had full boards, with many already sponsoring their board members for governance training on governance based on the *Mwongozo* code. Adoption of the e- procurement of public goods is another measure to enhance efficiency, transparency and effectiveness; and all public agencies are required to migrate to it to facilitate inter-linking with the Integrated Financial Management System (IFMIS), another efficiency enhancing technology-based platform.In addition, the Electronic Project Monitoring System (E-promis) tracks and reports on government funded projects in real time.

The scope for Good Governance was further enhanced by the operationalization of the Security Laws (Amendment) Act 2014, and by judiciary and law enforcement agencies' reforms that included the vetting serving officers, while also increasing their resource base. The Ethics and Anti-Corruption Commission (EACC) has continued its work with mixed results. Also, various reforms are underway in the prisons, including initiatives to decongest, such as through non-custodial sentences, including probation, community service orders, and aftercare services.

6.3 Progress and performance

This theme sought to find out to what extent transparency, openness, rule of law, and provision to the public of timely and accurate information were upheld in the public service. Table 6.1 shows the performance of public institutions on selected indicators on Good Governance and Accountability. Of the public institutions assessed, 80 percent had functional boards of directors/commissioners, while 76 percent had a corporate communications strategy. On migration to e-procurement, only 64 percent of public institutions had complied, including 89 percent of Constitutional Commissions/Independent Offices, 92 percent of Ministries, and 58 percent of State Corporations. Eighty eight (88) percent of public institutions have operational anti-corruption committees, while 80 percent have conducted corruption risk assessments.

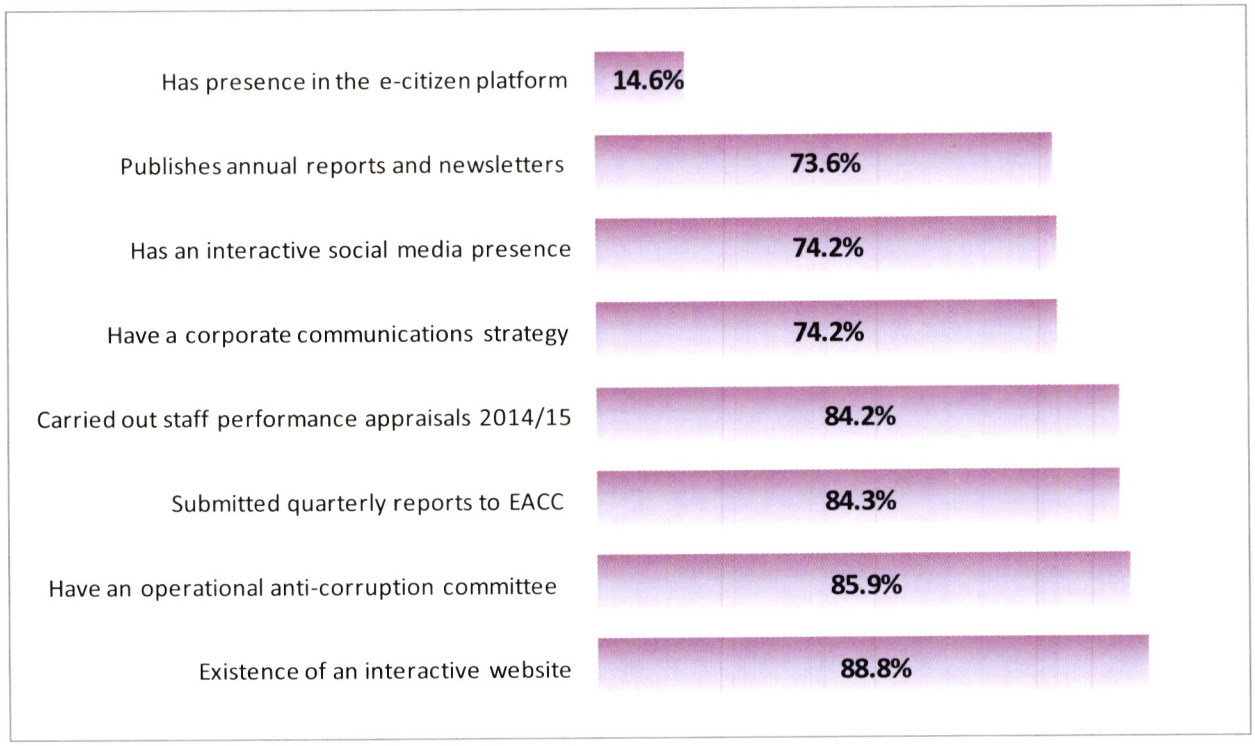
Table 6.1: Good Governance and transparency

Indicator or Standard	Commissions	Ministries	State Corporations	Overall
Has a functional Board of Director/Board of Commissioners	88.9	n.a	92.3	80.3
Has a corporate communications strategy	100.0	58.3	77.7	76.3
Has migrated to e-procurement	88.9	91.7	57.7	63.5
Has an operational anti-corruption committee	77.9	79.2	90.0	88.1
Has carried out a corruption risk assessment	66.7	75.0	84.6	80.3
Has developed a corruption risk mitigation plan	55.6	70.8	83.1	78.1
Submitted quarterly reports to the Ethics and Anti-Corruption Commission (EACC)	55.6	79.2	90.0	84.3

n.a.: Not applicable
Data Source: Public Service Values Survey, 2016 (n = 178)

To measure performance with respect to good governance across all public institutions, eight indicators were selected, as listed in Figure 6.1. Among the performance indicators with relatively high scores were the "existence of an interactive website" at 89 percent, and "existence of an operational anti-corruption committee" at 86 percent. Although these suggest improved services, anecdotal evidence suggests that some public institution websites are generally inefficient. Although all responses were provided by institutions, some indicator scores (such as the existence of an interactive website) were counter-checked in the World Wide Web.

Figure 6.1: Theme 3–Good Governance Aggregate Indicator Scores for Public Institutions (%)



Data Source: Public Service Values Survey, 2016

An area of potential improvement in Good Governance is the public institutions' presence in the e-Citizen platform. Only about 15 percent of public institutions reported having presence in the platform – which could undermine the effectiveness of service delivery and particularly digital payments.

The mean score for the theme on Good Governance for the selected indicators was 72.4 percent for public institutions. Independent Commissions scored better than Ministries, State Departments, and State Corporations as indicated in Table 6.2.

Table 6.2: Aggregate score for Good Governance by type of institution

Institution type	**Score**
Independent Commissions, Statutory Commissions and Authorities	81.9
Ministries and State Departments	65.6
State Corporations	74.5
All responding public institutions	**72.4**

6.4 Transparency and Ease of Access to Information by Citizens

Table 6.3 shows the use of various information channels as used by public agencies. All the Commissions, 83 percent of Ministries and 89 percent of the state corporations reported having an interactive website tailored to relay institutional information to the public. Advertisements/campaigns and social media presence are other commonly used modes at 86 percent and 74 percent respectively. Presence in the *Huduma* Centres and the use of the e-citizen platform is still low with only 15 percent and 22 percent of the institutions involved respectively.

Table 6.3: Ease of access to information

Standard /Measure	Commissions	Ministries	State corporations	overall
a) Has an interactive website	100	83.3	89.2	88.8
b) Publishes annual reports and newsletters	100	66.7	74.6	73.6
c) Publish information in the Kenya Gazette	88.9	83.3	55.4	58.4
d) Undertakes advertisements and campaigns	100	87.5	87.7	86.5
e) Participates in radio and TV talk shows	100	75.0	73.1	71.9
f) Has an interactive social media presence	77.8	58.3	80.0	74.2
g) Has presence in the e-citizen platform	44.4	29.2	20.0	21.9
h) Has presence in the *Huduma* Centers	55.6	16.7	10.8	14.6
i) Use of Public Notice Boards	77.8	62.5	63.8	65.2

Data Source: Public Service Values Survey, 2016

Table 6.4 shows the level of at which institutions implemented measures that promote good governance in the public sector. Seven (7) percent of Public Institutions (11.1percentfor commissions; and 7.1 percent State Corporations; and 5.3percentfor Ministries) reported to have had procurement decisions cancelled by the Public Procurement Appeals Board. The overall response in public institutions to procurement decisions being cancelled by Public Procurement Appeals Board is 7 percent. Of the 178 public institutions interview 16 percent of received recommendations from the Public Accounts Committee (PAC) and the Public Investments Committee (PIC) in 2014/15. Of the public institutions that received recommendations, implementation by Commissions seemed to be high at 75 percent and State Corporations and Ministries performed below average, at 40 percent and 50percent, respectively.

Table 6.4: Promotion of Good Governance

Did your establishment…	Commissions	Ministries	State Corporations	Overal l
…have any procurement decisions cancelled by the Public Procurement Appeals Board?	11.1	5.3	7.1	7.1
…receive recommendations from the PAC/PIC in 2014/15?	28.6	18.8	14.7	15.9
If Yes in 16 (c), did your establishment implement recommendations from the PAC/PIC?	75.0	50.0	40.0	44.0
…have surcharge cases in 2015/16?	0.0	21.1	8.0	9.4
…carry out staff performance appraisals in 2014/15?	100.0	94.4	87.1	88.7
Was the Board of your establishment evaluated in 2015/16? (% Yes)	57.1	25.0	69.0	65.6

Data Source: Public Service Values Survey, 2016

In the Good Governance indices for State Corporations, about 60 of the 129 reviewed had perfect 100 percent scores, while 40 scored between 71 percent and 86 percent (Annex Table A6.2). Among the Ministries and State departments, were 16 Medium achievers and two High and Low achievers each. For Constitutional Commissions and Independent Offices three out of 9 had the perfect score of 100 percent.

6.5 Challenges

Some of the challenges faced in the promotion of good governance in public sector include:

(i) Some of the boards of directors' terms had expired and it took long to appoint new substantive boards. This resulted in delays in decision making in state corporations, causing some public institutions to do without boards of directors for long durations.

(ii) The lack of knowledge on the existence of good governance practices among staff resulting from a low of awareness on national values by many employees, and low capacity and training of staff on procurement procedures. Further, existing procurement and financial laws had not been fully cascaded to all staff. There was lack of training and capacity building of staff on good governance practices, procurement and financial laws in public institutions.

(iii) Low adoption of ICT and automation of services resulted in the slow transition to e- channels of service delivery, like E- citizen, e- procurement and social media presence.

(iv) Inadequate budgetary allocation towards programs that support governance had slowed down capacity building programmers, ICT adoption and awareness programs.

6.6 Recommendations

A. The findings against the nine indicators on good governance revealed that the performance stood at 70.6 percent. Performance for the three indicators was below average. It is recommended that:

(i) Government to fast track the documentation of business processes, the automation of the processes and migrate the services to e-platforms. This is the area that performed poorly at 14.7 percent.

(ii) Government to accelerate the establishment of more *Huduma* Centres in the 47 counties and sub-counties.

(iii) Public institutions be required to establish their service points in *Huduma* Centres and resolve their business processes in terms of lead time and user cost.

(iv) Government to implement the recommendations of the task force report on the legislative, policy and institutional reforms in the fight against corruption.

(v) Government to institutionalize service delivery standards.

B. The findings on implementation of PAC and PIC reports by Public institutions indicate that of the 178 Public institutions interviewed 16 percent received recommendations from PAC and PIC in 2014/15. Of the Public institutions that received recommendations, implementation by commissions seem to have been done well at 75percent and State Corporations and ministries performed below average at 40percent and 50percent respectively. It is recommended that:

(i) All the Public institutions that did not implement PAC and PIC recommendations be sanctioned.

(ii) The Public institutions that did not implement the recommendations to comply within 6 months.

(iii) Parliament to put in place mechanisms for compliance enforcement of its recommendations.

7 Thematic Area 4 - Diversity Management

7.1 Overview

Diversity management refers to deliberate policies, programmes and actions to create greater inclusion of employees from various backgrounds into existing structures, resulting in a representative and all-inclusive public service as provided for in the Constitution. Article 10 provides for inclusion, social justice and protection of the vulnerable groups, while Article 232 provides that the public service must include the diverse Kenyan communities, with equal opportunities in appointment, training and advancement at all levels of the public service.

These provisions imply affirmative action to ensure that; women, members of all, but especially the minor, ethnic communities, and persons with disabilities (PWDs) are equitably represented in the public service. In addition, Kenya has ratified treaties and conventions that call for inclusion of all members of society in all sectors, including public sector appointments.

The current thresholds for enhancing diversity in the Kenyan public service are (i) not more than two thirds (2/3) for either gender, and (ii) at least 5 percent for PWDs (Article 54(2)).The PWDs, youth, minorities and marginalized groups are among the categories cited in the Constitution for special considerations.

7.2 Measures taken

The measures taken by the government and its agencies to enhance this value and principle within the public service include:

i. The development of several policies by the Government through the Kenya National Commission on Human Rights and National Gender and Equality Commission. These include attention to policies and legislation surrounding equality, Human Rights, and the Gender Diversity Mainstreaming Policy, 2015 to promote the Bill of Rights.
ii. The requirement for state agencies to provide gender disaggregated data to the National Gender and Equality Commission
iii. The ongoing implementation of the one third gender rule in public appointments
iv. Provision of sanitary towels to mitigate against existing gender disparities in access, equity, retention, transition and achievements in education.
v. Disability mainstreaming programmes implemented in Public Institutions as part of the annual performance contract targets in addition to the reporting requirement to the National Council of Persons with Disability.

Other measures include the enactment of legislations to advance diversity. These legislations include: the Fair Administrative Action Act (2015) and the Public Service Values and Principles Act (2015).

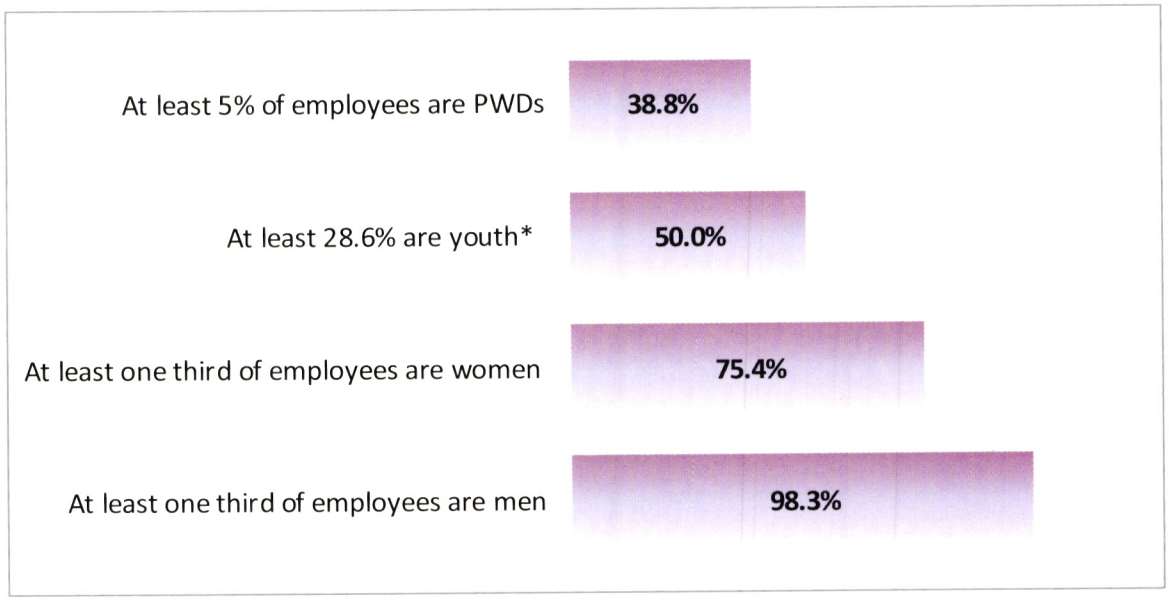
7.3 Progress Achieved and Performance

According to the national Diversity Policy for the Public Service 2016, inequalities exist in the Kenyan public service that could be attributed to various factors, including past discriminatory laws, policies and practices, which have led to disproportionate representation in the public sector in terms of gender, ethnicity and disability status.

To gauge the performance of the public service with respect to diversity in the workplace for the various groups, this report applied various guidelines. A diversity performance index for public institutions was measured using 4 indicators of the relative inclusion of: (i) youth, (ii) women, (iii) PWD (Figure 7.1). The parameter on ethnicity though part of diversity, is presented separately. The

first assessment was against Article 27's provision that "not more than two thirds of the members of elective and appointive bodies shall be of the same gender." About 75 percent of Public Institutions met the one-third gender rule with respect to women while about 98 percent met the one-third rule with respect to men. This suggests that women are relatively disadvantaged with respect to workplace diversity in public institutions (Figure 7.1).

Figure 7.1: Aggregate indicator scores for Diversity Management in Public Institutions (%)



Note: * 28.6 is the percentage share of youth (18 to 34) in the last 2009 census
Data Source: Public Service Values Survey, 2016

The analysis also found that compared to the sex distribution of the last population census –49 percent male versus 51 percent female, about 89 percent of Public Institutions had at least 49 percent of their employees being males; but only about 24 percent of Public Institutions had at least 51 percent share of female employees. This indicates the relative disadvantage of women in employment within the public sector.

The youth aged 18 to 34 years account for about 29 percent of the Kenyan population. For indicator scores, a value of 1 was assigned if the public institution achieved the youth share of the population; and the actual public institution score of 50.0 percent indicates that youth representation in half of the responding Public Institutions is disproportionate against their 28.6 percent share of the population (Figure 7.1).

For the PWD indicator based on meeting the 5 percent employment threshold, 61 percent of the responding Public Institutions failed.

The aggregate performance score for diversity management had a narrow range with an average of 60.2 percent. The score was 58.8 percent for Ministries and State Departments, 60.6 percent for State Corporations and 60.0 percent for Independent Commissions as listed in Table 7.1. On aggregate, forty percent of public institutions did not comply with the guidelines on diversity with respect to gender, age and disability status.

Table 7.1: Aggregate score for Diversity Management (inclusiveness) by type of institution, 2016 (%)

Institution type	Score (diversity management)
Independent Commissions, Statutory Commissions and Authorities	60.0
Ministries and State Departments	58.8
State Corporations	60.6
All responding public institutions	**60.2**

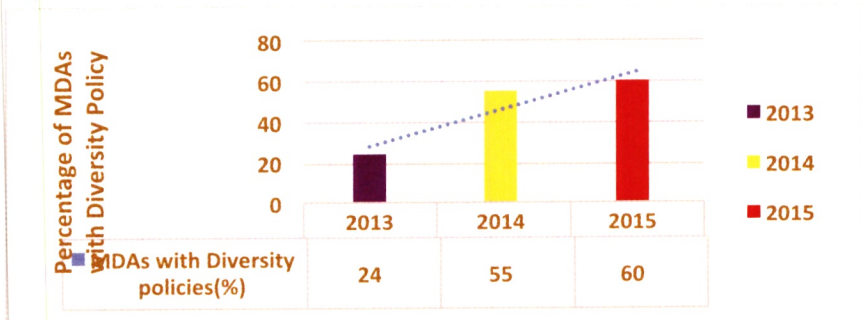
Data Source: Public Service Values Survey, 2016

Gender mainstreaming and recruitment are among the processes supported by the existing policies of 90 percent of public institutions. However, diversity management policies, clear career progression paths, and extent of provision of diversity training have relatively low incidence among public institutions.

7.3.1 Diversity management policy and Guidelines

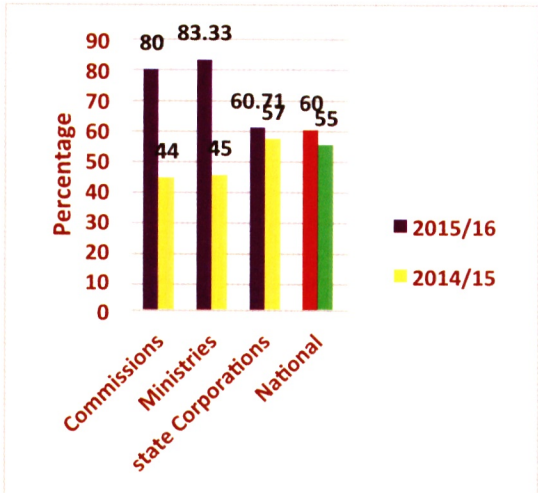
The presence of policies and guidelines is a key measure towards supporting the institutionalizing of practices that support diversity management in the public service. During the 2015 evaluation, 55% of the public institutions had policies on diversity management, standing at 57 percent among State Corporations. The 2016 evaluation shows an improvement to 60percent, with Ministries recording the highest improvement to 83.3percent, followed by Commissions at 80percent, as shown in Figure 7.1.

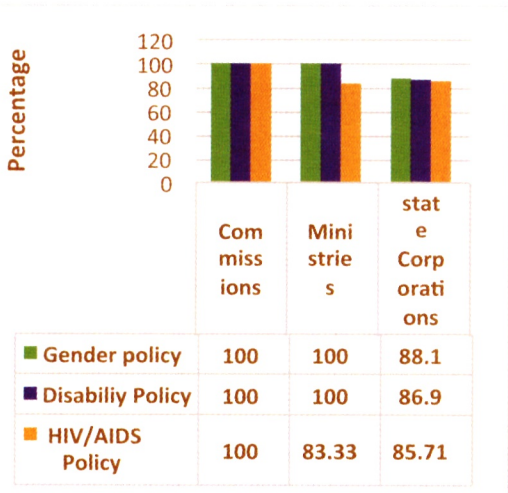
Figure 7.1: Annual Trends on Diversity Policies



The improvement could be attributed to PSC's development of diversity management policies for the public service which is now a quick reference point for public institutions. Among the institutions surveyed, all the commissions have policies or guidelines on gender, disability and HIV &AIDs, whereas the rate for the same set of policies is 80 percent for state corporations (Figure 7.2). Overall, state corporations lag in the institutionalizing policies on gender, disability, and HIV &AIDS.

Figure 7.2: Presence of Diversity Management Policies





	Commissions	Ministries	state Corporations
Gender policy	100	100	88.1
Disabiliy Policy	100	100	86.9
HIV/AIDS Policy	100	83.33	85.71

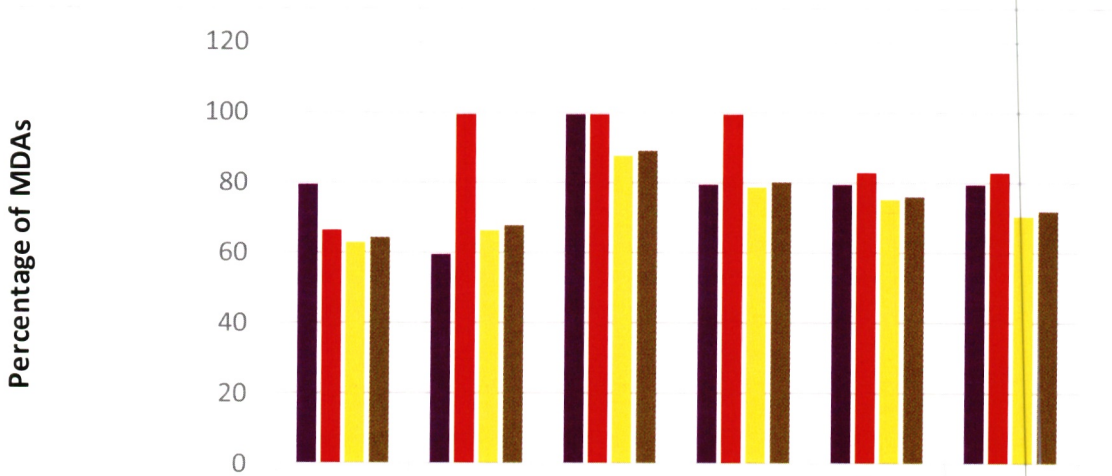
7.3.2 Diversity Management Framework

The evaluation also considered progress in the establishment of diversity management frameworks in the respective institutions. These include: sensitization and capacity building on diversity in the public services, presence of clear career progression paths, and existence of selection and promotion policies. Overall, 23.4percent of the public institutions assessed did not maintain records and disaggregated data on the various indicators of diversity (Figure 7.3). This compromises their capacity to implement affirmative measures and their ability to monitor effectiveness of current measures that have been put in place.

On diversity training for staff in the last 1 year, commissions led with 80 percent of its staff having been trained, followed by Ministries with67 percent while State Corporations had 63 percent trained.

The majority of the respondents reported that their respective organizations had policies on promotions, recruitment and selection. In addition, records of appointments of applicants, disaggregated by gender, ethnicity and disability were in place. State Corporations are lagging in these respects.

Figure 7.3: Diversity Management Framework

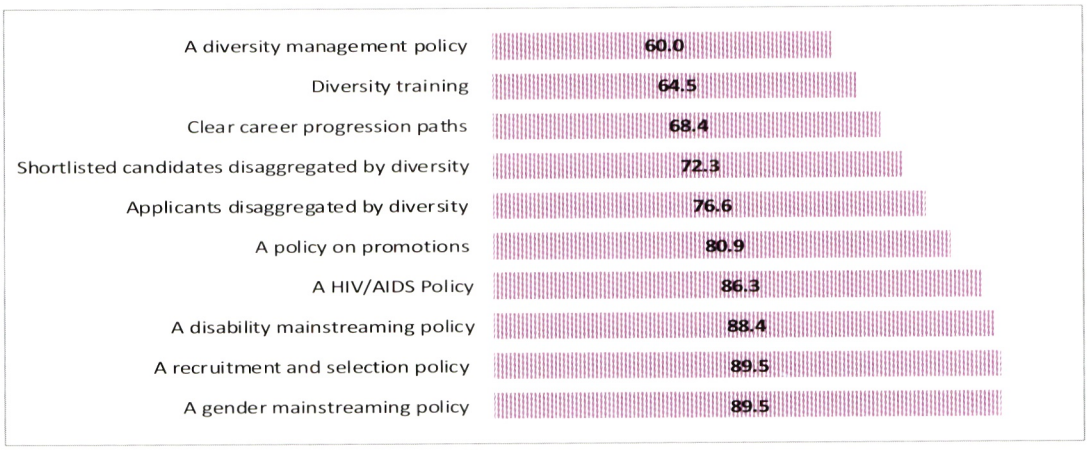


	Provided diversity training	Clear career progression paths	have recruitment and selection policy	A policy on promotions	Records disaggregated by gender, ethnicity and disability	Records of shortlisted candidates
Commissions	80	60	100	80	80	80
Ministries	66.67	100	100	100	83.33	83.3
State Corporations	63.41	66.67	88.1	79.52	75.9	71.08
overall	64.52	68.42	89.47	80.85	76.6	72.34

Data Source: Public Service Values Survey, 2016

Figure 7.4 presents analysis on status of diversity management systems across public institutions. There is a relatively lower score for existence of diversity management policies.

Figure 7.4: Performance of Public Institutions with respect to Diversity Management



Data Source: Public Service Values Survey, 2016

7.3.3 Ethnic representation in the public service

Ethnic diversity in the public service has been quite a thorny issue. Ethnic representation in the service is examined against the corresponding national population proportion. According to the Section 10 of the Public Service (Values and Principles) Act, 2015, no specific community should exceed a 33.3 percent share of total public institution staff. Table 7.2 compares the distribution of Kenya's ethnic diversity in the population based on census (2009) data, with public workplace shares in Ministries, Commissions and State Corporations s. The data show that the serious disproportions are within the largest ethnic groups in the national population. For example, the Kikuyu and Kalenjin each have about 2.5 percentage points more Ministry employees than their respective share of the national population, compared to the negative variances for the Luhya (–3.5 percent), Luo (–1.9 Percent) and Mijikenda (–2.0 percent).

Table 7.2a: Ethnic representation in Ministries, State Corporations and Commissions - % shares and variances

	Census 2009 (%)	Ethnic shares (%)			% Variance				
		Ministries [1]	Commissions [2]	State Corporations [3]	[1]	[2]	[3]	Overall mean	Overall variance
Kikuyu	17.70	21.10	21.80	20.62	3.40	4.10	2.92	21.17	3.47
Luhya	14.20	10.70	11.20	15.02	-3.50	-3.00	0.82	12.31	-1.89
Kalenjin	13.30	15.80	13.60	15.76	2.50	0.30	2.46	15.05	1.75
Luo	10.80	8.90	9.50	13.92	-1.90	-1.30	3.09	10.77	-0.03
Kamba	10.40	10.10	11.20	9.17	-0.30	0.80	-1.23	10.16	-0.24
Kenyan Somali	6.40		3.90	1.54	-6.40	-2.50	-4.86	2.72	-3.68
Kisii	5.90	6.70	7.10	6.24	0.80	1.20	0.34	6.68	0.78
Mijikenda	5.20	3.20	2.10	5.25	-2.00	-3.10	0.05	3.52	-1.68
Meru	4.40	5.80	6.40	3.84	1.40	2.00	-0.56	5.35	0.95
Turkana	2.60	1.20	0.80	0.45	-1.40	-1.80	-2.15	0.82	-1.78
Massai	2.20	1.70	2.40	1.45	-0.50	0.20	-0.75	1.85	-0.35
Teso	0.90	1.00	0.50	0.53	0.10	-0.40	-0.37	0.68	-0.22
Embu	0.90	1.70	0.10	1.36	0.80	-0.80	0.46	1.05	0.15
Taita	0.70	1.40	2.10	2.02	0.70	1.40	1.32	1.84	1.14
Kuria	0.70	0.70	0.50	0.18	0.00	-0.20	-0.52	0.46	-0.24
Samburu	0.60	0.80	2.30	0.39	0.20	1.70	0.21	1.16	0.56
Tharaka	0.50	0.20	0.20	0.02	-0.30	-0.30	-0.50	0.14	-0.36
Mbeere	0.40	0.50	0.20	0.10	0.10	-0.20	-0.30	0.27	-0.13
Borana	0.40	1.40	2.00	0.55	1.00	1.60	0.15	1.32	0.92
Suba	0.40	0.20	0.20	0.16	-0.20	-0.20	-0.24	0.19	-0.21
Swahili	0.30	0.10	0.30	0.52	-0.20	0.00	0.22	0.31	0.01
Gabbra	0.20	0.30	0.40	0.22	0.10	0.20	0.02	0.31	0.11

Orma	0.20	0.20	0.10	0.09	0.00	-0.10	-0.19	0.13	-0.07
Rendile	0.10	0.20	0.30	0.14	0.10	0.20	0.04	0.21	0.11
Kenyan Asian	0.10	0.00	0.20	0.02	-0.10	-0.80	-0.07	0.07	-0.03
Kenyan Arab	0.10	0.00	0.05	0.14	-0.10	-0.05	0.04	0.06	-0.04
Sakuye	0.10	0.00	0.03	0.01	-0.10	-0.17	0.01	0.01	-0.09
Burji	0.10	0.10	0.10	0.03	0.00	0.00	-0.07	0.08	-0.02
Ghosha	0.10	0.00		0.02	-0.10	-0.10	-0.10	0.01	-0.09
Taveta	0.10	0.10	0.20	0.10	0.00	0.10	0.00	0.13	0.03
Nubi	0.01		0.10	0.10	0.00	0.09	0.09	0.10	0.09
Dasanaj	0.01	0.00		0.00	0.00	-0.01	-0.01	0.00	-0.01
Ilchamus	0.014		0.20	0.02	0.00	0.19	0.00	0.11	0.09
Waat				0.02	0.00		0.00	0.02	0.02
Galla				0.01			0.01	0.01	0.01

Source: NCIC, 2016, PSC, 2016

The largest five ethnic groups account for 66.4 percent of the 2009 national population, compared to 66.6 percent (Variance=0.2 percent), 67.3 percent (Variance=0.9 percent) and 74.5 percent (Variance=8.1 percent) of Ministries, Commissions and State Corporation employment respectively. For the 10 largest ethnic groups, the population share of 90.9 percent compares with employment shares of 83.5 percent (Variance= –7.4 percent)[1] 87.6 percent (Variance= –3.3 percent), and 91.8 percent (Variance=0.9 percent). Thus, the top 6 ethnic groups have a disproportionate 8 percentage points advantage in State Corporation employment with negligible rates for Ministries and Commissions. For the top 10, the disadvantaged is in Ministries (–7.4 percent) and Commissions (–3.3 percent), but a 0.91 percent advantage is in State Corporation employment.

Considering Ministry appointments of ethnic groups with less than a 1 percent share of the national population, 9 ethnics groups have a positive variance with the Borana's alone breaching 1 percent, while 7 have a negative variances peaking with the Tharaka's–0.3 percent. For the Commissions, 8 ethnic groups have positive variances peaking with the Samburu's 1.7 percent, while 10 have negative variances peaking with the Embu's –0.8. For State Corporations, the 5 positive variances peak with the Taita's 1.3 percent, while the 11 negative variances peak at 0.5 percent for the Kuria and Tharaka.

The evaluation findings show that over the 2013 to 2015 period, over-representation in the civil service has oscillated amongst the same ethnic group with the Kikuyu remaining at 4.7percent a decline from the 6.2percent recorded in 2015. Eleven ethnic groups were over-represented.

