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

Annual Report 2021/2022

December 2022

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PUBLIC SERVICE COMMISSION

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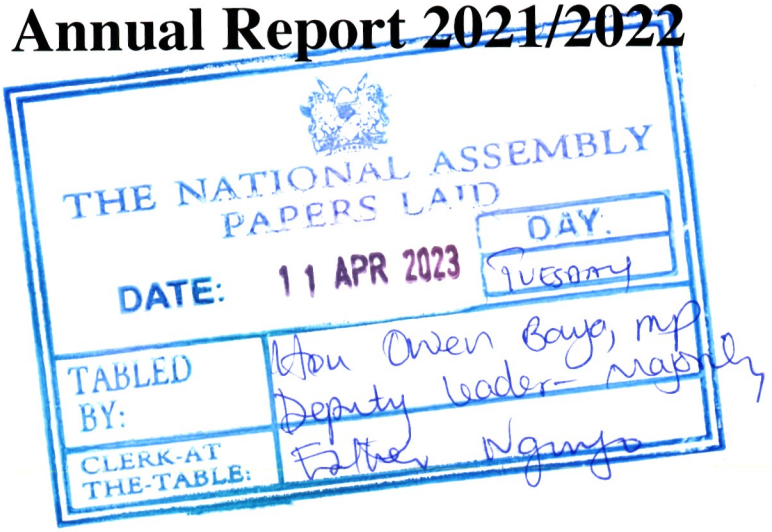

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Status of Compliance with Values and Principles in Articles 10 & 232 of the Constitution

Annual Report 2021/2022

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

December 2022

VISION

A Citizen-Centric Public Service

MISSION

To transform the public service
for efficient and effective service
delvery

CORE VALUES

Citizen Focus
Professionalism
Innovation
Teamwork

TABLE OF CONTENTS

LIST OF TABLES v
LIST OF FIGURES viii
ABBREVIATIONS AND ACRONYMS ix
GLOSSARY OF TERMS xi
PREFACE xiii
ACKNOWLEDGEMENT xiv
COMPOSITION OF THE COMMISSION xv
EXECUTIVE SUMMARY xvi
Chapter One: INTRODUCTION 1
1.1 Introduction 1
1.2 Background 1
1.3 The Public Service Commission Mandate in Relation to Values and Principles 2
1.4 Values and Principles 2
1.4.1 National Values and Principles of Governance 2
1.4.2 The Concepts of National Values and Principles of Governance 2
1.4.3 Values and Principles of Public Service 5
1.5 Legal and Policy Framework 8
1.5.1 Legislation 8
1.5.2 Policy Framework 10
1.6 Implementation of Values and Principles 12
1.7 Sectors Evaluated 13
1.8 Compliance Evaluation Methodology 14
1.9 Structure of the Report 15
Chapter Two: PROMOTION OF VALUES AND PRINCIPLES 16
2.1 Introduction 16
2.2 Role of Various Actors in Promotion of Values and Principles 16
2.2.1 The Presidency 16
2.2.2 Parliament 16
2.2.3 Judiciary 16
2.2.4 Public Service Commission 17
2.2.5 Public Institutions 17
2.2.6 Authorized Officer 18
2.2.7 Accounting Officer 18
2.2.8 Public Officer 19
2.3 Clusters of Values and Principles 19
2.3.1 Service Delivery Improvement 20
2.3.2 High Standards of Professional Ethics in the Public Service 22
2.3.3 Good Governance, Transparency and Accountability 23
2.3.4 Performance Management 24
2.3.5 Equitable Allocation of Opportunities and Resources 24
2.3.6 Public Participation in Policy Making Process 26
2.3.7 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development 27
2.4 Strategies for Promotion of Values and Principles 28
2.4.1 Promotion of Values and Principles by Public Institutions 28
2.4.2 Promotion of Values and Principles by Public Service Commission 30
Chapter Three: SURVEY FINDINGS 33

3.1 Introduction 33
3.2 Survey Response 33
3.3 Staff Establishment 33
3.3.1 Trend Analysis of Staff Establishment from 2017/2018 FY to 2021/2022 FY 36
3.3.2 Distribution of Officers by Terms of Service 37
3.3.3 Staffing in Public TVET Institutions 39
3.3.4 Distribution of Staff in the Public Service by Age 39
3.4 Secondment 40
3.5 Progress Realized by institutions across thematic areas 42
3.5.1 Service Delivery Improvement 42
3.5.2 High Standards of Professional Ethics in the Public Service 50
3.5.3 Good Governance, Transparency and Accountability 56
3.5.4 Performance Management 66
3.5.5 Equitable Allocation of Opportunities and Resources 82
3.5.6 Public Participation in Policy Making Process 121
3.5.7 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development 123
3.6 Citizen Satisfaction with Service Delivery 137
Chapter Four: STATUS OF COMPLIANCE WITH VALUES AND PRINCIPLES....133
4.1 Introduction 133
4.1.1 Index Measurement 133
4.1.2 Rating of achievement 133
4.2 Performance Index by Thematic Areas 133
4.2.1 Service Delivery Improvement 134
4.2.2 Good Governance, Transparency and Accountability 135
4.2.3 High standards of professional ethics in the public service 136
4.2.4 Performance Management 137
4.2.5 Equitable Allocation of Opportunities and Resources 138
4.2.6 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development 140
4.3 Overall Compliance Index 140
4.4 Comparative Analysis of the Compliance Index by Thematic Areas 142
Chapter Five: RECOMMENDATIONS 144
5.1 Introduction 144
5.2 General Recommendations 144
5.3 Key Recommendations 145
5.3.1 Staff Establishment 145
5.3.2 Service delivery improvement and transformation 146
5.3.3 High Standards of Professional Ethics in the Public Service 147
5.3.4 Good Governance, Transparency and Accountability 147
5.3.5 Performance Management 148
5.3.6 Equitable allocation of Opportunities and Resources 149
5.3.7 Public Participation in Policy Making Process 150
5.3.8 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development 150
APPENDICES 151

LIST OF TABLES

Table 1.1: Data Collection Tools 15
Table 2.1: Status of Retrieval and Release of Declaration Records 31
Table 3.1: Response Rate by Service Sector 33
Table 3.2: Authorized Establishment and In-Post 35
Table 3.3: Status of Under-established and Over-established Institutions 35
Table 3.4: Distribution of Officers in the Public Service by Terms of Service 38
Table 3.5: Distribution of Staff by Service Sector and Age 40
Table 3.6: Status of Secondment in the Public Service 41
Table 3.7: Status of Customization of Websites to the Needs of PWDs 46
Table 3.8: Status of Functionality and Responsiveness of Helplines 47
Table 3.9: The Nature of Complaints Received and the Duration Taken to Resolve the Complaints 49
Table 3.10: The Status of the Officers' Compliance with the Public Service Code of Conduct and Ethics 51
Table 3.11: Officers Disciplined for Professional Misconduct 53
Table 3.12: Status of Officers Sponsored for Continuous Professional Development 54
Table 3.13: Compliance with Initial and Final Declarations 55
Table 3.14: The Compliance with Two-year Declarations and Action Taken Against Non-Compliant Officers 56
Table 3.15: Status of Acting Appointment in the Public Service 57
Table 3.16: Judgement Awards by Service Sector 59
Table 3.17: Judgement Delivered by Nature of Cases 60
Table 3.18: Reported Cases of Corruption by MDAs 61
Table 3.19: The Estimated Costs of Gifts Given out by Institutions Across Service Sectors 63
Table 3.20: Nature of Conflict of Interest Declared and the Measures taken to Mitigate Against the Conflict 65
Table 3.21: Evaluation of Public Institutions for 2020/2021 FY 69
Table 3.22: Institutions that Reported not Having an Appraisal Tool 70
Table 3.23: Rating of Officers on their Performance in Public Institutions 71
Table 3.24: Status of Officers Rewarded, Sanctioned or Placed on Performance Improvement Programmes 73
Table 3.25: Total Allocation on Training (Revised Budget) and Total Expenditure 75
Table 3.26: Induction of Newly Recruited Officers 76
Table 3.27: Utilization of Annual Leave 77
Table 3.28: Institutions that undertook Workload Analysis Between 2018/2019 FY and 2021/2022 FY 78
Table 3.29: Status of Disciplinary Cases and the Duration Taken to Conclude the Cases 79
Table 3.30: Discipline Cases in Court 79
Table 3.31: Officers Exited the Service Against the Corresponding Nature of Exit 81
Table 3.32: Status of Submission of Pension Documents and Payment of Benefits 82
Table 3.33: Representation of Staff by Gender and PWDs 83
Table 3.34: Representation of Staff by Gender and PWDs Across Job Levels 84
Table 3.35: Appointment in the Public Service by Sector, Gender and PWDs Status 86
Table 3.36: Status of Appointments Made Through Head-hunting 87
Table 3.37: Modes of Job Advertisements 88

Table 3.38: Status of Registration on the National Council for Persons with Disabilities (NCPWD) Career Portal by Public Organizations. 89
Table 3.39: Status of Training Opportunities in the Public Service by Sector, Gender and PWDs 90
Table 3.40: Officers Promoted in Public Institutions 91
Table 3.41: Interns Recruited under the PSIP Programme by Ethnicity 92
Table 3.42: Distribution of Interns engaged by other public institutions by Gender, Disability Status and Duration of Engagement 94
Table 3.43: Distribution of Interns Recruited by other public institutions by Ethnicity 95
Table 3.44: Status of Payment of Stipend to Interns engaged by Public Institutions Outside the PSIP Programme 97
Table 3.45: Distribution of Internship Opportunities Recruited for Fulfilment of Requirements for Respective Professional Body 98
Table 3.46: Distribution of the internship opportunities by Ethnicity in the Ministry of Health and State Department of Livestock 98
Table 3.47: Distribution of Interns Engaged under PDTP by Ethnicity 100
Table 3.48: Distribution of AGPO Opportunities by Category of Special Groups 103
Table 3.49: Recruitment Status for the National Hygiene Program (Kazi Mtaani) 106
Table 3.50: Status of Distribution of the KYEOP Opportunities 107
Table 3.51: Distribution of Beneficiaries from the Grants for Business Initiatives 108
Table 3.52: Status of Disbursement of Cash Transfer Programmes Funds by Gender 111
Table 3.53: Status of Disbursement of Cash Transfer Programmes Funds by County 111
Table 3.54: Bursary Beneficiaries During the 2021/2022 FY per County 113
Table 3.55: Distribution of Bursaries by Counties 115
Table 3.56: Funds Disbursed to Women Groups 116
Table 3.57: Student Enrolment, Capitation Disbursement by Category of TVETs 119
Table 3.58: Other Sources of Funding Excluding Capitation 120
Table 3.59: Distribution of Capitation by Student Enrolment and County 120
Table 3.60: Status of Compliance with Public Participation in Policy-Making Process 122
Table 3.61: Budget allocations and Actual Expenditures by Public Institutions During 2021/2022 FY 125
Table 3.62: Institutions that Implemented Projects, Undertook Feasibility Studies and Obtained Environmental Impact Assessment Approval 126
Table 3.63: OAG vis-a-vis Institutions Response on Rating of the Audited Accounts 128
Table 3.64: Institutional Response on Rating by the Auditor General per Service Sector 129
Table 3.65: Status of Implementation of PIC and PAC Recommendations 129
Table 3.66: Existence of an Integrated Payroll Management System (IPMS) in Public Institutions 130
Table 4.1: Performance Indicators and Mean Scores for Service Delivery Improvement 134
Table 4.2: Performance Index and Levels of Achievement for Institutions for Service Delivery Improvement 134
Table 4.3: Performance Indicators and Mean Scores for Good Governance, Transparency and Accountability 135
Table 4.4: Performance Index and Levels of Achievement for Institutions for Good Governance, Transparency and Accountability 136
Table 4.5: Performance Indicators and Mean Scores on High Standards of Professional Ethics 136
Table 4.6: Performance Index and Levels of Achievement on High Standards of Professional Ethics 137
Table 4.7: Mean Scores of Performance Indicators for the Performance Management 138

Table 4.8: Performance Index and Levels of Achievement for Institutions on Performance Management 138
Table 4.9: Mean Scores of Performance Indicators for Thematics Area of Equitable Allocation of Opportunities and Resources 139
Table 4.10: Performance Index and Levels of Achievement for the Institutions on the Equitable Allocation of Opportunities and Resources 139
Table 4.11: Mean scores of Performance Indicators for the Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development 140
Table 4.12: Performance Index and Levels of Achievement for Institutions on Efficiency and Economic Use of Resources 140
Table 4.13: Overall Compliance Index for Public Institutions Per Service Sector 141
Table 4.14: Comparative Analysis of Compliance Index by Thematic Areas 142

LIST OF FIGURES

Figure 3.1: Trend Analysis of Staff Establishment 2017/2018 to 2021/2022 37
Figure 3.2: Staffing in Public TVET institutions 39
Figure 3.3: The institutions that transcribed their service charter into Braille 43
Figure 3.4: Status of the Translation of Service Charters into Kiswahili 45
Figure 3.5: Status of Civil Proceedings Against Public Institutions 59
Figure 3.6: Gifts Received and Declared by Officers by Service Sector. 62
Figure 3.7: Gifts Given out by Public Institutions 63
Figure 3.8: Public Institutions that published their Annual Reports 66
Figure 3.9: Status of Signing of Performance Contracts 68
Figure 3.10: Trend in Performance Appraisal and Evaluation 74
Figure 3.11: Trend in Institutions that Held EPMC Meetings 74
Figure 3.12: Ethnic Representation of Communities in the Public Service 85
Figure 3.13: Sign Language Interpreters employed in Public Institutions 102
Figure 3.14: Budget Absorption by Sectors as Reported by MDAs 125
Figure 3.15: Distribution of Institutions not on IPMS and Modes Used to Manage Employee Payroll 131
Figure 3.16: Reasons Cited by Respondents for Rating the Service 132
Figure 4.1: Comparison of Compliance Index per Service Sector for 2021/22 and 2020/22 Financial Years 141
Figure 4.2: Trend Analysis of the Performance Index by Thematic Area and Overall Compliance Index for the Financial Years 2018/19 to 2021/22 142
Figure 4.3: Performance Scores by Thematic Areas Across Service Sectors 143

ABBREVIATIONS AND ACRONYMS

AE	Authorised Establishment
AfDB	Africa Development Bank
AGPO	Access to Government Procurement Opportunities
ASK	Agricultural Society of Kenya
BOG	Board of Governors
BOM	Board of Management
CAJ	Commission on Administrative Justice
CBOs	Community Based Organizations
CBS	Chief of the Order of the Burning Spear
CC&IO	Constitutional Commissions and Independent Offices
CDF	Constituency Development Fund
CEOs	Chief Executive Officers
COB	Controller of Budget
CPD	Continuous Professional Development
CSR	Corporate Social Responsibility
CWES	Constituency Women Enterprise Scheme
DIALs	Declaration of Income, Assets and Liabilities
EACC	Ethics and Anti-Corruption Commission
EIA	Environmental Impact Assessments
ENABLE	Empowering Novel Agribusiness Led Employment
EPMC	Employee Performance Management Committees
FRC	Financial Reporting Centre
FY	Financial Year
GHRIS	Government Human Resource Information System
HELB	Higher Education Loans Board
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information and Communications Technology
IEC	Information, Education, and Communication
IHRM	Institute of Human Resource Management
IPMS	Integrated Payroll Management System
IPPD	Integrated Personnel and Payroll Data
ISM	Institute of Supply Chain Management
JSC	Judicial Service Commission
KEMSA	Kenya Medical Supplies Authority
KENTTEC	Kenya Tsetse and Trypanosomiasis Eradication Council
KRA	Kenya Revenue Authority
KYEOP	Kenya Youth Employment and Opportunities Project
LIA	Leadership and Integrity Act
MDAs	Ministries, Departments and Agencies
NCPWD	National Council for Persons with Disabilities
NEMA	National Environment Management Authority
NGAAF	National Government Affirmative Action Fund
NGOs	Non-Governmental Organizations
NHP	National Hygiene Programme

NICHE	Nutrition Improvement Programme through Cash and Health Education
NPSC	National Police Service Commission
NRF	National Research Fund
NV&PGP	National Values and Principles of Governance Policy
O&M	Operation and Maintenance
PAC	Parliamentary Accounts Committee
PC	Performance Contract
PDTP	Presidential Digital Talent Programme
PE	Personnel Emoluments
PFM	Public Finance Management
PIC	Parliamentary Investment Committee
POEA	Public Officer Ethics Act, 2003
PPARB	Public Procurement Administrative Review Board
PPIP	Public Procurement Information Portal
PPRA	Public Procurement Regulatory Authority
PSC	Public Service Commission
PSC	Parliamentary Service Commission
PSIP	Public Service Internship Programme
PSSB	Presidential Secondary School Bursary
PSV&P Act	Public Service Values and Principles
PWDs	Persons with Disabilities
RIAT	Ramogi Institute of Advance Technology
SAGAs	State Corporations and Semi-Autonomous Government Agencies
SGR	Standard Gauge Railway
SRC	Salaries and Remuneration Commission
TSC	Teachers Service Commission
TTI	Technical Training Institute
TVC	Technical and Vocational Colleges
TVET	Technical and Vocational Education and Training
UNCAC	United Nations Convention Against Corruption
USAID	United States Agency for International Development
WEDF	Women Enterprise Development Fund
YEDF	Youth Enterprise Development Fund

GLOSSARY OF TERMS

Term	Meaning
Assistive Devices	Implements, tools and specialized services (including services of qualified interpreter for the deaf and qualified teachers for the blind) provided to persons with disabilities to assist them in education, employment and other activities
Acting Appointment	Temporary conferment upon a public officer, by the Commission or the relevant appointing authority, the power to perform duties of a public office other than the office the officer is substantively appointed to hold, while the public officer continues to hold the substantive appointment[1]
Authorised Establishment	The posts approved to enable a public body carry out its core and support functions
Authorized Officer	Any officer, body, or authority appointed by the Commission to perform its delegated functions in a Ministry or State Department
Compliance Index	A measure of the extent to which an institution has complied with values and principles
Complaints Register	A mechanism for feedback on service delivery and a tool for management of grievances arising from service delivery by the public institutions
Corruption	The private gain by a public officer at the expense of public interest. It includes fraud, bribery, bid rigging, abuse of office and embezzlement
Declaration	Information on the income, assets and liabilities of a public officer, his/her spouse, and dependent children under the age of 18 years as declared on the financial disclosures form
Special Interest Groups	These are groups of youth, women and persons with disabilities
Grievance-Handling Procedure	Provides the process through which a service recipient may lodge complaints for unsatisfactory services
Intern	An unemployed person with relevant qualifications who has entered into a contract with a government organization for a period of between three and twelve months with the intent of acquiring relevant work experience for registration with respective professional bodies and/or to increase chances of employability
Internship	A programme established to provide unemployed graduates with hands-on training for skills acquisition to enhance future employability and fulfil the legal requirement for professional registration
Mentorship	The process of transferring existing knowledge, skills and experience of high performing employees to newer, less experienced employees to enable them advance their careers
Merit	The qualifications, experience, standard work performance and capabilities possessed by an individual that are relevant for the performance of specified duties

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

Term	Meaning
National Values Policy	National values and principles of governance policy, Sessional Paper No.8 of 2013
Performance Management	The process of ensuring that a set of activities and outputs meets an organization's goals in an efficient and effective manner
Performance contract	An accountability tool signed between the Government and managers of public organizations on an annual basis in which the organization commits to deliver certain outputs
Performance Index	The measure of the extent to which an institution has complied with a thematic area
Professional	A person who possesses specialized training, skills and competencies for the performance of a job requiring high standards of diligence, fidelity, integrity and discipline
Professional Ethics	The norms of behaviour or conduct expected of a professional and which guide the practitioner at work or out of work. It embodies the value systems of that profession
Professional Ethics in the Public Service	The standards prescribed in the code of conduct and ethics for public officers and the various codes of conduct for the professions that guide members of respective professions in the performance of their duties
Professionalism	Relates to conforming to the accepted norms and practices of a profession
Promotion of Values and Principles	The act of implementing the activities, which communicate the values and principles to the citizens
Service Charter	Is a statement of commitment by the organization towards service delivery, outlining costs, timelines and the standards which citizens should expect
Skills Inventory	The distribution of skills and competencies in an organization
Strategic Plan	Is an organizational management document used to communicate institution's aspirations including vision and mission. It sets priorities, assigns responsibilities, apportion resources, strengthen operations, ensures employees and other stakeholders are working toward common goals. It defines intended outcomes/results and mechanisms for monitoring and evaluation to assess and adjust the organization's direction in response to a changing environment
The Commission	Means the Public Service Commission
Training Impact Assessment	The process of measuring the effectiveness and relevance of a training programme

PREFACE



This report is published annually in fulfilment of the Commission's constitutional mandate espoused in Articles 234 2(c) and (h). The Constitution requires the Commission to promote, evaluate and report to the President and Parliament the extent to which the values and principles in Articles 10 and 232 have been complied with.

The report covers all public institutions within the purview of the Commission. The report presents an evaluation of the measures taken, progress realized, and challenges faced in the implementation of national values and principles of governance and the values and principles of public service. The report also recommends corrective interventions on the public service's compliance levels.

The report presents findings from a survey of 477 public institutions out of 525, representing 91% response rate. The evaluation focused on the extent to which public institutions mainstreamed the national values and principles of governance and the values and principles of public service that were grouped in seven thematic areas, namely: service delivery improvement; high standards of professional ethics; good governance, transparency and accountability; performance management; equitable allocation of opportunities and resources; public participation in policy-making; and efficiency, effectiveness and economic use of resources and sustainable development. It is worth noting that the overall compliance level improved by 1.7% to 41.7% from the previous financial year meaning that the public service has progressively improved on mainstreaming of values and principles in service delivery.

An implementation matrix for the recommendations, is provided, assigning lead actor and the timeline for implementation. The Commission will continue to support and facilitate awareness and understanding to enable institutions to comply with the provision on values and principles. The Commission will monitor the implementation of the recommendations so as to improve on the compliance levels. The Commission looks forward to working together with the President and Parliament to facilitate the implementation of the recommendations in this report.

This year, the Commission reached out to the citizens, as the primary consumers of public services, to provide feedback on their levels of satisfaction with the services offered by the public service. The Commission in a special way, appreciates the citizens who responded to the survey. I am pleased to submit the values and principles compliance evaluation report to the President and Parliament on behalf of the Public Service Commission.

Amb. Anthony M. Muchiri, CBS
Chairperson
PUBLIC SERVICE COMMISSION

ACKNOWLEDGEMENT



The preparation of the *2021/2022 Evaluation Report on the Status of Compliance with Values and Principles in Articles 10 and 232 of the Constitution* was undertaken through a comprehensive and highly consultative process. It involved a collaborative effort by the Public Service Commission and public institutions that responded to the annual evaluation survey.

The report preparation process started with the adoption of the roadmap. An inter-departmental technical team drawing on resident competencies was then formed to prepare the report under the stewardship of the Compliance and Quality Assurance Committee and oversight by the Commission.

On behalf of the Commission, I wish to express our profound gratitude for the cooperation and support that we received from Ministries and State Departments; Constitutional Commissions and Independent Offices; Statutory Commissions and Authorities; Public Universities; Technical and Vocational Education and Training institutes; and State Corporations and Semi-Autonomous Government Agencies.

I laud the leadership and direction provided by the Commission under the stewardship of Amb. Anthony Muchiri, Chairperson Public Service Commission, during the entire report preparation process. I equally appreciate the guidance provided by the Compliance and Quality Assurance Committee chaired by Commissioner Dr. Reuben Chirchir, PhD, and Commissioners Dr. Joyce Nyabuti, PhD and Dr. Mary C. Mwiandi, PhD. The Committee shared crucial insights with the Technical Team and provided quality assurance in the preparation of this report.

I also wish to single out the Commission Vice Chairperson Ms. Charity Kisotu and Commissioners Amb. Patrick Wamoto, Amb. Salma Ahmed, Mr. Andrew Muriuki and Ms. Joan Otieno for their input towards the finalization of the report.

The technical team from the secretariat deserves a special mention for working tirelessly to prepare this report. I, therefore, commend the Inter-departmental technical team, comprising of Ms. Jane Chege, MBS (Deputy Commission Secretary), Wachinga Simon Gikonyo (Director, Compliance and Quality Assurance), Dr. Gabriel Juma, PhD (Deputy Director, Governance), Wesley Kipngetich (Deputy Director, Ethics), Selina Iseme, (Deputy Chief Commission Counsel), Dr. Philemon Kiprono, PhD (Head, Research & Policy Analysis), Joshua Mwiranga (Deputy Director, Performance Management), Simon Ojala, (Deputy Director, Governance and Ethics), Habel Shiloli, (Assistant Director, Public Communication), Joseph Njoroge (Assistant Director, Accounts), Andrew Njogu (Assistant Director, ICT), Joseph Kenei, (Assistant Director, Planning), Jacob Gumba, (Assistant Director, Monitoring and Evaluation), Kihiu Mugo (Assistant Director, Governance and Ethics), Evelyn Adhiambo (Principal, HRM&D Officer), Catherine Muthoni (Administrative Secretary) and Gwyn Malik (Clerical Officer).

I wish to extend my gratitude to all the public institutions for their commitment to ensuring the submission of adequate and authentic data as per the set timelines. The Commission is deeply indebted to the Heads of Directorates, Divisions and Unit Heads at the Commission and all other individuals who in one way or another supported the preparation of this report.

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

COMPOSITION OF THE COMMISSION



Amb. Anthony M. Muchiri, CBS
Chairperson



CPA Charity S. Kisotu, CBS
Vice Chairperson
Commissioner



Dr. Joyce K. Nyabuti, MBS
Commissioner



Dr. Mary C. Mwiandi, MBS
Commissioner



Dr. Reuben K. Chirchir, MBS
Commissioner



Amb. Patrick S. Wamoto, EBS
Commissioner



Amb. Salma A. Ahmed, MBS
Commissioner



Mr. Andrew M. Muriuki, MBS
Commissioner



Ms. Joan A. Otieno, MBS
Commissioner



Dr. Simon K. Rotich, CBS
Commission Secretary, CEO

EXECUTIVE SUMMARY

This report is prepared in fulfilment of the constitutional mandate prescribed in Articles 234 2(c) and (h), and in line with the Public Service (Values and Principles) Act, 2015 which requires the Commission to promote, monitor and report to the President and Parliament the status of compliance with the values and principles in Articles 10 and 232 of the Constitution. The report presents the status of public service compliance with the values and principles in Articles 10 and 232 of the Constitution for the 2021/2022 financial year (FY).

The extent of compliance by public institutions and public officers is determined by the level of adherence to the legal and policy frameworks put in place, as they execute their functions.

In discharging this mandate, the Commission is guided by several legislations which have embedded standards that facilitate the realization of the values. These include: Public Service Commission Act, 2017 which operationalizes the Commission's mandate and mainstreams the values related to the management of human resources for efficient service delivery; the Public Officer Ethics Act, 2003 and the Leadership and Integrity Act, 2012 which regulate the conduct of public officers to ensure observance of high standards of professional ethics and good governance, the Public Finance Management Act, 2012 and the Public Procurement and Asset Disposal Act, 2015 which prescribe the standards for efficient and effective use of financial resources; Framework for the Implementation of Values and Principles in the Public Service, 2015 which unbundles and unpackages the values and principles, strategies for promotion, performance standards and indicators for monitoring and reporting.

The public institutions evaluated were grouped into six service sectors, namely Constitutional Commissions and Independent Offices; Ministries and State Departments; Public Universities; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Statutory Commissions and Authorities, as well as Technical and Vocational Education Training institutes (TVETs). For purposes of evaluation, the values and principles in Articles 10 and 232 were clustered into seven thematic areas. These included Service Delivery Improvement; High Standards of Professional Ethics in the Public Service; Good Governance, Transparency and Accountability; Performance Management; Equitable Allocation of Opportunities and Resources; Public participation in the policy-making process; and Efficiency, Effectiveness and Economic use of Resources and Sustainable Development.

The survey targeted 525 institutions out of which 477 responded, translating into a response rate of 91%. This was an improvement of 7% compared to the 2020/2021 FY. The status of compliance of the various institutions was determined through a survey conducted by the Commission using a questionnaire. Another specific questionnaire was administered to 26 oversight institutions out of which 25 responded. Further, for the first time, the survey included a rapid citizen satisfaction survey administered to citizens who sought services from 301 reporting institutions. The purpose of the rapid citizen satisfaction survey was to verify the accuracy of the information submitted to the Commission on the quality of services provided by the institutions.

The values are intangible and can only be measured through demonstration of certain attributes. To measure the attributes, the Commission developed performance indicators for every thematic area against which the institutions were rated to establish the performance index. The performance indices for the six thematic areas per institution were aggregated to determine the overall compliance index.

The overall compliance index for the 2021/2022 financial year is 41.7%. This is a moderate performance meaning that a lot needs to be done to improve the compliance level to at least 50% and above. It also means that while the public service is rendering service to the citizens in many quarters, there is non-observance to the national values and principles of governance in Article 10; and the values and principles of the public service in Article 232. However,

there is an improvement of compliance of 1.7% from the previous year (2020/2021). It is therefore recommended that this upward trajectory be maintained with higher momentum. It is incumbent on each institution to increase the level of compliance at the micro-level because that is where the citizens make contact with government service delivery.

The improved overall compliance index is attributed to an increase in performance in three thematic areas, namely service delivery improvement, performance management and equitable allocation of opportunities and resources. In addition, five sectors improved by posting a medium improvement of over 40%. The Ministries and State Departments recording the highest increase of 11.7% while the best-performing service sector was Public Universities.

The performance index in Service Delivery Improvement was determined using seven indicators. The overall performance index was 56.3%. Public Universities had the highest performance index at 68.4%. This was attributed to transcription of their service charters into Braille. Constitutional Commissions and Independent Offices had the lowest performance index at 43.9%.

Under the Good Governance, Transparency and Accountability thematic area, three indicators determined the performance index. The overall performance index was 29%. Constitutional Commissions and Independent Offices had the highest performance index at 55%. This was informed by high scores in the management of gift registers and the publication of annual reports by institutions in this sector.

In the thematic area of High Standards of Professional Ethics in the Public Service, the performance index was determined using eight indicators. The overall performance index was 53%. State Corporations and SAGAs were the highest achievers at 62% since majority of the officers complied with the biennial declarations. This was followed by Constitutional Commissions and Independent Offices at 61%.

The performance index in the Performance Management thematic area was determined using three indicators. The overall performance index was 40%. Public Universities had the highest performance index at 64% because they signed performance contracts and were evaluated.

Under the Equitable Allocation of Opportunities and Resources, the performance index was determined using seven indicators. The overall performance index was 40%. This was one indicator where there was improvement in performance. There was an increase in the representation of marginalized communities and PWDs even though some communities were still over-represented.

The Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development thematic area's performance index was determined using one indicator. The overall performance index was 28%. Statutory Commissions and Authorities had the highest performance index at 38% while the Ministries and State Departments had the lowest performance index at 9%.

A decline was registered in the three thematic areas with the highest decline being observed in Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development (-24.2%), Good Governance, Transparency and Accountability (-17.4%) and High Standards of Professional Ethics in the Public Service (-4.8%).

Based on the findings, several recommendations are made to help the institutions improve their status of compliance with the Values and Principles of public service. These include:

(i) The Commission in liaison with other state agencies to set the optimal staffing threshold based on the capacity of the economy to sustain the wage bill;

(ii) Public institutions to mainstream values and principles in their business processes to increase the compliance index;

(iii) Public institutions to develop and implement succession management plans to avoid officers being retained beyond mandatory retirement age;

(iv) All public institutions to bridge the difference between authorised establishment and in-post;

(v) Public institutions to migrate services to online platforms in order to enhance compliance with values and principles of governance;

(vi) Regulatory and oversight institutions to incorporate compliance to values and principles as a key factor in their areas of supervision;

(vii) Public institutions to conduct due diligence before signing contract to ensure that the contract do not contain unfavourable terms;

(viii) Public institutions to implement the Public Service Commission (Performance Regulations) 2021;

(ix) The Ethics and Anti-Corruption Commission to ensure that Section 16 of the Leadership and Integrity Act, 2012 and the Second Schedule on Registrable Interests is enforced as a measure of improving good governance, transparency and accountability;

(x) The Leadership and Integrity Act, 2012 Regulations be reviewed to set a ceiling on the value of the gift that may be given out by a public institution;

(xi) Parliament and the Attorney General to amend the Public Service (Values and Principles) Act, 2015, to compel institutions to prepare, publish and publicize their annual reports on the discharge of their functions as a measure to improve good governance, transparency and accountability;

(xii) Public institutions to develop and implement affirmative action programmes to redress the inequities in gender, ethnicities and PWDs and promote inclusion of PWDs in the policy formulation process, including the provision of sign language interpreters, transcription of documents into Braille and customization of the websites;

(xiii) The Office of the Prime Cabinet Secretary to enforce performance contracting in the public service to enhance performance and service delivery; and

(xiv) The Chief of Staff and Head of Public Service to review the modalities and operations of the social protection and empowerment programmes to address duplications and inclusivity as a measure of ensuring equitable allocation of opportunities and resources.

The Commission will endeavour to improve service delivery and transformation by fast-tracking the setting of service delivery standards, instituting a Citizen Service Delivery Charter and annually undertaking a citizen satisfaction survey. It will also undertake an audit of services against which levies are charged and engage the institutions affected on the possibility of removing or reviewing the charges downwards, to facilitate affordability and ease of access to public services.

Chapter One: INTRODUCTION

1.1 Introduction

The Public Service Commission (PSC) has prepared this report in fulfilment of its constitutional mandate to evaluate and report to the President and Parliament the extent to which public institutions under its purview complied with the values and principles in Articles 10 and 232 of the Constitution. The Commission is also required to publicize and disseminate the report after its release.

This evaluation report on the status of compliance with values and principles of public service by public institutions is the 10th to be published by Public Service Commission (PSC) pursuant to Article 234(2)(h) of the Constitution.

1.2 Background

Chapter 13 of the Constitution exclusively focuses on public service. Article 233 establishes the Public Service Commission and Article 234 outlines the functions and powers of the Commission.

The Commission is required under Article 234(2)(c) to promote the values and principles in Articles 10 and 232 throughout the public service. Article 10 provides for the National values and principles of governance whereas Article 232 prescribes the public service values and principles. In addition to promotion, Article 234(2)(h) requires the Commission to evaluate and report to the President and Parliament on the extent to which the values and principles in the Articles referred above are complied with in the public service.

The Constitution in its opening chapter gives sovereign power to the people of Kenya. It then pronounces its supremacy and obligates those in authority to defend it. It, therefore, introduces itself as a framework for a democratic system of governance that subscribes to the rule of law, values, diversity, respects human rights, promotes accountability, transparency, integrity and good governance.

The Constitution has outlined structures and institutions that must ensure compliance by governance structures in addressing the aspirations and welfare of the citizens. It is one such responsibility that obligates the Public Service Commission to promote values and principles, evaluate compliance and prepare this report annually.

The Commission, in the discharge of this mandate, is guided by the Constitution, enabling legislation and related policies. These include the Leadership and Integrity Act, 2012, the Public Service (Values and Principles) Act, 2015 and The National Values and Principles of Governance Policy (Sessional Paper No. 8 of 2013). Others include Regulations, Codes of Conduct, and Guidelines.

In addition to the legal framework, the promotion of values and principles is anchored on international treaties and conventions that Kenya is a party to, such as the United Nations Convention Against Corruption (UNCAC).

The Commission also collaborates and maintains structured linkages with institutions like the Ethics and Anti-Corruption Commission, Kenya Revenue Authority, Directorate of Criminal Investigations, Kenya School of Government, National Council for Persons with Disabilities and Assets Recovery Agency among others to enhance implementation and timely reporting on values and principles.

To comply with the values and principles, the Constitution also requires the public service to be highly professional, efficient, effective, transparent, and citizen-focused.

1.3 The Public Service Commission Mandate in Relation to Values and Principles

The Commission is established under Article 233, with the mandate spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. The mandate includes the promotion of values and principles mentioned in Articles 10 and 232 throughout the public service, and evaluation and reporting to the President and Parliament on the extent to which the values and principles are complied with, in the public service.

In execution of the constitutional mandate regarding the implementation of values and principles, the Commission is further guided by Sections 63 and 64 of the Public Service Commission Act of 2017, the Public Service (Values and Principles) Act, 2015, Regulations 4, 58 and 59 of the Public Service Commission Regulations 2020, the Sessional Paper No.8 on National Values and Principles of Governance 2013 and other relevant legislation, policies and guidelines. It is, however, important to note that although some institutions including the county governments are exempted under Article 234(3)(c) and (d) of the Constitution, the implementation of values and principles apply to all public institutions.

1.4 Values and Principles

Values are important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable while principles are rules of action or doctrines that oblige the state to perform its functions in a manner that promotes the general well-being of its people. In terms of their meaningful application in public service, the values and principles are to be treated together in a back-to-back, reinforcing and inseparable manner.

1.4.1 National Values and Principles of Governance

The national values and principles of governance in Article 10 bind all State organs, State officers, public officers and all persons whenever any of them apply or interpret the Constitution; enact, apply or interpret any law; or make or implement public policy decisions.

National Values and Principles of Governance provide the basis for judgement about what is important for a country to succeed in its development. They are key in promoting productivity and fostering unity, stability and national identity. In a nutshell, the inculcation and promotion of national values and principles of governance is instrumental for the achievement of socio-cultural, economic and political transformation towards nurturing and protecting the well-being of the individual, the family, communities and the nation.

The inculcation of national values and principles of governance in the public service will help create a positive influence on the work ethics, as well as a substantial improvement in the quality of leadership, management practices and utilization of national resources at all levels and sectors.

Creating awareness on the national values and principles of governance will steadily be an effort and a deliberate process in making sure that these values are not only expressed but also manifested and adhered to by public institutions and officers in shaping national dialogue and development.

1.4.2 The Concepts of National Values and Principles of Governance

Patriotism: Patriotism refers to loyalty to, love for, selfless service for, sacrifice for, devotion for, sense of belonging to, dedication to, sense of pride in, protection of one's own nation. Public officers are required to demonstrate patriotism as they deliver public services. Public institutions are required to undertake activities that promote unity and cohesion and address the needs of persons born or living in Kenya.

National Unity: Refers to the cohesion which results from shared values, vision, purpose and aspirations irrespective of the ethnic, cultural, economic, religious or any other superficial status in a unitary state, while recognizing diversity. It is the deliberate decision to work in

concert with others in pursuit of common goals. It is a choice to work as a team in tackling the challenges Kenyans face as a nation. Public officers should appreciate and respect ethnic diversity at all times while discharging their day-to-day duties. Further, officers should work as a team in tackling the challenges Kenyans face as a nation. Public institutions on the other hand should ensure respect for ethnic diversities to promote national unity.

Sharing and Devolution of Power: sharing and devolution of power refers to a governance environment in which power, political, economic and social resources are distributed between the national and county levels of government and which empowers people at the grassroots to make decisions on matters that affect them. To promote sharing and devolution of power, public institutions shall adopt measures through which economic and social resources are distributed between the national and county governments.

The rule of law: The rule of law refers to the legal maxim that each person within the state should respect and obey the law. It is a legal principle that stresses that matters of governance have to be based on established laws and principles rather than the personal whims of the leaders. In its most basic form, the rule of law refers to the supremacy of the law and equality of all before the law. Public institutions and public officers are obliged to adhere to the laws, policies, guidelines and regulations that guide institutional functions at all times.

Democracy and participation of the people: Democracy and participation of the people refers to a political culture of involving people at all levels of decision making; where everyone is equally bestowed with the powers to exercise personal skills, access information, utilize opportunities, elect their representatives, express their views, and participate in governance without prohibition.

The key role of citizens in a democracy is to participate in public life. Citizen participation is one of the key building blocks of civic responsibility and sustainable democracy. Citizens have the right to be informed about public issues, to watch carefully how their political leaders and representatives use their powers, and to express their own opinions and interests. It is widely recognized that the active and meaningful participation of citizens in public affairs is the distinguishing feature of democratic societies. Further, the people of Kenya shall choose their representatives in regular, competitive, free and fair elections; the elected leaders shall represent the needs and concerns of Kenyans in government. The extent to which public institutions and officers open up public affairs to active citizen engagement, as well as the level of accountability are the hallmarks of democracy. Equally, the public officers are required under the Public Service Code of Conduct and Ethics, 2016 to remain politically non-partisan when rendering public services.

Human dignity: Human dignity means the status of human beings entitling them to respect and not to be taken for granted. Human dignity refers to the inherent right of an individual to be treated with respect. The dignity of the human person is not only a fundamental right in itself but constitutes the real basis of fundamental rights. Public officers shall respect and treat all persons seeking services from public offices with courtesy, address them appropriately and respect their personal space and possessions. Public institutions should endeavour to provide a dignified environment for clients who seek services in the institutions.

Equity: Equity refers to the quality of being fair and impartial. It contains attributes of fairness, justice, impartiality and egalitarianism. It is the quality of being reasonable and fair in all decisions and actions. In law, it is about natural justice and fair conduct. It objects to biasness, favouritism and unjustified preference that does not recognize inequalities. Public officers and institutions should ensure fairness and impartiality in execution of their mandates.

Social justice: Social justice refers to creating a society where human rights and the dignity of every citizen are recognized. The society which gives individuals fair treatment and a just share of the benefits. These benefits include; access to education, health care, social security,

labour rights, as well as a broader system of public services, progressive taxation, control of monopoly, encouragement of competition and regulation of markets and to ensure fair distribution of wealth and equality of opportunity.

Public institutions shall adopt measures that promote fairness in service delivery, distribution of wealth, opportunities and privileges within a society and take deliberate measures to redress any disadvantage a group may have suffered because of past discrimination.

Inclusiveness: Inclusiveness refers to affording all people an opportunity to participate in activities, including decision making, that affect their lives and taking into consideration the plight of everyone. It is a sense of belonging and feeling respected and valued for who you are. It engages each individual and makes him or her feel valued and it is essential to the success of a group, an organization or a country. That means every person has an opportunity to make his or her contribution to the society's development agenda. Where there is inclusiveness, individuals function at full capacity, feel valued and included in the general mission of their society.

Public institutions shall afford all people an opportunity to participate in activities that contribute to the development agenda by; recognizing that differences exist between different groups and applying uniform standards may lead to further exclusion, identifying and removing barriers which prevent certain groups or individuals from participating; taking deliberate measures to address the needs of vulnerable groups, adopting affirmative action measures if need be, to ensure that public officers in the institution reflect the community it serves.

Equality: Equality exists where all people within a group have the same status in a certain respect. It includes equal rights under the law such as security, voting, freedom of speech, access to education, health care and other social security. It also includes equal opportunities and obligations. Equality implies the absence of social class or caste boundaries and the lack of unjustified discrimination motivated by an inalienable part of a person's identity. For example, gender, age, origin, caste or class, income or property, language, religion, convictions, opinions, health or disability must not result in unequal treatment under the law and should not reduce opportunities unjustifiably.

Public institutions and public officers shall treat everyone equally irrespective of their status such as gender, religion, social class, tribe or race; adopt open processes of sharing benefits/opportunities using a common criterion and fairly distribute development programmes in the country to address the needs of all people; and eliminate practices which lead to discrimination.

Promotion of human rights: Human rights are the fundamental freedoms and inherent entitlements which human beings are entitled to. They reflect the dignity and worth of every person. Human beings are all equally entitled to these rights without discrimination regardless of nationality, place of residence, sex, national or ethnic origin, birth, age, race, religion, language, or any other status. Public institutions and public officers shall make decisions and provide advice consistent with human rights.

Non-discrimination: Refers to fairness in treating people without prejudice irrespective of their gender, ethnic, class, religious, race, geographical or even generational differences. Public institutions and public officers shall offer services to all persons without bias. The development projects and service access points should evenly cover all parts of the country and information shall be in accessible formats to all categories of people.

Protection of the marginalized: Being marginalized refers to being separated from the rest of the society and not being involved in the affairs of the larger society. Homelessness, age, language, employment status, skill, ethnicity, race and religion are some of the basis that have

historically been used to marginalize. Public institutions should institutionalize affirmative action programmes to address the needs of the vulnerable and marginalized groups and work towards removing the barriers which impede their progress and participation in public service.

Good governance: Good governance involves transparent and accountable management of human, natural, economic, financial and other resources for the purposes of equitable and sustainable development. It is also the process and behaviour that ensures an organization perform by achieving its intended purpose and conforms with all relevant laws, agreements and directions, and meets the expectations of the society. Public institutions shall obey laws and administrative policies; set up clear and transparent systems for efficient and effective service delivery; work towards achieving objectives of the institution; adopt systems and structures through which the exercise of power and authority can be checked and adopt clear and accessible systems for fair and timely resolution of complaints.

Integrity: This is the consistency between one's values, words and action. Integrity comprises the personal inner sense of "wholeness" derived from honesty and consistent uprightness of character. Integrity is holding true to one's values that are, doing what you said you would do by when/how you said you would do it. Integrity is knowing what is important to you and living your actions accordingly. Integrity means soundness of moral principle and character, as shown by one person dealing with others in the making and performance of contracts, and fidelity and honesty in the discharge of trust.

Public officers should demonstrate truthfulness, transparency, honesty and refuse to engage in corruption and morally questionable behaviours. Public institutions should ensure strict adherence to the provisions of the legislation such as Public Procurement and Asset Disposal Act, 2015 when transacting with clientele.

Transparency and accountability: Transparency refers to openness, lack of hidden agendas and conditions accompanied by availability of full information required for collaboration, cooperation and collective decision making. The information provided must be relevant and reliable. This requires those in authority to provide accurate and timely information to facilitate effective decision making. Transparency in decision making and implementation reduces uncertainty and can curb corruption among public officials.

Accountability is the acknowledgement and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences

Public institutions shall comply with the access to information law, they shall display service charters publicly and submit reports to oversight bodies. Public officers shall exercise power responsibly and take responsibility for their actions and provide reasons for actions taken.

Sustainable development: Sustainability is an economic state where the demands placed upon the environment by people and commerce can be met without reducing the capacity of the environment to provide for future generations. Sustainable development is a dynamic process which enables all people to realize their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems.

Public institutions work towards improving the quality of life for all generations present and use of resources in a way that meets the needs of the present without compromising the ability of future generations to meet their own needs.

1.4.3 Values and Principles of Public Service

High standards of professional ethics: Every public officer is required to maintain high standards of professional ethics. In that regard, a public officer demonstrates professional ethics by being honest; displaying high standards of integrity, being transparent when executing their duties; being respectful, objective, patriotic and observes the rule of law.

All public servants shall comply with the Code of Conduct for public service and act in a manner that upholds the dignity of the public office whether in public or private. Public officials shall make decisions devoid of political influence, based on public and not self-interest; they shall utilize resources in a prudent manner and always work towards achieving an identified public good. For public officials who are members of regulated professional bodies, they have to be in good standing with the relevant professional body.

High standards of professional ethics in the public service have not been fully realized largely due to weak linkages between disciplinary control in the public service and professional associations in relation to the misconduct of professionals in the public service. Other factors that negatively impact standards of professional ethics in the public service include the politicization of the public service, a poor working environment, irregular recruitment procedures, and skills mismatch in the deployment of public officers.

Efficient, effective and economic use of resources: A public officer is required to use public resources in an efficient, effective and economic manner. A public officer is deemed to have failed to use public resources in an efficient, effective and economic manner if he uses the public resources in a manner that is not prudent, there is unreasonable loss, there is deliberate destruction or the effect is to reduce the effectiveness of the public service.

Efficiency and effectiveness in the public service is, however, hampered by insufficient linkages and consultation in planning, target-setting and the budgeting process *vis-a-vis* the expected results. The public service procurement procedures are cumbersome and susceptible to misuse and corruption this may contribute to inefficiency and ineffectiveness. Unclear job descriptions and deployments that are not based on competencies and requisite skills have resulted in idle capacity in the service. Non-declaration of conflict of interest and weak support to technical departments by support services departments has resulted in slow execution and compromised quality of services and value for money.

Public institutions and officers are, therefore, required to promote efficiency and effectiveness in public service delivery, as well as prudent use of resources.

Responsive, prompt, effective, impartial and equitable provision of services: Public institutions are required to ensure that public services are provided promptly, effectively, impartially and equitably. It is also noted that the provision of public services is not prompt where there is unreasonable delay. Public officers should, therefore, offer effective, prompt and responsive service in an impartial and equitable manner. The provision of public services is said to be ineffective if there is unreasonable loss, if public complaints against a public officer are made regarding the provision of public services, or if public grievances against a public institution are made regarding the quality of its services.

Inefficiencies in service delivery result when there is a gap between customer expectations and service delivery owing to management practices, systems and processes that are not focused on customer priorities. Further, apathy, unclear job descriptions, poor linkages between performance and rewards, poor enforcement of sanctions against non-performers, inaccessibility, and insufficient resources allocation to field offices have compounded this problem. In addition, complaints resolution mechanisms and feedback systems from customers are not optimally operational.

Involvement of the people in the process of policy-making: Public participation is fundamental to the delivery of public services. Inadequate mechanisms, strategies and platforms for informing, educating and communicating government policies have contributed to the low level of public participation in policy-making. Public institutions are, therefore, required to establish efficient and effective systems and mechanisms to facilitate public engagement in the policy-making process.

Accountability for Administrative Acts: Public institutions are required to establish mechanisms to ensure that all public officers are held accountable for their acts. Previously, it has been difficult to hold public officers accountable for their administrative actions and omissions due to non-enforcement of, and compliance with, existing laws, policies and administrative procedures, leading to impunity and acts of corruption amongst others.

In this regard, public institutions should among other things induct, continuously train and sensitize all public servants on the import of their actions by virtue of their offices; put in place measures to facilitate public officers to report any irregular acts by their supervisors; and provide information in accessible formats to all persons, including persons with disabilities that enable the public to hold public officers accountable.

Provision of timely and accurate information: Provision of timely and accurate information enables the public service to be more transparent. The government, therefore, requires to enhance its structures, systems and mechanisms to provide transparent, timely and accurate information. However, this has previously been hampered by improper classification of public documents as confidential or secret. In some instances, members of the public have been denied information that would benefit them or have been provided with the wrong information leading to losses by both individuals and the government. The manner and format of dissemination of public information is sometimes limited and fails to cover all segments of the public.

Public institutions are required to establish mechanisms to enhance access to information in accessible formats for all persons. Further, institutions and public officers should be responsible for the timeliness and accuracy of the information provided to the public. More importantly, public institutions shall, in providing information to the public, comply with the timelines prescribed in the Access to Information Act, 2016.

Fair Competition and Merit as a Basis of Appointments and Promotions in the Public Service: All public institutions are required to establish mechanisms to ensure that recruitment and promotion in the public service is based on right competencies and proven performance but not just emphasis on academic qualifications or connectedness. It is noted that whereas merit and fair competition should be the cornerstones for appointments and promotions in the public service, this is not always the case. Unfair competition and bias in appointments may be attributed to cronyism, political interference, corruption, fraud, nepotism and tribalism. Disregard for fair competition and merit may result from manipulation of recruitment procedures, varied terms and conditions of service and unclear job requirements. Others include emphasis on technicalities and academic qualifications rather than proven performance, skewed recruitment and promotion panels, ineffective communication systems, and the use of insider information to favour some over others.

To ensure fair competition and merit, all public institutions are, therefore, required to continuously audit and correct recruitment and selection tools, procedures and processes to eliminate any discrimination against persons with disabilities and members of marginalized and minority groups; apply affirmative action in the in-service training for persons with disabilities, marginalized communities and minorities to enable them compete on an equal basis with others; and ensure that all public officers are provided with adequate training opportunities for career advancement in the public service especially if it is used as a criterion for promotion.

Representation of Diverse Communities: Kenya is composed of diverse communities that include racial, ethnic, religious, and disability among others, but its diversity is inadequately reflected in the public service. This is exemplified by the over-representation of some communities, and under-representation or non-representation of others. Consequently, public institutions shall create an environment that maximizes the potential of all employees by

valuing diversity, advertising jobs in an accessible manner and using a mode that reaches the widest pool of applicants, job advertisements shall have no exclusionary impact, the evaluation of all applicants shall be fair and take into account their unique circumstances.

In addition, public institutions are required to conduct a baseline survey and subsequent annual surveys to establish both the level and status of representation in the public service as compared to the general population in key areas including disability status, race, ethnicity and religion. In this regard, public institutions should develop and implement a diversity management policy, including strategies for affirmative action, to redress diversity gaps in the public service.

1.5 Legal and Policy Framework

A legal framework refers to the system of rules, regulations and guidelines which are enforced through social institutions that govern behaviour. In this regard, the standards for implementing the values and principles prescribed in the Constitution are found in various legislation enacted by Parliament.

Separately, policies are the basic guidelines or course of action developed and issued by the government to facilitate service delivery. They are the declared objectives that a government or party seeks to achieve and preserve in the interest of the nation.

The promotion and implementation of values and principles is guided by a number of legislation and policies that have so far been developed as illustrated in the following section.

1.5.1 Legislation

(a) **Public Service (Values and Principles) Act, 2015**: The Act gives effect to Article 232 of the Constitution on values and principles of public service. It establishes the standards which public institutions must observe in promoting values and principles including integrity, good governance, transparency and accountability and sustainable development.

(b) **The Leadership and Integrity Act, 2012**: The Act gives effect to Chapter Six of the Constitution. It prescribes a general code for state officers that include management of conflict of interest and gifts received by public officers in the course of duty. It is also instrumental in promoting integrity, good governance, transparency and accountability.

(c) **The Public Officer Ethics Act, 2003:** The Act prescribes a Code of Conduct and Ethics for public officers and requires public officers to make financial declarations (wealth declarations) which promotes the principle of integrity, good governance, transparency and accountability, efficiency and effectiveness in public service delivery.

(d) **The Public Service Commission Act, 2017:** The Act prescribes standards which the Commission and all institutions not exempted under Article 234(3)(c) from the Commission's jurisdiction must comply with. The Act prescribes measures for ensuring that appointments and promotions are based on meritocracy and competitiveness. It also prescribe measures to ensure that the service promotes diversity, efficiency and effectiveness. Other values promoted through the Act include accountability for administrative acts, professionalism, good governance and integrity.

(e) **The Kenya National Human Rights Act, 2011**: The Act enhances the promotion and protection of human rights in public and private institutions, respect for human rights and develop a culture of human rights to restore public confidence in the rule of law. In addition, it facilitates the realization of human dignity, social justice, equity, equality, inclusiveness, non-discrimination and protection of the marginalized.

(f) **Commission on Administrative Justice Act, 2011:** The Act was developed pursuant to Article 59 (4) of the Constitution to address all forms of maladministration, promote

good governance and efficient public service delivery by enforcing the right to fair administrative action. The Commission on Administrative Justice investigates abuse of power, manifest injustice and unlawful, oppressive, unfair or unresponsive official conduct to ensure public officers and public institutions respect sovereignty of the people of Kenya and promotes social justice and good governance.

(g) **National Gender and Equality Commission Act, 2011:** The Act was established to promote gender equality and equity and freedom from all forms of discrimination which is one of the basic foundational principles for the realization of national values. Policies developed by public institutions should aim at eliminating all forms of practices and customs that discriminate or are detrimental to the dignity of any gender.

(h) **The Independent Electoral and Boundaries Commission Act No. 9 of 2011**: The Act gives effect to Article 88(4) of the Constitution and enhances democracy by ensuring the right to vote and the opportunity to vote, what is referred to as universal suffrage and also good governance by resolving disputes of elections. The Act promotes democracy and participation of the people and institutions that facilitate the realization of these set of values and principles, such as those dealing with civil registration services.