Table 7.2b: Ethnic representation in Ministries by ethnic group (%)

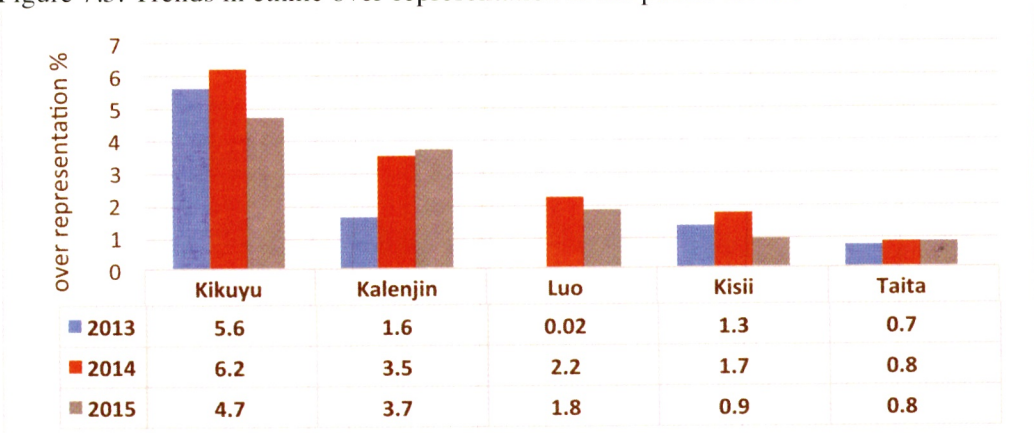
Ethnic group	2014	2015	2016	Ethnic group	2014	2015	2016
kikuyu	21.2	21.1	20.6	rendille	0.2	0.2	0.2
Kalenjin	15.8	15.8	16.0	Basuba	0.2	0.2	0.2
Luhya	10.7	10.7	10.6	gureeh	0.2	0.2	0.2
Kamba	10.1	10.1	10.1	other kenyan	0.1	0.1	0.2
Luo	8.9	8.9	8.8	degodia	0.1	0.1	0.1
Kisii	6.6	6.7	6.6	Burji	0.1	0.1	0.1
Meru	5.8	5.8	5.8	taveta	0.1	0.1	0.1
Mijikenda	3.2	3.2	3.4	Njemps	0.1	0.1	0.1
Somalis	2.5	2.5	2.6	Ajuran	0.1	0.1	0.1
Maasai	1.7	1.7	1.8	swahili- shirazi	0.1	0.1	0.1
Embu	1.7	1.7	1.7	Dorobo	0.1	0.1	0.1
Boran	1.4	1.4	1.4	Kenyan Arab	0.029	0.042	0.045
Taita	1.4	1.4	1.4	kenyanasian	0.015	0.032	0.041
Pokot	1.3	1.3	1.3	sakuye	0.030	0.032	0.037
Turkana	1.2	1.2	1.2	Murule	0.037	0.037	0.036
Teso	1.0	1.0	1.0	bonisanye	0.024	0.024	0.025
Samburu	0.8	0.8	0.8	Elmolo	0.016	0.017	0.017
Kuria	0.7	0.7	0.7	Goshan	0.010	0.010	0.010
pokomo	0.6	0.6	0.6	Dasnach-shangil	0.006	0.006	0.006
Mbere	0.5	0.5	0.5	unspecified	0.002	0.006	0.005
Gabra	0.3	0.3	0.3	missing	0.003	0.001	0.001

[1] The Ministry share excludes 'Kenya Somali' for whom there is no data.

Bajun B	0.3	0.3	0.3	Kenyan european	0.001	0.001	0.001
Tharaka	0.2	0.2	0.2	hawiyah	0.001	0.001	0.001
Ogaden	0.2	0.2	0.2	Total	179,798	177,282	185,885
Orma	0.2	0.2	0.2				

Source: Public Service Commission, 2016

Figure 7.5: Trends in ethnic over-representation in the public service



Based on the NCIC 2016 report on ethnic representation in the different categories of public institutions the findings show that the Kikuyu are still the dominant group in commissions followed by Meru, Samburu, Borana and Taita as shown in Figure 7.6a. It is clear that some of the ethnic group regions classified as marginalized have found favorable representation in the commissions. Figure 7.6a and b shows the representation status for 5 most over and underrepresented communities in the state corporations.

Figure 7.6a: Ethnic representation in commissions

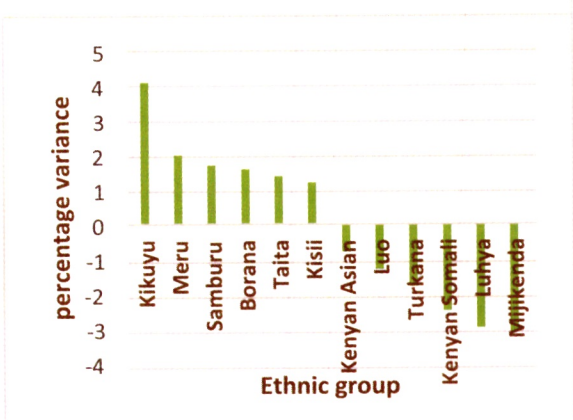
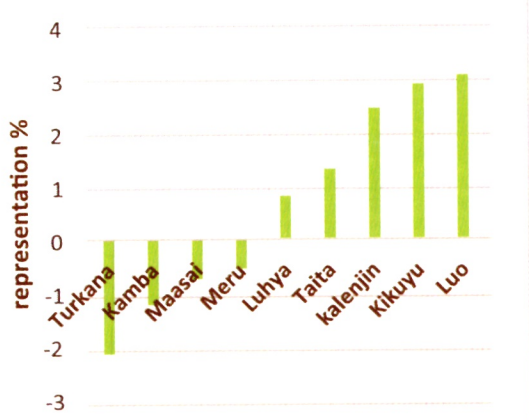


Figure 7.6b: Ethnic representation in state corporations



Source: NCIC 2016

7.4 Challenges

(i) Low response or turnout from marginalized groups during recruitments was reported as hindrance to their inclusion in the employment process in some public institutions.

(ii) Low qualifications especially in technical skills and education among the minorities and marginalized communities is a major problem.

(iii) Freeze on employment in the public sector has slowed down new recruitments and by extension slowed corrective measures towards ethnic imbalance and succession plans.

(iv) Poor data management and record management on the indicators of diversity were prevalent in many institutions.

(v) Weak awareness of diversity management issues among public institutions.

7.5 Recommendations

The findings on this thematic area against 3 indicators (2/3 gender principle, 5percent PWDs and youth access to employment) stood at 53.9 percent. This reveals that Public institutions performance was average against the three indicators. The fourth indicator on proportionate representation of ethnic communities revealed that 19 out of 39 communities are underrepresented in the Public institutions evaluated. It is recommended that:

(i) Public institutions to develop time bound affirmative action programmes to bring on board PWDs marginalized groups, minorities, women and youth progressively as required by law. This is because the performance on this indicator was poor at 39percent of the Public institutions complying with the 5percent requirement.

(ii) Public institutions to put in place liaison framework with National Council for Persons with Disabilities (NCPWD) and other institutions targeting minorities and marginalized during recruitment process.

(iii) Public institutions to institutionalize time bound affirmative action programmes to bring on board women in the service to bridge the 25percent gap on representation.

(iv) Public institutions to institutionalize time bound affirmative action programmes to bring on board more youths into the service to meet the 29percent proportionate representation. This is because 50percent of the Public institutions did not meet the proportionate representation of the youth.

(v) Public institutions to develop time bound affirmative action programmes to enhance proportionate representation of the 19 under-represented communities in the Public institutions. The underrepresented communities represent 49percent of the 39 ethnic communities covered in the survey.

(vi) Government to fast track implementation of the projects under equalization fund to facilitate affirmative action initiatives.

(vii) Public institutions to maintain disaggregated and updated records on gender, ethnicity; including minority and marginalized communities, PWDs and age.

8 Thematic Area 5 - Economic Use of Resources and Sustainable Development

8.1 Overview

The constitutional values and principles of the Kenyan public service affirm the need for competence, efficiency, effectiveness and economic use of resources. These provisions lay the cornerstone for accountable public sector governance that deploys resources in a least cost but effective manner. The Public Finance Management Act 2012 and the Public Procurement and Asset disposal Act 2015 have put in place mechanisms to ensure effective management of public funds, efficiency and transparency and, in particular, proper accountability for the expenditure of those funds. Public agencies are therefore expected to align their budget and expenditure to national development plans and strategic plans, and rationally costed annual work plans, including human resources plans as key drivers of efficiency.

8.2 Performance standards

The performance standards that govern economic use of resources are based on the principle of prudent allocation and utilization of public resources. Therefore public institutions are expected to have clear plans that align all their programmers to the institutional mandate and have clear outputs and desired outcomes.

Key areas to be considered include:

(i) Does public service measure and monitor efficiency, economy and effectiveness, and how they use these measures to plan, evaluate and improve their services?

(ii) How departments have institutionalized Value for Money into their operations.

(iii) Pre-conditions for Value for Money in the public sector by analyzing three main issues:

- Human resource management processes with a focus on three main indicators: effective performance management systems for all employees; the number of vacancies in the organization; and the rate of turnover of staff;
- Systems and procedures to prevent fraud and corruption, as well the extent of fraud and corruption; and
- Systems of accountability, including planning, measuring, and reporting system.

The Comprehensive list of indicators can be accessed at the Annex Table A2.

8.3 Measures taken

During the 2014/15 and 2015/16 financial years, a number of measures were put in place towards ensuring that the principle of economic resource use is upheld. These measures include:

(i) Issuance of the Public Finance Management Act (Regulations) 2015;

(ii) Amendments to the Public Financial Management Act and the Public Procurement and Disposal Act;

(iii) Preparation of the Medium Term Expenditure Framework (MTEF) reports for each of the MTEF sectors as part of the Sector Wide approach to government budgeting;

(iv) Development of programme-based budget reports for each of the public institutions;

(v) Review of organizational structures by ministries to align to the revised structure of government;

(vi) Development of County Integrated Development Plans as a pre-requisite for rolling out devolution interventions;

(vii) Preparation and submission of public institution's annual work plans, procurement plans and cash flow requirements to the National Treasury before commencement of a financial year;

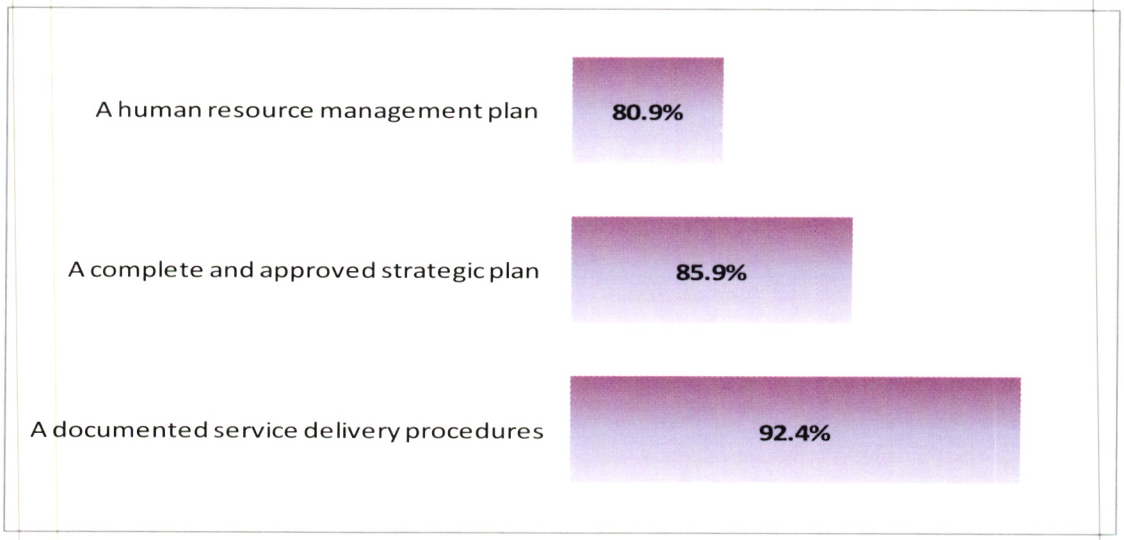
(viii) Preparation of Annual Financial Statements and budget implementation reports by the all public institutions; and

(ix) Annual audit of public institution accounts by the Auditor General.

8.4 Indicators

The theme on economic use of human resources and sustainable development were measured using three indicators, whose findings are reported in Figure 8.1. There were relatively high scores on the existence of human resource management plans, documented service delivery procedures" and "complete and approved strategic plans" at about 81 percent, 92 percent and 86 percent of all responding public institutions respectively.

Figure 8.1: Theme 5 –Economic use of resources aggregate indicator scores for Public Institutions

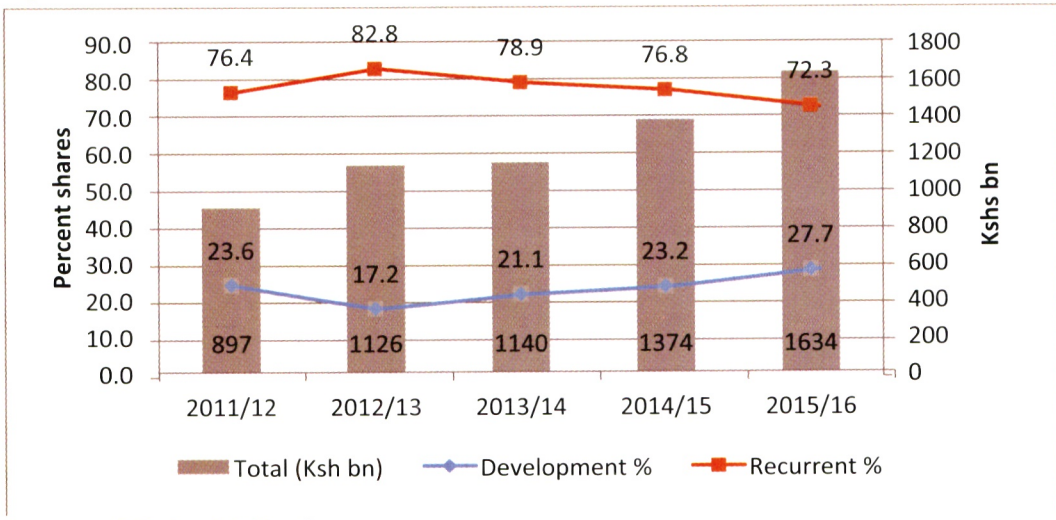


Data Source: Public Service Values Survey, 2016

8.5 Budget ceilings: Recurrent vs. Development

The fourth indicator on the Economic Use of Resources was the recurrent to development shares of budgets. Section 15 (2) (a) of the Public Finance Management Act, 2012 requires public institutions to dedicate at least 30 percent of their budgets on development spending, leaving 70% for Recurrent spending. Figure 8.2 shows that the government's nominal budget nearly doubled during the Fiscal Year (FY) 2011/12 to 2015/16 period, peaking at Kshs 1,634 billion. Over the last five financial years, budget allocation data show that recurrent allocation has remained above 70 percent while development allocation has remained below 30 percent. The sectors likely driving this violation are the high wage share sectors, Education and Health, despite the efforts of the Salaries and Remuneration Commission to reign in the wage bill. The comparatively high wages of constitutional institutions might also be factorial.

Figure 8.2: The National, Recurrent and Development budgets, FYs 2011/12 to 2015/16



Source: OCoB, 2015/16

Performance across public institutions varied widely during FYs 2014/15 and 2015/16, and this report recorded the most improved capita/budget shares among the public institutions as well as those whose performance against the benchmark deteriorated most. Figure 8.3 shows the State Department for the Interior's 180% percent change to be highest among the 10 most improved public institutions. However, the ministry's capital outlays for the two FYs average are a modest 9percent. In contrast, Ministry of Devolution and Planning had a comparatively modest 14 percent change, but dedicated an average 75percent of its budget to capital spending.

Figure 8.3: Lead Public Institutions in improved Capital/Budget shares, FYs 2014/15 to 2015/16 (%)

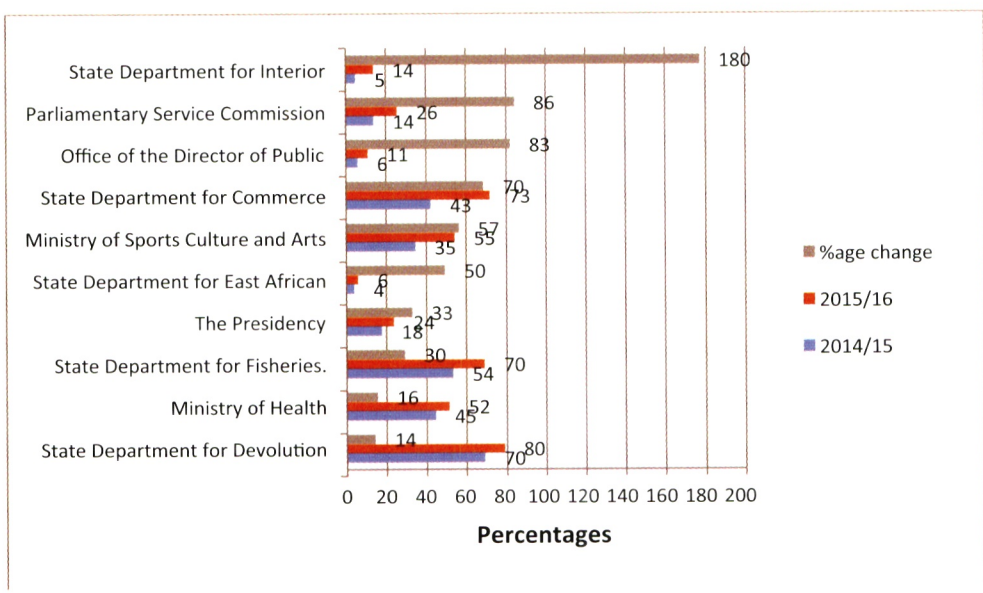
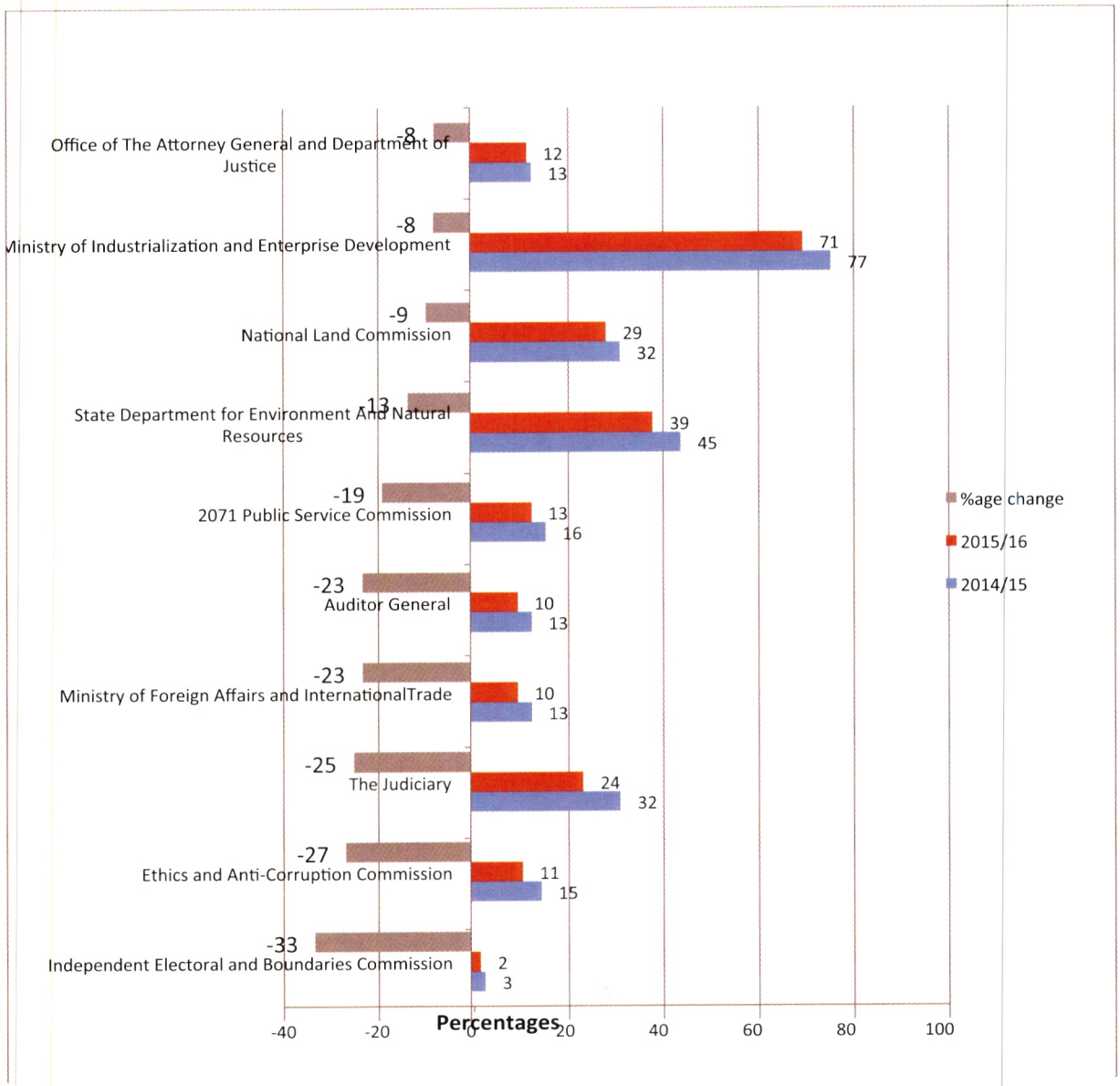


Figure 8.4 show the 10 public institutions whose Capital/Budget shares deteriorated most between the two FYs, with Independent Electoral and Boundaries Commission (IEBC) leading by a 33 percent decline while the Attorney General's office and Industrialization had 8 percent declines each. Here too, it is significant that IEBC's large decline was on a very small share of Capital spending (average 2.5 percent), while Industrialization's drop was on an average Capital share of 74 percent.

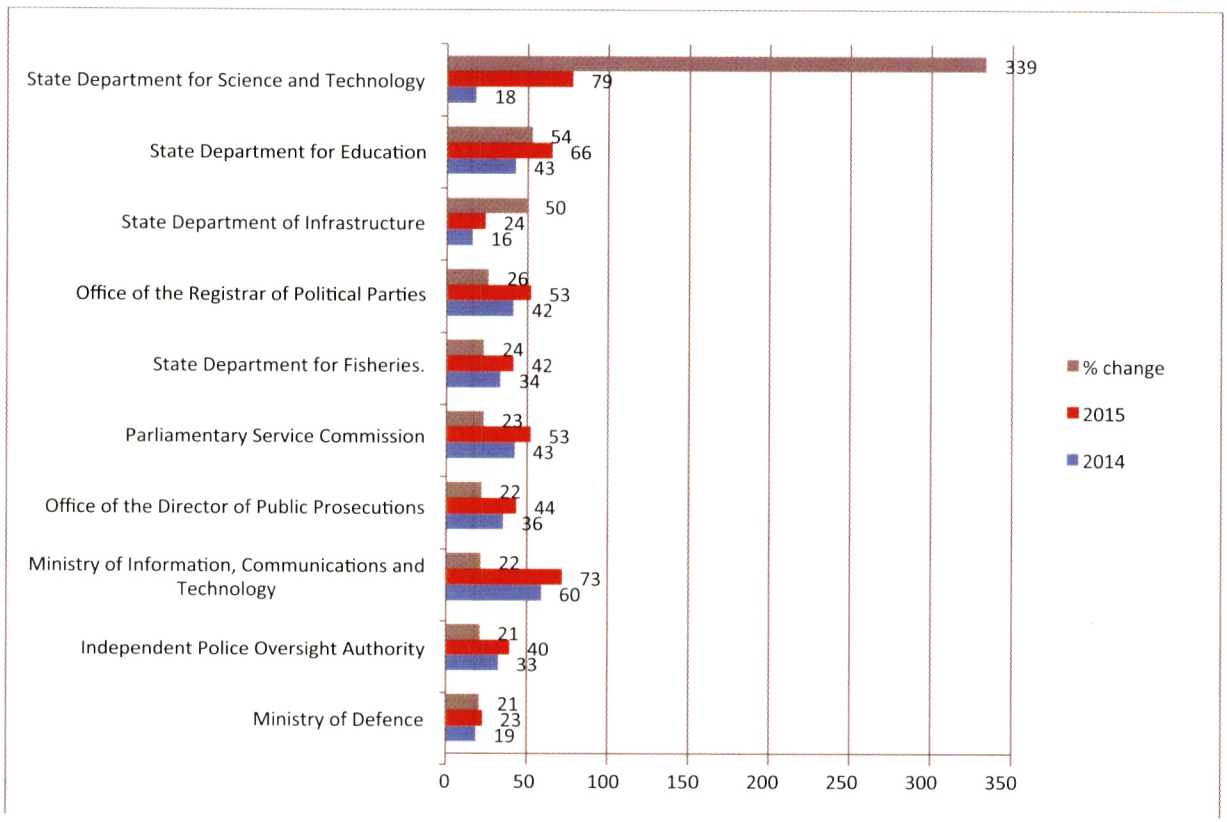
Figure 8.4: Lead Public Institutions in deteriorating Capital/Budget shares, FYs 2014/15 to 2015/16



8.6 Personnel Emoluments vs. Operations and Maintenance

While the foregoing show that Recurrent spending crowds out Development/Capital spending, Personnel emoluments/Wages has also tended to crowd out Operations and Maintenance (O&M) in the recurrent budget. Consequently, the National Treasury has set a 40:60 ceilings for the two items. Figure 8.5 presents the 10 public institutions with greatest relative improvements in their O&M shares of their budgets between 2014 and 2015. Science and Technology had a large improvement of 339 percent change, moving from a non-complying public institution to a compliant one. Among the other nine leaders in improvements, only Ministries in charge of Education and ICT became compliant.

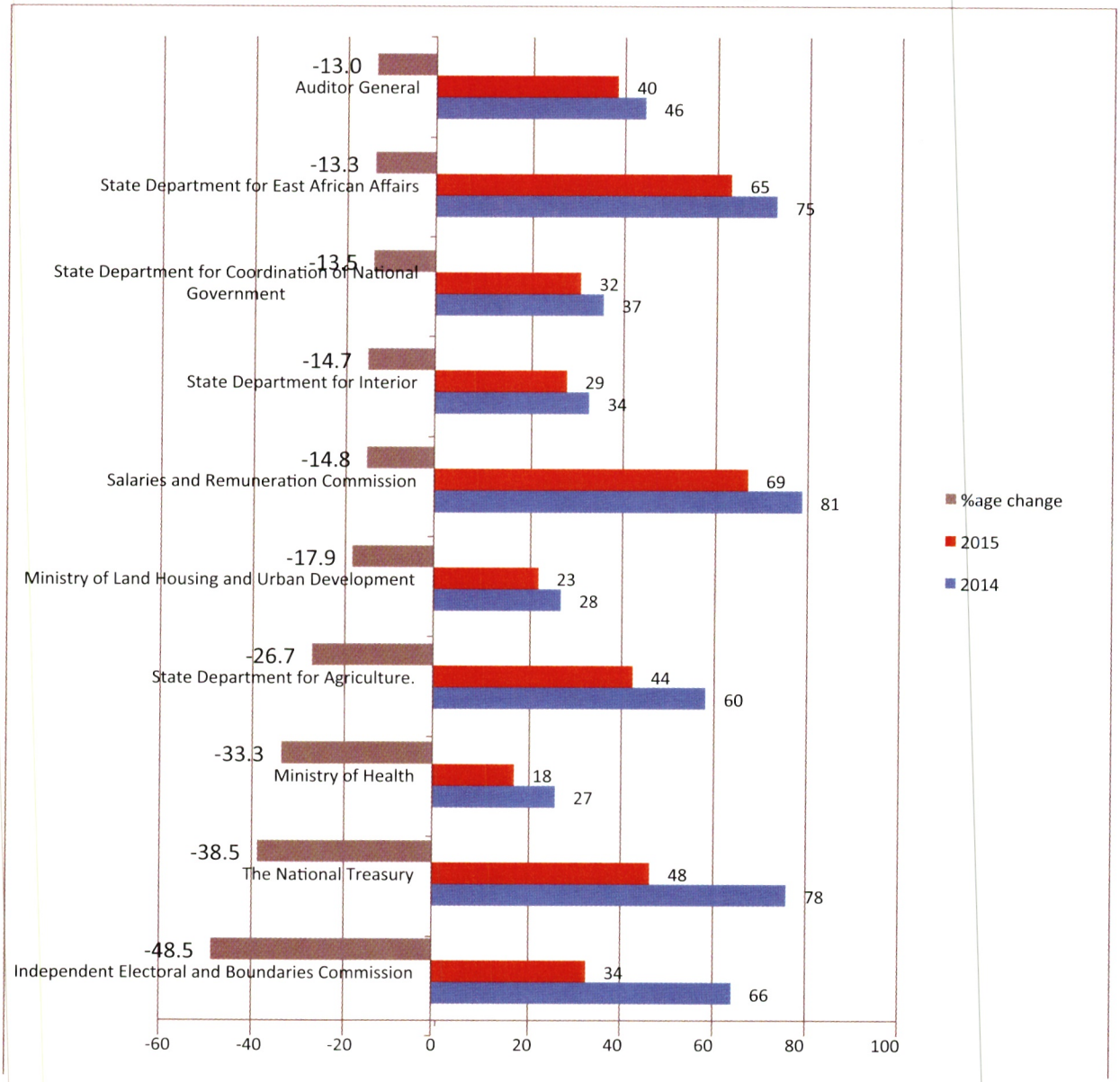
Figure 8.5: Public Institutions leading improved O&M/Recurrent budget shares, 2014 and 2015



Data Source: OCoB, 2015/16

With a 49 percent regression between 2014 and 2015, IEBC deteriorated most, transitioning into non-compliance, as shown in Figure 8.6. In contrast, East African Community, and Salaries and Remuneration Commission remained compliant despite regressing. The data of Figures 7.6 to 8.6 underscore the need for a nuanced analysis of public institution performances against the benchmarks that considers absolute and relative performances.

Figure 8.6: Public Institutions leading declining O&M/Recurrent budget shares, 2014 and 2015

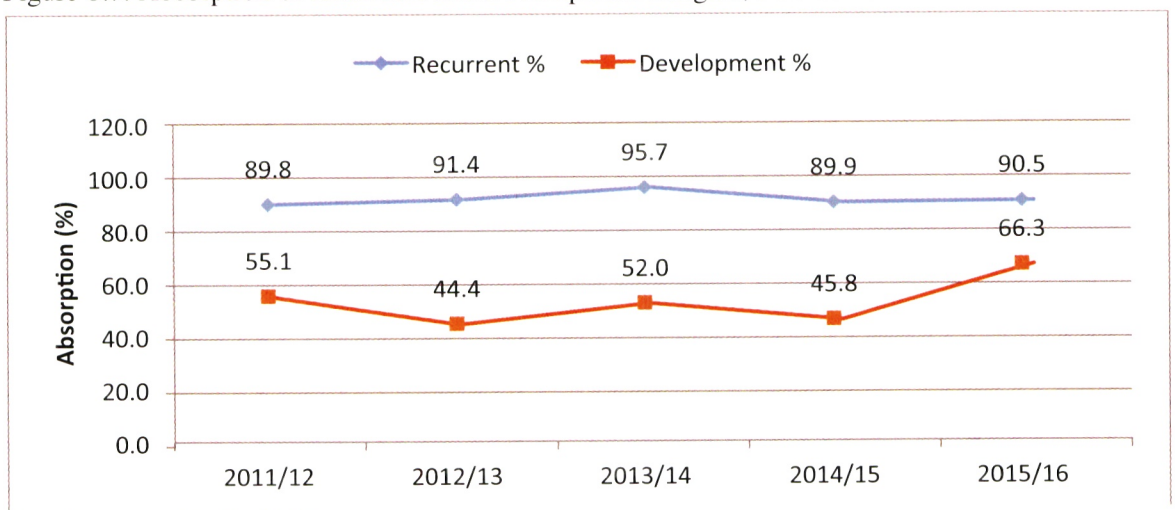


Data Source: OCoB, 2015/16

8.7 Budget absorption

The final indicator on the Economic Use of Resources was the absorption rate of budgets. Data from the Office of Controller of Budget (OCoB) reflected in Figure 8.7 show that the government has consistently failed to absorb its entire budget between FYs 2011/12 and 2015/16. Only in a single FY – the 2013/14 transition to devolution – did absorption of the recurrent budget rise above 90%. As for the Development budget, absorption has been consistently below 60%, the often-cited reasons for the shortfall being the irregular flows of counter-part funds, and procurement bottlenecks.

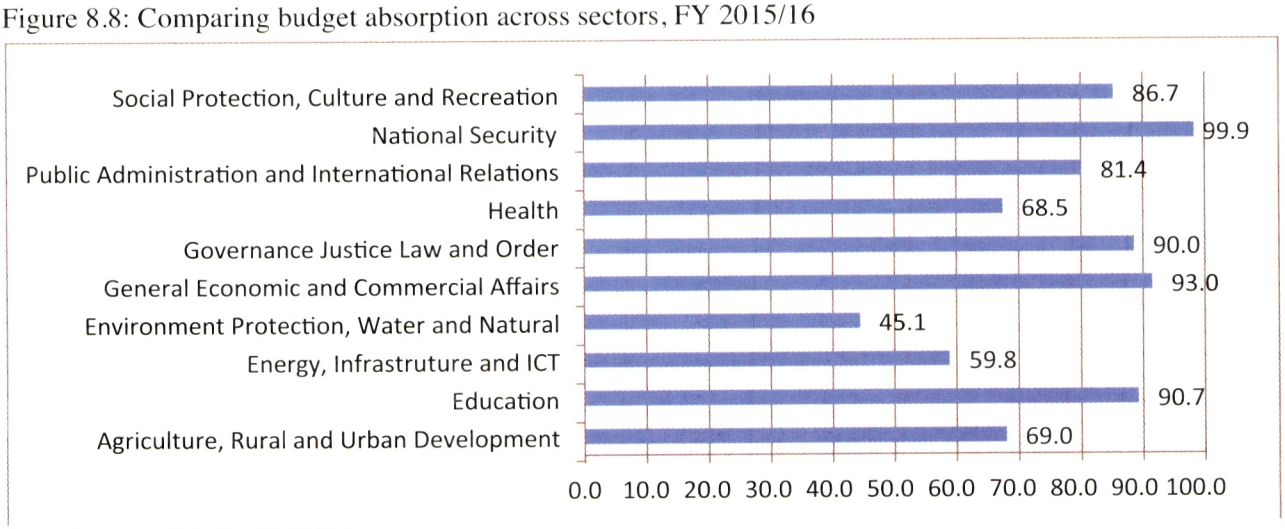
Figure 8.7: Absorption of Recurrent and Development budgets, FYs 2011/12 to 2015/16



Data Source: OCoB, 2015/16

The absorption rates across the sectors vary widely, as is shown in Figure 8.8, ranging from a weak 45 percent for Environment Protection, Water and Natural Resources, to 99.9 percent for National Security. It is unsurprising that the sectors with greater human resource outlays should have higher absorption rates than those with lower personnel commitments.

Figure 8.8: Comparing budget absorption across sectors, FY 2015/16

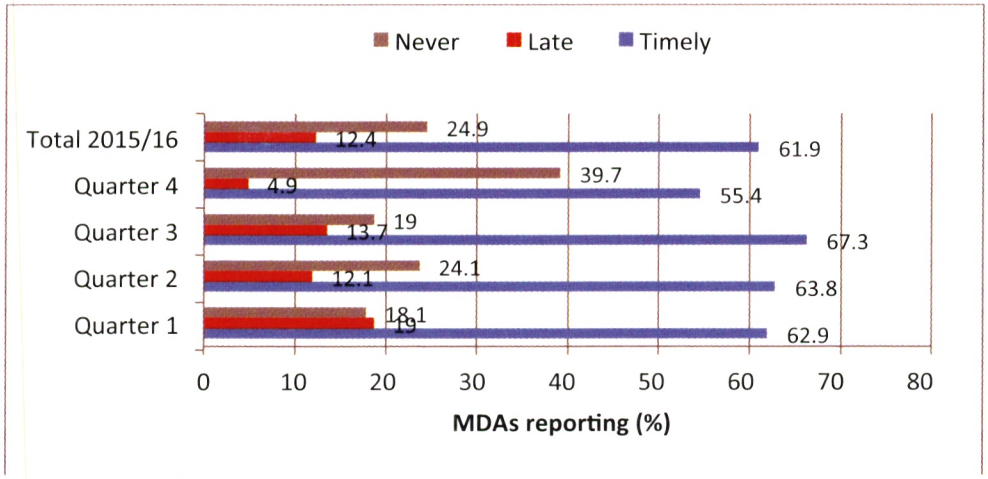


Data Source: OCoB, 2015/16

8.8 HIV/AIDS reporting

The campaign against HIV and AIDS has led to its mainstreaming in all facets of Kenyan life, including the management of public institutions. Consequently, public institutions are expected to provide periodic reports on the status of their interventions in the campaign against the scourge. While HIV and AIDS (mainstreaming) is not an indicator under any of this report's thematic areas, its management status could be indicative of the outcome of the mainstreaming of the constitutional values and principles. Figure 8.9shows the efficiency of public institutions in reporting to the National AIDS Control Council on their interventions. The data show that less than two-thirds of the public institutions provide mandated reports on time.

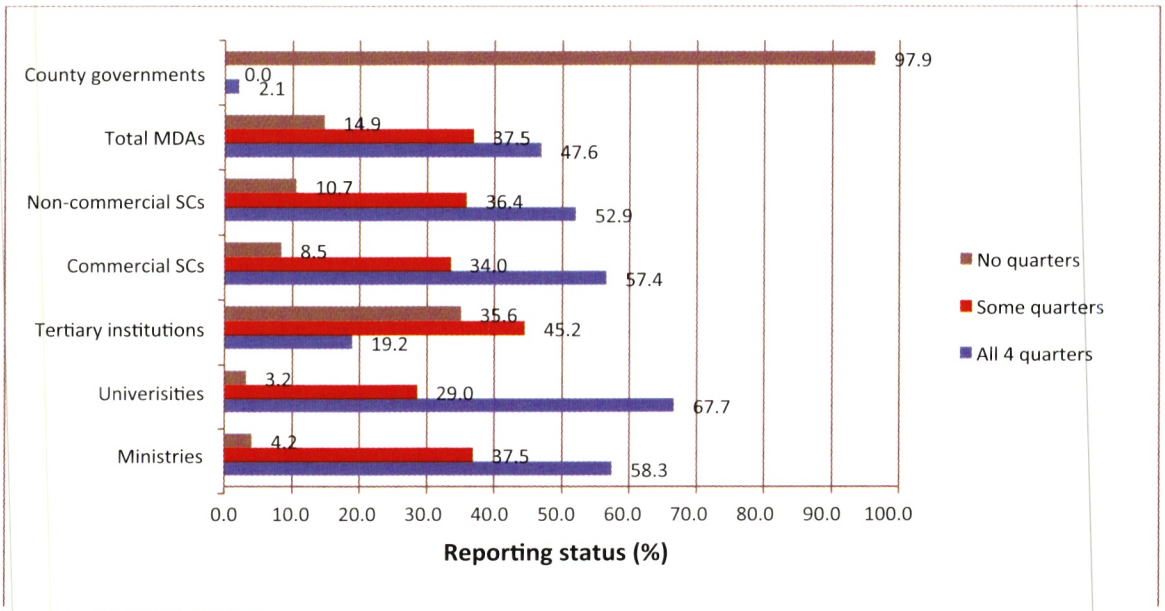
Figure 8.9: Public Institutions' quarterly and annual HIV/AIDS reporting, 2015/2016



Data Source: NACC (2016)

Across the public institution categories, 68 percent of universities reported on HIV and AIDS for all quarters, compared to only 19 percent for tertiary institutions, as seen in Figure 8.10. While the modal conduct was to report during some quarters, tertiary institutions had the highest rate of non- reporting, affecting 36 percent of them. The figure also suggests that NACC needs to concentrate on County Governments, 98 percent of whom did not provide any quarterly reports.

Figure 8.10: Disaggregated public institution reporting rates, 2015/2016



Source: NACC (2016)

8.9 Sustainable development

8.9.1 Fiscal and Debt Sustainability

Trends in selected Kenyan macro-economic indicators are presented in Table 8.10. The data shows that after a slump to 2012, the growth rate of the economy picked up to peak at 5.6percent in 2015. However, the trend in Kenya's net lending/borrowing as a share of GDP was negative even if unstable. The external debt/GDP ratio also grew rapidly, likely reflecting commitments around the on-going infrastructure investment initiatives. The situation is not better when the overall debt/GDP ratio is considered.

Table 8.10: Macro-economic indicators, 2011 to 2016

	2011	2012	2013	2014	2015
GDP growth rate (%)	6.1	4.6	5.7	5.3	5.6
Net lending (borrowing) GDP (%)	-4.5	-5.6	-6.3	-9.3	-7.6
External debt/GDP ratio (%)	3.6	3.8	4.8	9.9	11.0
	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
Debt/GDP ratio (%)	35.9	36.5	41.1	46.7	51.3

Source: Economic Survey, 2016

8.10 Revised organization structure

Institutional restructuring is an imperative for adapting to changes relating to operations and mandates. The latest revision to the organization structure of Kenyan public institutions was contained in the Executive Order No. 1/2016 on Organization of the Government of the Republic of Kenya. The study for this report revealed that 70.3 percent of the public institutions assessed have revised their organization structures since the year 2013. Ministries comprise of 85.7percent of the compliant public institutions between 2013 and 2016, compared to 66.7% for Commissions, as shown in Table 6.4. The table also shows that most of the revisions were done in 2014.

Table 8.11: Share of Public Institutions revising Organization Structure since 2013

	Commissions	Ministries	State Corporations	Overall
	66.7	85.7	68.0	70.3
Which year was the revision done?				
2013	0	5.6	7.2	6.6
2014	40	27.8	24.1	25.5
2015	60	22.2	36.1	34.9
2016	0	38.8	31.3	31.3

Data Source: Public Service Values Survey, 2016

8.11 Recommendations

A. The findings on this thematic area against 3 human resource indicators revealed that Public institutions performance was at 86.7percent.

B. A trend analysis on four fiscal management indicators reveals that the overall set thresholds were not met. It is recommended that:

i) All Public institutions comply with the set recurrent to development thresholds of 70:30. The findings indicate that over the last five financial years there has been an improvement in allocation to development from 23.6percent in 2011/12 to 27.7percent in 2015/16.

ii) Government should build capacity on developing and implementing Programme Based Budgeting (PBB) in public sector to ensure 100percent budget absorption. The findings indicate that absorption of recurrent budget improved from 89.9percent in 2011/2012 to 90.5percent in 2015/16. While absorption of development budget improved from 55.1 percent in 2011/12 to 66.3percent in 2015/16.

iii) Government should contain debt to GDP ratio. The finding indicate that the debt/GDP ratio rose from 35.97percent in 2011/12 to 51.3percent in 2015/16 which represents 42.6percent increase over the four year period. The 51.3percent is above the East African Community monetary union convergence criteria of 50percent. This could compromise fiscal sustainability if not checked.

9 Thematic Area 6 - Equitable Allocation of Opportunities

9.1 Overview

The Constitution of Kenya provides for adequate access to equal opportunities in appointment, training and advancement at all levels of the public service without discrimination on any grounds listed Article 27, including race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion,
Conscience, belief, culture, dress, language or birth.[8]The prospects for the equitable allocation of opportunities in employment, appointments, promotions, and procurement are enhanced by ensuring that the public is appropriately informed of them.

9.2 Measures taken

The measures taken to promote equitable allocation of opportunities include the following:

(i) The Constitution has reserved at least five percent (5%) of appointments in the public sector for persons with disabilities. The Diversity Policy for Public Service envisages this to be realized progressively over five years.

(ii) The Constitution provides that not more than two-thirds of members in elective and appointive positions shall be of the same gender.

(iii) Every public service institution shall ensure fair and equitable representation of the diverse Kenyan ethnic communities and groups, including minorities and marginalized groups, proportionate to their national population size.

(iv) Equitable access to training opportunities and human resource development.

(v) Equitable access to procurement opportunities for youth women and persons with disabilities.

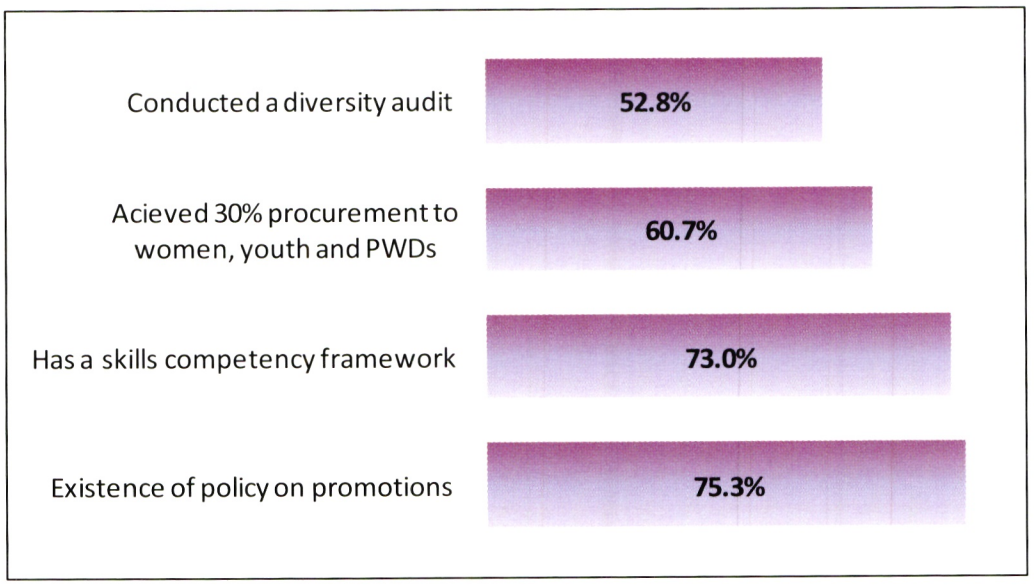
List of comprehensive indicators can be accessed at the Annex Table 2

9.1 Progress and performance

The study for this 2015/16 report selected four indicators to measure the equitable allocation of opportunities (Figure 9.1). The findings indicate that only about 53 percent of the responding public institutions conducted a diversity audit within the last two years, meaning half of the public institutions have no current information on workplace diversity with respect to age, gender, ethnicity, disability status and inclusion of the minority and marginalized groups. This may undermine equitable allocation of opportunities.

[8] Age is included advisedly since there is a lower limit for lawful employment.

Figure 9.1: Theme 6 – Equitable Allocation of Opportunities aggregate indicator scores for Public Institutions



Data Source: Public Service Values Survey, 2016

Through the Access to Government Procurement Opportunities (AGPO) initiative introduced in 2013, the government sought to enhance the participation of the youth, women and persons with disability (PWDs) in public procurement. However, only 61 percent of the responding public institutions had achieved the 30 percent threshold of reserved procurement to these disadvantaged groups. The fact that nearly all the responding public institutions are tracking information on the value of procurement to these groups offers optimism of progress on AGPO.

The average score on equitable allocation of opportunities for all public institutions was 65.4 percent (Table 9.1). Across the three clusters, Ministries and State Departments led with a score of 77.1 percent.

Table 9.1: Public Institutions Scores for Equitable Allocation of Opportunities, 2016

Institution type	**Aggregate score (diversity management)**
Independent Commissions, Statutory Commissions and Authorities	69.4
Ministries and State Departments	77.1
State Corporations	63.7
All responding public institutions	**65.4**

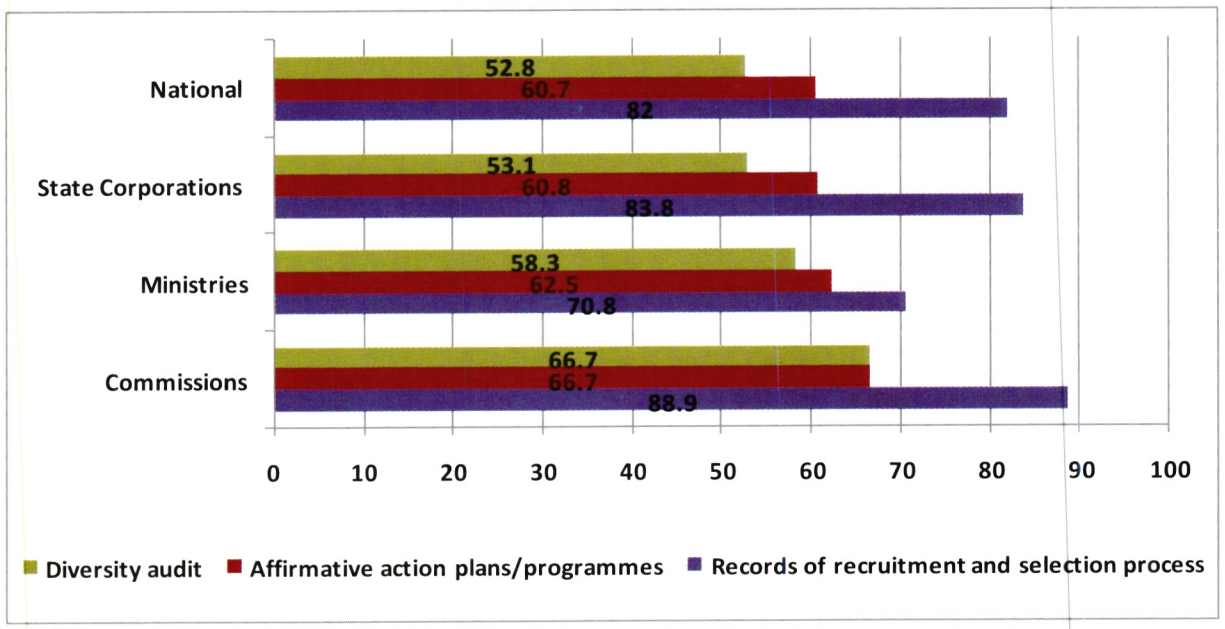
Data Source: Public Service Values Survey, 2016

9.1.1 Fair competition and merit in appointments and promotion

9.1.2 Alignment of Human Resource (HR) Policies to Articles 10 and 232

To ensure equal opportunities to all, public institutions have previously been evaluated on how they streamlined human resource (HR) policies with the Constitution, especially in relation to Articles 10 and 232. The PSC's development of the Human Resource Policies and Procedures Manual for the Public Service of 2016 is a recent initiative towards this goal. The 2015/16 report evaluates public institutions on frameworks support the equitable allocation of opportunities in appointments, training and advancement. Only 53 percent of public institutions have conducted a diversity audit in the last 3 years while 61percent have affirmative action programmes. There is need for institutions to conduct diversity audits and keep records of the recruitment process to ensure effective monitoring of the status of diversity.

Figure 9.2: Framework to support Equitable allocation of resources



Data Source: Public Service Values Survey, 2016

Training in public institutions is one of the key strategies for increasing staff productivity and also offers opportunities for career advancement for staff. Therefore, equitable access to training opportunities for staff at all levels is desirable. The HR development policy provides the policy guidelines for capacity building and training in the public service, which public institutions are expected to implement.

The evaluation results reveal that majority of the public institutions (90%) have training projections for staff, 82percent prepare training need reports, and 85 percent have a training policy, as seen in Table 9.2. These instruments are critical in ensuring that the public institutions are able to allocate training opportunities to all deserving staff. However, about 24 percent of the public institutions did not have an organization competence framework.

Table 9.2: Mechanisms to support Training in Public Institutions

Indicator/standard	Commissions	Ministries	State Corporations	Overall
Organizational key competency framework	77.8	66.7	77.7	75.8
Training projections	100	100	89.2	89.9
Training needs analysis report	100	79.2	81.5	82.0
Existing training policy	100	91.7	85.4	85.4

Data Source: Public Service Values Survey, 2016

9.1.3 Promoting Fair Competition through Advertisement of Vacant Positions

In April 2015, the Cabinet approved the National Treasury circular number 17/2013 on the centralized management of government advertising through the Government Advertising Agency (GAA). The new policy required all government agencies to produce quarterly advertising plans which must be lodged with GAA at least 15 days in advance of the quarter, for review against the various stipulations of the policy framework. Besides advertising in the print and electronic media, the GAA mandate covers outdoor advertising with road shows, billboards, fliers, posters, drama, video, cinema, comedy, sports, competitions, audio visuals, branded items, out of home and interactive platforms.

9.2 Merit in Staff Training in Public Institutions

The study established that 5.1% of all civil servants underwent training during the FY 2014/15. The greatest absolute beneficiaries being the ministries of Fisheries (29.8%), Industrialization and Enterprise Development (27.7%) and Office of the Deputy President (19.1%). Training coverage in three ministries was less than 1%, while seven ministries' coverage was below the overall average. Training coverage for females averaged a 44% share overall, and ranged between 21.6% and 69.0%. While the female share of trainees was less than 33% in five ministries, it was dominant in 12 of the 31 listed ministries.

Across the different job groups, the PSC data show that 1,370 female officers were trained in job groups A to N, compared to 1,483 male officers in the same cadre range. For job groups P to V, the numbers were 116 and 207 for female and male officers respectively. On ethnic lines, 32.5% of all trainees were Kikuyu, the other ethnic groups breaching a 10% cut-off including the Luo (12.2%), Luhya (11.7%), and Kamba (10.2%), these four ethnic groups accounting for 66.6% of all training relative to their overall population share of 53.1 percent.

The government has been keen to address the historical marginalization of certain communities from mainstream activities, including public employment. In response to Article 27 read alongside the definitions in Article 260, PSC has joined other public agencies in monitoring the status of ethnicity in public employment while encouraging inclusion in the non-government sector.[9] With the data showing Table 9.3 and 9.4 compared the variances between the ethnic shares of the national population and of employment, showing the Kikuyu and Kalenjin to be *over*-represented by 10.4 and 5.3 percentage points (PPs) respectively, while the Luhya are *under-represented* by 5.3 PPs.

The ethnic distribution of training should obviously relate to the ethnic inequalities in employment, but instead turn out to be even greater. For example, the Kikuyu share of 32.5 percent of all public

[9] Among the other agencies involved in monitoring include NCIC and the National Gender and Equality Commission.

institutions' training meant they were *over*-subscribed by about 15 PPs, compared to the over-subscription of the next largest beneficiaries of training, the Luo (+1.4 percent) and Luhya (–3.5 percent).

Overall, females accounted to 83 percent of total trainees; but they had a greater share of trainees in 9 of the listed 40 ethnic groups, and were at par with males for 7 ethnic groups. Data on the overall employment of PWDs were not immediately available; but PSC reports the training of 17 PWDs, 29.4 percent of whom were females.

Across the county governments too, the ethnic distribution of employees represents a further challenge over compliance with Section 65 of the County Government Act, requiring that "at least thirty percent of the vacant posts at entry level are filled by candidates who are not from the dominant ethnic community in the county." NCIC's review of county compliance over new recruits showed that only 15 counties had complied over new recruitments since 2013, with the respective dominant ethnic groups' shares ranging from 28 percent for Marsabit County, to 67percent for Laikipia County.[10]Conversely, the share of new employees from the dominant ethnic group was above 90 percent for 19 (40%) out of the 47 the counties.

On the categories of individual training, the most highly subscribed was the Short Course category attracting 2,640 officers, 45.1 percent of whom were females. Some 149 and 158 staff pursued Diploma and Higher Diploma courses respectively, 50.3 percent and 71.5 percent among them being females. The Bachelor's, Master's and doctoral degrees respectively attracted 139, 435 and 20 members of the service, the respective female shares being 62.6 percent, 40.5 percent and 60.0 percent. Some 69.4 percent of the officers are government-sponsored, overwhelmingly for short courses; but nearly 95 percent of the bachelor's degree students are self-sponsored.

9.3 Merit in Staff Promotions in Public Institutions

The PSC's new appointments during 2015/16, summarized in part (i) of Table 9.3, with quarterly data (not shown) suggest that the peak period of appointments coincides with the beginning of the FY. Males dominated the new recruits during the FY, but recruitment respected the rules on gender balancing. The recruitment of PWDs stood at 14, a mere 1.5 percent of all recruitment for the FY, falling far short of the five percent benchmark of Article 54 of the Constitution. However, it is significant that female PWDs got more opportunities than their male counterparts even if the statutory gender balancing prevailed.

Table 9.3: Summary of New Appointments and Promotions, 2015-2016

	(i) New appointments		(ii) Promotions	
	No.	**Percent**	**No.**	**Percent**
Male	521	**56**	215	64
Female	409	**44**	119	36
Total	**930**	**100**	**334**	**100**
PWD	**14 (8 Female , 6Male)**		**6 (5Male; 1Female)**	

Source: PSC Note 2 (n.d.)

The new appointments during FY 2015-2016 only affected 31 of Kenya's ethnic groups. Despite the Kikuyu's historical dominance of civil service employment (Table 9.3 and 9.4), they also dominated the new appointments with a share of 14.6 percent followed by the Luhya's 13.8 percent. Along with the shares of the Kalenjin (11.2%) and Luo (10.8%), this amounts to 50% of all new appointments, perpetuating the historical inequalities discussed above.

Male civil servants dominated promotions during the FY, but this did not flout gender, as seen in part (ii) of Table 9.3. In the case of PWDs, however, promotions were a male domain in which they

[10] NCIC (2016c: 17).

accounted for 83 percent of the beneficiaries. The disaggregation of these data by job categories would enhance understanding of likely factors at play.

As with new recruitments, promotions also did not have a universal ethnic coverage, touching on 19 of the country's over 40 ethnic groups, as seen in Table 9.4. The Kikuyu dominated promotions with a 30.2 percent share of the total 334 promotions, followed by the Kisii (14.7%), Kamba (13.5%), Luhya (12.9%) and Luo (11.7%), these five ethnic groups accounting for 83% of all promotions during the period. These are indeed gross inequalities, and while the one-third bench-mark for single ethnic group is not violated, these inequalities will perpetuate unequal development in the country.

Table 9.4: Ethnic distribution of promotions, FY 2015-2016

	Totals	Distribution (%)
Basuba	2	0.6
Burji	1	0.3
Embu	6	1.8
Kalenjin	19	5.7
Kamba	45	13.5
Kenyan Arab	1	0.3
Kenyan Somali	3	0.9
Kikuyu	101	30.2
Kisii	49	14.7
Kuria	1	0.3
Luhya	43	12.9
Luo	39	11.7
Maasai	1	0.3
Mbeere	1	0.3
Meru	13	3.9
Mijikenda	4	1.2
Taita	3	0.9
Taveta	1	0.3
Teso	1	0.3
TOTAL	334	100.0

Source: PSC Note 2 (n.d.)

9.4 Challenges

(i) There is a persisting domination of public sector employment opportunities by a small number of ethnic groups.

(ii) Freeze on employment and promotions has slowed down new recruitments in most public agencies. Public institutions therefore, noted that plans to correct inequalities in employment consequently slowed down.

(iii) Large ethnic groups still dominate new recruitments and promotions, with 19 of the country's over 40 ethnic groups taking up most of the positions. This pattern is reflected across all the public institutions. Public institutions observed that there was a low number of applications for marginalized group's especially those with disabilities.

(iv) There was a low uptake of the civil service education funding scheme administered by the Higher Education Loans Board. Many staff who missed on training sponsorship from their public institutions had given the scheme a wide consideration.

(v) Some employees especially lower cadre staff complained of exclusion in access to training opportunities and felt that their training needs were not fully addressed.

9.5 Recommendations

The findings on this thematic area against 4 indicators revealed that Public institutions performance was at 58.6 percent. This finding means that the performance was below average as 41.4 percent of Public institutions did not meet the standards set in the evaluation. It is recommended that:

(i) Public institutions to conduct diversity audits of their establishments within the first six months of 2017. The findings indicate that 52.8 percent of the Public institutions are yet to conduct diversity audits.

(ii) Public institutions to comply with the 30percent allocation of procurement opportunities to disadvantaged groups. The findings indicate that 39 percent of Public institutions failed to comply with the threshold.

(iii) Public institutions to institutionalize time bound affirmative action programmes for appointments, training and promotion of the disadvantaged groups in the public service. The findings indicate that a few communities still take the largest share of appointments, training and promotion.

(iv) The government to review the criteria for the determination of the disadvantaged groups for the award of the reserved 30 percent of government tenders.

(v) The government to review the criteria for the determination of the disadvantaged groups for the award of the reserved 30 percent of government tenders.

10 Thematic area 7 - Accountability for Administrative Acts

10.1 Overview

Integrity, transparency and accountability are some of the values and principles that are fundamental for public sector governance, upon which the public expect and demand services and accountability. The public service should be accountable to the citizen in the execution of duties bestowed upon its institutions and individuals managing them. Accountability by public officials acknowledges responsibility for policies, plans, actions, outputs and outcomes, and provides information on and justification for the same to the public and other stakeholders. Consequently, the public service should have clear documentation of its operations, and equally clear mechanisms through which citizens can seek desired information, as well as redress when aggrieved by public institutions and/or officers. Some of the tools for accountability include customer service charters, grievance handling procedures, performance agreements, existence of a gift register, and declaration of conflict of interest register.

10.2 Measures Taken

The provisions of the Constitution (2010) of Kenya focus strongly on transparent and accountable government, with compliance with Chapter 6 and Articles 10 and 232 of the document being pre-conditions for accession to various key public offices. Kenya has a long history of institutions designed to ensure public service accountability, whose importance the Constitution and the policy legal and institutional reforms consequent upon it merely underscored. Vision 2030 and its Medium Term Plans and the related Medium Term Expenditure Frameworks and Sector Working Groups are designed to ensure transparency and accountability in planning, budgeting and implementation.

In relation to the foregoing, the Public Finance Management Act regulates spending which the Public Audit Act scrutinizes annually for the entire public service. The Parliamentary Public Accounts Committee and Public Investments Committee review the public audits and make appropriate recommendations to public institutions, including surcharging public officers for fiscal improprieties. Public service delivery involves extensive procurement outlays, which are managed under the Public Procurement and Asset Disposal Act (2015) whose framework provides for an appeals board to review procurement legitimacy. Officers in most public institutions sign performance contracts which guide their service delivery conduct. Consequently, public institutions' boards and staff are appraised as pertinent.

10.3 Status of Performance and Compliance

The survey for the 2015/16 report on values and principles found compliance levels in Constitutional Commissions, Ministries and State corporations to be above 50.0 percent, with overall scores for the various indicators (Table 10.1). The worst indicator scores for Commissions was existence of complaints/compliments register (at 50%) while the other indicators had relatively good scores. On aggregate, Ministries performed relatively well on all indicators except "existence of a declaration of Conflict of Interest register" (46%), a gift register (50%) and a complaints/compliments register at 52 percent. All but one of the score for state corporations was above 70 percent. The lowest score for state corporations was "whether action is always taken on reported cases of abuse of office" at about 59 percent. This implies that 40 percent of respondents perceive that action is not taken on reported cases of abuse of office. On an aggregate level, with a score of 62.4 percent, failure to take action on reported cases of abuse of office remains to a major area for improvement.

Table 10.1: Accountability for Administrative Acts Compliance levels

	Constitutional Commissions	Ministries	State corporations	Overall
a. A corporate communications strategy	88.9	75.0	81.5	80.3
b. A customer help desk	77.8	79.2	91.5	88.2
c. Complaints Resolution Committee	66.7	70.8	83.1	80.3
d. Client Service Charter	77.7	87.5	90.8	89.3
e. Grievance handling procedures	88.9	79.2	92.3	88.2
f. A declaration of Conflict of Interest register	88.9	45.8	86.1	78.7
g. Gift register	66.7	50.0	83.8	75.8
h. Complaints/compliments register	50.0	52.2	72.4	68.1
i. Has developed procedures for resolution of complaints	100.0	70.8	87.7	84.3
j. Has established a committee for resolution of complaints	88.9	75.0	81.5	80.3
k. Investigates/reports most allegations of malpractice within 3 months of being reported	100.0	83.3	84.6	83.7
l. Resolves complaints within 3 months of being presented	88.0	75.0	83.8	80.9
m. Gives respondents reasonable time for response	100.0	83.3	88.5	87.1
n. Allows personal representation on allegations made	88.9	75.0	84.6	83.2
o. Your establishment has effective mechanisms for citizens to report abuse of office	100.0	79.2	88.5	87.1
p. Action is always taken on reported cases of abuse of office	88.9	75.0	58.5	62.4

Data Source: Public Service Values Survey, 2016

Ministries and State Departments had a marginally lower index score on the aggregate indicator on Accountability for Administrative Acts (78.1%), than was the case for the other public institution clusters (see Table 10.2).

Table 10.2: Aggregate score for Accountability for Administrative Acts by type of institution, 2016

Institution type	Aggregate score (accountability for administrative acts)
Independent Commissions, Statutory Commissions and Authorities	80.6
Ministries and State Departments	78.1
State Corporations	86.9
All responding public institutions	84.6

Data Source: Public Service Values Survey, 2016

10.4 **Challenges**

During the Focus Group Discussions (FGDs) across the 47 counties, and in the Key Informant Interviews, the following critical challenges emerged as facing accountability for administrative acts:

(i) Remuneration disparities: National government officers seconded to the counties earn less than counterparts in the county governments, undermining motivation for the former.

(ii) Public servants are not sufficiently aware of their obligations dictated by their respective codes of conduct which ought to guide them during interactions with citizens.

(iii) Petty corruption among officers in some government undermine public access to services.

(iv) Some public officers and civil servants openly defy government directives. For example, whereas public schools are required not to charge their learners any levies, some Head Teachers and Principals still impose levies and other charges.

10.5 Recommendations

The findings on this thematic area against 4 indicators revealed that Public institutions performance was at 81.9percent. This is a good performance. It is however recommended that:

(i) Public institutions to review their client service charters and grievance handling procedures in view of the reports on maladministration by the Commission for Administrative Justice. The CAJ report indicates that cases of maladministration have risen from 4,062in 2012 to over 200,000 in 2015 which shows arise in maladministration complaints by 4,800percent. The leading cause of complaints is unresponsive officials and delay in service delivery.

(ii) Government to develop regulations to give effect to the Fair Administrative Action Act 2015 and the Public Service Values and Principles Act 2015.

11 Thematic Area 8 - Improvement in Service Delivery

11.1 Overview

Improved public service delivery is one of the strategic components with which to drive the transformation of the country's political governance system under Vision 2030. The Vision envisages equitable economic development that is driven by responsive, prompt, equitable, improved and efficient public service delivery. The Constitution further reinforces the right of citizens to expeditious, efficient and fair public service and emphasizes the right to public information on service delivery.

The Kenya government has over time adopted public sector reforms that are aimed at improving the performance of public sector service delivery. The country has also pursued results-based management, which is founded on the following pillars: (i) Citizen centric service delivery; (ii) Results-based performance appraisal; (iii) Accountability and transparency; (iv) Performance measurement; (v) Stakeholder engagement; and (vi) Monitoring and evaluation. Some of the results-based reform strategies adopted to improve public service delivery since 2003 include the rapid results approach performance contracting, citizen transformative leadership, values and ethics, and institutional capacity building.[11] The main thrust of these reforms was to increase efficiency, ensuring ease of access and reduced costs, while on the other hand ensuring quality and equity in public service delivery. This chapter focuses on performance of public institutions with regard to improvement in service delivery.

11.2 Measures taken

Performance contracting is a key reform that has driven improvement of public service delivery in Kenya, with the country implementing its 12th cycle in 2015/16. Some components of service delivery in the performance contracting guidelines were: (i) customer satisfaction; (ii) service delivery innovations; (iii) application/implementation of ICT; (iv) resolution of public complaints; (v) institutionalization of quality management systems; and (vi) automation of services, such as through *Huduma* centers.

According the 12th cycle performance contracting guidelines, service delivery encompasses business process re-engineering that refers to new ways of transforming and improving service delivery in enhancing efficiency, timeliness, quality, flexibility and convenience. For effective service delivery, agencies are required to have defined linkages between their service charters and their performance contracts, linked to their Key Result Areas. To support this, subscription to quality management systems, such as ISO certification and institutionalization of standard operating procedures, are aimed at benchmarking public service practices to international standards, providing mechanisms for continued improvement in service delivery.

Another critical measure of service delivery was the automation of public services through electronic (e-citizen platform) services, business, employees and government, and enhancing e-procurement services, thus encouraging public institutions to embrace ICT resources in service delivery. Automation increases efficiency of service delivery by reducing turnaround time and costs of operations.
During the review period during the review period for this report, the automation of public service initiatives gained momentum in Kenya, with services such as tax returns, renewal of driving licenses and application of university student loans being offered online. *Huduma* centres were rolled to a number of counties, the one-stop service centre employing integrated technology platforms to successfully transform public service delivery.

11.3 Performance standards and indicators

Performance standards and indicators of the PSC Framework provide a mechanism for an efficient and effective system with which to monitor and evaluate the implementation of public service delivery

[11]Sessional paper No. 10 of 2012 on Kenya Vision 2030 (Government of Kenya, 2012)

strategies. As shown in Annex Table A2, each public institutions is expected to: institute an organizational client service charter, and a grievance handling procedure; simplify and document operational procedures; automate the documented service procedures; undertake customer satisfaction surveys, corruption perception index surveys, and governance audits; and present organization information in accessible formats while utilizing varied communication outreach media. The indicators selected to measure improvement in service delivery are summarized in Annex Table 2.