(i) **The Commission on Revenue Allocation Act, 2011**: The Act promotes National Values and Principles such as protection of the marginalized, equity and sustainable development by ensuring equitable sharing of revenue raised by the national government between the national and county governments.

(j) **The Anti-Corruption and Economic Crimes Act, 2003** established the Ethics and Anti-Corruption Commission which was repealed to Ethics and Anti-Corruption Commission Act, 2011. The Act provides for promotion of ethics and strategies for fighting against corruption and economic crimes. It also facilitates the enforcement of the value of integrity in the society especially among public and state officers. It equally promotes transparency, accountability and good governance in the management of public affairs.

(k) **Public Audit Act No. 12 of 2003:** The Act roots for the audit of government, state corporations and county governments, to provide for efficiency and effectiveness as well as for lawful procedures for spending and collection of government revenues, and financial accountability of government agencies. The Act, therefore, enhances the realization of integrity, transparency and accountability by public institutions and officers.

(l) **The Public Finance Management Act, 2012**: The Act sets the standards to ensure that public institutions and officers utilize public finances in an inefficient and effective manner. Values and principles promoted through the Act include transparency and accountability, good governance, integrity and sustainable development.

(m) **The Public Procurement and Asset Disposal Act, 2015:** The Act establishes the standards to ensure that there is economy and value for money when public institutions procure or dispose of assets. It promotes good governance, transparency and accountability and sustainable development.

(n) **The Access to Information Act, 2016**: The Act gives effect to Article 35 of the Constitution on access to information and prescribes timelines for release of information thus promoting the value of transparency, accountability and good governance.

(o) **The National Environment Management Act, Chapter 387:** The Act sets the standards for ensuring the management of the environment to ensure sustainability. It establishes the National Environment Management Authority which enforces the standards. The Act concretizes the promotion of sustainable development.

(p) **The National Cohesion and Integration Act No. 12 of 2008**: The Act seeks to promote national cohesion and integration by outlawing discrimination on the basis of ethnic, religious, racial and social origin. This goes further to facilitate and promote representation of Kenya's diverse communities, inclusiveness, protection of the marginalized and non-discrimination in public institutions.

(q) **The Inter-governmental Relations Act, 2012**: The Act establishes a framework for cooperation and consultation between the two levels of government thus deepening sharing and devolution of power. The objective of the Act is to provide a framework for consultation and cooperation between the national and county governments, provide a framework for consultation and cooperation amongst county governments, establish institutional structures and mechanisms for inter-governmental relations and provide a framework for the inclusive consideration of any matter that affects relations between the two levels of government and amongst county governments. It further gives effect to Articles 187 and 200 of the Constitution, in respect of the transfer of functions and powers by one level of government to another, including the transfer of legislative powers from the national government to the county governments.

1.5.2 Policy Framework

(a) **Sessional Paper Number 8 of 2013:** Government issued Sessional Paper Number 8 of 2013 to mainstream Article 10 on National Values and Principles of Governance. The Policy provides a framework for fostering national unity, inculcating patriotism, redressing marginalization, and promotion of an accountable and democratic electoral process. It sets broad goals, objectives and guidelines to government, non-state actors and citizens to develop action plans for mainstreaming of national values and principles of governance. It further seeks to guarantee accountable exercise of executive authority by both the national and county governments and ensure equitable distribution of resources and opportunities and the promotion and protection of the objects of devolution as enshrined in the Constitution.

(b) **Framework for Implementation of Values and Principles in Articles 10 and 232 of the Constitution**

The Commission issued the framework for implementation of the national values and principles of governance (Article10) and the values and principles of the public service (Article 232) in 2015. The Framework guides on the clustering of the values into thematic areas; sets expected performance standards and indicators per thematic area; provide for promotional strategies; and provides policy guidelines on areas of evaluation such as affirmative action programmes.

The Framework for Implementation of Values and Principles envisaged a formulation of an overarching citizen service delivery charter wherein the values and principles are mainstreamed in service delivery processes and an annual assessment of compliance is undertaken through a citizen satisfaction survey. The Commission has commenced the development of a citizen service delivery charter that will complement the current framework by placing the citizen at the centre of compliance evaluation and reporting processes.

The framework also anticipates a progression of the evaluation from the establishment of baseline information (2011-2015), the setting of performance indices (2016/2017), establishment of performance trends (2018-2023) and the establishment of compliance outcomes and impact (2023 -2025). The implementation and compliance with the values and principles are, therefore, a means to the transformation of the Kenyan society into a value based society and the primacy of values and principles in service delivery throughout the public service.

(c) Kenya Vision 2030

Kenya Vision 2030 is built on three pillars: social, economic and political. The Vision emphasizes the need to focus on interventions towards the arid and semi- arid lands, high poverty areas, unemployed youths, women and vulnerable groups which is critical in the promotion of equity.

Each of the pillars in the Vision is geared towards the realization of National Values and Principles of Governance. The social pillar envisions the building of a just and cohesive society that enjoys equitable social development in a clean and secure environment. The Vision lists the key social sectors to be transformed to include: education and training, health, water and sanitation, housing and urbanization, gender, youth, sports, and culture. These sectors are conventionally accepted to be important for the realization of National Values and Principles of Governance and especially social justice.

The economic pillar strives for macro-economic stability as the foundation for greater economic growth that creates wealth, and reduces poverty and inequality to enhance the realization of National Values and Principles of Governance.

The political pillar envisions a democratic political system that is issue-based, people-centred, result-oriented and accountable to the public. The Vision provides for governance reforms designed to enhance transparency, accountability and efficiency. Further, the Vision anticipates judicial, public service and policing reforms that should improve service delivery to regions previously marginalized in these aspects.

In a nutshell, the Vision prioritizes and promotes the following values among others: sustainable development, human rights, social justice, human dignity, equity and equality, rule of law, democracy and participation of the people, transparency and accountability among others.

(d) Sessional Paper No. 9 of 2013 on National Cohesion and Integration

The Sessional Paper No. 9 on National Cohesion and Integration aims at ensuring that Kenya becomes an equitable society that is politically, economically and socially cohesive and integrated where the citizens have a shared vision and sense of belonging while appreciating diversity which are key tenets of a values-based society.

This Policy is critical in the promotion of National Values and Principles of Governance through addressing socio-economic inequalities, managing ethnic and socio-cultural diversities, preventing and reconciling conflicting situation which often impact negatively on national unity, ensuring the rule of law, security and order, entrenching national values in all segments of the society, addressing unemployment challenges and promoting participatory communication which is key in enhancing democracy and participation of the people.

(e) Policy on Peace Building and Conflict Management

This policy aims at re-focusing peace building and conflict management efforts and practices towards measures that increase the potential for peaceful co-existence and human security as precursors for sustainable development, and a just and peaceful society. The policy also espouses the following values hinged in the Constitution: national unity and nationhood; equality before the law and application of the rule of law; integrity, honesty and accountable leadership; equitable distribution of wealth among others. It, therefore, forms a foundation for the promotion of National Values and Principles of Governance.

(f) Gender Policy

This policy seeks to contribute to strengthening gender equality through promoting equity and equality between women and men, girls and boys. It specifically seeks to: promote equity and equality of women and men, and ensure that interventions do not promote inequitable gender roles and relations, provide quantitative and qualitative information on the influence of gender on diverse sectoral issues.

(g) Youth Policy

This Policy aims at ensuring that the youth play their roles in the development of the country. Its goal is to promote youth participation in community and civic affairs and to ensure that youth programmes are youth-centered. It proposes guidelines and strategies that can be used to facilitate participation of the youth in national development. The policy thus lays a key foundation for promotion of national values such as democracy and participation of the people, equality, human rights and human dignity among others.

(h) The National Land Policy

The national land policy was formulated to provide an overall framework and define the key measures required to address the critical issues of land administration, access to land, land use planning, restitution of historical injustices, environmental degradation, conflicts, unplanned proliferation of informal urban settlements, outdated legal framework, institutional framework and information management. By recognizing the need for security of tenure for all Kenyans, all socio-economic groups, women, pastoral communities, residents of informal settlement and other marginalized groups, the policy addresses the national values such as inclusiveness, non-discrimination, protection of the marginalized and sustainable development.

1.6 Implementation of Values and Principles

The values and principles are at the core of the intricate relationship between the government and its citizenry. They are the yardstick that influences the nature and quality of interactions between and within these two segments of society. Effective implementation of national values and principles of governance will help weave a united, cohesive and rapidly developing Kenyan nation. Such is the nation envisioned under the Kenya Vision 2030 that will fulfil a majority of citizens' aspirations and desires.

Implementation of the national values and principles of governance will further facilitate transformation of Kenya into a leading nation in the community of nations. This is in view of the fact that values and principles are a binding guide in the conduct of all public affairs, in the exercise of leadership and for the promotion of the welfare of all Kenyans. They are also a yardstick for evaluating and appraising performance and determining the suitability of all persons in positions of responsibility.

Implementation and the subsequent compliance happens through the transactional environment of the public institutions and the discharge of their mandates; the public officers rendering services in the institutions and the citizens who are the recipients of public services.

Compliance in the public service occurs at the following three levels:

Level I: The first level of compliance is through the development of the legislative, policy, regulatory and institutional framework for the implementation of the values and principles in the public service. These include the establishment of performance measures and mechanisms for implementation and enforcement. Among the challenges faced at this stage are slow pace in processing of relevant policies and bills by the national assembly, inadequate implementation levels of existing laws, policies, regulations and guidelines, inadequate budgetary provision to support programmes and activities that promote values and principles.

Level II: The second level of compliance is through the mainstreaming of the values and principles into the institutional business processes including compliance enforcement mechanisms. Some of the challenges faced at this level include slow pace in automation of services, lack of periodic capacity building on technological skills and competences, and inadequate ICT infrastructure; and

Level III: The third level of compliance is when public officers adhere to values and principles in the day-to-day delivery of public services. Public officers should, therefore, demonstrate the willingness and commitment towards complying with values and principles. Among the challenges faced at this level include low levels of patriotism, reduced work ethics and impunity (disregard for the rule of law).

1.7 Sectors Evaluated

Public institutions are categorized into sectors that are determined by the general mandates of the institutions. The mandates include oversight responsibilities, academic, independent and semi-autonomous government agencies, as well as mainstream civil service institutions among others.

For purpose of undertaking the evaluation on compliance with values and principles, the entire public service is divided into six sectors as follows:

(i) The Constitutional Commissions and Independent Offices

These are some of the Chapter 15 commissions and independent offices established by the Constitution. However, regarding promotion and evaluation of values and principles nine Commissions and two independent offices fall under the jurisdiction of the Public Service Commission. It is, however, noted that Article 234(3)(c) exempts the Parliamentary Service Commission (PSC), the Judicial Service Commission (JSC), the Teachers Service Commission (TSC) and the National Police Service Commission (NPSC) from the jurisdiction of the Commission. It is important to note that besides the above institutions, county governments are equally exempted under Article 234(3)(d).

The 11 commissions are: Commission on Administrative Justice; Ethics and Anti-Corruption Commission; Independent Electoral and Boundaries Commission; Kenya National Human Rights Commission; Gender and Equality Commission; National Lands Commission; Salaries and Remuneration Commission and Commission for Revenue Allocation.

The two independent offices on the other hand are the Auditor-General and the Controller of Budget.

(ii) Ministries and State Departments

Ministries and State Departments are established by the President under Article 152 of the Constitution. The President establishes state departments through executive orders from time to time. The evaluated State Departments were 48 and included the Office of the Attorney-General.

(iii) State Corporations and Semi-Autonomous Government Agencies (SAGAs)

The 225 State Corporations invited to participate in the survey are established by the President in accordance with Part II, Section 3 of the State Corporations Act, Chapter 446 of the Laws of Kenya.

(iv) Public Universities

The 38 Public Universities that were invited to participate in the survey are established under the Universities Act, No. 42 of 2012.

(v) Statutory Commissions and Authorities

Some Statutory Commissions and Authorities are established by the government to discharge specified duties and responsibilities. The eight Statutory Commissions and Authorities are, the Office of the Director of Public Prosecutions, Office of the Registrar of Political Parties, Inter-governmental Relations Technical Committee, Council of Governors, Kenya Law Reform Commission, Independent Policing Oversight Authority, National Cohesion and Integration Commission and Office of the Data Protection Commissioner.

(vi) Technical and Vocational Education Training Institutes

The Technical and Vocational centres came into being after the enactment of the Technical and Vocational Education Training Act, 2013. The Technical Training Institutes are recognized under Section 58 of the TVET Act, while the National polytechnics were established through various orders issued by the Cabinet Secretary for education. All the 195 TVET institutes were invited to participate in the survey.

1.8 Compliance Evaluation Methodology

The evaluation method used to determine the status of compliance with the values and principles by public institutions was not only consultative but also participatory. The method complied with global survey practices towards ensuring objectivity and integrity of the data collection process. Primary data was collected through a questionnaire, which is a research instrument that consists of a set of questions for the purpose of gathering information from target respondents. It is typically a mix of close-ended questions and open-ended questions, or a combination of both. The data collected was quantitative and qualitative.

Specifically, the survey was conducted using an online questionnaire known as Sogolytics survey tool that was duly authorized by the Commission Board. The tool is easy to create and deploy surveys with no limitations as to the number or type of questions and responses. It gives free access to view and download the raw survey data. It is fairly intuitive to use and its question display logic option provides great flexibility for ease of use by respondents.

The Commission communicated to public institutions under its purview about the values and principles compliance evaluation survey. The communication provided clear guidelines on the management and submission of data via the online tool and the corresponding submission timelines. Thereafter, the survey tools were emailed to the identified respondents from each institution.

The four independent online survey tools sent to the respondents sought information relating to staff bio-data; measures taken and progress achieved in implementation of values and principles across thematic areas; citizen satisfaction with public services offered; specific support (customized services and facilities) provided to PWDs, actual staff training and induction status. As regards to the citizen satisfaction, the Commission undertook a rapid citizen satisfaction survey targeting members of the public who sought services from government institutions. A total of 3,000 citizens were identified for the survey through perusal of institutional customer registers submitted by 301 institutions. An online questionnaire containing five questions was used to collect data. The survey was administered through the mobile platform.

Separately, data was also sourced through telephone calls to institutions regarding the functionalities of institution's helplines and hotlines. Further there was verification on functionalities of websites as well as the availability of service charters online as indicated in table 1.1.

Respondents submitted filled questionnaires which were authenticated by the institutional heads. The data received was cleaned, collated, standardized before being analysed. The findings were then interpreted and recommendations made.

Table 1.1: Data Collection Tools

S/No.	Name of Tool	Target Group	Objective	Date Sent	Date Closed
1.	Staff Bio-data	525 MDAs	Obtain institutional bio-data	1st July 2022	8th July 2022
2.	Cross-cutting	525 MDAs	Obtain institutional data across thematic areas	13th July 2022	1st August 2022
3.	Institution specific	26 Oversight institutions	To triangulate data on key thematic areas obtained from MDAs through the cross-cutting tool	Thursday, October 13th 2022	Tuesday 18th October 2022.
4.	Triangulation tools	3,000 Citizens	Collect views on quality of public services	Monday 17th October 2022	Thursday 20th October 2022
		2,000 PWD Officers	Verify data on support given to PWDs by respective institutions	Thursday 22nd September 2022	Wednesday 28th September 2022
		22,557 Trained officers	Verify actual status on training	Friday 7th October 2022	Friday 14th October 2022
		11,630 Inducted officers	Verify actual status on induction	Friday 7th October 2022	Friday 14th October 2022
		525 MDAs	Check status of helplines, toll free lines, emails, service charters and customization of websites	Wednesday 12th October 2022	Thursday 20th October 2022

This chapter has presented an overview of statutory requirements on values and principles, the role of Public Service Commission in promoting values and principles, a description on values and principles concepts, the legal and policy framework for the promotion of values and principles, values and principles implementation levels, sectors evaluated and finally the compliance evaluation methodology. The next chapter presents the strategies for the promotion of values and principles.

1.9 Structure of the Report

This report is divided into five chapters. Chapter 1 is an introduction which highlights rationale for evaluation and reporting on the values and principles. It has also laid bare the parties involved in the evaluation and the mechanism for sourcing data to benefit the reporting. Chapter 2 is on promotion of values and principles and illustrates the role played and strategies deployed by actors towards mainstreaming the values and principles in the public service. Chapter 3 relates to progress made in implementation of values and principles. It accounts for the actions of the public institutions to institutionalize the values and principles into the service delivery during the period under review, and also reflecting on performance over time of some thematic areas through trend analysis. The voice of the citizen has been tapped through a satisfaction survey as a mechanism to confirm the report findings before deriving appropriate recommendations. Chapter 4 presents the status of implementation of values and principles. This is achieved by exploring the extent to which the values and principles of public service have been complied. Towards this end, performance indices based on overall performance and performance in each thematic area and sector have been determined. Finally, Chapter 5 provides an outline of the general and sectoral recommendations.

Chapter Two: PROMOTION OF VALUES AND PRINCIPLES

2.1 Introduction

This chapter highlights the role of diverse actors in the promotion of values and principles, an interpretation of thematic areas that guided the evaluation, strategies employed by institutions to promote values and principles, as well as the specific measures taken by the Public Service Commission in promoting values and principles.

Promotion refers to the coordinated self-initiated efforts to establish a channel of information and persuasion to facilitate acceptance of ideas. It is a set of activities to share knowledge about a particular issue with as many people as possible with the aim of increasing its awareness.

The promotion of values and principles requires co-ordinated and concerted interventions by diverse state and non-state actors to ensure effective implementation processes. The strategies for the promotion of values and principles are provided by the Framework for Implementation of the Values and Principles in Articles 10 and 232 of the Constitution, 2015 as well as the Sessional Paper No.8 on National Values and Principles of Governance, 2013.

2.2 Role of Various Actors in Promotion of Values and Principles

The national values and principles of governance bind all state organs, state officers, public officers and persons whenever any of them; (a) applies or interprets the constitution (b) enacts, applies or interprets any law and (c) makes or implements public policy decisions. Similarly, the values and principles of public service apply to all state organs in both levels of government and all state corporations. Various public institutions and officers have respective roles in the promotion of national values and principles of governance and values and principles of public service.

2.2.1 The Presidency

The President is expected to provide leadership in championing national values. Article 132(1) (c) (i) of the Constitution provides that the President shall once every year report, in an address to the nation, on all measures taken and the progress achieved in the realization of national values.

Article 234(2)(h) of the Constitution obligates the Public Service Commission to evaluate and report to the President on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the public service.

Further to the findings of the report that may inform government policy, some of the recommendations may require enforcement by the Presidency.

2.2.2 Parliament

Parliament allocates funds necessary for the implementation of interventions to promote, inculcate and enforce National Values and Principles of Governance by the government.

The Constitution obligates the Public Service Commission to evaluate and report to Parliament on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the public service.

The report gives recommendations some of which may require enactment of various laws or amendment of some.

2.2.3 Judiciary

The Judiciary is the guardian of the Constitution, which is the supreme law of the land. The National Values and Values and Principles of Governance and the Values and Principles of

Public Service are prescribed by the Constitution hence the role of the Judiciary to interpret and protect them.

The Judiciary should give justice to the people whenever approached on matters related to the National Values and Principles of Governance and the Values and Principles of Public Service. For example, courts have nullified processes that have been undertaken and concluded without public participation.

2.2.4 Public Service Commission

The Public Service Commission is mandated by the Constitution to promote the realization of the National Values and Principles of Governance, undertake the responsibility to promote, uphold and enforce values and principles of public service throughout the public service.

Under the Framework for the Implementation of Values and Principles, 2015, the Public Service Commission is required to:

(i) promote, undertake compliance evaluation and report on measures taken, progress achieved and impediments in the realization of the values and principles in the public service;

(ii) oversee the implementation of recommendations made by the presidency and parliament;

(iii) build institutional capacity both internal and external necessary for the promotion, compliance evaluation and reporting on the values and principles;

(iv) develop and disseminate policy framework for the implementation of the values and principles;

(v) include values and principles in the criteria for appointments, promotions and removals from the public service;

(vi) develop and disseminate the code of conduct and ethics for public officers;

(vii) set performance standards on values and principles;

(viii) set the performance indicators on values and principles;

(ix) establish institutional linkages for implementation of the values and principles;

(x) develop strategies for the promotion of values and principles;

(xi) develop a criteria for the evaluation of values and principles;

(xii) develop a reporting framework for the values and principles;

(xiii) establish recognition, reward, commendation and honours system for the outstanding embodiment of the values and principles;

(xiv) award best public service role models through a participatory process with commendations and honours such as 'maadili bora' and 'mzalendo' award; and

(xv) host a national conference once a year to stimulate national dialogue on various thematic areas such as the 'place of values and principles in national development'.

2.2.5 Public Institutions

Public institutions interpret and implement government policies and programmes in conformity with the Constitution. The Constitution obligates them to provide services efficiently and effectively, and promote the values and principles of governance that are outlined in Articles 10 and 232 of the Constitution.

Under Article 232, the values and principles of public service entrench high standards of professionalism in the service. These include responsiveness, prompt, effective, impartial, and equitable provision of service; high standards of professional ethics; efficient, effective, and economic use of resources; and transparency and accountability.

Public institutions play a big role in achieving equitable distribution of government resources and provision of other basic public services to the citizens. They are, therefore, obliged to be responsive to citizens' needs and tailor services to address the needs.

2.2.6 Authorized Officer

The responsibilities of an authorized officer in the promotion, evaluation and reporting on the implementation of values and principles include:

(i) dissemination and implementation of the values and principles policy framework;

(ii) establishment and facilitation of human resource management committee;

(iii) appointment and training of link person for the values and principles implementation;

(iv) inclusion of values and principles into the criteria for appointment, promotions and removal from the public service;

(v) identification of value carriers and value drivers in the institution;

(vi) mainstreaming of the performance standards on values and principles into the organizational business processes;

(vii) mainstreaming of the performance indicators on values and principles into the institutional business processes;

(viii) mainstreaming of the values into the client service delivery charter;

(ix) mainstreaming of the values into the strategic plan;

(x) mainstreaming of the values into the performance management system including performance appraisals;

(xi) mainstreaming of the Public Service Code of Conduct and Ethics, 2016 into the institutional business processes;

(xii) identifying and recommending staff through a participatory process for recognition, reward, commendation and honours for exemplifying the values and principles;

(xiii) reporting to the Commission on a quarterly, bi-annual and annual basis on the implementation of the values and principles including measures and activities on promotion of values and compliance evaluation; and

(xiv) participating in the national conference on values and principles of the public service.

2.2.7 Accounting Officer

An Accounting Officer is an officer to whom the National Treasury has delegated responsibility for the discharge of some financial functions as assigned by among other legislative framework, the Public Finance Management Act, 2012 and the Public Procurement and Asset Disposal Act, 2015. The role of the Accounting Officer in the promotion of values and principles entail among other functions; planning and budgeting, mobilization and allocation of resources, auditing and reporting.

2.2.8 Public Officer

Every public officer is expected to:

(i) Commit to continuous learning to advance knowledge and proper application of the National Values and Principles of Governance;

(ii) Dedicate to respect, support and collaborate with colleagues, relevant stakeholders and professionals in working towards the full realization of the National Values and Principles of Governance;

(iii) Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance;

(iv) Uphold and, where necessary, improve the laws, regulations and policies relating to National Values and Principles of Governance;

(v) Commit to observe and uphold the provisions of the citizen service delivery charters;

(vi) Promote compliance and enforcement of the National Values and Principles of Governance;

(vii) Individually or collectively make reports with respect to threatened or actual violation of the National Values and Principles of Governance;

(viii) Embrace continuous improvement in the realization of the National Values and Principles of Governance through the cycle of planning, implementing, monitoring and corrective action;

(ix) Embrace and foster transparency and accountability by providing the public with timely, accessible and accurate information on their actions and omissions with respect to the National Values and Principles of Governance;

(x) Seek to be outstanding examples in the upholding of National Values and Principles of Governance in execution of their duties and roles in the society;

(xi) Respect and protect the duty of colleagues, stakeholders and citizens to comply with the National Values and Principles of Governance;

(xii) Eradicate corruption; uphold freedom of association and respect diversity especially in recruitment;

(xiii) Acknowledge that the relevant state organ and state officer has a mandate and authority to uphold the National Values and Principles of Governance and seek to contribute towards that goal; and

(xiv) Demonstrate leadership competencies that enhance the realization of national values at family, community, organizational, county and national levels.

2.3 Clusters of Values and Principles

Article 10 on National Values and Principles of Governance has 19 values and principles while Article 232 on values and principles of public service has 9 values and principles. These values are interrelated and interconnected. For instance, implementation of the value on efficient, effective and economic use of resources in Article 232 impacts sustainable development in Article 10. Similarly, the promotion of inclusivity in Article 232 will promote national unity in Article 10. For purposes of promotion and evaluation, the Commission clustered similar and interrelated values and principles into seven thematic areas as follows:

(i) Service delivery improvement;

(ii) High standards of professional ethics in the public service;

(iii) Good governance, transparency and accountability;

(iv) Performance management;

(v) Equitable allocation of opportunities and resources;

(vi) Public participation in policy-making process; and

(vii) Efficiency, effectiveness and economic use of resources and sustainable development.

2.3.1 Service Delivery Improvement

The values clustered under this theme include the following values from Article 10 namely: good governance; social justice; inclusiveness; human rights; human dignity; non-discrimination; and protection of the marginalized. It also includes the following values from Article 232: public service values and principles of responsive, prompt, effective, impartial and equitable provision of services; high standards of professional ethics; efficient, effective and economic use of resources; accountability for administrative acts; and transparency and provision to the public of timely, accurate information.

Section 7(3) of the Public Service Values and Principles Act, 2015 anticipates public institutions to render services in accordance with the service charter of the institution. Further, the Section provides that service is delayed if it is not given in accordance with the service charter of the public institution. Section 5.5.7(v) of the National Values and Principles of Governance Policy (NV&PGP) requires public institutions to institute and comply with a citizen service delivery charter, which obligates individual public officers to commit to observe and uphold the provisions of the charter.

In compliance with these values, citizens expect accessible, timely and affordable services. The citizens also expect public officials to be qualified, well trained, competent and professional in the delivery of public services. The public service, therefore, is expected to continuously innovate on new ways of service delivery to meet the ever-rising expectations of the citizens. Such innovations involve a continuous review and automation of the business processes and the use of e-platforms in service delivery.

The service delivery innovations may require the development and review of service delivery tools such as service charters, grievance management procedures, provision of computers and accessories, IT connectivity, up-skilling and re-skilling and acceleration of uptake of technology by the public institutions and officers.

Public institutions are, therefore, obligated to develop and ensure adherence to service charters which indicate the type of service, commitments of the institution, expected delivery timelines and the cost of the service and feedback mechanism. Service delivery improvement is, therefore, promoted if institutions comply with the standards prescribed in their service charters.

The evaluation sought to establish the number of institutions with service charters, whether the charters were easily accessible to citizens and whether the charters were rendered in Kenyan sign languages such as Braille and were customized for access by persons with disabilities. The evaluation also sought to establish whether institutions had put in place effective mechanisms for grievance handling and whether the business processes had been automated and migrated to e-platforms. Contact details were taken from copies of uploaded customer service registers and used to triangulate the information submitted by respondents through a separate citizen satisfaction survey which targeted 3,000 clients drawn from the organizational

client service register. The evaluation further sought to establish impediments to efficient service delivery including levying of service charges and mode of payments.



Members of the Board and Management of Engineers Board of Kenya promoting the value of protecting vulnerable groups by donating food items and diapers to children with cerebral palsy through Diani Cerebral Palsy Women Support Group in Kwale County

2.3.2 High Standards of Professional Ethics in the Public Service

The values clustered under this theme include the public service values and principles of efficiency, effectiveness and economic use of resources; accountability for administrative acts; and the national values and principles of governance of transparency and accountability; integrity; patriotism; and the rule of law.

Article 232(1)(a) provides for high standards of professional ethics. This is given effect through Section 5(3) the Public Service (Values and Principles) Act, 2015 that require public officers who are members of regulated professions to uphold high standards of professional ethics through compliance with the provisions of the relevant professional association regarding registration and continuing professional development; being bound by the code of ethics of the relevant professional association; and undergo such disciplinary action of the relevant professional association and by the public service for any act of professional misconduct.

The other standards that the officers are required to comply with are prescribed in the Public Officer Ethics Act, 2003 (POEA) and the Leadership and Integrity Act, 2012 (LIA). All public officers and state officers are required to commit to the leadership and integrity code and the public service code of conduct and ethics respectively. The codes prescribe general ethical standards for professionalizing the public service.

High standards of professionalism are, therefore, promoted if the public officers comply with the standards established in the above legislation alongside others that govern the members of various regulated professions. These professions are established by statute and are held to high standards of performance and responsibility. There were 29 regulated professions represented in the public service as of 30th June 2022.

Public service institutions are expected to comply with the values under this thematic area by maintaining an inventory of regulated professionals, supporting the professionals to undergo continuous professional development, ensuring they are in good standing through compliance with their professional code of practice. Further, institutions are expected to budget for

integrity training and ensure that all public officers comply with the public service code of conduct and ethics. This thematic area also seeks to establish the levels of compliance with the every two-year declaration of income assets and liabilities as required under Part IV of the Public Officers Ethics Act, 2003. The financial disclosure process is a mechanism for promoting accountability in the management of resources in the public service. Adherence to the public service code of conduct and ethics also promotes development of workplace ethics for an ethical and transparent public service. This part also sought to establish the status of professionals in the public service in terms of registration, licensing and good standing.

2.3.3 Good Governance, Transparency and Accountability

Article 232(1)(e) and (f) requires public institutions and officers to observe transparency and accountability in the discharge of their mandates. This is further amplified under Section 9 of the Public Service (Values and Principles) Act, 2015. The Public Service Code of Conduct and Ethics, 2016 prescribes ethical standards including mechanisms for accountability and transparency such as the declaration of gifts and conflict of interests.

The values clustered under this theme include public service values and principles of transparency and provision to the public of timely, accurate information and responsive, prompt, effective, impartial and equitable provision of services while the national values and principles of governance comprise good governance; transparency and accountability; and the rule of law.

Good governance is the accountable exercise of power and authority. Article 10(2)(c) of the Constitution provide for values and principles of good governance, integrity, transparency, and accountability. Other provisions for promoting good governance practices are contained in various legislation and policies including the Public Officer Ethics Act, 2003, the Leadership and Integrity Act, 2012, Public Finance Management Act, 2012, Public Procurement and Asset Disposal Act, 2015, The Public Service (Values and Principles) Act, 2015, and the Fair Administrative Action Act, 2015.

The policies that promote good governance practices include the Human Resource Policies and Procedures Manual (2016), the Framework for Implementation of Values and Principles (2015), the Mwongozo Code for State Corporations (2015), the National Values and Principles of Governance Policy (2013).

Transparency also calls for compliance with Section 5 of the Access to Information Act, 2016. Public institutions are, therefore, expected to ensure ease of access to information. Without information, it is not easy for the public to hold public institutions to account. Consequently, the channels that are used by institutions for communication should have a wide reach.

Public institutions and officers are required to comply with mechanisms prescribed in policy and the law for promoting good governance, transparency and accountability. They are expected to realize this by committing to the code of conduct and ethics, declaring and recording gifts given to officers and given out by the institutions and declaring, recording conflicts of interest whenever they occur.

The evaluation under this thematic area sought to establish the extent to which public service institutions and officials were accountable and the state of corruption cases in terms of the number of reported cases of corruption, prosecutions, convictions and acquittals. It also sought to establish the status of civil litigation in the service in terms of most prevalent areas of litigation, duration of cases and the awards for or against institutions or individual public officers in terms of costs and damages. Another area of evaluation was in the management of gifts and conflict of interest and publication and publicization of information.

2.3.4 Performance Management

The values clustered under this theme include public service values and principles of accountability for administrative acts; efficient, effective and economic use of resources; responsive, prompt, effective, impartial and equitable provision of services; transparency and provision to the public of timely, accurate information; and the national values and principles of governance of equality; equity; inclusiveness; national unity; non-discrimination; patriotism; protection of the marginalized; and social justice.

The Public Service Commission issued performance management regulations for the public service in 2021. The regulations define the roles of various actors in the performance management chain, provide for planning for performance; efficiency and effectiveness measures; the institutional framework for performance; employee performance management and supervision; rewards and sanctions framework and monitoring, evaluation and reporting.

The values under performance management require institutional and individual employee performance towards the achievement of the institution's strategic goals and objectives. The National Values Policy, 2013 and the Framework for Implementation of Values and Principles, 2015 recommend the use of a performance contracting platform as a mechanism for mainstreaming the values and principles into the organization's business process and according a significant weight on values and principles as a basis of assessing performance. The values and principles are promoted when they form part of the performance agreements for institutions and individual public officers.

For improved productivity and service delivery, human resources need to be continuously retooled and upskilled through continuous training. The training should be conducted in a structured manner based on training needs assessment and training projections in accordance with Section 56(1) (c) and (d) of the PSC Act, 2017. Public institutions are expected to create awareness and inculcate the values and principles to public officers during staff induction and in-service training programmes.

The evaluation under this thematic area sought to establish the status of performance management in the public service in terms of performance agreements; utilization of performance agreement tools; performance evaluation outcomes; performance rewards; disciplinary control; succession management; payroll management and induction programmes and appointment on merit.

2.3.5 Equitable Allocation of Opportunities and Resources

The values clustered under this theme include public service values and principles of representation of Kenya's diverse communities; fair competition and merit as the basis of appointments and promotions; affording of adequate and equal opportunities for appointment, training and advancement at all levels of the public service of men and women; members of all ethnic groups and persons with disabilities and the national values and principles of governance of equality; equity; inclusiveness; national unity; non-discrimination; patriotism; protection of the marginalized; and social justice.

Equity is the proportionate sharing or allocation of resources and opportunities. The resources may include national revenue, development projects, social amenities and infrastructure, natural resources and land. Opportunities are both tangible and intangible benefits that accrue from the sharing of national resources such as employment opportunities, award of public tenders for the supply of goods and services, education, healthcare and social support programmes. Issues of equity and equitable appropriation of resources and opportunities are well catered for in various Articles of the Constitution.

Article 10(2)(b) of the Constitution prescribes the values and principles of equity, equality, non-discrimination, inclusiveness, human rights and protection of the marginalized. Article

232 (1) (c), (g), (h) & (i) prescribes the values and principles of impartiality, equitable provision of services, fair competition and merit as a basis for appointments and promotions, representation of Kenya's diverse communities and 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.

Article 27 (6) provides that the State shall take legislative and other measures, including affirmative action programmes and policies designed to redress any disadvantage suffered by individuals or groups because of past discrimination. Article 27(8) further provides that no one gender should constitute more than two-thirds of appointments. Section 10(2) of the Public Service (Values and Principles) Act, 2015 provides a framework for affirmative action for under-represented groups in the public service.

Section 10(2) of the PSVP Act, 2015 give effect to this constitutional requirement and provide that the public service, a public institution or an authorized officer shall ensure that public officers are appointed and promoted on the basis of fair competition and merit. However, a public service may appoint or promote public officers without undue reliance on fair competition or merit in case of under-representation on the diverse categories or groups.

Article 54 (2) provides that 5% of appointments should comprise persons with disabilities. Article 55 (c) provides that the state shall take measures including affirmative action programmes to ensure that the youth access employment and Article 56(c) provides that the state shall put in place affirmative action programmes to ensure that minorities and marginalized groups are provided with special opportunities for access to employment.

Article 56 of the Constitution provide that the State shall put in place affirmative action programmes designed to ensure that minorities and marginalized groups: participate and are represented in governance and other spheres of life; are provided special opportunities in educational and economic fields; are provided special opportunities for access to employment; develop their cultural values, languages and practices; and have reasonable access to water, health services and infrastructure.

Article 227(2) of the Constitution calls for allocation of resources in an equitable manner. The Article provides that an Act of Parliament shall prescribe a framework within which policies relating to procurement and asset disposal shall be implemented and may provide for categories of preference in the allocation of contracts; the protection or advancement of persons, categories of persons or groups previously disadvantaged by unfair competition or discrimination.

Article 204 of the Constitution establishes the equalization fund which is 0.5% of the total revenue collected by the National Government based on the last audited accounts approved by the National Assembly. The National Government shall use the Equalisation Fund only to provide basic services including water, roads, health facilities and electricity to marginalized areas to the extent necessary to bring the quality of those services in those areas to the level generally enjoyed by the rest of the nation, so far as possible. This is one of the important measures in ensuring that the marginalized and minorities are protected and their socio-economic and political development is assured.

Article 57 provide that the State shall take measures to ensure the rights of older persons to fully participate in the affairs of the society; to pursue their personal development; to live in dignity and respect and be free from abuse; and to receive reasonable care and assistance from their family and the State. All these constitutional provisions form the basis of equitable distribution of resources and opportunities. The government has developed a policy for the protection of vulnerable members of society which is operationalized under the social protection programme. The social protection programme makes provisions for registered older

persons to get monthly stipends from the government which also extends to widows, orphans and persons with severe disabilities.

Public institutions are expected to comply with the values in this thematic area by ensuring that the staff composition complies with the two-thirds gender principle; 5% requirement for persons with disabilities; and proportionate representation of all ethnic groups. All public institutions are required to develop affirmative action programmes to address the gaps in their staff composition.

Part 2.4 of the National Values Policy guides on equitable distribution of resources. Inequalities undermine the people's sense of belonging, causes alienation, marginalization, promotes injustice and ultimately undermines national cohesion and unity. Some of the measures recommended to be taken include enhanced poverty alleviation programmes, promotion of equitable distribution of resources and opportunities, and the initiation and implementation of affirmative action for marginalized groups. This means public resources shall be distributed equitably as far as is practicable geographically taking into account diversity, population and poverty index.

The institutions are further expected to comply with the provisions of Access to Government Procurement Opportunities (AGPO) by setting aside 30% of their procurement budget. They are required to award tenders for the supply of goods and services to registered special groups of women, youth and persons with disabilities.

In addition, all public institutions are expected to comply with equitable distribution of job opportunities at all levels of the public service through the determination of diversity gaps and development of affirmative action programmes to redress the gaps.

The evaluation under this thematic area sought to establish the representativeness and equity in appointment and payment of internship opportunities in the public service; the proportionate representation in appointment and promotion of ethnicities in the service; representativeness and distribution of training opportunities; use of Kenyan sign languages in the service; customisation of premises for use by PWDs; status of allocation of 30% procurement budget to special groups; and status of implementation of various social protection programmes.

2.3.6 Public Participation in Policy-Making Process

The values clustered under this theme include; public service values and principles of involvement of the people in the process of policy-making; accountability for administrative acts; responsive, prompt, effective, impartial and equitable provision of services; transparency and provision to the public of timely and accurate information. The national values and principles of governance include democracy and participation of the people; transparency and accountability; non-discrimination; protection of the marginalized; and the rule of law.

Public participation entails empowering the people to actively and effectively involve themselves in creating the structures, systems, policies, laws and programmes that serve the interests of all as well as effectively implementing and contributing to the development process and sharing the benefits equitably.

Article 10(1)(c) of the Constitution binds all persons whenever they are making or interpreting public policy decisions. Further, Article 10(2)(a) provide for values and principles of sharing and devolution of power and participation of the people and Article 232 (1)(d) provide for the values and principles of involvement of the people in the process of policy-making.

Section 11 and 12 of the Public Service (Values and Principles) Act, 2015 further gives effect to these constitutional provisions which require the public service to facilitate public participation and involvement in the promotion of values and principles of public service. It also provides that the public service shall develop guidelines for the involvement of the people

in policy-making. The Public Service Commission developed and issued to the service the Public Participation Guidelines, 2015. The guidelines provide that the public is given adequate opportunity to review a draft policy; be heard by the makers of a policy; make comments on a draft policy; and be notified of the final draft of the policy and whether or not it incorporates their views. Institutions are expected to customize and implement the guidelines during the development of policies.

Public institutions are, therefore, required to customize and adhere to the public participation guidelines whenever they make or develop public policies. This includes stakeholder mapping, timely circulation of policy documents for public participation, meaningful stakeholder input through the choice of appropriate venue, time and facilitation, keeping of records, ensuring diverse representation of the participants, undertaking policy validation before approval, adoption and publication of the policy.

The evaluation sought to establish the status of engagement of the public by public institutions in policy-making in terms of timely circulation of the invitations and draft policy documents; representativeness of the participants and use of Kenyan sign languages; venue and mode of participation and policy validation; number of litigation filed to challenge public policies formulated without public participation and the outcome.

2.3.7 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

Article 232 (1)(b) provide for the values and principles of efficiency, effectiveness and economic use of resources. Section (6) of The Public Service (Values and Principles) Act, 2015 requires public officers to be efficient and effective in the utilization of public resources.

The values clustered under this theme include; public service values and principles of efficient, effective and economic use of resources and national values and principles of governance of sustainable development; good governance; integrity; and the rule of law.

In the context of this compliance evaluation, efficiency relates to the timeliness and cost-effectiveness of service delivery and implementation of government programmes and projects at planned cost. Effectiveness is the ability to attain planned results while economic use of resources relates to the prudent use of public resources.

The standards for efficiency, effectiveness and economic use of resources are prescribed in the Public Finance Management Act, 2012 (PFMA) and the regulations issued under it. Regulation 26(1) (f) of the Public Finance Management (National Government) Regulations, 2015 prescribes that development expenditure shall be at least 30% of the total budget. Apart from prescribing roles on the expenditure, the Act places obligations on different institutions with relation to the management of government assets.

Public institutions are expected to ensure compliance by adhering to the budget ratios of recurrent to development of 70:30 and operation and maintenance to personnel emoluments of 65:35. To ensure that the development projects are properly planned, the institutions are required to undertake feasibility studies for sustainability and obtain environmental impact assessment approvals. The development projects are expected to have start and completion dates and are completed at cost. This promotes the value and principle of economic use of resources.

Public institutions are further expected to operate with approved optimal staff levels based on workload analysis. This presupposes that all institutions have human resource development plans which guide the recruitment and selection, staff development, career progression, staff exits and succession management projections. Optimal staffing is critical in maintaining a sustainable public service wage bill and ensuring demand-driven recruitment and selection.

Public institutions are ultimately expected to have a favourable opinion from the Auditor-General in the annual audits and implement recommendations and directions from Parliament as the overall oversight authority.

The evaluation under this thematic area sought to establish adherence by public institutions to set budgetary ratios; payment of dividends by commercial state corporations; undertaking and cost of CSR programmes; budget absorption levels and institutions utilizing Public Procurement Information Portal. For organizations that reported undertaking development projects the evaluation sought to establish whether feasibility studies and Environmental Impact Assessment were undertaken; project cost variations; project completion and payment status and compliance with the regulations on disposal of assets. Another area of evaluation is on the Auditor-General's opinion and implementation of recommendations of PAC and PIC reports.

The above thematic areas are provided for in the *Framework for the promotion of values and principles in Articles 10 and 232 of the Constitution, 2015*, and provides the necessary guidelines for discussing diverse compliance areas in the promotion of values and principles.

2.4 Strategies for Promotion of Values and Principles

A strategy is a plan of action designed to achieve a long-term or overall goal. Strategies are long-term plans of action or methods to help achieve certain desired goals. It involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. Strategies can be deliberate intention or a pattern of activity that an institution adapts to its environment to enable the realization of its vision and mission. It involves activities such as strategic planning and thinking that enhance the achievements of desirable outcomes from a given programme, project or activity. Strategies may either be in the form of broad or action-specific interventions towards the attainment of certain set goals.

Some of the broad strategies proposed include an associative approach which appreciates that the process of inculcating values and principles should be so pervasive that it should be adopted and carried forward by all strata of society. The objective of this strategy is to enable the state and citizens' organizations to form a single delivery framework that transforms all layers of society with a new perspective based on values and principles. Recruiting and mobilizing change agents is the other strategy whose objective is to recruit as many value carriers as possible in all spheres of society - arts and entertainment, communities, educational institutions, families, government, political organizations, private sector, religious and faith-based organizations, and sports. The third strategy is mainstreaming values for behaviour change in all spheres. The objective of this strategy is to make values a fulcrum around which national activities and programs are anchored. In the process, values become a central rallying ingredient and theme in the planning and execution of national programmes. Affirming national values and their champions is the final strategy which seeks to profile and give visibility to Kenyan heroes and heroines who represent a commitment to national values in both historical and contemporary settings.

Public institutions can choose strategies that are most appropriate to their mandates or which would be more effective to execute the interventions sought.

2.4.1 Promotion of Values and Principles by Public Institutions

The Sessional Paper No. 8 on National Values and Principles of governance requires public institutions to establish systems, structures, programmes and guidelines for the promotion of Values and Principles.

During the 2021/2022 FY, MDAs across the public service undertook various measures as strategic interventions towards the promotion of values and principles. The promotional initiatives were undertaken through various activities clustered into various thematic areas

namely awareness creation on values and principles; capacity building; corporate social responsibility; decentralization of services; democracy and participation of the people; efficiency, effectiveness and economic use of resources; equitable allocation of opportunities and resources; good governance, transparency and accountability; mainstream national values and principles; national unity, service delivery improvement; and the rule of law.

Some of the specific strategies adopted by reporting institutions to promote the values and principles were:

(i) Awareness creation and capacity building on values and principles that included sensitization of internal and external clients on the provisions of the legislation, policies, regulations and guidelines; development and dissemination of IEC materials; convening of annual sensitization forums e.g. open days, public service week, anti-corruption week; and holding of stakeholders' forums e.g. conferences, ASK shows;

(ii) Sensitization on Public Service Code of Conduct and Ethics, 2016, leadership, and integrity; and coaching and mentorship;

(iii) Undertaking of corporate social responsibilities which included clean up activities, construction of learning facilities, distribution of safety equipment, food donations, donation of books, social empowerment projects, sports activities and provision of water;

(iv) Planting of trees to secure riparian lands, water towers and improve the national forest cover;

(v) Decentralization of services by establishing regional offices and the use of mobile offices;

(vi) Ensuring efficiency, effectiveness and economic use of resources through automation of public services;

(vii) Drilling of boreholes with solar panels as part of the green energy across various parts of the country;

(viii) Democracy and participation of the people including use of stakeholders' consultative forums and use of suggestion and complaint boxes;

(ix) Equitable allocation of opportunities and resources including customization of services and facilities for use by PWDs; recruitment of persons from the minority and marginalized groups in the service; and media campaigns targeting special groups;

(x) Good governance, transparency and accountability including staff induction; development and implementation of grievance-handling procedures; implementation of quality assurance framework and quality assurance system, promotion of corruption prevention mechanisms - corruption boxes, corruption reporting lines, whistle blower policy; integrity testing for staff; development and/or review of corruption prevention laws and policies; and staff commitment to the Public Service Code of Conduct and Ethics, 2016;

(xi) Mainstreaming of values and principles including publishing articles on values and principles in newsletters; introduction of values and principles as common units for first year students; and mainstreaming of values and principles in scoring criteria for use during recruitment and promotion interviews;

(xii) Promotion of national unity which included use of cultural week activities to promote interaction among Kenyans from diverse backgrounds; inter-religious

open prayer services; security meetings with the community; peace ambassadors to promote peaceful co-existence; and emphasizing the use of official languages in public offices;

(xiii) Enhancing service delivery improvement in the public service through enhancement of Information and Communications Technology (ICT) and other innovations in service delivery; migration of business processes to e-government; utilization of social media platforms for service delivery; publishing and publicizing of client service charters; automation of public services; translation and transcription of documents; implementation of excellence and award schemes; and collaboration and partnerships with county governments; and

(xiv) Compliance with the rule of law which included compliance with constitutional requirements regarding annual reports on values and principles; and general compliance with existing legislation, policies and regulations.

The reporting institutions provided specific activities, programmes and projects which they undertook to promote values and principles during the reporting period. It is, however, noted that the above measures are broadly presented from those that were executed by the institutions. The next section presents an overview of the specific measures taken by the Public Service Commission to promote values and principles.

2.4.2 Promotion of Values and Principles by the Public Service Commission

The Commission is mandated by the Constitution under Article 234(2)(c) to promote the values and principles in Articles 10 and 232 throughout the public service. Further, Section 63 of the Public Service Commission Act, 2017 requires the Commission to promote values and principles through mainstreaming of values and principles in service regulations, procedures, policies and other instruments; awareness creation on values and principles, monitoring and evaluation of programmes and activities geared towards promotion of values and principles among others.

During the reporting period, the Commission undertook various measures and activities to promote the values and principles. These included:

(i) Re-organization of offices in eight MDAs following requests for establishment and abolition of offices. A total of 3,425 posts were abolished while 185 new posts were established in the technical services cadres;

(ii) Developed a policy on career management in the public service to inject flexibility in all aspects of career requirements in the public service;

(iii) Appointed 5,182 officers, out of whom 3,018 (58%) were male while 2,164 (42%) were female. PWDs were 107, constituting 2% of the officers recruited. Gender representation was attained in the appointments;

(iv) Recommended six nominees for appointment to two vacant posts of Member, Ethics and Anti-Corruption Commission; and two nominees for appointment to one vacant post of Member Salaries and Remuneration Commission;

(v) Implemented succession management programme by promoting 4,309 officers in the civil service, of which 2,393 (56%) were male and 1,916 (44%) were female;

(vi) Re-designated 585 officers to various cadres in accordance with the re-designation framework;

(vii) Seconded 1,010 officers from Ministries and State Departments to other organizations in the public service to enhance capacity;

(viii) Developed and disseminated IEC materials on values and principles;

(ix) Mainstreamed values and principles in the induction and in-service training programmes;

(x) Sensitized over 600 public officers on the evaluation of values and principles;

(xi) Sensitized 743 Heads of Human Resource Management and Technical Officers in charge of Governance and Ethics in the 165 organizations on the declaration of Income Assets and Liabilities. The participants were drawn from six Commissions and Independent Offices; 47 Ministries/State Departments; 85 State Corporation; 23 Public Universities and Colleges; 4 Statutory Commissions and Authorities;

(xii) Evaluated 262 MDAs out of a target 308 institutions and 196 out of 198 TVET institutions. The response rate was 85% and 83% respectively; and

(xiii) Continued to partner with Kenya Revenue Authority, Ethics and Anti-Corruption Commission, the Directorate of Criminal Investigation and Asset Recovery Agency to promote ethics and integrity in the public service. This collaboration is guided by Section 30 of POEA, 2003 which authorizes the Commission to allow access to declaration information of a public officer to a requesting person or institution upon demonstrating legitimate interest and good cause that access to the information is in furtherance of the objectives of the Act. The Commission is also required to notify the officers whose records are requested of the request and give the officer reasonable time to make representation if any. The above collaboration contributes to improvement of good governance practices, transparency and accountability. In the year under review organizations made requests for 58 records and 11 individuals requested for their records. The requesting organizations were Ethics and Anti-Corruption Commission, Kenya Revenue Authority and Directorate of Criminal Investigation. The Commission considered and released the requested records as indicated in table 2.1.

Table 2.1: Status of Retrieval and Release of Declaration Records

Requesting Agency Individual	No. of Records Requested	No. of Records Released	%
Ethics and Anti-Corruption Commission	7	7	10.14
Kenya Revenue Authority	46	46	66.67
Directorate of Criminal Investigation	5	5	7.25
Individuals	11	11	15.94
Total No. of Records Requested	**69**	**69**	**100**

This chapter has provided the measures that the Commission undertook to promote values and principles during the year under review. In conclusion, it is noted that the Commission Strategic Plan (2019-2024) presents ethical and values-based Public Service, as key result area, which is anchored on the promotion of values and principles as a strategic objective. The two strategies for achieving this strategic objective are the promotion of good governance, ethics and integrity and the promotion of compliance with regulations, guidelines and decisions of the Commission. The expected outcome here will be a public service that is both ethical and based on values. Consequently, the Commission will endeavour to provide the necessary guidance and resources to ensure efficiency and effectiveness in the promotion of values and principles.

The next chapter presents the findings on the progress realized in the promotion and implementation of values and principles of public service as required by Section 16(3) of the Public Service (Values and Principles) Act, 2015.



Kisii University Deputy Vice chancellor Prof. Joseph Mailutha addressing staff during the award of a recognition certificate for mainstreaming and implementing the national values and principles of governance.

Chapter Three: SURVEY FINDINGS

3.1 Introduction

This chapter presents the survey findings and recommendations. It is divided into three sections. The first section deals with the response rate, by the targeted institutions, to the survey. The second section discusses findings on staffing issues and how they affect efficiency and effectiveness of the public service. The third section is on the findings on each of the thematic areas that is: service delivery improvement; high standards of professional ethics; good governance, transparency and accountability; performance management; equitable allocation of opportunities and resources; public participation in policy making-process and efficiency effectiveness and economic use of resources and sustainable development.

3.2 Survey Response

The survey questionnaires were administered to 525 institutions in the six service sectors. 477 institutions responded, giving a response rate of 90.9% while 48 institutions did not respond to the survey (Appendix I). The response rate by various institutions is presented in table 3.1. The survey further targeted 26 oversight institutions out of which 25 responded. The data from the oversight institutions was used to triangulate information received from the public institutions.

Table 3.1: Response Rate by Service Sector

S/No.	Service Sector	No. Targeted	No. Responded
1.	Ministries and State Departments	48	48 (100%)
2.	State Corporations and SAGAs	225	193 (85%)
3.	Public Universities	38	37 (97%)
4.	Constitutional Commissions and Independent Offices	11	11 (100%)
5.	Statutory Commissions and Authorities	8	8 (100%)
6.	TVETs	195	180 (92%)
Total		**525**	**477 (90.9%)**

Recommendations

(i) Boards of the State Corporations to take action on the Chief Executive Officers (CEOs) who did not respond to the survey tool.

(ii) The State Department for Technical and Vocational Training to take action on the Principals of the 15 TVETs who did not respond to the survey tool.

(iii) The Kenyatta University Council to take action on the Vice Chancellor who failed to respond to the survey tool.

3.3 Staff Establishment

The Public Service Commission in Article 234 2(e) is required to ensure that the public service is efficient and effective. This includes the promotion of the values and principles in Article 232 1(b) on the efficient, effective and economic use of resources. Optimal staff establishment promotes the Values and Principles of sustainable development as provided for under Article 10 2(d).

Staff establishment is a record of the job and aggregate posts approved in an institution in relation to the number of employees' in-post. The Authorized Staff Establishment (AE) in the public service is based on comprehensive human resource plans which are guided by workload analysis. The Commission has guided the Establishment and Abolition of Offices in the Public Service through the issuance of policy guidelines on the establishment and abolition of offices in the public service. It is required that all institutions operate at optimal staffing levels to ensure the provision of quality services.

A summary of the Authorized Establishment and in-post is presented in table 3.2 while the Under-established and Over-established institutions is presented in table 3.3.

It was established that:

(i) 297 institutions provided data on optimal staffing. However, nine institutions did not provide data in the required format and, therefore, the data could not be analysed. These comprise three Public Universities, one Statutory Commission and five State Corporations;

(ii) The TVETs were exempted from the evaluation on optimal staffing because they did not have authorised establishments;

(iii) There were 338,593 established posts from 288 reporting institutions out of which 225,782 (67%) were filled while 112,811 (33%) were vacant. This marked an increase of 3% in the filled posts compared to 2020/2021 FY;

(iv) There was a variance of 26,225 staff reported in the establishments against the list of staff submitted by reporting institutions. In an ideal situation, the authorised establishment should be consistent with the detailed staff list;

(v) There was an average under-establishment of 33% across 262 institutions. The authorised establishment is based on a workload analysis and an under-establishment could lead to inefficiencies and ineffectiveness in service delivery;

(vi) 15 institutions were over-established out of which five were over-established by more than 50%. These were Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC), State Department for Post Training and Skills Development, Kenya Medical Supplies Authority (KEMSA), State Department for University Education and State Department for Devolution. Institutions which operate beyond the optimal staffing levels may lead to wastage and uneconomic use of resources;

(vii) Six institutions were still over-established. These were Coast Water Works Development Agency, KEMSA, Kenya Re, State Department for Gender, State Department for Transport and State Department for University Education;

(viii) 283 (98.3%) institutions out of 288 reporting institutions were not optimally established; and

(ix) Three institutions did not have staff appointed against the authorised establishment. The staff serving in those institutions were either on secondment or deployment from parent ministries. The institutions include the Institute of Human Resource Management (IHRM), the National Research Fund (NRF) and the National Council for Children Services.

Table 3.2: Authorized Establishment and In-Post

Sector	No. of Institutions	No. of Institutions that reported on staff establishment	Establishment (Authorized Establishment)(A)	Filled Vacancies (In-Post) (B)	Variance (A-B)	% Variance ((A-B)/A*100	List of Staff (Bio-data) (C)
Constitutional Commissions and Independent Offices	11	11 (100%)	8,058	4,969	3,089	38%	4,711
Ministries and State Departments	48	48 (100%)	141,826	99,565	42,261	30%	99,628
Public Universities	37	34 (91.9%)	39,985	23,627	16,358	41%	26,848
State Corporations and SAGAs	193	188 (94.7%)	145,353	95,843	49,510	33%	104,888
Statutory Commissions and Authorities	8	7 (87.5%)	3,371	1,778	1,593	47%	1,808
TVETs	180		*	*	*	*	14,124
Total	**477**	**288 (60.4%)**	**338,593**	**225,782**	**112,811**	**33%**	**252,007**

** TVETs do not have authorised staff establishments and is, therefore, not possible to determine whether an institution is under or over-established.*

Table 3.3: Status of Under-established and Over-established Institutions

S/No.	Name of Organization	2020/21 FY			2021/22 FY			Status of over-establishment
		Authorised Establishment	In-Post	Variance %	Authorised Establishment	In-Post	Variance %	
1.	Agricultural Development Corporation	1,514	1,637	-8%	1,637	947	42%	Under-established
2.	Agricultural Finance Corporation	534	596	-12%	561	514	8%	Under-established
3.	Agriculture and Food Authority	104	431	-314%	330	282	15%	Under-established
4.	Coast Water Works Development Agency	173	182	-5%	173	182	-5%	Over-established
5.	Egerton University	1,444	1,654	-15%	-	-	-	Did not provide the correct table on AE
6.	Kenya Medical Supplies Authority	341	877	-157%	341	754	-121%	Over-established
7.	Kenya Post Office Savings Bank	610	616	-1%	610	587	4%	Under-established
8.	Kenya Reinsurance Corporation Limited	157	158	-1%	157	168	-7%	Over-established
9.	Kenya Utalii College	395	788	-99%	438	402	8%	Under-established
10.	Rongo University	330	467	-42%	473	456	4%	Under-established
11.	State Department for Development of The ASALs	140	172	-23%	141	137	3%	Under-established

S/No.	Name of Organization	2020/21 FY			2021/22 FY			Status of over-establishment
		Authorised Establishment	In-Post	Variance %	Authorised Establishment	In-Post	Variance %	
12.	State Department for Gender	207	220	-6%	208	211	-1%	Over-established
13.	State Department for Tourism	118	130	-10%	146	129	12%	Under-established
14.	State Department for Transport	109	172	-58%	104	130	-25%	Over-established
15.	State Department for University Education	116	189	-63%	116	194	-67%	Over-established

Recommendations

(i) The Commission in liaison with other state agencies to set the optimal staffing threshold based on the capacity of the economy to sustain the wage bill.

(ii) The authorized staff establishment and organization structures for TVETs be reviewed to facilitate staff and career succession management.

(iii) All public institutions to bridge the difference between authorised establishment and in-post.

(iv) An audit to be undertaken of all public institutions to establish the reasons for the variance between the list of staff and in-post.

*(v)*The Boards of the 15 Institutions which were over-established to be censured.

3.3.1 Trend Analysis of Staff Establishment from 2017/2018 FY to 2021/2022 FY

Trend analysis is the process of comparing data or information over time to identify any consistency in growth or decline. A trend analysis assists in developing strategies to respond to the trend in line with the strategic goals. The trend analysis of the staff establishment in various sectors from 2017/2018 to 2021/2022 financial years is presented in figure 3.1.

It was established that:

(i) Over a period of five years, the service had grown by 27% from 198,119 in 2017/2018 FY to 252,007 in 2021/2022 FY. It was not clear what had led to the continued growth of staff numbers against the functions even with continued deployment and uptake of technology at the workplace;

(ii) Statutory Commissions and Authorities recorded a growth of 21% while Public Universities recorded a decline of 9% of the staff over the five-year period from 29,501 in 2017/2018 FY to 26,848 in 2020/2021 FY;

(iii) Constitutional Commissions and Independent Offices recorded exponential growth of 224%;

(iv) State Corporations and SAGAs recorded a growth of 31.8%; and

(v) Functions were devolved from the national government to the county governments in December 2013 where 65,011 officers were transferred to the counties out of 134,131 officers. This initially resulted in a 44% decline in national government establishment. It is noted that the staff numbers have risen exponentially over time by 31% from 69,120 officers in 2014 to the current 99,628.

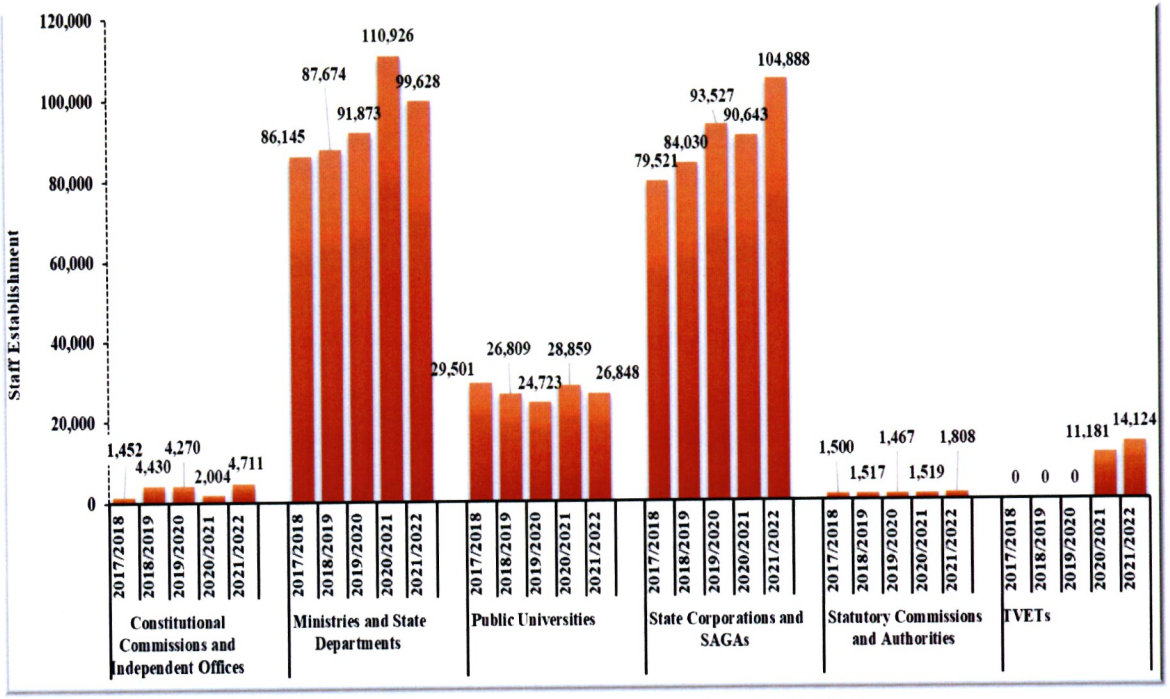

Figure 3.1: Trend Analysis of Staff Establishment 2017/2018 to 2021/2022

Recommendation

Public institutions to migrate services to online platforms to have a leaner public service.

3.3.2 Distribution of Officers by Terms of Service

The Commission is mandated under Article 234 (1) (g) to review and make recommendations to the National Government in respect of conditions of service, code of conduct and qualifications of officers in the public service. Officers in the public service are engaged on various terms and conditions of service, which include qualifications for entry, induction and training, privileges and remuneration, progression in service and the various terms of exit.

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

The distribution of officers in the public service by terms of service is presented in table 3.4.

It was established that:

(i) 80.9% of the officers were serving on permanent and pensionable terms and 13.7% were on fixed-term contracts. This meant that a majority of the institutions adhered to the provisions of the Laws and Regulations;

(ii) Staff serving on a contract beyond the mandatory retirement age were at 0.01%. Though the Ministries and State Departments did not report on this, data from IPPD as of 30th June 2022 revealed that 392 officers were serving on contracts beyond the retirement age;

(iii) Staff serving on permanent terms without pension were at 0.2%. This finding on staff serving on permanent terms without pension has been a long-running finding in the

evaluation and remains unmitigated, denying officers parity of treatment, leading to low morale and negating the principle of fair labour practice; and

(iv) Staff serving on temporary terms were at 1.3%. The number of temporary staff increased by 194 compared to 2020/2021 FY. Of the 3,169 officers serving on temporary terms of service, 61% were engaged by Kenya Power and Lighting Company PLC. This was contrary to the provisions of the PSC Act, 2017 and the Employment Act, 2007 which does not have provision for this term of engagement.

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

Service Sector	No. of Institutions	No. of Officers	Terms of Service					
			Contract	Contract Beyond Retirement age	Permanent and Pensionable	Permanent without Pension	Probation	Temporary
Constitutional Commissions and Independent Offices	11	4,711	137	1	4,482		91	
Ministries and State Departments	48	99,628	10,721		79,734		9125	48
Public Universities	37	26,848	4,842	11	21,600	100		295
State Corporations and SAGAs	193	104,888	13,696	4	88,157	45	579	2,407
Statutory Commissions and Authorities	8	1,808	139		1,668		1	
TVETs	180	14,124	4,961	4	8,324	397	19	419
Total	477	252,007	34,496	20	203,965	542	9,815	3,169
Percentage			**13.7%**	**0.01%**	**80.9%**	**0.2%**	**3.9%**	**1.3%**

Recommendations

(i) Institutions with staff serving on permanent terms without pension be directed to include pension in the terms of the said officers.

(ii) Officers serving on temporary terms be converted to either fixed-term contract or permanent and pensionable terms.

(iii) Public institutions to develop and implement succession management plans to avoid officers being retained beyond mandatory retirement age.

3.3.3 Staffing in Public TVET Institutions

The Staff in TVET institutions were appointed by three different employers namely, the Public Service Commission, Board of Governors/Council and Teachers Service Commission under different terms of service. All staff who were previously been employed by TSC were transferred to the Public Service Commission except four who contested their transfers in court. The disparity in the terms of appointments was part of the reason for the subsequent transfer of TVET trainers from the Teachers Service Commission (TSC) to the Public Service Commission in 2018.

The distribution of staff in TVET institutions is presented in figure 3.2.

It was established that:

(i) 56% of TVET tutors (7,862) were employed and paid by the BOG/BOM/Councils while 44% were employed by PSC; and

(ii) The staff employed by the different agencies had different terms of service. The disparity in the terms of service means that the staff serving under unfavourable terms of service feel demoralised thus affecting service delivery.

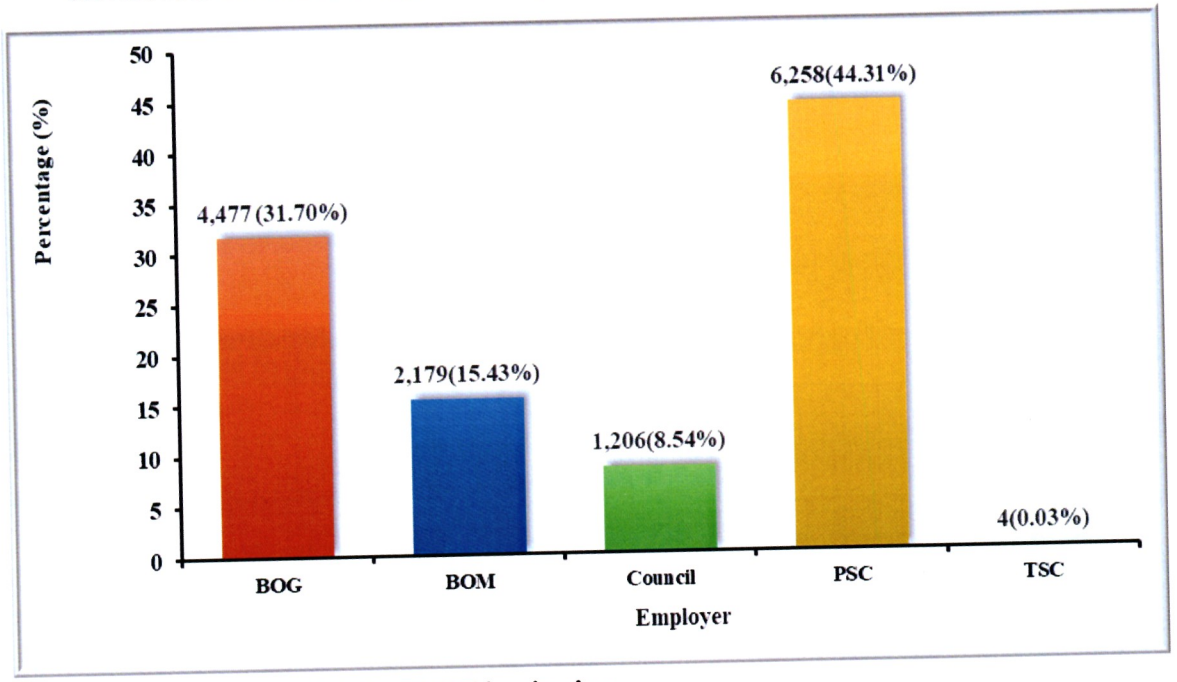

Figure 3.2: Staffing in Public TVET institutions

Recommendations

(i) The Commission in consultation with the Salaries and Remuneration Commission (SRC) to harmonize the terms and conditions of service for the TVET staff as ordered by the High Court on 15th July 2019.

(ii) The Cabinet Secretary in charge of Technical and Vocational Training to fast-track the amendment of the TVET Act pursuant to the Court Order of 15th July 2019.

(iii) The Government should avail funds to absorb the TVET tutors serving under the BOG/BOM/Council to provide for parity of terms for the tutors.

3.3.4 Distribution of Staff in the Public Service by Age

The National Housing and Population Census 2019 provide demographic data on the composition of the Kenyan population. This data indicates that the young population aged

between one and 17 years is 46% and the youth aged between 18 and 35 years are 29% while those aged 36 to 59 years are 19% and the elderly aged over 60 years constitute 6% of the population. The employable population in public service is 48% of the total population with marginal exceptions for those over 60 years.

The minimum recruitment age into the service is 18 years and the retirement age is 60 years. The mean age in the service, therefore, is 39 years.

The distribution of staff by age is presented in table 3.5.

It was established that:

(i) 61% of the staff were within the median age. This is a normal staff distribution in the public service;

(ii) The representation of the youth was 30.3% against their proportionate representation in the national population of 29%. The youth have a marginal advantage of 1.3% against their proportionate population size; and

(iii) The representation of officers above 60 years was 1.3%.

Table 3.5: Distribution of Staff by Service Sector and Age

Service Sector	Total No. of Institutions	Total No. of Officers	Average Age	Age Bracket					
				18 - 35 Years	36 - 45 Years	46 - 55 Years	56 - 60 Years	Above 60 Years	DoB Not Provided
Constitutional Commissions and Independent Offices	11	4,711	40.8	1,531	1,781	1,096	288	11	4
Ministries and State Departments	48	99,628	41.0	35,594	28,409	25,283	9,814	526	2
Public Universities	37	26,848	45.9	4,194	9,451	8,180	3,255	1,736	32
Statutory Commissions and Authorities	8	1,808	37.7	779	738	213	47	3	28
State Corporations and (SAGAs)	193	104,888	43.0	27,637	33,732	30,914	11,696	843	66
TVETs	180	14,124	38.4	6,510	3,775	2,594	886	71	288
Total	477	252,007	42.2	76,245	77,886	68,280	25,986	3,190	420
Percentage				**30.3%**	**30.9%**	**27.1%**	**10.3%**	**1.3%**	**0.2%**

3.4 Secondment

Serving public officers are eligible to work in any other public service institution on terms regulated under Section 42 of the Public Service Commission Act, 2017. The Public Service Commission Act, 2017 prescribes that an officer shall be eligible for secondment if the officer has served for at least three consecutive years after initial appointment and secondment shall be limited to a period not exceeding three years, but may be renewed once for a further three years.

The Commission approves the secondment of public officers under its jurisdiction and the seconded officers are obligated to adhere to the terms and conditions of secondment. Circumstances under which an officer may seek secondment to another public organization include appointment to that organization pursuant to an application for a job. Public officers may also be seconded as a result of the re-organization of government or request by another public service organization based on skills needs. Where secondment has been granted, the post against which the officer was appointed in the seconding organization is held vacant during the tenure of the secondment of the officer provided that the seconding organization may request as the need arises for the officer to revert to their substantive position in the organization.

Posts in the public service are established to facilitate the discharge of the mandate of a public organization and are based on a workload analysis. The continued holding of vacant posts occasioned by officers on secondment for a prolonged period may affect the optimal staffing level and, therefore, negatively impact service delivery. It may also have other multiplier effects where the releasing organization may need to appoint other officers in acting capacity beyond the six months provided in the law. The officer acting in an office would also continue to perform their other duties and, therefore, straining service delivery or causing a domino effect on other officers under them who may need to be appointed to perform their duties.

The status of secondment in the public service is presented in table 3.6.

It was established that:

(i) 192 officers (2.6%) were seconded before serving at least three consecutive years after the initial appointment;

(ii) 490 (6.7%) officers were serving on secondment without approval;

(iii) 145 officers were serving on secondment beyond the six years;

(iv) Officers on secondment increased from 1,168 in the 2020/2021 FY to 7,246 in the 2021/2022 FY. This was a percentage increase of 83.4%. The exponential increase in the number of officers on secondment was attributed to the large numbers of staff (6,225) seconded from Nairobi County to the Nairobi Metropolitan Services; and

(v) There was a decrease in the number of officers who had overstayed beyond six years from 8.6% in the 2020/2021 FY to 2% in the 2021/2022 FY.

Table 3.6: Status of Secondment in the Public Service

Service Sectors	No. of Institutions	Total number of staff	No. of seconded officers	Secondment Period Status			Status of Service for Officers Before Secondment			Approval Status of the seconded officers		
				Within 6 years	Beyond 6 years	Missing and discordant dates	After 3 years of service	Before the requisite 3 Years	Status not Indicated	Approved	Not Approved	Status Not Indicated
Constitutional Commissions and Independent Offices	6	4,711	75	40 (53.3%)	35 (46.7%)		43	32		29	45	1
Ministries and State Department	42	99,628	404	309 (76.5%)	61 (15.1%)	34 (8.4%)	342	22	40	265	94	45
Public University	16	26,848	77	72 (93.5%)	5 (6.5%)		16	57	4	8	68	1
State Corporation	78	104,888	6,666	6,607 (99.1%)	44 (0.7%)	15 (0.2%)	6,528	66	72	6,377	271	18

Service Sectors	No. of Institutions	Total number of staff	No. of seconded officers	Secondment Period Status			Status of Service for Officers Before Secondment			Approval Status of the seconded officers		
				Within 6 years	Beyond 6 years	Missing and discordant dates	After 3 years of service	Before the requisite 3 Years	Status not Indicated	Approved	Not Approved	Status Not Indicated
and SAGAs												
Statutory Commissions and Authorities	4	1,808	24	24 (100%)			9	15		12	12	
Total	**146**	**237,883**	**7,246**	**7,052**	**145(2%)**	**49**	**6,938**	**192 (2.6%)**	**116**	**6,691 (92.3%)**	**490 (6.7%)**	**65**

Recommendations

(i) The Authorized Officers who approved the secondment of staff who had not served a minimum of three years as required by the Act to explain and take remedial measures.

(ii) Officers serving on secondment beyond six years need to either be recalled, transfer their services, retire or resign from their parent organization.

(iii) Disciplinary action be taken against public officers who fail to comply with the law on secondment.

3.5 Progress realized by institutions across thematic areas

This part presents findings and recommendations across the seven thematic areas of service delivery improvement; high standards of professional ethics; good governance, transparency and accountability; performance management; equitable allocation of opportunities and resources; public participation in policy-making process; and efficiency, effectiveness and economic use of resources and sustainable development.

3.5.1 Service Delivery Improvement

Article 232 (1) (c) of the Constitution obligates public institutions to provide services in a responsive, prompt, effective, impartial and equitable manner. Additionally, Section 7(6) of the Public Service (Values and Principles) Act, 2015 calls on public institutions to ensure the adaptability of public services to the needs of the public and that its services are delivered closer to the users of the services.

This calls for institutions to continually identify and remove any impediments to service delivery and adopt measures, including innovation and adoption of technologies to improve access to public services.

The evaluation sought to establish whether public institutions had put in place measures to improve ease of access to public services.

The indicators used for evaluation were:

(i) the number of institutions whose charters were easily accessible to citizens including persons with disabilities;

(ii) the number of institutions with effective mechanisms for grievance handling;

(iii) impediments to efficient service delivery including levying of service charges and mode of payments; and

(iv) Customer feedback on service delivery.

3.5.1.1 Ease of Access to Information on Services Offered

Section 7 of the Public service Values and Principles Act requires public institutions to develop service charters. The charters contain standards for the responsive, prompt, effective, impartial and equitable provision of services. The service charters promote transparency and is the basis upon which the public can hold public officers and public institutions to account. The information in the charters should, therefore, be in formats accessible to all persons seeking services.

a) Transcription of Service Charter into Braille

Persons with disabilities have a right to access the information in the charters on an equal basis with the rest of the population. This right is entrenched in Article 54(1) (d) and (e) which provide that persons with disabilities are entitled to use sign language, Braille or other appropriate means of communication.

The 2020/2021 values report recommended that all public institutions transcribe their service charters into Braille. According to the report, 56.1% of the institutions had transcribed their service charters into Braille.

The institutions that transcribed their service charter into Braille is presented in figure 3.3.

It was established that 55.8% of the institutions had transcribed their service charters into Braille. This percentage is low as persons with visual impairment are not able to access information on services offered by the institutions that had not transcribed the service charters into Braille.

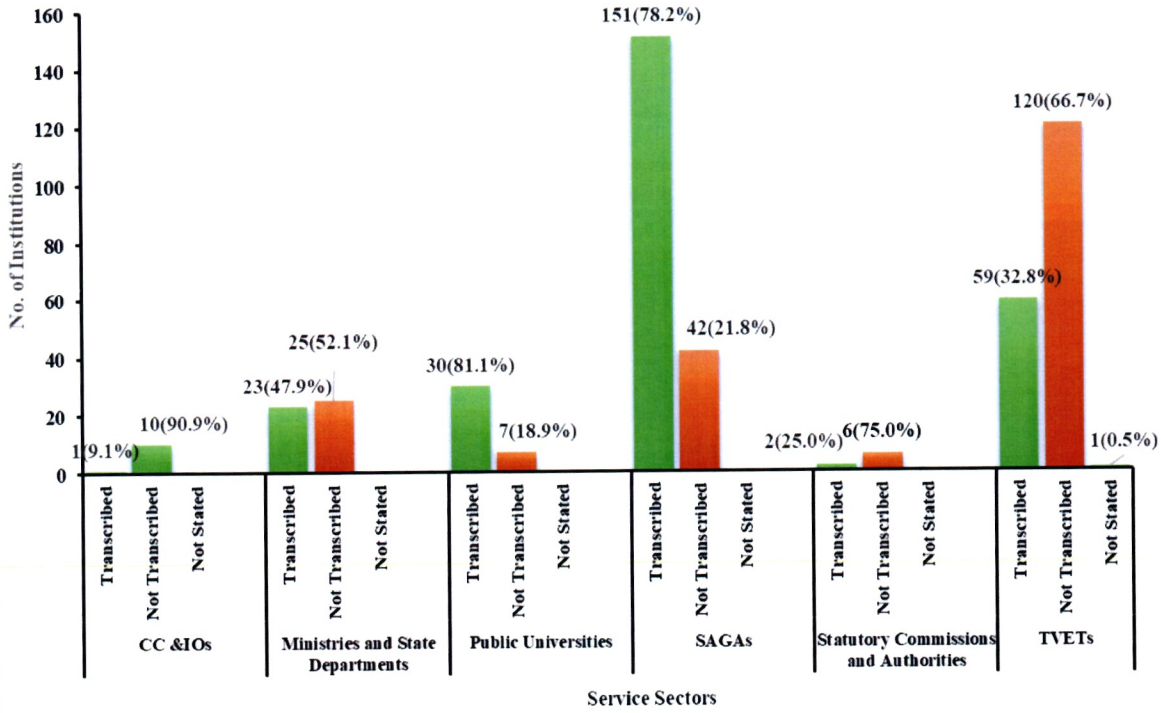

Figure 3.3: The institutions that transcribed their service charter into Braille

Recommendation

Public institutions to transcribe their service charters into Braille.

b) Translation of Service Charter into Kiswahili

Kiswahili is both a national and official language of Kenya under Article 7 of the Constitution and is understood by a majority of Kenyans. Citizens are entitled to information on services sought in Kiswahili. A citizen service Charter which contains the timelines and costs of services offered by public service institutions should, therefore, be available in Kiswahili language to cater for all the citizens.

The status of the translation of service charters into Kiswahili is presented in figure 3.4.

It was established that:

(i) 125 (69.4%) TVET institutions had translated their service charters into Kiswahili; and

(ii) There was no similar inquiry for MDAs as this was done in the 2020/2021 FY values evaluation where it was established that 54.9% of the institutions surveyed had translated their service charters into Kiswahili.

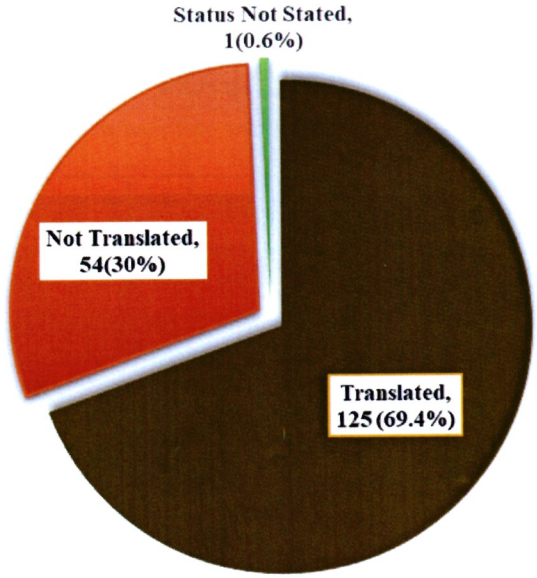

Figure 3.4: Status of the Translation of Service Charters into Kiswahili

Recommendation

Public institutions to translate their charters into Kiswahili.



Promoting Transparency and Accountability: *The Performance Contracting Coordinator at Katine TTI Mr. George Odhiambo, handing over the institution's service charter to the Principal, Mrs. Justine Muindu as the Finance Officer Mr. Abed Kasusya looks on.*

c) Accessibility of Websites to Persons With Disabilities

Section 7 (6) (b) of the PSVP Act calls upon public institutions to adopt technologies and systems for improved service delivery. Consequently, over the years public institutions have leveraged on technology and in addition to publishing information online some institutions provide services through their websites. Accessibility of the websites to persons with visual impairment is, therefore, critical.

The institutions which indicated that their websites were accessible to persons with disabilities are presented in table 3.7.

Even though 145 (30%) indicated that they had customized their websites to the needs of Persons with Disabilities, a rapid verification exercise to confirm the authenticity of the information established that:

(i) 17 (4%) of the institutions had their websites fully customized. The tests were to check whether the website provided had a screen reader, large text, colour contrast and was dyslexia friendly. Some institutions like PC Kinyanjui TVC and Ramogi Institute of Advance Technology (RIAT) had the service charter in voice format and a sign language interpreter embedded. When compared to the number of institutions evaluated, the total number of institutions with fully customized websites was 3.6%;

(ii) 99 (21%) institutions had their websites partially accessible. However, these websites did not have screen readers; and

(iii) The websites of 361 (76%) institutions were not customized for accessibility to persons with disabilities. Inaccessible websites impede the right of persons with visual impairment to access information.

Table 3.7: Status of Customization of Websites to the Needs of PWDs

Service Sector	Total No. of Institutions	Websites customized for the PWDs		
		Fully	Partially	Not customized
Constitutional Commissions and Independent Offices	11	-	2 (18.2%)	9 (81.8%)
Ministries and State Departments	48	-	11 (23%)	37 (77%)
Public Universities	37	3 (8.1%)	11 (29.7%)	23 (62.2%)
State Corporations and SAGAs	193	11 (5.7%)	70 (36.3%)	112 (58%)
Statutory Commissions and Authorities	8	-	1 (12.5%)	7 (87.5%)
Technical and Vocational Education Training Institutes	180	3 (1.7%)	4 (2.2%)	173 (96.1%)
Total	**477**	**17(3.6%)**	**99 (20.8%)**	**361 5.6%)**

Recommendation

The Ministry of Information, Communications and the Digital Economy to work with the National Council for Persons with Disabilities to ensure websites of all public institutions are accessible to Persons with Disabilities.

d) Functionality of helplines

Responsive service delivery means that institutions can respond to any queries made within the timelines. The majority of public institutions provide on their websites, contacts through

which they can be reached. These include helplines, toll-free lines and emails. Whereas public institutions provide the contact details, it is important that the said contacts are functional and institutions are responsive when queries are made.

A verification exercise to establish whether the helplines were functional and responsive was conducted by calling the helpline provided. The status of functionality and responsiveness of helplines is presented in table 3.8.

It was established that:

(i) 350 (73%) institutions reported having helplines;

(ii) 281 (80%) of the helplines for the institutions whose websites were checked were functional, that is the placed calls went through;

(iii) 218 (78%) institutions responded to the calls. This suggests that most of the institutions were responsive; and

(iv) Helplines in 63 (22%) institutions were functional, calls went through but were not responded to.

Table 3.8: Status of Functionality and Responsiveness of Helplines

Service Sector	No. of Institutions	Existence of a Dedicated helpline for Clients		The functionality of the 350 Dedicated Helplines		Responsiveness of the 281 Functional Helplines	
		Without Helpline	Institutions With dedicated Helpline	Not Functional	Functional	Responsive	Not-Responsive
Constitutional Commission and Independent Office	11	2 (18.2%)	9 (81.8%)	2 (22.2%)	7 (77.8%)	6 (85.7%)	1 (14.3%)
Ministry and State Department	48	22 (45.8%)	26 (54.2%)	9 (34.6%)	17 (65.4%)	10 (58.8%)	7 (41.2%)
Public University	37	3 (8.1%)	34 (91.9%)	11 (32.4%)	23 (67.6%)	13 (56.5%)	10 (43.5%)
State Corporation and SAGAs	193	49 (25.4%)	144 (74.6%)	22 (15.3%)	122 (84.7%)	100 (82%)	22 (18%)
Statutory Commissions and Authorities	8	1 (12.5%)	7 (87.5%)	1 (14.3%)	6 (85.7%)	6 (100%)	
TVETs	180	50 (27.8%)	130 (72.2%)	24	106 (81.5%)	83 (78.3%)	23 (21.7%)
Total	**477**	**127 (26.6%)**	**350 (73.4%)**	**69 (19.7%)**	**281 (80.3%)**	**218 (77.6%)**	**63 (22.4%)**

Recommendation

The 127 institutions that did not have helplines to establish the same and ensure functionality.

3.5.1.2 Handling of Grievances and Resolution of Complaints

The Framework for the Implementation of Values and Principles in the Public Service, 2015 provides for the development of a grievance-handling procedure as one of the tools against which responsive, prompt, effective, impartial and equitable provision of services may be realized. The Framework also provides that a public institution should document all grievance management decisions to ensure accountability for administrative acts. Further, the Public Service (Values and Principles) Act, 2015 requires that complaints be resolved within three months from the date of receipt.

a) Existence of Grievance-Handling Procedures in TVETs

The MDAs were evaluated under this parameter in the 2020/2021 FY. In the 2021/2022 FY, the evaluation focused on the TVET service sector. Grievances when not resolved, impede service delivery. Institutions are, therefore, required to have in place documented grievance-handling procedures to guide the resolution of any complaints which may arise.

It was established that 116 (64.4%) TVET institutions had grievance-handling procedures.

Recommendation

All public institutions to develop grievance-handling procedures as required in the Framework for the Implementation of Values and Principles Public Service, 2015.

b) Resolution of Complaints

Many unresolved complaints are an indicator of inefficient and ineffective service delivery.

The nature of complaints received and the duration taken to resolve the complaints are presented in table 3.9.

It was established that:

(i) 282 (59%) institutions received 26,515 complaints;

(ii) 24,727 (93.3%) complaints were resolved while 1,778 (6.7%) were not resolved. Failure to resolve complaints may lead to a dissatisfied clientele and low levels of service satisfaction;

(iii) 22,664 (91.7%) complaints were resolved within the stipulated three months while 2,063 (8.3%) were resolved outside the stipulated timelines;

(iv) 12,997 (49%) complaints were on delays in service delivery. The fact that almost half of the complaints reported relate to delays in service delivery means that most public service institutions do not adhere to the timelines in their service charters or may not have any service charters at all. This is violation of the provision of Article 232 (1) (c) on the responsive, prompt, effective, impartial and equitable provision of services; and

(v) The Commission on Administrative Justice (CAJ) reported having received 753 cases out of which 485 (64%) were resolved. Delays in service delivery accounted for 27% of the complaints while unresponsive official conduct accounted for 17%. Cumulatively this accounted for the highest number of complaints (44%) against the total number of complaints received by CAJ. This correlates with the survey findings.

Table 3.9: The Nature of Complaints Received and the Duration Taken to Resolve the Complaints

The Nature of Complaints	Total No. of Complaints Lodged	%	Status of Complaint Resolution						Times Frame to Resolve Complaints Lodged					
			Resolved	%	Pending	%	Status not indicated	%	Within 3 Months	%	Above 3 Months	%	Timelines not Indicated	%
Abuse of power	18	0.1	17	0.1	1	0.1			17	0.1				
Administrative Justice	78	0.3	67	0.3	11	0.6			23	0.1	4	0.3	40	4.9
Compliments	38	0.1	38	0.2		0.0			38	0.2		0.0		0.0
Delay in service delivery	12,997	49.0	12,789	51.7	208	11.7			11,885	52.4	852	68.2	52	6.4
Discourtesy	54	0.2	53	0.2	1	0.1			39	0.2	3	0.2	11	1.4
Failure to access information	157	0.6	53	0.2	104	5.8			37	0.2	12	1.0	4	0.5
Incompetence	18	0.1	8	0.0	10	0.6			6	0.0		0.0	2	0.2
Inefficiency	800	3.0	627	2.5	172	9.7	1	10.0	483	2.1	5	0.4	139	17.1
Maladministration	3,875	14.6	3,031	12.3	841	47.3	3	30.0	2,432	10.7	128	10.2	471	57.9
Manifest Justice	3	0.0	1	0.0	2	0.1		0.0		0.0		0.0	1	0.1
Misbehaviour	15	0.1	13	0.1	2	0.1		0.0	10	0.0	1	0.1	2	0.2
Not clear	8,401	31.7	7,974	32.2	421	23.7	6	60.0	7,647	33.7	243	19.5	84	10.3
Unfair Treatment	21	0.1	18	0.1	3	0.2		0.0	16	0.1		0.0	2	0.2
Unlawful	2	0.0	1	0.0	1	0.1		0.0	1	0.0		0.0		0.0
unresponsive official conduct	38	0.1	37	0.1	1	0.1		0.0	30	0.1	1	0.1	6	0.7
Total	**26,515**	**100**	**24,727**	**93.3**	**1,778**	**6.7**	**10**	**0.04**	**22,664**	**91.7**	**1,249**	**5.5**	**814**	**3.3**

Recommendations

(i) The Commission to fast-track the setting of service delivery standards, institute a Citizen Service Delivery Charter and annually undertake a citizen satisfaction survey.

(ii) The Commission to conduct a sensitization on the Public Service Code of Conduct and Ethics, 2016.

3.5.1.3 Provision of Service through Huduma Platform

The Huduma Centres were established by the government to facilitate ease of access to services by citizens. Using this platform citizens are able to access government services under one roof instead of moving from one government agency to another.

It was established that:

(i) 76 institutions offered 122 services on the Huduma platform. Of these, 40 were MDAs and 36 were Counties; and

(ii) 12,915,686 clients were served through the 52 Huduma Centres. More Kenyans were using Huduma Centres to access services.

Recommendation

The Commission to undertake an audit of the front office and core services of the institutions under its jurisdiction to determine the services to be migrated to the Huduma Platform.

3.5.1.4 Levies as an Impediment to Service Delivery

Some institutions charge fees for the services offered. The charges are either statutory or administrative. The statutory charges are those provided for in the law or regulations while the administrative charges are those determined at the institutional level. The services rendered by public institutions are already funded upfront through institutional budgets by the taxpayers. The continued levying of charges without good reasons could, therefore, be an impediment to service delivery.

It was established that:

(i) 57.7% of institutions levied charges for their services. The large number of institutions which levied charges for their services may lead to low access to the services by the citizens.

Recommendation

The Commission to undertake an audit of services against which levies are charged and engage the institutions affected on the possibility of removing or reviewing the charges to facilitate affordability and ease of access to public services.

3.5.2 High Standards of Professional Ethics in the Public Service

Article 232 (1) (a) of the Constitution calls upon public servants to uphold high standards of professional ethics. The standards for professionalism and ethics that bind all public servants are prescribed in various legislation and codes of conduct including the Public Officer Ethics Act, 2003 and the Leadership and Integrity Act, 2012. Section 9 of the Public Officer Ethics Act provides that a public officer demonstrates professionalism by carrying out duties in a way that maintains public confidence in the integrity of his office; treating the public and his fellow public officers with courtesy and respect; seeking to improve the standards of performance and level of professionalism in his organization; observing official working hours and not being absent without proper authorisation or reasonable cause; and maintaining an appropriate standard of dress and personal hygiene. An officer who is a member of a professional body is expected to observe the ethical and professional requirements of that body including undergoing continuous professional development.

The Framework for the Implementation of Values and Principles in the Public Service, 2015 requires public institutions to keep an inventory of regulated professionals. Regulated professionals are those whose practice is guided by legislation and whose members are overseen by an established regulatory agency. A regulated professional is required to comply

with the requirements of the regulating agency such as registration, licensing, continuous professional development and adherence to the body's code of practice.

The evaluation sought to establish the status of professionals in the public service in terms of registration, licensing and good standing.

The indicators were:

(i) Number of officers disciplined for breach of the Code of Conduct and Ethics;

(ii) Number of officers in good standing with their professional regulatory bodies;

(iii) Number of officers supported for Continuous Professional Development Programmes; and

(iv) Number of officers who submitted initial, biennial and final wealth declarations.

3.5.2.1 Compliance with the Code of Conduct and Ethics

Article 80 of the Constitution provides for a leadership and integrity code of conduct to be prescribed for state officers and customized to apply to the rest of the public officers. All public institutions are required to subscribe to and comply with the prescribed ethical standards that govern the conduct of officers when discharging their official duties. Where an institution has not prescribed a Code of Conduct for its officers, the general Code in the Leadership and Integrity Act, 2012 would apply as if it was the specific Code for those public officers. The Leadership and Integrity Act, 2012 requires all state officers to sign a commitment to the Leadership and Integrity Code and the same applies to the rest of the public officers. Compliance enforcement for ethical breaches is done in accordance with the service regulations of the affected institutions. The Code requires that disciplinary action be taken against a public officer who contravenes the provisions of the Code.

a) Officers Disciplined for Breach of the Ethical Standards

The status of the officers' compliance with the Public Service Code of Conduct and Ethics, 2016 is presented in table 3.10.

It was established that:

(i) 466 (98%) institutions reported that they had internal codes of conduct and ethics for their members of staff;

(ii) 2,533 officers in 136 (28.5%) institutions breached the ethical standards;

(iii) Disciplinary action was taken against 2,412 (95.2%) of those who breached the ethical standards while no action was taken against 121 (4.8%); and

(iv) The ethical breach with the highest number of officers being disciplined was the absence from duty without official permission at 639 (26%).

Table 3.10: The Status of the Officers' Compliance with the Public Service Code of Conduct and Ethics

Service Sectors	Total No. of Institutions	No. of Institutions with Internal Codes of Conduct	No. of Institutions where Officers Breached the Code	No. of Officers Breached Ethical Standards	No. of Officers Disciplined for Ethical Breaches	No. of Officers Not Disciplined
Constitutional Commissions and Independent Offices	11	11	5	53	38 (71.7%)	15 (28.3%)
Ministries and State Departments	48	48	25	764	742 (97.1%)	22

Service Sectors	Total No. of Institutions	No. of Institutions with Internal Codes of Conduct	No. of Institutions where Officers Breached the Code	No. of Officers Breached Ethical Standards	No. of Officers Disciplined for Ethical Breaches	No. of Officers Not Disciplined
Public Universities	37	35	21	295	284 (96.3%)	11 (3.7%)
State Corporations and SAGAs	193	189	66	1,353	1,282 (94.8%)	71 (5.2%)
Statutory Commissions and Authorities	8	8	4	7	7 (100%)	0
Technical and Vocational Education Institutes	180	175	16	61	59 (96.7%)	2 (3.3)
Total	**477**	**466**	**136**	**2,533**	**2,412 (95.2%)**	**121 (4.8%)**

Recommendations

(i) The 11 institutions that did not have internal codes of conduct and ethics to explain the failure.

(ii) The authorized officers who did not take disciplinary action against the officers who breached the codes of conduct to explain the failure.

3.5.2.2 Status of Membership in Professional Bodies

Section 5(3)(a) of the Public Service (Values and Principles) Act, 2015 requires public officers belonging to regulated professions to be registered and be bound by the respective codes of conduct. While professional bodies assert their position as regulating bodies, they not only represent the interest of the professional practitioners but also safeguard the public interest. The bodies, as a best practice, arrange for continuous professional training for their members. They also use their respective codes of conduct to enforce ethical practices for their members.

The number of officers who are members of professional bodies by service sector and their professional standing is presented in table 3.11.

It was established that:

(i) 15,900 (7%) officers were members of professional bodies spread over 401 institutions;

(ii) 39 (0.2%) officers were disciplined for breach of the Code of Conduct and Ethics. Out of the 39, three were charged in court and convicted;

(iii) 76 institutions reported that they did not have staff belonging to regulatory professional bodies yet some of the members from the regulated bodies like the Institute of Certified Public Accountants of Kenya (ICPAK), Institute of Supply Chain Management (ISM) and Institute of Human Resource Management (IHRM) perform support functions in all government agencies; and

(iv) Data on the state counsels from the Office of the Attorney-General was not considered as it was incomplete.

Table 3.11: Officers Disciplined for Professional Misconduct

Service Sector	No. of Institutions	Total No. of Staff	Total No. of Professionals	Average No. of professionals per institution	Status of Professional Conduct		
					Disciplined For Misconduct	Charged In Court for Misconduct	Convicted
Constitutional Commissions and Independent Offices	11 (100%)	4,711	1,092	99 (9%)	1 (0.1%)		
Ministries and State Departments	43 (89.5%)	96,667	2,295	53 (2%)	7 (0.3%)		
Public Universities	33 (89.2%)	19,723	1,455	44 (3%)			
State Corporations and SAGAs	176 (91.2%)	92,938	9,958	57 (0.6%)	16 (0.2%)	3 (0.03%)	3 (0.03%)
Statutory Commissions and Authorities	8 (100%)	1,808	229	29 (13%)			
TVETs	130 (72.2%)	12,150	871	7 (0.8%)	15 (2%)		
Total	**401 (84.1%)**	**227,997**	**15,900**	**289 (1.8%)**	**39 (0.2%)**	**3 (0.02%)**	**3 (0.02%)**

Recommendation

The 76 institutions which reported that they did not have any members from the regulated professional bodies to explain the absence.

3.5.2.3 Continuous Professional Development and Practice

Section 5 (3) (a) of the Public Service (Values and Principles) Act, 2015 requires all professionals in the public service to comply with the provisions of the relevant professional standards regarding registration and continuous professional development and practice. This is to ensure that the professionals keep abreast of the new developments in their respective fields. Members of regulated professional bodies are held to high standards of performance based on their specialized training. The codes of practice for most regulated professionals require that the professionals are registered, licensed, subscribe to the body's code of practice and remain in good standing. The public service is an employer to across-section of these professionals.

The officers who complied with the requirements for continuous professional development are presented in table 3.12.

It was established that:

(i) 7,409 (47%) officers underwent the continuous professional development while 8,491 (53%) did not;

(ii) 6,666 (90%) officers who underwent the continuous professional development were sponsored by the institutions; and

(iii) 11,327 (71%) of the 15,900 professionals were reported to be non-practising.

Table 3.12: Status of Officers Sponsored for Continuous Professional Development

Service Sector	No. of Institution	Total No. of Professionals	Practising Status		Status of Sponsorship for CPD Training		
			Practising	Non-Practising	No. of Officers who Attended CPD Training	No. of Officers Sponsored by Institutions	No. of Officers who Sponsored Themselves (Self)
Constitutional Commission and Independent Office	11	1,092	443 (41%)	649 (59%)	733 (67%)	731 (99.7)	2 (0.3)
Ministry and State Department	43	2,295	255 (11%)	2,040 (89%)	1,225 (53%)	1,068 (87%)	157 (13%)
Public University	33	1,455	551 (38%)	904 (62%)	345 (24%)	164 (48%)	181 (52%)
State Corporation and SAGAs	176	9,958	2,857 29%	7,101 (71%)	4,779 (48%)	4,488 (94%)	291 (6 %)
Statutory Commissions and Authorities	8	229	123 (54%)	106 (46%)	66 (29%)	62 (94%)	4 (6%)
TVETs	130	871	344 (40%)	527 (60%)	261 (30%)	153 (59%)	108 (41%)
Total	**401**	**15,900**	**4,573 (29%)**	**11,327 (71%)**	**7,409 (47%)**	**6,666 (90%)**	**743 (10%)**

Recommendation

All officers belonging to regulated professional bodies to undergo continuous professional development.

3.5.2.4 Compliance with the declaration of income, assets and liabilities

Public officers are required to declare their income, assets and liabilities. The initial declaration is made within 30 days of joining the Service. Thereafter, every two-year declaration is made as scheduled. The final declaration is made within 30 days of an officer exiting the Service. Public officers are required to make declarations of income, assets and liabilities of themselves, their spouse(s) and dependent children under the age of 18 years.

a) Initial and Final Declaration

Section 9 of the administrative procedures on the declaration of income, assets and liabilities (Legal Notice No. 53 of 2016) requires authorized officers to submit declaration returns of initial and final declarations biannually on 31st January and 31st July of every year.

Compliance with the initial and final declarations is presented in table 3.13.

It was established that:

(i) 10,021 public officers were appointed in 310 institutions out of whom only 2,374 filed initial financial disclosures. This represented a 24% compliance level;

(ii) 8,863 officers in 331 institutions exited the Service out of whom 806 filed final disclosures. This represented a 9% compliance level; and

(iii) The number of officers who failed to file initial and final declarations was 7,647 and 8,057 respectively. This implies that compliance levels with the requirements on initial and final declarations were still very low.

Table 3.13: Compliance with Initial and Final Declarations

Service Sectors	Total No. of Officers Appointed	Status on Submission of Initial Declarations		Total No. of Officers Exited Service (Except Death)	Status on Submission of Final Declarations	
		No. of Officers Submitted (PSC) Compliance Level (%)	Non-Compliant Officers Compliance Level (%)		No. of Officers Submitted (PSC) Compliance Level (%)	Non-Compliant Officers Compliance Level (%)
Constitutional Commissions and Independent Offices	384	133 (35%)	251 (65%)	119	36 (30%)	83 (70%)
Ministries and State Departments	2,325	311 (13%)	2,014 (87%)	3,164	137 (4%)	3,027 (96%)
Public Universities	842	23 (3%)	819 (97%)	991	16 (2%)	975 (98%)
State Corporations and SAGAs	6,225	1,893 (30%)	4,332 (70%)	4,541	603 (13%)	3,938 (87%)
Statutory Commissions and Authorities	245	14 (6%)	231 (94%)	48	14 (29%)	34 (71%)
Total	**10,021**	**2,374 (24%)**	**7,647 (76%)**	**8,863**	**807 (9.1%)**	**8,056 (90.9%)**

Recommendations

(i) The Authorized Officers to ensure that public officers who have not made the initial declaration are not included in the payroll.

(ii) Authorized Officers to ensure that officers who have not made their final declaration are not cleared.

***b)*The Every Two-Year Declaration of Income Assets and Liabilities**

The compliance level and the action taken against the non-compliant officers for every two-year declaration are presented in table 3.14.

It was established that:

(i) 233,035 (98.6%) out of the 236,451 officers on payrolls as of 31st October 2021 submitted their every two-year declaration within the stipulated timelines;

(ii) Administrative action was initiated against the 3,416 non-compliant officers. These actions included: Salary stoppage, warning – both verbal and written; and

(iii) No action was taken against 1,162 non-compliant officers.

Table 3.14: The Compliance with Two-year Declarations and Action Taken Against Non-Compliant Officers

Service sector	No. of institutions	Total No. of officers as of 31st October 2021	Two-year declaration		Action Taken Against 3,416 Non-compliant Officers						
			No. of officers who Complied	Compliance Level (%)	Non-Compliant Officers	Show cause letters issued	Officers Exited	Salary Stopped	Verbal warning	Warning Letters	No action taken
Constitutional Commissions and Independent Offices	11	4,525	4,472	98.8%	53	39	3	-	-	9	2
Ministries and State Departments	48	103,538	102,167	98.7%	1,371	565	3	639	-	101	63
Public Universities	37	22,716	22,134	97.4%	582	155	-	40	-	4	383
SAGAs	193	104,027	102,627	98.7%	1,400	465	53	14	9	154	705
Statutory Commissions and Authorities	8	1,645	1,635	99.4%		1	-	-	-	-	9
Total	**297**	**236,451 (100%)**	**233,035**	**98.6%**	**3,416 (1.4%)**	**1,225 (35.9%)**	**59 (1.7%)**	**693 (20.3%)**	**9 (0.3%)**	**268 (7.8%**	**1,162 (34%)**

Recommendation

Authorized Officers to take disciplinary action against the officers who failed to make the declaration within the timeline.

3.5.3 Good Governance, Transparency and Accountability

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

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

The indicators were:

(i) Number of officers who served on acting appointments beyond the prescribed period;

(ii) Number and status of cases filed against public institutions;

(iii) Number of officers prosecuted and convicted on account of corruption;

(iv) Number of gifts received by public officers and given out by institutions;

(v) Number of institutions which maintained conflict of interest registers; and

(vi) Publication and publicization of information.

3.5.3.1 Acting Appointments

Management of human resources is one of the parameters an organization is measured upon in terms of good governance. Section 34(3) of the Public Service Commission Act, 2017 requires that an officer shall not be appointed in an acting capacity beyond six months. Failure to fill vacant positions expeditiously leads to work overload for the officer appointed to act and who may not have the confidence to make decisions in the office he or she is holding in an acting capacity. Circumstances under which acting appointments may also be made include absence of the substantive office holder for periods beyond 30 days and which may exceed six months such as officers serving on secondment, officers on leave, long training, and interdictions and suspensions.

The status of acting appointments in the public service is presented in table 3.15.

It was established that:

(i) 1,813 officers were appointed in acting capacity out of which 1,449 (80%) were in State Corporations and SAGAs;

(ii) 1,124 (62%) officers acted beyond the six months prescribed in the PSC Act, 2017 with the majority 909 (52%) being from State Corporations;

(iii) There was a 4.7% increase in acting appointments from 1,732 officers in the 2020/2021 FY to 1,813 in the 2021/2022 FY. Some of the reasons advanced for extended acting appointments were court injunctions against recruitment processes, ad hoc transfers and redeployments, lengthy bureaucracies in recruitment, frozen recruitment by the Government and inadequate budget to recruit; and

(iv) Supporting documents for 1,103 officers on acting appointment did not provide clarity on whether the approval to act was granted.

Table 3.15: Status of Acting Appointment in the Public Service

Service Sector	Total No. of Institutions	No. of Institutions with officers on acting appointment	No. of Officers on acting appointment		Approval Authority				Acting Appointment (Status)		
			2020/2021	2021/2022	Auditor General	Board	Council	Approving Authority not clear	Within 6 Months	Greater than 6 Months	Discordant Dates
Constitutional Commissions and Independent Offices	11	9	27	63	15	28		20	30	33	
Ministries and State Departments	48	3	17	3				3		3	
Public Universities	37	25	436	289		94	98	97	106	170	13
State Corporations and SAGAs	193	136	1240	1,449		433	33	983	493	909	47

Service Sector	Total No. of Institutions	No. of Institutions with officers on acting appointment	No. of Officers on acting appointment		Approval Authority				Acting Appointment (Status)		
			2020/2021	2021/2022	Auditor General	Board	Council	Approving Authority not clear	Within 6 Months	Greater than 6 Months	Discordant Dates
Statutory Commissions and Authorities	8	1	12	9		9				9	
Total	**297**	**174 (58.5%)**	**1,732**	**1,813**	**15 (0.8%)**	**564 (31%)**	**131 (7%)**	**1,103 (60.8%)**	**629 (34.7%)**	**1,124 (62%)**	**60 (3.3%)**

Recommendation

Authorized officers of the 80 institutions which failed to provide proof of approval of acting appointments to explain the failure.

3.5.3.2 Civil Proceedings Against Public Institutions

Article 10 (2)(a) of the Constitution on the national values and principles of governance provides that all persons shall adhere to the rule of law.

A high number of litigations against an institution is an indicator of poor governance. Where there are proper governance structures and the law and procedures are followed, incidents of litigations are minimized.

The status of cases filed against public institutions is presented in figure 3.5.

It was established that:

(i) 874 judgements were delivered out of 3,962 cases;

(ii) There were 2,930 pending cases; and

(iii) The status of 158 cases was not established.

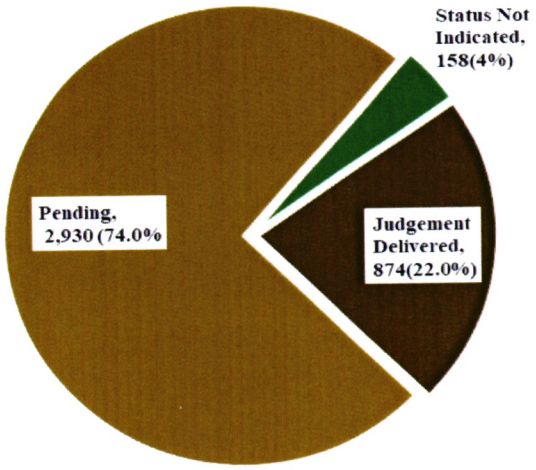

Figure 3.5: Status of Civil Proceedings Against Public Institutions

3.5.3.3 Judgement Awarded

The awards against and in favour of public institutions by service sectors and the nature of cases are presented in tables 3.16 and 3.17.