11.4 Status of performance and compliance

The data in Table 11.1 show mixed performances across the public institution clusters, none of which established dominance over the others. Overall, 91 percent of public institutions had front office services, 75 percent displayed client service charters, and 62 percent had access ramps for PWDs. However, areas of poor performance included presence in *Huduma* Centres (15%) and E-citizen platform (22%). *Huduma* Centres and the E-citizen platform are the recent and modern channels that the government of Kenya has opened up to ease access to public services. Respondents from households and private institutions expressed great satisfaction with the role that *Huduma* centers and the e-citizen have played in making public services accessible and cheaper.

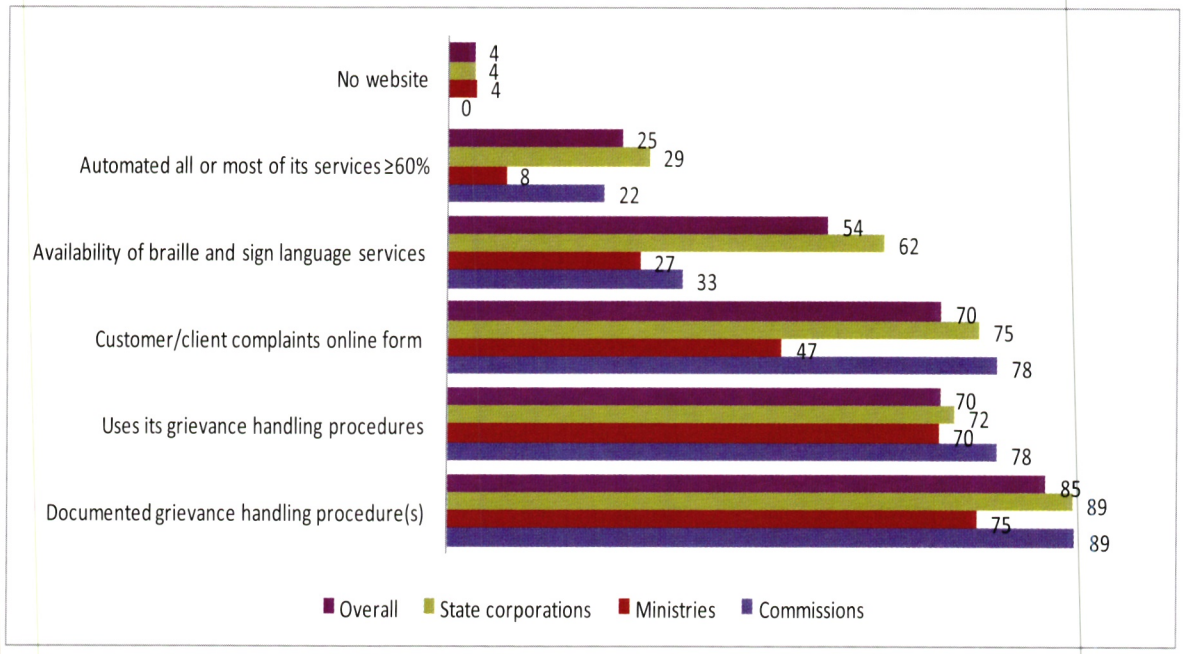
Table 11.1: Proportion of Public Institutions with responsive service delivery systems (%)

Indicator or standard	Commissions	Ministries	State corporations	overall
a) Availability of Front Office services	100	79.2	92.3	91.0
b) Easily visible client service charter	55.6	70.8	76.9	74.7
c) Availability of accessible customized facilities	44.4	75.0	61.5	61.8
d) Presence in e-Citizen platform	44.4	29.2	20.0	21.9
e) Clear directional signage	66.7	70.8	73.8	73.6
f) Has presence in the *Huduma* Centers	55.6	16.7	10.8	14.6
g) Frequently asked questions manual	66.7	37.5	53.1	51.1

Data Source: Public Service Values Survey, 2016

Further, information presented in Figure 11.1 shows that 89 percent of public institutions have grievance handling procedures and 70 percent have a customer or client complaints online form. However, only 25 percent of the public institutions had automated at least 60 percent of their services. Perhaps this is because some services have to be delivered from the respective offices and hence automation might not be an ideal option in service delivery. Websites are prevalent among public institutions, with only 4 percent do not having any.

Figure 11.1: Public Institutions with effective structures for improved service delivery (%)

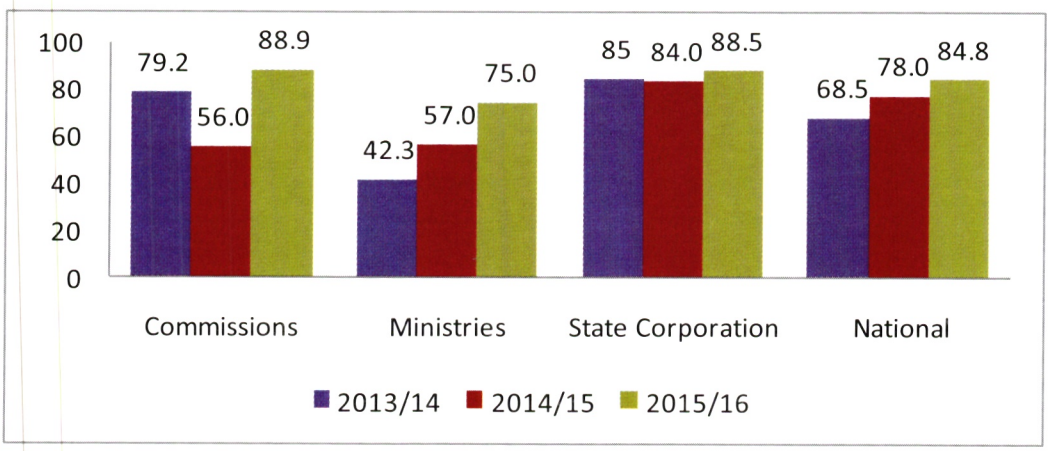


Data Source: Public Service Values Survey, 2016

Among the public institutions, 91 percent have front office services, while 75 percent had visible client service charters. The relatively high scores suggest improvements in service delivery. However, the scores for services focused on PWDs remain modest: for example availability of Braille/sign language) was at 54 percent.

Overall, the share of public institutions with grievance handling procedures increased by 16.3 percent in 2015/16 relative to 2013/14 – from 68.5 percent in to 84.8 percent respectively (Figure 11.2). While State corporations improved marginally from their high 2013/14 level, the share of Ministries with the procedures nearly doubled, while the Commissions were able to recover from a severe slump in 2014/15.

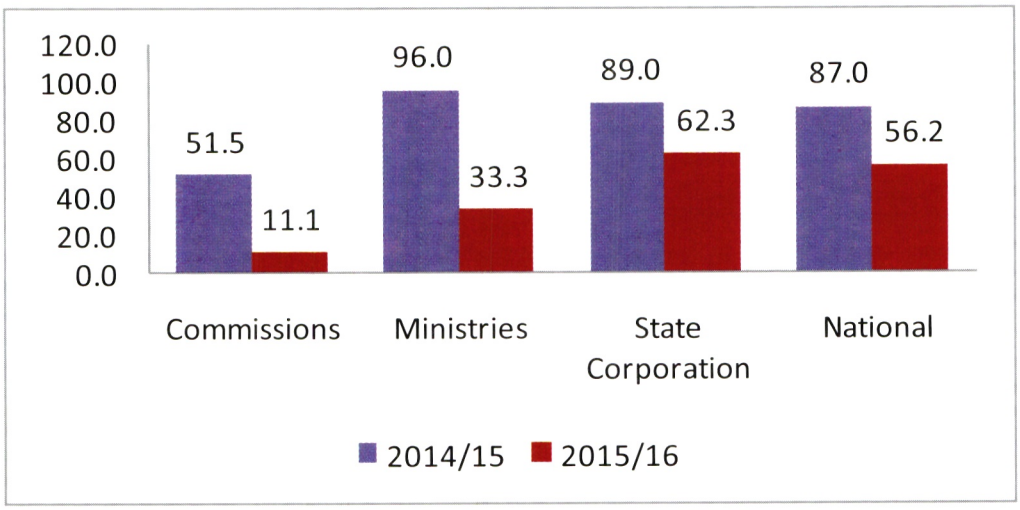
Figure 11.2: Trends in Public Institutions by availability of grievance handling procedures



Data Source: Public Service Values Survey, 2016

The share of public institutions with valid ISO Certification declined between 2014/15 and 2015/16, as shown in Figure 11.3. The data show this decline to have affected all the three clusters of public institutions.

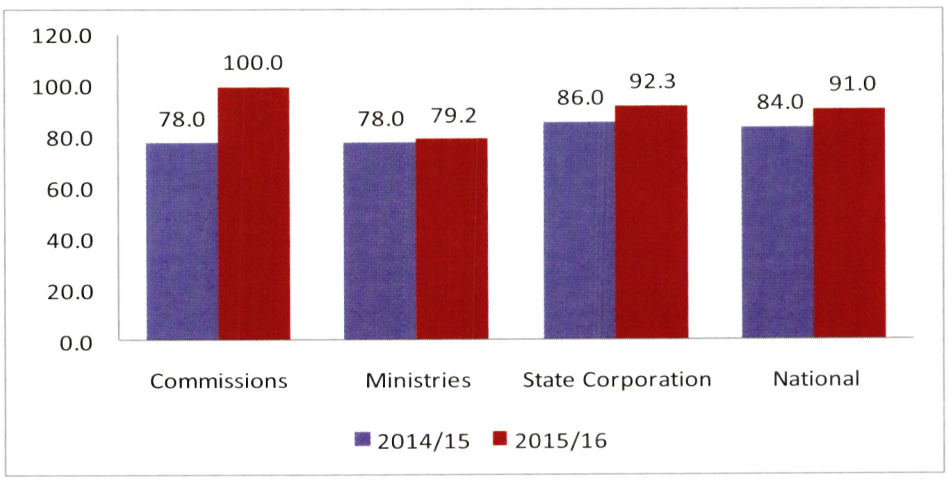
Figure 11.3: Share of Public Institutions with valid ISO Certification, 2014/15 and 2015/16



Data Source: Public Service Values Survey, 2016

Overall, the share of public institutions with functional customer service desks increased slightly between 2014/15 and 2015/16 (Figure 11.4). Commissions experienced a 22 percentage increase.

Figure 11.4: Public Institutions with functional customer service desks, 2014/15 and 2015/16 (%)



Data Source: Public Service Values Survey, 2016

The aggregate Service Delivery score for 2016 was 71.5 percent, and was highest for State Corporations (74.1%) and lowest for Ministries (62%) (Table 11.2). Other data also showed that the reported mean customer satisfaction index score during the last 3 years was about 71 percent and although a significant number of Public Institutions (74%) reported implementing most or all survey recommendations, 18 percent reported that they implemented none of the recommendations.

Table 11.2: Aggregate score for Service Delivery by public institutions clusters, 2016

Institution type	Score
Independent Commissions, Statutory Commissions and Authorities	65.0
Ministries and State Departments	61.8
State Corporations	74.1
All responding Public Institutions	71.5

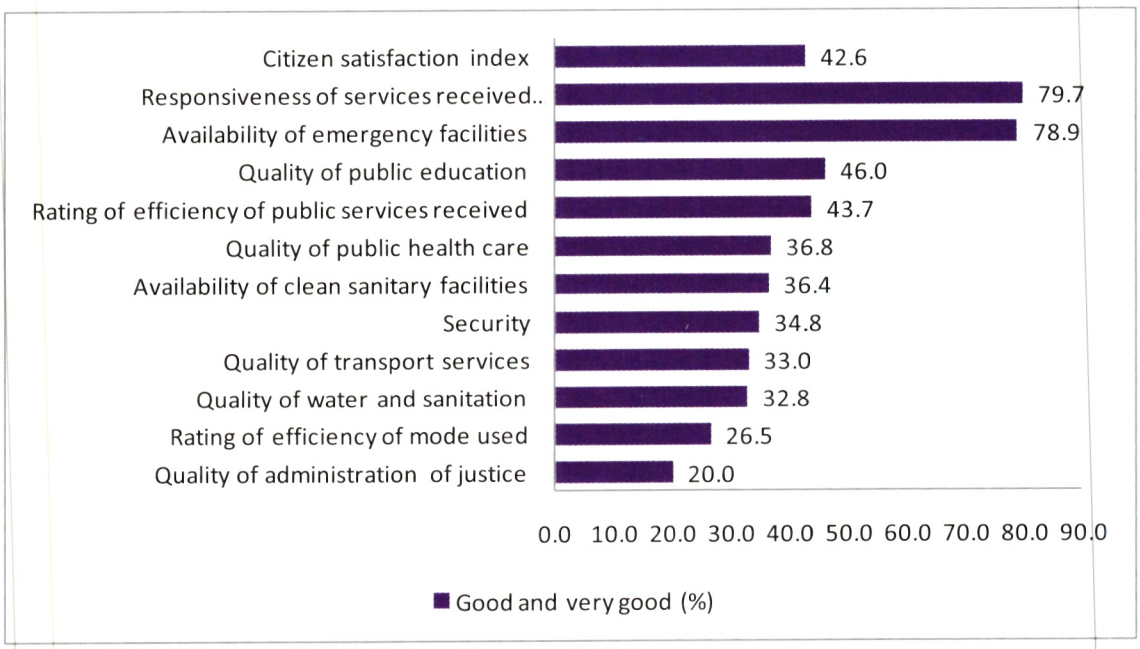
Data Source: Public Service Values Survey, 2016

11.5 Citizen opinions on the quality of public services

One objective of the household survey of this report was to gauge the levels of citizen satisfaction with public services delivered. This is important since citizens – individual or corporate –are the final beneficiaries of public services. Besides giving a general rating for selected services, respondents were asked about areas needing the most improvements, especially in education, health, security, administration of justice, water and sanitation, and transport. A Likert scale was used to evaluate levels of satisfaction for each component and for each service[12].

Findings presented in Figure 11.5 shows that the overall citizen satisfaction index with public services stood at 42.6 percent. The approval rating for services – i.e. 'Good' and 'Very good' – ranged from 20 percent for Administration of Justice to 46 percent for Public Education. However, when respondents were asked to Emergency preparedness and responsiveness (First Aid kits; Fire extinguishers; Exits; Water hydrants; and Assembly points) and Responsiveness of the services (Timeliness; Prompt feedback; and Reliability), the 'Good' and 'Very good' responses amounted to 79.7 percent for the former and 78.9 percent for the latter. The 68.1 percent public institutions self-assessments score which is in instances based on objective data (such as the human resource returns), varies widely from, but does not contradict the citizen index of 42.6 percent, because of the difference in the basis of observation.

Figure 11.5: Citizen Perceptions on Public Service Delivery (%)

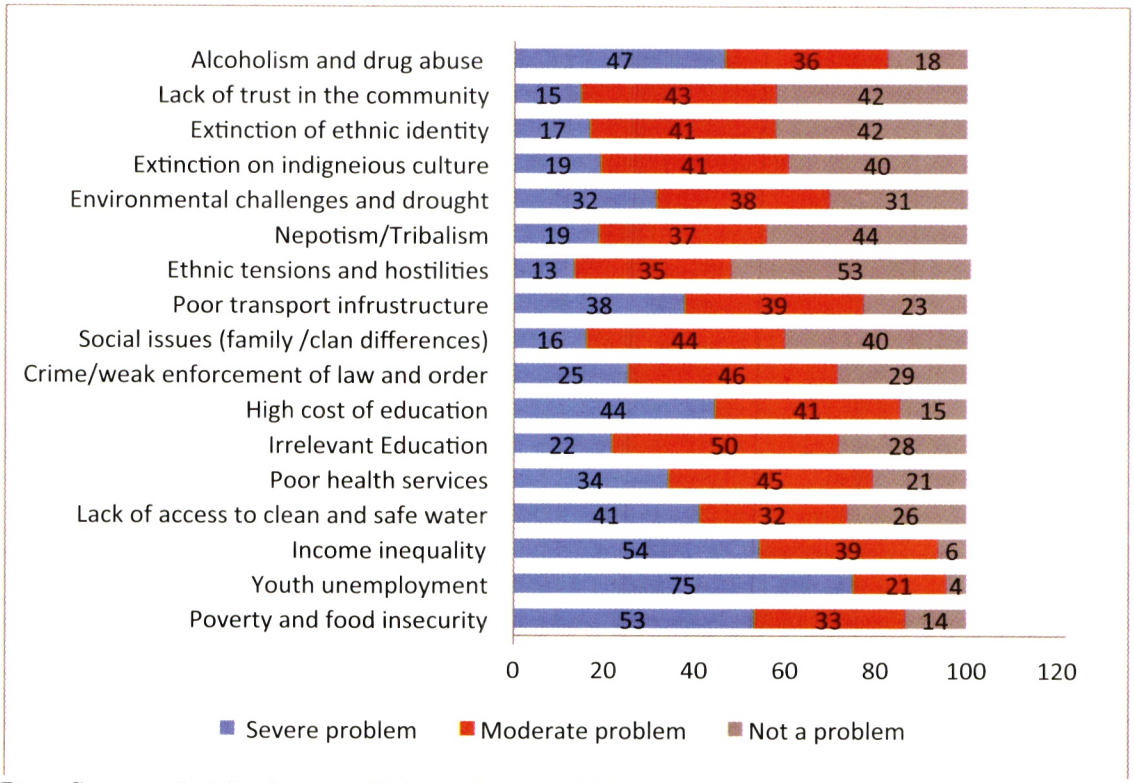


Data Source: Public Service Values Survey, 2016

Figure 11.6 summarizes the findings of the inquiry into the prevalent challenges within respondents' respective communities. Youth unemployment dominated the 'severe problem' category with a rate of 75 percent, followed by poverty and food insecurity (53%). That ethnic tensions and hostilities had the highest rating for 'not a problem' – 53percent – probably underscores the fact that many rural locales occupied by a large majority of Kenyans are ethnically exclusive.

[12] The range of the Likert scale used was 1- poor; 2- fair; 3- good and 4- very good.

Figure 11.6: Major development challenges (%)



Data Source: Public Service Values Survey, 2016

Human rights

Efficient public service delivery is fundamental for ensuring observation of human rights. The Constitution also grants all citizens a number of human rights in tandem with the Geneva Convention (1948) on Human Rights, alongside various other related conventions and treaties. The basic human rights include the rights to food, clothing, housing, education and health, which amongst others, are domesticated by Chapter 4 of the Constitution. The study findings indicate that most institutions had policies and systems in place that were aimed at promoting human rights. These included policies on gender mainstreaming, disciplinary process, sexual harassment, occupational and safety, whistle blower and freedom of association.

11.6 Issues and challenges

Key challenges affecting effective service delivery include:

i) Weak monitoring and evaluation leading to unsatisfactory service delivery
ii) Some public institutions have no websites
iii) Availability of Braille and sign language is limited in most institutions.

11.7 Recommendations

The findings on this thematic area against 11 indicators revealed that Public institutions performance was at 69percent. This is an average performance. Whereas 5 of the indicators performed well above 70percent the remaining 6 indicators (55%) performed below average. It is recommended that:

A. ***Public institutions service delivery***

(i) Public institutions mainstream systems and structures for accommodation of persons with disabilities in their service delivery process including the use of Kenyan sign languages. The performance on this indicates that 61.8 percent of the public institutions Public

institutions had customized their business processes for use by persons with disabilities. Public institutions.

(ii) Public institutions to automate their business processes for ease of access and use by citizens. The findings indicate that 75.0 percent of the public institutions Public institutions were yet to attain the required minimum automation level of at least 60 percent.

B. ***Citizen perception on service delivery***

The findings indicate that customer satisfaction levels for Public institutions stood at 71percent. A citizen satisfaction baseline survey conducted in 1,393 households across 47 counties indicated that citizen service satisfaction levels stood at 42.6percent, a variance of 28percent. This means that a self-assessment by Public institutions gives exaggerated performance levels not in consonance with the service recipients. It is recommended that:

(i) The Public institutions customer satisfaction surveys be undertaken with an annual citizen satisfaction survey conducted by a body with oversight function such as the Public Service Commission.

(ii) A citizen service charter prescribing minimum service delivery standards be used as a yard stick to determine citizen service delivery satisfaction levels. These will set the annual citizens service satisfaction index which can be assessed and improved annually.

(iii) The citizen service satisfaction index improvement to form part of the performance contracts for public institutions.

12 Thematic Area 9 - Performance Management

12.1 Overview

Performance management is the process of improving an organization, team and individual results by working within a set framework of planned goals, objectives and standards. According to Boyne and Walker (2010),[13]performance management in the public sector is generally composed of three interlinked elements for improved service delivery: performance measurement; target-setting; and rewards and/or sanctions. Performance management in the Public Service in Kenya is hinged on the Constitution's Chapter 6 and Articles 10 and 232, and the interpretation of the long-term development blueprint, Kenya Vision 2030, through national and sectoral Medium Term Plans and their related work plans, with their clear performance indicators. The County Integrated Development Plans are similarly interpreted into SMART annual work plans. Performance contracting is subsequently used as the main tool for managing the performance of public institutions against targets, augmented with annual staff performance appraisals. Evaluation of performance management in the public sector focused on the various indicators in Annex Table A2).

12.2 Measures taken

There are various reform strategies that the Government has adopted since 2003 in order to improve the performance of public service delivery. These strategies include Rapid Results Initiatives, Performance Contracting, Citizen Score Card, Transformative Leadership, Values and Ethics, Institutional Capacity Building, among others. Various other public service reforms have aimed at improving citizen satisfaction with service delivery. The desire to improve public service delivery can be traced back to the *Economic Recovery Strategy for Wealth and Employment Creation 2003-07*, launched in the context of using the Medium Term Expenditure Framework to improve the link between planning, budgeting and implementation, which led to strategic management. Further, there was an enhanced realisation that a motivated and well trained public service is one of the major foundations for efficiency. Above all the government has also promoted attitude change in public service, service delivery orientation, skills inventory assessments, rewards, performance management, computerization of service delivery as well as training and development.

12.3 Status of compliance

The PSC Framework offers various performance standards and indicators that have been used to assess Performance Management, the full list being provided in Annex Table A2. Table 12.1 provides the scores for six indicators. Among the public institutions, 79 percent have signed their performance contracts while 69 percent have cascaded their performance contracts. The relatively high score for signed performance contracts is indicative of the acceptance in principle of performance management. The 82 percent score on 'performance in performance contracting targets' reflects public institutions that have either met all or met most of the set targets in their core functions. Meanwhile, 62 percent of public institutions reported having a quality management system in place, which for 80 percent has been maintained since it was acquired.

[13] Boyne, G. A. and Walker, R. M. (2010), Strategic Management and Public Service Performance: The Way Ahead. *Public Administration Review*, Vol. 70, Issue s1. December 2010. Pages s185 to s192.

Table 12.1: Theme 9 – Compliance levels for Performance Management indicators

Full indicator description	**Score (%)**
Existence of a signed performance contract for 2015/16	78.7
Cascaded performance contract to employees	68.5
Performance in performance contracting targets	82.3
Existence of an updated asset register	83.1
Existence of asset maintenance schedule(s)	79.2
Existence of a Quality Management System (ISO)	61.8

For a further set of Performance Management indicators presented in Table 12.2, Commissions performed very well for three indicators but slumped over Performance Contracts (53.1 %) and the adequacy of financial resources (33.3 %). Indeed, financial resources was a common problem with only 19 percent of Ministries and 54 percent of State Corporations being adequately provided for.

Table 12.2: Level of compliance among Public Institutions (%)

	Category of public institutions		
	Commissions	Ministries	State Corporations
Strategic plan 2015/16	100	85.7	87.6
Human Resource Management Plan	100	61.9	86.7
Service Delivery Procedures	100	71.4	92.2
Organizational structure	100	95.2	99.2
Performance Contract 2015/16	57.1	85.7	92.2
Adequate Financial resources	33.3	19.0	54.0

Successful performance contracting is at the root of efficiency in the Kenyan public sector, and Figure 12.1 analyses the public institutions' self-assessment with respect to achieving performance contract obligations. The data show that the Ministries cluster was worst in achieving all targets over core function areas, but compensated by achieving 'most' targets. Significantly, all public institutions except a very small share of State Corporations, achieved at least 50 percent of their targets in core functions. Overall, however, the Ministries had the best average performance.

Figure 12.1: Achievement in Performance Contract 2015/16 (%)

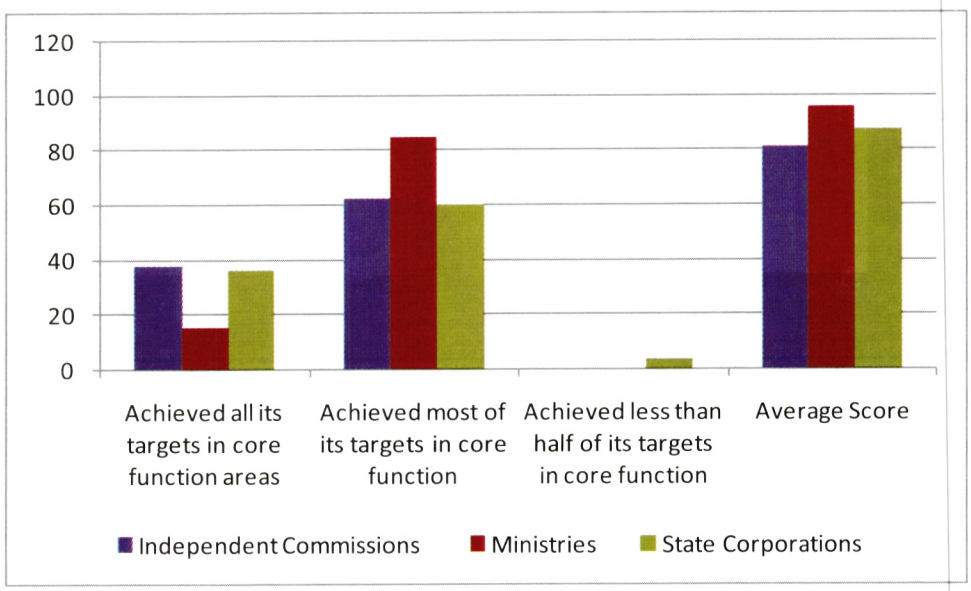
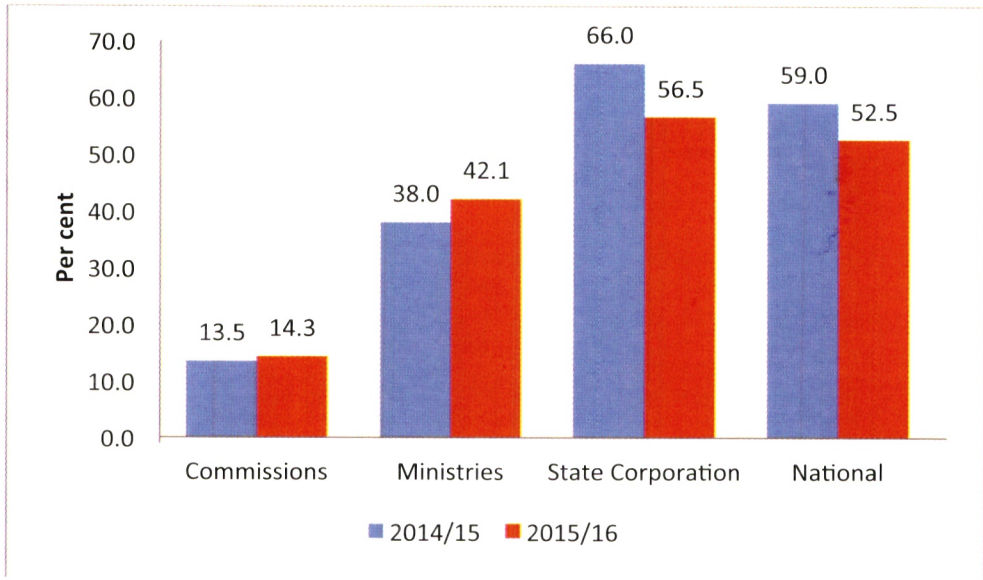


Figure 12.2 presents the overall shares of public institutions that have valid ISO Certification in 2014/15 and 2015/16. The data show an overall decline among public institutions to 52.5 percent compared to 59 percent recorded in 2014/15 review period. State Corporations recorded the highest level of compliance; but their 10 percentage points decline in 2015/16 likely explains the overall decline among public institutions. The data show that both Commissions and Ministries experienced marginal improvements, but from rather low 2014/15 levels. and State Departments (Figure 12.2).

Figure12.2: Proportion of Public Institutions with valid ISO Certification (%)



The overall cluster returns in Performance Management are presented in Table 12.3, and show that the State Corporations cluster performed better than the other two, with a score of 80.7 percent. The overall score for this thematic area was 78.6 percent.

Table 12.3: Aggregate score for performance management by type of institution, 2016

	Score (%)
Independent Commissions, Statutory Commissions and Authorities	78.1
Ministries and State Departments	76.9
State Corporations	80.7
All responding public institutions	**78.6**

12.4 Challenges

During the FGDs in all counties the following emerged as some of the challenges that impede performance management

i. Training offered by PSC is not consistent and leaves out most deserving cases
ii. Inadequate funding for all training programs offered by PSC so that all staff benefit from the training
iii. Lack of a clear framework for rewarding national government employees
iv. Some government offices outside major towns are not connected to ICT and hence cannot offer government services online
v. Some public institutions like Anti-counterfeit Authority, Cabinet Office, Child Welfare Society of Kenya, Export Promotion Council, Intellectual Property Tribunal, Kenyatta International Conference Centre (KICC) and Kenya Leather Development Council have not cascaded their performance contract

12.5 Recommendations

The findings on this thematic area against 7 indicators revealed that Public institutions performance was at 78.6percent. Of the 7 indicators, performance on 2 indicators was below average. It is recommended that:

(i) Government to institutionalize the performance management system for effective and efficient service delivery to enhance accountability for results. The findings indicate that the cascading of performance contracts was not done for 31.5percent of the Public institutions surveyed.

(ii) Public institutions to adopt and utilize quality management systems in their business processes. Findings indicate that 82.2 percent of public institutions did not have valid ISO certifications.

13 Thematic Area 10 - Public Participation in Policy Making

13.1 Overview

The principle of public participation holds that those who are likely to be affected by a decision have a right to be involved in prioritizing related issues, planning and budgeting appropriate interventions, and in implementing the resulting interventions, which they should also monitor and evaluate. Public participation has a number of benefits including citizen empowerment, motivating the generation of new, diverse and innovative ideas, enhancing of citizen/government relations, encouraging appropriate prioritization of projects, and improving public service delivery through improved government responsiveness. It also entails affirmative action and awarding of equal opportunities to all individuals in governance and development processes regardless of their ethnicity, race, religion, sex, age and disability.

The Constitution provides an adequate framework for public participation in policymaking and governance, underscored by the provisions of Articles 10 (2) (a) and 232 (1) (d).[14]One object of devolution is to give the power of self-governance to the people, and to enhance their participation in the exercise of power in making development decisions. Public entities at both the national and county levels must ensure participatory public policy making and governance.

The objectives of public participation are to:

(i) Provide the public with balanced and objective information to assist them in understanding the problem, alternatives and opportunities and/or solutions;

(ii) Obtain public feedback on analysis, alternatives and/or decisions;

(iii) Work directly with the public throughout the process to ensure that the public concerns and aspirations are consistently understood and considered;

(iv) Partner with the public in each aspect of the decision including the development of alternatives and the identification of preferred solutions.

According to the PSC's 2014 guidelines for public participation in policy formulation,[15] this mandates citizen engagement at all stages of agenda setting to ensure that policy and legal proposals generated jointly are taken into account in reaching inclusive decisions. Therefore, the identification of stakeholders, and of their interests and potential roles in the operations and programmes of the entity, are key to entrenching participation in policymaking and implementation.

The success of these processes at both levels requires:

i. Clear communication and participation mechanisms empowering all stakeholders;
ii. Timely access to all relevant information and data on the policy under review;
iii. Adequate civic education on the processes of formulating and implementing policies, laws, regulations, budgets and performance standards, to ensure meaningful engagement;
iv. Promotion and protection of rights of minorities and marginalized communities;
v. Balancing the relative roles of the government and non-state actors;
vi. Facilitation of public private partnerships for sustained development; and
vii. Evidence of the fruits of such public participation, such as inclusion of citizen inputs in plans, budgets and related documents.

[14] The following articles of the Constitution invoke public participation directly or indirectly: 1, 10, 27, 33, 35, 61, 69, 118, 119, 174, 184, 196, 201, 232, and the Fourth Schedule.

[15] Public Service Commission (2014), Guidelines for Public Participation in Policy Formulation

13.2 Measures taken

The Public Finance Management (PFM) Act (2012) provides for public participation in various fora at the national and county levels, with participation at the latter level also underscored by Part VIII (Citizen Participation) and Part XI (County Planning) of the County Government Act. The PFM Act mandates annual sector budget hearings in order to facilitate public inputs into the national budgeting process.

The survey established that counties had put in place a number of systems to promote effective public participation. These include:

i. Establishment of decentralized structures to sub-county and ward levels; and appointment of ward and sub-county administrators. This mechanism has enabled citizen attendance at public forums on preparation and implementation of various development projects.
ii. Organization and mobilization of citizens to attend budget meetings at ward level.
iii. Giving opportunities to the public to scrutinize and validate county and national budgets through annual county and national budget sector hearings.
iv. Enhancing principle of social accountability by holding both the national government and county government to account for public resources and ensure efficiency in utilization and service delivery.
v. Institutionalisation of ICT-based mechanisms, such as toll free numbers, seeking public opinion on issues under discussion at any point in time.
vi. Conducting public *barazas*;
vii. Use of notice boards to communicate important issues of public interest.

13.3 Performance and status of compliance

Public participation in policymaking was measured using the four indicators presented in Figure 13.1. Over 40 percent of the responding public institutions do not have a policy for public participation, while a little over 35 percent have yet to establish public participation guidelines. Ideally, participation policies and guidelines should precede the establishment of participation systems and structures; yet the data suggest that public institutions without policies have nonetheless established systems and structures, and nearly 80 percent of them have an inventory of stakeholders.