It was established that:

(i) Kshs.2.7B (18%) was awarded in favour of public institutions;

(ii) Kshs.12.6B (82%) was awarded against public institutions. This shows that the government is losing a lot of funds in awards made in favour of litigants; and

(iii) Kshs.7.2B (57.3%) was related to contracts.

Table 3.16: Judgement Awards by Service Sector

Service Sectors	Total No of Institutions	No. of Institutions	No. of Cases Against Institution	No. of Cases in favour of the Institution	No. of Cases against individual officers	Judgement Awards	
						Against Institution Ksh.	In Favour of Institution Ksh.
Constitutional Commission and Independent Office	11	1	1		1	16,255,894.33	
Ministry and State Department	48	11	104		2	6,045,729,304.90	
Public University	37	7	10	1	3	76,876,390.60	100,000.00
State Corporation and SAGAs	193	49	113	31	2	6,471,346,996.23	2,684,839,251.02
Technical and Vocational Education Institution	180	1	2			800,000.00	
Total	**477**	**69**	**230**	**32**	**8**	**12,611,008,586.06**	**2,684,939,251.02**

Table 3.17: Judgement Delivered by Nature of Cases

Nature of Cases	No. of Institutions	%	No. of Cases Delivered	Judgement Awards (N=69)		Percentage of Judgement Awards (N=69)	
				Against Institution	In Favour of Institution	Against Institution %	In Favor of Institution %
Arbitration	5	7.2	6	1,477,790,712	0	**100%**	**0%**
Contract related cases	22	31.9	65	5,748,865,621	1,798,701,887	**76%**	**24%**
Constitutional Petition and human rights	6	8.7	12	813,396,855	1,920,000	**100%**	**0%**
Employment related cases	34	49.3	109	473,381,000	21,262,027	96%	4%
Judicial review	2	2.9	3	10,115,100	0	100%	0%
Land related cases	10	14.5	50	165,633,970	678,896,128	20%	80%
Medical negligence	1	1.4	1	2,148,880		100%	0%
Others	22	31.9	168	3,900,523,890	155,241,114	96%	4%
Procurement related cases	1	1.4	2	0	19,122,649	0%	100%
Regulatory	4	5.8	10	2,492,840	8,295,447	23%	77%
Vehicle accident	**6**	8.7	16	16,659,719	1,500,000	92%	8%
Total			**442**	**12,611,008,586**	**2,684,939,251**	**82%**	**18%**

Recommendations

(i) Public institutions to conduct due diligence before signing contracts to ensure that the contracts do not contain unfavourable terms.

(ii) Public institutions to adhere to the terms of contracts to avoid unnecessary litigations.

3.5.3.4 Reported Cases of Corruption.

Corrupt activities by public officials undermine the effectiveness of government policy, economic development, and the transparency and accountability of public institutions. It also distorts political outcomes. High cases of corruption indicate weaknesses in governance structures.

The reported cases of corruption are presented in table 3.18.

It was established that:

(i) 338 cases of corruption were reported by 22 institutions;

(ii) 320 (94.7%) of the cases were reported by state corporations and SAGAs;

(iii) 64 officers were prosecuted in court;

(iv) 249 cases were handled administratively; and

(v) The amount of money lost through corruption in the public service was Kshs 1.2B out of which Kshs 1.18B (97%) was lost by public universities. This finding was corroborated by EACC which indicated that it had recovered assets worth Ksh.2.1B.

Table 3.18: Reported Cases of Corruption by MDAs

Service Sectors	Institutions With reported cases of corruption	No. of Corruption Cases.	No. of officers Prosecuted in Court.	No. of Officers Convicted.	No. of cases Referred for Administrative Action.	Value of Assets/ Money Recovered (Kshs).	Value of Assets/ Money lost (Kshs).
Ministries and State Departments	6	15	4	0	4	0	-
Public Universities	1	2	4	0	4	-	1,182,439,674
State Corporations and SAGAs	14	320	54	0	241	177,281	34,033,988
TVETs	1	1	2	0	0	-	70,000
Total	**22**	**338**	**64**	**0**	**249**	**177,281**	**1,216,543,662**

Recommendations

(i) The Commission to establish the reasons for the high number of the corruption cases reported in State Corporations and SAGAs.

(ii) The Office of the Auditor-General to establish the reasons for the high loss of public funds through corruption in Public Universities.

3.5.3.5 Management of Gifts in Public Service

Article 76 of the Constitution provides that a gift or donation to a state officer on a public or official occasion is a gift or donation to the Republic and shall be delivered to the State unless exempted under an Act of Parliament. The Leadership and Integrity Act, 2012 provides for the management of gifts which is further amplified by Regulations on the management of gifts. The management of gifts in the public service is also provided for under the various institutional Codes of Conduct and Ethics. The regulations limit the value of the gift that an officer can receive and require that the gifts received must be declared. In addition, officers are expressly barred from receiving cash gifts.

***a)* Gifts received and declared by public officers**

The gifts declared by officers by service sector is presented in figure 3.6.

It was established that:

(i) 866 gifts were received and declared by public officers in 80 (17%) institutions;

(ii) 64 out of 80 institutions provided copies of their gift registers as follows: Constitutional Commissions and Independent Offices (3), Ministries and State Departments (3), Public Universities (11), State Corporations and SAGAs (42), Statutory Commissions and Authorities (2) and TVETs (3);

(iii) The highest number of gifts declared was by State Corporations and SAGAs at 82%, followed by Public Universities at 11%;

(iv) Officers in five institutions received alcoholic drinks worth Kshs.74,850;

(v) Gifts received by officers and institutions included alcoholic drinks, artefacts, livestock, electronics, foodstuff, clothing, cars, cash and gift vouchers, gift hamper, IEC material, non-alcoholic drinks, sports kit, detergents, cutlery, furniture among others; and

(vi) The value of the gifts received by public officers amounted to Kshs 29M.

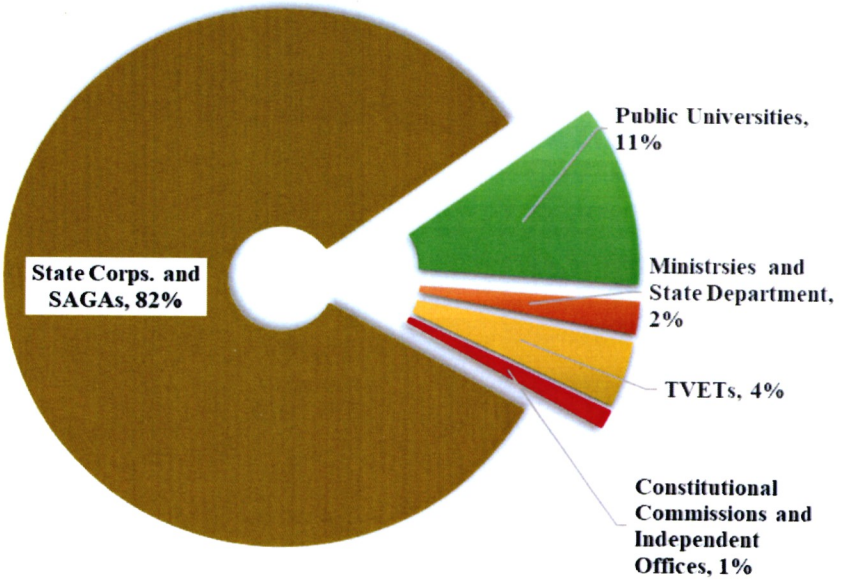

Figure 3.6: Gifts Received and Declared by Officers by Service Sector.

Recommendations

(i) EACC to undertake an audit of the maintenance of gift registers and declaration of gifts in the public service.

(ii) EACC to establish the reasons for the large number of gifts received by officers in state corporations and public universities.

(iii) Gifts in the nature of intoxicating substances including alcohol be banned in the public service.

(iv) All public officers who received gifts in the nature of cash or gift vouchers to surrender the same to the institution and be cautioned against receiving such gifts which is contrary to the law.

***b)* Gifts Given out by Public Institutions**

The gifts given out by public institutions are presented in figure 3.7 and table 3.19.

It was established that:

(i) 664 gifts valued at Kshs.20.1M were given out by 78 (16%) institutions;

(ii) Ministries and State Departments gave out 14 gifts valued at Kshs.9.6M while State Corporations and SAGAs gave out 507 gifts worth Kshs.8.6M. The total value of gifts given by the two service sectors was Kshs.18.2M;

(iii) Gifts with the highest value were given by the State Department for Interior and Citizen Services amounting to Kshs.9.5M out of a total of Kshs.9.6M, Kenya Marine and Fisheries Research Institute of Kshs.2M, National Environment Management Authority of Kshs.1.7M, Kenya National Trading Corporation of Kshs.0.7M, LAPSSET Corridor Development Authority of Kshs.0.67M, Office of the Auditor-General of Kshs.0.59M, Kenya Broadcasting Corporation of Kshs.0.5M and Lake Victoria North Water Works Development Agency of Kshs.0.43M;

(iv) Three institutions gave out shopping vouchers amounting to Kshs.44,000;

(v) Four institutions received cash gifts worth Kshs.124,000. Gifting of cash is against the law;

(vi) Four institutions received donations in form of books and cash which they reported as gifts. These were Bomet University College, NACADA, NEMA, and the State Department for Interior and Citizen Services. Official donations are not part of the regulated gifts;

(vii) The Institute of Human Resource Management gave out alcoholic drink (wine) in assorted gifts;

(viii) The Capital Markets Authority reported payments such as facilitation of sitting allowances as gifts; and

(ix) Gifts given out by institutions included alcoholic drinks, artefacts, livestock, electronics, foodstuff, clothing, cash and gift vouchers, gift hamper, IEC material, non-alcoholic drinks, sports kits, detergents, cutlery and furniture among others.

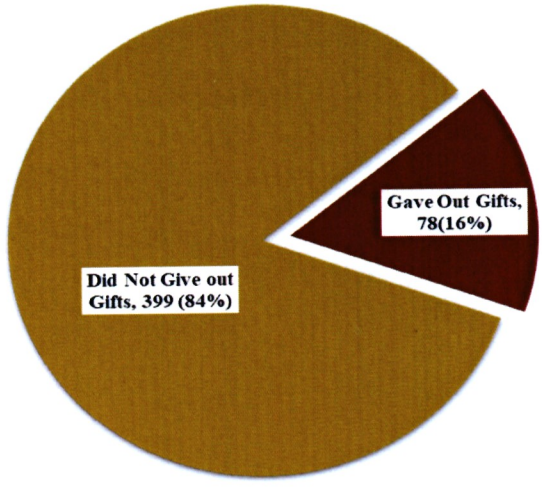

Figure 3.7: Gifts Given out by Public Institutions

Table 3.19: The Estimated Costs of Gifts Given out by Institutions Across Service Sectors

Sector	Number of gifts given out	The estimated cost of the gifts (Kshs)
Constitutional Commission and Independent Office	62	638,065.00
Ministry and State Department	14	9,583,500.00
Public University	73	1,165,971.00
State Corporation and SAGAs	507	8,630,433.33
Statutory Commissions and Authorities	8	64,800.00
Total	**664**	**20,082,769.33**

Recommendations

(i) Office of the Attorney-General and the Department of Justice to review the regulations to set a ceiling on the value of gifts that may be given out by an institution.

(ii) The Office of the Auditor-General to establish the gifts given out by the eight institutions which gave out gifts valued over Kshs.400,000.

(iii) Public institutions to adhere to the provisions of the Leadership and Integrity Act, 2012, Leadership and Integrity Regulations, 2015 and the Public Service Code of Conduct and Ethics, 2016 regarding gift management.

(iv) Public institutions be discouraged from giving and receiving gifts in form of alcohol.

(v) The Commission to undertake sensitization on the management of gifts in the public service.

3.5.3.6 Conflict of Interest

Article 73(2) (c)(ii) of the Constitution on responsibilities of leadership provides for the declaration of any personal interest that may conflict with public duty. Sections 12 of the Public Officer Ethics Act, 2003 and Section 16 of the Leadership and Integrity Act, 2012 both set out measures for mitigating conflict of interest which include the declaration of interest, maintenance of conflict of interest registers and exemption of the persons affected from taking part in the deliberations. The interest to be declared is not only for the affected officer but also for family members or associates.

Management of conflict of interest is vital in good governance and maintenance of trust in public institutions and, therefore, the failure to comply with the measures prescribed undermines the integrity of the decisions made and public trust in the institution.

The nature of the conflict of interest declared and the measures taken by public institutions to mitigate the conflict are presented in table 3.20.

It was established that:

(i) 88 cases of conflicts of interest were reported in 25 institutions. Of these, 50 (56.8%) were related to the officer's issue being part of the agenda of the meeting, eight (9.1%) cases involved associate interest while nine (10.2%) involved family interest. The implication of the low number of institutions reporting conflicts of interest may be a pointer to failure to report and manage conflicts of interest;

(ii) In 28 (31.8%) of the cases, the affected officers were exempted from the assignments and in 32 (36.4%) of the cases the affected officers did not sit in the meetings discussing the issues; and

(iii) In 10% of the cases, the institutions did not comply with the law. These included five (5.7%) of the cases where institutions indicated that no action was taken despite the declaration of conflict of interest and another four (4.5%) where it was indicated that no remarks or directions were issued.

Table 3.20: Nature of Conflict of Interest Declared and the Measures taken to Mitigate Against the Conflict

Nature of conflict of interest Declared	Measures to Mitigate Conflict										No. of Conflicts Declared
	A third party facilitated the evaluation	Action taken not indicated	The affected member did not participate in discussion or vote	Did not participate in the assignment	Did not participate in the discussion	Did not vote to approve the investor	Exempted from handling the issue	No direct conflict, therefore, no action taken	No remarks or directions issued	Stepped out of the meeting	
Case involving a former colleague				1							1 (1.14%)
An agenda in the meeting involved an associate					8						8 (9.09%)
Employment elsewhere				9							9 (10.23%)
Family interest in the agenda				7	1					1	9 (10.23%)
Not indicated		1								1	2 (2.27%)
Officer's issue on agenda of the meeting		4	1	11	2	2	1		4	25	50 (56.82%)
Other employment								1			1 (1.14%)
Previously handled the matter							1				1 (1.14%)
Self-evaluation by all board members	1										1 (1.14%)
Supervisor supervisee relation								1			1 (1.14%)
A candidate known to one of the interview panel members										5	5 (5.68%)
Total	**1**	**5**	**1**	**28**	**11**	**2**	**2**	**2**	**4**	**32**	**88**
	(1.14%)	**(5.68%)**	**(1.14%)**	**(31.82%)**	**(12.5%)**	**(2.27%)**	**(2.27%)**	**(2.27%)**	**(4.55%)**	**(36.36%)**	**(100%)**

Recommendations

(i) The Ethics and Anti-Corruption Commission to sensitize public officers on the need to comply with the Second Schedule of the Leadership and Integrity Act, 2012 on Registrable Interests.

(ii) The heads of institutions who did not take mitigating measures after the conflict of interest was declared to explain the failure.

3.5.3.7 Publication of Annual Reports

Article 254 of the Constitution requires Constitutional Commissions and Independent Offices to prepare and submit a report to the President and Parliament at the end of each financial year. The said institutions are also required to publish and publicize the reports. Various statutes such as Public Finance Management Act, 2012 (PFMA), Public Procurement and Assets Disposal Act, 2015 and the National Audit also require public entities to give periodic reports including annual reports. Public institutions are funded through the exchequer to discharge statutory functions for which they remain accountable on the efficiency and effectiveness to which they discharge those mandates. Citizens, who are the taxpayers, have legitimate expectations to receive or access management accountability reports by public institutions which are best realized through the preparation, publication and publicization of annual reports. It is a good corporate management practice for institutions to account for their work through annual reporting.

The number of institutions that published their annual reports is presented in figure 3.8.

It was established that 137 (29%) institutions published their annual reports.

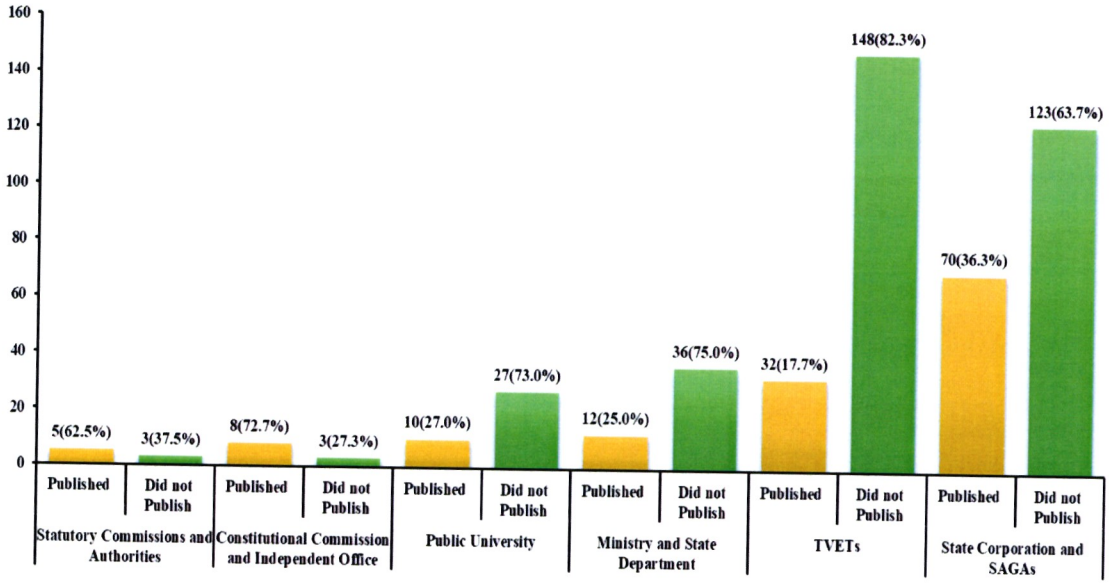

Figure 3.8: Public Institutions that published their Annual Reports

Recommendation

The Public Service (Values and Principles) Act, 2015 be amended to require institutions to prepare, publish and publicize their annual reports on the discharge of their functions.

3.5.4 Performance Management

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

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

This evaluation sought to establish the measures that public institutions put in place to improve performance management.

The indicators were:

(i) Number of institutions that implemented Performance Contracts;

(ii) Number of institutions that implemented the staff appraisal tool;

(iii) Allocation and absorption of training funds;

(iv) Number of institutions that inducted newly recruited officers;

(v) Number of officers who utilized various types of leave;

(vi) Number of institutions that conducted workload analysis;

(vii) Status of disciplinary cases and the duration taken to conclude the cases; and

(viii) Number of officers who exited the service.

3.5.4.1 Implementation of Performance Contracts

A Performance contract is a tool for measuring performance and promoting transparency and accountability. Regulation 15 of the Public Service Commission (Performance Management) Regulations, 2021 requires public institutions to sign performance contracts at the commencement of each financial year.

The status of signed performance contracts is presented in figure 3.9.

It was established that:

(i) 342 (73.4%) institutions signed performance contracts with the government while 124 (26.6%) did not. The institutions that did not sign provided various reasons including the unavailability of boards of management and the failure of the mother ministry to finalize the commitments;

(ii) The Chief Executive Officers (CEO) of three (27%) Constitutional Commissions and Independent Offices signed performance contracts with their respective boards while 8 (73%) did not. This was contrary to the recommendation in the 2020/2021 Values report;

(iii) Compliance rate was highest in State Corporations at 80.8% followed by Ministries and Departments and TVETs at 75% and 69.4% respectively;

(iv) Compliance rate was lowest for Statutory Commissions and Authorities at 12.5%; and

(v) The compliance levels in ministries and departments, state corporations and SAGAs and technical and vocational education institutions declined.

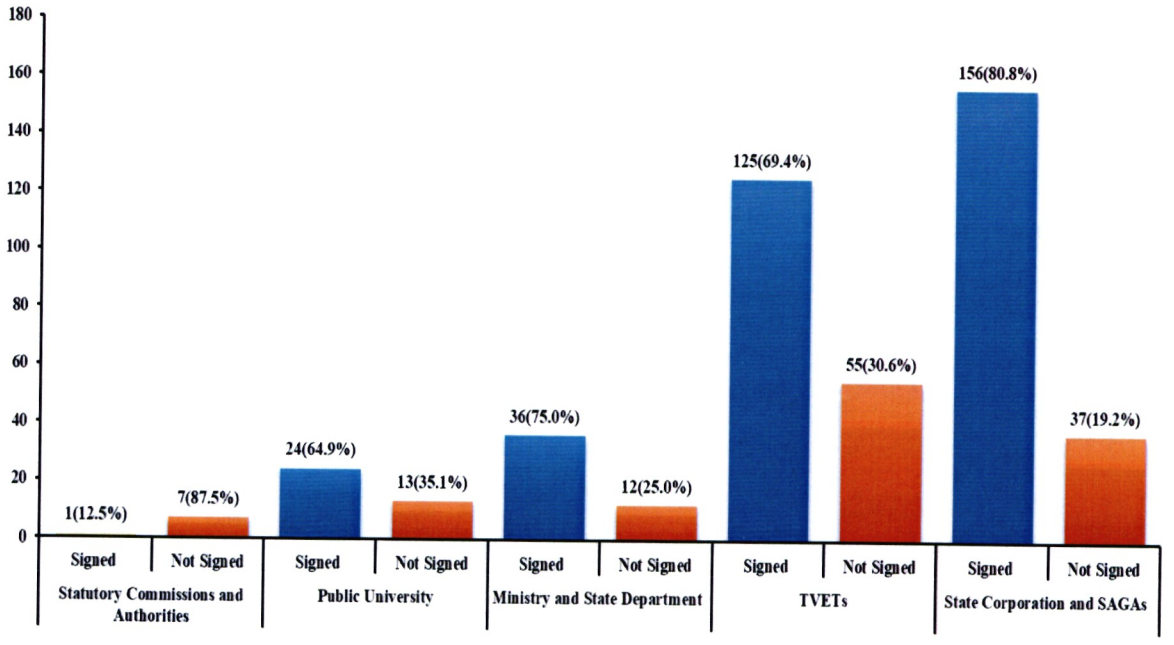

Figure 3.9: Status of Signing of Performance Contracts

Recommendations

(i) The Commission to liaise with the Office of the Prime Cabinet Secretary to enforce the signing and implementation of performance contracts.

(ii) The Cabinet Secretary who is responsible for Technical and Vocational Training Institutes to constitute the boards for the various institutes that did not have boards in place.

(iii) The respective ministries to finalize commitments of the performance contract targets with the State Corporations under them before 30th August of every year for the same to be published on the respective State Corporations' websites in accordance with Regulation 22 of the Public Service Commission (Performance Management) Regulations 2021.

(iv) CEOs of Constitutional Commissions and Independent Offices should sign performance contracts with the respective Boards.

(v) PSC and The National Treasury and Planning to develop suitable performance tools for the Financial Reporting Centre (FRC) taking into account the FRC mandate and the nature of its operations.

(vi) The staff of the Auditor General should sign performance contracts with the Auditor General.

3.5.4.2 Performance Contract Evaluation

Performance evaluation was undertaken for ministries, departments, state corporations and SAGAs and tertiary institutions. Evaluation is carried out to establish the extent to which the public institutions have achieved their planned commitments. Institutions which score 130% and above are rated excellent, between 100% and 129% are rated very good, between 70% and 99% are rated good, 50% to 69% are rated fair and below 50% are rated poor.

The status of the evaluation of public institutions for the 2020/2021 FY is presented in table 3.21.

It was established that:

(i) 108 (33.1%) of 326 public institutions met their targets and their performance was rated as ("excellent" or "very good") while 218 (66.1%) did not achieve their set targets and were rated as ("good", "fair" or "poor"). This implies that less than one-third of public institutions achieved their performance contract targets on average;

(ii) All public universities implemented performance contracts and were evaluated. Out of the 37 universities evaluated, 27 (73%) met their targets and were rated as ("excellent" or "very good") while 11 (27%) did not and were rated as ("good" or "fair");

(iii) Two (8.7%) of the 23 ministries evaluated achieved their targets and were rated as ("very good") while 21 (91.3%) did not and were rated as ("good", "fair" or "poor");

(iv) 21 (21.4%) of 98 TVETs that were evaluated met their targets and were rated as ("very good") while 77 (78.5%) did not and were rated as ("good", "fair" or "poor"); and

(v) Cabinet Office and Nairobi Metropolitan Services, 25 State Corporations and SAGAs and 82 TVETs did not implement performance contracts in line with performance contracting guidelines and hence were not evaluated.

Table 3.21: Evaluation of Public Institutions for 2020/2021 FY

Service Sectors	No. of Institutions	Evaluation of Public Institutions		Performance Rating				
		No. Evaluated	No. Not Evaluated	Excellent	Very Good	Good	Fair	Poor
Ministries and State Departments	48	23 (47.9%)	25 (52.1%)	0	2	17	3	1
Public Universities	37	37	-	5	22	8	2	0
State Corporations and SAGAs	193	168 (87%)	25 (13%)	1	57	94	12	4
Technical and Vocational Education Institutes	180	98 (54.4%)	82 (45.6%)	0	21	64	11	2
Total	**458**	**326 (71.2%)**	**132 (28.8%)**	**6**	**102**	**183**	**28**	**7**
Percentage				**108 (33.1%)**		**218 (66.9%)**		

Recommendations

(i) The Authorized Officers of the 25 State Corporations, 82 TVETs and the Cabinet Office that did not implement the performance contract to explain the failure.

(ii) All public institutions should implement performance contracts in line with Public Service Commission (Performance Management) Regulations, 2021 and performance contracting guidelines.

(iii) Ministries and State Departments should re-energize the implementation of performance management to improve the achievement of their targets and improve service delivery.

3.5.4.3 Management of Staff Performance

Regulation 33 of Performance Management Regulations, 2021, requires public officers to develop individual work plans which contain performance targets or expected results on specific assignments and activities for which the employee performance will be measured. The individual work plans are derived from departmental annual work plans. The evaluation

results, derived from an objective process, can be used to improve service delivery in that staff who continually meet and exceed their targets should be given priority when opportunities at higher levels arise thus motivating them. The results can also be the basis of tailoring training programmes to staff who are lagging behind thus improving their performance.

a) Staff Appraisal

Regulations 39, 40 and 41 of the Performance Management Regulations, 2021, provide for the staff appraisal process. Regulation 36 requires public officers to set performance targets based on institutional and departmental work plans. The targets form the basis of the annual staff appraisal. Staff who score 101% + are rated 'Excellent,' those who score 100% are rated 'Very Good,' those who score between 80 – 99% are rated 'Good,' those who score between 60 – 79% are rated as 'Fair' and those who score 59% and below are rated 'Below Average.' The Commission's Rewards and Sanctions Policy prescribe the criteria for rewarding good performance and sanctioning poor performance which include placing officers who perform poorly on a performance improvement programme.

Institutions that did not have an appraisal tool and the ratings of performance are presented in tables 3.22 and 3.23.

It was established that:

(i) 434 (91%) institutions had a staff appraisal tool while the remaining 43 (9%) reported that they did not have an appraisal tool. This is an indication that the institutions did not have a way of measuring staff performance;

(ii) 148,094 (59%) officers set performance targets, while 103,913 (41.2%) did not comply with the requirement to set targets;

(iii) 87,054 (58.8%) of the 148,094 officers who set targets, were not appraised contrary to the requirement in the regulations. A majority of the officers who set performance targets were not appraised hence defeating the purpose of the performance appraisal system; and

(iv) 61,040 officers were appraised, out of whom 5,319 (9%) were rated 'Excellent,' 24,418 (40%) were rated 'Very Good,' 21,887 (36%) were rated 'Good,' 7,345 (12%) were rated 'Fair' and 2,071 (3%) were rated 'Below Average.' Those rated 'Very Good' and 'Excellent' were 49% suggesting that half of the officers did not meet their targets.

Table 3.22: Institutions that Reported not Having an Appraisal Tool

Ministries and State Departments			
1.	State Department for Culture and Heritage	**2.**	State Department for Sports
State Corporations			
1.	Hydrologist Registration Board	**4.**	Kenya National Assurance Co. Ltd
2.	Institute of Human Resource Management	**5.**	Northern Water Works Development Agency
3.	Kenya National Shipping Line Ltd		
Statutory Commissions and Authorities			
1.	Inter-Governmental Relations Technical Committee	**2.**	Office of Data Commissioner

TVETs			
1.	Bomet Central Technical Vocational College	18.	Mumias West TVC
2.	Bungoma North Technical Vocational College	19.	Mwala TVC
3.	Chemasiri Technical Vocational College	20.	Mwea TVC
4.	Cherangany Technical Vocational College	21.	Narok TVC
5.	Chuka Technical Vocational College	22.	Ndaragwa TVC
6.	Emsos Technical Vocational College	23.	North Horr TVC
7.	Fayya Technical Vocational College	24.	Ramogi Institute of Advanced Technology
8.	Garsen Technical Vocational College	25.	Riamo TVC
9.	Titwede TTI	26.	Riatirimba TVC
10.	Ijara Technical Vocational College	27.	Samburu East TVC
11.	Kerio Valley TTI	28.	Tana River TVC
12.	Kinangop Technical Vocational College	29.	Tindiret TVC
13.	Kipsoen Technical Vocational College	30.	Total TVC
14.	Kongoni Technical Vocational College	31.	Tseikuru TVC
15.	Konoin TVC	32.	Turbo TVC
16.	Liasamis TVC	33.	Turkana North TVC
17.	Lungalunga TVC	34.	Weru TVC

Table 3.23: Rating of Officers on their Performance in Public Institutions

Service Sector	Total No. of Institutions	Staff In post	Total Staff who set targets	No. of Public Institutions that appraised staff	% Total No. of Staff Appraised Over Total staff in-post	No. of staff who attained 59% and Below of the agreed performance targets	No. of staff who attained between 60 – 79% of the agreed performance targets	No. of staff who attained between 80 – 99% of the agreed performance targets	No. of staff who attained all the agreed performance targets (100%)	No. of staff who exceeded the agreed performance targets (101% +)
Constitutional Commissions and Independent Offices	11	4,711	3,959	4	766 (16.3%)	20 (2.6%)	108 (14.1%)	259 (33.8%)	185 (24.2%)	194 (25.3%)

Service Sector	Total No. of Institutions	Staff In post	Total Staff who set targets	No. of Public Institutions that appraised staff	% Total No. of Staff Appraised Over Total staff in-post	No. of staff who attained 59% and Below of the agreed performance targets	No. of staff who attained between 60 – 79% of the agreed performance targets	No. of staff who attained between 80 – 99% of the agreed performance targets	No. of staff who attained all the agreed performance targets (100%)	No. of staff who exceeded the agreed performance targets (101% +)
Ministries and State Departments	48	99,628	38,195	20	7,501 (7.5%)	354 (4.7%)	209 (2.8%)	1,010 (13.5%)	4,009 (53.4%)	1,919 (25.6%)
Public Universities	37	26,848	19,521	19	13,540 (50.4%)	738 (5.5%)	3,163 (23.4%)	6,043 (44.6%)	2,752 (20.3%)	844 (6.2%)
State Corporations and SAGAs	193	104,888	77,868	80	37,768 (36.0%)	892 (2.4%)	3,678 (9.7%)	13,642 (36.1%)	17,271 (45.7%)	2,285 (6.1%)
Statutory Commissions and Authorities	8	1,808	1,519	1	58 (3.2%)	7 (12.1%)	46 (79.3%)	5 (8.6%)	-	-
TEVTs	180	14,124	7,032	25	1,407 (10%)	60 (4.3%)	141 (10%)	928 (66%)	201 (14.3%)	77 (5.5%)
Total	**477**	**252,007**	**148,094 (58.8%)**	**149 (31.2%)**	**61,040 (24.2%)**	**2,071 (3.4%)**	**7,345 (12%)**	**21,887 (35.9%)**	**24,418 (40%)**	**5,319 (8.7%)**

Recommendations

(i) Institutions which did not have an appraisal tool to customize the Staff Performance Appraisal System issued by the Commission by June 2023.

(ii) Authorized Officers to ensure all employees set performance targets and are appraised in accordance with Regulation 39(1) of the Public Service Commission (Performance Management) Regulations.

(iii) The Commission to establish reasons for failure by the majority of the officers appraised to meet their targets.

b) Employee Performance Management Committee

Regulation 32 of the Performance Management Regulations, 2021 requires public institutions to establish the Employee Performance Management Committee. The functions of the Committee include the consideration and moderation of individual performance scores and the making of recommendations to the authorized officer on rewards, sanctions and planned performance improvement for officers.

The number of institutions which had constituted Employee Performance Management Committees and the status of officers rewarded, sanctioned and placed on performance improvement programmes are presented in table 3.24.

It was established that:

(i) 261 (55%) institutions had established Employee Performance Management Committees (EPMC) while 216 (45%) had not. This was contrary to the provisions of Regulation 32 of the Public Service Commission (Performance Management) Regulations, 2021;

(ii) 145 institutions held EPMC meetings and made recommendations on the evaluation scores of 19,696 officers. This represented 30% of the evaluated institutions. The low number of institutions that held EPMC meetings implies that the majority of the institutions were unable to assess the level of performance of their staff, negatively impacting productivity and service delivery; and

(iii) 17,042 (86.5%) officers were rewarded, 1,687 (8.6%) were placed on Performance Improvement Programmes (PIP) and 967 (4.9%) were sanctioned.

Table 3.24: Status of Officers Rewarded, Sanctioned or Placed on Performance Improvement Programmes

Service Sector	Total No. of Institutions	No. of Institutions with EPMC	No. of Institutions that Implemented EPMC Recommendations	Total No. of Staff in-post	Total Staff who set targets	Total No. of Staff Appraised by EPMC	Total No. of Staff Rewarded, Sanctioned or Placed on PIP	Staff Rewarded or Sanctioned		
								No. of Staff Rewarded	No. of Staff Placed on performance improvement programmes	No. of Sanctioned
Constitutional Commissions and Independent Offices	11	7 (63.6%)	3 (42.9%)	4,711	3,959	766	84 (11%)	68 (81%)	6 (7.1%)	10 (11.9%)
Ministries and State Departments	48	38 (79.2%)	19 (50%)	99,628	38,195	7,501	2,140 (28.5%)	1,224 (57.2%)	469 (21.9%)	447 (20.9%)
Public Universities	37	30 (81.1%)	18 (60%)	26,848	19,521	13,540	2,209 (16.3%)	1,828 (82.8%)	103 (4.7%)	278 (12.6%)
State Corporation sand SAGAs	193	133 (68.9%)	80 (60.2%)	104,888	77,868	37,768	14,955 (39.6%)	13,709 (91.7%)	1,041 (7%)	205 (1.4%)
Statutory Commissions and Authorities	8	4 (50%)	1 (25%)	1,808	1,519	58	12 (20.7%)	5 (41.7%)	7 (58.3%)	-
TVETs	180	49 (27.2%)	24 (49%)	14,124	7,032	1,407	296 (21%)	208 (70.3%)	61 (20.6%)	27 (9.1%)
Total	**477**	**261 (54.7%)**	**145 (45.3%)**	**252,007**	**148,094**	**61,040**	**19,696 (32.3%)**	**17,042 (86.5%)**	**1,687 (8.6%)**	**967 (4.9%)**

c) Trend in Performance Appraisal and Evaluation of Staff in the Public Service

A trend in performance management in the public service is presented in figures 3.10 and 3.11.

It was established that:

(i) The number of institutions that held EPMC meetings had increased from 11 in 2018/2019 to 145 in 2021/2022 evaluation period; and

(ii) The total number of officers appraised had dropped by 42,677 (42%) from 102,717 in 2018/2019 FY to 60,040, an indication that the performance appraisal process was on a decline.

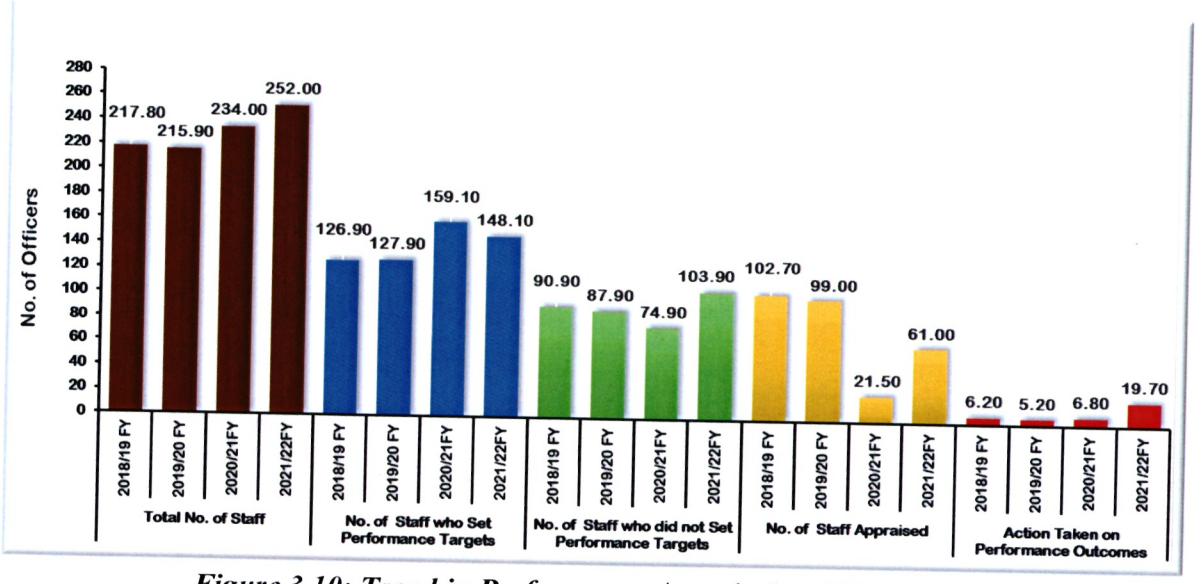

Figure 3.10: Trend in Performance Appraisal and Evaluation

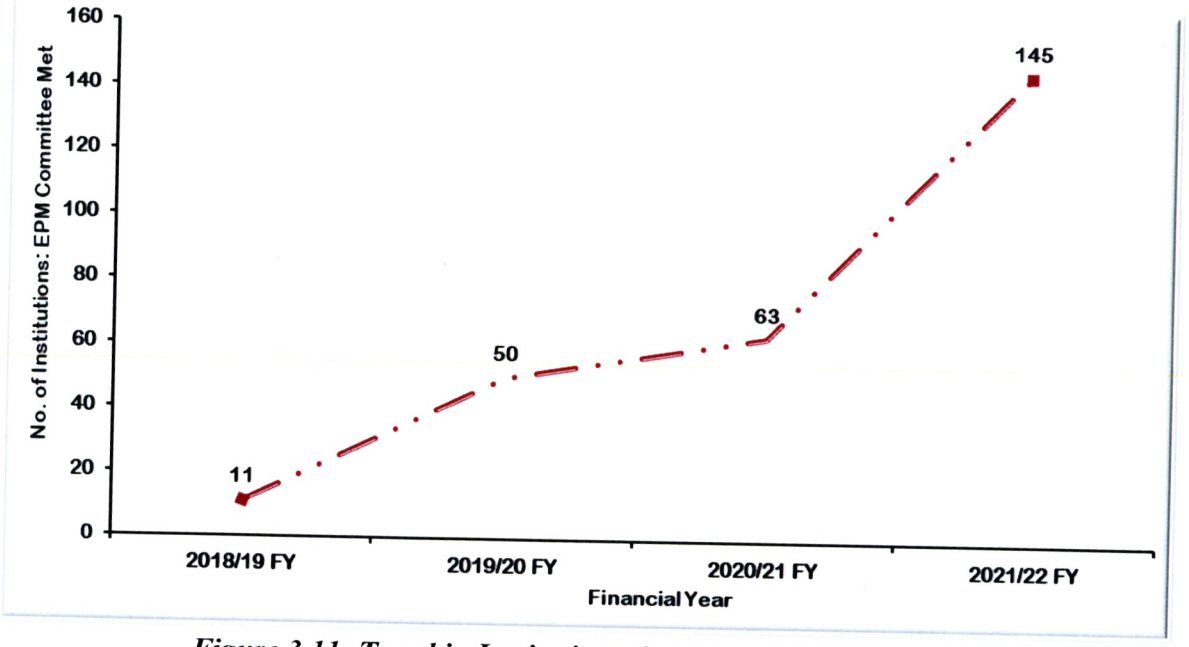

Figure 3.11: Trend in Institutions that Held EPMC Meetings

Recommendation

All public institutions should implement Regulations 33 and 39(1) of the Public Service Commission (Performance Management) Regulations, 2021 on the setting of targets and performance appraisal of employees.

3.5.4.4 Human Resource Development

The Public Service Commission is mandated to ensure the efficiency and effectiveness of the public service and develop human resources in the public service. The Commission is also required to promote the values and principles of public service including the ones on high standards of professional ethics and the efficient effective and economic use of resources. Human resource development includes the building of the capacity of public officials to discharge their responsibilities through continuous training and facilitation. The training helps to build a pool of skills and competencies necessary for excellent performance. This requires a commensurate investment in resources set aside for capacity building as provided for in Section 56 of the PSC Act, 2017 and Regulation 50(2) of the PSC Regulations, 2020 which require the Public Service Commission to determine and recommend to the national government the percentage of the recurrent public service budget that shall be set apart for the development of human resources.

a) Training Budget

Allocation for training as reported by the organizations is presented in table 3.25.

It was established that:

(i) The total allocation for training (Revised Estimates) as reported by public institutions was 151B. The total reported recurrent budget by MDAs was Kshs.1.5T. This means that the government allocated 10% of the recurrent budget to training in 2021/2022 FY;

(ii) The absorption level of the funds allocated for training was Kshs.121.4B (80.4%). This means that the reporting institutions did not absorb 29.6B (19.6%) of the allocated training funds;

(iii) The National Treasury reported that Ksh.4.2B was allocated for training during the 2021/2022 FY; and

(iv) There was inconsistency in the information provided by the National Treasury and the institutions regarding funds allocated and utilized in training.

Table 3.25: Total Allocation on Training (Revised Budget) and Total Expenditure

Service Sector	Total allocation (Revised Estimates) Allocated to Training in (Kshs)	Total Expenditure for Training in Kshs	Absorption (%)
Constitutional Commissions and Independent Offices	63,883,464.00	44,280,218.00	69.3141
Ministries and State Departments	131,018,191,084.10	114,654,834,505.20	87.5106
Public Universities	1,525,143,487.00	1,513,979,478.00	99.2680
State Corporations and SAGAs	2,610,200,816.09	1,419,816,342.76	54.3949
Statutory Commissions and Authorities	463,310,208.00	394,668,303.41	85.1845
Technical and Vocational Education Institutes	15,732,236,085.50	3,397,029,548.52	21.5928
Total	**151,412,965,144.69**	**121,424,608,395.89**	**80.1943**

b) Induction of newly appointed officers

An employer has the responsibility to induct the employee they have appointed. Induction equips newly employed officers with skills necessary for the performance of their duties and also enables the employees to understand the values of the institution. The induction may also help the institution to identify the areas where the employees need further training thus improving performance.

The Human Resource and Development Policy, 2015 requires officers joining a public institution on first appointment, transfer, re-designation, re-appointment and promotion to be inducted within three months after their engagement.

The status of induction of the newly appointed officers is presented in table 3.26.

It was established that:

(i) 108 (23%) institutions had induction manuals out of which 101 (21%) had topics on the institution's service charter, code of conduct and ethics, financial disclosures, values and principles in Articles 10 and 232 and governance as recommended in the 2020/2021 Values report;

(ii) 120 out of 318 institutions which appointed new officers reported having inducted them; and

(iii) Seven institutions that inducted officers did not provide evidence of the induction manuals used, putting into question the document used to guide the exercise.

In a rapid verification exercise conducted by the Commission targeting 561 newly appointed officers, they all confirmed that they were inducted.

Table 3.26: Induction of Newly Recruited Officers

Sector	Total No. of Organizations	No. of Organizations with Induction Manuals	No. With Topics on Values and Principles	No. That Appointed New Officers	No. That inducted (*both induction program and list*)
Ministries Departments and Agencies	297	94	88	228	114
TVETs	180	14	13	90	6
Total	**477**	**108 (22.6%)**	**101 (21%)**	**318 (66.7%)**	**120 (37.7%)**

Recommendations

(i) The Public Service induction manual be reviewed to incorporate topics on national values and principles of governance, values and principles of public service, public service Code of Conduct and citizen service charters.

(ii) Authorized Officers to ensure that all newly appointed officers are inducted.

3.5.4.5 Management of Leave

The management of the different types of leave for officers is guided by the Human Resource Policies and Procedures Manual, 2016, PSC Regulations, 2020 and the Employment Act, 2007. Annual leave is a right of every public officer and it is granted to an officer to renew his/her energies and improve efficiency. The utilization of annual leave by public officers is presented in table 3.27.

It was established that:

(i) 148,293 (59.4%) officers utilized their leave days; and

(ii) 101,435 (40.6%) did not take their leave or took less than 15 days of their leave. Close to half of the public officers were reported not to have utilized or utilized less than 15 days of their leave days meaning that the officers were not sufficiently rested and rejuvenated to engage in productive delivery of public service. This is likely to undermine the efficiency and effectiveness of service delivery leading to underperformance and possible burnout.

Table 3.27: Utilization of Annual Leave

Service Sector	Number Of Officers Per Service Sector					Total	Total No. of Officers
	Total No. of officers who carried forward up to 15 days	Total No. of officers who commuted their leave days	Total No. of officers who did not apply to proceed on leave	Total No. of officers who utilized all their leave days	Total No. of officers who utilized less than 15 days		
Constitutional Commissions and Independent Offices	1,868	241	685	793	893	4,480	4,711
Ministries and State Departments	15,388	2,704	27,892	29,009	4,989	79,982	99,628
Public Universities	7,203	161	7,418	4,929	8,046	27,757	26,848
State Corporation sand SAGAs	49,793	10,760	7,724	34,885	26,377	129,539	104,888
Statutory Commissions and Authorities	1,044	1	183	58	427	1,713	1,808
TVETs	552	251	2,280	2,771	403	6,257	14,124
Total	**75,848**	**14,118**	**46,182**	**72,445**	**41,135**	**249,728**	**252,007**
Percentage (%)	**30.1**	**5.6**	**18.3**	**28.7**	**16.3**	**99.1**	**100.0**

Recommendation

Authorized Officers should enforce compliance with the provisions in the Human Resource Policies and Procedures Manual, 2016 requiring officers to proceed on annual leave as and when due to enhance productivity at the workplace and promote a healthy work-life balance.

3.5.4.6 Workload Analysis

Workload analysis is a method used to determine the time, effort and resources needed by an organization in identifying the actual needs of human resources in quality and quantity in accordance with the goals and strategies of the organization. Public institutions are expected to undertake workload analysis to determine the optimal staffing levels as provided for in the PSC Act, 2017.

The institutions that undertook workload analysis are presented in table 3.28.

It was established that:

(i) 35 (12%) institutions undertook a workload analysis as recommended in the 2020/2021 report; and

(ii) 90 (30%) institutions undertook workload analysis between the 2018/2019 FY and 2021/2022 FY.

Table 3.28: Institutions that undertook Workload Analysis Between 2018/2019 FY and 2021/2022 FY

Service Sector	Total No. of Institutions 2021/2022	Institutions that conducted a workload analysis			
		2018/19	2019/20	2020/21	2021/22
Constitutional Commission and Independent Office	11	0	0	2	1
Ministries and State Departments	48	1	1	9	4
Public Universities	37	1	1	6	4
State Corporations and SAGAs	193	6	9	17	26
Statutory Commissions and Authorities	8	0	0	2	0
Total	**297**	**8**	**11**	**36**	**35**

Recommendation

The Commission to prescribe periodic scheduled workload analysis for public institutions.

3.5.4.7 Disciplinary Control in the Public Service

Article 232(1)(e) of the Constitution provides for the Value and Principle of Accountability for Administrative Acts. The disciplinary control in the public service is guided by Part XII of the PSC Act, 2017, Employment Act, 2007, Part III of the Public Service Code of Conduct and Ethics, 2016 and the PSC Discipline Manual, 2022. The objective of discipline is to create a motivated and dedicated workforce which upholds proper work ethics for optimal service delivery. Discipline should be viewed not only from the aspect of imposing punishment against the officer or deterring other officers from committing similar misconducts but also as a way of moulding and developing a positive attitude.

The Public Service Commission Discipline Manual sets six months from the commencement of a disciplinary process as the timeline for concluding a disciplinary case.

The status of disciplinary cases, nature and the duration taken to conclude the cases is presented in tables 3.29, 3.30 and Appendix II.

It was established that:

(i) 3,356 disciplinary cases were reported. 2,203 were concluded, 1,082 were ongoing and the status of 71 cases was not indicated;

(ii) 1,565 (47%) of the 2,203 cases were concluded within six months, 492 (15%) were concluded beyond six months and 146 were not stated. Failure to conclude disciplinary proceedings within the stipulated six months has attracted litigations leading to awards in favour of the litigants against the institutions. This is a loss of public funds that can be avoided;

(iii) 912 (27%) cases arose from the negligence of duty, followed by absence from duty without permission at 882 (26%) cases. The two accounted for 53% of the total number of cases reported and this impacted negatively on performance and service delivery; and

(iv) 67 officers were charged in court for various offences. Ministries and State Departments had the highest number of cases at 66 officers and corruption-related offences recorded had the highest number of cases at 26 officers followed by murder at 13 and rape and defilement at 11 cases.

Table 3.29: Status of Disciplinary Cases and the Duration Taken to Conclude the Cases

Service Sector	Total No. of Institutions	No. of Institutions	Total No. of Officers	No. of Officers facing disciplinary process	No. of Disciplinary Cases	Status of Disciplinary Cases			Duration		
						Concluded	On-going	Status not Indicated	Within 6 Months	Above 6 Months	Times lines not Indicated
Constitutional Commissions and Independent Offices	11	7 (63.6%)	4,711	64 (1.4%)	73	20 (27.4%)	45 (61.6%)	8 (11%)	8 (11%)	7 (9.6%)	5 (6.8%)
Ministries and State Departments	48	35 (72.9%)	99,628	708 (0.7%)	723	415 (57.4%)	291 (40.2%)	17 (2.4%)	207 (28.6%)	160 (22.1%)	48 (6.6%)
Public Universities	37	25 (67.6%)	26,848	252 (0.9%)	260	204 (78.5%)	46 (17.7%)	10 (3.8%)	125 (48.1%)	48 (18.5%)	31 (11.9%)
State Corporations and SAGAs	193	103 (53.4%)	104,888	2,072 (2%)	2,202	1,501 (68.2%)	671 (30.5%)	30 (1.4%)	1,183 (53.7%)	260 (11.8%)	58 (2.6%)
Statutory Commissions and Authorities	8	4 (50%)	1,808	26 (1.4%)	26	21 (80.8%)	5 (19.2%)	-	6 (23.1%)	14 (53.8%)	1 (3.8%)
TVETs	180	24 (13.3%)	14,124	64 (0.5%)	72	42 (58.3%)	24 (33.3%)	6 (8.3%)	36 (50%)	3 (4.2%)	3 (4.2%)
Total	**477**	**198 (41.5%)**	**252,007**	**3,186 (1.3%)**	**3,356**	**2,203 (65.6%)**	**1,082 (32.2%)**	**71 (2.1%)**	**1,565 (46.6%)**	**492 (14.7%)**	**146 (4.4%)**

Recommendations

(i) Institutions which failed to conclude disciplinary cases within the stipulated six months to explain the failure and expeditiously conclude the disciplinary proceedings.

(ii) The Commission to engage the stakeholders to establish the reasons for the high prevalence of misconduct relating to the negligence of duty and absence from duty which accounted for more than half of the cases of misconduct.

Table 3.30: Discipline Cases in Court

Sector	Disciplinary Case Committed	No. of Cases
Ministry and State Department	Aiding offenders to escape	1
	Charged with Intermeddling deceased person	1
	Corruption Related	26
	Fraud	3
	Murder	13
	Rape / Defilement	11
	Robbery	4
	Sneaking Out with Lands Files	2
	Theft by Public Servant	2
	Falsification of Records (Lands)	**3**

Sector	Disciplinary Case Committed	No. of Cases
Total		**66**
State Corporation and SAGAs	Corruption Related	1
Total		**1**
Grand Total		**67**

Recommendation

The Commission to establish reasons for high incidents of officers charged with murder, rape and defilement in the Ministries of Interior and Lands.

3.5.4.8 Exits From The Service

Public institutions are required to manage human resource issues through the development and implementation of comprehensive human resource plans. These plans provide for entry requirements, terms and conditions of service, training, conduct and exits. It is, therefore, expected that all public institutions plan for the sustenance of optimal staffing at all times through comprehensive succession management plans. This ensures uninterrupted and seamless delivery of public services as and when vacancies arise. Planned succession management also facilitates the timely transfer of skills and competencies through continuous mentorship and coaching process. Staff exit may be occasioned by retirement, death, resignation, dismissal or expiry of the contract.

The number of officers who exited the service against the corresponding nature of exit is presented in table 3.31.

It was established that:

(i) 9,826 (3.9%) officers out of 252,007 exited the service. These exits if well managed do not constitute a significant percentage to impact negatively on service delivery;

(ii) 6,012 (61%) officers retired on the attainment of mandatory age accounting for the highest number of those who retired. This was a normal trend; and

(iii) Four officers from Kenya Prisons Service exited on public interest.

Table 3.31: Officers Exited the Service Against the Corresponding Nature of Exit

Service Sector	No. of Institutions	No. of Exits	Mode of Exit													
			Death	Dismissal	Expiry of contract	Public interest	Mandatory Age Requirement	Medical	Not Applicable	Not Provided	Resignation	Termination of Contract	Transfer of Service	Under 12-20 years	Under 50-year rule	Voluntary Retirement
Constitutional Commissions and Independent Offices	11	125	7	3	16		43				46				10	
Ministries and State Departments	49	3,468	347	95	18	4	2,698	1			120	2	34	8	141	
Public Universities	36	1,083	91	28	92		510	4	12		274	44	3		15	7
State Corporations and SAGAs	167	4,911	377	378	378		2,657	10	10	3	835	132	1		118	12
Statutory Commissions and Authorities	6	36	3				8			1	23		1			
TVETs	62	281	15	12	15		96		56	1	62		6		4	14
Total	**331**	**9,826**	**840**	**516**	**519**	**4**	**6,012**	**15**	**78**	**5**	**1,360**	**178**	**45**	**8**	**288**	**36**
Percentage			**9%**	**5%**	**5%**		**61%**	**0.1%**			**14%**	**2%**	**0.5%**		**3%**	**0.4%**

Recommendation

Public institutions to be sensitized on human resource issues including disciplinary control and regulated modes of exit.

3.5.4.9 Processing of Pension Benefits

The status of submission of pension documents by Ministries and State Departments to the Pensions Department and payment of benefits is presented in table 3.32.

It was established that:

(i) 431(12%) officers out of 3,468 who exited the service in Ministries and State Departments had been paid their pension benefits;

(ii) 42 (12%) out of the 347 officers who exited through death in Ministries and State Departments had their documents submitted to the Pensions Department within three months of the demise and the dependants for 8 officers (2%) had been paid; and

(iii) 1,048 officers out of 2,848 who exited through various modes other than death had their documents submitted to the Pensions Department within 3 months and 415 (14.5%) had been paid. This means that the majority of the officers exiting the service were not paid their retirement benefits within the timelines provided for in law.