Figure 13.1: Theme 10 – Public participation performance over Public Participation in Policy Making indicators

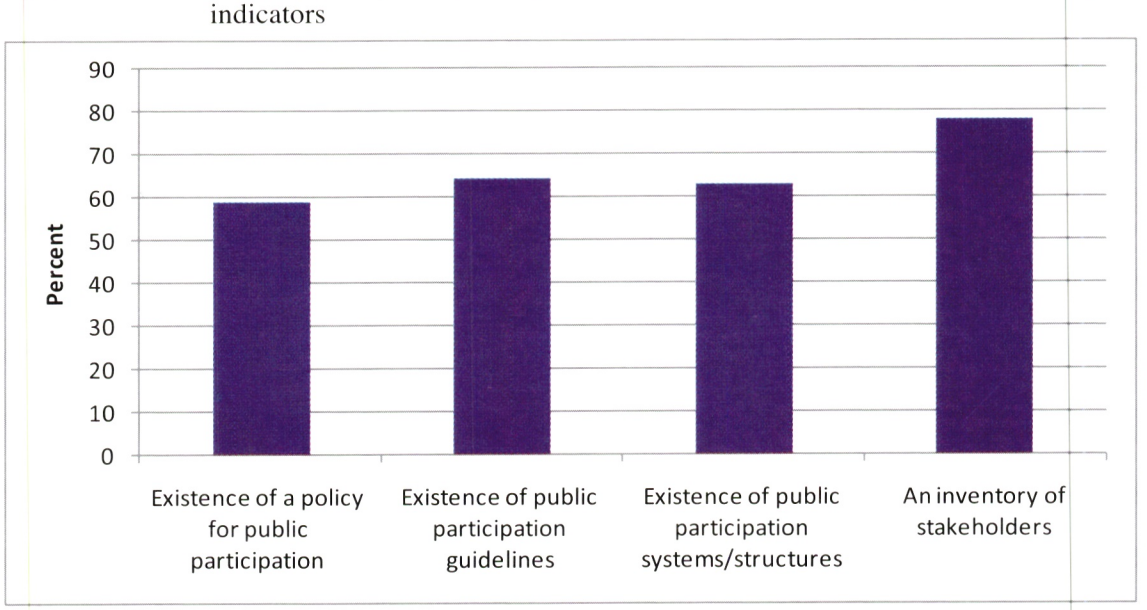


Figure 13.2 presents some survey findings on aspects of effective public participation management, with wide divergences in overall attainments, ranging from 66 percent for systems and structures, to 80 percent for stakeholder inventories, as shown in Table 13.1. Commissions seemed to do best with their indicator scores ranging from 79 percent for the existence of a policy to 100 percent for systems and structures. The highest scores for Ministries and State Corporations were 90 percent and 79 percent respectively, while their respective lowest scores were 53 percent and 58 percent.

Figure 13.2: Public institution compliance with aspects of participatory planning

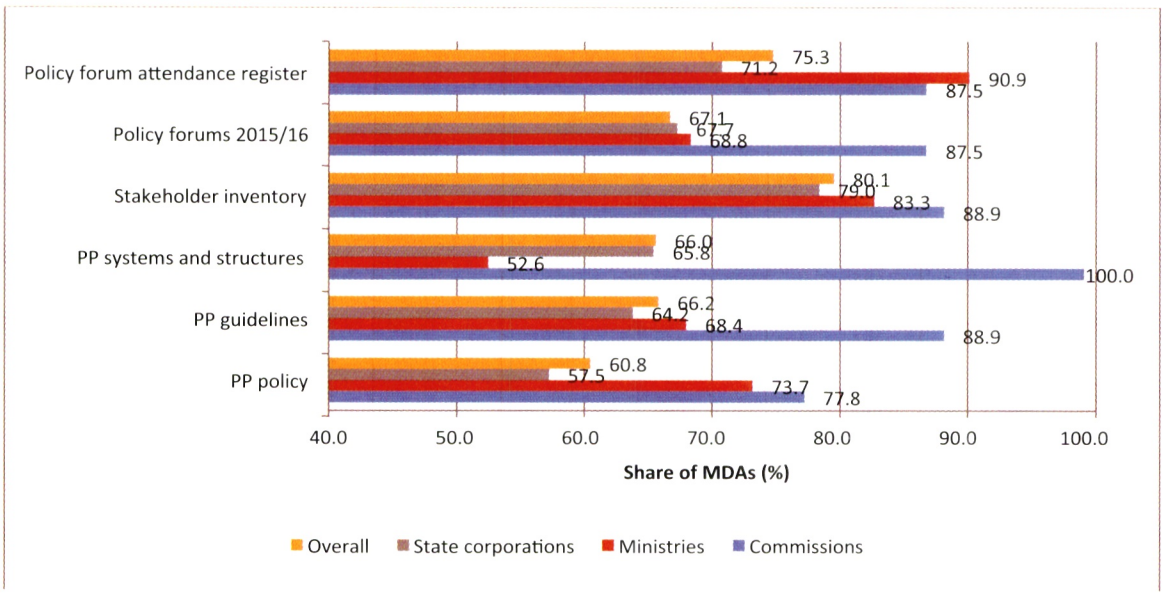
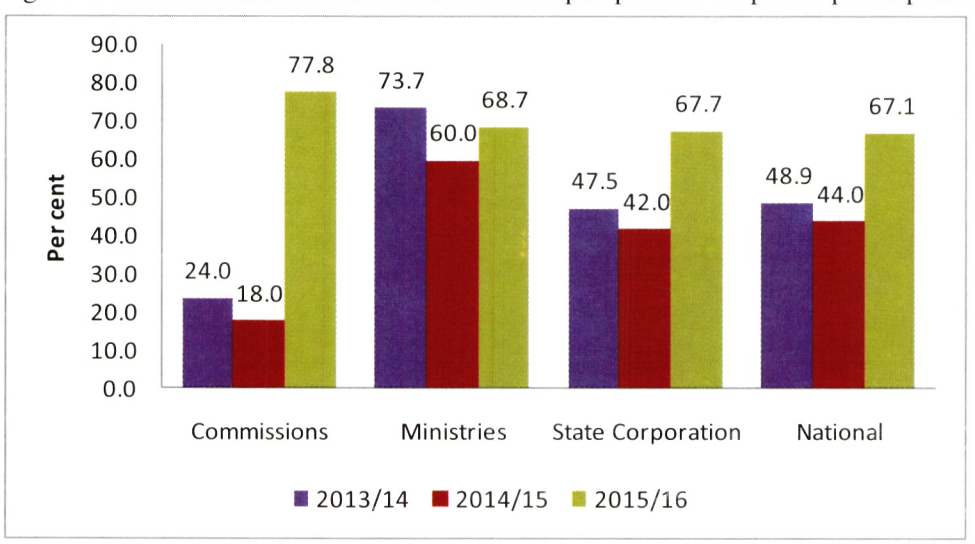


Figure 13.3 reviews trends in public institutions' policy development between 2013/14 and 2015/16. The data show that show that for all the three public institutions clusters, the shares with developed policies declined; but there was a substantial increase into the final year to close at 67 percent. The highest improvement was four-fold for the -Commissions to end at 77.8percent.

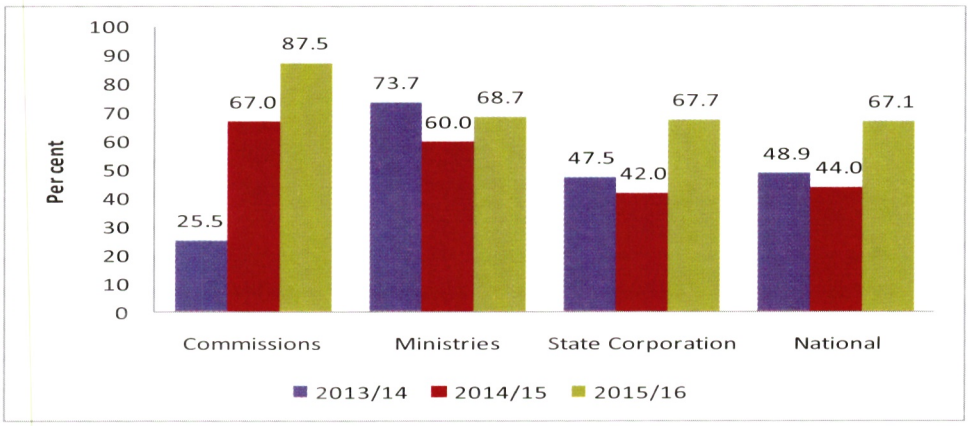
Figure 13.3: Public Institutions that have developed policies on public participation (%)



Further, the share of public institutions that had held stakeholder forums for formulation or implementation of public policies increased overall from 48.9 percent in 2013/14 to 67.1 percent in 2015/16 with a sharp increase into the latter year. As show in Figure 13.4, improvement during the three year period was greatest among the Commissions, even as the

other two public institution clusters experienced a dip into 2014/15. The improved compliance level can be attributed to improved awareness among public institutions on importance of public participation in the policy making processes.

Figure 13.4: Public Institutions that held stakeholder forums for formulation or implementation of policy (%)



As shown in Table 13.1, Independent Commissions had a quite high 96.9 percent score in Public Participation in Policy Making, compared to the modest scores of State Corporations (66.7%) and Ministries and State Departments (66.3%). The overall score for this theme was 76.6 percent.

Table 13.1: Aggregate scores for public participation by type of institutions, 2016

Institution type	Score
Independent Commissions, Statutory Commissions and Authorities	96.9
Ministries and State Departments	66.3
State Corporations	66.7
All responding public institutions	76.6

13.4 Gaps and challenges

Although most counties and public institutions have made progress in implementation of public participation principle, there are some gaps and challenges in the process:

i. Public institutions and Counties have not fully implemented public participation guidelines due to weak institutionalization of appropriate legislative, institutional and structural frameworks.
ii. Inadequate information dissemination on public participation framework and guidelines. Citizens are not informed about different roles of county and national governments; their rights and civic duties. There is also low levels of understanding of human rights especially among rural, marginalized and minority communities;
iii. Civic education has had limited impact due to failure of the public to attend public meetings whenever they are organized. This was attributed to citizen apathy and lack of facilitation such as through provision of transport.

13.5 Recommendations

The findings on this thematic area against 4 indicators revealed that Public institutions performance was at 76.6percent. Although this performance is good, the performance in 3 of the 4 indicators was below average. Findings indicate that 39percent of Public institutions have not developed policy guidelines for public participation. It is recommended that:

(ii) Government to institutionalize public participation in policy making

Data Management and monitoring

The evaluation established that there are gaps in the monitoring and evaluation of national and public service values and principles. It is recommended that:

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

14 Performance Indices and Composite Index

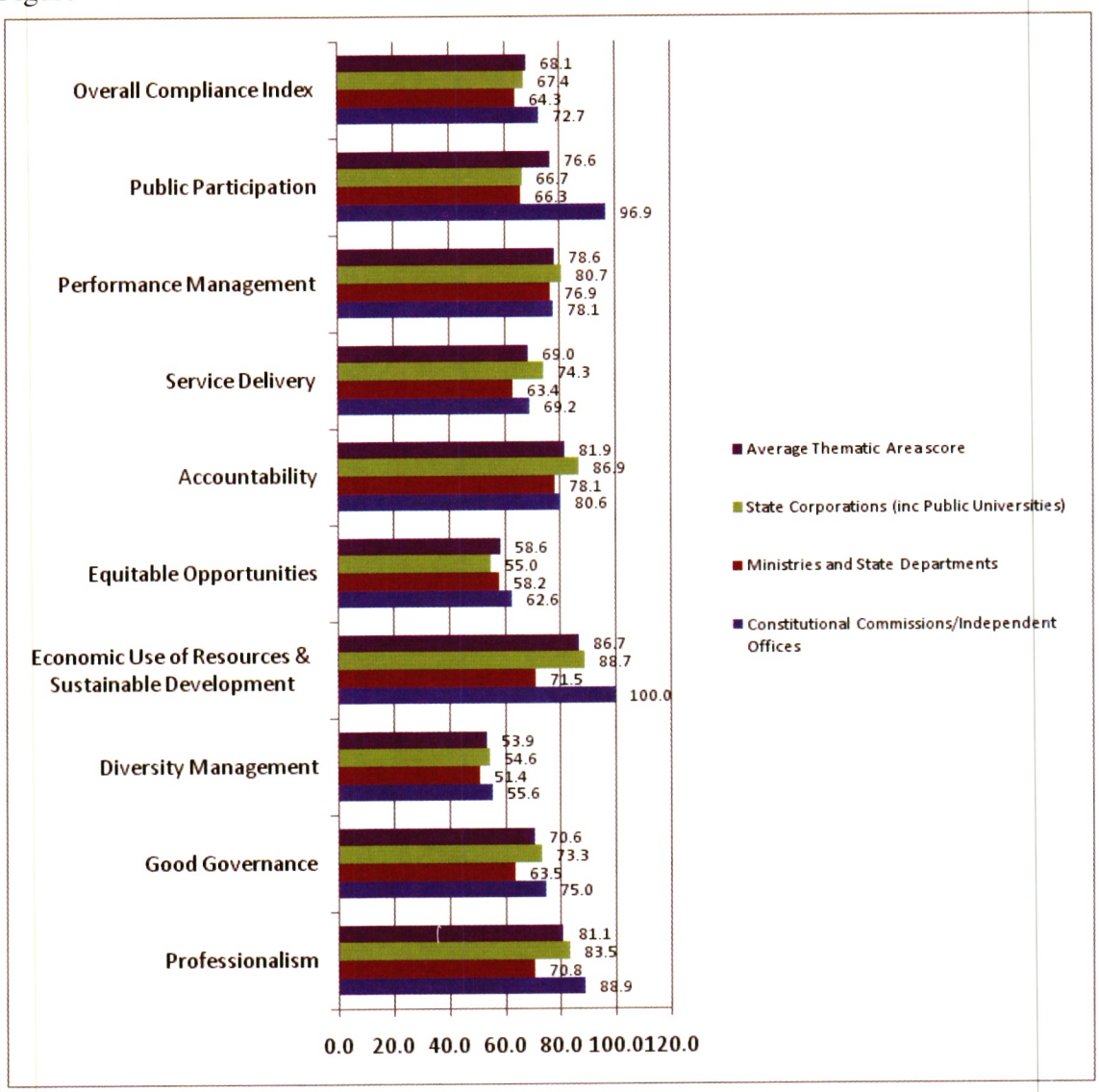
14.1 Overview

As noted in the Methodology chapter, this study computed an index score for each of the public institutions, each Thematic Area (identified by PSC's Framework for implementing the values and principles of public service), and an overall index on public institution's compliance focusing on the same values and principles. The rest of this section of the 2015/16 report presents the computed index scores.

14.2 Overall Index Scores

Figure 14.1 reports an overall index score of 68.1 percent for all the public institutions analyzed under nine of the thematic areas of the PSC Framework. Devolution and Sharing of Power was analyzed separately because most public institutions functions are not devolved even if their decentralization is encouraged. The public institutions are clustered into (i) State Corporations with an overall score of 67.4 percent, (ii) Ministries and State Departments averaging 64.3 percent, and (iii) Constitutional Commissions and Independent Offices averaging 72.7 percent. The chart also provides an average score for each of the thematic areas of the study, such as 76.6 percent for public participation.

Figure 14.1: Indices for Public Institution clusters and Thematic Areas



For the nine thematic areas analyzed, the overall composite index for **State Corporations** was 67.4 percent. A 'Low' classification applied in the case of 14.6 percent of the 130 institutions covered, 72.3 percent had a 'Medium' classification, while 13.1 percent had a 'High' classification. The individual scores ranged from Kenya Forest Service's leading 84percent score to Kenya Planters Co-operative Union's 20.4 percent. Among the notable Low classifications were the National Communications Secretariat (29.7 percent) and the *Konza* Technologies development Authority (48.4percent). Notables classified as Medium achievers were LAPPSET Authority (65.1 percent) and Kenya Power Company (69.0 percent), while the High achievers included NACADA (76.0 percent), National AIDS Control Council (79.0 percent) and Kenya National Museum (81.5 percent). Of 20 Ministries and State Departments, 3 (15.0 percent) were High achievers, 15 (75.0 percent) were Medium achievers and 2 (10.0 percent) were Low achievers. The scores ranged from 82.1 for University Education and Energy, to19.8 for the Department for Special Programmes. For the CC&IOs, the scores ranged from the Salaries and Remuneration Commission's 57.1 percent score to the Commission on Administrative Justice's 68.9 percent.

The Values and Principles of Public Service performance indicators and indices are designed to measure public sector performance in all public institutions. In each of the ten thematic areas discussed in this report performance indicators were computed across all responding public institutions. Although all public institutions were visited during the data collection exercise, only about 70 percent responded. The scores are reported for public institutions that responded and those that gave not less than 25 percent of the required data.

The indicators used and the scoring criteria of the indicators as well as their mean scores across all public institutions are reproduced in Table 14.1. Interpretation of most scores is quite straightforward. As an example, under theme 1, the score of 59 percent for the indicator called "trained all staff on the Public Officer Ethics Act" implies that 59 percent of all the responding public institutions reported that they did train all their staff on the Public Officer Ethics Act. Indicators scored as binary indicators can be interpreted in a similar approach.

Table 14.1. Indicators, indicator scoring criteria and mean score for indicators

Indicators	**Indicator scoring criteria**	**Mean Score (%)**
Theme 1- high standards of professional ethics		
Existence of a documented policy on staff capacity development	Yes = 1 and No = 0	88.2
Existence of a customized Code of Conduct and Ethics	Yes = 1 and No = 0	84.3
Trained its Board/Commissioners on Corporate Governance	Yes = 1 and No = 0	77.5
Trained all staff on the Public Officer Ethics Act	Yes = 1; some staff = 0.5; and No = 0	59.0
Percentage who complied with declaration of income, assets and liabilities	Yes = 1; some staff = 0.5; and No = 0	92.1
Theme 3 – Good Governance performance		
Existence of a corporate communications strategy	Yes = 1 and No = 0	74.2
Publishes annual reports and newsletters	Yes = 1 and No = 0	73.6
Existence of an operational anti-corruption committee	Yes = 1 and No = 0	85.9
Submitted quarterly reports to EACC	Yes = 1 and No = 0	84.3
Existence of an interactive website*	Yes = 1 and No = 0	88.8
Has an interactive social media presence*	Yes = 1 and No = 0	74.2
Carried out staff performance appraisals 2014/15	Yes = 1 and No = 0	84.2
Theme 4 –Diversity Management		
Percentage of women in public institutions	One third 33% to 51% women assigned value of 1 From 0 to 33% assigned values from 0 to 1 progressively. From 100% to 51% assigned values from 0 to 1	75.4
Percentage of youth in public institutions	28.6%* or greater youth assigned a value of 1 From zero to 28.6%* youth assigned values of 0 to 1 progressively	50.0
Percentage of PWDs	5% or greater PWD assigned a value of 1 From zero to 5%, progressively assigned values of 0 to 1	38.8

Theme 5 –Economic Use of Human Resources		
Existence of a complete and approved strategic plan covering 2015/16	Yes = 1 and No = 0	86.0
Existence of a human resource management plan	Yes = 1 and No = 0	82.3
Has documented service delivery procedures	Yes = 1 and No = 0	95.2
Theme 6 – Equitable Allocation of Opportunities		
Conducted a diversity audit (or conducted by other agency) within last 2 years	Yes = 1; No = 0	52.8
Existence of policy on promotions	Yes = 1 and No = 0	75.3
Existence of a skills competency framework	Yes = 1 and No = 0	73.0
Percentage of procurement to women, youth and PWDs	30% or greater = 1 and Less than 30% = 0	60.7
Theme 7 – Accountability for Administrative Acts,		
Existence of a corporate communications strategy	Yes = 1 and No = 0	80.3
Existence of a complaints resolution committee	Yes = 1 and No = 0	80.3
Existence of a client service charter	Yes = 1 and No = 0	89.3
Existence of grievance handling procedures	Yes = 1 and No = 0	88.2
Theme 8 – Improvement in Service Delivery		
Availability of front office services	Yes = 1 and No = 0	91.0
Easily visible client service charter	Yes = 1 and No = 0	74.7
Availability of accessible customized facilities	Yes = 1 and No = 0	61.8
Presence in e-Citizen platform	Yes = 1 and No = 0	23.0
Clear directional signage	Yes = 1 and No = 0	74.0
Existing website	Yes = 1 and No = 0	69.4
Automation	Yes = 1 and No = 0	59.2
Availability of braille and sign language	Yes = 1 and No = 0	52.5
A client complaints procedure	Yes = 1 and No = 0	85.4
A client complaints register	Yes = 1 and No = 0	76.4
A client complaints online form	Yes = 1 and No = 0	64.0
Theme 9 – Performance Management		
Existence of a signed performance contract for 2015/16	Yes = 1 and No = 0	78.7
Cascaded performance contract to employees	Yes = 1 and No = 0	68.5
Performance in performance contracting targets	Yes = 1 and No = 0	82.3
Existence of an updated asset register	Yes = 1 and No = 0	83.1
Existence of asset maintenance schedule(s)	Yes = 1 and No = 0	79.2
Existence of a Quality Management System	Yes = 1 and No = 0	61.8
Quality Management System status	Yes = 1 and No = 0	83.7
Theme 10 – Public Participation in Policy Making		
Existence of a policy for public participation	Yes = 1 and No = 0	58.9
Existence of public participation guidelines	Yes = 1 and No = 0	64.4
Existence of public participation systems/structures	Yes = 1 and No = 0	63.0
An inventory of stakeholders	Yes = 1 and No = 0	78.1

* Percentage share of youth aged 18 to 34 in the last census (2009)

Indicators for which the Public Institutions are performing poorly or otherwise can be easily isolated. Under theme 4 on Diversity Management, the percentage of PWDs and percentage of youth in public institutions were examples of indicators exhibiting poor performance. The mean score for PWDs of about 39 percent suggests that the responding public institutions had achieved on average 39 percent of what was expected of them (i.e. regarding employment of at least 5 percent of PWDs). If all public institutions had met the requirement the score could have been 100percent.

Besides aggregate scores for these individual indicators, this study also computed nine thematic indicators for all public institutions. These were discussed in the previous chapters and are listed in the Annex Tables A3a to A3c for all the responding public institutions. If a public institution met all guidelines within a particular theme its aggregate score would be 100 percent for that theme. The public institution will have an aggregate score close to 100 percent if it met most guidelines within a particular theme. On the other hand if a public institution did not meet most guidelines within a given theme its score for that theme inclined towards zero percent.

14.3 Composite Indices for Public Institutions

The study also computed composite scores (or an average score) for all the nine themes for each public institution. Tables 14.2 through Table 14.4 summarize the composite indices for all the thematic areas for the responding public institutions – beginning with Ministries and State Departments (Table 14.3), State Corporations (Table 14.4) and Constitutional Commissions and Independent Offices (Table 14.4).

In the scores and/or rankings, the public institutions were classified into three groups. These are High, Medium and Low categories. For most themes, a public institution was classified in the low category if its score was more than one standard deviation below the mean; medium if its score was one standard deviation within the mean; and high if its score was greater than one standard deviation above the mean.

Interpretation of the composite index: A 100 percent score for the composite index – means an MDA meeting or achieving all the set of guidelines or requirements as espoused by the 48 indicators. A zero percent score would imply achieving none of the listed 48 indicators. A 50% score would suggest meeting about 1 out of every 2 indicators.

Table 14.2: Composite Indices (for the 9 themes) for Ministries and State Departments

Ministry	State Department	Score	Group
The Presidency	Presidency and Deputy President	59.2	Medium
National Treasury		73.0	Medium
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	70.7	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	82.1	High
	State Department for Petroleum	80.1	High
Kenya Metrological Department		31.7	Low
Directorate of Immigration and Registration of Persons		49.8	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	51.8	Medium
	State Department for Devolution		
	State Department for Special Programmes	19.8	Low
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	63.2	Medium
	State Department for the Arts and culture	57.1	Medium
Ministry of Education	State Department for Basic Education	63.7	Medium
	State Department for university Education	82.1	High
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	36.6	Low
	State Department for Infrastructure	63.1	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	

	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	58.4	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	69.9	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	52.9	Medium
	State Department of Livestock	74.4	Medium
	State Department of Fisheries and the Blue Economy	66.9	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

The composite score for state corporations range from 84.0 to 20.4 percent (Table 14.3).

Table 14.3: Composite Indices for all the themes for State Corporations

Rank	State Corporation	Score	Group
1	Kenya Forest Service	84.0	High
2	Kenya Universities Central Placement Service	83.7	
3	Moi Teaching and Referral Hospital	82.4	
4	National Biosafety Authority	81.8	
5	National Museum	81.5	
6	Nyayo Tea Zone	81.3	
7	National Aids Control Council	79.0	
8	Kenya Revenue Authority	79.0	
9	National Hospital Insurance Fund	79.0	
10	Kenya Roads Board	78.9	
11	IDB Capital	78.4	
12	Privatization Commission	78.1	
13	Lake Victoria South Water Services Board	77.4	
14	Water Services Trust Fund	77.2	
15	National Oil Corporation of Kenya	77.0	
16	Kenya Airport Authority	76.3	
17	National Authority for the Campaign Against Alcohol and Drug Abuse	76.0	
18	National Crime Research	75.6	Medium

Rank	State Corporation	Score	Group
66	Commodities Fund	64.8	Medium
67	KASNEB	64.6	
68	Kenya Veterinary Vaccines Production Institute	64.5	
69	Kenya Seed Company	64.3	
70	Agriculture Development Corporation	63.9	
71	Kenya Industrial Research &Development Institute	63.8	
72	Lake Basin development Authority	63.8	
73	National Environmental Management Authority	63.7	
74	Jomo Kenyatta Foundation	63.1	
75	Nzoia Sugar	63.0	
76	Kerio Valley Development Authority	62.9	
77	Kenya Marine and Fisheries Research Institute	62.8	
78	Kenya Film Commission	62.8	
79	Tana and Athi Rivers Development Authority	62.3	
80	Capital Market Authority	61.6	
81	Kenya Water Institute	61.0	
82	Kenya National Assurance Company	60.8	
83	Maseno University	60.8	

19	Agricultural Finance Corporation	75.2	
20	Anti-counterfeit Authority	75.0	
21	Coast Development Authority	74.9	
22	Pharmacy and Poisons Board	74.5	
23	Kenya Reinsurance Corporation Ltd	74.5	
24	Kenya Ports Authority	74.3	
25	Chemelil Sugar	74.1	
26	National Council for Persons With Disabilities	74.0	
27	Rift Valley Water Services Board	73.9	
28	Public Procurement Oversight Authority	73.9	
29	Kenya Maritime Authority	73.4	
30	Competition Authority of Kenya	73.2	
31	Water Resources Management Authority	73.0	
32	Kenyatta University	72.7	
33	Masinde Muliro University	72.7	
34	Kenya Bureau of Standards	72.6	
35	Kenya National Trading Corporation Ltd	72.4	
36	Industrial and Commercial Development Corporation	71.7	
37	National Govt Constituency Development Fund	71.5	
38	Commission for University Education	71.4	
39	Coast Water Service Board	71.1	
40	Micro and Small Enterprise Authority	71.1	
41	Kenya Law Reform Commission	70.7	
42	Lake Victoria North Water Services Board	70.7	
43	Tourism Fund	70.0	
44	Kenya Copyright Board	69.5	
45	Kenya Power Company	69.0	
46	Rural Electrification Authority	68.9	
47	Higher Education Loans Board	68.2	
48	Kenya Dairy Board	68.2	
49	Brand Kenya Board	68.0	
50	Kenya Agricultural & Livestock Research Organization	68.0	
51	Kenya Accreditation Service	67.9	
52	Kenya Literature Bureau	67.8	
53	National Council for Law Reporting	67.5	
54	Utalii College	67.3	
84	Bukura Agricultural College	60.6	
85	Kenya Post Office Savings Bank	60.4	
86	Kenya National Shipping Line Ltd	59.6	
87	Kenya Investment Authority	59.5	
88	Kenya International Convention Center	59.3	
89	Kenya School of Law	59.2	
90	National Cereals and Produce Board	58.9	
91	Kenya Safari Lodges and Hotels	58.6	
92	Agrochemical and Food Co. Ltd	58.5	
93	Kenya Film Classification Board	57.6	
94	National Drought Management Authority	57.1	
95	Kenya Electricity Transmission Company KETRACO	56.9	
96	Cooperatives Tribunal	56.6	
97	National Social Security Fund	56.3	
98	Moi University	56.2	
99	Kenya Industrial Property Institute	55.7	
100	National Industrial training Authority	55.6	
101	Numerical Machining Complex Ltd	54.9	
102	Kenya Leather Development Council	54.8	
103	Kenya National Examination Council	54.7	
104	Kenya National Bureau of Statistics	54.4	
105	Kenyatta National Hospital	53.6	
106	Kenya School of Government	53.3	
107	Kenya Electricity Generating Co.Ltd	53.0	
108	Nairobi Center for International Arbitration	52.3	
109	Tourism Finance Corporation	51.5	
110	Kenya Institute of Mass Communication	51.4	
111	Child Welfare Society of Kenya	51.3	
112	Kenya Anti-doping Agency	49.9	Low
113	National Irrigation Board	49.1	
114	Kenya YearBook Editorial	48.9	
115	kenya Medical Research Institute	48.8	
116	Konza Technologies Development Authority	48.4	
117	Kenya Prisons Service	48.2	
118	Natural Resource	47.8	
119	National Environment Trust Fund	45.0	

55	Council of Legal Education	67.1
56	Tanathi Water Services Board	66.9
57	Kenya Institute of Curriculum Development	66.9
58	Kenya Plant Health Inspectorate Services (KEPHIS)	66.5
59	Kenya Water Tower Agency	66.3
60	Retirement Benefits Authority	66.0
61	Kenya Railways Corporation	65.3
62	LAPPSET Authority	65.1
63	Kenya Institute for Public Policy Research and Analysis	65.1
64	Export Promotion Council	64.8
65	National Construction Authority	64.8

120	Government Chemist	42.5
121	Engineers Board of Kenya	42.5
122	National Housing Corporation	38.7
123	Kenya National Highways Authority	38.7
124	Anti-FGM Board	36.4
125	The Technical and Vocational Education &Training Authority	36.3
126	Kenya National Library Services	32.1
127	National Sports Fund	29.9
128	National Communications Secretariat	29.7
129	Tourism Regulatory Authority	21.3
130	Kenya Planters Cooperative Union	20.4

The composite score for Commissions and Independent Offices ranged from 82.4 to 57.1percent (Table 14.4).

Table 14.4: Aggregate Thematic Indices for all the themes for Constitutional Commissions and Independent Offices

Constitutional Commission and Independent Offices	**Score**
Commission on Administrative Justice	68.9
Commission on Revenue Allocation	68.9
Energy Regulatory Commission	82.4
Ethics and Anti-Corruption Commission	80.4
Independent Electoral and Boundaries Commission	66.2
National Land Commission	70.3
Office of the Controller of Budget	64.8
Public Service Commission	69.4
Salaries and Remuneration Commission	57.1

The composite scores were also clustered among three groups of public institutions (i.e. Ministries and State Departments, Independent Commissions and Authorities; and State Corporations). Among the three clusters, Independent Commissions and Authorities had the highest aggregate score of 73 percent (Table 14.5). The average of the composite indices was about 68 percent.

Table 14.5: Aggregate scores for clustered group of Public Institutions

Group	Aggregate index
Independent Commissions and Authorities	72.7
Ministries and State Departments	64.3
State Corporations	67.4
Composite index score	**68.1**

Part III: Conclusion, Recommendations and Implementation Matrix

15 Conclusion and action areas

15.1 Conclusion

This report fulfils the Commission's constitutional mandate with respect to Articles 10 and 232 on national values and principles of governance in general, and the values and principles of the public service of Kenya. It is evident that there are as many values in a society as there are perceptions to a good life. Some of these values are transformed into principles. Kenya's constitution-makers transformed such values and principle into Article 10's National Values and Principles of Governance for all the people in the republic of Kenya. Further, the Constitution of Kenya mandates the Commission to evaluate and report to the President and Parliament on the extent to which the public service complies with the national values and principles of governance of Article 10, and the public service values and principles of Article 232 – collectively referred to as 'values and principles'.

This report therefore presents an objective assessment of how the government (Public Institutions) has promoted the said values and principles. Previous evaluation and compliance reports have shown progressive public institution's gains on values and principles amidst varying challenges faced, and recommended measures towards greater entrenching of the same in the public service. This report assesses the successes of the measures taken, progress achieved and impediments in the realization of values and principles of public service.

The methodological approach in this report is guided by the standards and indicators of the Commission's framework for the implementation of the constitutional values and principles developed in September 2015. The standards are based on themes that are aligned to each of the constitutional principles and values. This report goes further to develop compliance indices for each public institution and also the composite index and citizen satisfaction index.

The findings of this report show continued improvement in the number and intensity of measures taken towards adhering to and promoting values and principles in the public service. However, the extent of adherence and performance varies across the Public Institutions in general, and within the different categories of Public Institutions. Most of the Public Institutions continue to put in place structures and measures aimed at promoting the values and principles in their respective institutions. None the less this report also finds that the said structures and measures are necessary but not sufficient. This means that there is need for greater effort by various Public Institutions to enable full realization of the values and principles for improved service delivery.

The findings reveal that the overall compliance index score for all the Public Institutions based on the nine thematic areas was 68.1 percent while the citizen satisfaction Index was 42.6 percent. Devolution and Sharing of Power was not included in the overall compliance index since most Public Institutions' functions are not devolved. The Public Institutions are clustered into (i) State Corporations with an overall compliance score of 67.4 percent, (ii) Ministries and State Departments' compliance score averaging 64.3 percent, and (iii) Constitutional Commissions and Independent Offices' compliance score averaging 72.7 percent. The average scores for each of the thematic areas of the study are also presented in this report. An additional departure of the 2015/16report from its predecessors is a detailed matrix on the time-bound management of public institution-specific recommendations arising from the study; and proposed interventions by the Presidency and Parliament. Further, specific Public Institutions can use the contents in the implementation matrix (Table 15.1) report to inform their

respective work plans toward promotion and compliance with the values and principles of public service.

One of the limitations of this report is that not all Public Institutions provided information as requested. It is important that future surveys ensure all Public Institutions provide required data and information and that strict measures should be taken to ensure compliance.

Table 15.1: Implementation Matrix

Recommendation	Activities	Indicators	Responsibility	Timeframe
Ensuring high standards of professional ethics in public service				
Budgetary provisions for the continuous sensitization of public officers on ethics and integrity.	Allocation of adequate budget for sensitization of public officers on ethics and integrity.	Proportion of training expenditure allocated to sensitization of public officers on ethics and integrity.	All public institutions	Annual
Mainstream continuous training on ethics and integrity at induction and other in-service programmes for public officers.	Training of public officers on ethics and integrity	No of public officers trained on ethics and integrity	All public institutions, Kenya school of government, DPSM, PSC	By June 2017
Assessment on ethics and integrity of public officials at entry and advancement	Incorporate integrity checks in PAS	% of PAS with integrity checks included	All public institutions	By June 2017
Incorporate ethics and integrity in Staff performance appraisal tool	Review SPAS instruments	Reviewed SPAS form	PSC	By June 2017
Vetting and lifestyle audit be made a compulsory requirement for public officers	Develop and implement vetting and lifestyle audit regulations and guidelines	Number of vetting and lifestyle audits undertaken	All public institutions OAG&DOJ PSC CC & IOS	Bi- annual
To maintain updated register for all employees on their membership with respective professional bodies	Establish and update registers membership to professional bodies for all employees	Updated register /inventory	All public institutions	Immediate
Strengthening devolution and sharing of power				
Fast track the audit of assets, incomes, and liabilities of devolved entities.	Audit of assets and liabilities	Updated assets and liability inventory for each county	All county governments IGRTC, MODP	June 2017
Fast track the establishment of county public services for pensionable purposes.	Establish pension schemes for county public services	No of counties with pension schemes	All county governments IGRTC, MODP	June 2017
Fast track the establishment of norms and standards for the management of national and county public services	Develop norms and standards framework	Norms and standards framework	PSC CPSBS all public institutions	June 2017
All institutions discharging national functions to decentralize their services to the extent practicable	Develop decentralization strategy	Decentralization strategy	All national government entities	June 2017
Good Governance, Transparency and Accountability				
Fast tracks the documentation of business processes, the automation of the processes and migrate the services to e-platforms.	Migrate to e-platforms	% of public institutions with services on e-platform	All public institutions ICT authority	June 2017

Recommendation	Activities	Indicators	Responsibility	Timeframe
migrate the services to e-platforms.				
Establishment of more *Huduma* Centres in the 47 counties and sub-counties.	Establish *Huduma* centers in the remaining counties	Number of counties with *Huduma* centres	MODP	June 2017
Public institutions to establish their service points to the extent practicable in *Huduma* centres	Establish service points	Number of public institutions that have established service points	All public institutions	June 2017
Government to institutionalize the fight against corruption	Implement the recommendations of the task force report on the legislative, policy and institutional reforms in the fight against corruption.	% of recommendations of the task force report implemented	Identified institutions	June 2017
The Government to institutionalize service delivery standards	Develop Citizen's Service delivery Charter	Prescribed minimum service delivery standards	PSC, all public institutions, PSDU	June 2017
All the public institutions that do not implement PAC and PIC recommendations be sanctioned	Prescribe sanctions	Number of public institutions sanctioned	executive, parliament, judiciary	2017
Diversity management				
Public institutions to develop time bound affirmative action programmes to bring on board PWDs, marginalized groups, minorities, women and youth progressively as required by law.	Fast track the implementation of the Diversity Policy for the public service	Proportion of PWDs, marginalized groups, minorities, women and youth in public service	PSC, all public institutions, CC & IOs	June 2017
Public institutions to institutionalize time bound affirmative action programmes to bring on board women in the service to bridge the 25% gap on representation.	Develop appropriate affirmative action programmes	Proportion of women in public service	PSC, all public institutions, CC & IOs	June 2017
Public institutions to institutionalize time bound affirmative action programmes to bring on board more youths into the service to meet the 29% proportionate representation.	Develop appropriate affirmative action programmes	Proportion of youth in public service	PSC, all public institutions, CC & IOs	June 2017
Public institutions to institutionalize time bound affirmative action programmes to enhance proportionate representation of the 19 under-represented communities in the public institutions survey.	Develop appropriate affirmative action programmes	Proportion of underrepresented communities in public service	PSC, all public institutions, CC & IOs	June 2017
Public institutions to maintain disaggregated and updated records on gender, ethnicity - including minority and marginalized communities, pwds and age.	Establish and update disaggregated data Submit reports to relevant	Data inventories	All public institutions	June 2017
Fast track implementation of the projects under equalization fund to facilitate affirmative action initiatives.	Prioritize implementation of the projects under equalization fund	% completion of the projects under the equalization fund	County governments CRA national treasury	

Recommendation	Activities	Indicators	Responsibility	Timeframe
Economic use of resources and sustainable development				
All public institutions comply with the set recurrent to development threshold of 70:30.	Increase budgetary allocation on development expenditure	% of budget allocated and absorbed under development vote	All public institutions national treasury CC & IOs	Annually
Government should build capacity to develop and implement Programme Based Budgeting (PBB) to ensure 100% budget absorption.	Capacity staff and institutions on PBB	Budget absorption rate	all public Institutions national treasury CC & IOs	June 2017
Government should contain debt/ GDP ratio.	Maintain debt/ GDP ratio within the acceptable threshold	Debt/ GDP ratio	National treasury	End of Current MTEF period
Equitable Allocation of Opportunities				
Public institutions to conduct diversity audits of their staff establishments.	Develop and implement diversity audit plans	Diversity audit reports	All public institutions CC & IOs	June 2017
Public institutions to comply with the 30% of the value of total government procurement tenders reserved for youth, women and PWDs.	Allocate at least 30% of the value of total government procurement tenders for youth, women and PWDs.	% of the value of total government procurement tenders awarded to youth, women and PWDs.	All public institutions CC & IOs, PPOA national treasury OCOB	Annually
The government to review the criteria for the determination of the disadvantaged groups for the award of the reserved 30% of government tenders.	Review the Public Procurement and Assets Disposal Act 2015 to address ambiguity on disadvantaged groups.	Reviewed Public Procurement and Assets Disposal Act 2015	PPOA national treasury OAG&DOJ parliament executive	3 months
Public institutions to institutionalize time bound affirmative action initiatives for appointments, training and promotion of the disadvantaged groups in the public service.	Develop and implement affirmative action programmes	Proportion of public servants from disadvantaged groups appointed, trained and promoted.	All public institutions CC & IOs	annually
Accountability for Administrative Acts				
Public institutions to review their client service charters and grievance handling procedures in view of the reports on maladministration by the commission on administrative justice.	Review and implement client service charters and grievance handling procedures.	% change in the resolution of reported grievances by public institutions.	CAJ all public institutions PSC CC & IOs	June 2017
Government to operationalize the Fair Administrative Action Act 2015 and the Public Service (Values and Principles) Act 2015.	Develop and gazette regulations for the Fair Administrative Action Act 2015 and the Public Service Values and Principles Act 2015.	Legal Gazette notices.	CAJ OAG&DOJ PSC MOPSYG	June 2017

Recommendation	Activities	Indicators	Responsibility	Timeframe
Improvement in Service Delivery				
A. public institution service delivery				
The Government to mainstream disability initiatives to facilitate access to services	Establish systems and structures for accommodation of persons with disabilities.	% of Government institutions with customized systems and structures.	All public institutions NCPWD CC & IOs	Annually
Public institutions to automate their business processes for ease of access and use by citizens.	Develop and implement ICT policy	% level of automation in the public service	All public institutions ICT authority	Continuous
B. Citizen perception on service delivery				
Government to determine minimum service delivery standards.	Develop citizen service delivery charter	Prescribed service delivery standards	PSC all public institutions	Annually
Evaluate citizen service satisfaction levels.	Carry out annual citizen satisfaction survey.	% change in the citizen satisfaction index	PSC	Annually
Improve Performance Management				
Government to institutionalize the performance management system.	Review of performance contracting framework	Reviewed framework	Presidential delivery unit PSC all public institutions CC & IOs	June 2017
Government to adopt and deploy quality management framework in service delivery.	Implement quality management systems.	% of public institutions certified	All public institutions CC & IOs	June 2019
Public Participation in Policy Making				
Government to institutionalize public participation in policy making.	Public institutions to customize policy Guidelines on public participation issued by PSC.	Number of public participation initiatives undertaken % of public institutions who have undertaken public participation initiatives	All public institutions CC & IOs	June 2017
Data management and monitoring				
Government to establish an inter-agency forum for monitoring the implementation of values and principles in the public service.	Develop a national framework for monitoring and evaluating national and public service values and principles.	National framework for the monitoring of national and public service values and principles.	PSC CC & IOs MODP MOPSYG council of governors	Annually

Annexes

Table A1: A review of values and principles of public service compliance

Country: South Africa. Author: Public Service Commission of South Africa. Report on the Evaluation of the Batho Pele Principle of Value for Money in the Public Service 2010		
	Issues addressed	Creation of public value through effective and efficient resource utilization
	Public Service Components	Value for Money and efficiency and economy in provision of public services
	SCI Indicators	(i) Does public service measure and monitor efficiency, economy and effectiveness, and how they use these measures to plan, evaluate and improve their services. (ii) How departments have institutionalized Value for Money into their operations. (iii) Pre-conditions for Value for Money in the public sector by analyzing three main issues: • Human resource management processes with a focus on three main indicators: effective performance management systems for all employees; the number of vacancies in the organization; and the rate of turnover of staff. • Systems and procedures to prevent fraud and corruption, as well the extent of fraud and corruption. • Systems of accountability, including planning, measuring, and reporting system.
	Methodology	(i) A self-administered questionnaire was used as a primary data collection instrument. (ii) The key informants – mainly Chief Financial Officers (CFOs), Program Managers and M&E Officials. (iii) Key literature such as departments' annual performance plans, annual reports, Auditor-General's reports, and South Africa Social Attitudes Survey reports were reviewed. (iv) Discussion groups.
	Values measure	A rating scale was linked to each of the standards so that a score can be awarded for the performance of a department as measured against the standards.
	Key findings	There was a general lack of compliance with the most basic Public Service regulatory frameworks, such as the: (i) Disciplinary code and procedures for the Public Service, (ii) The PFMA (iii) Treasury Regulations (iv) Promotion of Access to Information Act (v) Human resource management practices and representation
	Any other issues	None
County: European Union Reference. The Effectiveness and Efficiency of Public Spending. Author(s): Ulrike Mandl, AdriaanDierx, FabienneIlzkovitz Source: European Commission Directorate-General for Economic and Financial Affairs Publications		
	Public values issues addressed	Effective and efficient and economic use of public resources
	Values Components	Efficiency
	Indicators	(i) **Performance-Orientation**: increased focus on the medium-term in budgetary planning (ii) **Organizational aspects**: review of the roles and responsibilities of the different governmental departments in order to simplify the organization of the public administration (iii) **Human Resource Management:** performance pay and performance evaluation systems

		(iv) **Encouraging the use of ICT tools:** use ICT to reduce administrative costs and enhance the quality of service delivered to businesses s and citizens
	Methodology	Efficiency analysis using inputs and outputs
	Values measure	Efficiency ranking
	Key findings	There is a significant potential for increased efficiency in public spending. Such efficiency gains may be realized either by raising outputs for a given amount of public spending or by reducing the inputs required to obtain a given amount of output
	Any other issues	Challenges in data availability and definition of inputs and outputs
County: USA. Author: Boyne, G. (2003). Sources of Public Service Improvement: A Critical Review and Research Agenda. Journal of Public Administration Research and Theory: J-PART, 13(3), 367-394. Retrieved from http://www.jstor.org/stable/3525854		
	Issues addressed	Sources of Public Service Improvement
	Public components	Identifies two main components of public service delivery improvement as: a) resources; and b) management
	Public service improvement indicators	(i) Quantity of outputs (e.g., number of operations performed in hospitals, hours of teaching delivered in schools, number of houses built) (ii) Quality of outputs (e.g., speed and reliability of service, courtesy of staff) (iii) Efficiency (ratio of outputs to financial inputs) (iv) Equity (fairness of the distribution of service costs and benefits between different groups) (v) Outcomes (e.g., percentage of pupils passing exams, percent of hospital patients treated successfully) (vi) Value for money (cost per unit of outcome) (vii) Consumer satisfaction
	Methodology	Analysis and review of evidence from 65 empirical studies of the determinants of public service performance
	SCI (Value)	Reported
	Key findings	Resources and management are the key elements that drive public service improvement.

TableA2: Values and principles of public service – Framework themes, performance standards and performance indicators

Performance Standards	Performance Indicators
Thematic area 1 – High standards of professional ethics	
Constitutional provision: Article 232 (1) (a) High standards of professional ethics; and Article 10 (2) (c) … integrity, accountability	
i. Compliance with the Public Officer Code of Conduct and Ethics; ii. Public service étiquette; iii. Financial probity; iv. Confidentiality; v. Disclosure of interest; vi. Competence; vii. Fidelity to the law; and viii. Integrity.	i. Number of professional bodies represented in the organization; ii. An updated inventory of members of professional bodies in the organization; iii. Number of members of professional bodies honored or awarded for outstanding performance; iv. The baseline data or information; v. Number of members of professional bodies in good standing; vi. Number of members of professional bodies supported to attend continuous vii. professional development courses; viii. Number of members of professional bodies with current practicing certificates/ ix. license; x. Number of members of professional bodies with complaints lodged against them;

Performance Standards	Performance Indicators
	xi. Number of members of professional bodies against whom disciplinary action was taken; xii. Number of members of professional bodies facing court cases; xiii. Number of members of professional bodies convicted for criminal and civil offences; xiv. Number of staff members charged with breach of the code of conduct; xv. Number of staff members under investigation by the Ethics and Anti-Corruption Commission; and xvi. xiv. Number of officers charged in court over corruption or abuse of office cases.
Thematic area 2 – Devolution and sharing of power	
Constitutional provision: Article 10 (2) (a) …sharing and devolution of power	
i. Sharing and devolution of power ii. Democracy iii. Rule of law	i. Number of capacity building sessions targeting counties ii. Adherence to rule of law ii. System of checks and balances iii. Service delivery
Thematic area 3 – Good governance	
Constitutional provision: Article 10 (2) (c) good governance, …	
	i. corruption perception index
	Others ii. GDP per capita iii. Ease of doing business iv. HDI index
Thematic area 4 – Diversity management	
Constitutional provision: Article 232 (1) (h) representation of Kenya's diverse communities and …	
i. Implementation of the Diversity Management Policy; ii. Affirmative action programmes; iii. Inventory of members of different gender in the organization; iv. Inventory of members of different ethnic groups in the organization; v. Inventory of persons with disabilities in the organization; and vi. Inventory of minorities and marginalized groups in the organization.	i. Ratio of men to women in the organization; ii. Proportionate representation of ethnic groups relative to their national population size in the organization; iii. Proportional representation of minorities and marginalized groups in the organization. Others i. Existence of Diversity Management Policy; ii. Existence of affirmative action programme; iii. Percentage of persons with disabilities in the organization;
Constitutional provision: Article 232 (1) (i) Affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of men and women; the members of all ethnic groups; and persons with disabilities	
Appointments i. Existence of Diversity Management Policy;	**Appointments** i. Existence of records of recruitment and selection process; ii. Proportionate representation of men to women against the two thirds gender

Performance Standards	Performance Indicators
ii. Existence of affirmative action programme; iii. Ratio of men to women in the organization; iv. Proportionate representation of ethnic groups relative to their national population size in the organization; v. Percentage of persons with disabilities in the organization; and vi. Proportional representation of minorities and marginalized groups in the organization. v. Affording Adequate and Equal Opportunities for Appointments, Training and Advancement at all Levels of the Public Service of Men and Women, Members of all Ethnic Groups and Persons with Disabilities. This value may be realized through: Appointments A. ***Performance Standards*** i. Maintenance of records of appointments in the organization dis-aggregated by gender, members of all ethnic groups and persons with disabilities; ii. Maintenance of records of persons appointed by minority and marginalization status; iii. Maintenance of records of applicants, shortlisted candidates, interviewed candidates and appointees dis-aggregated by gender, ethnicity and disability status; iv. Records of communication to the applicants and shortlisted candidates on the status of their applications and schedules of interviews and interview requirements;	principle; iii. The proportionate representation of ethnic groups relative to their national population size; iv. Percentage of persons with disabilities in the organization against the 5 percent constitutional requirement; v. Proportionate representation of minorities and marginalized groups relative to their national population size; vi. Proportionate representation in appointment of officers in the organization at the four levels (policy; senior management; technical; clerical and support) dis-aggregated by gender, ethnic groups and disability; vii. Existence of quarterly, bi-annual and annual reports; and viii. Evidence of registers and published reports.

Performance Standards	Performance Indicators
v. Number of officers on probationary appointment in the organization; vi. Number of officers due for confirmation and not confirmed; vii. Number of interns, volunteers and joint ventures staff in the organization; viii. A schedule of affirmative action programmes for minorities and marginalized groups; ix. Preparation and submission of quarterly, bi-annual and annual reports on recruitment and selection in the organization; and x. Publishing and publicizing of recruitment and selection reports.	
Training i. Development and implementation of a training policy; ii. Establishment of organizational training committee; iii. Development of organizational key competency framework; iv. Undertaking of organizational skills and competency audits; v. Undertaking of training needs analysis; vi. Preparations of training needs projection; vii. Preparation of an organizational training budget; viii. Establishment of a criteria for equitable allocation of training opportunities; ix. Preparation, publication and publicizing of training reports on a quarterly, bi-annual and annual basis; and x. Undertaking of Training Impact Assessment.	**Training** i. Existence of a training policy; ii. Existence of an organizational training committee; iii. Existence of organizational key competency framework; iv. Existence of skills and competency audit report; v. Training Needs Analysis report; vi. Approved training needs projections; vii. Total allocation of training budget; viii. Number of officers trained dis-aggregated by gender, ethnicity and disability status; ix. Proportionate representation in training of officers in the organization at the four levels (policy, senior management, technical and clerical and support) disaggregated by gender, ethnic groups and disability; x. Number of reports published and publicized; and xi. Training Impact Assessment reports.
Advancement i. Development and implementation of	**Advancement** i. Existence of a policy on promotions;

Performance Standards	Performance Indicators
policy on promotions; ii. Establishment of a committee responsible for promotions; iii. Establishment of clear career progression paths; iv. Establishment of performance appraisal system; v. Establishment of a criteria for equitable award of promotional opportunities; vi. Establishment of a skills and competency framework; and vii. Preparation, publication and publicizing of quarterly, bi-annual and annual promotion reports.	ii. Existence of career progression paths; iii. Number of officers appraised; iv. Existence of a committee on promotions; v. Number of officers promoted dis-aggregated by gender, ethnicity and disability status; vi. Proportionate representation of officers promoted in the organization at the four levels (policy, senior management, technical, clerical and support) dis-aggregated by gender, ethnic groups and disability; vii. Existence of a skills and competency framework; and viii. Existence of published and publicized quarterly, bi-annual and annual reports.
Thematic area 5 – Economic use of resources and sustainable development	
Constitutional provision: Article 232 (1) (b) efficient, effective and economic use of resources; and Article 10 (2) (d) sustainable development	
i. The organizational mandate; ii. Core functions; iii. Vision; iv. Mission; v. Coré values; vi. Strategic plan; vii. Organizational structure; viii. Human resource management plan; ix. Optimal staffing level; x. Documented business processes; xi. Automated one stop service delivery centers; xii. Annual performance targets; xiii. Performance agreements; xiv. Performance appraisals; xv. Compliance with set budgetary ceilings; xvi. Alignment of budget to planning; xvii. Budget absorption levels; xviii. Fiscal and debt sustainability; xix. Social sustainability; xx. Social protection funds programs; xxi. Environmental sustainability;	i. Appreciation of organizational mandate; ii. Relevance of the vision, mission and core values to the mandate; iii. Relevance of the strategic plan to the organization's mandate; iv. Existence of organizational structure; v. Existence of human resource management plan; vi. Determined optimal staffing levels; vii. Existence of documented service delivery procedures; viii. Achievement of annual performance targets; ix. Number of staff appraised; x. Total annual budget against the 70:30 recurrent to development ratio; xi. Annual allocation and expenditure on development budget; xii. Annual allocation and expenditure on recurrent budget; xiii. Annual expenditure on operation and maintenance against personnel emoluments (60:40); xiv. Number of audit queries raised; xv. Clean financial statements; xvi. Number of appeals lodged to Public Procurement Oversight Authority and Public Procurement Authority Board against the organization's procurement decisions; xvii. Total amount of funds allocated to vulnerable groups i.e. cash transfers, bursaries, loans etc; xviii. Total number of beneficiaries of cash transfers, loans, bursaries targeting vulnerable groups; xix. Number of environmental impact assessments undertaken, approved, denied, reviewed and reversed; xx. List and number of business processes documented; and

Performance Standards	Performance Indicators
xxii. Adherence to 70:30 recurrent to development ratio; xxiii. Adherence to 60:40 operation and maintenance to personnel emolument ratio; xxiv. Adherence to procurement regulations; xxv. Adherence to public finance management regulations; and xxvi. Functional departmental audit committees.	xxi. List and number of business processes automated.
Thematic area 6 – Equitable allocation of opportunities	
Constitutional provision: Article 232 (1) (g) fair competition and merit (as the basis of appointments and promotions); and Article 10 (2) (b) equity, social justice, inclusiveness, equality, human rights, non-discrimination, and protection of the marginalized	
i. Open advertisement of vacancies in accessible formats to all potential applicants; ii. Maintenance of recruitment and selection records from application to appointments; iii. Allowing of sufficient lead time to all applicants and shortlisted candidates; iv. Establishment of a competent and representative recruitment and selection panel; v. Setting of a recruitment and selection criteria that takes into account the diversity of the Kenya people; vi. Determination of the gender balance ratio; vii. Determination of proportionate representation of ethnic communities in the organization; viii. Determination of the percentage of persons with disabilities in the organization; ix. Determination of number of minorities and marginalized groups in	i. Existence of recruitment and selection policy; ii. Availability of recruitment and selection records; iii. Number of vacancies advertised; iv. Record of number of applicants; v. Number of shortlisted applicants dis-aggregated by gender, ethnicity and disability status; vi. Number of recruitment and selection reports published and publicized; vii. The number of men and women in the public service; viii. Proportionate representation of ethnic groups relative to their national population size; ix. Number of officers with disabilities against the five percent constitutional threshold; x. Number of minorities appointed relative to their national population size; xi. Number of marginalized communities relative to their national population size; and xii. Clear job descriptions.

Performance Standards		Performance Indicators	
	the organization; x. Establishment of the interview schedule and objective scoring criteria; xi. Make necessary provisions for persons with special needs; xii. Use of interview formats responsive to all persons including those with special needs; xiii. Make timely communication of the interview outcomes to the interviewees; xiv. Prepare recruitment and selection reports and issue quarterly, bi-annual and annual returns; xv. Publish and publicize recruitment and selection outcomes; xvi. Make necessary appointments based on advertised minimum requirements; xvii. Ring-fencing of jobs for affirmative action placements; xviii. Setting up of management competency framework; xix. Establishment of career progression paths; and xx. Establishment of an assessment center for testing special needs cases.		
Thematic area 7 – Accountability for administrative acts			
Constitutional provision: Article 232 (1) (e) Accountability for administrative acts; and Article 10 (2) (c) … accountability			
	i. Maintenance of records; ii. Signing of documents, correspondence, instructions and decision letters; iii. Documentation of decisions; iv. Maintenance of communication registers; v. Issuance of instructions in writing; vi. Public display of service charters and standards of service delivery;	i. Existence of a service charter; ii. Existence of documented grievance handling procedures; iii. Existence of performance agreements; iv. Number of officers appraised; v. Number of officers trained in leadership and governance; vi. Compliance level with the Public Officer Ethics Act; vii. Corruption perception index; viii. Customer satisfaction index; ix. Governance audit index;	

Performance Standards		Performance Indicators	
	vii. Performance appraisals; viii. Documented grievance handling procedures; ix. Codes of conduct and ethics; x. Financial disclosures; xi. Maintenance of conflict of interest register; xii. Maintenance of gift register; xiii. Performance agreements; xiv. Trainings on good governance; xv. Corruption perception surveys; xvi. Customer satisfaction surveys; xvii. Governance audits; xviii. Maintenance of schedules of registered interests; and xix. Documented disciplinary procedures.	x. Existence of gift registers; xi. Existence of declaration of conflict of interest registers; xii. Existence of schedule of registrable interests register; xiii. Number of disciplinary cases handled; and xiv. Number of officers punished for service misconduct.	
Thematic area 8 – improvement in service delivery			
Constitutional provision: Article 232 (1) (c) Responsive, prompt, effective, impartial and equitable provision of services			
	i. Institute an organizational client service charter; ii. Institute a grievance handling procedure; iii. Simplify and document operational procedures; iv. Automate the documented service procedures; v. Undertake customer satisfaction surveys; vi. Undertake corruption perception index surveys; vii. Undertake governance audits; viii. Present organization information in accessible formats; and ix. Utilize varied communication outreach media.	i. Develop and implement a client service charter; ii. Develop and implement a grievance handling procedure; iii. Number of service delivery procedures documented; iv. Number of functional service delivery processes automated; v. Level of customer satisfaction index; vi. Corruption perception index; vii. Governance audit index; viii. Number of various communication media used; ix. Availability of Braille and sign language services; and x. Availability of help lines, customer desks, hotlines, online services and interactive Websites, fax and Short Message Services (SMS).	
Thematic area 9 – Performance management			
Constitutional provision: Article 232 (1) (f) Transparency and provision to the public of timely, accurate information			
	i. Develop and implement a corporate communication strategy; ii. Development of an Interactive website; iii. Prepare, publish and publicize	i. Existence of a corporate communication strategy; ii. Existence and display of client service charters and core values; iii. Number of documents published; iv. Number of documents and publications uploaded in the website; v. Number of online services offered;	

Performance Standards		Performance Indicators	
	annual reports and newsletters; iv. Development of Information Education and Communication materials – magazines, flyers, posters, brochures; v. Use of documentaries, infomercials, talk shows; vi. Shows, campaigns, exhibitions and advertisements; vii. Participation in Public Service day, week, month; viii. Automation of processes and service points; ix. Open plan offices; x. Publishing and publicizing of documents; xi. Peer review forums; xii. Training and sensitizations; xiii. Workshops, conferences, seminars and symposiums; and xiv. Interviews, briefs, supplements and meetings.	vi. Number of reports published and publicized; vii. Existence of suggestion boxes and customer help desks; viii. Number of documentaries made; ix. Number of shows, campaign, advertisement and exhibitions held; x. Number of public complaints made; xi. Number of public complaints resolved; xii. Transparency international report ranking; xiii. Existence of frequently asked questions; and xiv. Existence of organization fact-file.	
Thematic area 10 – Public Participation in Policy Making			
Constitutional provision: Article 232 (1) (d) Involvement of the people in the process of policy making; and Article 10 (2) (a) … participation of the people			
	i. Establish public participation guidelines; ii. Define the stakeholders; iii. Determine the structures necessary for public participation; iv. Determine levels of participation; and v. Provide timely information in accessible formats to the public and participants.	i. Existence of public participation guidelines; ii. Existence of an inventory of the stakeholders; iii. Existence of a structured system of public participation; iv. Records of public participation meetings or forums; v. Number of public policies developed; vi. Number of public participation meetings held; and vii. Number of participants dis-aggregated by organization, gender, ethnicity and disability status.	

Source: Government of Kenya(2015)

Composite score for each Public Institution

Notes on the table on the thematic indices and the aggregate thematic indices

1. All Public Institutions were visited during the data collection exercise. However only about 70 percent responded. The scores are reported for Public Institutions that responded and those that gave not less than 25% of the required data on indicators for a particular theme.
2. The cut off values for grouping Public Institutions in High, Medium and Low categories are as follows: a public institution is classified in the low category if its score is more than one standard deviation below the mean; medium, if its score is one standard deviation of the mean; and high, if its score is greater than one standard deviation above the mean.
3. The indicators, indicator scoring criteria, and scores are presented in the tables that follow.

Table A3a: Composite Indices for Ministries and State Departments

Ministry	State Department	Score	Group
The Presidency	Presidency and Deputy President	59.2	Medium
National Treasury		73.0	Medium
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	70.7	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	82.1	High
	State Department for Petroleum	80.1	High
Kenya Metrological Department		31.7	Low
Directorate of Immigration and Registration of Persons		49.8	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	51.8	Medium
	State Department for Devolution		
	State Department for Special Programmes	19.8	Low
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	63.2	Medium
	State Department for the Arts and culture	57.1	Medium
Ministry of Education	State Department for Basic Education	63.7	Medium
	State Department for university Education	82.1	High

	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	36.6	Low
	State Department for Infrastructure	63.1	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	58.4	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	69.9	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	52.9	Medium
	State Department of Livestock	74.4	Medium
	State Department of Fisheries and the Blue Economy	66.9	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Table A3b: Composite Indices for State corporations

	State Corporation	Score	Group
1	Kenya Forest Service	84.0	High
2	Kenya Universities Central Placement Service	83.7	
3	Moi Teaching and Referral Hospital	82.4	
4	National Biosafety Authority	81.8	
5	National Museum	81.5	
6	Nyayo Tea Zone	81.3	
7	National Aids Control Council	79.0	
8	Kenya Revenue Authority	79.0	
9	National Hospital Insurance Fund	79.0	
10	Kenya Roads Board	78.9	
11	IDB Capital	78.4	
12	Privatization Commission	78.1	
13	Lake Victoria South Water Services Board	77.4	
14	Water Services Trust Fund	77.2	
15	National Oil Corporation of Kenya	77.0	
16	Kenya Airport Authority	76.3	
17	National Authority for the Campaign Against Alcohol and Drug Abuse	76.0	
18	National Crime Research	75.6	Medium
19	Agricultural Finance Corporation	75.2	
20	Anti-counterfeit Authority	75.0	
21	Coast Development Authority	74.9	
22	Pharmacy and Poisons Board	74.5	
23	Kenya Reinsurance Corporation Ltd	74.5	
24	Kenya Ports Authority	74.3	
25	Chemelil Sugar	74.1	
26	National Council for Persons With Disabilities	74.0	
27	Rift Valley Water Services Board	73.9	
28	Public Procurement Oversight Authority	73.9	
29	Kenya Maritime Authority	73.4	
30	Competition Authority of Kenya	73.2	
31	Water Resources Management Authority	73.0	
32	Kenyatta University	72.7	
33	Masinde Muliro University	72.7	
34	Kenya Bureau of Standards	72.6	

	State Corporation	Score	Group
66	Commodities Fund	64.8	Medium
67	KASNEB	64.6	
68	Kenya Veterinary Vaccines Production Institute	64.5	
69	Kenya Seed Company	64.3	
70	Agriculture Development Corporation	63.9	
71	Kenya Industrial Research and Development Institute	63.8	
72	Lake Basin development Authority	63.8	
73	National Environmental Management Authority	63.7	
74	Jomo Kenyatta Foundation	63.1	
75	Nzoia Sugar	63.0	
76	Kerio Valley Development Authority	62.9	
77	Kenya Marine and Fisheries Research Institute	62.8	
78	Kenya Film Commission	62.8	
79	Tana and Athi Rivers Development Authority	62.3	
80	Capital Market Authority	61.6	
81	Kenya Water Institute	61.0	
82	Kenya National Assurance Company	60.8	
83	Maseno University	60.8	
84	Bukura Agricultural College	60.6	
85	Kenya Post Office Savings Bank	60.4	
86	Kenya National Shipping Line Ltd	59.6	
87	Kenya Investment Authority	59.5	
88	Kenya International Convention Center	59.3	
89	Kenya School of Law	59.2	
90	National Cereals and Produce Board	58.9	
91	Kenya Safari Lodges and Hotels	58.6	
92	Agrochemical and Food Co. Ltd	58.5	
93	Kenya Film Classification Board	57.6	
94	National Drought Management Authority	57.1	
95	Kenya Electricity Transmission Company KETRACO	56.9	
96	Cooperatives Tribunal	56.6	
97	National Social Security Fund	56.3	
98	Moi University	56.2	
99	Kenya Industrial Property Institute	55.7	

35	Kenya National Trading Corporation Ltd	72.4	
36	Industrial and Commercial Development Corporation	71.7	
37	National Govt Constituency Development Fund	71.5	
38	Commission for University Education	71.4	
39	Coast Water Service Board	71.1	
40	Micro and Small Enterprise Authority	71.1	
41	Kenya Law Reform Commission	70.7	
42	Lake Victoria North Water Services Board	70.7	
43	Tourism Fund	70.0	
44	Kenya Copyright Board	69.5	
45	Kenya Power Company	69.0	
46	Rural Electrification Authority	68.9	
47	Higher Education Loans Board	68.2	
48	Kenya Dairy Board	68.2	
49	Brand Kenya Board	68.0	
50	Kenya Agricultural & Livestock Research Organization	68.0	
51	Kenya Accreditation Service	67.9	
52	Kenya Literature Bureau	67.8	
53	National Council for Law Reporting	67.5	
54	Utalii College	67.3	
55	Council of Legal Education	67.1	
56	Tanathi Water Services Board	66.9	
57	Kenya Institute of Curriculum Development	66.9	
58	Kenya Plant Health Inspectorate Services (KEPHIS)	66.5	
59	Kenya Water Tower Agency	66.3	
60	Retirement Benefits Authority	66.0	
61	Kenya Railways Corporation	65.3	
62	LAPPSET Authority	65.1	
63	Kenya Institute for Public Policy Research and Analysis	65.1	
64	Export Promotion Council	64.8	
65	National Construction Authority	64.8	
100	National Industrial training Authority	55.6	
101	Numerical Machining Complex Ltd	54.9	
102	Kenya Leather Development Council	54.8	
103	Kenya National Examination Council	54.7	
104	Kenya National Bureau of Statistics	54.4	
105	Kenyatta National Hospital	53.6	
106	Kenya School of Government	53.3	
107	Kenya Electricity Generating Co. Ltd	53.0	
108	Nairobi Center for International Arbitration	52.3	
109	Tourism Finance Corporation	51.5	
110	Kenya Institute of Mass Communication	51.4	
111	Child Welfare Society of Kenya	51.3	
112	Kenya Anti-doping Agency	49.9	
113	National Irrigation Board	49.1	
114	Kenya YearBook Editorial	48.9	
115	Kenya Medical Research Institute	48.8	
116	Konza Technologies Development Authority	48.4	
117	Kenya Prisons Service	48.2	
118	Natural Resource	47.8	
119	National Environment Trust Fund	45.0	
120	Government Chemist	42.5	
121	Engineers Board of Kenya	42.5	
122	National Housing Corporation	38.7	
123	Kenya National Highways Authority	38.7	
124	Anti-FGM Board	36.4	
125	The Technical and Vocational Education &Training Authority	36.3	
126	Kenya National Library Services	32.1	
127	National Sports Fund	29.9	
128	National Communications Secretariat	29.7	
129	Tourism Regulatory Authority	21.3	
130	Kenya Planters Cooperative Union	20.4	