Table 3.32: Status of Submission of Pension Documents and Payment of Benefits

Nature of Exit	Total No. of Exits	Duration Between Files Forwarded to Pension and Exits							Payment Status			
		0-3 Months	4-12 Months	13-24 Months	25-36 Months	37-48 Months	Above 48 Months	Timelines not provided	Not Paid	Paid	No Benefits	Payment Status Not Indicated
Death	347	42	95	24	3	2	12	169	77	8		262
Dismissal	95						1	94	14			81
Expiry of contract	18	7	1	1				9	2	5		11
Public interest	4	2						2				4
Mandatory Age Requirement	2,698	991	1,265	209	20	16	27	170	484	403		1,811
Medical	1	1								1		
Resignation	120	9	5					106	30	3	1	86
Termination Of Contract	2							2				2
Transfer Of Service	34	4	2					28				34
Under 12-20 Years	8	4	3					1				8
Under 50 Year Rule	141	52	62	6	2		2	17	19	11		111
Total	**3,468**	**1,112**	**1,433**	**240**	**25**	**18**	**42**	**598**	**626**	**431**	**1**	**2,410**
Percentage		32.1%	41.3%	7%	0.7%	0.5%	1.2%	17.2%	18%	12.4%	0.1%	69.5%

Recommendation

The National Treasury to pay pensioners promptly failure to which the officers should be retained on the payroll and continue to earn salary until such time that pension is paid in accordance with the Pensions Amendment Act No. 6 of 2003.

3.5.5 Equitable Allocation of Opportunities and Resources

Article 10(2)(b) of the Constitution provides for Values and Principles of Equity, Social Justice, Equality, Non-discrimination, inclusiveness and protection of the marginalized. Article 232(g), (h) and (i) provide for Values and Principles that guide on the representation of diverse communities in public service. These constitutional values and principles are further amplified for ease of implementation in various enabling legislation, regulations, policies and guidelines issued by the Commission and government from time to time.

The evaluation sought to establish measures taken by various public institutions to promote equitable allocation of opportunities and resources.

The indicators were:

(i) Distribution of initial appointment opportunities in the public service in terms of the two-thirds gender representation, proportionate representation of all ethnic communities and 5% progressive realization of representation of PWDs;

(ii) Distribution of opportunities in promotional appointments in terms of the two-thirds gender representation, proportionate representation of all ethnic communities and 5% progressive realization of representation of PWDs;

(iii) Distribution of training opportunities in terms of the two-thirds gender representation, proportionate representation of all ethnic communities and 5% progressive realization of representation of PWDs;

(iv) Accommodation of persons with disabilities in terms of Kenyan sign language and customisation of premises;

(v) Distribution of procurement opportunities for the special groups; and

(vi) Implementation of various social protection programmes.

3.5.5.1 Distribution of officers by Gender and PWDs

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

a) Overall Gender and PWDs representation

The Gender and PWDs representation in the service is presented in table 3.33.

It was established that:

(i) Gender representation in the public service was 156,390 (62.1%) male and 95,617 (37.9%) female. This implies that the two-thirds gender principle was met at the global level of representation;

(ii) 114 organizations had not met the constitutional two-thirds gender principle (Appendix III); and

(iii) The representation of PWDs in the public service was at 1.4% meaning the 5% constitutional threshold had not been attained. There was an improvement of 0.2%, from the 1.2% representation reported during the 2020/2021 FY.

Table 3.33: Representation of Staff by Gender and PWDs

Service Sector	No. of Institutions	Total No. of Officers	Gender		Disability Status
			Female	Male	PWD
Constitutional Commissions and Independent Offices	11	4,711	1,973 (41.9%)	2738 (58.1%)	63 (1.3%)
Ministries and State Departments	48	99,628	36,445 (36.6%)	63183 (63.4%)	1,163 (1.4%)
Public Universities	37	26,848	11,125 (41.4%)	15723 (58.6%)	438 (1.6%)
Statutory Commissions and Authorities	8	1,808	919 (50.8%)	889 (49.2%)	18 (1%)
State Corporations and SAGAs	191*	104,888	39,591 (37.7%)	65,297 (62.3%)	1,634 (1.6%)
Technical and Vocational Education and Training	180	14,124	5,564 (39.4%)	8,560 (60.6%)	154 (1.1%)
Total	**475**	**252,007**	**95,617 (37.9%)**	**156,390 (62.1%)**	**3470 (1.4%)**

** The National Employment Authority & the Hydrologist Registration Board's data were considered under the Ministry of Labour and Ministry of Water, Sanitation and Irrigation respectively*

Recommendations

(i) Public institutions to develop and implement affirmative action plans to meet the constitutional requirements on PWDs.

(ii) The 114 institutions that failed to meet the two-thirds gender principle to develop and implement affirmative action plans to address the imbalance.

***b)* Gender and PWDs Representation across Job Levels**

Article 232(1)(i) of the Constitution requires that there should be representation at all levels of men and women, members of all ethnic groups and persons with disabilities.

Gender and PWDs representations across job levels is presented in table 3.34.

It was established that:

(i) The two-thirds gender requirement was achieved at middle management, technical and operative levels; and

(ii) The female gender was under-represented at the policy level by 13.7%, senior management by 3.6% and support staff by 1.3%.

Table 3.34: Representation of Staff by Gender and PWDs Across Job Levels

Job Level	No. of Staff	Service Sector						Gender		Disability Status	
		Constitutional Commissions & Independent Offices	Ministries & State Departments	Public Universities	Statutory Commissions & Authorities	State Corps. & SAGAs	TVETs	Female	Male	PWDs	%
Policy Level	260	8	21	60	6	165		51 (19.6)	209 (80.4)	2	0.77
Senior Management	5,297	301	1,148	1,100	76	2,658	14	1,573 (29.7)	3,724 (70.3)	84	1.59
Middle management	20,859	901	5,675	6,863	148	6,755	517	7,183 (34.4)	13,676 (65.6)	419	2.01
Technical Staff	98,133	2,640	32,240	7,655	1,152	45,328	9,118	42,077 (42.9)	56,056 (57.1)	1,647	1.68
Operative Staff	106,823	759	59,684	7,506	364	36,673	1,837	38,127 (35.7)	68,696 (64.3)	1,066	1.00
Support Staff	20,635	102	860	3,664	62	13,309	2,638	6,606 (32.0)	14,029 (68.0)	252	1.22
Total	**252,007**	**4,711**	**99,628**	**26,848**	**1,808**	**104,888**	**14,124**	**95,617 (37.9)**	**15,6390 (62.1)**	**3,470**	**1.38**

Recommendation

The public institutions experiencing female gender under-representation at policy, senior and support levels to develop and implement affirmative action programmes to redress the imbalance.

c) Representation of Ethnic Communities in Public Service

Section 10 of the Public Service (Values and Principles) Act, 2015 requires public institutions to adopt affirmative action measures to redress inequalities in representation in terms of gender, ethnicity and persons with disabilities in the public service. The Framework for the Implementation of Values and Principles in the Public Service, 2015 provides procedures and mechanisms through which public institutions can implement affirmative action programmes. Ethnic representation is attained through proportionate appointment to the public service of members of ethnic communities proportionate to their national population size as reflected in the last national population census.

The representation of ethnic communities in public service is presented in figure 3.12.

It was established that:

(i) 46 ethnic communities were represented in the service; and

(ii) Thirty-eight Kenyan communities had normal representation in the service; two communities were grossly over-represented (Kikuyu and Kalenjin); one community was over-represented (Kisii); one community was grossly under-represented (Kenyan Somali); three communities were under-represented (Turkana, Luhya and Mijikenda); while one community was not represented (Kenyan American) (Appendix IV).

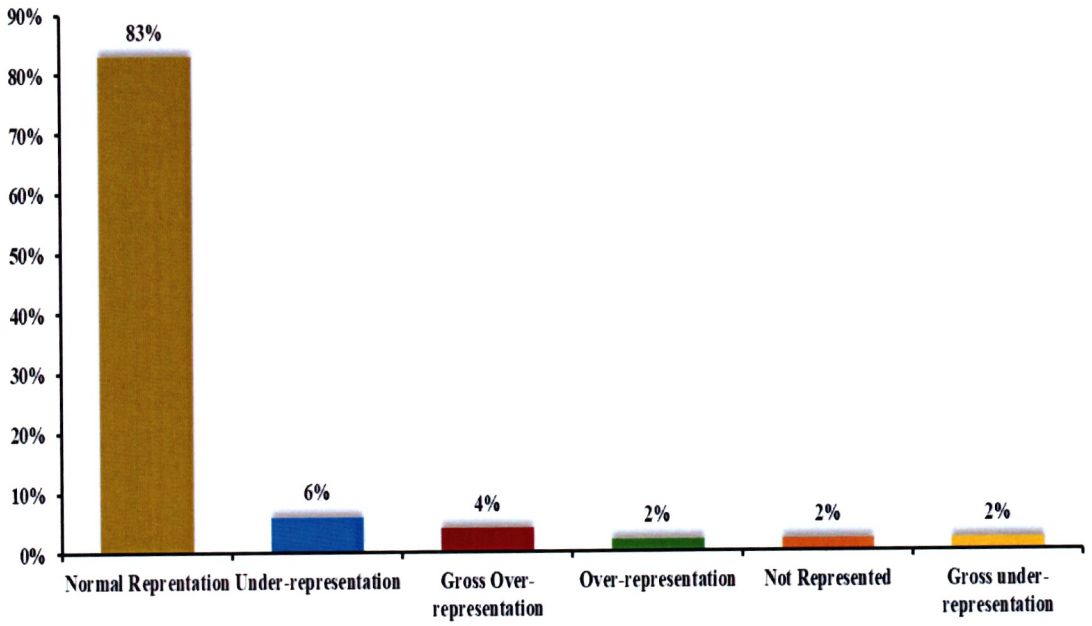

Figure 3.12: Ethnic Representation of Communities in the Public Service

Recommendation

Public institutions affected by disproportionate representation of ethnic communities to develop and implement affirmative action programmes to redress the inequities.

3.5.5.2 Distribution of Opportunities in Appointments, Training and Promotions

a) Representation in appointments made in 2021/2022 FY

Public institutions when making appointments are required to ensure that the appointments comply with the requirements on gender, ethnicity and PWDs representation.

The distribution of appointments by gender, PWD status and ethnic representation is presented in table 3.35 and Appendix V.

It was established that:

(i) 10,761 public officers were appointed out of whom 3,885 (36.1%) were female and 6,876 (63.9%) male. Therefore, the two-thirds gender principle was complied with and all the service sectors were compliant;

(ii) 116 (1.08%) of the officers appointed were PWDs, therefore, the 5% requirement on PWDs was not met. The number of PWDs appointed increased by 27% from 91 in the 2020/2021 FY to 116 in the 2021/2022 FY;

(iii) The newly appointed officers were drawn from 38 (82.6%) ethnic communities. Officers recruited from marginalized and minority ethnic communities included Ilchamus/Njemps (7), Sakuye (5), Dorobo (3), Aweer/Waata (1), Dasenach (1) and El Molo (1); and

(iv) Thirty Kenyan communities had normal representation in the service; one community was grossly over-represented (Kikuyu); one community was over-represented (Luo); five communities were under-represented (Turkana, Mijikenda, Kisii, Kamba and Kenyan Somali); while eight communities were not represented (Dahalo, Gosha, Konso, Makonde, Walwana, Wayyu, Kenyan American and Kenyan European).

Table 3.35: Appointment in the Public Service by Sector, Gender and PWDs Status

Service Sectors	Total No. of Institutions	No. of Institution	Total No. Appointed	Gender		Disability Status	
				Female	Male	Non-PWDs	PWDs
Constitutional Commissions and Independent Offices	11	11 (100%)	381	175 (45.9%)	206 (54.1%)	373 (97.9%)	8 (2.1%)
Ministries and State Departments	48	36 (75%)	2,079	757 (36.4%	1,322 (63.6%)	2,058 (99%)	21 (1%)
Public Universities	37	32 (86%)	847	289 (34.1%)	558 (65.9%)	836 (98.7%)	11 (1.3%)
State Corporations and SAGAs	193	136 (70%)	6,219	2,171 (34.9%)	4,048 (65.1%	6,156 (99%)	63 (1.0%)
Statutory Commissions and Authorities	8	7 (87.5%)	238	96 (40.3%)	142 (59.7%)	236 (99.2%)	2 (0.8%)
TVETs	180	88 (48.9%)	997	397 (39.8%)	600 (60.2%)	986 (98.9%)	11 (1.1%)
Total	**477**	**310 (65%)**	**10,761**	**3,885 (36.1%)**	**6,876 (63.9%)**	**10,645 (98.9%)**	**116 (1.1%)**

Recommendation

The public institutions affected by the under and non-represented communities to develop and implement affirmative action programmes to redress the inequities.

Status of Appointments made through Head-hunting

Article 232(g) of the Constitution provides that fair competition and merit shall be the basis of appointments and promotions in public service. However, Section 10 of the Public Service (Values and Principles) Act, 2015 and Section 36 of the PSC Act, 2017 provide for circumstances under which appointments can be made without strictly adhering to competition.

There is no express provision under the Public Service (Values and Principles) Act, 2015 or the PSC Act, 2017 that allows for head-hunting. The evaluation sought to establish the status of compliance with the requirement for fair competition as a basis of appointments in the public service.

The status of appointments made through head-hunting is presented in table 3.36.

It was established that:

(i) 74 officers were appointed by 26 institutions without complying with the principle of fair competition and merit;

(ii) Machakos Technical Institute for the Blind, cited the need to implement affirmative action as the reason for their non-competitive recruitment. It indicated that the appointment was made to improve the ethnic balance and the PWDs representation; and

(iii) The reasons given by the 25 institutions for recruitment without regard to fair competition and merit, were not supported by any law or policy.

Table 3.36: Status of Appointments Made Through Head-hunting

Service Sectors	No. Recruited	Gender				Disability Status			
		F	%	M	%	Non-PWD	%	PWDs	%
Constitutional Commissions and Independent Offices	1		0.0	1	100.0	1	100.0		0.0
Ministries and State Departments	6	2	33.3	4	66.7	6	100.0		0.0
Public Universities	34	6	17.6	28	82.4	34	100.0		0.0
State Corporations and SAGAs	22	5	22.7	17	77.3	22	100.0		0.0
TVETs	11	5	45.5	6	54.5	10	90.9	1	9.1
Total	**74**	**18**	**24.3**	**56**	**75.7**	**73**	**98.6**	**1**	**1.4**

Recommendations

(i) The institutions that appointed the 73 officers to explain the failure to adhere to the principle of fair competition and merit in the recruitment process.

(ii) All public institutions to strictly adhere to Article 232(1)(g) on the need for fair competition and merit as the basis for appointments.

***b)* Job Advertisements and Modes of Advertisements**

The provision of adequate and equal opportunities for appointments will be achieved if the information on the said opportunities reaches all the intended beneficiaries. Section 37 of the Public Service Commission Act, 2017 provides that public institutions shall invite applications by advertising the vacancies on the Commission's Website, at least one daily newspaper of nationwide coverage, the radio and other modes of communication to reach as wide a population of potential applicants as possible. Further, Section 2.2.2(ii)(b) of the Diversity Policy for the Public Service, 2016 provides that public institutions shall advertise available job vacancies in a format accessible to Persons with Disabilities including using established government channels, print, large print, Braille, television, radio and the internet including sharing advertisements with the National Council for Persons With Disabilities. The mode of

advertising vacancies determines whether the information on available vacancies reaches all potential applicants.

Modes of job advertisements are presented in table 3.37.

It was established that:

(i) 333 (69.8%) institutions advertised for jobs;

(ii) The most used modes of advertisement were institutional websites (78.4%) followed by newspapers (58%), social media (52.6%) and notice boards (50.8%). Although 58% of public institutions used newspapers as a medium of advertisement as required by law, the use of radio was lowest at 3.3%;

(iii) 29.7% of the institutions used the notice boards in the national and county administrative services. This means that the advertisements were not as widely circulated through County administrative structures and, therefore, may not be readily accessible to persons resident in outlying regions; and

(iv) 28.5% of the institutions advertised through the NCPWD Career Portal.

Table 3.37: Modes of Job Advertisements

Service Sector	Job Advertised in Public Institutions		Modes Used by Institutions for Job Adverts										
	Total No. of Institutions	No. Advertised	Organizational website	Newspaper	National Radio Station	Vernacular radio station	Television	Social Media	County Commissioners Office	Notice Board	County Government's Notice Board	NCPWD Career Portal	Other Modes
Constitutional Commissions and Independent Offices	11	11 100%	11	11		1		5	2	4	2	3	
Ministries and State Departments	48	23 47.9%	20	14				6	4	10	5	4	5
Public Universities	37	31 83.8%	31	24				13	2	16	4	13	1
SAGAs	193	133 68.9%	117	116	2	2		51	7	40	8	55	13
Statutory Commissions and Authorities	8	8 100%	6	7				5		3	1	2	2
TVETs	180	127 70.6%	76	21	1	5	1	95	32	96	32	18	9
Total	**477**	**333 69.8%**	**261 78.4%**	**193 58%**	**3 0.9%**	**8 2.4%**	**1**	**175 52.6%**	**47 14.1%**	**169 50.8%**	**52 15.6%**	**95 28.5%**	**30**

Recommendations

(i) Public institutions to give priority to statutory modes of advertisements before other modes to promote higher uptake with adverts especially those required to run through radio channels.

(ii) Public institutions to use the national and county government administrative structures for wider outreach of adverts, especially to the outlying areas of the country.

(iii) Public institutions to circulate adverts to institutions dealing with persons with disabilities in formats accessible to the visually and hearing impaired.

c) Registration of Public Institutions on the NCPWD Career Portal

The NCPWD has established a Career Portal which links employers and potential employees with disabilities. The portal contains a database of persons with disabilities, which employers registered on the same portal are able to access and also advertise vacancies. Persons with disabilities registered on the portal can view the advertised vacancies. This, therefore, ensures that PWDs have ease of access to information on available vacancies.

The status of registration of institutions on the NCPWD's Career Portal is presented in table 3.38.

It was established that:

(i) 301 (63.1%) institutions had registered on the NCPWD Career Portal;

(ii) 133 (75.6%) institutions that had not registered on the NCPWD Career Portal committed doing so by March 2023 while 43 (24%) committed to register by December 2022; and

(iii) NCPWD reported that it had not developed a policy to guide the attainment of equal employment opportunities for PWDs.

Table 3.38: Status of Registration on the National Council for Persons with Disabilities (NCPWD) Career Portal by Public Organizations.

Service Sector	Total No. of Institutions	Registration status of Institutions in the NCPWD Career Portal				Total No. of Institutions	Timelines for Institutions to register in the NCPWD Career Portal			
		No. Registered	%	No. Not Registered	%		By December 2022	%	By March 2023	%
Constitutional Commissions and Independent Offices	11	5	45.5	6	54.5	6	1	16.7	5	83.3
Ministries and State Departments	48	30	62.5	18	37.5	18	6	33.3	12	66.7
Public Universities	37	31	83.8	6	16.2	6	2	33.3	4	66.7
State Corporations and SAGAs	193	154	79.8	39	20.2	39	13	33.3	26	66.7
Statutory Commissions and Authorities	8	3	37.5	5	62.5	5	3	60.0	2	40.0
Technical and Vocational Education and Training	180	78	43.3	102	56.7	102	18	17.6	84	82.4
Total	**477**	**301**	**63.1**	**176**	**36.9**	**176**	**43**	**24.4**	**133**	**75.6**

Recommendations

(i) All public institutions to register on the NCPWD Career Portal to enhance job opportunities for persons with disabilities.

(ii) NCPWD to develop a policy for the achievement of equal employment opportunities for PWDs.

d) Distribution of Training Opportunities

The Constitution requires that there should be adequate and equal distribution of training opportunities among men and women, members of all ethnic groups and persons with disabilities. The training policy provides for affirmative action programmes to ensure that the marginalized, minority groups and PWDs are granted opportunities for training in public service.

Distribution of training opportunities in the Public Service by Sector, Gender and PWDs Status is presented in table 3.39.

It was established that:

(i) 38,811 (15%) public officers comprising 16,691 (43.0%) female, 22,120 (57.0%) male while 500 (1.3%) PWDs were trained;

(ii) The officers trained were from 39 ethnic communities. The ratios did not meet the constitutional requirement of granting members of all ethnic communities and persons with disabilities adequate and equal opportunity in training; and

(iii) To verify the information received regarding training, the Commission conducted a rapid survey targeting 1,559 officers who were reportedly trained. 1,034 (66.3%) officers confirmed having been trained.

Table 3.39: Status of Training Opportunities in the Public Service by Sector, Gender and PWDs

Service Sector	Total No. of Institutions	No. of Institutions	Total No. of Staff Bio-Data	Total No. Trained	Gender		Disability Status
					Female	Male	PWDs
Constitutional Commissions and Independent Offices	11	10 (90%)	4,711	1,188 (25.2%)	530 (44.6%)	658 (55.4%)	20 (1.7%)
Ministries and State Departments	48	40 (83%)	99,628	1,967 (2.0%)	913 (46.4%)	1,054 (53.6%)	13 (0.7%)
Public Universities	37	30 (81%)	26,848	779 (2.9%)	285 (36.6%)	494 (63.4%)	12 (1.5%)
State Corporation sand SAGAs	193	158 (81.9%)	104,888	34,063 (32.5%)	14,613 (42.%)	19,450 (57.1%)	446 (1.3%)
Statutory Commissions and Authorities	8	7 (87.5%)	1,808	255 (14.1%)	110 (43.1%)	145 (56.9%)	2 (0.8%)
Technical and Vocational Education and Training	180	63 (35%)	14,124	559 (4%)	240 (42.9%)	319 (57.1%)	7 (1.3%)
Total	477	**308 (64.6%)**	**252,007**	**38,811 (15.4%)**	**16,691 (43%)**	**22,120 (57%)**	**500 (1.3%)**

Recommendation

Public institutions to afford adequate and equal opportunity in training to PWDs and members of all ethnic communities.

***e)* Equity in Promotional Appointments**

The Constitution requires that there should be equity in promotional appointments in terms of gender, ethnicity and PWDs.

The distribution of promotional appointments disaggregated by gender, ethnicity and PWDs is presented in table 3.40.

It was established that:

(i) 19,582 (8%) public officers were promoted comprising 6,629 (34%) female, 12,953 (66%) male and 204 (1%) PWDs. The requirement of affording adequate and equal opportunity in promotions was not met; and

(ii) The officers promoted were drawn from 39 ethnic communities. Seven communities (Gosha, Dahalo, Konso, Makonde, Walwana, Wayyu, and Kenyan American) were not represented in the appointments and this may affect their representation at the senior management and policy level.

Table 3.40: Officers Promoted in Public Institutions

Service Sector	Total No. of Institutions	No. of Institutions That promoted officers	Total No. of Staff Bio-Data	No. of Officers Promoted	Gender		No. of PWDs
					Female	Male	
Constitutional Commission and Independent Office	11	9	4,711	548	272 (49.6%)	276 (50.4%)	7
Ministry and State Department	48	47	99,628	12,697	3,835 (30.2%)	8,862 (69.8%)	110
Public University	37	29	26,848	1,053	398 (37.8%)	655 (62.2%)	15
State Corporation and SAGAs	193	98	104,888	4,497	1,885 (41.9%)	2,612 (58.1%)	67
Statutory Commissions and Authorities	8	6	1,808	81	39 (48.1%)	42 (51.9%)	1
Technical and Vocational Education and Training	180	83	14,124	706	200 (28.3%)	506 (71.7%)	4
Total	**477**	**272 (57%)**	**252,007**	**19,582 (7.8%)**	**6,629 (33.9%)**	**12,953 (66.1%)**	**204 (1%)**

Recommendation

Public institutions to afford members from all ethnic communities and PWDs adequate and equal opportunities for promotions.

3.5.5.3 Distribution of Internship Opportunities

Internship opportunities, just like appointment opportunities should be shared equitably taking into account gender, ethnic composition and disability status. Interns in the public service were engaged under different programmes: the Public Service Internship Programme (PSIP),

organization-specific programmes and in fulfilment of the training requirements of the respective professional bodies. Some of these interns later get absorbed in the public service. It is, therefore, important that the internship opportunities are shared equitably as they will feed into the representativeness of the public service at some point.

***a)* Public Service Internship programmes**

The primary objective of the Public Service Internship Programme (PSIP) is to provide the youth with an opportunity to acquire hands-on experience and skills necessary for future employability.

The distribution of interns recruited under the PSIP programme by ethnicity is presented in table 3.41.

It was established that:

(i) 3,700 interns were engaged of whom 1,697 (46%) were female, 2,003 (54%) were male and 82 (2.2%) were PWDs. The two-thirds gender principle was met while the constitutional threshold for PWDs was not met;

(ii) The interns recruited were drawn from 34 ethnic communities. Some of the marginalized/minority ethnic communities engaged included Dorobo, Sakuye, Burji, Elmolo, Gosha, Njemps and Orma; and

(iii) 25 Kenyan communities had normal representation; two communities were grossly over-represented (Meru and Kalenjin); three communities were over-represented (Kikuyu, Kisii and Luo); one community was grossly under-represented (Kenyan Somali); three communities were under-represented (Kamba, Luhya and Mijikenda); while 12 communities were not represented.

Table 3.41: Interns Recruited under the PSIP Programme by Ethnicity

Ethnicity	Total Population (2019 Census)	% Proportionate Representation in the National Population	Total In-post	% of Total in-post	Variance	Status of Representation
Bajuni	91,422	0.19	10	0.27	0.08	Normal representation
Basuba	157,787	0.33	22	0.59	0.26	Normal representation
Borana	276,236	0.58	19	0.51	-0.07	Normal representation
Burji	36,938	0.08	2	0.05	-0.03	Normal representation
Dorobo	23,171	0.05	7	0.19	0.14	Normal representation
Elmolo	1,104	0	2	0.05	0.05	Normal representation
Embu	404,801	0.85	46	1.24	0.39	Normal representation
Gabra	141,200	0.3	12	0.32	0.02	Normal representation
Gosha	685	0	1	0.03	0.03	Normal representation
Kalenjin	6,358,113	13.37	653	17.65	4.28	Gross over-representation
Kamba	4,663,910	9.81	292	7.89	-1.92	Under-representation
Kenyan	2,780,502	5.85	86	2.32	-3.53	Gross under-

Ethnicity	Total Population (2019 Census)	% Proportionate Representation in the National Population	Total In-post	% of Total in-post	Variance	Status of Representation
Somali						representation
Kikuyu	8,148,668	17.13	735	19.86	2.73	Over-representation
Kisii	2,703,235	5.68	262	7.08	1.40	Over-representation
Kuria	313,854	0.66	27	0.73	0.07	Normal representation
Luhya	6,823,842	14.35	488	13.19	-1.16	Under-representation
Luo	5,066,966	10.65	459	12.41	1.76	Over-representation
Maasai	1,189,522	2.5	92	2.49	-0.01	Normal representation
Mbeere	195,250	0.41	26	0.70	0.29	Normal representation
Meru	1,975,869	4.15	162	4.38	3.97	Gross over-representation
Mijikenda	2,488,691	5.23	97	2.62	-2.61	Under-representation
Njemps	32,949	0.07	1	0.03	-0.04	Normal representation
Nubi	21,319	0.04	3	0.08	0.04	Normal representation
Orma	158,993	0.33	1	0.03	-0.30	Normal representation
Pokomo	112,075	0.24	11	0.30	0.06	Normal representation
Rendille	96,313	0.2	13	0.35	0.15	Normal representation
Sakuye	27,006	0.06	3	0.08	0.02	Normal representation
Samburu	333,471	0.7	22	0.59	-0.11	Normal representation
Swahili-Shiranzi	56,074	0.12	2	0.05	-0.07	Normal representation
Taita	344,415	0.72	25	0.68	-0.04	Normal representation
Taveta	26,590	0.06	3	0.08	0.02	Normal representation
Teso	417,670	0.88	41	1.11	0.23	Normal representation
Tharaka	220,015	0.46	17	0.46	0.00	Normal representation
Turkana	1,016,174	2.14	58	1.57	-0.57	Normal representation
Total			**3,700**	**100.00**	**100.00**	

Recommendation

The Commission to ensure proportionate representation of all ethnic communities in appointment of interns.

b) Other Internship Programmes

There are three other internship programmes run by public institutions. These include programmes run by public institutions, the Ministries of Health and Livestock and the Presidential Digital Talent Programme. In recruiting the interns, public institutions are obligated by the Constitution to ensure that the opportunities are distributed in an equitable manner.

I. Programmes by other public institutions

The distribution of interns recruited by other public institutions is disaggregated by gender, disability status, duration of engagement and ethnicity are presented in tables 3.42 and 3.43.

It was established that:

(i) 198 (41.4%) institutions recruited 5,429 interns for periods ranging from 3 months to 1 year, comprising 2,537 (47%) female, 2,892 (53%) male and 45(0.8%) PWDs. The two-thirds gender principle was met while the 5% constitutional threshold for PWDs was not attained;

(ii) The interns were drawn from 38 ethnic communities. The following four marginalized and minority communities benefited from the above internship opportunities: Dahalo (4), Dorobo (4), Aweer/Waata (1) and Sakuye (1);

(iii) Representation of 38 communities was proportional to their national population size. Two communities (Kalenjin and Kisii) were over-represented; two communities were grossly over-represented (Kikuyu and Luo); two communities were grossly under-represented (Kenyan Somali and Mijikenda); while two communities were under-represented (Luhya and Turkana); and

(iv) 128 (2%) of the interns were engaged by 47 institutions for more than 1 year contrary to Section 2.3 of the Internship Policy that requires interns to be engaged for a period not exceeding one year. The East African Portland Cement Ltd had the highest number of interns serving beyond 1 year with 30 interns. It was followed by Tanathi Water Works Development Agency (12) and Kenya Revenue Authority (10).

Table 3.42: Distribution of Interns engaged by other public institutions by Gender, Disability Status and Duration of Engagement

Service Sector	No. of Institutions	Total No. of Interns	Gender		Disability Status		Duration of Engagement			
			Female	Male	Non-PWDs	PWDs	Within 3 Months	Within 6 months	Within 1 Year	Above 1 Year
Constitutional Commissions and Independent Offices	4	180	84 (46.7%)	96 (53.3%)	180		162	6	11	1
Ministries and State Departments	3	794	197 (24.8%)	597 (75.2%)	789	5	791	1	2	
Public Universities	16	175	88 (50.3%)	87 (49.7%)	172	3	88	44	41	2
State Corporation and SAGAs	89	3,752	1,891 (50.4%)	1,861 (49.6%)	3,719	33	2,792	399	457	104
Statutory Commissions and	4	121	74 (61.2%)	47 (38.8%)	120	1	17	91	12	1

Service Sector	No. of Institutions	Total No. of Interns	Gender		Disability Status		Duration of Engagement			
			Female	Male	Non-PWDs	PWDs	Within 3 Months	Within 6 months	Within 1 Year	Above 1 Year
Authorities										
Technical and Vocational Education and Training	82	407	203 (49.9%)	204 (50.1%)	404	3	181	110	96	20
Total	**198**	**5,429**	**2,537 (46.7%)**	**2,892 (53.3%)**	**5,384**	**45 (0.8%)**	**4,031 (74%)**	**651 (12%)**	**619 (11%)**	**128 (2%)**

Table 3.43: Distribution of Interns Recruited by other public institutions by Ethnicity

S/No.	Ethnicity	Total Population (2019 Census)	Percentage Contribution	In post	% In post	Variance	Status of Representation
1.	Aweer/Waata	20,103	0.04	1	0.02	-0.02	Normal representation
2.	Bajuni	91,422	0.19	10	0.18	-0.01	Normal representation
3.	Borana	276,236	0.58	59	1.09	0.51	Normal representation
4.	Burji	36,938	0.08	8	0.15	0.07	Normal representation
5.	Dahalo	575		4	0.07	0.07	Normal representation
6.	Dorobo	23,171	0.05	4	0.07	0.02	Normal representation
7.	Embu	404,801	0.85	60	1.11	0.26	Normal representation
8.	Gabra	141,200	0.3	12	0.22	-0.08	Normal representation
9.	Ilchamus / Njemps	32,949	0.07	5	0.09	0.02	Normal representation
10.	Kalenjin	6,358,113	13.37	793	14.61	1.24	Over-representation
11.	Kamba	4,663,910	9.81	526	9.69	-0.12	Normal representation
12.	Kenyan Arabs	59,021	0.12	7	0.13	0.01	Normal representation
13.	Kenyan Asians	47,555	0.1	6	0.11	0.01	Normal representation
14.	Kenyan American	596		1	0.02	0.02	Normal representation
15.	Kenyan Somali	2,780,502	5.85	78	1.44	-4.41	Gross under-representation
16.	Kikuyu	8,148,668	17.13	1,129	20.80	3.67	Gross over-representation
17.	Kisii	2,703,235	5.68	397	7.31	1.63	Over-representation
18.	Kuria	313,854	0.66	31	0.57	-0.09	Normal representation
19.	Luhya	6,823,842	14.35	661	12.18	-2.17	Under-representation
20.	Luo	5,066,966	10.65	872	16.06	5.41	Gross over-representation
21.	Maasai	1,189,522	2.5	117	2.16	-0.34	Normal representation
22.	Mbeere	195,250	0.41	20	0.37	-0.04	Normal representation
23.	Meru	1,975,869	4.15	274	5.05	0.90	Normal representation
24.	Mijikenda	2,488,691	5.23	119	2.19	-3.04	Gross under-representation
25.	Non Kenyans	463,562	0.97	4	0.07	-0.90	Normal representation
26.	Not Stated	33,358	0.07	1	0.02	-0.05	Normal representation
27.	Nubi	21,319	0.04	2	0.04	0.00	Normal representation

S/No.	Ethnicity	Total Population (2019 Census)	Percentage Contribution	In post	% In post	Variance	Status of Representation
28.	Pokomo	112,075	0.24	8	0.15	-0.09	Normal representation
29.	Rendile	96,313	0.2	5	0.09	-0.11	Normal representation
30.	Sakuye	27,006	0.06	1	0.02	-0.04	Normal representation
31.	Samburu	333,471	0.7	25	0.46	-0.24	Normal representation
32.	Suba	157,787	0.33	17	0.31	-0.02	Normal representation
33.	Swahili	56,074	0.12	13	0.24	0.12	Normal representation
34.	Taita	344,415	0.72	65	1.20	0.48	Normal representation
35.	Taveta	26,590	0.06	5	0.09	0.03	Normal representation
36.	Teso	417,670	0.88	45	0.83	-0.05	Normal representation
37.	Tharaka	220,015	0.46	15	0.28	-0.18	Normal representation
38.	Turkana	1,016,174	2.14	29	0.53	-1.61	Under-representation
Total				**5,429**	**100.00**	**100.00**	

Recommendation

All institutions which registered cases of over-representation and under-representation of ethnic communities in appointment of interns relative to their national population size to adhere to the proportional representation quotas in future appointments.

Payment of Stipend

The status of payment of stipends to interns engaged by other institutions is presented in table 3.44.

It was established that:

(i) 59% of the interns received a stipend of below Ksh. 25,000 contrary to the Public Service Commission Circular PSC/ADM/14/V/105 dated 13th October, 2016;

(ii) 510 (9%) of the interns drawn from 21 institutions were not paid any stipend contrary to the Public Service Commission Circular PSC/ADM/14/V/105 dated 13th October, 2016. These were the State Department for Planning, Machakos University, Coast Water Works Development Agency, Commodities Fund, Kenya Broadcasting Corporation, Kenya Marine Fisheries and Research Institute, Kenyatta National Hospital, NEMA, National Museums of Kenya, Nyayo Tea Zones Development Corporation, Tanathi Water Works Development Agency, Aldai TTI, Endebess TVC, Karen TTI for the Deaf, Kenya Technical Trainers College, Kinango TVC, Mwea TVC, Nachu TVC, Riatirimba TVC, Rift Valley TTI and Taveta TVC. It was observed that Machakos University and Coast Water Works Development Agency had equally been identified as organizations that failed to pay a stipend during the 2020/2021 FY and, therefore, did not implement the report recommendation on payment of stipend;

(iii) Competition Authority of Kenya paid 5 of the interns Ksh. 70,000/- as Young Professionals and reported that the Young Professionals programme was a higher version of apprenticeship. Those enlisted joined with Master's qualification and were deployed in the Technical Department to build capacity on competition law and policy; and

(iv) Five institutions paid their interns between Ksh. 26,000 and Ksh. 54,000. These were Athi Water Works Development Agency, East African Portland Cement, Kenya National Bureau of Statistics (supported by Statistics Sweden), Kenya Railways Corporation (Management trainees to take over the SGR operations) and University of Nairobi Enterprises and Services Limited (supported by USAID), against the provisions of the PSC Circular on payment of stipend.

Table 3.44: Status of Payment of Stipend to Interns engaged by Public Institutions Outside the PSIP Programme

Service Sector	No. of Institutions	Total No. of Interns Engaged	Payment Status		Range of Stipend Paid			
			Not Paid	Paid	Below Kshs 25,000	Ksh 25,000	Kshs. 26,000-54,000	Kshs.55,000 and Above
Constitutional Commission and Independent Office	4	180		180	18	162		
Ministry and State Department	3	794	1	793		793		
Public University	16	175	17	158	72	86		
State Corporation and SAGAs	89	3,752	468	3,284	2,354	826	99	5
Statutory Commissions and Authorities	4	121		121	90	31		
TVETs	82	407	24	383	366	17		
Total	**198**	**5,429**	**510 (9%)**	**4,919 (91%)**	**2,900 (59%)**	**1,915 (38.9%)**	**99 (2%)**	**5 (0.1%)**

Recommendations

(i) Public institutions to comply with the Public Service Commission circular on payment of stipend. Any institution seeking to deviate from the Circular must seek approval from the Commission.

(ii) The Commission to develop a policy guiding apprenticeship.

II. Internship Opportunities by the Ministries of Health and Livestock

The Ministry of Health and the State Department for Livestock run internship programmes for medical and veterinary professionals respectively.

The distribution of the internship opportunities is presented in tables 3.45 and 3.46.

It was established that:

(i) The two institutions complied with the two-thirds gender rule where 44% were female and 56% male. The PWDs representation was 7(0.1%). Therefore, none of the institutions complied with the 5% constitutional requirement on the representation of PWDs;

(ii) Collectively, the marginalized and minority communities that benefited from the above internship opportunities included Kenyan-Somali (4), Bajuni (4), Boni-Sanye (1), Burji (2), Dorobo (3), Rendille (3) and Sakuye (1);

(iii) The ethnic distribution for the interns who were engaged through the institutional internship programmes were as follows: Ministry of Health, 36 and the State Department for Livestock 29; and

(iv) 24 Kenyan communities had normal representation; one community was grossly over-represented (Kalenjin); three communities were over-represented (Kenyan Asian, Kisii and Luo); one community was grossly under-represented (Kamba); five communities were under-represented (Kenyan Somali, Luhya, Mijikenda, Maasai and Turkana); while 13 communities were not represented.

Table 3.45: Distribution of Internship Opportunities Recruited for Fulfilment of Requirements for Respective Professional Body

Name of Institution	Total No. Interns Engaged	Gender				Disability Status		%
		Female	%	Male	%	Non-PWDs	PWDs	
Ministry of Health	4,165	1,917	46.0	2,248	54.0	4,164	1	0.02
State Department for Livestock	648	212	33	436	67	642	6	0.9
Total	**4,813**	**2,129**	**44**	**2,684**	**56**	**4,806**	**7**	**0.1**

Table 3.46: Distribution of the internship opportunities by Ethnicity in the Ministry of Health and State Department of Livestock

Ethnicity	Total Population (2019 Census)	Percentage Contribution	Interns engaged by MOH & Livestock		Variance	Status of Representation
			No.	%		
Bajuni	91,422	0.19	4	0.08	-0.11	Normal representation
Borana	276,236	0.58	22	0.46	-0.12	Normal representation
Burji	36,938	0.08	2	0.04	-0.04	Normal representation
Dorobo	23,171	0.05	3	0.06	0.01	Normal representation
Embu	404,801	0.85	54	1.12	0.27	Normal representation
Gabra	141,200	0.30	16	0.33	0.04	Normal representation
Kalenjin	6,358,113	13.37	999	20.76	7.39	Gross over-representation
Kamba	4,663,910	9.81	292	6.07	-3.74	Gross under-representation
Kenyan Arabs	59,021	0.12	28	0.58	0.46	Normal representation
Kenyan Asians	47,555	0.10	55	1.14	1.04	Over-representation
Kenyan Somali	2,780,502	5.85	221	4.59	-1.25	Under-representation
Kikuyu	8,148,668	17.13	865	17.97	0.84	Normal representation
Kisii	2,703,235	5.68	439	9.12	3.44	Over-representation
Kuria	313,854	0.66	32	0.66	0.01	Normal representation
Luhya	6,823,842	14.35	633	13.15	-1.19	Under-representation
Luo	5,066,966	10.65	605	12.57	1.92	Over-representation
Maasai	1,189,522	2.50	37	0.77	-1.73	Under-representation
Mbeere	195,250	0.41	9	0.19	-0.22	Normal representation
Meru	1,975,869	4.15	232	4.82	0.67	Normal representation
Mijikenda	2,488,691	5.23	125	2.60	-2.64	Under-representation

Ethnicity	Total Population (2019 Census)	Percentage Contribution	Interns engaged by MOH & Livestock		Variance	Status of Representation
			No.	%		
Non-Kenyans	463,562	0.97	1	0.02	-0.95	Normal representation
Not Stated	33,358	0.07	13	0.27	0.20	Normal representation
Orma	158,993	0.33	1	0.02	-0.31	Normal representation
Pokomo	112,075	0.24	11	0.23	-0.01	Normal representation
Rendile	96,313	0.20	3	0.06	-0.14	Normal representation
Sakuye	27,006	0.06	1	0.02	-0.04	Normal representation
Samburu	333,471	0.70	7	0.15	-0.56	Normal representation
Suba	157,787	0.33	9	0.19	-0.14	Normal representation
Swahili	56,074	0.12	5	0.10	-0.01	Normal representation
Taita	344,415	0.72	23	0.48	-0.25	Normal representation
Taveta	26,590	0.06	2	0.04	-0.01	Normal representation
Teso	417,670	0.88	33	0.69	-0.19	Normal representation
Tharaka	220,015	0.46	8	0.17	-0.30	Normal representation
Turkana	1,016,174	2.14	23	0.48	-1.66	Under-representation
Total	**47,564,296**	**100**	**4,813**	**100**		

Recommendation

Public institutions running institution-specific internship programmes to adhere to the constitutional provisions on equitable allocation of opportunities.

III. Presidential Digital Talent Programme

This is a Public Private Partnership Programme whose objective is to develop ICT high-end skills in recent graduates, offer a platform for structured training, coaching, mentoring and promote ICT innovation and solutions development.

The distribution of interns by ethnicity is presented in table 3.47.

It was established that:

(i) 400 interns comprising 126 (31.5%) female, 274 (68.5%) male, and three (0.8%) PWDs were engaged. The constitutional threshold on gender and PWDs were not met;

(ii) 18 ethnic communities were represented in the appointment; and

(iii) 10 communities had normal representation; two communities were grossly over-represented (Kalenjin and Kisii); two communities were over-represented (Borana and Luo); two communities were grossly under-represented (Kenyan Somali and Mijikenda); two communities were under-represented (Luhya and Turkana); while 28 communities were not represented.

Table 3.47: Distribution of Interns Engaged under PDTP by Ethnicity

Ethnicity	Total population (2019 Census)	Percentage contribution	Interns engaged by ICTA (PDTP)	% In-post	Variance	Status of Representation
Arab	59,021	0.12	3	0.75	0.63	Normal representation
Borana	276,236	0.58	7	1.75	1.17	Over-representation
Embu	404,801	0.85	2	0.5	-0.35	Normal representation
Kalenjin	6,358,113	13.37	81	20.25	6.88	Gross over-representation
Kamba	4,663,910	9.81	43	10.75	0.94	Normal representation
Kenyan Somali	2,780,502	5.85	13	3.25	-2.6	Gross under-representation
Kikuyu	8,148,668	17.13	71	17.75	0.62	Normal representation
Kisii	313,854	0.66	29	7.25	6.59	Gross over-representation
Kuria	313,854	0.66	2	0.5	-0.16	Normal representation
Luhya	6,823,842	14.35	52	13	-1.35	Under-representation
Luo	5,066,966	10.65	50	12.5	1.85	Over-representation
Maasai	1,189,522	2.5	7	1.75	-0.75	Normal representation
Meru	1,975,869	4.15	15	3.75	-0.4	Normal representation
Mijikenda	2,488,691	5.23	12	3	-2.23	Gross under-representation
Samburu	333,471	0.7	1	0.25	-0.45	Normal representation
Taita	344,415	0.72	6	1.5	0.78	Normal representation
Tharaka	220,015	0.46	5	1.25	0.79	Normal representation
Turkana	1,016,174	2.14	1	0.25	-1.89	Under-representation
Total			**400**	100	100	

Recommendation

ICT Authority to adhere to the constitutional provisions on equitable allocation of opportunities.

3.5.5.4 Customization of Facilities and Support to Persons with Disabilities (PWDs)

Section 21 of the Persons with Disabilities Act, 2003, obligates public institutions to create a barrier-free environment. Institutions have a responsibility to create an environment and customize their services to be responsive to the needs of staff and clients with disabilities.

In previous surveys, public institutions had indicated that they had taken steps to facilitate access to their services by persons with disabilities. A rapid survey targeting 2,000 officers with disabilities was conducted by the Commission to verify the information submitted by MDAs regarding the status of customization of services and facilities for use by PWDs. A total of 416 (21%) officers responded.

A summary of the facilities customized and support provided to staff with disabilities is presented in Appendix VI.

It was established that:

(i) 51.2% of the respondents indicated that their institutions had ramps, 49.3% indicated that their sanitary facilities had been customized, 45.5% indicated that they had reserved parking lots for PWDs;

(ii) 45% indicated that they had been provided with reasonable accommodation; and

(iii) 49% indicated that they had been provided with assistive devices.

Upon inquiry, NCPWD indicated that it had not audited public premises to ensure accessibility for PWDs as recommended in the 2020/2021 Values report.

Recommendation

NCPWD to conduct an audit of public premises to establish the status regarding accessibility for PWDs.



A student with disability accessing the main administration block at Masinde Muliro University of Science and Technology.

***a)* Availability of a Sign Language Interpreter**

Persons with hearing impairment communicate through sign language. It follows that when they seek services in a public institution there should be someone who can communicate to them in a language they understand. To enable persons with hearing impairment to access services, public institutions are required to avail sign language interpreters to provide support to clients with hearing impairment.

The status of the availability of sign language interpreters in public institutions is presented in figure 3.13.

It was established that:

(i) 97 (20%) of the institutions had employed a sign language interpreter; and

(ii) Public universities had the highest number of institutions that had employed a sign language interpreter at 59.5% while Statutory Commissions and Authorities and Ministries and State Departments had the least number at 12.5% and 16.7% respectively.

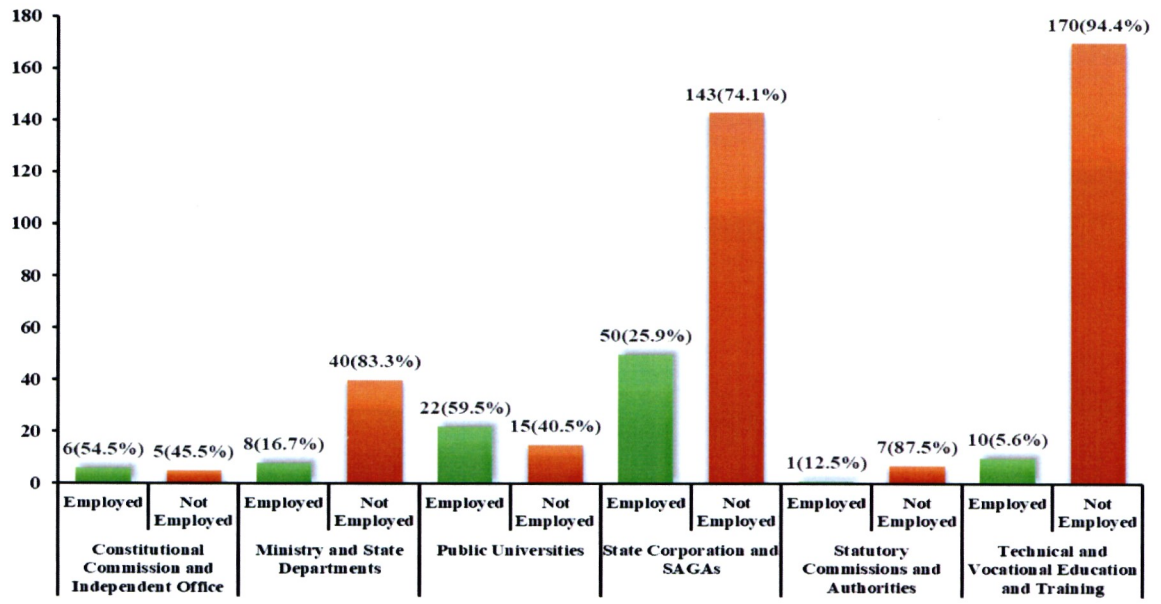

Figure 3.13: Sign Language Interpreters employed in Public Institutions

Recommendations

(i) Public institutions to identify and train at least two officers in sign language.

(ii) A special allowance be introduced to encourage officers to acquire additional skills and competencies in Kenyan sign language and Braille.

3.5.5.5 Programmes for Special, Vulnerable and Marginalized Groups

Article 10(2) of the Constitution obligates the state and public institutions to promote human rights including protection of the marginalized groups. Further, Article 20(5) (b) provides that in allocating resources the State shall give priority to ensuring the widest possible enjoyment of the right to fundamental freedom having regard to the prevailing circumstances including the vulnerability of particular groups or individuals. Consequently, the government has put in place programmes targeting vulnerable groups. These include Access to Government Procurement Opportunities (AGPO) targeting the youth, women and persons with disabilities; Cash transfer programmes for older persons, orphans and vulnerable children and persons with severe disabilities; empowerment programmes for the youth, women and PWDs.

a) Distribution of AGPO Opportunities to Women, Youth and PWDs

Section 157(5) of the Public Procurement and Asset Disposal Act, 2015 requires that institutions reserve 30% of the procurement budget for special groups. These consists of women, youth and persons with disabilities. The opportunities are awarded under the AGPO programme, which aims to facilitate the enterprises owned by women, youth and PWDs.

The value of tenders awarded to special groups is presented in table 3.48.

It was established that:

(i) 63 (13%) of the institutions complied with the 30% allocation of procurement budget to specialized groups under the AGPO policy. This indicates that most special groups were not accorded the advantages envisaged under the policy by the institutions hence perpetuating the inequalities meant to be redressed by the policy;

(ii) The procurement budget in 2021/2022 FY was 540B, 30% of which is 162B;

(iii) The total procurement budget allocated to special groups was 48B which was less by 114B. The special groups, therefore, got 70% less of what they should have been allocated during the financial year; and

(iv) 88 institutions did not award tenders to any of the special groups (Appendix VII).

Table 3.48: Distribution of AGPO Opportunities by Category of Special Groups

Category of Special Group	National Treasury		Public Institutions	
	Total No. of Beneficiaries	Amount Ksh. (National Treasury)	Total Beneficiaries as provided by Public Institutions	Amount Ksh.
Women	18,252	19,178,467,435	33,516	26,747,730,000
Youth	13,831	15,163,397,439	18,758	17,032,580,000
Persons with Disabilities	2,591	2,563,675,562	3,923	2,846,460,000
Uncategorized			1,021	1,630,430,000
Total	**34,674**	**36,905,540,436**	**57,218**	**48,257,200,000**

Recommendations

(i) Public institutions to comply with the 30% AGPO Policy.

(ii) The 414 institutions which failed to comply with the 30% allocation of the procurement budget to special groups to explain the failure.

(iii) The 88 institutions which failed to award tenders to special groups to explain the failure.

3.5.5.6 Empowerment Programmes

The government, in implementing Article 10 of the Constitution in a bid to promote human rights and protection of vulnerable groups, put in place several empowerment programmes including the youth, women, PWDs and social protection programmes.

a) Youth Enterprise Development Fund (YEDF) Programmes

The Youth Enterprise Development Fund (YEDF) is a Vision 2030 flagship project under the social pillar. Its objective is to provide loans, business development services and facilitate the marketing of products and services of youth-owned enterprises in local and international markets. The YEDF continued to support youth empowerment initiatives across the country.

The survey sought to establish the distribution of the funds and the number of beneficiaries of the different programmes run by the fund.

It was established that:

(i) Over Ksh.404 million was disbursed to 1,544 youth groups spread across 46 counties (Appendix VIII). The youths from West Pokot County did not benefit from the disbursements. West Pokot is one of the marginalized counties and, therefore, the exclusion compounds marginalization;

(ii) 79,978 youths comprising 50.6% male and 49.4% female drawn from 47 counties were trained;

(iii) 657 youth groups drawn from 41 counties were facilitated to access local markets for their services and products. Youths from six counties were not supported to access local markets for their services and products;

(iv) 155 youths drawn from 10 counties were facilitated to access international markets; and

(v) 25 youths drawn from three counties (Bungoma, Siaya and Kakamega) benefited from employment opportunities locally through the strategic partnership with GIZ/GIAE. Of the 25 beneficiaries, 17 (68%) were male, 8 (32%) were female and six of the beneficiaries were PWDs. The beneficiaries were drawn from the Luhya and Luo ethnic communities and the nature of the partnership was entrepreneurship training.

Recommendation

The Youth Enterprise Development Fund be directed to ensure inclusion in access to funding and training by youths from all the counties, in particular, West Pokot County.

***b)* Ajira Digital Program**

The Ajira Digital Program is a government initiative driven by the Ministry of ICT, Innovations and Youth Affairs to empower over one million young people to access digital job opportunities. The program seeks to position Kenya as a choice labour destination for multinational companies as well as encourage local companies and the public sector to create digital work.

The main objectives are to raise the profile of digital work; promote a mentorship and collaborative learning approach to finding digital work; provide Kenyans with access to digital work; and finally promote Kenya as a destination for online workers.

It was established that:

(i) 89,717 youths drawn from all 47 counties benefited from the programme out of whom 45,952 (51.2%) were female and 43,765 (48.8%) male; and

(ii) The registration portal had not been customized to enable applicants to indicate their ethnicity and disability status.

Recommendation

The registration portal be customized to enable trainees include their ethnicity and disability status.



The youth enrolled in Cohort 4 of the Ajira Digital Training Programme held at Rongo University

c) ENABLE Youth Kenya Program

The Empowering Novel Agribusiness Led Employment (ENABLE) Youth Kenya is a skills and capacity development program for unemployed youth who have completed college/university studies for start-up and accelerated youth agripreneur. The programme is coordinated under the State Department for Crop Development and Research in partnership with Africa Development Bank (AfDB). The programme aims at contributing to job creation, food security and nutrition, income generation and improved livelihood for youth in both urban and rural areas.

It was established that:

(i) 494 youths drawn from 44 counties benefited from the programme, out of whom 145 (29.4%) were female and 349 (70.6%) were male;

(ii) The youth from the three counties of Tana River, Garissa and Marsabit were not represented in the programme; and

(iii) The data was not disaggregated by ethnicity and PWD status.

Recommendations

The Ministry of Agriculture to:

(i) spread the benefits of the programme across all 47 counties to promote inclusivity.

(ii) ensure that the data is disaggregated by gender, ethnicity and PWDs.

d) Studio Mashinani

Studio Mashinani is a project through which the Government has taken recording studios to the grassroots level where the majority of talented youth reside. The project aims at enhancing the availability of accessible recording studios and enhancement of self-employment opportunities for artists in the robust creative music industry.

It was established that:

(i) 580 youths drawn from six counties of Mombasa, Kitui, Machakos, Murang'a, Kisumu and Nairobi applied for the programme out of whom 367 (63%) benefited. These studios were set up by the Kenya Broadcasting Corporation (KBC) which is a national agency and should be accessible to youths from the 47 counties irrespective of the location of the studios. The studios were not distributed equitably, therefore, limiting access to a majority of the youth in outlying parts of the country; and

(ii) The beneficiaries were 79 (21.5%) female and 288 (78.5%) male, and none was a PWD.

Recommendation

The State Department for Broadcasting and Telecommunications to open up the opportunities offered by the studios to the youth in 47 counties and ensure gender parity and inclusion of persons with disability.

e) National Hygiene Programme (Kazi Mtaani)

The National Hygiene Programme (NHP) also known as Kazi Mtaani is a national initiative by the State Department for Housing and Urban Development that started in April 2020. The programme was designed to cushion the most vulnerable people from the effects and response strategies of the COVID-19 pandemic. The programme, which is in its third phase, was meant to provide social protection for workers whose prospects for daily or casual work had been disrupted by the containment policies put in place to limit the spread of Covid-19.

The main objective of the programme is to provide a form of social protection for the youth who are vulnerable in society. Through the initiative, residents are recruited to undertake projects concentrated in and around informal settlements to improve the environment, while earning income.

The number of youths recruited under the National Hygiene Programme is presented in table 3.49.

It was established that:

(i) 1,203,559 youths applied for the Kazi Mtaani programme out of whom 376,663 (31.2%) were recruited;

(ii) The beneficiaries were drawn across the 47 counties. The highest number of beneficiaries were from Nairobi County (18.7%), followed by Nakuru (6.5%) and Mombasa (5.4%). The counties that had the least beneficiaries were Kitui (3,221), Kilifi (2,038) and Vihiga (1,046); and

(iii) 236 youths benefited from the Municipal Capacity Enhancement Programme (MCEP) programme out of whom 84 (36%) were female, 152 (64%) were male and none of the beneficiaries were PWDs. The beneficiaries were drawn from 19 ethnic communities across 45 counties. Nairobi and Taita Taveta counties did not have any beneficiaries. The beneficiaries received a stipend of Ksh.25,000 and cumulatively Ksh.5.9M was paid.

Table 3.49: Recruitment Status for the National Hygiene Program (Kazi Mtaani)

S/No.	County Name	Total No. Applied	Total No. Recruited
1.	Mombasa	54,587	20,444
2.	Kwale	16,742	4,591
3.	Kilifi	33,316	2,038
4.	Tana River	18,560	948
5.	Lamu	8,398	4,928
6.	Taita/Taveta	12,160	4,667
7.	Garissa	20,127	6,460
8.	Wajir	39,038	6,547
9.	Mandera	29,982	11,014
10.	Marsabit	11,319	5,122
11.	Isiolo	12,502	4,314
12.	Meru	35,303	6,417
13.	Tharaka-Nithi	14,976	3,385
14.	Embu	13,326	3,815
15.	Kitui	14,184	3,221
16.	Machakos	21,890	8,065
17.	Makueni	11,759	5,352
18.	Nyandarua	14,560	3,640
19.	Nyeri	14,084	3,225
20.	Kirinyaga	17,919	6,098
21.	Murang'a	16,050	5,727
22.	Kiambu	81,591	14,082
23.	Turkana	21,574	7,066
24.	West Pokot	15,035	5,801
25.	Samburu	9,979	4,978
26.	Trans Nzoia	19,592	8,468
27.	Uasin Gishu	32,816	15,197
28.	Elgeyo/Marakwet	8,276	5,993

S/No.	County Name	Total No. Applied	Total No. Recruited
29.	Nandi	13,496	3,641
30.	Baringo	16,472	4,907
31.	Laikipia	10,257	4,588
32.	Nakuru	62,687	24,595
33.	Narok	12,860	5,245
34.	Kajiado	21,577	13,451
35.	Kericho	17,081	6,185
36.	Bomet	15,072	5,189
37.	Kakamega	25,644	4,463
38.	Vihiga	15,543	1,046
39.	Bungoma	26,589	6,509
40.	Busia	19,831	4,336
41.	Siaya	15,329	5,269
42.	Kisumu	35,087	11,068
43.	Homa Bay	17,340	6,305
44.	Migori	23,851	6,832
45.	Kisii	28,913	7,481
46.	Nyamira	22,604	3,393
47.	Nairobi	183,681	70,557
Total		**1,203,559**	**376,663**

Recommendation

The State Department for Housing and Urban Development to promote inclusivity and ensure all the counties benefit from the Municipal Capacity Enhancement Programme.

f) Kenya Youth Employment and Opportunities Project (KYEOP)

The Government through the State Department for Youth continued to implement the Kenya Youth Employment and Opportunities Project (KYEOP) programme. KYEOP is a national project funded by the World Bank and the Kenyan Government that is designed to equip young people between the age of 18 to 29 with Life Skills Training, Core Business Skills Training, internship opportunities or work experience and support for businesses that would enhance their capacity to secure sustainable livelihoods.

The status of distribution of the KYEOP opportunities is presented in table 3.50.

It was established that:

(i) 5,559 (25%) out of 21,999 youths benefited from training. They were drawn from six counties namely Kwale, Kilifi, Nyandarua, Kakamega, Bungoma, Kisumu and Kisii. This means that there were youths from 41 counties who did not benefit; and

(ii) 32,661 (12%) youths out of 273,199 drawn from 17 counties received grants. This means that there were youths from 30 counties who did not benefit.

Table 3.50: Status of Distribution of the KYEOP Opportunities

No.	County	Training (KYEOP)		Grants (KYEOP)	
		Total No. Applied	Total No. Trained	Total No. Applied	Total No. of Beneficiaries
1	Mombasa	1	0	13,434	1,551
2	Kwale	1,143	312	5,179	840
3	Kilifi	3,702	675	16,112	2,023
4	Wajir	0	0	7,962	1,083
5	Mandera	0	0	14,159	2,085
6	Kitui	0	0	12,228	1,449
7	Machakos	0	0	12,057	1,809

No.	County	Training (KYEOP)		Grants (KYEOP)	
		Total No. Applied	Total No. Trained	Total No. Applied	Total No. of Beneficiaries
8	Nyandarua	1,626	271	9,120	943
9	Kiambu	0	0	19,788	2,225
10	Turkana	0	0	6,665	1,312
11	Nakuru	1	0	17,223	2,168
12	Kakamega	3,816	1,096	23,447	2,924
13	Bungoma	4,352	1,170	22,583	2,762
14	Kisumu	2,962	682	15,486	1,519
15	Migori	1	0	9,385	1,497
16	Kisii	4,394	1,353	24,770	2,297
17	Nairobi	1	0	43,601	4,174
	Total	**21,999**	**5,559**	**273,199**	**32,661**

Recommendation

The State Department for Youth Affairs to ensure equity in the distribution of youth empowerment funds across the 47 counties.

***g)* Grants for Business initiatives**

The State Department for Youth Affairs supported other youth entrepreneurial initiatives. These included business plan competition and small grants to expand businesses.

The distribution of beneficiaries from the grants for business initiatives is presented in table 3.51.

It was established that:

(i) Kshs.1.39B was disbursed by the State Department across 45 counties;

(ii) The counties that received the highest amount were Nairobi at Kshs.343.5M, Kiambu at Kshs. 137.8M, Nakuru at Kshs.79.2M and Kakamega at Kshs.72.9M. The four counties received Kshs. 633,560M representing 46% of the total disbursements;

(iii) The counties which received the least amount were Baringo, Tana River and West Pokot all of which received Kshs.900,000; and

(iv) Marsabit and Samburu Counties did not benefit despite being marginalized.

Table 3.51: Distribution of Beneficiaries from the Grants for Business Initiatives

County Name	Total No. of Beneficiaries	Gender		Disability Status		Program Type & Amounts Awarded in Kshs (Thousands)				
						Business Plan Competition		Small Grants to Expand Business		Total Amount Awarded (Kshs)
		Female	Male	Non-PWD	PWD	No.	Amount (Kshs.)	No.	Amount (Kshs.)	
Nairobi	248	110	138	187	61	187	341,100.0	61	2,440.00	343,540.00
Kiambu	147	53	94	75	72	75	135,000.0	72	2,880.00	137,880.00
Nakuru	87	36	51	41	46	41	77,400.0	46	1,840.00	79,240.00
Kakamega	165	80	85	30	135	30	67,500.0	135	5,400.00	72,900.00
Kisumu	110	47	63	36	74	36	56,700.0	74	2,960.00	59,660.00
Mombasa	73	26	47	31	42	31	57,600.0	42	1,680.00	59,280.00
Nyandarua	57	21	36	25	32	25	52,200.0	32	1,280.00	53,480.00

County Name	Total No. of Beneficiaries	Gender		Disability Status		Program Type & Amounts Awarded in Kshs (Thousands)				
						Business Plan Competition		Small Grants to Expand Business		Total Amount Awarded (Kshs)
		Female	Male	Non-PWD	PWD	No.	Amount (Kshs.)	No.	Amount (Kshs.)	
Kajiado	25	9	16	25		25	41,400.0		-	41,400.00
Machakos	71	40	31	21	50	21	37,800.0	50	2,000.00	39,800.00
Uasin Gishu	18	7	11	18		18	37,800.0		-	37,800.00
Bungoma	102	46	56	12	90	12	29,700.0	90	3,600.00	33,300.00
Migori	68	32	36	20	48	20	28,800.0	48	1,920.00	30,720.00
Meru	20	3	17	20		20	28,800.0		-	28,800.00
Kilifi	54	30	24	14	40	14	26,100.0	40	1,600.00	27,700.00
Kirinyaga	9	3	6	9		9	24,300.0		-	24,300.00
Makueni	10	3	7	10		10	22,500.0		-	22,500.00
Busia	11	6	5	11		11	20,700.0		-	20,700.00
Homa Bay	13	3	10	13		13	19,800.0		-	19,800.00
Taita Taveta	9	3	6	9		9	18,900.0		-	18,900.00
Murang'a	7	2	5	7		7	17,100.0		-	17,100.00
Vihiga	6	2	4	6		6	16,200.0		-	16,200.00
Kisii	145	81	64	8	137	8	9,900.0	137	5,480.00	15,380.00
Nyeri	11	4	7	11		11	15,300.0		-	15,300.00
Embu	9	3	6	9		9	13,500.0		-	13,500.00
Laikipia	8	3	5	8		8	12,600.0		-	12,600.00
Kwale	26	4	22	7	19	7	11,700.0	19	760.00	12,460.00
Wajir	51	23	28	5	46	5	9,900.0	46	1,840.00	11,740.00
Bomet	7		7	7		7	11,700.0		-	11,700.00
Narok	4	2	2	4		4	11,700.0		-	11,700.00
Siaya	7	3	4	7		7	11,700.0		-	11,700.00
Turkana	43	18	25	5	38	5	9,900.0	38	1,520.00	11,420.00
Kitui	57	25	32	10	47	10	9,000.0	47	1,880.00	10,880.00
Nandi	6	2	4	6		6	10,800.0		-	10,800.00
Trans Nzoia	5		5	5		5	9,900.0		-	9,900.00
Tharaka - Nithi	4		4	4		4	9,000.0		-	9,000.00
Kericho	6	3	3	6		6	8,100.0		-	8,100.00
Mandera	121	58	63	2	119	2	1,800.0	119	4,760.00	6,560.00
Elgeyo Marakwet	2		2	2		2	4,500.0		-	4,500.00
Isiolo	4	1	3	4		4	3,600.0		-	3,600.00
Garissa	3	1	2	3		3	2,700.0		-	2,700.00
Lamu	3	3		3		3	2,700.0		-	2,700.00
Nyamira	2	1	1	2		2	1,800.0		-	1,800.00
Baringo	1		1	1		1	900.0		-	900.00
Tana River	1	1		1		1	900.0		-	900.00
West Pokot	1	1		1		1	900.0		-	900.00
**Main	3	1	2		3		-	3	120.00	120.00
Total	**1,840**	**800**	**1,040**	**741**	**1,099**	**741**	**1,341,900.0**	**1,099**	**43,960.00**	**1,385,860.00**

Recommendation

The State Department for Youth Affairs to promote equity in the disbursement of Grants for Business initiatives across the 47 counties.

3.5.5.7 Social protection Programmes

The State Department for Social Protection continued to implement the *Inua Jamii* cash transfer programme that targets older persons, orphans and vulnerable children and Persons with Severe Disabilities; the Presidential Secondary School Bursary (PSSB); and the Nutrition Improvement Programme through Cash and Health Education (NICHE). This is in furtherance of the attainment of Sustainable Development Goal No.1 on "No Poverty".

The Inua Jamii cash transfer programme aims to enhance the capacity of and opportunities for the poor and vulnerable groups to improve and sustain their lives, livelihoods and welfare. The overall objective of the programme is to ensure all citizens live in dignity and exploit their human capabilities for their own social and economic development.

The status of disbursement of the cash transfer programme by counties and the beneficiaries of the Presidential Secondary School Bursary by counties are presented in tables 3.52, 3.53 and 3.54.

It was established that:

(i) Kshs.25.8B was disbursed to 1,084,957 (94%) comprising 35% male and 65% female. The beneficiaries from the four cash transfer programmes were drawn from the 47 counties;

(ii) 10 counties received Kshs.9.3B representing 36% of the total disbursements;

(iii) Kshs.6.7B was disbursed to Orphans and Vulnerable Children out of which Kshs.2.5B was allocated to 10 counties accounting for 37% of the total disbursements;

(iv) Cash transfer to Older persons programme was allocated Kshs.18.2B out of which Kshs.7.3B (40%) was disbursed to 10 counties leaving the balance of Kshs.10.9 to be shared among the 37 counties;

(v) Kshs.865.7M was disbursed to persons with severe disabilities out of which Kshs.326M was disbursed to 10 counties accounting for 38% of the total disbursements;

(vi) The cash transfer of 18.2B to older persons accounted for 70% of the total cash transfer disbursements of 25.8B;

(vii) 74,011 (6.8%) of the registered persons did not benefit from the cash transfer programme; and

(viii) The Presidential Secondary School Bursary (PSSB) programme disbursed Kshs. 388.5M to 19,747 beneficiaries spread across the 47 counties. Ten Counties out of the 47 received 142M (37%) of the total disbursements leaving the balance to be shared by the rest of the 37 counties.

Table 3.52: Status of Disbursement of Cash Transfer Programmes Funds by Gender

Name of Programme	Gender of Registered Beneficiaries		Total No. Registered	Beneficiaries Benefited by Gender		Total No. of Beneficiaries	Total Amount Disbursed
	Male	Female		Male	Female		
Cash Transfer to Orphans and Vulnerable Children (CT-OVC)	63,134	238,293	301,427	56,720	222,225	278,945	6,684,569,000 (25.9%)
Older Persons Cash Transfer (OP-CT)	311,073	489,590	800,663	291,652	465,283	756,935	18,191,056,500 (70.4%)
Cash Transfer to Persons with Severe Disabilities (PWSD-CT)	33,027	11,797	44,824	28,382	8,641	37,023	865,721,500 (3.3%)
Nutrition Improvement Programme through Cash and Health Education (NICHE)	-	12,054	12,054	-	12,054	12,054	102,473,000 (0.4%)
Total	**407,234**	**751,734**	**1,158,968**	**376,754 35%**	**708,203 65%**	**1,084,957**	**25,843,820,000**

Table 3.53: Status of Disbursement of Cash Transfer Programmes Funds by County

S/No.	County	Cash Transfer to Orphans and Vulnerable Children *(CT-OVC)*		Older Persons Cash Transfer *(OP-CT)*		Cash Transfer to Persons with Severe Disabilities *(PWSD-CT)*		Total Amount Disbursed (Kshs.)
		No. of Beneficiaries	Amount disbursed (Kshs)	No. of Beneficiaries	Amount disbursed (Kshs)	No. of Beneficiaries	Amount disbursed (Kshs)	
1	Baringo	6,355	151,104,000	12,545	299,408,000	856	20,096,000	470,608,000
2	Bomet	4,645	110,136,000	18,363	438,568,000	622	14,184,000	562,888,000
3	Bungoma	9,641	231,432,000	24,055	576,496,000	873	20,224,000	828,152,000
4	Busia	7,259	174,880,000	16,816	402,448,000	1,071	25,176,000	602,504,000
5	Elgeyo/Marakwet	3,320	78,968,000	9,503	227,568,000	494	11,560,000	318,096,000
6	Embu	3,598	86,456,000	15,808	381,952,000	416	9,520,000	477,928,000
7	Garissa	4,361	103,824,000	4,919	117,264,000	403	9,440,000	230,528,000
8	Homa Bay	8,899	213,928,000	21,670	519,240,000	773	18,176,000	751,344,000
9	Isiolo	2,788	66,904,000	3,386	80,912,000	161	3,776,000	151,592,000
10	Kajiado	3,160	75,592,000	6,985	167,176,000	370	8,704,000	251,472,000
11	Kakamega	11,238	269,152,000	32,123	771,592,000	1,031	23,776,000	1,064,520,000
12	Kericho	5,601	132,752,000	14,542	347,456,000	703	16,072,000	496,280,000
13	Kiambu	6,811	164,640,000	35,099	845,440,000	1,242	29,272,000	1,039,352,000
14	Kilifi	8,759	213,925,000	21,816	528,224,500	871	20,801,000	762,950,500
15	Kirinyaga	2,988	72,360,000	15,612	374,432,000	529	12,336,000	459,128,000
16	Kisii	8,103	195,248,000	25,261	604,448,000	1,244	28,976,000	828,672,000
17	Kisumu	12,298	296,472,000	16,089	387,840,000	1,167	27,672,000	711,984,000
18	Kitui	7,756	187,986,500	32,012	775,273,500	596	13,897,000	977,157,000

S/No.	County	Cash Transfer to Orphans and Vulnerable Children *(CT-OVC)*		Older Persons Cash Transfer *(OP-CT)*		Cash Transfer to Persons with Severe Disabilities *(PWSD-CT)*		Total Amount Disbursed (Kshs.)
		No. of Beneficiaries	Amount disbursed (Kshs)	No. of Beneficiaries	Amount disbursed (Kshs)	No. of Beneficiaries	Amount disbursed (Kshs)	
19	Kwale	4,676	112,440,000	13,687	327,392,000	1,041	24,592,000	464,424,000
20	Laikipia	2,446	58,680,000	10,722	256,544,000	573	13,504,000	328,728,000
21	Lamu	1,473	35,664,000	2,069	49,552,000	183	4,272,000	89,488,000
22	Machakos	5,992	143,240,000	27,861	672,936,000	900	21,048,000	837,224,000
23	Makueni	6,238	149,512,000	23,072	559,752,000	969	22,680,000	731,944,000
24	Mandera	12,068	287,392,000	6,792	162,712,000	2,635	61,464,000	511,568,000
25	Marsabit	3,988	97,178,000	6,918	166,467,500	608	14,182,500	277,828,000
26	Meru	6,849	163,672,000	27,608	667,096,000	725	17,096,000	847,864,000
27	Migori	9,329	223,632,000	16,109	385,296,000	1,913	44,752,000	653,680,000
28	Mombasa	3,634	87,680,000	5,682	137,752,000	755	17,800,000	243,232,000
29	Murang'a	5,821	140,672,000	42,271	1,013,640,000	874	20,264,000	1,174,576,000
30	Nairobi	7,562	179,944,000	12,296	293,720,000	1,442	33,520,000	507,184,000
31	Nakuru	7,177	171,272,000	30,188	723,296,000	1,153	26,960,000	921,528,000
32	Nandi	4,317	104,552,000	16,333	391,440,000	768	18,056,000	514,048,000
33	Narok	5,974	139,152,000	9,546	227,768,000	418	9,592,000	376,512,000
34	Nyamira	3,267	78,920,000	13,237	317,648,000	468	10,968,000	407,536,000
35	Nyandarua	3,965	95,392,000	16,426	395,736,000	399	9,448,000	500,576,000
36	Nyeri	4,006	96,688,000	26,389	633,264,000	808	19,168,000	749,120,000
37	Samburu	6,146	146,656,000	5,578	132,440,000	606	14,024,000	293,120,000
38	Siaya	5,602	133,032,000	22,707	545,416,000	610	14,200,000	692,648,000
39	Taita/Taveta	2,595	62,328,000	7,101	173,720,000	344	8,248,000	244,296,000
40	Tana River	2,537	60,504,000	4,726	112,912,000	304	7,104,000	180,520,000
41	Tharaka-Nithi	3,035	71,480,000	12,245	296,616,000	418	9,880,000	377,976,000
42	Trans Nzoia	4,901	115,656,000	12,492	298,848,000	521	12,176,000	426,680,000
43	Turkana	15,315	369,591,500	11,588	280,368,500	952	22,605,500	672,565,500
44	Uasin Gishu	4,314	102,168,000	14,469	346,592,000	786	18,256,000	467,016,000
45	Vihiga	6,065	142,352,000	17,936	433,784,000	822	18,544,000	594,680,000
46	Wajir	6,886	161,880,000	5,411	128,744,000	897	20,592,000	311,216,000
47	West Pokot	5,187	127,480,000	8,872	213,866,500	709	17,067,500	358,414,000
Total		**278,945**	**6,684,569,000**	**756,935**	**18,191,056,500**	**37,023**	**865,721,500**	**25,741,347,000**

Table 3.54: Bursary Beneficiaries During the 2021/2022 FY per County

S/No.	County Name	Number of Students	Amount Awarded (Kshs.)
1.	Baringo	417	8,213,718
2.	Bomet	248	6,844,825
3.	Bungoma	691	12,297,040
4.	Busia	534	9,582,755
5.	Elgeyo Marakwet	385	5,475,860
6.	Embu	239	5,475,795
7.	Garissa	283	8,213,790
8.	Homabay	735	11,090,220
9.	Isiolo	119	2,726,921
10.	Kajiado	405	6,844,825
11.	Kakamega	1,281	16,352,860
12.	Kericho	362	8,213,790
13.	Kiambu	723	16,387,580
14.	Kilifi	505	9,661,020
15.	Kirinyaga	211	5,475,860
16.	Kisumu	615	9,582,755
17.	Kitui	845	10,951,720
18.	Kwale	184	5,475,860
19.	Laikipia	138	4,106,895
20.	Lamu	142	2,737,930
21.	Machakos	368	10,951,720
22.	Makueni	315	8,164,825
23.	Mandera	317	8,213,790
24.	Marsabit	223	5,387,535
25.	Meru	46	1,368,965
26.	Migori	657	10,945,720
27.	Mombasa	321	8,238,732
28.	Murang'a	483	9,582,755
29.	Nairobi	870	25,613,965
30.	Nakuru	650	15,058,612
31.	Nandi	337	8,213,790
32.	Narok	419	8,423,500
33.	Nyamira	295	5,475,861
34.	Nyandarua	259	6,844,625
35.	Nyeri	492	8,213,838
36.	Samburu	137	4,106,000
37.	Siaya	277	8,223,790
38.	Taita Taveta	258	5,475,860
39.	Tana River	206	4,106,895
40.	Tharaka Nithi	147	4,106,895
41.	Trans Nzoia	496	6,844,825

S/No.	County Name	Number of Students	Amount Awarded (Kshs.)
42.	Turkana	752	8,175,500
43.	Uasin Gishu	538	8,151,334
44.	Vihiga	397	6,844,825
45.	Wajir	532	8,220,785
46.	West Pokot	439	5,475,860
47.	Kisii	454	12,320,685
Total		**19,747**	**388,463,505**

Recommendation

The State Department for Social Protection to ensure equity in cash transfer disbursements under the four social protection programmes across the 47 counties.

3.5.5.8 Elimu Scholarship Programme

The Elimu scholarship programme is sponsored by the Kenya government, Equity Bank, and the World Bank with the aim of improving transition and completion rates. The programme supports students from poor and vulnerable backgrounds from informal settlements in 15 urban centres and 110 selected sub-counties across the country. The programme targets students in public primary schools. The scholarship caters for school fees, transport to and from school, learning materials, and school kits for the beneficiaries for the four-year education period.

It was established that:

(i) 17,975 students benefited from the scholarship programme amounting to Kshs.702.6M out of whom 9,723 (54%) were female and 8,252 (46%) male; and

(ii) The beneficiaries were from 1,096 public secondary schools drawn from 46 counties. Lamu county did not benefit from the programme.

Recommendation

The Ministry of Education to promote inclusivity in the programme by ensuring that all 47 counties benefit from the programme and the beneficiaries be disaggregated by gender, ethnicity and PWD.

3.5.5.9 Empowerment Programmes for Youth, Women and Persons with Disabilities

The government has established several funds to empower youth, women and PWDs. The funds include NGAAF, UWEZO fund and Women Enterprise Development Fund.

a) **Empowerment programmes by the National Government Affirmative Action Fund (NGAAF)**

The National Government Affirmative Action Fund implemented diverse empowerment programmes for special and vulnerable groups including the youth, women and PWDs.

The distribution of bursaries and grants to women groups by county is presented in tables 3.55 and 3.56.

It was established that:

(i) 44,183 (93%) applicants out of 47,303 across the 47 counties benefited from school bursary;

(ii) The highest number of beneficiaries were from the following counties: Mombasa (7.3%), Machakos (5.4%), Kakamega (5.3%) and Makueni (5%);

(iii) 195,886 (92%) women applicants out of 213,850 drawn from 46 counties benefited from grants amounting to Ksh. 414.5M. Women groups from Garissa County did not benefit;

(iv) The highest number of women beneficiaries were from the following counties: West Pokot 12,942 (7%), Kiambu 10,912 (6%), Mombasa 10,633 (5%) and Makueni 10,419 (5%);

(v) Recipients of the highest amounts were from the following counties: Nairobi 21.8M (5.2%), Nakuru 19.6M (4.7%), Machakos 18.0M (4.3%) and Kakamega 17.1M (4.1%); and

(vi) The fund did not provide disaggregated data on the special and vulnerable groups targeted and the benefits thereof to facilitate a conclusive determination of the efficacy of the interventions in terms of mitigating the vulnerabilities.

Table 3.55: Distribution of Bursaries by Counties

S/No.	County Name	No. of Applicants	No. of Beneficiaries
1	Mombasa	3,274	3,246
2	Kwale	889	884
3	Kilifi	532	428
4	Tana-River	602	524
5	Lamu	306	242
6	Taita-Taveta	514	479
7	Garissa	989	927
8	Wajir	878	853
9	Mandera	908	837
10	Marsabit	524	506
11	Isiolo	406	323
12	Meru	1,145	1,031
13	Tharaka Nithi	852	725
14	Embu	509	491
15	Kitui	685	610
16	Machakos	2,406	2,386
17	Makueni	2,274	2,221
18	Nyandarua	785	624
19	Nyeri	920	840
20	Kirinyaga	905	848
21	Muranga	701	685
22	Kiambu	1,850	1,844
23	Turkana	607	528
24	West Pokot	405	401
25	Samburu	389	380
26	Trans-Nzoia	597	541
27	Uasin-Gishu	809	761
28	Elgeyo-Marakwet	605	508
29	Nandi	867	762
30	Baringo	1,356	1,203
31	Laikipia	99	52
32	Nakuru	2,158	2,057
33	Narok	469	403
34	Kajiado	942	824
35	Kericho	806	789
36	Bomet	359	324
37	Kakamega	2,369	2,340
38	Vihiga	752	612

S/No.	County Name	No. of Applicants	No. of Beneficiaries
39	Bungoma	803	715
40	Busia	1,348	1,219
41	Siaya	763	635
42	Kisumu	1,309	1,203
43	Homa-Bay	942	893
44	Migori	1,698	1,646
45	Kisii	1,305	1,279
46	Nyamira	894	799
47	Nairobi	1,802	1,755
Total		**47,307**	**44,183**

Table 3.56: Funds Disbursed to Women Groups

No.	County	Women Groups		
		Total No. Applied	Total No. of Beneficiaries	Amount Disbursed (Kshs)
1.	Mombasa	10,930	10,633	13,000,000.00
2.	Kwale	687	468	1,800,000.00
3.	Kilifi	3,000	2,728	9,898,251.00
4.	Tana River	767	567	5,862,202.60
5.	Lamu	4,835	4,450	2,685,000.00
6.	Taita/Taveta	4,700	4,541	5,259,683.00
7.	Wajir	6,000	5,542	10,515,000.00
8.	Mandera	1,955	1,536	15,239,468.00
9.	Marsabit	1,229	1,064	2,500,000.00
10.	Isiolo	3,000	2,799	2,570,563.83
11.	Meru	8,500	8,267	11,607,925.45
12.	Tharaka-Nithi	2,486	2,086	3,999,760.00
13.	Embu	2,300	1,874	6,530,364.00
14.	Kitui	4,970	4,275	10,299,000.00
15.	Machakos	6,500	5,937	17,989,000.00
16.	Makueni	10,990	10,419	9,210,000.00
17.	Nyandarua	3,400	2,904	6,448,000.00
18.	Nyeri	1,800	1,695	7,060,000.00
19.	Kirinyaga	2,700	2,240	5,300,000.00
20.	Murang'a	5,690	5,190	5,400,000.00
21.	Kiambu	11,300	10,912	15,558,000.00
22.	Turkana	900	779	9,300,000.00
23.	West Pokot	13,300	12,942	4,680,420.00
24.	Samburu	2,000	1,352	3,809,762.16
25.	Trans Nzoia	1,600	1,073	6,350,000.00
26.	Uasin Gishu	1,444	1,071	7,976,805.00
27.	Elgeyo/Marakwet	2,980	2,670	5,213,306.00
28.	Nandi	4,239	3,937	10,450,000.00
29.	Baringo	2,000	1,700	7,520,000.00
30.	Laikipia	3,541	3,141	4,262,203.00

No.	County	Women Groups		
		Total No. Applied	Total No. of Beneficiaries	Amount Disbursed (Kshs)
31.	Nakuru	6,790	6,291	19,568,255.12
32.	Narok	2,406	2,279	6,150,000.00
33.	Kajiado	3,734	3,442	9,767,000.00
34.	Kericho	2,750	2,238	8,574,405.15
35.	Bomet	9,000	8,611	7,550,000.00
36.	Kakamega	4,037	3,636	17,128,000.00
37.	Vihiga	2,754	2,214	7,183,807.70
38.	Bungoma	9,870	9,678	14,400,000.00
39.	Busia	6,378	6,060	8,918,000.00
40.	Siaya	3,580	3,022	10,365,000.00
41.	Kisumu	9,800	9,049	10,129,973.31
42.	Homa Bay	1,833	1,407	15,797,298.28
43.	Migori	6,805	6,216	12,099,206.36
44.	Kisii	4,370	4,174	11,710,287.00
45.	Nyamira	3,000	2,709	5,079,682.38
46.	Nairobi	7,000	6,068	21,750,000.00
	Total	**213,850**	**195,886**	**414,465,629.34**

Recommendation

The administrator of the National Government Affirmative Fund (NGAAF) to disaggregate data on the funded groups, by County and diversity (Gender, Youth, Students, PWDs).

b) Uwezo Fund

Uwezo Fund is a revolving fund established by the government to address the socio-economic empowerment of women, youth and persons with disabilities through the expansion of access to finance to facilitate the initiation and expansion of their enterprises. Further, the Fund provides capacity enhancement towards building strong and sustainable enterprises across the constituencies.

1. Loan disbursement to women, youth and PWD groups

Loans disbursed to women, youths and PWDs groups under Uwezo Fund are presented in Appendices IX to XI.

It was established that:

(i) 185 women groups spread across 40 counties with a membership of 3,995 benefited from loans amounting to Kshs.398.3M;

(ii) The women groups in Garissa, Kisii, Lamu, Nyamira, Tana River, Uasin Gishu and West Pokot counties did not benefit;

(iii) 162 youth groups spread across 40 counties with a membership of 1,447 benefited from loans amounting to Ksh. 133.9 million;

(iv) The youth groups in Garissa, Kisii, Lamu, Nyamira, Tana River, Uasin Gishu and West Pokot counties did not benefit; and

(v) 143 PWDs groups spread across 32 counties benefited from loans amounting to Ksh. 12.7 million. PWDs groups from 15 counties did not benefit.

2. **Training programmes for women, youth and PWDs**

It was established that:

(i) 5,232 women, youth and PWDs groups benefited from training under Uwezo Fund. The training was on the requirements for accessing the Uwezo Fund, business development services, the concept of table banking and Access to Government Procurement Opportunities (AGPO);

(ii) The special interest groups were drawn from 39 counties, and the following 8 counties did not have any trainees who benefited from the training programme: Garissa, Kisii, Laikipia, Lamu, Nyamira, Tana River, Uasin Gishu and West Pokot; and

(iii) Kabete and Kitui South constituencies had the highest number of special interest groups that benefited from the training programmes with 2.1% of the total each. They were followed by Taveta and Central Imenti with 2% each.

Recommendation

The administrator of the Uwezo Fund to ensure that the training programmes target beneficiaries from all the counties, particularly in the eight counties that were left out.

***c)* Women Enterprise Development Fund**

Access to Credit Services

The Women Enterprise Fund continued to facilitate the disbursement of the Constituency Women Enterprise Scheme (CWES) popularly known as the *Tuinuke* loan. *Tuinuke* is a loan product given out to registered women groups interested in expanding or starting business ventures.

It was established that:

(i) Ksh.3B was disbursed to 10,650 women groups across 47 counties;

(ii) 133,032 women were trained on entrepreneurship. 2,333 of the trainees were PWDs;

(iii) 472 women drawn from 74 women groups were facilitated to access local markets; and

(iv) The trainees were drawn from the 47 counties clustered into 16 regions. However, there were no PWD representations from four regions (Upper Central, Lower Central, Upper North Eastern and Western) comprising 12 counties, Appendix XII.

Recommendation

The administrator of WEDF to ensure inclusion of PWDs in training programmes in all the regions.

3.5.5.10 Capitation for Recurrent Expenditure

The Government supports TVETs by way of capitation grants to assist poor students who would otherwise not have enrolled in the institutions. This grant, together with school fees paid by the students, sustains day-to-day running of the TVETs as well as other development projects in the institutions. Except for five special needs institutes, the capitation is pegged at Kshs 30,000 per student. Capitation cushions trainees and the parents/guardians from the high cost of training. Trainees who benefit from capitation are also eligible for Higher Education Loans Board (HELB) loans.

The overall distribution of capitation by Student Enrolment, Capitation Disbursement by Category of TVETs; Other Sources of Funding Excluding Capitation and Distribution of Capitation by Student Enrolment and County are presented in tables 3.57, 3.58, 3.59 respectively and Appendix XIII.

	No. of institutions 120		Student enrolment 198,958		Capitation disbursed 4,067,128,548.00		Average per student 20,442.15	
29	Mombasa	2	Kilifi	1,311	Kilifi	26,250,000.00	Murang'a	18,731.76
30	Narok	2	Garissa	898	Garissa	22,987,500.00	Mombasa	18,510.36
31	Taita Taveta	2	Marsabit	658	Marsabit	14,142,500.00	Baringo	18,200.75
32	Tana River	2	Bungoma	851	Kiambu	13,375,000.00	Uasin Ngishu	18,125.48
33	Uasin Gishu	2	Mandera	499	Mandera	11,227,500.00	Kericho	18,114.25
34	Bungoma	2	Kiambu	420	Kitui	9,467,500.00	Narok	17,904.45
35	Garissa	1	Mombasa	386	Bungoma	14,497,500.00	Makueni	17,814.25
36	Isiolo	1	Kitui	260	Mombasa	7,145,000.00	Bungoma	17,035.84
37	Kwale	1	Tana River	167	Turkana	5,660,000.00	Trans Nzoia	17,389.12
38	Makueni	1	Turkana	165	West Pokot	4,040,000.00	Nyandarua	17,328.24
39	Mandera	1	West Pokot	125	Tana River	4,000,000.00	Embu	15,512.22
40	Turkana	1	Kwale	57	Kwale	3,342,500.00	Kajiado	15,334.94
41	West Pokot	1	Isiolo	25	Isiolo	2,052,500.00	Elgeyo Marakwet	14,300.32

Recommendations

(i) The State Department for Vocational and Technical Training to promote equity in the distribution of TVET institutions across the 47 counties, including equitable disbursement of capitation to students.

(ii) The Office of the Auditor-General to audit the disparity between the amounts of funds reported as received by the TVETs institutions and the amount reported as disbursed by the State Department.

3.5.6 Public Participation in Policy Making Process

The public participation process in policy-making in the public service is guided by Sections 11 and 12 of the Public Service (Values and Principles) Act, 2015, Section 8.4 of the Framework for Implementation of Values and Principles in the Public Service, 2015 and the Public Service Commission Guidelines on Public Participation, 2016.

Public institutions are expected to facilitate public participation in the development of any policies. The public participation process requires that the public and interested stakeholders are accorded an adequate opportunity to review and make comments on a draft policy, be heard by the makers of the policy and be notified of the final draft policy and whether their views were incorporated or not.

Article 54(1)(d) provides that PWDs are entitled to use sign language, Braille or other means of communication. Therefore, in any public participation in policy-making process engagements, it is expected that the relevant documents are provided in an accessible format to persons with disabilities and this includes having the document transcribed into Braille and having sign language interpreters.

The evaluation sought to establish institutions which facilitated public participation in their policy-making processes.

The indicators were:

(i) The total number of institutions which developed policy documents;

(ii) The number of institutions that engaged the public in the policy-making process;

(iii) The number of institutions that transcribed policy documents into Braille and engaged sign language interpreters; and

(iv) The number of policies challenged in Court for lack of public participation.

3.5.6.1 Involvement of the Public in Policy-Making

The status of compliance with public participation in policy-making process is presented in table 3.60.

It was established that:

(i) 213 (44.7%) institutions developed 439 policy documents, which were subjected to public participation;

(ii) 19 (9%) of the 213 institutions engaged sign language interpreters and 32 (15%) institutions transcribed their policies into Braille for public participation. It was noted the majority of the institutions did not accord persons with hearing and visual impairment an opportunity to meaningfully participate in the policy-making process;

(iii) 50,943 persons participated in the policy-making process out of whom 31,559 (62%) were male, 19,384 (38%) female and 356 (0.7%) PWDs. Persons with disabilities were grossly under-represented;

(iv) The average time taken from the date the public was notified about public participation to the date the draft policy was circulated was 93 days;

(v) The average duration taken from the actual stakeholder engagement to the validation of the policy was 57 days. State Corporations recorded the lowest duration at 26 days while Ministries and State Departments recorded the highest duration at 226 days;

(vi) The most preferred mode of stakeholder engagement was through physical meetings (39%), written/online submissions (36%) and virtual meetings (24%); and

(vii) Three (1.4%) institutions had their policies challenged in court for lack of public participation. These institutions were the Ministry of Foreign affairs, The National Treasury and the Ewaso Ng'iro South River Development Authority.

Generally, a majority of the policies developed seem to have satisfied the requirements of public participation.

Table 3.60: Status of Compliance with Public Participation in Policy-Making Process

Service Sector	Total No. of institutions	No. of institutions that developed a policy	No. of Institutions that engaged Sign Language Interpreter	Institutions that Transcribed Policy documents into Braille	Total No. Participants	Male	Female	PWD
Constitutional Commission and Independent Offices	11	7 (63.6%)	-	0	7,516	3,888 (52%)	3,628 (48%)	32
Ministries and State Departments	48	25 (52%)	1	3	6,516	4,172 (64%)	2,344 (36%)	25
Public Universities	37	20 (54%)	3	6	19,324	11,532 (60%)	7,792 (40%)	138
State Corporations and SAGAs	193	85 (44%)	12	19	15,019	10,435 (69%)	4,584 (31%)	134
Statutory Commissions and Authorities	8	3 (37.5%)	-	0	371	217 (58%)	154 (42%)	0
Total for Five Sectors	**297**	**140 (47.1%)**	-	**28**	48,746			

Service Sector	Total No. of institutions	No. of institutions that developed a policy	No. of Institutions that engaged Sign Language Interpreter	Institutions that Transcribed Policy documents into Braille	Total No. Participants	Male	Female	PWD
Technical and Vocational Education Training Institutes	180	73 (40.6%)	3	4	2,197	1,315 (60%)	882 (40%)	27
Total	**477**	**213 (44.7%)**	**19**	**32**	**50,943**	**31,559 (62%)**	**19,384 (38%)**	**356**

Recommendation

Public institutions to promote inclusivity of persons with disabilities in the policy formulation process including provision of sign language interpreters, transcription of documents into Braille and customization of websites.

3.5.7 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

One of the values and principles of public service in Article 232 is the efficient, effective and economic use of resources. This ties in with the principle of sustainable development under Article 10. To facilitate the realization of these values, the Public Finance Management Act, 2012 (PFM Act, 2012) and the Public Finance Management (National Government) Regulations, 2015 prescribe the principles to guide the utilization of financial resources. The Act prescribes a 70:30 ratio for development and recurrent expenditure. Further, the National Treasury, vide Circular reference No. 8/2021 on Guidelines for Preparation of 2022-23 to 2024-25 Medium Term Budget, directed that personnel emolument should not exceed 35% of the institutional recurrent budget.

The evaluation under this thematic area sought to establish adherence by public institutions to the standards prescribed under the PFM Act.

The indicators were:

(i) Adherence to the set budget ratios;

(ii) Payment of dividends by commercial state corporations;

(iii) Undertaking and cost of CSR programmes;

(iv) Budget absorption levels and institutions using the Public Procurement Information Portal;

(v) Whether feasibility studies were conducted for the development projects that were undertaken and environmental impact assessments were undertaken;

(vi) Project cost variations;

(vii) Project completion and payment status;

(viii) Compliance with the regulations on procurement and the disposal of assets;

(ix) Complaints and Appeals related to procurement;

(x) Rating of the institutions by the Auditor-General's opinion;

(xi) Implementation of recommendations of PAC and PIC reports; and

(xii) Automation of payroll management.

3.5.7.1 Adherence to the Set Budget Ratios

Section 15(2)(a) of the Public Finance Management Act, 2012 requires that over the medium term 30% of the national and county governments budgets shall be allocated to the development expenditure.

Budget allocation, expenditure and absorption by service sector are presented in table 3.61 and figure 3.14.

It was established that:

(i) 255 (86%) institutions reported having been allocated recurrent and development funds from the exchequer;

(ii) The overall ratio of the recurrent expenditure to development expenditure as reported by institutions was 55:45 for 375 institutions. On the contrary, the COB reported a ratio of 70:30 for 311 institutions. Although the data reported by MDAs shows variations with those from the COB, the variations are consistent across the sectors. Thus, the reliability of data from MDAs in arriving at conclusions is not compromised;

(iii) Seven institutions paid dividends to the Government amounting to Kshs.153B;

(iv) 212 institutions reported other sources of funds amounting to Kshs.963B. These were own revenue, donors and loans;

(v) 69 institutions undertook CSR activities with a total sum of Kshs.2.3M;

(vi) The ratio for PE to operation and maintenance (O&M) for MDAs in the five sectors was 38:62 while for TVETs was 32:77. This contravened the 35:65 requirement in law on PE:OM. However, a total of 70 (14.7%) institutions complied with the 35:65 expenditure ratio on PE to O&M; and

(vii) Overall budget absorption was at 82%. The implication of this is that citizens were deprived of the services that were to be offered using the budget that was not absorbed.



PSC Commissioner Amb Salma Ahmed (in the foreground) planting a tree at the Ngong Forest Reserve in June 2022 as a contribution to sustaining the environment for future generation

Table 3.61: Budget allocations and Actual Expenditures by Public Institutions During 2021/2022 FY

Service Sector	Number of Institutions	Kshs Millions						Ratio	
		Total Allocation of Revised Estimates	Recurrent budget	Expenditure Recurrent budget	Development budget	Expenditure Development Budget	Expenditure on Personal Emolument (PE)	PE:OM	Recurrent: Development
Constitutional Commission and Independent Office	9	38,969.18	38,712.49	38,609.96	256.69	211.74	14,395.97	37:63	99:1
Ministry and State Department	47	1,565,949.68	955,694.50	509,544.13	610,255.19	649,354.62	208,857.84	41:59	44:56
Public University	36	47,278.75	44,592.47	67,161.79	2,686.28	4,373.98	46,582.67	69:31	94:6
State Corporation and SAGAs	155	752,559.53	449,803.10	463,150.38	302,756.44	230,100.80	141,586.27	31:69	67:33
Statutory Commissions and Authorities	8	9,597.90	9,299.11	9,173.15	298.79	180.00	3,415.92	37:63	98:2
Technical and Vocational Education Institution**	120	-	-	7,536.90	-	446.21	1,740.43	23:77	94:6
Total	**375**	**2,414,355.05**	**1,498,101.66**	**1,095,176.33**	**916,253.38**	**884,667.36**	**416,579.11**	**38:62**	**55:45**

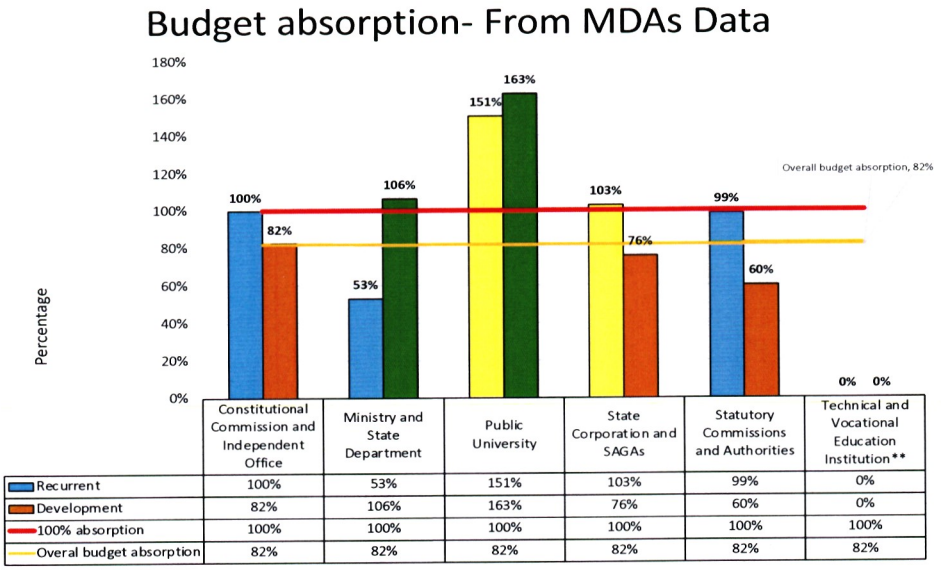

Figure 3.14: Budget Absorption by Sectors as Reported by MDAs

3.5.7.2 Sustainability of Development Projects

Article 10(2)(d) requires public institutions to promote sustainable development. This calls for avoidance of wastage and proper planning from conceptualization to finalization of the projects. Institutions are required to undertake feasibility studies and Environmental Impact Assessments (EIA).

Institutions that implemented projects, undertook feasibility studies, obtained Environmental Impact Assessment approval and completed the projects is presented in table 3.62.

It was established that:

(i) 224 (47%) institutions undertook various development projects;

(ii) 2,286 projects were implemented. Of these, 778 (34.0%) had feasibility studies done, 231 (10.1%) had feasibility studies not done, 358 (15.7%) did not require feasibility studies and 919 (40.2%) projects did not have status on feasibility studies. 66% did not conduct feasibility studies before commencing development projects. Such projects run the risk of being discontinued on the basis of non-viability;

(iii) 954 (41.7%) of the projects had their EIA approved, 245 (10.7%) not approved, 423 (18.5%) did not require EIA and 664 (29.0%) did not have EIA approvals indicated. The projects which required EIA approval and the same was not sought run the risk of being stopped;

(iv) 92 projects did not have their project end dates defined. This means that there was a likelihood of project overrun and the project not being completed; and

(v) 150 projects had cost variations amounting to Kshs.84.7B spread across the MDAs. 72 of these projects had surpassed the requirement that not more than 25% variation cost should be incurred. This is an indicator of poor conceptualization and planning for the projects.

Table 3.62: Institutions that Implemented Projects, Undertook Feasibility Studies and Obtained Environmental Impact Assessment Approval

Service Sector	Total No. of Institutions	Institutions that Implemented Development Projects	Number of development projects undertaken	Feasibility studies done				Environmental Impact Assessment Approval			
				Done	Not done	Not required	Not stated	Approved	Not approved	Not required	Not stated
Constitutional Commissions and Independent Offices	11	5 (2%)	20 (1%)	3 (15.0%)		10 (50.0%)	7 (35.0%)	8 (40.0%)		10 (50.0%)	2 (10.0%)
Ministries and State Departments	48	38 (15%)	527 (23%)	95 (18.0%)	42 (8.0%)	74 (14.0%)	316 (60.0%)	210 (39.8%)	22 (4.2%)	75 (14.2%)	220 (41.7%)
Public Universities	37	32 (13%)	108 (5%)	65 (60.2%)	6 (5.6%)	3 (2.8%)	34 (31.5%)	80 (74.1%)	4 (3.7%)	3 (2.8%)	21 (19.4%)
State Corporations and SAGAs	193	106 (42%)	1,402 (61%)	552 (39.4%)	100 (7.1%)	271 (19.3%)	479 (34.2%)	600 (42.8%)	128 (9.1%)	335 (23.9%)	339 (24.2%)
Statutory Commissions and Authorities	8	2 (1%)	3 (0%)	1 (33.3%)			2 (66.7%)				3 (100.0%)
TVETs	180	70 (28%)	226 (10%)	62 (27.4%)	83 (36.7%)		81 (35.8%)	56 (24.8%)	91 (40.3%)		79 (35.0%)
Total	**477**	**253 (53%)**	**2,286 (100%)**	**778 (34.0%)**	**231 (10.1%)**	**358 (15.7%)**	**919 (40.2%)**	**954 (41.7%)**	**245 (10.7%)**	**423 (18.5%)**	**664 (29.0%)**

...dations

(i) The Office of the Auditor-General to undertake an audit on the 72 projects with cost variations.

(ii) The National Treasury to strengthen the monitoring and evaluation to ensure the project timeline and cost are observed.

3.5.7.3 Complaints Against Tender Awards and Assets Disposal Lodged to Public Procurement Regulatory Authority (PPRA)

The Public Procurement and Asset Disposal Act, 2015 empowers the PPRA to investigate and act on complaints that are not subject to administrative review. The complaints may be from procuring entities, tenderers, contractors or the general public.

It was established that out of the 98 complaints received 55 (56.1%) were resolved. The most prevalent complaints were delayed payment at 34.8% followed by requests for clarification on tenders (27.2%) and requests for debarment (13%).

Recommendation

The Office of the Auditor-General to undertake an audit on payment procedures in the affected institutions and establish the reasons for delayed payment.

3.5.7.4 Appeals on procurement of assets received by the Public Procurement Administrative Review Board (PPARB)

Public Procurement Administrative Review Board is established to hear and determine disputes relating to tendering and asset disposal.

It was established that, of the 15 disputes brought forward from 2020/2021 and the 102 received within the year, 113 were resolved and only four were pending.

3.5.7.5 Disposal of Assets and Existence of Approved Board of Survey Report

The disposal of public assets is guided by the Public Procurement and Asset Disposal Act, 2015 and any attendant guidelines. To establish compliance with this requirement, the Commission requested for submission of an Approved Board of Survey Report.

Out of the 119 institutions that had items to be disposed of, 51 (42.9%) prepared the Board of Survey report. This means that the majority of the institutions disposed of their assets contrary to Public Procurement and Asset Disposal Act, 2015.

Recommendation

PPRA to undertake an audit on the failure of institutions to prepare Board of Survey reports before disposing of assets.

3.5.7.6 Auditor-General's Report

The Constitution and the Public Audit Act, 2015 mandate the Auditor-General to examine and audit accounts submitted by public institutions within the prescribed period, express an opinion and certify the result of that examination. The Auditor examines the books of accounts from institutions and expresses his opinion on audited institutions, certifies the accounts as either Unqualified, Qualified, Adverse, or Disclaimer. For ease of reference:

(i) An Unqualified opinion is the most desirable and is issued where the financial condition, position, and operations are fairly presented in the financial statements.

(ii) A Qualified opinion is issued where the financial statements appear to contain a small deviation but are otherwise fairly presented.

(iii) An Adverse opinion is issued where a financial statement as a whole is not pr fairly.

(iv) A Disclaimer opinion is issued where a financial procedure is found to be utterly flawed.

The audit reports provide valuable information on whether the country is achieving its developmental priorities and service delivery objectives or not. The reports are critical in monitoring and evaluating the outcome and impact of government expenditures and enhancing accountability.

The Auditor's opinion from the institutions and the Office of the Auditor-General (OAG) for the 2018/2019 and 2020/2021 financial years are presented in tables 3.63 and 3.64.

It was established that:

(i) 72 institutions had been fully audited as per the OAG report, excluding TVETs. Of these, 31(43%) institutions received an Unqualified opinion, 40 (56%) received a Qualified opinion and one (1%) had an Adverse opinion rating. 170 (57%) of the MDAs and 92 (51%) of TVETs institutions reported that they were yet to be audited;

(ii) Self-reporting by TVETs institutions revealed that 61 of them had been adversely cited over the years; and

(iii) 116 State Corporations and SAGAs were yet to be audited.

The request for data for this year's evaluation was made earlier than the previous year because of the General Elections. Therefore, audit reports from some institutions had not been finalized and resulting in a low number of institutions evaluated under this parameter.

Table 3.63: OAG vis-a-vis Institutions Response on Rating of the Audited Accounts

Auditor's Opinion	MDAs Response			TVETs Response			Auditor-General Submission-For MDAs			Auditor-General Submission-TVETs
	2018/2019	2019/2020	2020/2021	2018/2019	2019/2020	2020/2021	2018/2019	2019/2020	2020/2021	2020/2021
Unqualified	98 (37%)	91 (35%)	58 (20%)	8 (4%)	9 (5%)	6 (3%)	83 (32%)	49 (19%)	31 (43%)	
Qualified	129 (49%)	95 (36%)	66 (22%)	46 (26%)	58 (32%)	70 (39%)	139 (53%)	62 (24%)	40 (56%)	
Adverse	4 (2%)	2 (1%)	3 (1%)	26 (14%)	27 (15%)	8 (4%)	10 (4%)	5 (2%)	1 (1%)	
Disclaimer	5 (2%)	2 (1%)		14 (8%)	8 (4%)	4 (2%)	2 (1%)			
Not Yet Audited	26 (10%)	72 (27%)	170 (57%)	86 (48%)	78 (43%)	92 (51%)	27 (10%)	145 (56%)		
Total	**262 (100%)**	**262 (100%)**	**297 (100%)**	**180 (100%)**	**180 (100%)**	**180 (100%)**	**261 (100%)**	**261 (100%)**	**72 (100%)**	

2018/2019 and 2019/2020 for MDAs is from 2020/2021 values report

Table 3.64: Institutional Response on Rating by the Auditor General per Service Sector

Service Sectors	Financial Year	Total No. of Institutions	Auditor General's Report				
			Unqualified	Qualified	Adverse	Disclaimer	Not yet Audited
Constitutional Commissions and Independent Offices	2020/21	11	6	2			3
Ministries and State Departments		48	9	13	1		25
Public Universities		37	3	11			23
State Corporations and SAGAs		193	35	40	2		116
Statutory Commissions and Authorities		8	5				3
TVETs	2020/21	180	6	70	8	4	92
	2019/20	180	9	58	27	8	78
	2018/19	180	8	46	26	14	86

3.5.7.7 Implementation of Parliamentary Investment Committee (PIC) and Parliamentary Accounts Committee PAC Recommendations by Public Institutions

The Parliamentary Accounts Committee (PAC) oversight the expenditure of public funds by public institutions to ensure value for money and adherence to government financial regulations and procedures. The Parliamentary Investment Committee (PIC) examines the working of public investments with a particular focus on financial oversight of the use of appropriated public funds. The two committees prepare compliance reports and make recommendations to the institutions concerned.