Low

Table A3c: composite Indices for Constitutional Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Commission on Administrative Justice	68.9
Commission on Revenue Allocation	68.9
Energy Regulatory Commission	82.4
Ethics and Anti-Corruption Commission	80.4
Independent Electoral and Boundaries Commission	66.2
National Land Commission	70.3
Office of the Controller of Budget	64.8
Public Service Commission	69.4
Salaries and Remuneration Commission	57.1

Table A4.1: Thematic Indices for High Standards of Professional Ethics for Ministries and State Departments

Ministry	State Department	Score	Group
The Presidency	Presidency, Deputy President and Cabinet Office	66.7	Medium
National Treasury		100	High
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	100	High
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	80	Medium
	State Department for Petroleum	80	Medium
Kenya Metrological Department		80	Medium
Directorate of Immigration and Registration of Persons		60	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	80	Medium
	State Department for Devolution		
	State Department for Special Programmes	20	Low

Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	100	High
	State Department for the Arts and culture	100	High
Ministry of Education	State Department for Basic Education	100	High
	State Department for university Education	80	Medium
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	60	Medium
	State Department for Infrastructure	80	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	100	High
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	40	Low
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	0	Low
	State Department of Livestock	80	Medium
	State Department of Fisheries and the Blue Economy	80	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Notes: "-"means data was not provided by the Ministry of State Corporation

Table A4.2: Thematic Indices for High Standards of Professional Ethics for State Corporations

	State Corporation	Score	Group
1	Agricultural Finance Corporation	100	High
2	Agriculture Development Corporation	100	
3	Brand Kenya Board	100	
4	Chemelil Sugar	100	
5	Coast Water Service Board	100	
6	Commission for University Education	100	
7	Commodities Fund	100	
8	Competition Authority of Kenya	100	
9	Export Promotion Council	100	
10	Industrial and Commercial Development Corporation	100	
11	Jomo Kenyatta Foundation	100	
12	Kenya Accreditation Service	100	
13	Kenya Airport Authority	100	
14	Kenya Anti-doping Agency	100	
15	Kenya Copyright Board	100	
16	Kenya Film Classification Board	100	
17	Kenya Film Commission	100	
18	Kenya Forest Service	100	
19	Kenya Industrial Property Institute	100	
20	Kenya Industrial Research and Development Institute	100	
21	Kenya Institute of Curriculum Development	100	
22	Kenya Literature Bureau	100	
23	Kenya Maritime Authority	100	
24	Kenya National Assurance Company	100	
25	Kenya National Bureau of Statistics	100	
26	Kenya National Examination Council	100	
27	Kenya National Highways Authority	100	
28	Kenya National Library Services	100	
29	Kenya National Trading Corporation Ltd	100	
30	Kenya Plant Health Inspectorate Services (KEPHIS)	100	
31	Kenya Ports Authority	100	
32	Kenya Post Office Savings Bank	100	
33	Kenya Reinsurance Corporation Ltd	100	

	State Corporation	Score	Group
65	Agrochemical and Food Co. Ltd	80	Medium
66	Anti-counterfeit Authority	80	
67	Bukura Agricultural College	80	
68	Capital Market Authority	80	
69	Coast Development Authority	80	
70	Council of Legal Education	80	
71	Engineers Board of Kenya	80	
72	Higher Education Loans Board	80	
73	IDB Capital	80	
74	KASNEB	80	
75	Kenya Dairy Board	80	
76	Kenya Electricity Generating Co.Ltd	80	
77	Kenya Electricity Transmission Company KETRACO	80	
78	Kenya Institute for Public Policy Research and Analysis	80	
79	Kenya Institute of Mass Communication	80	
80	Kenya International Convention Center	80	
81	Kenya Investment Authority	80	
82	Kenya Law Reform Commission	80	
83	Kenya Marine and Fisheries Research Institute	80	
84	Kenya National Shipping Line Ltd	80	
85	Kenya Power Company	80	
86	Kenya Railways Corporation	80	
87	Kenya Safari Lodges and Hotels	80	
88	Kenya School of Law	80	
89	Kenya Veterinary Vaccines Production Institute	80	
90	Kenya Water Tower Agency	80	
91	Kenyatta National Hospital	80	
92	Lake Basin development Authority	80	
93	Lake Victoria North Water Services Board	80	
94	LAPPSET Authority	80	
95	Moi University	80	
96	National Biosafety Authority	80	
97	National Cereals and Produce Board	80	

34	Kenya Roads Board	100	
35	Kenya Seed Company	100	
36	Kenya Universities Central Placement Service	100	
37	Kenya Water Institute	100	
38	Kenyatta University	100	
39	Kerio Valley Development Authority	100	
40	Lake Victoria South Water Services Board	100	
41	Masinde Muliro University	100	
42	Micro and Small Enterprise Authority	100	
43	Moi Teaching and Referral Hospital	100	
44	Nairobi Center for International Arbitration	100	
45	National Aids Control Council	100	
46	National Authority for the Campaign Against Alcohol and Drug Abuse	100	
47	National Construction Authority	100	
48	National Crime Research	100	
49	National Govt Constituency Development Fund	100	
50	National Hospital Insurance Fund	100	
51	National Industrial training Authority	100	
52	National Museum	100	
53	National Oil Corporation of Kenya	100	
54	Nyayo Tea Zone	100	
55	Nzoia Sugar	100	
56	Pharmacy and Poisons Board	100	
57	Privatization Commission	100	
58	Rift Valley Water Services Board	100	
59	Tanathi Water Services Board	100	
60	The Technical and Vocational Education and Training Authority	100	
61	Tourism Fund	100	
62	Utalii College	100	
63	Water Services Trust Fund	100	
64	Kenya Medical Research Institute	100	
98	National Council for Law Reporting	80	
99	National Environmental Management Authority	80	
100	National Housing Corporation	80	
101	National Social Security Fund	80	
102	Numerical Machining Complex Ltd	80	
103	Retirement Benefits Authority	80	
104	Rural Electrification Authority	80	
105	Water Resources Management Authority	80	Low
106	Anti-FGM Board	60	
107	Cooperatives Tribunal	60	
108	Kenya Agricultural & Livestock Research Organization	60	
109	Kenya Bureau of Standards	60	
110	Kenya Prisons Service	60	
111	Kenya Revenue Authority	60	
112	Kenya School of Government	60	
113	Konza Technologies Development Authority	60	
114	Maseno University	60	
115	National Council for Persons With Disabilities	60	
116	National Drought Management Authority	60	
117	National Irrigation Board	60	
118	Public Procurement Oversight Authority	60	
119	Tana and Athi Rivers Development Authority	60	
120	Child Welfare Society of Kenya	40	
121	Kenya Leather Development Council	40	
122	Kenya YearBook Editorial	40	
123	National Communications Secretariat	40	
124	National Environment Trust Fund	40	
125	Natural Recourse	40	
126	Tourism Finance Corporation	40	
127	Government Chemist	20	
128	Kenya Planters Cooperative Union	20	
129	National Sports Fund	20	

Table A4.3:Thematic Indices for High Standards of Professional Ethics for Constitutional Commissions and Independent Offices

Constitutional Commission and Independent Offices	**Score**
Commission on Revenue Allocation	100
Energy Regulatory Commission	100
Ethics and Anti-Corruption Commission	100
Office of the Controller of Budget	100
Public Service Commission	100
Commission on Administrative Justice	80
Independent Electoral and Boundaries Commission	80
National Land Commission	80
Salaries and Remuneration Commission	60
Average score	88.9

Table A6.1: Thematic Indices for Good Governance for Ministries and State Departments

Ministry	**State Department**	**Score**	**Group**
The Presidency	Presidency, Deputy President and Cabinet Office	66.7	Medium
National Treasury		100	High
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	62.5	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	87.5	Medium
	State Department for Petroleum	87.5	Medium
Kenya Metrological Department		80	Medium
Directorate of Immigration and Registration of Persons		62.5	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	62.5	Medium
	State Department for Devolution		

	State Department for Special Programmes	25	Low
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	100	High
	State Department for the Arts and culture	62.5	Medium
Ministry of Education	State Department for Basic Education	75	Medium
	State Department for university Education	75	Medium
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	25	Low
	State Department for Infrastructure	75	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	75	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	62.5	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	87.5	Medium
	State Department of Livestock	75	Medium
	State Department of Fisheries and the Blue Economy	87.5	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Notes: "-"means data was not provided by the Ministry of State Corporation

Table A6.2: Thematic Indices for Good Governance for State Corporations

	State Corporation	Score	Group
1	Agricultural Finance Corporation	100.0	High
1	Agriculture Development Corporation	100.0	
1	Anti-counterfeit Authority	100.0	
1	Brand Kenya Board	100.0	
1	Capital Market Authority	100.0	
1	Coast Development Authority	100.0	
1	Coast Water Service Board	100.0	
1	Commission for University Education	100.0	
1	Commodities Fund	100.0	
1	Competition Authority of Kenya	100.0	
1	Higher Education Loans Board	100.0	
1	IDB Capital	100.0	
1	Industrial & Commercial Development Corporation	100.0	
1	KASNEB	100.0	
1	Kenya Accreditation Service	100.0	
1	Kenya Bureau of Standards	100.0	
1	Kenya Dairy Board	100.0	
1	Kenya Electricity Generating Co.Ltd	100.0	
1	Kenya Electricity Transmission Company KETRACO	100.0	
1	Kenya Film Commission	100.0	
1	Kenya Institute for Public Policy Research &Analysis	100.0	
1	Kenya Institute of Mass Communication	100.0	
1	Kenya International Convention Center	100.0	
1	Kenya Investment Authority	100.0	
1	Kenya Law Reform Commission	100.0	
1	Kenya Leather Development Council	100.0	
1	Kenya Literature Bureau	100.0	
1	Kenya Maritime Authority	100.0	
1	Kenya National Bureau of Statistics	100.0	
1	Kenya National Library Services	100.0	
1	Kenya National Trading Corporation Ltd	100.0	
1	Kenya Plant Health Inspectorate Services (KEPHIS)	100.0	
1	Kenya Post Office Savings Bank	100.0	
1	Kenya Power Company	100.0	
61	Kenya Agricultural & Livestock Research Organization	85.7	Medium
61	Kenya Airport Authority	85.7	
61	Kenya Anti-doping Agency	85.7	
61	Kenya Copyright Board	85.7	
61	Kenya Forest Service	85.7	
61	Kenya Industrial Property Institute	85.7	
61	Kenya Industrial Research and Development Institute	85.7	
61	Kenya Marine and Fisheries Research Institute	85.7	
61	Kenya Ports Authority	85.7	
61	Kenya Reinsurance Corporation Ltd	85.7	
61	Kenya School of Government	85.7	
61	Kenya Seed Company	85.7	
61	Kenya Water Institute	85.7	
61	Kenya Water Tower Agency	85.7	
61	Kerio Valley Development Authority	85.7	
61	Maseno University	85.7	
61	MasindeMuliro University	85.7	
61	Micro and Small Enterprise Authority	85.7	
61	National Construction Authority	85.7	
61	National Council for Law Reporting	85.7	
61	National Crime Research	85.7	
61	National Govt. Constituency Development Fund	85.7	
61	Numerical Machining Complex Ltd	85.7	
61	Nyayo Tea Zone	85.7	
61	Rural Electrification Authority	85.7	
61	Tana and Athi Rivers Development Authority	85.7	
61	Water Resources Management Authority	85.7	
92	Child Welfare Society of Kenya	71.4	
92	Export Promotion Council	71.4	
92	Kenya Film Classification Board	71.4	
92	Kenya Institute of Curriculum Development	71.4	
92	Kenya National Examination Council	71.4	
92	Kenya Prisons Service	71.4	
92	Kenya Safari Lodges and Hotels	71.4	

1	Kenya Railways Corporation	100.0	
1	Kenya Revenue Authority	100.0	
1	Kenya Roads Board	100.0	
1	Kenya Universities Central Placement Service	100.0	
1	Kenyatta National Hospital	100.0	
1	Kenyatta University	100.0	
11	Lake Victoria North Water Services Board	100.0	
1	Lake Victoria South Water Services Board	100.0	
1	Moi Teaching and Referral Hospital	100.0	
1	National Biosafety Authority	100.0	
1	National Council for Persons With Disabilities	100.0	
1	National Drought Management Authority	100.0	
1	National Environmental Management Authority	100.0	
1	National Hospital Insurance Fund	100.0	
1	National Industrial training Authority	100.0	
1	National Museum	100.0	
1	National Oil Corporation of Kenya	100.0	
1	National Social Security Fund	100.0	
1	Nzoia Sugar	100.0	
1	Pharmacy and Poisons Board	100.0	
1	Privatization Commission	100.0	
1	Public Procurement Oversight Authority	100.0	
1	Retirement Benefits Authority	100.0	
1	Rift Valley Water Services Board	100.0	
1	Utalii College	100.0	
1	Water Services Trust Fund	100.0	
61	Bukura Agricultural College	85.7	Medium
61	Chemelil Sugar	85.7	
61	Council of Legal Education	85.7	
61	Jomo Kenyatta Foundation	85.7	
92	Kenya School of Law	71.4	
92	Kenya YearBook Editorial	71.4	
92	Konza Technologies Development Authority	71.4	
92	LAPPSET Authority	71.4	
92	National Aids Control Council	71.4	
92	National Authority for the Campaign Against Alcohol&Drug Abuse	71.4	
92	National Environment Trust Fund	71.4	
92	National Housing Corporation	71.4	
92	National Irrigation Board	71.4	
92	Tanathi Water Services Board	71.4	
92	The Technical and Vocational Education and Training Authority	71.4	
110	Agrochemical and Food Co. Ltd	57.1	Low
110	Cooperatives Tribunal	57.1	
110	Engineers Board of Kenya	57.1	
110	Kenya National Assurance Company	57.1	
110	Kenya National Highways Authority	57.1	
110	Kenya National Shipping Line Ltd	57.1	
110	Lake Basin development Authority	57.1	
110	Moi University	57.1	
110	National Cereals and Produce Board	57.1	
110	Tourism Fund	57.1	
110	Kenya Medical Research Institute	57.1	
121	Anti-FGM Board	42.9	
121	Government Chemist	42.9	
121	Nairobi Center for International Arbitration	42.9	
121	National Communications Secretariat	42.9	
125	Kenya Planters Cooperative Union	28.6	
125	Kenya Veterinary Vaccines Production Institute	28.6	
125	Natural Recourse	28.6	
129	National Sports Fund	14.3	
129	Tourism Regulatory Authority	14.3	

Table A6.3: Thematic Indices for Good Governance for Constitutional Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Energy Regulatory Commission	100.0
Ethics and Anti-Corruption Commission	100.0
National Land Commission	100.0
Commission on Administrative Justice	85.7
Independent Electoral and Boundaries Commission	85.7
Public Service Commission	85.7
Salaries and Remuneration Commission	85.7
Office of the Controller of Budget	71.4
Commission on Revenue Allocation	57.1
Average score	**75.0**

Table A7.1: Thematic Indices for Diversity Management for Ministries and State Departments

Ministry	State Department	Score	Group
The Presidency	Presidency, Deputy President and Cabinet Office	50	Medium
National Treasury		50	Medium
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	75	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	75	Medium
	State Department for Petroleum	100	High
Kenya Metrological Department		50	Medium
Directorate of Immigration and Registration of Persons		75	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	50	Medium
	State Department for Devolution		
	State Department for Special Programmes	100	High
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	75	High
	State Department for the Arts and culture	50	Medium
Ministry of Education	State Department for Basic Education	75	Medium
	State Department for university Education	100	High
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	75	Medium
	State Department for Infrastructure	25	Low
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	

	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	25	Low
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	50	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	75	Medium
	State Department of Livestock	50	Medium
	State Department of Fisheries and the Blue Economy	50	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Notes: "-"means data was not provided by the Ministry of State Corporation

Table A7.2: Thematic Indices for Diversity Management for State Corporations

	State Corporation	Score	Group			State Corporation	Score	Group
1	National Authority for the Campaign Against Alcohol and Drug Abuse	85.2			69	Kerio Valley Development Authority	55.9	
2	Kenya Maritime Authority	84.0			70	Commission for University Education	55.3	
3	Kenya Industrial Research and Development Institute	83.4			71	Moi Teaching and Referral Hospital	54.6	
4	Bukura Agricultural College	83.0			72	National Hospital Insurance Fund	54.5	
5	Konza Technologies Development Authority	81.8			73	Kenya Industrial Property Institute	54.5	
6	National Council for Persons With Disabilities	80.3			74	Kenya National Library Services	54.0	
7	Water Services Trust Fund	78.9			75	National Land Commission	51.1	
8	National Cereals and Produce Board	78.6			76	Kenya Electricity Transmission Company KETRACO	50.2	
9	Kenya Education Management Institute	77.4			77	Kenya Planters Cooperative Union	49.4	
10	Tana and Athi Rivers Development Authority	77.1			78	Public Procurement Oversight Authority	49.4	
11	Numerical Machining Complex Ltd	75.2			79	Kenya Marine and Fisheries Research Institute	49.3	
12	Commission on Revenue Allocation	75.1			80	Kenya Institute of Curriculum Development	48.9	
13	Kenya Dairy Board	73.8	High		81	Micro and Small Enterprise Authority	47.4	
14	Agricultural Finance Corporation	73.7			82	Kenya International Convention Center	47.2	
15	Lake Victoria South Water Services Board	73.6			83	National Communications Secretariat	47.0	
16	Water Resources Management Authority	73.0			84	Kenya National Trading Corporation Ltd	46.0	
17	Competition Authority of Kenya	72.9			85	Energy Regulatory Commission	45.8	
18	National Social Security Fund	72.6			86	National Construction Authority	44.6	
19	Kenya Revenue Authority	72.3			87	Kenya Safari Lodges and Hotels	44.3	Medium
20	Kenya Institute for Public Policy Research and Analysis	72.3			88	NEPAD/APRAM Kenya Secretariat	42.8	
21	Rent Restriction Tribunal	71.2			89	Kenya National Bureau of Statistics	42.7	
22	Centre for Mathematics, Science and Technology in Africa	71.0			90	Commission on Administrative Justice	42.2	
23	Utalii College	70.8			91	Kenya Universities Central Placement Service	41.3	
24	Kenya Bureau of Standards	70.7			92	National Sports Fund	41.2	
25	Nyayo Tea Zone	70.7			93	Tana River County Government	40.8	
26	National Housing Corporation	69.9			94	Kenya Medical Research Institute	40.8	
27	National Irrigation Board	69.5			95	Kenya Ports Authority	40.0	
28	Kenya National Examination Council	68.9			96	National Drought Management Authority	40.0	
29	Kenya Railways Corporation	68.4			97	Chemelil Sugar	39.9	
30	National Environmental Management Authority	67.8	Medium		98	National Environment Trust Fund	38.9	
31	Kenya Roads Board	67.2			99	Kenya Metrological Department	38.5	
32	Higher Education Loans Board	66.8			100	Tanathi Water Services Board	38.5	
33	Anti-counterfeit Authority	66.7			101	Lake Victoria North Water Services Board	38.4	
34	Kenya Institute of Special Education	66.7			102	Council of Legal Education	37.8	
35	Ethics and Anti-Corruption Commission	66.1			103	Kenya National Shipping Line Ltd	37.2	

36	Kenya National Highways Authority	65.9		104	Kenya Institute of Mass Communication	37.1	
37	National Oil Corporation of Kenya	65.2		105	Rift Valley Water Services Board	36.7	
38	Kenya School of Government	65.0		106	National Biosafety Authority	36.2	
39	IDB Capital	64.7		107	Kenya YearBook Editorial	36.2	
40	Witness Protection Agency	64.1		108	Kenyatta National Hospital	36.0	
41	Kenya Law Reform Commission	64.0		109	Natural Resource	35.4	
42	Salaries and Remuneration Commission	63.3		110	Kenya Seed Company	35.4	
43	Maseno University	63.1		111	Jomo Kenyatta Foundation	35.3	
44	Privatization Commission	62.5		112	Kenya Institute of Highways and Building Technology	34.9	
45	Tourism Fund	62.5		113	Coast Water Service Board	34.8	
46	Kenya Investment Authority	62.4		114	Agrochemical and Food Co. Ltd	34.6	
47	Masinde Muliro University	61.9		115	National Treasury	34.3	
48	Kenyatta University	61.9		116	KASNEB	34.2	
49	Kenya School of Law	61.2		117	Brand Kenya Board	34.1	
50	Tourism Finance Corporation	61.2		118	Kenya Film Classification Board	33.4	
51	Moi University	61.1		119	Capital Market Authority	33.3	
52	Kenya Copyright Board	61.1		120	Commodities Fund	33.3	
53	Coast Development Authority	61.0		121	Kenya National Assurance Company	33.3	
54	Nzoia Sugar	61.0		122	Public Service Commission	33.3	
55	Kenya Plant Health Inspectorate Services (KEPHIS)	60.2		123	Tourism Regulatory Authority	33.3	Low
56	Export Promotion Council	59.7		124	National Govt Constituency Development Fund	32.5	
57	Radiation Protection Board	59.6		125	Agriculture Development Corporation	32.2	
58	Kenya Water Institute	59.5		126	National Council for Law Reporting	28.8	
59	Kenya Veterinary Vaccines Production Institute	59.0		127	Industrial and Commercial Development Corporation	25.9	
60	National Quality Control Laboratory	58.1		128	Kenya Electricity Generating Co. Ltd	25.6	
61	Kenya Anti-doping Agency	58.0		129	Independent Electoral and Boundaries Commission	18.8	
62	Kenya Water Tower Agency	58.0		130	Kenya Leather Development Council	18.2	
63	Kenya Post Office Savings Bank	57.9		131	National Industrial training Authority	15.3	
64	Cooperatives Tribunal	57.7		132	Engineers Board of Kenya	15.2	
65	Office of the Controller of Budget	56.7		133	Intellectual Property Tribunal	15.2	
66	Kenya Accreditation Service	56.6		134	National Productivity and Competitiveness Centre	15.0	
67	National Crime Research	56.6		135	Kenya Film Commission	14.5	
68	Kenya Airport Authority	56.4					

Table A7.3: Thematic Indices for Diversity Management for Constitutional Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Commission on Administrative Justice	75
Commission on Revenue Allocation	75
Energy Regulatory Commission	50
Ethics and Anti-Corruption Commission	75
Independent Electoral and Boundaries Commission	50
National Land Commission	75
Office of the Controller of Budget	75
Public Service Commission	75
Salaries and Remuneration Commission	50
Average score	**55.6**

Table A8.1: Thematic Indices for Economic Use of Resources and Sustainable Development for Ministries and State Departments

Ministry	**State Department**	**Score**	**Group**
The Presidency	Presidency, Deputy President and Cabinet Office	50*	Medium
National Treasury		100	High
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	100	High
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	100	High
	State Department for Petroleum	100	High
Kenya Metrological Department		33.3	Low
Directorate of Immigration and Registration of Persons		100	High
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	33.3	Low
	State Department for Devolution		
	State Department for Special Programmes	16.7	Low
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	50.0	Medium
	State Department for the Arts and culture	100	High
Ministry of Education	State Department for Basic Education	100	High
	State Department for university Education	100	High
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	16.7	Low
	State Department for Infrastructure	100	High
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	

	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	83.3	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	100	High
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	66.7	Medium
	State Department of Livestock	100	High
	State Department of Fisheries and the Blue Economy	100	High
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Table A8.2: Thematic Indices for Economic Use of Resources and Sustainable Development for State Corporations

	State Corporation	**Score**	**Group**			**State Corporation**	Score	**Group**
1	Agricultural Finance Corporation	100.0			65	Masinde Muliro University	100.0	
2	Agriculture Development Corporation	100.0			66	Micro and Small Enterprise Authority	100.0	
3	Agrochemical and Food Co. Ltd	100.0			67	Moi Teaching and Referral Hospital	100.0	
4	Anti-counterfeit Authority	100.0			68	Moi University	100.0	
5	Brand Kenya Board	100.0			69	National Aids Control Council	100.0	
6	Bukura Agricultural College	100.0			70	National Authority for the Campaign Against Alcohol &Drug Abuse	100.0	
7	Capital Market Authority	100.0			71	National Biosafety Authority	100.0	
8	Chemelil Sugar	100.0			72	National Cereals and Produce Board	100.0	
9	Child Welfare Society of Kenya	100.0			73	National Construction Authority	100.0	
10	Coast Development Authority	100.0			74	National Council for Persons With Disabilities	100.0	
11	Commission for University Education	100.0			75	National Crime Research	100.0	
12	Commodities Fund	100.0			76	National Drought Management Authority	100.0	
13	Competition Authority of Kenya	100.0			77	National Environment Trust Fund	100.0	
14	Cooperatives Tribunal	100.0			78	National Environmental Management Authority	100.0	
15	Council of Legal Education	100.0			79	National Govt. Constituency Development Fund	100.0	
16	Engineers Board of Kenya	100.0			80	National Hospital Insurance Fund	100.0	
17	Export Promotion Council	100.0			81	National Industrial training Authority	100.0	
18	Higher Education Loans Board	100.0			82	National Irrigation Board	100.0	
19	IDB Capital	100.0			83	National Museum	100.0	

20	Industrial and Commercial Development Corporation	100.0
21	KASNEB	100.0
22	Kenya Accreditation Service	100.0
23	Kenya Airport Authority	100.0
24	Kenya Anti-doping Agency	100.0
25	Kenya Bureau of Standards	100.0
26	Kenya Copyright Board	100.0
27	Kenya Film Commission	100.0
28	Kenya Forest Service	100.0
29	Kenya Industrial Property Institute	100.0
30	Kenya Industrial Research and Development Institute	100.0
31	Kenya Institute for Public Policy Research &Analysis	100.0
32	Kenya Institute of Curriculum Development	100.0
33	Kenya International Convention Center	100.0
34	Kenya Investment Authority	100.0
35	Kenya Law Reform Commission	100.0
36	Kenya Leather Development Council	100.0
37	Kenya Literature Bureau	100.0
38	Kenya Marine and Fisheries Research Institute	100.0
39	Kenya Maritime Authority	100.0
40	Kenya National Assurance Company	100.0
41	Kenya National Library Services	100.0
42	Kenya National Shipping Line Ltd	100.0
43	Kenya National Trading Corporation Ltd	100.0
44	Kenya Plant Health Inspectorate Services (KEPHIS)	100.0
45	Kenya Ports Authority	100.0
46	Kenya Post Office Savings Bank	100.0
47	Kenya Power Company	100.0
48	Kenya Railways Corporation	100.0
49	Kenya Reinsurance Corporation Ltd	100.0
50	Kenya Revenue Authority	100.0
51	Kenya Roads Board	100.0
52	Kenya Safari Lodges and Hotels	100.0
84	National Social Security Fund	100.0
85	Natural Resource	100.0
86	Nyayo Tea Zone	100.0
87	Nzoia Sugar	100.0
88	Pharmacy and Poisons Board	100.0
89	Privatization Commission	100.0
90	Public Procurement Oversight Authority	100.0
91	Retirement Benefits Authority	100.0
92	The Technical and Vocational Education and Training Authority	100.0
93	Tourism Fund	100.0
94	Tourism Regulatory Authority	100.0
95	Utalii College	100.0
96	Water Resources Management Authority	100.0
97	Water Services Trust Fund	100.0
98	Kenya Medical Research Institute	100.0
99	Coast Water Service Board	83.3
100	National Council for Law Reporting	83.3
101	Tourism Finance Corporation	83.3
102	Jomo Kenyatta Foundation	66.7
103	Kenya Agricultural & Livestock Research Organization	66.7
104	Kenya Dairy Board	66.7
105	Kenya Electricity Generating Co. Ltd	66.7
106	Kenya Electricity Transmission Company KETRACO	66.7
107	Kenya Film Classification Board	66.7
108	Kenya National Bureau of Statistics	66.7
109	Kenya National Examination Council	66.7
110	Kenya Prisons Service	66.7
111	Kenya School of Government	66.7
112	Kenya Water Institute	66.7
113	Maseno University	66.7
114	Nairobi Center for International Arbitration	66.7
115	National Oil Corporation of Kenya	66.7
116	Numerical Machining Complex Ltd	66.7

Low

53	Kenya School of Law	100.0
54	Kenya Seed Company	100.0
55	Kenya Universities Central Placement Service	100.0
56	Kenya Veterinary Vaccines Production Institute	100.0
57	Kenya Water Tower Agency	100.0
58	Kenyatta National Hospital	100.0
59	Kenyatta University	100.0
60	Kerio Valley Development Authority	100.0
61	Lake Basin development Authority	100.0
62	Lake Victoria North Water Services Board	100.0
63	Lake Victoria South Water Services Board	100.0
64	LAPPSET Authority	100.0
117	Rural Electrification Authority	66.7
118	Tana and Athi Rivers Development Authority	66.7
119	Tanathi Water Services Board	66.7
120	Government Chemist	33.3
121	Kenya National Highways Authority	33.3
122	Kenya Planters Cooperative Union	33.3
123	Kenya YearBook Editorial	33.3
124	National Communications Secretariat	33.3
125	National Sports Fund	33.3
126	Rift Valley Water Services Board	33.3
127	Anti-FGM Board	16.7
128	Kenya Institute of Mass Communication	16.7
129	Konza Technologies Development Authority	16.7

Table A8.3: Thematic Indices for Economic Use of Resources and Sustainable Development for Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Commission on Administrative Justice	100
Commission on Revenue Allocation	100
Energy Regulatory Commission	100
Ethics and Anti-Corruption Commission	100
Independent Electoral and Boundaries Commission	100
National Land Commission	100
Office of the Controller of Budget	100
Public Service Commission	100
Salaries and Remuneration Commission	100
Average Score	100.0

Table A9.1: Thematic Indices for Equitable Allocation of Opportunities for Ministries and State Departments

Ministry	State Department	Score	Group
The Presidency	Presidency, Deputy President and Cabinet Office	66.2	Medium
National Treasury		25.0	Low
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	75.0	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	94.9	High
	State Department for Petroleum	75.0	Medium
Kenya Metrological Department		57.5	Medium
Directorate of Immigration and Registration of Persons		64.3	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	75.0	Medium
	State Department for Devolution		
	State Department for Special Programmes	0.0	Low
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	50.0	Medium
	State Department for the Arts and culture	75.0	Medium
Ministry of Education	State Department for Basic Education	50.0	Medium
	State Department for university Education	75.0	Medium
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	33.3	Low
	State Department for Infrastructure	82.5	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	

	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	62.0	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	85.6	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	50.0	Medium
	State Department of Livestock	83.1	Medium
	State Department of Fisheries and the Blue Economy	75.0	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Table A9.2: Thematic Indices for Equitable Allocation of Opportunities for State Corporations

	State Corporation	Score	Group
1	Kenya Ports Authority	100.0	High
2	Kenya Revenue Authority	100.0	
3	Kenya Universities Central Placement Service	100.0	
4	National Council for Law Reporting	93.7	
5	Kenyatta University	88.5	
6	Nyayo Tea Zone	88.3	
7	Retirement Benefits Authority	85.8	
8	Kenya Railways Corporation	84.8	
9	Kenya Law Reform Commission	83.8	
10	Water Services Trust Fund	83.3	
11	Kenya Dairy Board	82.9	
12	Kenya Plant Health Inspectorate Services (KEPHIS)	82.8	
13	Cooperatives Tribunal	82.5	
14	Kenya Copyright Board	82.5	
15	National Authority for the Campaign Against Alcohol & Drug Abuse	82.5	
16	National Biosafety Authority	82.5	
17	Public Procurement Oversight Authority	82.0	

	State Corporation	Score	Group
61	Higher Education Loans Board	57.5	Medium
62	Kenya YearBook Editorial	57.5	
63	Kerio Valley Development Authority	57.5	
64	Lake Victoria North Water Services Board	56.8	
65	National Cereals and Produce Board	55.2	
66	Industrial and Commercial Development Corporation	55.0	
67	Chemelil Sugar	54.8	
68	Kenya National Highways Authority	53.3	
69	National Environment Trust Fund	52.5	
70	Kenya School of Law	52.2	
71	Coast Development Authority	52.0	
72	Micro and Small Enterprise Authority	51.5	
73	Tourism Finance Corporation	50.5	
74	Capital Market Authority	50.0	
75	Export Promotion Council	50.0	
76	Kenya Accreditation Service	50.0	
77	Kenya Agricultural & Livestock Research Organization	50.0	