The status of the implementation of PIC and PAC recommendations is presented in table 3.65.

It was established that:

(i) 58 (12%) were a subject of PIC or PAC; and

(ii) 266 (44%) out of the 600 PAC or PIC recommendations had been fully implemented, 157 (26%) partially implemented, 58 (10%) had not been implemented and 119 (20%) the implementation status was not stated.

Table 3.65: Status of Implementation of PIC and PAC Recommendations

Service Sector	Total No. of Institutions	Total No. of Institutions Cited by PAC/PIC	Total No. of Recommendations by PAC /PIC	Implementation Status			
				Fully Implemented	Partially implemented	Not Implemented	Implemnetation not stated
Constitutional Commission and Independent Office	11	4 (36%)	16 (3%)	5 (31%)	4 (25%)	2 (13%)	5 (31%)
Ministry and State Department	48	22 (46%)	221 (37%)	108 (49%)	53 (24%)	8 (4%)	52 (24%)
State Corporation and SAGAs	193	30 (15.5%)	358 (60%)	148 (41%)	100 (28%)	48 (13%)	62 (17%)
Statutory Commissions and Authorities	8	2 (25%)	5 (1%)	5 (100%)	0 (0%)	0 (0%)	0 (0%)
Technical and Vocational Education Training	180	0	0	0	0	0	0
Total	**477**	**58 (12%)**	**600 (100%)**	**266 (44%)**	**157 (26%)**	**58 (10%)**	**119 (20%)**

Recommendation

Public institutions that failed to implement the PIC/PAC recommendations to be sanctioned.

3.5.7.8 Automation of Payroll Management System

Whereas there exists a uniform financial management system developed pursuant to Section 12(1) (e) of the Public Finance Management Act, 2012 which requires the National Treasury to design and prescribe an efficient financial management system for the national and county governments, for human resources, there is no uniform system for its management. Whereas all ministries, some constitutional commissions and state corporations use the integrated personnel and payroll data (IPPD) management system domiciled at the State Department for public service, the rest of the institutions are free to determine the systems they use meaning the human resource data, in the public service, is currently fragmented and inconsistent to support effective management of human resources.

The number of institutions that had an integrated payroll management system is presented in table 3.66 and figure 3.15.

It was established that:

(i) 293 (61.4%) institutions had integrated payroll management systems;

(ii) All Ministries and State Departments had integrated payroll management systems followed by public universities and statutory commissions and authorities at 91.9% and 87.5% respectively;

(iii) TVETs had the lowest level of implementation at 26.1%; and

(iv) 184 public institutions (Appendix XIV) did not use an integrated payroll management system. Of these, 71 paid staff manually, 60 used excel worksheets and 53 used other software.

Table 3.66: Existence of an Integrated Payroll Management System (IPMS) in Public Institutions

Service Sectors	No. of Public Institutions	Existence of an integrated payroll management system (IPMS) in Public Institutions			
		No. with IPMS	%	No. Without IPMPS	%
Constitutional Commission and Independent Office	11	9	81.8	2	18.2
Ministry and State Department	48	48	100.0		0.0
Public University	37	34	91.9	3	8.1
State Corporation and SAGAs	193	148	76.7	45	23.3
Statutory Commissions and Authorities	8	7	87.5	1	12.5
Technical and Vocational Education Institutes	180	47	26.1	133	73.9
Total	**477**	**293**	**61.4**	**184**	**38.6**

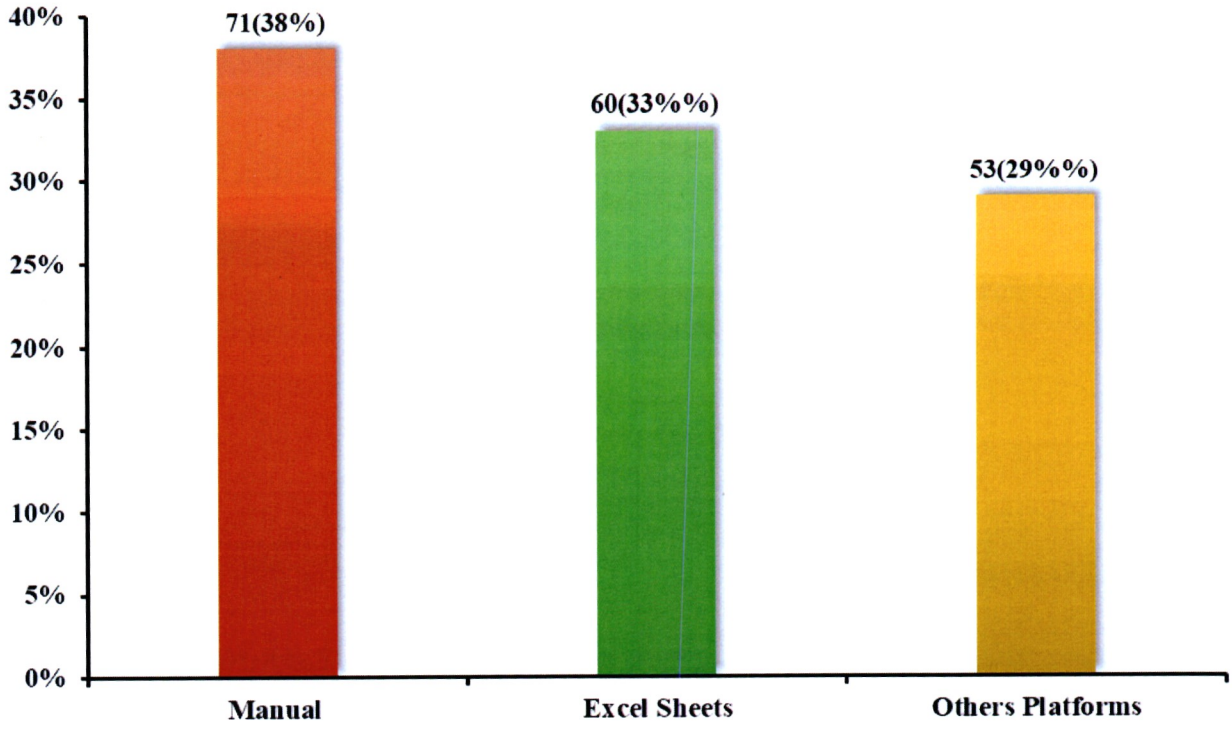

Figure 3.15: Distribution of Institutions not on IPMS and Modes Used to Manage Employee Payroll

Recommendation

All the public institutions operating outside the integrated payroll management system to migrate to the Unified HR System.

3.6 Citizen Satisfaction with Service Delivery

The Commission conducted a rapid experiential survey on the services accessed by the citizens by sending a questionnaire to the sampled respondents. The contacts of the respondents were obtained from the customer service registers of public institutions.

170 citizens responded to the survey. This response was limited and may not be representative for generalization but it gives an indicator of how the situation is and can be used for further survey.

It was established that:

(i) 255 services were sought, ranging from health, registration, education and financial services;

(ii) The most utilized channel of service provision was through physical visits (48%) followed by e-citizen (22%), website (16%) and mobile phone (14%);

(iii) The most sought-after services were Certification, Registration and Employment; and

(iv) Those dissatisfied with government services cited unresponsiveness of officers (32%), rude officers (19%), demand for bribes (19%), absence of officers (14%), and loss of files (11%) as the main reasons for their dissatisfaction (figure 3.16).

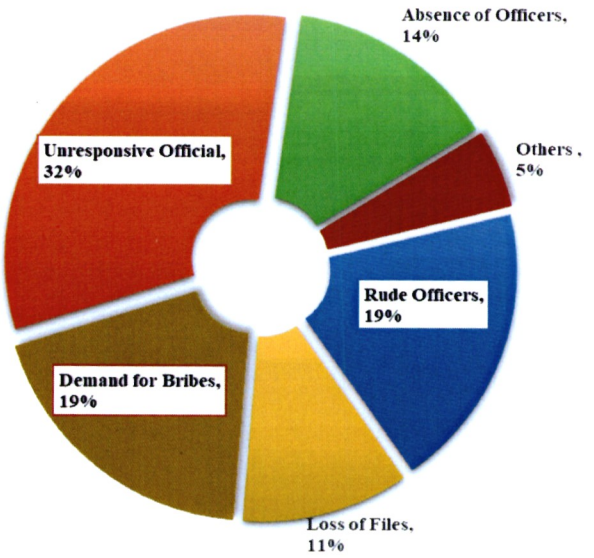

Figure 3.16: Reasons Cited by Respondents for Rating the Service

Recommendations

(i) The Commission to undertake a comprehensive Citizen satisfaction survey.

(ii) Public institutions to migrate services to online platforms to reduce the number of physical visits to offices.

(iii) Public institutions to develop and implement service delivery standards to improve responsiveness.



A citizen, Jefferson Bett, receiving service from the Bomet Central TVC secretary, Tabitha Chepkoech

Chapter Four:
STATUS OF COMPLIANCE WITH VALUES AND PRINCIPLES

4.1 Introduction

The purpose of the survey was to establish the status of compliance of the public service with the values and principles provided in Articles 10 and 232 of the Constitution. This chapter presents the overall compliance of the entire service, the performance indices for the various thematic areas and the rating of performance of each institution. The compliance index is the level of conformity to the values and principles by all the evaluated institutions. The performance index on the other hand is the measure of achievements against the performance indicators. The aggregation of performance indicator scores informs the computation of the overall compliance index.

4.1.1 Index Measurement

Computation of the indices for each thematic areas involved the following steps:

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

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

(iii) For the indicators that required the attainment of constitutional or legal requirements, the score was proportionately assigned. For example, for the indicator on the representation of PWDs in an institution, the percentage of PWDs represented in the institution was used as a score; and

(iv) The re-scaling (min-max variable transformation) method in Equation 1 was used for the normalization of the indicators.

$$\text{Standard Score} = \frac{\text{MDA Indicator Value} - \text{Minimum Values}}{\text{Minimum Value} - \text{Maximum Values}} \quad \ldots\ldots\ldots\ldots$$

Equation 1

4.1.2 Rating of achievement

Rating of achievement of an institution was assigned as high, medium and low achievers. This was applied for both performance and compliance indices.

A public institution was classified as a high achiever if the index score was more than one standard deviation above the mean. An institution was a medium achiever if the index score was within one standard deviation of the mean and a low achiever if the score was one standard deviation below the mean.

As a general rule, the service sector with the highest proportion of institutions classified as high achievers had the highest performance index, while the service sector with the highest proportion of institutions classified as low achievers had the lowest performance index.

4.2 Performance Index by Thematic Areas

This section presents the performance indicators, scoring criteria and mean scores attained by the indicators in the six thematic areas. The performance indicators selected for the purposes of deriving the performance indicators are those which were mandatory for each institution to have.

4.2.1 Service Delivery Improvement

Seven performance indicators were selected for the purposes of assessing the performance index for this thematic area. The indicators centred around the measures adopted by institutions for purposes of ensuring ease of access to services by the public, particularly PWDs. These included the availability and functionality of helplines, accessibility of websites to the visually impaired and transcription of service charters into Braille.

The mean scores for the seven indicators evaluated are presented in table 4.1.

Table 4.1: Performance Indicators and Mean Scores for Service Delivery Improvement

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Transcription of service charter into Braille	Yes=100%, No=0%	55.765
Existence of a dedicated helpline Number	Yes=100%, No=0%	73.375
The extent of the functionality of the helpline	Functional=100%; Not Functional =0%	80.286
The extent of responsiveness of the helpline	Responsive=100%; Not Responsive= 0%	76.761
Customization of the website for ease of access by visually impaired persons	Yes=100%, No=0%	24.319
The extent of customization of the website to visually impaired persons	Fully= 100%; Partially= 50%	57.328
Existence of a customer service register	Yes=100%, No=0%	63.103

The overall performance index for service delivery improvement was 56.3%. Public Universities had the highest performance index at 68.4%. This high performance was contributed by the transcription of the service charters into Braille as demonstrated in Chapter 3 (Figure 3.3) which shows that 81% of universities had transcribed their service charters into Braille.

A summary of the performance index and levels of achievement for institutions is presented in table 4.2.

Table 4.2: Performance Index and Levels of Achievement for Institutions for Service Delivery Improvement

Service Sectors	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	
Constitutional Commissions and Independent Office	11			7	63.3	4	10.0	43.9
Ministries and State Departments	48	3	92.9	32	56.2	13	15.4	47.4
Public Universities	37	8	92.0	28	64.1	1	0.0	68.4
State Corporations and	193	40	93.0	135	67.6	18	14.5	67.9

Service Sectors	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	
SAGAs								
Statutory Commissions and Authorities	8			7	60.3	1	0.0	52.7
TVETs	180	2	89.3	126	58.9	52	8.2	44.6
Total	**477**	**53**	**92.7**	**335**	**62.7**	**89**	**10.4**	**56.3**

4.2.2 Good Governance, Transparency and Accountability

Three performance indicators were used to calculate the performance index for this thematic area. These included: the availability of gift registers, the existence of induction manuals, and the publication of annual reports.

The mean scores for the three indicators evaluated are presented in table 4.3.

It was established that 75% of officers who received gifts declared them to their institutions. Further, 77% of institutions did not have an induction manual while for those who had manuals 79% did not have topics on values and principles, code of conduct and ethics, and the provisions of their service charters. It was also established that 71% of the institutions had not published their annual report.

Table 4.3: Performance Indicators and Mean Scores for Good Governance, Transparency and Accountability

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Maintenance of gift registers	Yes= 100%; No= 0%	75.47
Existence of an induction manual	Yes= 100%; No= 0%	23.27
Publication of annual report in the 2020/2021 Financial Year	Yes= 100%; No= 0%	28.72

The overall performance index for good governance, transparency and accountability was 29%. Constitutional Commissions and Independent Offices had the highest performance index at 55%. This was informed by the high score in the management of gift registers and publication of annual reports. It is observed that constitutional commissions are required by law to publish and publicize annual reports and this may have informed the high performance in this area with 72% of the institutions having published their reports as shown in Chapter 3 (figure 3.8).

A summary of the performance index and levels of achievement for institutions is presented in table 4.4.

Table 4.4: Performance Index and Levels of Achievement for Institutions for Good Governance, Transparency and Accountability

Service Sectors	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Performance Index(%)
		No. of Institution	Mean Score (%)	No. of Institution	Mean Score (%)	No. of Institution	Mean Score (%)	
Constitutional Commissions and Independent Offices	11	4	91.7	5	46.7	2	0.0	54.5
Ministries and State Departments	48	6	88.9	26	50.0	16	0.0	38.2
Public Universities	37	10	90.0	16	40.6	11	0.0	41.9
State Corporations and SAGAs	193	45	85.2	68	44.4	80	0.0	35.5
Statutory Commissions and Authorities	8	1	66.7	5	46.7	2	0.0	37.5
TVETs	180	6	88.9	47	45.4	127	0.0	14.8
Total	**477**	**72**	**86.6**	**167**	**45.3**	**238**	**0.0**	**28.9**

4.2.3 High standards of professional ethics in the public service

Eight indicators were used to calculate the performance index for this thematic area. These included the compliance by public officers with the requirements for initial, biennial and final declarations, compliance by institutions to file returns on declarations to the responsible commissions, compliance by regulated professionals with the requirements of their professions and availability of action plans to promote values and principles at the workplace.

The mean scores for the eight indicators evaluated are presented in table 4.5.

Table 4.5: Performance Indicators and Mean Scores on High Standards of Professional Ethics

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Level of compliance to initial declaration (No. of officers who submitted initial declaration/No. of Officers appointed)	Compliance level (%)	20.7
Level of compliance to final declaration (No. of officers who submitted final declaration/No. of Officers who exited except death)	Compliance level (%)	13.1
Submission of Initial and Final Declaration Returns to Responsible Commission	Yes=100%; No=0%	29.4
Submission of two-year declaration returns to responsible Commission	Yes=100%; No=0%	98.6
Level of compliance to two-year declaration (Number of officers submitted two-year declaration/total number of officers in the organization)	Compliance level (%)	98.9

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Action taken against non-compliant officers	Salary stopped=0%; No action taken=0%; Show cause letter issued=100%, Salary stopped=0%, Warning letter=100%, verbal warning=100%	42.5
Compliance by regulated professionals with the requirements of their profession	Yes=100%; No=0%	84.1
Availability of an action plan for the promotion of values and principles at the workplace	Yes=100%; No=0%	36.3

The overall performance index for high standards of professional ethics in the public service was 53%. State Corporations and SAGAs performed well with the highest score being the biennial declarations.

A summary of the performance index and levels of achievement for institutions is presented in table 4.6.

Table 4.6: Performance Index and Levels of Achievement on High Standards of Professional Ethics

Service Sector	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	
Constitutional Commissions and Independent Offices	11	3	88.7	8	50.2			60.7
Ministries and State Departments	48	6	86.7	41	50.7	1	24.9	54.7
Public Universities	37	3	85.8	34	49.9			52.9
State Corporations and SAGAs	193	40	89.4	152	54.6	1	16.7	61.6
Statutory Commissions and Authorities	8	1	85.7	7	50.2			54.7
TVETs	180	23	100.0	110	50.0	47	0.0	43.3
Total	**477**	**76**	**92.2**	**352**	**52.1**	**49**	**0.8**	**53.2**

4.2.4 Performance Management

Three performance indicators were used to calculate the performance index in this thematic area. These were; induction of newly appointed officers, the performance contract evaluation score and the existence of an integrated payroll management system.

The mean scores for the three indicators evaluated are presented in table 4.7.

Table 4.7: Mean Scores of Performance Indicators for the Performance Management

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Induction of newly appointed officers	Yes =100%; No= 0%	39.35
Performance contract evaluation score	Progressive assignment of the Inverse of the Composite Score assigned 0-100 *(1/Composite Score)*100))*	22.92
Existence of an integrated payroll management system (Yes=1, No=0)	Yes =100%; No= 0%	61.43

The performance index and levels of achievements area are presented in table 4.8.

The overall performance index for performance management was 40%. Public Universities had the highest performance index at 64%. This was contributed by the fact that all Public Universities signed performance contracts and were evaluated.

Table 4.8: Performance Index and Levels of Achievement for Institutions on Performance Management

Service Sectors	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	
Constitutional Commissions and Independent Offices	11			11	43.3			43.3
Ministries and State Departments	48	14	76.5	34	50.8			58.3
Public Universities	37	21	78.2	15	48.1	1	11.3	64.2
State Corporations and SAGAs	193	58	77.3	116	46.5	19	5.1	51.7
Statutory Commissions and Authorities	8	1	77.1	7	47.6			51.3
TVETs	180	4	76.0	72	37.2	104	2.1	17.8
Total	**477**	**98**	**77.3**	**255**	**44.4**	**124**	**2.6**	**40.3**

4.2.5 Equitable Allocation of Opportunities and Resources

Seven performance indicators were used to calculate the performance index for this thematic area. The indicators selected were those which facilitated access to information on available opportunities such as registration on the NCPWD career portal and the public procurement and asset disposal portal and those which demonstrated the distribution of opportunities in terms of gender, ethnicity and PWDs.

The mean scores for the seven indicators evaluated are presented in table 4.9.

Table 4.9: Mean Scores of Performance Indicators for Thematics Area of Equitable Allocation of Opportunities and Resources

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Registration of institutions on the National Council for Persons with Disabilities (NCPWD) career portal	Yes=100%, No=0%	**63.1**
Availability of a sign language interpreter	Yes=100%, No=0%	**20.3**
Registration of the institutions on the Public Procurement Information Portal (PPIP)	Yes=100%, No=0%	**74.2**
Procurement and Asset disposal through the Public Procurement Information Portal	Yes=100%, No=0%	**71.2**
Ethnic representation in public institutions	No. of Ethnic Groups as per Census of 2019/ 45*100	**28.2**
Gender representation at Job levels	Proportionate gender representation at Job Levels	**35.7**
Percentage of PWD Representation	Proportionate representation of PWDs in the Institution	**1.4**

The overall performance index for equitable allocation of opportunities and resources was 40%. Registration on the Public Procurement Information Portal means that more groups may access information on procurement opportunities in institutions registered on the portal. PWDs will also access information on job opportunities available in the institutions registered on NCPWDs career portal.

Achievement of proportionate representation for all ethnic communities remains a challenge, however, there is an improvement as marginalized communities are increasingly being brought on board as demonstrated in Chapter 3 (section 3.5.5.2) on the distribution of opportunities in appointments and promotions. The summary of the performance index and levels of achievement for institutions is presented in table 4.10.

Table 4.10: Performance Index and Levels of Achievement for the Institutions on the Equitable Allocation of Opportunities and Resources

Service Sector	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Performance Index (%)
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	
Constitutional Commission and Independent Office	11	1	72.0	10	49.7			51.7
Ministry and State Department	48	4	69.6	39	45.6	5	14.7	44.3
Public University	37	16	67.5	21	48.4			56.7
State Corporation and SAGAs	193	38	67.0	147	45.3	8	14.2	48.3
Statutory Commissions and Authorities	8	1	70.0	7	45.2			48.3
Technical and Vocational Education Institution	180	3	66.9	107	35.9	70	8.1	25.6
Total	**477**	**63**	**67.4**	**331**	**42.6**	**83**	**9.1**	**40.0**

4.2.6 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

Budget absorption was a performance indicator used across all institutions and also to calculate the performance index. The mean score for the evaluated indicator is presented in table 4.11.

Table 4.11: Mean scores of Performance Indicators for the Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

Performance Indicator	Indicator Scoring Criteria	Mean Score (%)
Budget Absorption Level	100% absorption level= 1 , less than 100%=0	28.2

The overall performance index for the thematic area on efficiency, effectiveness and economic use of resources was 28.2%. Statutory Commissions and Authorities had the highest performance index at 37.5% while the Ministry and State Departments had the lowest performance index at 8.9%. A summary of performance index and levels of achievement for institutions is presented in table 4.12.

Table 4.12: Performance Index and Levels of Achievement for Institutions on Efficiency and Economic Use of Resources

Service Sectors	Total No. of Institutions	High Achievers		Low Achievers		Performance Index (%)
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	
Constitutional Commission and Independent Office	9	1	100	8	0	11.11
Ministry and State Department	45	4	100	41	0	8.89
Public University	32	13	100	19	0	40.63
State Corporation and SAGAs	140	45	100	95	0	32.14
Statutory Commissions and Authorities	8	3	100	5	0	37.50
Total	**234**	**66**	**100**	**168**	**0**	**28.21**

4.3 Overall Compliance Index

The overall compliance index for the 2021/22 financial year is 41.7%. This is a moderate performance, meaning that a lot needs to be done to improve the compliance level to at least 50% and above. It also means that while the public service is rendering services to citizens in many quarters there is non-observance to the national values and principles of governance in Article 10; and the values and principles of public service in Article 232. However, there is an improvement of compliance of 1.7% from the previous year (2020/2021). It is therefore recommended that this upward trajectory be maintained with higher momentum. It is incumbent on each institution to increase the level of compliance at the micro-level because that is where the citizens make contact with government service delivery.

A comparative analysis of the compliance analysis between the 2020/2021 FY and 2021/2022 FY is presented in table 4.13 and figure 4.1.

There was an increase in compliance in all the service sectors with Ministries and State Departments recording the highest increase of 11.7%. The best-performing service sector was Public Universities having scored highly in performance management and allocation of adequate and equal opportunities. The TVET sectors scored low in many of the thematic areas. TVETs, recently transferred to the Commission, require a lot of support including having

authorised establishments in place, review of terms of service to ensure parity of treatment for tutors and adoption of performance measurement instruments. This will ensure the objective for which TVETs were established is met.

Table 4.13: Overall Compliance Index for Public Institutions Per Service Sector

Service Sectors	Total No. of Institutions	High Achievers		Medium Achievers		Low Achievers		Overall Compliance Index (%)FY 2021/2022	Overall Compliance Index (%) FY 2020/2021	Variance
		No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)	No. of Institutions	Mean Score (%)			
Constitutional Commissions and Independent Offices	11			11	45.1			45.1	43.6	1.5
Ministries and State Departments	48	3	62.2	44	41.4	1	22.2	42.3	30.6	11.7
Public Universities	37	15	65.5	22	46.9			54.4	44.8	9.6
State Corporations and SAGAs	193	62	67.3	124	43.7	7	16.2	50.3	41.7	8.6
Statutory Commissions and Authorities	8	3	66.9	4	39.0	1	19.4	47.0	35.9	11.1
TVETs	180	5	64.8	106	37.6	69	13.7	29.2	*	*
Total	**477**	**88**	**66.7**	**311**	**41.5**	**78**	**14.1**	**41.7**	**40.0**	**1.7**

** The compliance index for TVETs was not determined in 2020/2021 FY.*

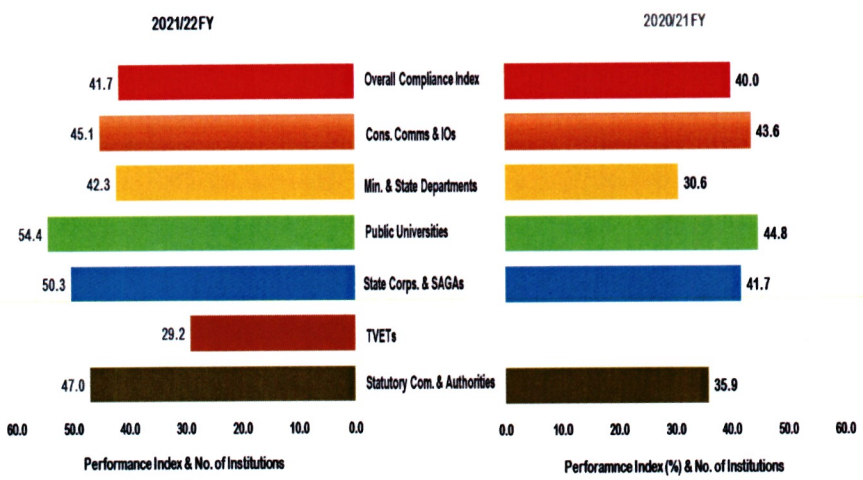

Figure 4.1: Comparison of Compliance Index per Service Sector for 2021/22 and 2020/22 Financial Years

4.4 Comparative Analysis of the Compliance Index by Thematic Areas

This section presents a trend analysis from the 2018/2019 FY to 2021/2022 FY for the overall compliance index and performance indices by thematic areas. The comparative analysis for the 2020/2021 FY and 2021/2022 FY performance indices on the six thematic areas indicated that there was an improvement in three out of the six evaluated thematic areas. These were Service Delivery Improvement (7.2%), Performance Management (12.4%) and Equitable Allocation of Opportunities and Resources (11.9%). There was a decline in three thematic areas with the highest decline being observed in Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development (-24.2%), Good Governance, Transparency and Accountability (-17.4%) and High Standards of Professional Ethics in the Public Service (-4.8%). Public participation was subject to the development of policy and was not a across-cutting indicator and, therefore, not considered for performance index computation.

A summary of the comparative analysis of the compliance index and performance scores by thematic areas across the service sectors is presented in table 4.14, figures 4.2, 4.3 and Appendix XV.

Table 4.14: Comparative Analysis of Compliance Index by Thematic Areas

S/No.	Thematic Areas	2018/19 FY	2019/20 FY	2020/21 FY (A)	2021/22 FY (B)	Deviations (B-A)
	Overall Compliance Index	42.4	42.3	40.0	41.7	1.7
1.	Service Delivery Improvement	52.3	63.4	49.1	56.3	7.2
2.	High Standards of Professional Ethics in the Public Service	60.3	57.1	58.0	53.2	-4.8
3.	Good Governance, Transparency and Accountability	35.6	38.1	46.3	28.9	-17.4
4.	Performance Management	25.6	37.4	27.9	40.3	12.4
5.	Equitable Allocation of Opportunities and Resources	45.1	32.9	28.1	40.0	11.9
6.	Public Participation in Policy Making Process	17.1	12.0	17.6	*	*
7.	Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development	60.9	46.4	52.4	28.2	-24.2

Legend: *(-) declined performance; (+) improved performance; * Public participation not evaluated*

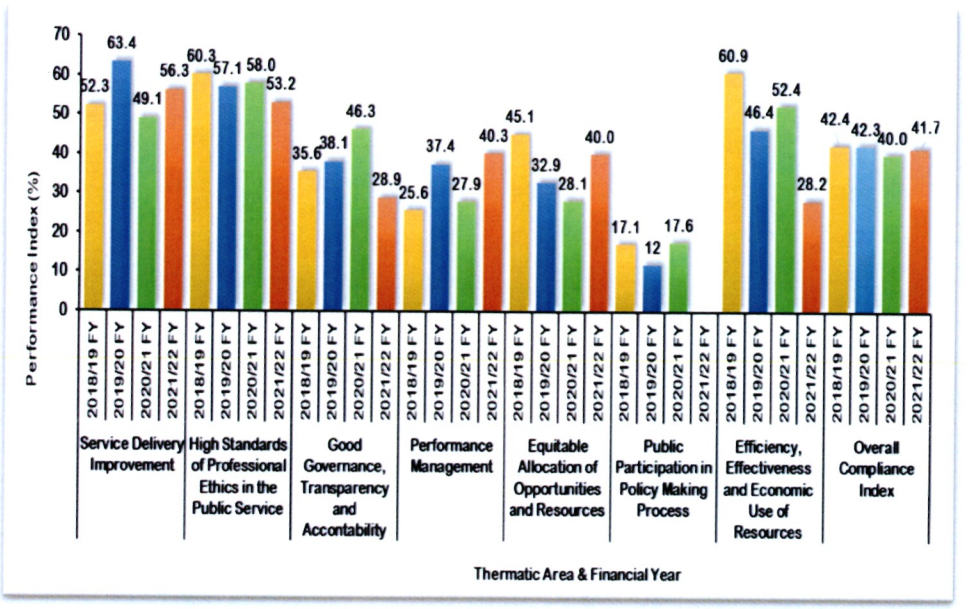

Figure 4.2: Trend Analysis of the Performance Index by Thematic Area and Overall Compliance Index for the Financial Years 2018/19 to 2021/22

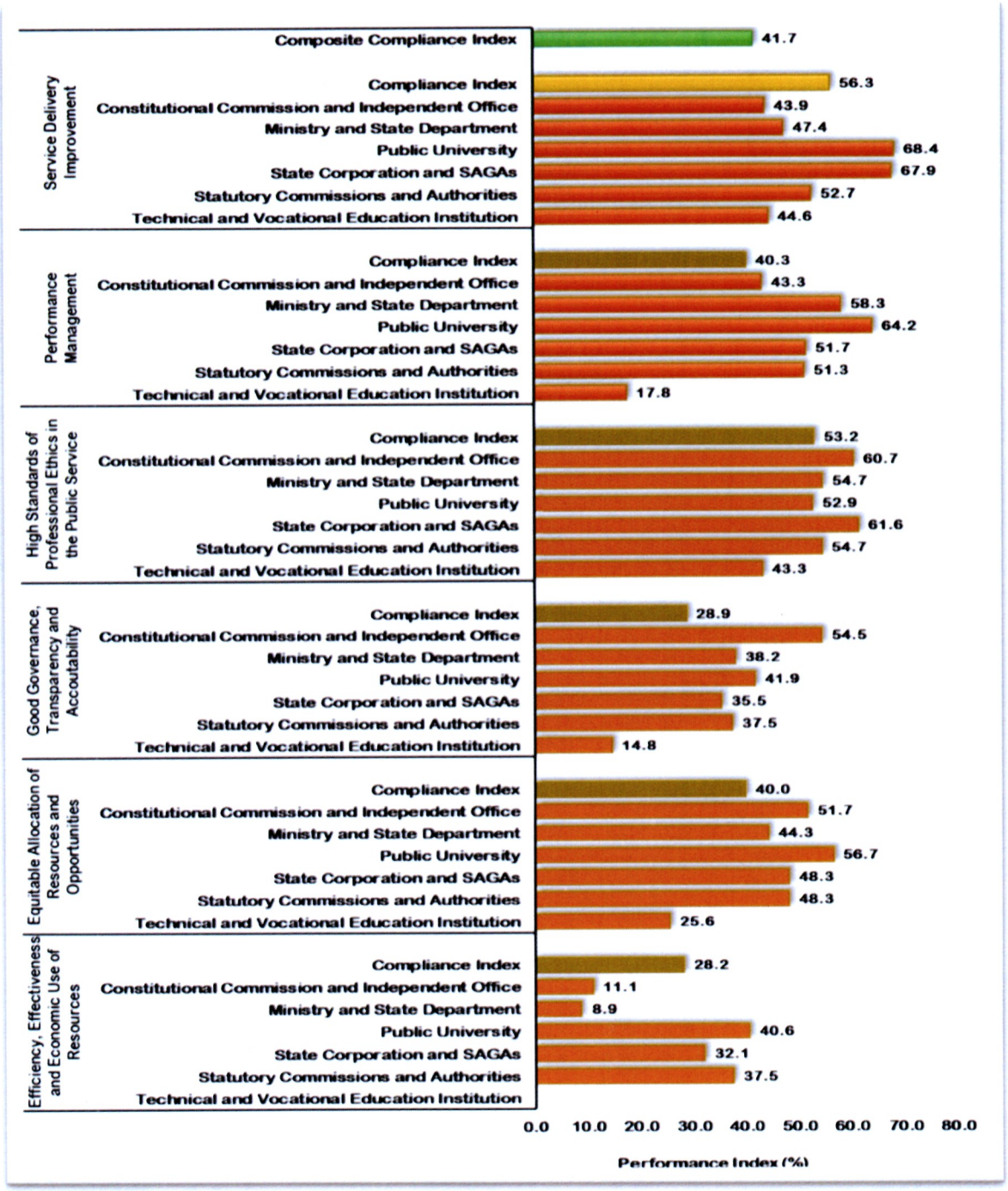

Figure 4.3: Performance Scores by Thematic Areas Across Service Sectors

Chapter five: RECOMMENDATIONS

5.1 Introduction

The evaluation was intended to establish the status of compliance with the values and principles in Articles 10 and 232 of the Constitution by the public institutions under the purview of the Public Service Commission. This chapter presents recommendations on necessary interventions and strategic actions expected to improve the quality of services and levels of compliance by public institutions. The recommendations are categorized as either general or thematic area-specific with specific lead actors.

5.2 General Recommendations

All public institutions are encouraged to implement or mainstream the following recommendations in order to improve the level of compliance with the national values and principles of governance in Article 10 and the values and principles of the public service in Article 232.

(i) The Commission in liaison with other state agencies to set the optimal staffing threshold based on the capacity of the economy to sustain the wage bill.

(ii) Public institutions to mainstream values and principles in their business processes to increase the compliance index.

(iii) Public institutions to develop and implement succession management plans to avoid officers being retained beyond mandatory retirement age.

(iv) All public institutions to bridge the difference between authorised establishment and in-post.

(v) Public institutions to migrate services to online platforms to have a leaner and efficient public service.

(vi) Public institutions to conduct due diligence before signing contracts to ensure that the contracts do not contain unfavourable terms.

(vii) Public institutions to adhere to the provisions of the Leadership and Integrity Act, 2012, Leadership and Integrity Regulations, 2015 and the Public Service Code of Conduct and Ethics, 2016 regarding gift management.

(viii) All public institutions to implement the Public Service Commission (Performance Management) Regulations, 2021.

(ix) Authorized Officers to ensure that all newly appointed officers are inducted.

(x) Authorized Officers to enforce compliance to the provisions in the HR Manual requiring officers to proceed on annual leave as and when due to enhance productivity at the workplace and promote healthy work-life balance.

(xi) Regulatory and oversight institutions to incorporate compliance to values and principles as a key factor in their areas of supervision.

(xii) The modalities and operations of the social protection and empowerment programmes to be reviewed to address duplications and inclusivity.

5.3 Key Recommendations

5.3.1 Staff Establishment

Issue	Recommendation	Timeline	Actor
Optimal staffing	The authorized staff establishment and organization structures for TVETs be reviewed to facilitate staff and career succession management	March 2023	□ State Department for Vocational and Technical Training □ PSC
	The Boards of the 15 Institutions which were over-established to be censured.	March 2023	□ PSC
Varied terms of service	Institutions with staff serving on permanent terms without pension be directed to include pension in the terms of the said officers.	June 2023	□ All MDAs □ PSC
	Officers serving on temporary terms be converted to either fixed- term contracts or permanent and pensionable terms	June 2023	□ All MDAs □ TVETs □ PSC
	The terms and conditions of service for the TVET staff be harmonized as ordered by the High Court on 15th July 2019	June 2023	□ PSC □ SRC □ State Department for Technical and Vocational Training
Secondment	Officers serving on secondment beyond six years need to either be recalled, transfer their services, retire or resign from their parent organization	April 2023	All MDAs PSC
	Authorized officers who approved the secondment of staff who had not served a minimum of three years to explain their action	April 2023	All MDAs PSC
	Disciplinary action be taken against public officers who fail to comply with the law on secondment	April 2023	All MDAs PSC

5.3.2 Service delivery improvement and transformation

Issue	Recommendation	Timeline	Actor
Accessibility of Websites to Persons With Disabilities	The ministry for Information, Communication and the Digital Economy to work with the National Council for Persons with Disabilities to ensure websites of all public institutions are accessible to Persons with Disabilities.	June 2023	Ministry of Information, Communications and The Digital Economy NCPWD PSC All MDAs TVETS
Ease of Access to information on services offered	Public institutions to translate their charters into Kiswahili and transcribe them into Braille	June 2023	All MDAs PSC
Functionality of helplines	The 127 institutions that did not have helplines be directed to establish the same and ensure the functionality	March 2023	All MDAs TVETs
Mechanisms for grievance handling	Public institutions to develop grievance-handling procedures as required in the framework for the implementation of Values and Principles	June 2023	MDAs TVETs
Provision of Services through the Huduma Platform	An audit of the front office and core services of the institutions under the jurisdiction of the Commission be undertaken.	June 2023	MDAs TVETs PSC
Service delivery standards	Fast-track the setting of service delivery standards and institute a Citizen Service Delivery Charter	December 2023	PSC
	Annually undertake a citizen satisfaction survey	Annually	PSC
Cost of public services	An audit of services against which levies are charged and engage the institutions affected on possibility of removing or reviewing the charges downwards to facilitate affordability and ease of access to public services	December 2023	PSC

5.3.3 High Standards of Professional Ethics in the Public Service

Issue	Recommendation	Timeline	Actor
Compliance with the Code of Conduct and Ethics	The 11 institutions that did not have an internal code of conduct and ethics to develop the code.	June 2023	PSC
Status of membership in professional bodies	The 76 institutions which reported that they did not have any members from the regulated professional bodies to explain the absence.	April 2023	PSC
Financial Disclosures	Authorized Officers to ensure that public officers who have not made the initial declaration are not included in the payroll while those who have not made their final declarations are not cleared	March 2023	MDAs TVETs PSC

5.3.4 Good Governance, Transparency and Accountability

Issue	Recommendation	Timeline	Actor
Acting appointments	The Authorized officers of the 80 institutions which failed to provide proof of approval of acting appointments to explain the failure	June 2023	PSC AG Parliament
Civil proceedings against public institutions	Public institutions to adhere to the terms of contracts to avoid unnecessary litigations	Continuous	All MDAs
Reported cases of corruption	An investigation be conducted to determine the reasons for the high number of corruption cases in State Corporations and SAGAs	December 2023	PSC
Management of Gifts in the Public Service	An audit of gift registers be undertaken in the public service.	June 2024	PSC EACC
	The LIA Regulations, 2015 be reviewed to set a ceiling on the value of the gifts that may be given out by a public institution.	June 2024	AG EACC PSC
	The public service to be sensitized on the management of gifts.	June 2023	PSC

Issue	Recommendation	Timeline	Actor
Conflict of interest	Section 16 of the Leadership and Integrity Act, 2012 and the Second Schedule on Registrable Interests be enforced.	June 2023	EACC
Publication of annual reports	The Public Service (Values and Principles) Act, 2015 be amended to require institutions to prepare, publish and publicize their annual reports on the discharge of their functions	June 2024	AG Parliament

5.3.5 Performance Management

Issue	Recommendation	Timeline	Actor
Performance contracting	Performance contracting be implemented by all public institutions	July 2023	Office of the Prime Cabinet Secretary PSC
	CEOs of Constitutional Commissions to sign performance contracts with the respective Boards.	July 2023	All Constitutional Commissions
	The staff of the Office of the Auditor-General to sign performance contracts with the Auditor-General.	July 2023	Office of the Auditor-General
Staff Appraisal	A study be undertaken to establish reasons for failure by the majority of the officers appraised to meet their targets	June 2023	PSC
Functional boards/councils	The Cabinet Secretary responsible for Technical and Vocational Training Institutes to constitute the boards for the various institutes that did not have boards in place.	June 2023	Ministry of Education
Status of Disciplinary Cases	The Commission to establish reasons for high incidences of officers charged with murder, rape and defilement in the Ministry of Interior and Lands	December 2023	PSC Ministry of Interior and National Administration Ministry of Lands, Public Works, Housing and Urban Development
Exits from the Service	Pension dues to be paid promptly as provided in the Pensions Amendment Act No. 6 of 2003	Continuous	The National Treasury

5.3.6 Equitable allocation of Opportunities and Resources

Issue	Recommendation	Timeline	Actor
Ethnicities, Gender and PWDs representation	Public institutions to develop and implement affirmative action programmes to redress the inequities in gender, ethnicities and PWDs	December 2023	PSC All MDAs & TVETs
Distribution of appointment opportunities	All public institutions to strictly adhere to Article 232(1)(g) on the need for fair competition and merit as the basis for appointments	Continuous	All MDAs & TVETs
Status of job advertisements	Public institutions to give priority to statutory modes of advertisements before other modes to promote higher uptake with adverts especially those required to run through radio channels	Continuous	All MDAs & TVETs
Status of registration on the NCPWD career portal	All public institutions to register on the NCPWD Career Portal to enhance job opportunities for persons with disabilities.	June 2023	All MDAs & TVETs
Appointment, Promotion and Training	Public institutions to afford adequate and equal opportunity in appointment, promotions and training to both gender, PWDs and members of all ethnic communities	Continuous	PSC
Mainstreaming disability in the public service	An audit of public premises be conducted to establish the status of accessibility to PWDs	June 2024	NCPWD
	Public institutions to identify and train at least two officers in sign language	June 2024	All MDAs
	An allowance be introduced to encourage officers who acquire additional skills and competencies in Kenyan sign language	December 2024	PSC SRC The National Treasury
Internship	Public institutions to comply with the Public Service Commission circular on payment of stipend. Any institution seeking to deviate from the Circular must seek approval from the Commission	Continuous	All MDAs
	A policy guiding apprenticeship be developed	June 2024	PSC
AGPO	Public institutions to comply with the 30% AGPO Policy	Continuous	All MDAs TVETs
Empowerment Programmes for Women, Youth and Persons with Disabilities	Review the modalities and operations of the social protection and empowerment programmes to address duplications and inclusivity	June 2024	CoSHoPs
Capitation Grants in TVETs	Promote equity in the distribution of TVET institutions across the 47 counties, including	Continuous	The State Department for

Issue	Recommendation	Timeline	Actor
	equitable disbursement of capitation to students.		Vocational and Technical Training

5.3.7 Public Participation in Policy Making Process

Issue	Recommendation	Timeline	Actor
Transcription of Policy Documents into Braille	Public institutions to promote inclusivity of persons with disabilities in the policy formulation process including the provision of sign language interpreters, transcription of documents into Braille and customization of the websites	Continuous	PSC

5.3.8 Efficiency, Effectiveness and Economic Use of Resources and Sustainable Development

Issue	Recommendation	Timeline	Actor
Development Projects	The monitoring, evaluation and reporting of projects be strengthened to ensure the timelines and costs are observed	Continuous	The National Treasury
Disposal of public assets	An audit of compliance to provisions of the PPDA Act, 2015 and Regulations on disposal of public assets to be undertaken	June 2024	Public Procurement Regulatory Authority (PPRA)
Automation of payroll management system	All Public Service Institutions to migrate to the Unified HR system	June 2024	PSC

APPENDICES

Appendix I: Institutions that Did Not Respond to the Evaluation Tool

(a) TVETs

S/No.	Non-Respondents	Response Status	Type of Questionnaire Submitted
1.	Bunyala TVC	Partial Response	Tool 1 (Bio Data)
2.	Emining TTI		
3.	Lagdera TVC	Partial Response	Tool 1 (Bio Data)
4.	Ndia TVC		
5.	Orogare TVC		
6.	Rangwe TTI		
7.	Sirisia TTI	Partial Response	Tool 1 (Bio-Data)
8.	Siruti TVC		
9.	Wajir South TTI		
10.	Wajir East TTI		
11.	Elwak TVC		
12.	Kandara TVC		
13.	Navakholo TVC	Partial Response	Tool 1 (Bio-Data)
14.	Turkana East TTI		
15.	Githunguri TVC		

(b) State Corporations and SAGAs

S/No.	Non-Respondents	Response Status	Type of Questionnaire Submitted
1.	Child Welfare Society		
2.	Kenya Co-operative Creameries Ltd.		
3.	Kenya Export Promotion and Branding Agency		
4.	Kenya Industrial Estates Limited		
5.	Kenya Meat Commission		
6.	Kenya National Commission for UNESCO		
7.	Kenya Seed Company Limited		
8.	National Communications Secretariat		
9.	National Government Affirmative Action Fund	Partial Response	Tool 3 Institution Specific
10.	National Housing Corporation	Partial Response	Tool 1 (Bio-Data)
11.	National Quality Control Laboratory		
12.	National Youth Service		
13.	Witness Protection Agency		
14.	Women Enterprise Fund	Partial Response	Tool 3 (Institution Specific)
15.	Agricultural Information Resource Centre		
16.	Bandari Maritime Academy		
17.	Geologists Registration board		
18.	Institute of Certified Public Accountants of Kenya		

S/No.	Non-Respondents	Response Status	Type of Questionnaire Submitted
19.	Institute of Certified Public Secretaries of Kenya		
20.	Kenya Medical Laboratory Technicians and Technologists Board		
21.	Kenya National Accreditation Services		
22.	North Rift Valley Water Works Development Agency		
23.	Public Health Officers and Technicians Council		
24.	Pyrethrum Procession Company of Kenya		
25.	Rift Valley Water Works Development Agency		
26.	Rivatex East Africa Limited		
27.	South Nyanza Sugar Company Limited	Partial Response	Tool 1 (Bio Data)
28.	Special Economic Zones Authority		
29.	The Kenya Scouts Association		
30.	Veterinary Medicines Directorate		
31.	Warehouse Receipt System council		
32.	Uwezo fund Oversight Board	Partial Response	Tool 1 & 3 Bio-Data & Institution Specific)

(c) Public Universities

S/No.	Non-Respondents	Response Status	Type of Questionnaire Submitted
1.	Kenyatta University		

Appendix II: Nature of discipline cases

Nature of Disciplinary Cases	Total No. of Officers	Total No. of Cases	Service Sector											
			CCIOs		Min. & State Depts		Public Univ.		SAGAs		Statutory Comms		TVETs	
			No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases
Absence from duty without Permission	837	882	17	17	327	333	81	83	388	421	3	3	21	25
Abuse of office	43	43			29	29	1	1	13	13				
Aiding Tax Evasion	10	11							10	11				
Assault	11	12	1	1	7	8			3	3				
Behaving in a manner likely to cause a breach of peace	17	17			4	4			12	12			1	1
breach of political neutrality	3	3					3	3						
Bribery	55	57			12	13	3	3	39	40	1	1		
bullying	2	2	1	1					1	1				
Charged in court	67	67			66	66			1	1				
conflict of interest	9	10	1	1	1	1			6	7	1	1		
Corruption	13	13	3	3			1	1	9	9				
Criminal Offence	13	15	1	2					12	13				
Desertion of Duty	2	2											2	2
Destruction of Government Property	3	3			1	1			2	2				
Discourtesy	1	1							1	1				
Discrimination	2	2					2	2						
Dishonesty	18	24	1	3					17	21				
Ethical breaches	1	1							1	1				
Extortion	6	6							6	6				
Falsification of records	72	76	4	4	4	4	15	15	48	51	1	1		1
Forgery	50	51	1	1	4	4	4	4	41	42				
Fraud	167	176	1	1	6	6	8	9	149	157			3	3
Gross misconduct	18	18	1	1	6	6			11	11				
holding two full time jobs	13	13	2	2	1	1	8	8	2	2				
inappropriate dressing	1	1							1	1				
Incarceration for more than 14 days	1	1							1	1				
Insubordination	280	292	4	6	65	65	34	36	154	161	12	12	11	12
Intoxication during working hours	43	44			10	10	2	2	29	30			2	2
Living beyond an	10	11			2	3			8	8				

Nature of Disciplinary Cases	Total No. of Officers	Total No. of Cases	Service Sector											
			CCIOs		Min. & State Depts		Public Univ.		SAGAs		Statutory Comms		TVETs	
			No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases	No. of Officers	No. of Cases
officer's means														
Misuse of institution's assets and resources	56	59	2	2	6	6	1	1	47	50				
Negligence of duty	862	912	10	14	47	48	52	54	736	777	2	2	15	17
Non-Compliance with DIALS	238	259	8	8	73	78			156	172			1	1
Participation in political activities	2	2					1	1	1	1				
Presenting inaccurate information	2	2							2	2				
professional misconduct	25	25	4	4	2	2	10	10	4	4	2	2	3	3
Sexual Harassment	4	4	1	1			2	2	1	1				
Tax evasion	18	19							18	19				
Theft by Public Servant	134	139			26	26	19	19	85	90			4	4
Unauthorized use or disclosure of confidential information	14	15							13	14	1	1		
Using abusive or insulting language	13	14			1	1	3	3	7	8	1	1	1	1
Nature Not indicated	50	52	1	1	8	8	2	3	37	38	2	2		
Total	**3,186**	**3,356**	**64**	**73**	**708**	**723**	**252**	**260**	**2,072**	**2,202**	**26**	**26**	**64**	**72**

Appendix III: Institutions that Did not Meet the Two-thirds Gender Principle

Institution	F	%	M	%	Total
Kenya Prisons Service	6371	22.2%	22338	77.8%	28709
Ministry of Environment and Forestry	239	32.3%	501	67.7%	740
Ministry of Water Sanitation and Irrigation	185	30.9%	414	69.1%	599
State Department for Infrastructure	515	28.7%	1277	71.3%	1792
State Department for Public Works	160	25.0%	479	75.0%	639
Bomet University College	49	32.7%	101	67.3%	150
Garissa University	63	29.7%	149	70.3%	212
Technical University of Mombasa	192	32.0%	408	68.0%	600
Agricultural Development Corporation	210	26.6%	579	73.4%	789
Agro Chemical and Food Company Limited	36	15.9%	190	84.1%	226
Chemelil Sugar Company	83	18.1%	376	81.9%	459
Coast Water Works Development Agency	35	19.2%	147	80.8%	182
East African Portland Cement PLC	61	12.4%	432	87.6%	493
Geothermal Development Company	288	28.9%	707	71.1%	995
The ICT Authority	88	30.8%	198	69.2%	286
Kenya Airports Authority	594	33.0%	1206	67.0%	1800
Kenya Animal Genetic Resources Centre	35	26.5%	97	73.5%	132
Kenya Civil Aviation Authority	241	32.1%	510	67.9%	751
Kenya Electricity Generating Company Plc	624	25.2%	1852	74.8%	2476
Kenya Electricity Transmission Company Limited	161	29.5%	385	70.5%	546
Kenya forest Service	912	23.7%	2937	76.3%	3849
Kenya Institute of Mass Communication	31	33.0%	63	67.0%	94
Kenya Marine and Fisheries Research Institute	194	32.2%	408	67.8%	602
Kenya National Highways Authority	169	32.0%	359	68.0%	528
Kenya National Shipping Line Ltd	5	26.3%	14	73.7%	19
Kenya Ordnance Factories Corporation	84	28.4%	212	71.6%	296
Kenya Petroleum Refineries	34	28.3%	86	71.7%	120
Kenya Ports Authority	1468	21.7%	5287	78.3%	6755
Kenya Railways Corporation	461	21.9%	1648	78.1%	2109
Kenya Rural Roads Authority	161	26.9%	437	73.1%	598
Kenya Safari Lodges and Hotels Ltd	59	24.1%	186	75.9%	245
Kenya Space Agency	4	18.2%	18	81.8%	22
Kenya Urban Roads Authority	80	27.8%	208	72.2%	288
Kenya Veterinary Vaccines Production Institute	41	25.0%	123	75.0%	164
Kenya Wildlife Service	980	20.9%	3701	79.1%	4681
Lake Victoria North Water Works Development Agency	23	23.5%	75	76.5%	98
Lapsset Corridor Development Authority	32	29.9%	75	70.1%	107
National Drought Management Authority	96	31.0%	214	69.0%	310
National Environment Management Authority	136	33.2%	274	66.8%	410
National Government Constituencies Development Fund	82	25.4%	241	74.6%	323
New Kenya Cooperative Creameries Ltd	508	31.2%	1119	68.8%	1627

Institution	F	%	M	%	Total
Northern Water Works Development Agency	10	27.8%	26	72.2%	36
Numerical Machining Complex	20	16.8%	99	83.2%	119
Pharmacy and Poisons Board	45	26.6%	124	73.4%	169
Public Procurement Regulatory Authority	23	31.9%	49	68.1%	72
School Equipment Production Unit	12	27.9%	31	72.1%	43
Tanathi Water Works Development Agency	13	29.5%	31	70.5%	44
Kenya Power and Lighting Company (PLC)	2197	22.8%	7456	77.2%	9653
Unclaimed Financial Assets Authority	10	30.3%	23	69.7%	33
Ahmed Shahame Mwidani Technical Training Institute	10	30.3%	23	69.7%	33
Awendo Technical and Vocational College	2	28.6%	5	71.4%	7
Baringo North Technical Training Institute - Kapchepkor	7	29.2%	17	70.8%	24
Belgut Technical Training Institute	16	31.4%	35	68.6%	51
Borabu Technical Training Institute	6	30.0%	14	70.0%	20
Bumbe Technical Training Institute	42	31.8%	90	68.2%	132
Chepalungu Technical Training Institute	2	28.6%	5	71.4%	7
David Mbiti Wambuli Technical and Vocational College	6	20.7%	23	79.3%	29
Ebukanga Technical and Vocational College	9	27.3%	24	72.7%	33
Emgwen Technical and Vocational College	2	28.6%	5	71.4%	7
Emurua Dikirr Technical Training Institute	16	32.0%	34	68.0%	50
Fayya Technical and Vocational College		0.0%	3	100.0%	3
Garsen Technical and Vocational College	3	21.4%	11	78.6%	14
Gatanga Technical and Vocational College	5	23.8%	16	76.2%	21
Godoma Technical Training Institute	6	18.2%	27	81.8%	33
Ijara Technical and Vocational College		0.0%	13	100.0%	13
Ikutha Technical and Vocational College	5	25.0%	15	75.0%	20
Kaelo Technical and Vocational College	3	25.0%	9	75.0%	12
Kakrao Technical and Vocational College	7	29.2%	17	70.8%	24
Kendege Technical and Vocational College	13	31.7%	28	68.3%	41
Kerio Valley Technical Training Institute		0.0%	3	100.0%	3
Kibwezi West Technical and Vocational College		0.0%	5	100.0%	5
Kimasian Technical and Vocational College	13	22.8%	44	77.2%	57
Kinango Technical and Vocational College	3	23.1%	10	76.9%	13
Kipipiri Technical and Vocational College	4	23.5%	13	76.5%	17
Kipsoen Technical and Vocational College	12	31.6%	26	68.4%	38
Kitutu Masaba Technical and Vocational College	5	29.4%	12	70.6%	17
Laikipia North Technical and Vocational College	5	23.8%	16	76.2%	21
Laisamis Technical and Vocational College	5	20.0%	20	80.0%	25
Lamu East Technical and Vocational College		0.0%	2	100.0%	2
Lari Technical and Vocational College	4	30.8%	9	69.2%	13
Lodwar Technical and Vocational College	5	29.4%	12	70.6%	17
Loima Technical and Vocational College		0.0%	4	100.0%	4
Lungalunga Technical and Vocational College	1	8.3%	11	91.7%	12