18	Moi University	81.1	
19	Kenya Roads Board	80.3	Medium
20	Commission for University Education	80.0	
21	Kenya Water Tower Agency	80.0	
22	Kenya Maritime Authority	79.9	
23	Kenya Marine and Fisheries Research Institute	79.8	
24	Utalii College	79.0	
25	Water Resources Management Authority	78.8	
26	Kenya School of Government	78.3	
27	Kenya Forest Service	77.5	
28	National Housing Corporation	76.1	
29	National Oil Corporation of Kenya	75.9	
30	Agricultural Finance Corporation	75.0	
31	Anti-counterfeit Authority	75.0	
32	Commodities Fund	75.0	
33	Competition Authority of Kenya	75.0	
34	Kenya Airport Authority	75.0	
35	Kenya Film Commission	75.0	
36	Kenya Institute for Public Policy Research and Analysis	75.0	
37	Kenya Institute of Curriculum Development	75.0	
38	Kenya International Convention Center	75.0	
39	Kenya Post Office Savings Bank	75.0	
40	Kenya Reinsurance Corporation Ltd	75.0	
41	Kenya Seed Company	75.0	
42	Lake Victoria South Water Services Board	75.0	
43	Moi Teaching and Referral Hospital	75.0	
44	National Crime Research	75.0	
45	National Environmental Management Authority	75.0	
46	National Hospital Insurance Fund	75.0	
47	National Industrial training Authority	75.0	
48	Pharmacy and Poisons Board	75.0	
49	Privatization Commission	75.0	
50	Rural Electrification Authority	75.0	
51	National Council for Persons With Disabilities	69.2	
52	Kenya National Shipping Line Ltd	61.9	
53	MasindeMuliro University	60.6	
78	Kenya Bureau of Standards	50.0	
79	Kenya Film Classification Board	50.0	
80	Kenya Industrial Research and Development Institute	50.0	
81	Kenya Investment Authority	50.0	
82	Kenya Leather Development Council	50.0	
83	Kenya Literature Bureau	50.0	
84	Kenya National Bureau of Statistics	50.0	
85	Kenya National Trading Corporation Ltd	50.0	
86	Kenya Power Company	50.0	
87	Kenya Prisons Service	50.0	
88	Kenya Water Institute	50.0	
89	Kenyatta National Hospital	50.0	
90	Lake Basin development Authority	50.0	
91	LAPPSET Authority	50.0	
92	Nairobi Center for International Arbitration	50.0	
93	National Construction Authority	50.0	
94	National Museum	50.0	
95	National Social Security Fund	50.0	
96	National Sports Fund	50.0	
97	Natural Resource	50.0	
98	Nzoia Sugar	50.0	
99	Tanathi Water Services Board	50.0	
100	Kenya Institute of Mass Communication	42.5	
101	Tourism Fund	39.5	Low
102	Bukura Agricultural College	34.0	
103	IDB Capital	33.3	
104	National Drought Management Authority	33.2	
105	Council of Legal Education	32.0	
106	Maseno University	31.3	
107	Agriculture Development Corporation	25.0	
108	Anti-FGM Board	25.0	
109	Child Welfare Society of Kenya	25.0	
110	Jomo Kenyatta Foundation	25.0	
111	Kenya Electricity Generating Co.Ltd	25.0	
112	Kenya Industrial Property Institute	25.0	
113	Kenya National Examination Council	25.0	

54	Brand Kenya Board	59.9
55	National Govt Constituency Development Fund	59.8
56	Coast Water Service Board	59.2
57	Kenya Veterinary Vaccines Production Institute	59.0
58	Agrochemical and Food Co. Ltd	58.5
59	Rift Valley Water Services Board	58.0
60	KASNEB	57.8

114	National Aids Control Council	25.0
115	National Communications Secretariat	25.0
116	Kenya Medical Research Institute	25.0
117	Konza Technologies Development Authority	15.6
118	Kenya Planters Cooperative Union	12.5
119	Kenya Safari Lodges and Hotels	7.5

Table A9.3: Thematic Indices for Equitable Allocation of Opportunities for Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Energy Regulatory Commission	100.0
Office of the Controller of Budget	89.8
Ethics and Anti-Corruption Commission	82.8
Public Service Commission	75.0
Independent Electoral and Boundaries Commission	57.5
Commission on Revenue Allocation	50.5
National Land Commission	50.0
Salaries and Remuneration Commission	50.0
Commission on Administrative Justice	7.5
Average Score	62.6

Table *A10.1: Thematic Indices for Accountability for Administrative Acts for Ministries and State Departments*

Ministry	**State Department**	**Score**	**Group**
The Presidency	Presidency and Deputy President	87.5	Medium
National Treasury		100	High
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	100	High
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	100	High
	State Department for Petroleum	100	High

Kenya Metrological Department		75	Medium
Directorate of Immigration and Registration of Persons		50	Low
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	75	Medium
	State Department for Devolution		
	State Department for Special Programmes	-	
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	100	High
	State Department for the Arts and culture	100	High
Ministry of Education	State Department for Basic Education	50	Low
	State Department for university Education	100	High
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	50	Low
	State Department for Infrastructure	100	High
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	100	High
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	100	High
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	100	High
	State Department of Livestock	100	High
	State Department of Fisheries and the Blue Economy	100	High
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Table A10.2: Thematic Indices for Accountability for Administrative Acts for State Corporations

	State Corporation	Score	Group
1	Agriculture Development Corporation	80	
2	Anti-counterfeit Authority	80	
3	Brand Kenya Board	80	
4	Bukura Agricultural College	80	
5	Capital Market Authority	80	
6	Chemelil Sugar	80	
7	Coast Development Authority	80	
8	Coast Water Service Board	80	
9	Commission for University Education	80	
10	Commodities Fund	80	
11	Competition Authority of Kenya	80	
12	Cooperatives Tribunal	80	
13	Export Promotion Council	80	
14	IDB Capital	80	
15	Industrial and Commercial Development Corporation	80	Medium
16	Jomo Kenyatta Foundation	80	
17	Kenya Accreditation Service	80	
18	Kenya Airport Authority	80	
19	Kenya Bureau of Standards	80	
20	Kenya Copyright Board	80	
21	Kenya Dairy Board	80	
22	Kenya Electricity Generating Co.Ltd	80	
23	Kenya Electricity Transmission Company KETRACO	80	
24	Kenya Film Classification Board	80	
25	Kenya Film Commission	80	
26	Kenya Forest Service	80	
27	Kenya Industrial Property Institute	80	
28	Kenya Industrial Research and Development Institute	80	
29	Kenya Institute for Public Policy Research and Analysis	80	
65	National Council for Persons With Disabilities	80	
66	National Crime Research	80	
67	National Drought Management Authority	80	
68	National Govt. Constituency Development Fund	80	
69	National Hospital Insurance Fund	80	
70	National Industrial training Authority	80	
71	National Museum	80	
72	National Oil Corporation of Kenya	80	
73	National Social Security Fund	80	
74	Numerical Machining Complex Ltd	80	
75	Nyayo Tea Zone	80	
76	Nzoia Sugar	80	
77	Pharmacy and Poisons Board	80	
78	Privatization Commission	80	
79	Retirement Benefits Authority	80	Medium
80	Rift Valley Water Services Board	80	
81	Rural Electrification Authority	80	
82	Tana and Athi Rivers Development Authority	80	
83	Tanathi Water Services Board	80	
84	The Technical and Vocational Education and Training Authority	80	
85	Tourism Finance Corporation	80	
86	Tourism Fund	80	
87	Utalii College	80	
88	Water Resources Management Authority	80	
89	Water Services Trust Fund	80	
90	Kenya Medical Research Institute	80	
91	Agricultural Finance Corporation	60	
92	Agrochemical and Food Co. Ltd	60	
93	Child Welfare Society of Kenya	60	

30	Kenya Institute of Curriculum Development	80	
31	Kenya International Convention Center	80	
32	Kenya Investment Authority	80	
33	Kenya Law Reform Commission	80	
34	Kenya Leather Development Council	80	
35	Kenya Literature Bureau	80	
36	Kenya Marine and Fisheries Research Institute	80	
37	Kenya Maritime Authority	80	
38	Kenya National Assurance Company	80	
39	Kenya National Examination Council	80	
40	Kenya National Highways Authority	80	
41	Kenya National Trading Corporation Ltd	80	
42	Kenya Ports Authority	80	
43	Kenya Post Office Savings Bank	80	
44	Kenya Power Company	80	
45	Kenya Prisons Service	80	
46	Kenya Reinsurance Corporation Ltd	80	
47	Kenya Revenue Authority	80	
48	Kenya Roads Board	80	
49	Kenya Safari Lodges and Hotels	80	
50	Kenya Universities Central Placement Service	80	
51	Kenya Veterinary Vaccines Production Institute	80	
52	Kenya Water Institute	80	
53	Kenya YearBook Editorial	80	
54	Kenyatta National Hospital	80	
55	Kenyatta University	80	
56	Lake Victoria North Water Services Board	80	
57	Lake Victoria South Water Services Board	80	
58	MasindeMuliro University	80	
59	Micro and Small Enterprise Authority	80	
60	Moi Teaching and Referral Hospital	80	
61	National Aids Control Council	80	
62	National Biosafety Authority	80	
63	National Cereals and Produce Board	80	
64	National Construction Authority	80	
94	Council of Legal Education	60	
95	Government Chemist	60	
96	Higher Education Loans Board	60	
97	KASNEB	60	
98	Kenya Agricultural & Livestock Research Organization	60	
99	Kenya National Bureau of Statistics	60	
100	Kenya National Shipping Line Ltd	60	
101	Kenya Railways Corporation	60	
102	Kenya Seed Company	60	
103	Kerio Valley Development Authority	60	
104	Konza Technologies Development Authority	60	
105	LAPPSET Authority	60	
106	Moi University	60	
107	National Authority for the Campaign Against Alcohol and Drug Abuse	60	
108	National Environmental Management Authority	60	
109	National Housing Corporation	60	
110	National Irrigation Board	60	
111	Natural Resource	60	
112	Public Procurement Oversight Authority	60	
113	Anti-FGM Board	40	Low
114	Kenya Institute of Mass Communication	40	
115	Kenya Plant Health Inspectorate Services (KEPHIS)	40	
116	Kenya School of Government	40	
117	Kenya School of Law	40	
118	Kenya Water Tower Agency	40	
119	Lake Basin development Authority	40	
120	Maseno University	40	
121	Nairobi Center for International Arbitration	40	
122	National Council for Law Reporting	40	
123	National Environment Trust Fund	40	
124	Engineers Board of Kenya	20	
125	Kenya Anti-doping Agency	20	
126	Kenya Planters Cooperative Union	20	
127	National Communications Secretariat	20	

Table *A10.3: Thematic Indices for Accountability for Administrative Acts for Commissions and Independent Offices*

Constitutional Commission and Independent Offices	Score
Commission on Administrative Justice	100
Commission on Revenue Allocation	100
Energy Regulatory Commission	100
Ethics and Anti-Corruption Commission	100
Public Service Commission	100
Independent Electoral and Boundaries Commission	75
National Land Commission	75
Salaries and Remuneration Commission	75
Average Score	80.6

Note: the Office of the Controller of Budget provided no data for this theme

Table A11.1: Thematic Indices for Improvement in Service Delivery for Ministries and State Departments

Ministry	**State Department**	**Score**	**Group**
The Presidency	Presidency and Deputy President	57.5	
National Treasury		75	Medium
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	60	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	95	High
	State Department for Petroleum	80	Medium
Kenya Metrological Department		-	
Directorate of Immigration and Registration of Persons		20	Low
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	70	Medium
	State Department for Devolution		
	State Department for Special Programmes	-	
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	

	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	65	Medium
	State Department for the Arts and culture	80	Medium
Ministry of Education	State Department for Basic Education	95	High
	State Department for university Education	95	High
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	25	Low
	State Department for Infrastructure	65	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	60	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	85	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	65	Medium
	State Department of Livestock	80	Medium
	State Department of Fisheries and the Blue Economy	60	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Table A11.2: Thematic Indices for Improvement in Service Delivery for State Corporations

	State Corporation	Score	Group
1	KASNEB	100	High
2	Kenya Railways Corporation	100	
3	Kenya Revenue Authority	100	
4	Kenyatta University	100	
5	National Biosafety Authority	100	
6	National Social Security Fund	100	
7	Public Procurement Oversight Authority	100	
8	Coast Development Authority	95	
9	Commission for University Education	95	
10	Kenya Forest Service	95	
11	Kenya Roads Board	95	
12	Maseno University	95	
13	Moi Teaching and Referral Hospital	95	
14	Tanathi Water Services Board	95	
15	Agricultural Finance Corporation	90	Medium
16	Competition Authority of Kenya	90	
17	Higher Education Loans Board	90	
18	IDB Capital	90	
19	Industrial and Commercial Development Corporation	90	
20	Kenya Accreditation Service	90	
21	Kenya Bureau of Standards	90	
22	Kenya Marine and Fisheries Research Institute	90	
23	Kenya Plant Health Inspectorate Services (KEPHIS)	90	
24	Kenya Reinsurance Corporation Ltd	90	
25	Kenya Universities Central Placement Service	90	
26	Lake Basin development Authority	90	
27	Lake Victoria North Water Services Board	90	
28	MasindeMuliro University	90	
29	National Aids Control Council	90	
30	National Construction Authority	90	
31	National Drought Management Authority	90	
32	Nyayo Tea Zone	90	
33	Pharmacy and Poisons Board	90	
34	Agrochemical and Food Co. Ltd	85	

	State Corporation	Score	Group
65	Brand Kenya Board	75	Medium
66	Kenya Electricity Transmission Company KETRACO	75	
67	Kenya Leather Development Council	75	
68	Kenya National Highways Authority	75	
69	Kenya National Trading Corporation Ltd	75	
70	Kenya Ports Authority	75	
71	Kerio Valley Development Authority	75	
72	Micro and Small Enterprise Authority	75	
73	Moi University	75	
74	National Council for Law Reporting	75	
75	National Crime Research	75	
76	Water Services Trust Fund	75	
77	Kenya Airport Authority	70	
78	Kenya Copyright Board	70	
79	Kenya Industrial Research and Development Institute	70	
80	Kenya Institute for Public Policy Research and Analysis	70	
81	Kenya National Shipping Line Ltd	70	
82	Kenya Post Office Savings Bank	70	
83	Konza Technologies Development Authority	70	
84	National Environmental Management Authority	70	
85	Water Resources Management Authority	70	
86	Anti-counterfeit Authority	65	
87	Kenya Film Commission	65	
88	Kenya Institute of Mass Communication	65	
89	Kenya Literature Bureau	65	
90	Kenya National Assurance Company	65	
91	Kenya School of Law	65	
92	Kenya Vetenary Vaccines Production Institute	65	
93	National Govt Constituency Development Fund	65	
94	National Industrial training Authority	65	
95	Numerical Machining Complex Ltd	65	
96	Tourism Finance Corporation	65	
97	Tourism Fund	65	
98	Capital Market Authority	60	

35	Chemelil Sugar	85	
36	Commodities Fund	85	
37	Kenya Dairy Board	85	
38	Kenya National Examination Council	85	
39	Kenya Prisons Service	85	
40	Kenya Safari Lodges and Hotels	85	
41	Kenya Seed Company	85	
42	Lake Victoria South Water Services Board	85	
43	National Hospital Insurance Fund	85	
44	National Museum	85	
45	Retirement Benefits Authority	85	
46	Rift Valley Water Services Board	85	
47	Agriculture Development Corporation	80	
48	Coast Water Service Board	80	
49	Jomo Kenyatta Foundation	80	
50	Kenya Law Reform Commission	80	
51	Kenya Maritime Authority	80	
52	Kenya Power Company	80	
53	Kenya School of Government	80	
54	Kenya Water Institute	80	
55	Kenyatta National Hospital	80	
56	National Authority for the Campaign Against Alcohol & Drug Abuse	80	
57	National Council for Persons With Disabilities	80	
58	National Irrigation Board	80	
59	National Oil Corporation of Kenya	80	
60	Nzoia Sugar	80	
61	Privatization Commission	80	
62	Rural Electrification Authority	80	
63	Tana and Athi Rivers Development Authority	80	
64	Utalii College	80	
99	Child Welfare Society of Kenya	60	
100	Kenya Agricultural & Livestock Research Organization	60	
101	Kenya Industrial Property Institute	60	
102	Kenya Institute of Curriculum Development	60	
103	Kenya International Convention Center	60	
104	Kenya Investment Authority	60	
105	Kenya National Bureau of Statistics	60	
106	Kenya Water Tower Agency	60	
107	The Technical and Vocational Education and Training Authority	60	
108	Council of Legal Education	55	
109	Kenya Film Classification Board	55	
110	National Cereals and Produce Board	55	
111	Natural Resource	55	
112	Anti-FGM Board	50	Low
113	Bukura Agricultural College	50	
114	Export Promotion Council	50	
115	Kenya Electricity Generating Co.Ltd	50	
116	Kenya YearBook Editorial	50	
117	LAPPSET Authority	50	
118	National Sports Fund	50	
119	Engineers Board of Kenya	45	
120	National Environment Trust Fund	45	
121	Cooperatives Tribunal	40	
122	Tourism Regulatory Authority	40	
123	National Communications Secretariat	35	
124	National Housing Corporation	35	
125	Kenya Planters Cooperative Union	30	
126	Kenya Medical Research Institute	30	
127	Government Chemist	20	
128	Kenya Anti-doping Agency	20	
129	Nairobi Center for International Arbitration	15	

Table A11.1: Thematic Indices for Improvement in Service Delivery for Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Energy Regulatory Commission	95
National Land Commission	85
Ethics and Anti-Corruption Commission	80
Independent Electoral and Boundaries Commission	65
Office of the Controller of Budget	65
Commission on Administrative Justice	60
Public Service Commission	50
Commission on Revenue Allocation	45
Salaries and Remuneration Commission	25
Average Score	69.2

Table A12.1: Thematic Indices for Performance Management for Ministries and State Corporations

Ministry	**State Department**	**Score**	**Group**
The Presidency	Presidency, Deputy President and Cabinet Office	46.4	Low
National Treasury		96.4	Medium
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	92.9	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	96.4	Medium
	State Department for Petroleum	78.6	Medium
Kenya Metrological Department		39.3	Low
Directorate of Immigration and Registration of Persons		67.9	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	64.3	Medium
	State Department for Devolution		

	State Department for Special Programmes	21.4	Low
Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	100.0	High
	State Department for the Arts and culture	28.6	Low
Ministry of Education	State Department for Basic Education	85.7	Medium
	State Department for university Education	96.4	Medium
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	64.3	Medium
	State Department for Infrastructure	78.6	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	78.6	Medium
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	92.9	Medium
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	92.9	Medium
	State Department of Livestock	92.9	Medium
	State Department of Fisheries and the Blue Economy	92.9	Medium
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

Table A12.2: Thematic Indices for Performance Management for State Corporations

	State Corporation	Score	Group
1	KASNEB	100.0	High
2	Kenya Bureau of Standards	100.0	
3	Moi Teaching and Referral Hospital	100.0	
4	National Aids Control Council	100.0	
5	Privatization Commission	100.0	
6	Higher Education Loans Board	96.4	
7	Kenya Dairy Board	96.4	
8	Kenya Plant Health Inspectorate Services (KEPHIS)	96.4	
9	Kenya Revenue Authority	96.4	
10	Kerio Valley Development Authority	96.4	
11	Maseno University	96.4	
12	National Hospital Insurance Fund	96.4	
13	Retirement Benefits Authority	96.4	
14	Rift Valley Water Services Board	96.4	
15	Chemelil Sugar	92.9	Medium
16	Coast Development Authority	92.9	
17	Coast Water Service Board	92.9	
18	Commission for University Education	92.9	
19	IDB Capital	92.9	
20	Industrial and Commercial Development Corporation	92.9	
21	Jomo Kenyatta Foundation	92.9	
22	Kenya Accreditation Service	92.9	
23	Kenya Agricultural & Livestock Research Organization	92.9	
24	Kenya Forest Service	92.9	
25	Kenya Law Reform Commission	92.9	
26	Kenya National Assurance Company	92.9	
27	Kenya National Shipping Line Ltd	92.9	
28	Kenya Ports Authority	92.9	
29	Kenya Railways Corporation	92.9	
30	Kenya Roads Board	92.9	
31	Kenya Safari Lodges and Hotels	92.9	
32	Kenya Universities Central Placement Service	92.9	
33	Kenya Water Tower Agency	92.9	
34	Kenyatta University	92.9	

	State Corporation	Score	Group
66	Kenya Marine and Fisheries Research Institute	78.6	Medium
67	Kenya Maritime Authority	78.6	
68	Kenya National Trading Corporation Ltd	78.6	
69	Kenya School of Law	78.6	
70	Kenya YearBook Editorial	78.6	
71	Tanathi Water Services Board	78.6	
72	Tourism Fund	78.6	
73	Tana and Athi Rivers Development Authority	75.0	
74	Competition Authority of Kenya	71.4	
75	Kenya Airport Authority	71.4	
76	Kenya Institute for Public Policy Research and Analysis	71.4	
77	Kenya Literature Bureau	71.4	
78	Kenya Prisons Service	71.4	
79	Kenya Reinsurance Corporation Ltd	71.4	
80	Kenya Water Institute	71.4	
81	Kenyatta National Hospital	71.4	
82	Bukura Agricultural College	67.9	
83	Cooperatives Tribunal	67.9	
84	Engineers Board of Kenya	67.9	
85	Kenya Copyright Board	67.9	
86	Kenya Electricity Transmission Company KETRACO	67.9	
87	Kenya Industrial Research and Development Institute	67.9	
88	Moi University	67.9	
89	National Communications Secretariat	67.9	
90	Rural Electrification Authority	67.9	
91	The Technical & Vocational Education &Training Authority	67.9	
92	Government Chemist	64.3	
93	Kenya Institute of Mass Communication	64.3	
94	Kenya School of Government	64.3	
95	National Crime Research	64.3	
96	National Housing Corporation	64.3	
97	Commodities Fund	57.1	
98	Kenya Electricity Generating Co.Ltd	57.1	
99	Kenya Film Commission	57.1	

35	Konza Technologies Development Authority	92.9	
36	Lake Basin development Authority	92.9	
37	Lake Victoria North Water Services Board	92.9	
38	Lake Victoria South Water Services Board	92.9	
39	MasindeMuliro University	92.9	
40	Micro and Small Enterprise Authority	92.9	
41	National Authority for the Campaign Against Alcohol & Drug Abuse	92.9	
42	National Biosafety Authority	92.9	
43	National Council for Law Reporting	92.9	
44	National Council for Persons With Disabilities	92.9	
45	National Museum	92.9	
46	National Oil Corporation of Kenya	92.9	
47	Nyayo Tea Zone	92.9	
48	Pharmacy and Poisons Board	92.9	
49	Public Procurement Oversight Authority	92.9	
50	Tourism Finance Corporation	92.9	
51	Utalii College	92.9	
52	Water Resources Management Authority	92.9	
53	Water Services Trust Fund	92.9	
54	Agricultural Finance Corporation	85.7	
55	National Environmental Management Authority	85.7	
56	Nzoia Sugar	85.7	
57	Kenya National Highways Authority	82.1	
58	Kenya Seed Company	82.1	
59	Kenya Veterinary Vaccines Production Institute	82.1	
60	National Cereals and Produce Board	82.1	
61	National Drought Management Authority	82.1	
62	National Govt. Constituency Development Fund	82.1	
63	Agrochemical and Food Co. Ltd	78.6	
64	Brand Kenya Board	78.6	
65	Council of Legal Education	78.6	
100	Kenya Industrial Property Institute	57.1	
101	Kenya Institute of Curriculum Development	57.1	
102	Kenya International Convention Center	57.1	
103	Kenya National Examination Council	57.1	
104	Kenya Power Company	57.1	
105	National Irrigation Board	57.1	
106	National Social Security Fund	57.1	
107	National Construction Authority	53.6	Low
108	National Sports Fund	53.6	
109	Natural Resource	53.6	
110	Numerical Machining Complex Ltd	53.6	
111	Child Welfare Society of Kenya	50.0	
112	Kenya Medical Research Institute	50.0	
113	Agriculture Development Corporation	42.9	
114	Anti-counterfeit Authority	42.9	
115	Kenya Film Classification Board	42.9	
116	Kenya Investment Authority	42.9	
117	Kenya National Bureau of Statistics	42.9	
118	Export Promotion Council	39.3	
119	Kenya Planters Cooperative Union	39.3	
120	Kenya Post Office Savings Bank	39.3	
121	National Environment Trust Fund	39.3	
122	Capital Market Authority	28.6	
123	Kenya Anti-doping Agency	28.6	
124	Kenya Leather Development Council	28.6	
125	LAPPSET Authority	28.6	
126	Nairobi Center for International Arbitration	28.6	
127	National Industrial training Authority	28.6	
128	Anti-FGM Board	25.0	
129	Tourism Regulatory Authority	25.0	

Table A12.3: Thematic Indices for Performance Management for Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Energy Regulatory Commission	96.4
Commission on Revenue Allocation	92.9
Ethics and Anti-Corruption Commission	85.7
Independent Electoral and Boundaries Commission	82.1
Office of the Controller of Budget	82.1
National Land Commission	67.9
Salaries and Remuneration Commission	67.9
Commission on Administrative Justice	42.9
Public Service Commission	39.3
Average Score	78.1

Table A13.1: Thematic Indices for Public Participation in Policy Making for Ministries and State Departments

Ministry	**State Department**	**Score**	**Group**
The Presidency	Presidency – State House	75.0*	Medium
National Treasury		100	High
Ministry of Interior and Coordination of National Government	State Department of Correctional Services	50	Medium
	State Department for Interior	-	
Ministry of Defense		-	
The National Treasury		-	
Ministry of Foreign Affairs		-	
Ministry for Energy and Petroleum	State Department of Energy	100	High
	State Department for Petroleum	100	High
Kenya Metrological Department		-	
Directorate of Immigration and Registration of Persons		75	Medium
Ministry of industry, Trade and Cooperatives	State Department for Investment and Industry	-	
	State Department for Cooperatives	-	
	State Department for Trade	-	
Ministry of Devolution and Planning	State Department for Planning and Statistics	25	Low
	State Department for Devolution		
	State Department for Special Programmes	50	Medium

Ministry of Information, Communication and Technology	State Department for Broadcasting	-	
	State Department for Information Communication Technology	-	
Ministry of Sports, Culture and the Arts	State Department for Sports Development	-	
	State Department for the Arts and culture	100	High
Ministry of Education	State Department for Basic Education	100	High
	State Department for university Education	100	High
	State Department for Vocational and technical Training	-	
Ministry of Health		-	
Ministry of East African Community, Labour and Social Protection	State Department for East African Community Integration	-	
	State Department for Labour	-	
	State Department for Social Protection	-	
Ministry of Tourism		-	
Ministry of Transport, Infrastructure, Housing and Urban Development	State Department for Transport	25	Low
	State Department for Infrastructure	50	Medium
	State Department for Housing and Urban Development	-	
	State Department for Maritime and Shipping Affairs	-	
	State Department for Public Works	-	
Ministry of Environment and Natural Resources	State Department for Environment	25	Low
	State Department for Natural Resources	-	
Ministry of Water and Irrigation	State Department for Water Services	100	High
	State Department for Irrigation	-	
Ministry of Lands and Physical Planning		-	
Ministry of Agriculture, livestock and Fisheries	State Department for Agriculture	-	
	State Department of Livestock	100	High
	State Department of Fisheries and the Blue Economy	100	High
Ministry of Mining		-	
Ministry of Public Service, youth and Gender Affairs	State Department for Public Service and Youth Affairs	-	
	State Department for gender Affairs	-	

*The Office of the Deputy President and Cabinet did not provide information on public participation

Table A13.2: Thematic Indices for Public Participation in Policy Making for State Corporations

	State Corporation	Score	Group
1	Agricultural Finance Corporation	50	High
2	Anti-counterfeit Authority	50	
3	Bukura Agricultural College	50	
4	Capital Market Authority	50	
5	Chemelil Sugar	50	
6	Coast Development Authority	50	
7	Competition Authority of Kenya	50	
8	Cooperatives Tribunal	50	
9	Higher Education Loans Board	50	
10	IDB Capital	50	
11	Kenya Agricultural & Livestock Research Organization	50	
12	Kenya Airport Authority	50	
13	Kenya Bureau of Standards	50	
14	Kenya Copyright Board	50	
15	Kenya Forest Service	50	
16	Kenya Institute for Public Policy Research and Analysis	50	
17	Kenya Institute of Curriculum Development	50	
18	Kenya National Bureau of Statistics	50	
19	Kenya National Trading Corporation Ltd	50	
20	Kenya Ports Authority	50	
21	Kenya Reinsurance Corporation Ltd	50	
22	Kenya Revenue Authority	50	
23	Kenya Roads Board	50	
24	Kenya School of Law	50	
25	Kenya Seed Company	50	
26	Kenya Universities Central Placement Service	50	
27	Kenya Veterinary Vaccines Production Institute	50	
28	Kenya Water Institute	50	
29	Lake Victoria North Water Services Board	50	
30	Lake Victoria South Water Services Board	50	
31	LAPPSET Authority	50	
32	Maseno University	50	
33	Micro and Small Enterprise Authority	50	
34	Moi Teaching and Referral Hospital	50	

	State Corporation	Score	Group
66	Jomo Kenyatta Foundation	25	Low
67	Kenya Accreditation Service	25	
68	Kenya Anti-doping Agency	25	
69	Kenya Dairy Board	25	
70	Kenya Electricity Transmission Company KETRACO	25	
71	Kenya Film Classification Board	25	
72	Kenya Industrial Research and Development Institute	25	
73	Kenya Institute of Mass Communication	25	
74	Kenya International Convention Center	25	
75	Kenya Law Reform Commission	25	
76	Kenya Leather Development Council	25	
77	Kenya Literature Bureau	25	
78	Kenya Marine and Fisheries Research Institute	25	
79	Kenya Maritime Authority	25	
80	Kenya National Examination Council	25	
81	Kenya National Highways Authority	25	
82	Kenya Plant Health Inspectorate Services (KEPHIS)	25	
83	Kenya Planters Cooperative Union	25	
84	Kenya Power Company	25	
85	Kenya Prisons Service	25	
86	Kenya Railways Corporation	25	
87	Kenya Safari Lodges and Hotels	25	
88	Kenya School of Government	25	
89	Kenya Water Tower Agency	25	
90	Kenyatta National Hospital	25	
91	Kenyatta University	25	
92	Kerio Valley Development Authority	25	
93	Konza Technologies Development Authority	25	
94	Lake Basin development Authority	25	
95	MasindeMuliro University	25	
96	Nairobi Center for International Arbitration	25	
97	National Biosafety Authority	25	
98	National Council for Law Reporting	25	
99	National Housing Corporation	25	

35	National Aids Control Council	50	
36	National Authority for the Campaign Against Alcohol and Drug Abuse	50	
37	National Council for Persons With Disabilities	50	
38	National Crime Research	50	
39	National Drought Management Authority	50	
40	National Environmental Management Authority	50	
41	National Govt. Constituency Development Fund	50	
42	National Hospital Insurance Fund	50	
43	National Museum	50	
44	National Oil Corporation of Kenya	50	
45	National Sports Fund	50	
46	Natural Resource	50	
47	Numerical Machining Complex Ltd	50	
48	Nyayo Tea Zone	50	
49	Nzoia Sugar	50	
50	Privatization Commission	50	
51	Rift Valley Water Services Board	50	
52	Rural Electrification Authority	50	
53	Tana and Athi Rivers Development Authority	50	
54	Tourism Fund	50	
55	Water Resources Management Authority	50	
56	Water Services Trust Fund	50	
57	Agriculture Development Corporation	25	Low
58	Agrochemical and Food Co. Ltd	25	
59	Coast Water Service Board	25	
60	Commission for University Education	25	
61	Council of Legal Education	25	
62	Engineers Board of Kenya	25	
63	Export Promotion Council	25	
64	Government Chemist	25	
65	Industrial and Commercial Development Corporation	25	
100	National Irrigation Board	25	
101	Public Procurement Oversight Authority	25	
102	Retirement Benefits Authority	25	
103	Tourism Finance Corporation	25	
104	Anti-FGM Board	0	Low
105	Brand Kenya Board	0	
106	Child Welfare Society of Kenya	0	
107	Commodities Fund	0	
108	KASNEB	0	
109	Kenya Electricity Generating Co.Ltd	0	
110	Kenya Film Commission	0	
111	Kenya Industrial Property Institute	0	
112	Kenya Investment Authority	0	
113	Kenya National Assurance Company	0	
114	Kenya National Library Services	0	
115	Kenya National Shipping Line Ltd	0	
116	Kenya Post Office Savings Bank	0	
117	Kenya YearBook Editorial	0	
118	Moi University	0	
119	National Cereals and Produce Board	0	
120	National Communications Secretariat	0	
121	National Construction Authority	0	
122	National Environment Trust Fund	0	
123	National Industrial training Authority	0	
124	National Social Security Fund	0	
125	Pharmacy and Poisons Board	0	
126	Tanathi Water Services Board	0	
127	The Technical and Vocational Education and Training Authority	0	
128	Tourism Regulatory Authority	0	
129	Utalii College	0	
130	Kenya Medical Research Institute	0	

Table A13.3: Thematic Indices for Public Participation in Policy Making for Commissions and Independent Offices

Constitutional Commission and Independent Offices	Score
Commission on Revenue Allocation	100
Energy Regulatory Commission	100
Ethics and Anti-Corruption Commission	100
Independent Electoral and Boundaries Commission	100
National Land Commission	100
Public Service Commission	100
Salaries and Remuneration Commission	100
Office of the Controller of Budget	75
Average Score	96.9

Public Service Commission Backstopping Committee

Mr. Gikonyo Wachinga	Director, Compliance and Quality Assurance
Mr. Wesley Kipngetich	Deputy Director, Governance and Ethics
Mr. Gabriel Juma	Deputy Director, Public Service Values and Principles
Mr. William Migwi	Deputy Director, Monitoring and Evaluation
Mr Francis Lemarkat	Assistant Director, Public Service Values and Principles
Mr. Simon Onyango Ojala	Assistant Director, Governance and Ethics
Ms Salyvia W. Kagoi	Chief Human Resource Auditor
Mr. Alex Koros	Statistician/ Economist
Ms Hannah Mwangi	Chief Human Resource Officer
Ms Rahma Hassan	Assistant Director
Ms Christine Baari	Principal Legal Officer



Public Service Commission
P.O. Box 30095, 00100, Nairobi, Kenya
Harambee Avenue, Nairobi, Kenya
Tel.: +254 (020) 2223901-5, 2227471-5
Fax: +254 (020) 2214791
Mobile: +254 724 253 807, +254 735 800 282
Website: www.publicservice.go.ke