Institution	F	%	M	%	Total
Mandera Technical Training Institute		0.0%	7	100.0%	7
Manyatta Technical and Vocational College	3	27.3%	8	72.7%	11
Mathioya Technical and Vocational College	10	30.3%	23	69.7%	33
Mathira Technical and Vocational College	4	28.6%	10	71.4%	14
Mawego Technical Training Institute	60	30.3%	138	69.7%	198
Merti Technical and Vocational College	1	20.0%	4	80.0%	5
Moiben Technical and Vocational College	12	31.6%	26	68.4%	38
Msambweni Technical and Vocational College	2	15.4%	11	84.6%	13
Mukurwe-Ini Technical Training Institute	25	32.5%	52	67.5%	77
Mumias West Technical and Vocational College	14	30.4%	32	69.6%	46
Mwatate Technical and Vocational College	2	14.3%	12	85.7%	14
Mwea Technical and Vocational College	4	25.0%	12	75.0%	16
Narok West Technical Training Institute	5	31.3%	11	68.8%	16
North Eastern National Polytechnic	29	24.2%	91	75.8%	120
North Horr Technical and Vocational College	5	31.3%	11	68.8%	16
Omuga Technical and Vocational College	2	14.3%	12	85.7%	14
Riragia Technical and Vocational College	3	18.8%	13	81.3%	16
Samburu East Technical and Vocational College	8	26.7%	22	73.3%	30
Seme Technical and Vocational College	4	13.8%	25	86.2%	29
Sot Technical and Vocational College	64	32.0%	136	68.0%	200
Tana River Technical and Vocational College		0.0%	13	100.0%	13
The Kitale National Polytechnic	91	31.2%	201	68.8%	292
Tindiret Technical and Vocational College	17	32.7%	35	67.3%	52
Total Technical and Vocational College	3	16.7%	15	83.3%	18
Turbo Technical and Vocational College	9	32.1%	19	67.9%	28
Turkana North Technical and Vocational College		0.0%	4	100.0%	4
Ugenya Technical and Vocational College	13	27.1%	35	72.9%	48
Ugunja Technical and Vocational College	11	26.2%	31	73.8%	42
Weru Technical and Vocational College	16	30.2%	37	69.8%	53
Wumingu Tech. and Vocational College	1	14.3%	6	85.7%	7
Ziwa Technical Training Institute	5	20.8%	19	79.2%	24

Appendix IV: Proportionate Representation of Ethnic Communities in the Public Service

Ethnicity	Total Population (2019 Census)	Percentage Contribution	In-post		Variance	Status of Representation
			No.	%		
Aweer/Waata	20103	0.04	3	0.00	-0.04	Normal representation
Bajuni	91422	0.19	552	0.22	0.03	Normal representation
Borana	276236	0.58	2141	0.85	0.27	Normal representation
Burji	36938	0.08	192	0.08	-0.00	Normal representation
Dahalo	575	0.00	2	0.00	-0.00	Normal representation
Dasenach	19337	0.04	20	0.01	-0.03	Normal representation
Dorobo	23171	0.05	80	0.03	-0.02	Normal representation
El Molo	1104	0.00	16	0.01	0.00	Normal representation
Embu	404801	0.85	3749	1.49	0.64	Normal representation
Gabra	141200	0.30	614	0.24	-0.05	Normal representation
Gosha	685	0.00	5	0.00	0.00	Normal representation
Ilchamus/Njemps	32949	0.07	154	0.06	-0.01	Normal representation
Kalenjin	6358113	13.37	43407	17.22	3.86	Gross over-representation
Kamba	4663910	9.81	22533	8.94	-0.86	Normal representation
Kenyan Arabs	59021	0.12	221	0.09	-0.04	Normal representation
Kenyan American	596	0.00	0	-	-0.00	Not represented
Kenyan Asians	47555	0.10	92	0.04	-0.06	Normal representation
Kenyan European	1738	0.00	6	0.00	-0.00	Normal representation
Kenyan So Stated	183023	0.38	316	0.13	-0.26	Normal representation
Kenyan Somali	2780502	5.85	6801	2.70	-3.15	Gross under-representation
Kikuyu	8148668	17.13	52841	20.97	3.84	Gross over-representation
Kisii	2703235	5.68	18624	7.39	1.71	Over-representation
Konso	1299	0.00	1	0.00	-0.00	Normal representation
Kuria	313854	0.66	1026	0.41	-0.25	Normal representation
Luhya	6823842	14.35	29951	11.88	-2.46	Under-representation
Luo	5066966	10.65	29327	11.64	0.98	Normal representation
Maasai	1189522	2.50	4517	1.79	-0.71	Normal representation
Makonde	3764	0.01	2	0.00	-0.01	Normal representation
Mbeere	195250	0.41	866	0.34	-0.07	Normal representation
Meru	1975869	4.15	12494	4.96	0.80	Normal representation
Mijikenda	2488691	5.23	8339	3.31	-1.92	Under-representation
Non-Kenyans	463562	0.97	184	0.07	-0.90	Normal representation
Not Stated	33358	0.07	199	0.08	0.01	Normal representation
Nubi	21319	0.04	95	0.04	-0.01	Normal representation
Orma	158993	0.33	364	0.14	-0.19	Normal representation

Ethnicity	Total Population (2019 Census)	Percentage Contribution	In-post		Variance	Status of Representation
			No.	%		
Pokomo	112075	0.24	1035	0.41	0.18	Normal representation
Rendile	96313	0.20	360	0.14	-0.06	Normal representation
Sakuye	27006	0.06	62	0.02	-0.03	Normal representation
Samburu	333471	0.70	1257	0.50	-0.20	Normal representation
Suba	157787	0.33	430	0.17	-0.16	Normal representation
Swahili	56,074	0.12	907	0.36	0.24	Normal representation
Taita	344,415	0.72	3819	1.52	0.79	Normal representation
Taveta	26,590	0.06	213	0.08	0.03	Normal representation
Teso	417,670	0.88	1657	0.66	-0.22	Normal representation
Tharaka	220,015	0.46	632	0.25	-0.21	Normal representation
Turkana	1,016,174	2.14	1883	0.75	-1.39	Under-representation
Walwana/ Malakote	21,774	0.05	14	0.01	-0.04	Normal representation
Wayyu	3,761	0.01	4	0.00	-0.01	Normal representation
Total	**47,564,296**	**100.00**	**252,007**	**100**		

Appendix V: Proportionate Representation of Appointments by Ethnicities

Ethnicity	No. of Officers Recruited	Officers Recruited by Services Sector					
		Constitutional Commission and Independent Office	Ministry and State Department	Public University	State Corporation and SAGAs	Statutory Commissions and Authorities	Technical and Vocational Education Institution
Aweer/Waata	1		1				
Bajuni	47	8	18		19	2	
Borana	98	3	23	1	62	6	3
Burji	13	2	2	1	8		
Dasenach	1				1		
Dorobo	3		1		2		
Elmolo	1		1				
Embu	144	5	23	14	84	3	15
Gabra	64	5	13		41	5	
Ilchamus/Njemps	7		3		4		
Kalenjin	1476	40	298	79	828	19	212
Kamba	918	36	174	48	571	18	71
Kenyan Arabs	23	2	4		14	3	
Kenyan Asians	8		1	3	3	1	
Kenyan Somali	357	23	80	4	229	20	1
Kikuyu	2196	77	399	105	1413	41	161
Kisii	752	27	145	57	447	14	62
Kuria	46	5	15		25		1
Luhya	1451	40	237	261	653	27	233
Luo	1336	35	216	135	784	22	144
Maasai	235	10	64	6	142	10	3
Mbeere	33	2	13	1	16		1
Meru	518	19	106	87	264	5	37
Mijikenda	358	4	86	4	243	7	14
Non Kenyans	12			2	10		
Not stated	6		2		3	1	
Nubi	14	2	2	1	9		
Pokomo	37	5	13		18		1
Rendile	17	1	4	1	8	1	2
Sakuye	5	1	1		3		
Samburu	83	7	20	2	49	3	2
Suba	27	8	7	2	8		2
Swahili	56	1	9	1	33	11	1
Taita	172	7	17	2	121	7	18
Taveta	6		2		4		
Teso	83	2	26	6	42	3	4
Tharaka	46	1	5	22	8	2	8
Turkana	96	3	44	2	42	4	1
Orama	15		4		8	3	
Total	**10,761**	**381**	**2,079**	**847**	**6,219**	**238**	**997**

Appendix VI: Provision of Customized Devices and Services to Staff by Work Station

No.	Customized Device / Service	Total No. of Devices	Work Station	
			Headquarters	Field Office
1.	Furniture	17	12 (70.6%)	5 (29.4%)
2.	Crutches	8	4 (50%)	4 (50%)
3.	Computers	16	9 (56.2%)	7 (43.8%)
4.	Wheelchair	19	13 (68.4%)	6 (31.6%)
5.	Lifts	5	3 (60%)	2 (40%)
6.	Work stations	7	7 (100%)	-
7.	White Cane	8	6 (75%)	2 (25%)
8.	CPAP Machine	1	1 (100%)	-
9.	Toilet/Kitchen	2	-	2 (100%)
10.	Hearing Aids	10	5 (50%)	5 (50%)
11.	Screen Reader	9	8 (88.9%)	1 (11.1%)
12.	Ramps	7	5 (71.4%)	2 (28.6 %)
13.	Spectacles	4	4 (100%)	-
14.	Transport to work	3	1 (33.3%)	2 (66.7%)
15.	Phones	3	3 (100%)	
16.	Reading Glasses	1	-	1 (100%)
17.	Automatic Doors	1	-	1 (100%)
18.	Big Screen	2	2 (100%)	-
19.	Wider Doorways	1	1 (100%)	-
20.	Binoculars	1	-	1 (100%)
21.	Prosthesis	1	1 (100%)	
22.	Leg Braces	1	-	1 (100%)
23.	Sun Screen	1	1 (100%)	-
24.	Lotion	1	1 (100%)	-
25.	Relocation of office to ground floor	1	1 (100%)	-
26.	parking space for PWDs	185	185 (45.5%)	-
27.	Documents transcribed to Braille	38	38 (9.1%)	-
28.	Availability of sign language interpreter	39	39 (9.2%)	-
29.	Provision of personal guide	58	58 (13.9%)	-
30.	Availability of ramps	213	213 (51.2%)	-
31.	Customized lift	154	154 (37%)	-
32.	Customized sanitary facilities	205	205 (49.3%)	-

Appendix VII: Institutions that did not Award Tenders

S/No.	Sector	Institution (without Awards to AGPO Groups)
1	Constitutional Commission and Independent Offices	Salaries and Remuneration Commission
2	Ministry and State Department	State Department for East African Community
3		State Department for Fisheries Aquaculture and the Blue Economy
4		State Department for Information Communications and Technology
5		State Department for Sports
6	Public University	Jomo Kenyatta University of Agriculture and Technology
7		Koitalel Arap Samoei University College
8		Turkana University College
9	State Corporation and SAGAs	Centre for Mathematics Science and Technology Education In Africa (CEMASTEA)
10		Huduma Kenya Secretariat
11		Human Resource Management Professionals Examinations Board (HRMPEB)
12		Hydrologists Registration Board
13		Institute of Human Resource Management
14		Kenya Bureau of Standards
15		Kenya Institute of Supplies Management
16		Kenya Medical Training College
17		Kenya National Assurance Company (2001) Limited
18		Kenya National Highways Authority
19		Kenya Ordnance Factories Corporation
20		Kenya Power and Lighting Company (PLC)
21		Kenya Tourism Board
22		Kenyatta International Convention Centre
23		Lapsset Corridor Development Authority
24		National Council for Children's Services
25		Registration of Certified Public Secretaries Board
26		State Corporations Appeals Tribunal
27		Tanathi Water Works Development Agency
28	Statutory Commissions and Authorities	Council of Governors
29		Inter-governmental Relations Technical Committee
30	Technical and Vocational Education Institution	Baringo North TTI - Kapchepkor
31		Bomet Central TVC
32		Borabu TTI
33		Bungoma North TVC
34		Chepalungu TTI
35		Cherangany TVC
36		Chuka TVC
37		David Mbiti Wambuli TVC
38		Eldama Ravine TVC
39		Emgwen TVC
40		Fayya TVC
41		Garsen TVC
42		Heroes TVC
43		Ijara TVC

S/No.	Sector	Institution (without Awards to AGPO Groups)
44		Kajiado East TVC
45		Kakrao TVC
46		Kaloleni TVC
47		Kapcherop TVC
48		Kendege TVC
49		Kerio Valley TTI
50		Kiambu Institute of Science and Technology
51		Kibwezi West TVC
52		Kiminini TVC
53		Kipipiri TVC
54		Kiptaragon TVC
55		Kitelakapel TTI
56		Kitutu Masaba TVC
57		Laikipia East TVC
58		Lamu East TVC
59		Lari TVC
60		Likoni TVC
61		Lodwar TVC
62		Loima TVC
63		Lungalunga TVC
64		Manyatta TVC
65		Mathira Technical and Vocational College
66		Merti TVC
67		Mochongoi TVC
68		Molo TVC-Elburgon
69		Mumias West TVC
70		Mungatsi TVC
71		Mwala TVC
72		Mwatate TVC
73		Mwea TVC
74		Nairobi TTI
75		Narok South TVC
76		Narok West TTI
77		Ndaragwa TVC
78		North Horr TVC
79		Rachuonyo TVC
80		Riamo TVC
81		Riatirimba TVC
82		Tana River TVC
83		Taveta TVC
84		The Kisumu National Polytechnic
85		Total TVC
86		Tseikuru TTI
87		Turbo TVC
88		Turkana North TVC

Appendix VIII: Loan Disbursement to Youth Groups in the FY 2021/2022

S/ No.	County	No. of Applicants (Youth Groups)	Total Amount Applied for by the Groups (Kshs)	Total Amount Disbursed (Kshs)
1	Baringo	26	4,900,000.00	4,900,000.00
2	Bomet	25	2,900,000.00	2,900,000.00
3	Bungoma	79	11,705,000.00	11,705,000.00
4	Busia	61	14,850,000.00	14,850,000.00
5	Elgeyo/Marakwet	17	2,600,000.00	2,600,000.00
6	Embu	42	13,950,000.00	13,950,000.00
7	Garissa	37	4,600,000.00	4,600,000.00
8	Homa Bay	18	3,800,000.00	3,800,000.00
9	Isiolo	23	2,600,000.00	2,600,000.00
10	Kajiado	12	1,600,000.00	1,600,000.00
11	Kakamega	82	11,450,000.00	11,450,000.00
12	Kericho	25	10,160,000.00	10,160,000.00
13	Kiambu	41	13,460,000.00	13,460,000.00
14	Kilifi	22	9,400,000.00	9,400,000.00
15	Kirinyaga	79	13,580,000.00	13,580,000.00
16	Kisii	27	2,800,000.00	2,800,000.00
17	Kisumu	36	11,200,000.00	11,200,000.00
18	Kitui	38	5,900,000.00	5,900,000.00
19	Kwale	10	8,885,000.00	8,885,000.00
20	Laikipia	5	2,400,000.00	2,400,000.00
21	Lamu	16	3,500,000.00	3,500,000.00
22	Machakos	50	11,700,000.00	11,700,000.00
23	Makueni	31	4,250,000.00	4,250,000.00
24	Mandera	7	700,000.00	700,000.00
25	Marsabit	18	1,800,000.00	1,800,000.00
26	Meru	103	26,800,000.00	26,800,000.00
27	Migori	17	5,900,000.00	5,900,000.00
28	Mombasa	35	14,788,750.00	14,788,750.00
29	Murang'a	24	9,300,000.00	9,300,000.00
30	Nairobi	111	68,100,000.00	68,100,000.00
31	Nakuru	43	14,180,000.00	14,180,000.00
32	Nandi	13	6,200,000.00	6,200,000.00
33	Narok	54	10,850,000.00	10,850,000.00
34	Nyamira	45	8,575,000.00	8,575,000.00
35	Nyandarua	14	7,250,000.00	7,250,000.00
36	Nyeri	42	16,980,000.00	16,980,000.00
37	Samburu	14	1,600,000.00	1,600,000.00
38	Siaya	24	4,420,000.00	4,420,000.00

S/ No.	County	No. of Applicants (Youth Groups)	Total Amount Applied for by the Groups (Kshs)	Total Amount Disbursed (Kshs)
39	Taita Taveta	11	2,350,000.00	2,350,000.00
40	Tana River	29	3,100,000.00	3,100,000.00
41	Tharaka Nithi	22	5,720,000.00	5,720,000.00
42	Trans Nzoia	27	4,200,000.00	4,200,000.00
43	Turkana	11	2,100,000.00	2,100,000.00
44	Uasin Gishu	33	9,320,000.00	9,320,000.00
45	Vihiga	42	7,200,000.00	7,200,000.00
46	West Pokot	3	400,000.00	400,000.00
	Total	**1,544**	**404,023,750.00**	**404,023,750.00**

Appendix IX: Loans Disbursed to Women Groups under Uwezo Fund

Constituency	County	No. of Members	Amount Disbursed in Kshs
1) Mathira	Nyeri	51	6,500,000
2) Kibwezi West	Makueni	5	375,000
3) North Imenti	Meru	32	3,630,000
4) Teso North	Busia	19	1,580,000
5) Mwingi Central	Kitui	5	370,000
6) Othaya	Nyeri	1	150,000
7) Igembe Central	Meru	36	2,050,000
8) Molo	Nakuru	44	5,570,000
9) Kajiado North	Kajiado	18	2,340,000
10) Kibwezi East	Makueni	43	5,770,000
11) Chesumei Reall.	Nandi	2	200,000
12) Marakwet West	Elgeyo-Marakwet	28	2,800,000
13) Mumias East	Kakamega	31	2,965,000
14) Dagoretti South	Nairobi	2	150,000
15) Ikolomani	Kakamega	14	750,000
16) Saboti	Trans Nzoia	11	880,000
17) Cherangany	Trans Nzoia	17	1,433,000
18) Maara	Tharaka-Nithi	49	6,504,000
19) Kiambaa	Kiambu	17	2,300,000
20) Embakasi Central	Nairobi	2	100,000
21) Kuresoi North	Nakuru	33	3,870,000
22) Matayos	Busia	28	3,600,000
23) Teso South	Busia	10	975,000
24) Funyula	Busia	13	1,870,000
25) Wajir West	Wajir	4	800,000
26) Kangema	Murang'a	25	3,000,000
27) Chuka Igambe Ng'ombe	Tharaka-Nithi	44	4,075,000
28) Naivasha	Nakuru	56	5,190,000
29) Shinyalu	Kakamega	29	1,800,000
30) Lurambi	Kakamega	21	1,890,000
31) Ainamoi	Kericho	8	2,400,000
32) Isiolo South	Isiolo	1	100,000
33) Kiambu Town	Kiambu	10	1,800,000
34) Githunguri	Kiambu	27	2,700,000
35) Tetu	Nyeri	42	4,460,000
36) Ikolomani	Kakamega	6	300,000
37) Central Imenti	Meru	59	5,060,000
38) Isiolo North	Isiolo	11	1,800,000
39) Igembe North	Meru	12	1,440,000
40) Embakasi North	Nairobi	1	50,000
41) North Horr	Marsabit	6	1,300,000
42) Bondo	Siaya	20	3,400,000
43) Kajiado South	Kajiado	1	140,000

Constituency	County	No. of Members	Amount Disbursed in Kshs
44) Gilgil	Nakuru	13	990,000
45) Kiminini	Trans Nzoia	28	2,525,000
46) Matungulu	Machakos	32	3,880,000
47) Bahati	Nakuru	18	2,500,000
48) Kuria East	Migori	11	1,270,000
49) Roysambu	Nairobi	9	1,850,000
50) Butere	Kakamega	18	900,000
51) Othaya	Nyeri	23	1,880,000
52) Kigumo	Murang'a	32	3,760,000
53) Butula	Busia	35	2,770,000
54) Gem	Siaya	38	3,350,000
55) Kuria West	Migori	13	2,700,000
56) Kiharu	Murang'a	16	1,890,000
57) Mogotio	Baringo	29	3,530,000
58) Muhoroni	Kisumu	21	1,770,000
59) Lang'ata	Nairobi	14	1,700,000
60) Mumias East	Kakamega	12	825,000
61) Ikolomani	Kakamega	12	600,000
62) Chepalungu	Bomet	7	800,000
63) Turkana Central	Turkana	2	150,000
64) Mavoko	Machakos	56	5,530,000
65) Rarieda	Siaya	18	1,000,000
66) Teso North	Busia	1	112,500
67) Kaiti	Makueni	76	4,650,000
68) Gatundu South	Kiambu	14	1,800,000
69) Mwingi Central	Kitui	12	650,000
70) Mandera East	Marsabit	6	1,200,000
71) Maara	Tharaka-Nithi	1	200,000
72) Chesumei	Nandi	13	1,400,000
73) Thika Town	Kiambu	12	1,550,000
74) Kisauni	Mombasa	31	2,550,000
75) Keiyo North	Elgeyo-Marakwet	10	1,550,000
76) Masinga	Machakos	33	3,310,000
77) Tinderet	Nandi	9	1,780,000
78) Igembe South Reallo.	Meru	1	50,000
79) Butula Reallo.	Kakamega	1	50,000
80) Alego Usonga	Siaya	40	2,700,000
81) Othaya	Nyeri	1	70,000
82) Cherangany	Trans Nzoia	1	200,000
83) Lari	Kiambu	8	850,000
84) Chesumei	Nandi	1	400,000
85) Nyeri Town	Nyeri	23	1,415,000
86) Emuhaya	Vihiga	29	2,350,000

Constituency	County	No. of Members	Amount Disbursed in Kshs
87) Ikolomani	Kakamega	11	550,000
88) Sabatia	Vihiga	7	450,000
89) Kabuchai	Bungoma	27	2,430,000
90) Embakasi East	Nairobi	15	1,200,000
91) Runyenjes	Embu	55	4,480,000
92) Luanda	Vihiga	37	2,000,000
93) Kimilili	Bungoma	6	855,000
94) Suba	Homa Bay	16	1,470,000
95) Kasarani	Nairobi	4	800,000
96) Navakholo	Kakamega	15	1,390,000
97) Matungu	Kakamega	13	1,040,000
98) Mandera West	Wajir	1	500,000
99) Juja	Kiambu	25	1,690,000
100) Malava	Kakamega	48	3,680,000
101) Teso North	Busia	18	2,115,000
102) Kajiado Central	Kajiado	18	2,300,000
103) Mbooni	Makueni	39	3,520,000
104) Ugenya	Siaya	24	1,250,000
105) Bomet East	Bomet	1	100,000
106) Jomvu	Mombasa	54	3,700,000
107) Ndaragwa	Nyandarua	31	2,310,000
108) Central Imenti	Meru	25	3,880,000
109) Subukia	Nakuru	24	2,020,000
110) North Imenti	Meru	40	4,760,000
111) Yatta	Machakos	36	3,695,000
112) Wajir West	Wajir	3	900,000
113) Narok North	Narok	5	880,000
114) Kiambu Town	Kiambu	13	2,500,000
115) Kieni	Nyeri	23	5,250,000
116) Makueni	Makueni	93	7,061,000
117) Budalangi	Busia	2	450,000
118) Kitui South	Kitui	81	4,850,000
119) Embakasi East	Nairobi	13	810,000
120) Likuyani	Kakamega	6	1,420,000
121) Kanduyi	Bungoma	38	4,450,000
122) Kinango	Kwale	39	4,300,000
123) Tongaren	Bungoma	42	3,390,000
124) Lungalunga	Kwale	14	2,300,000
125) Gichugu	Kirinyaga	28	2,840,000
126) Samburu West	Samburu	14	1,400,000
127) Kaiti	Makueni	60	3,000,000
128) Tharaka	Tharaka-Nithi	37	2,100,000
129) Rongai	Nakuru	56	4,030,000

Constituency	County	No. of Members	Amount Disbursed in Kshs
130) Sotik	Bomet	14	2,000,000
131) Kirinyaga Central	Kirinyaga	63	6,780,000
132) Kwanza	Trans Nzoia	9	1,350,000
133) Molo	Nakuru	2	300,000
134) Kikuyu	Kiambu	28	4,240,000
135) Gatundu North	Kiambu	4	425,000
136) Kajiado East	Kajiado	11	1,100,000
137) Tigania West	Meru	43	4,200,000
138) Taveta	Taita-Taveta	79	8,300,000
139) Mukurweini	Nyeri	46	3,500,000
140) Mwea	Kirinyaga	21	2,540,000
141) Chepalungu	Bomet	9	650,000
142) Ikolomani	Kakamega	17	1,050,000
143) Nambale	Busia	18	1,300,000
144) Kabete	Kiambu	99	6,205,000
145) Ndia	Kirinyaga	18	3,880,000
146) Wundanyi	Taita-Taveta	11	1,170,000
147) Gilgil	Nakuru	12	700,000
148) Maragwa	Murang'a	38	4,400,000
149) Samburu East	Samburu	10	1,640,000
150) Tetu	Nyeri	44	4,285,000
151) Kangema	Murang'a	11	3,000,000
152) Kisumu West	Kisumu	21	2,050,000
153) Masinga	Machakos	1	200,000
154) Matayos	Busia	18	2,000,000
155) Baringo North	Baringo	19	2,500,000
156) Bahati	Nakuru	24	2,640,000
157) Kipipiri	Nyandarua	30	2,600,000
158) Banissa	Mandera	2	400,000
159) Rabai	Kilifi	3	300,000
160) Kibra	Nairobi	21	2,310,000
161) Embakasi west	Nairobi	22	1,740,000
162) Makadara	Nairobi	18	1,900,000
163) Mvita	Mombasa	11	2,200,000
164) Aldai	Nandi	14	1,400,000
165) Manyatta	Embu	27	4,310,000
166) Karachuonyo	Homa Bay	30	2,677,000
167) Embakasi North	Nairobi	6	300,000
168) Kasarani	Nairobi	23	3,000,000
169) Turkana East	Turkana	22	1,100,000
170) Marakwet West	Elgeyo-Marakwet	16	1,600,000
171) Kaloleni	Kilifi	28	2,055,000
172) Mwingi North	Kitui	48	3,100,000

Constituency	County	No. of Members	Amount Disbursed in Kshs
173) Voi	Taita-Taveta	9	1,270,000
174) Kimilili	Bungoma	19	1,158,000
175) Seme	Kisumu	14	1,400,000
176) Eldas	Wajir	1	100,000
177) Laikipia North	Laikipia	13	1,380,000
178) Rongai	Nakuru	2	110,000
179) Jomvu	Mombasa	1	100,000
180) Butere	Kakamega	26	1,300,000
181) Kisumu Central	Kisumu	10	1,650,000
182) Kilgoris	Narok	6	2,100,000
183) Lugari	Kakamega	28	3,800,000
184) Nandi Hills	Nandi	15	2,400,000
185) Kilifi South	Kilifi	9	580,000
Total		**3,995**	**398,305,500**

Appendix X: Loans Disbursed to Youth Groups under Uwezo Fund

No.	Constituency	County	No. of Members	Amount Disbursed in Kshs
1.	Mathira	Nyeri	6	800,000
2.	Kibwezi West	Makueni	5	375,000
3.	North Imenti	Meru	14	1,610,000
4.	Teso North	Busia	4	325,000
5.	Igembe Central	Meru	4	200,000
6.	Molo	Nakuru	2	100,000
7.	Kajiado North	Kajiado	6	700,000
8.	Kibwezi East	Makueni	8	950,000
9.	Marakwet West	Elgeyo-Marakwet	14	1,400,000
10.	Mumias East	Kakamega	4	280,000
11.	Dagoretti South	Nairobi	3	180,000
12.	Ikolomani	Kakamega	1	50,000
13.	Saboti	Trans Nzoia	7	688,000
14.	Cherangany	Trans Nzoia	13	700,700
15.	Maara	Tharaka-Nithi	7	860,000
16.	Kiambaa	Kiambu	3	300,000
17.	Kuresoi North	Nakuru	11	890,000
18.	Matayos	Busia	10	1,100,000
19.	Teso South	Busia	8	690,000
20.	Funyula	Busia	5	630,000
21.	Wajir West	Wajir	5	1,200,000
22.	Kangema	Murang'a	7	700,000
23.	Chuka Igambe Ng'ombe	Tharaka-Nithi	32	2,740,000
24.	Naivasha	Nakuru	15	1,430,000
25.	Shinyalu	Kakamega	8	400,000
26.	Lurambi	Kakamega	17	2,210,000
27.	Ainamoi	Kericho	5	1,350,000
28.	Kiambu Town	Kiambu	4	500,000
29.	Githunguri	Kiambu	3	300,000
30.	Tetu	Nyeri	11	1,000,000
31.	Ikolomani	Kakamega	8	400,000
32.	Central Imenti	Meru	18	1,460,000
33.	Isiolo North	Isiolo	8	900,000
34.	Igembe North	Meru	3	500,000
35.	Embakasi North	Nairobi	8	500,000
36.	Bondo	Siaya	12	1,900,000
37.	Gilgil	Nakuru	8	510,000
38.	Kiminini	Trans Nzoia	2	100,000
39.	Matungulu	Machakos	2	240,000
40.	Bahati	Nakuru	4	260,000
41.	Kuria East	Migori	5	500,000
42.	Roysambu	Nairobi	4	900,000
43.	Butere	Kakamega	2	100,000
44.	Othaya	Nyeri	8	700,000
45.	Kigumo	Murang'a	20	1,830,000

46.	Butula	Busia	8	730,000
47.	Gem	Siaya	23	1,350,000
48.	Kuria West	Migori	6	800,000
49.	Kiharu	Murang'a	20	1,690,000
50.	Mogotio	Baringo	16	1,200,000
51.	Muhoroni	Kisumu	11	780,000
52.	Lang'ata	Nairobi	4	400,000
53.	Mumias East	Kakamega	4	305,000
54.	Ikolomani	Kakamega	2	100,000
55.	Chepalungu	Bomet	7	570,000
56.	Turkana Central	Turkana	4	350,000
57.	Mavoko	Machakos	9	700,000
58.	Rarieda	Siaya	14	800,000
59.	Kaiti	Makueni	25	1,350,000
60.	Gatundu South	Kiambu	16	1,700,000
61.	Mandera East	Marsabit	1	200,000
62.	Chesumei	Nandi	4	400,000
63.	Thika Town	Kiambu	12	1,200,000
64.	Kisauni	Mombasa	11	550,000
65.	Keiyo North	Elgeyo-Marakwet	6	700,000
66.	Masinga	Machakos	2	200,000
67.	Tinderet	Nandi	5	900,000
68.	Alego Usonga	Siaya	33	2,050,000
69.	Chuka Igambe Ng'ombe	Tharaka-Nithi	2	190,000
70.	Lari	Kiambu	6	600,000
71.	Nyeri Town	Nyeri	30	2,445,000
72.	Emuhaya	Vihiga	14	850,000
73.	Ikolomani	Kakamega	2	100,000
74.	Sabatia	Vihiga	1	50,000
75.	Kabuchai	Bungoma	11	1,195,000
76.	Embakasi East	Nairobi	23	1,220,000
77.	Runyenjes	Embu	19	1,040,000
78.	Luanda	Vihiga	31	1,700,000
79.	Kimilili	Bungoma	1	100,000
80.	Suba	Homa Bay	4	400,000
81.	Kasarani	Nairobi	1	150,000
82.	Navakholo	Kakamega	5	390,000
83.	Matungu	Kakamega	6	470,000
84.	Mandera West	Wajir	6	1,800,000
85.	Juja	Kiambu	6	460,000
86.	Malava	Kakamega	12	910,000
87.	Teso North	Busia	4	250,000
88.	Kajiado Central	Kajiado	17	2,400,000
89.	Mbooni	Makueni	7	530,000
90.	Ugenya	Siaya	7	400,000
91.	Bomet East	Bomet	12	2,920,000
92.	Jomvu	Mombasa	17	1,050,000
93.	Ndaragwa	Nyandarua	3	150,000

94.	Subukia	Nakuru	3	200,000
95.	North Imenti	Meru	13	1,320,000
96.	Yatta	Machakos	1	100,000
97.	Wajir West	Wajir	3	1,000,000
98.	Narok North	Narok	6	620,000
99.	Kiambu Town	Kiambu	2	600,000
100.	Kieni	Nyeri	1	100,000
101.	Makueni	Makueni	3	200,000
102.	Budalangi	Busia	1	200,000
103.	Kitui South	Kitui	26	1,325,000
104.	Embakasi East	Nairobi	16	800,000
105.	Likuyani	Kakamega	1	200,000
106.	Kanduyi	Bungoma	17	1,650,000
107.	Kinango	Kwale	10	1,000,000
108.	Tongaren	Bungoma	6	300,000
109.	Lungalunga	Kwale	7	700,000
110.	Gichugu	Kirinyaga	12	1,740,000
111.	Samburu West	Samburu	5	400,000
112.	Kaiti	Makueni	24	1,200,000
113.	Tharaka	Tharaka-Nithi	18	1,050,000
114.	Rongai	Nakuru	9	680,000
115.	Sotik	Bomet	10	1,200,000
116.	Kirinyaga Central	Kirinyaga	17	2,070,000
117.	Kikuyu	Kiambu	7	1,100,000
118.	Kajiado East	Kajiado	9	900,000
119.	Tigania West	Meru	6	300,000
120.	Taveta	Taita-Taveta	27	2,850,000
121.	Mukurweini	Nyeri	24	1,950,000
122.	Mwea	Kirinyaga	5	720,000
123.	Chepalungu	Bomet	10	730,000
124.	Ikolomani	Kakamega	8	450,000
125.	Nambale	Busia	8	800,000
126.	Kabete	Kiambu	11	550,000
127.	Ndia	Kirinyaga	7	1,650,000
128.	Wundanyi	Taita-Taveta	5	460,000
129.	Gilgil	Nakuru	5	250,000
130.	Maragwa	Murang'a	11	2,200,000
131.	Samburu East	Samburu	4	500,000
132.	Tetu	Nyeri	3	335,000
133.	Kisumu West	Kisumu	21	1,780,000
134.	Matayos	Busia	9	900000
135.	Baringo North	Baringo	1	100,000
136.	Bahati	Nakuru	7	560,000
137.	Kipipiri	Nyandarua	4	240,000
138.	Banissa	Mandera	10	2,100,000
139.	Rabai	Kilifi	6	550,000
140.	Kibra	Nairobi	16	1,500,000
141.	Embakasi west	Nairobi	15	930,000

142.	Makadara	Nairobi	8	800,000
143.	Mvita	Mombasa	4	400,000
144.	Aldai	Nandi	19	1,900,000
145.	Manyatta	Embu	9	880,000
146.	Karachuonyo	Homa Bay	16	1,430,000
147.	Embakasi North	Nairobi	14	700,000
148.	Kasarani	Nairobi	9	900,000
149.	Turkana East	Turkana	6	300,000
150.	Marakwet West	Elgeyo-Marakwet	4	400,000
151.	Kaloleni	Kilifi	6	650,000
152.	Mwingi North	Kitui	8	950,000
153.	Voi	Taita-Taveta	1	400,000
154.	Kimilili	Bungoma	2	100,000
155.	Seme	Kisumu	5	500,000
156.	Eldas	Wajir	3	920,000
157.	Laikipia North	Laikipia	5	300,000
158.	Butere	Kakamega	8	400,000
159.	Kisumu Central	Kisumu	6	580,000
160.	Lugari	Kakamega	8	700,000
161.	Nandi Hills	Nandi	8	1,100,000
162.	Kilifi South	Kilifi	4	270,000
		TOTAL	**1,447**	**133,893,700**

Appendix XI: Loans disbursed to PWD groups under Uwezo Fund

S/No.	Constituency	County	No. of Groups	Amount Disbursed in Kshs
1.	Kibwezi West	Makueni	2	150,000
2.	North Imenti	Meru	2	250,000
3.	Teso North	Busia	1	50,000
4.	Kajiado North	Kajiado	1	100,000
5.	Kibwezi East	Makueni	2	300,000
6.	Buuri Resub.	Meru	1	100,000
7.	Mumias East	Kakamega	2	150,000
8.	Saboti	Trans Nzoia	3	240,000
9.	Cherangany	Trans Nzoia	1	60,000
10.	Kuresoi North	Nakuru	1	100,000
11.	Matayos	Busia	2	200,000
12.	Teso South	Busia	1	50,000
13.	Funyula	Busia	1	50,000
14.	Kangema	Murang'a	2	200,000
15.	Chuka Igambe Ng'ombe	Tharaka-Nithi	2	100,000
16.	Naivasha	Nakuru	1	50,000
17.	Shinyalu	Kakamega	1	50,000
18.	Lurambi	Kakamega	2	170,000
19.	Githunguri	Kiambu	5	500,000
20.	Tetu	Nyeri	1	50,000
21.	Central Imenti	Meru	3	310,000
22.	Isiolo North	Isiolo	2	300,000
23.	Igembe North	Meru	1	100,000
24.	Bondo	Siaya	1	100,000
25.	Matungulu	Machakos	1	80,000
26.	Bahati	Nakuru	1	100,000
27.	Kuria East	Migori	1	100,000
28.	Kigumo	Murang'a	2	240,000
29.	Butula	Busia	2	200,000
30.	Gem	Siaya	3	150,000
31.	Mogotio	Baringo	1	50,000
32.	Muhoroni	Kisumu	1	100,000
33.	Mumias East	Kakamega	1	60,000
34.	Turkana Central	Turkana	2	200,000
35.	Mavoko	Machakos	3	300,000
36.	Rarieda	Siaya	1	50,000
37.	Gatundu South	Kiambu	1	100,000
38.	Thika Town	Kiambu	4	400,000
39.	Masinga	Machakos	3	200,000
40.	Alego Usonga	Siaya	1	50,000
41.	Kuresoi North	Nakuru	1	100,000
42.	Emuhaya	Vihiga	3	200,000
43.	Ikolomani	Kakamega	1	50,000
44.	Kabuchai	Bungoma	2	180,000
45.	Embakasi East	Nairobi	1	50,000
46.	Luanda	Vihiga	1	50,000

S/No.	Constituency	County	No. of Groups	Amount Disbursed in Kshs
47.	Navakholo	Kakamega	2	150,000
48.	Juja	Kiambu	1	80,000
49.	Malava	Kakamega	1	50,000
50.	Teso North	Busia	1	50,000
51.	Kajiado Central	Kajiado	2	200,000
52.	Mbooni	Makueni	1	80,000
53.	Subukia	Nakuru	2	200,000
54.	Narok North	Narok	1	100,000
55.	Kiambu Town	Kiambu	1	100,000
56.	Makueni	Makueni	1	50,000
57.	Embakasi East	Nairobi	1	50,000
58.	Kanduyi	Bungoma	4	350,000
59.	Kinango	Kwale	3	300,000
60.	Tongaren	Bungoma	1	50,000
61.	Lungalunga	Kwale	1	100,000
62.	Gichugu	Kirinyaga	2	240,000
63.	Tharaka	Tharaka-Nithi	5	300,000
64.	Rongai	Nakuru	1	60,000
65.	Sotik	Bomet	1	400,000
66.	Kirinyaga Central	Kirinyaga	2	150,000
67.	Kikuyu	Kiambu	2	200,000
68.	Tigania West	Meru	1	50,000
69.	Mwea	Kirinyaga	3	380,000
70.	Ikolomani	Kakamega	1	50,000
71.	Kabete	Kiambu	2	125,000
72.	Ndia	Kirinyaga	1	180,000
73.	Wundanyi	Taita-Taveta	2	150,000
74.	Gilgil	Nakuru	1	50,000
75.	Maragwa	Murang'a	1	150,000
76.	Samburu East	Samburu	1	100,000
77.	Baringo North	Baringo	1	100,000
78.	Bahati	Nakuru	1	80,000
79.	Kibra	Nairobi	1	70,000
80.	Makadara	Nairobi	1	100,000
81.	Mvita	Mombasa	2	400,000
82.	Aldai	Nandi	1	100,000
83.	Manyatta	Embu	1	100,000
84.	Kasarani	Nairobi	1	100,000
85.	Turkana East	Turkana	2	100,000
86.	Mwingi North	Kitui	2	100,000
87.	Kimilili	Bungoma	1	50,000
88.	Laikipia North	Laikipia	1	60,000
89.	Nandi Hills	Nandi	1	100,000
			143	**12,695,000**

Appendix XII: Training Programmes for Women in the FY 2021/2022

S/No.	Women Group	County	Region	Specific Area of Training	Total No. of Women Trained	No. of Women with Disabilities Trained
1	Various	Nairobi	Nairobi	Financial literacy training	14,476	89
		Kiambu				
		Kajiado				
2		Laikipia	Upper Central		5,349	-
		Nyandarua				
		Samburu				
3		Nyeri	Lower Central		9,248	-
		Kirinyaga				
		Muranga				
4		Isiolo	Upper Eastern		1,904	40
		Marsabit				
5		Meru	Central Eastern		8,339	28
		Tharaka Nithi				
		Embu				
6		Machakos	Lower Eastern		10,995	60
		Kitui				
		Makueni				
7		Wajir	Upper North Eastern		4,804	-
		Mandera				
8		Garissa	Lower North Eastern		3,680	22
		Tana River				
9		Turkana	Upper Rift Valley		5,816	8
		West Pokot				
		Trans Nzoia				
10		Nandi	Central Rift Valley		8,997	21
		Baringo				
		Uasin Gishu				
		Elgeyo Marakwet				
11		Nakuru	Lower Rift Valley		17,215	1,317
		Kericho				
		Bomet				
		Narok				
12		Kisumu	Central Nyanza		10,192	125
		Homa Bay				
		Siaya				
13		Kisii	Lower Nyanza		9,723	36
		Nyamira				
		Migori				
14		Kilifi	Upper Coast		4,364	21
		Lamu				
15		Kwale	Lower Coast		5,809	566
		Mombasa				
		Taita Taveta				

S/No.	Women Group	County	Region	Specific Area of Training	Total No. of Women Trained	No. of Women with Disabilities Trained
16		Kakamega	Western		12,121	-
		Bungoma				
		Vihiga				
		Busia				
Total					**133,032**	**2,333**

Appendix XIII: Distribution of TVETs Institutions and Capitation Disbursed by State Department for Vocational and Technical Training by County

S/No.	County	Category of institution						Reported by State Department for Vocational and Technical Training	
		Polytechnic	Technical and Vocational Education (TVC)	Technical Training Institute (TTI)	Trainers college	Number of TVETs institutions	Student enrolment	Capitation disbursed (Kshs)	Average capitation (Kshs)
1	Baringo	0	2	2	0	4	4,563	83,050,000.00	18,200.75
2	Bomet	0	2	1	0	3	3,226	69,865,000.00	21,656.85
3	Bungoma	0	1	1	0	2	851	14,497,500.00	17,035.84
4	Busia	0	2	1	0	3	9,109	181,812,500.00	19,959.66
5	Elgeyo Marakwet	0	1	1	0	2	4,109	58,760,000.00	14,300.32
6	Embu	0	1	2	0	3	4,500	69,805,000.00	15,512.22
7	Garissa	1	0	0	0	1	898	22,987,500.00	25,598.55
8	Homa Bay	0	2	0	0	2	1,531	42,852,762.00	27,990.05
9	Isiolo	0	1	0	0	1	25	2,052,500.00	82,100.00
10	Kajiado	0	3	1	0	4	3,105	47,615,000.00	15,334.94
11	Kakamega	1	3	1	0	5	15,736	309,585,000.00	19,673.68
12	Kericho	0	3	2	0	5	5,173	93,705,000.00	18,114.25
13	Kiambu	0	3	0	0	3	420	13,375,000.00	31,845.24
14	Kilifi	0	1	1	0	2	1,311	26,250,000.00	20,022.88
15	Kisii	1	2	1	0	4	18,126	371,580,000.00	20,499.83
16	Kisumu	0	2	0	0	2	4,015	83,662,500.00	20,837.48
17	Kitui	0	2	0	0	2	260	9,467,500.00	36,413.46
18	Kwale	0	1	0	0	1	57	3,342,500.00	58,640.35
19	Machakos	0	2	1	1	4	1,551	170,162,762.00	109,711.65
20	Makueni	0	0	1	0	1	2,681	47,760,000.00	17,814.25
21	Mandera	0	0	1	0	1	499	11,227,500.00	22,500.00
22	Marsabit	0	2	0	0	2	658	14,142,500.00	21,493.16
23	Meru	1	2	4	0	7	18,410	364,415,000.00	19,794.41
24	Migori	0	1	1	0	2	2,421	50,872,500.00	21,013.01
25	Mombasa	0	1	1	0	2	386	7,145,000.00	18,510.36
26	Murang'a	0	2	2	0	4	4,796	89,837,500.00	18,731.76
27	Nairobi	1	2	3	0	6	23,059	480,900,262.00	20,855.21
28	Nakuru	0	4	0	0	4	9,397	219,120,000.00	23,318.08
29	Nandi	0	2	2	0	4	6,057	113,490,000.00	18,737.00
30	Narok	0	1	1	0	2	2,182	39,067,500.00	17,904.45
31	Nyamira	0	1	2	0	3	1,531	35,442,500.00	23,149.90
32	Nyandarua	1	3	0	0	4	4,323	74,910,000.00	17,328.24
33	Nyeri	0	3	1	0	4	1,998	43,487,500.00	21,765.52

S/No.	County	Category of institution						Reported by State Department for Vocational and Technical Training	
		Polytechnic	Technical and Vocational Education (TVC)	Technical Training Institute (TTI)	Trainers college	Number of TVETs institutions	Student enrolment	Capitation disbursed (Kshs)	Average capitation (Kshs)
34	Siaya	0	3	2	0	5	8,271	159,960,262.00	19,339.89
35	Taita Taveta	0	2	0	0	2	3,501	81,680,000.00	23,330.48
36	Tana River	0	2	0	0	2	167	4,000,000.00	23,952.10
37	Trans Nzoia	1	3	0	0	4	12,468	216,807,500.00	17,389.12
38	Turkana	0	1	0	0	1	165	5,660,000.00	34,303.03
39	Uasin Gishu	0	1	1	0	2	11,607	210,382,500.00	18,125.48
40	Vihiga	0	3	1	0	4	5,690	118,352,500.00	20,800.09
41	West Pokot	0	0	1	0	1	125	4,040,000.00	32,320.00
	Total	**7**	**74**	**38**	**1**	**120**	**198,958**	**4,067,128,548.00**	**20,442.15**

Appendix XIV: Institutions without an Integrated Payroll System

Service Sectors	Name of Organization
Constitutional Commission and Independent Office	Kenya National Commission On Human Rights
	Office of The Auditor-General
Public University	Kisii University
	The Technical University of Kenya
	University of Kabianga
State Corporation and SAGAs	Agricultural Development Corporation
	Anti-Counterfeit Authority
	Anti-Doping Agency of Kenya
	Capital Markets Authority
	Centre for Mathematics Science and Technology Education In Africa (CEMASTEA)
	Coast Development Authority
	Coast Water Works Development Agency
	Engineers Board of Kenya
	Ewaso Ngiro North River Basin Development Authority
	Export Processing Zones Authority
	Golf Hotel
	Human Resource Management Professionals Examinations Board (HRMPEB)
	Hydrologists Registration Board
	Institute of Human Resource Management
	Kenya Animal Genetic Resources Centre
	Kenya Education Management Institute
	Kenya Investment Authority
	Kenya Medical Training College
	Kenya National Assurance Company (2001) Limited
	Kenya National Qualifications Authority
	Kenya National Shipping Line Ltd
	Kenya Rural Roads Authority
	Kenya Safari Lodges and Hotels Ltd
	Kenya Universities and Colleges Central Placement Service
	Kenya Urban Roads Authority
	Kenya Veterinary Vaccines Production Institute
	Lake Basin Development Authority
	National Authority for The Campaign Against Alcohol and Drug Abuse
	National Council for Children's Services
	National Council for Law Reporting (Kenya Law)
	National Employment Authority
	National Museums of Kenya
	Nepad APRM Kenya Secretariat
	Numerical Machining Complex

Service Sectors	Name of Organization
	Policyholders Compensation Fund
	Regional Centre on Groundwater Resource Education Training and Research in Eastern Africa
	Registration of Certified Public Secretaries Board
	Rural Electrification and Renewable Energy Corporation
	School Equipment Production Unit
	Sports Kenya
	Tana and Athi Rivers Development Authority
	Tana Water Works Development Agency
	The National Research Fund
	Tourism Fund
	Warehouse Receipt System Council
Statutory Commissions and Authorities	Office of Data Commissioner
Technical and Vocational Education Institution	Aldai Technical Training Institute
	Awendo Technical & Vocational College
	Baringo North Technical Training Institute - Kapchepkor
	Belgut Technical Training Institute
	Bomet Central Technical & Vocational College
	Bondo Technical Training Institute
	Borabu Technical Training Institute
	Bumbe Technical Training Institute
	Bungoma North Technical & Vocational College
	Bureti Technical Training Institute
	Bushiangala Technical Training Institute
	Butere Technical & Vocational College
	Chamasiri Technical & Vocational College
	Chanzeywe Technical & Vocational College
	Chepalungu Technical Training Institute
	Chepsirei Technical & Vocational College
	Cherangany Technical & Vocational College
	Chuka Technical & Vocational College
	Coast Institute of Technology
	David Mbiti Wambuli Technical & Vocational College
	Dr.Daniel Wako Murende Technical & Vocational College
	Ebukanga Technical & Vocational College
	Emgwen Technical & Vocational College
	Emsos Technical & Vocational College
	Emurua Dikirr Technical Training Institute
	Fayya Technical & Vocational College
	Friends College Kaimosi
	Garsen Technical & Vocational College
	Gatanga Technical & Vocational College
	Gatundu South Technical & Vocational College

Service Sectors	Name of Organization
	Gitwebe Technical Training Institute
	Heroes Technical & Vocational College
	Ijara Technical & Vocational College
	Ikutha Technical & Vocational College
	Jeremiah Nyagah Technical Training Institute
	Kaelo Technical & Vocational College
	Kajiado East Technical & Vocational College
	Kajiado West Technical & Vocational College
	Kakrao Technical & Vocational College
	Kaloleni Technical & Vocational College
	Kamukunji Technical & Vocational College
	Kapcherop Technical & Vocational College
	Karen Technical Training Institute For The Deaf
	Kasarani Technical & Vocational College
	Kendege Technical and Vocational College
	Kenya Coast National Polytechnic
	Kericho Township Technical & Vocational College
	Keroka Technical Training Institute
	Kibwezi West Technical & Vocational College
	Kieni Technical & Vocational College
	Kiirua Technical Training Institute
	Kiminini Technical & Vocational College
	Kinango Technical & Vocational College
	Kinangop Technical & Vocational College
	Kipipiri Technical & Vocational College
	Kipkabus Technical & Vocational College
	Kipsoen Technical & Vocational College
	Kiptaragon Technical & Vocational College
	Kitelakapel Technical Training Institute
	Kitutu Masaba Technical & Vocational College
	Kongoni Technical & Vocational College
	Konoin Technical & Vocational College
	Koshin Technical Training Institute
	Laikipia East Technical & Vocational College
	Laikipia North Technical & Vocational College
	Laisamis Technical & Vocational College
	Lamu East Technical & Vocational College
	Lari Technical & Vocational College
	Likoni Technical & Vocational College
	Limuru Technical & Vocational College
	Lodwar Technical & Vocational College
	Loima Technical & Vocational College
	Lungalunga Technical & Vocational College

Service Sectors	Name of Organization
	Maasai Mara Technical & Vocational College
	Machakos Technical Institute For The Blind
	Mandera Technical Training Institute
	Manyatta Technical & Vocational College
	Masai Technical Training Institute
	Masinga Technical & Vocational College
	Mathioya Technical & Vocational College
	Mawego Technical Training Institute
	Merti Technical & Vocational College
	Michuki Tech.Training Institute
	Mochongoi Technical & Vocational College
	Moiben Technical & Vocational College
	Molo Technical & Vocational College-Elburgon
	Msambweni Technical & Vocational College
	Mumias West Technical & Vocational College
	Mungatsi Technical & Vocational College
	Muraga Technical Training Institute
	Muranga Technical Training Institute
	Mwala Technical & Vocational College
	Mwatate Technical & Vocational College
	Mwea Technical & Vocational College
	Nachu Technical & Vocational College
	Naivasha Technical & Vocational College
	Narok South Technical & Vocational College
	Narok West Technical Training Institute
	Ndaragwa Technical & Vocational College
	Ngong Technical & Vocational College
	North Horr Technical & Vocational College
	Nuu Technical & Vocational College
	Nyakach Technical & Vocational College
	Okame Technical & Vocational College
	Omuga Technical & Vocational College
	P.C Kinyanjui Technical Training Institute
	Rachuonyo Technical & Vocational College
	Ramogi Institute of Advanced Technology (RIAT)
	Riamo Technical & Vocational College
	Riatirimba Technical & Vocational College
	Rift Valley Institute of Science and Technology
	Riragia Technical & Vocational College
	Runyenjes Technical Training Institute
	Sabatia Technical & Vocational College
	Seme Technical & Vocational College
	Siala Technical Training Institute

Service Sectors	Name of Organization
	Siaya Institute of Technology
	Sotik Technical Training Institute
	Tana River Technical & Vocational College
	Taveta Technical & Vocational College
	Tetu Technical & Vocational College
	Tigania East Technical & Vocational College
	Total Technical & Vocational College
	Tseikuru Technical Training Institute
	Turbo Technical & Vocational College
	Turkana North Technical & Vocational College
	Ugenya Technical & Vocational College
	Ugunja Technical & Vocational College
	Wanga Technical & Vocational College
	Webuye West Technical & Vocational College
	Weru Technical & Vocational College
	Wote Technical Training Institute
	Wumingu Tech. And Vocational College

Appendix XV: Institutional Performance Rating by Service Sector

Service Sectors	Name of Organization	Rating
Constitutional Commission and Independent Office	Public Service Commission	Medium Achievers
	Kenya National Commission on Human Rights	Medium Achievers
	National Land Commission	Medium Achievers
	Commission on Administrative Justice	Medium Achievers
	Office of The Auditor-General	Medium Achievers
	Ethics and Anti-Corruption Commission	Medium Achievers
	Salaries and Remuneration Commission	Medium Achievers
	Office of The Controller of Budget	Medium Achievers
	Independent Electoral And Boundaries Commission	Medium Achievers
	Commission on Revenue Allocation	Medium Achievers
	National Gender and Equality Commission	Medium Achievers
Ministry and State Department	Office of The Deputy President	High Achievers
	Ministry of Environment and Forestry	High Achievers
	Kenya Prisons Service	High Achievers
	State Department of Interior and Citizen Services	Medium Achievers
	Ministry of Energy	Medium Achievers
	Ministry of Petroleum and Mining	Medium Achievers
	Office of The Attorney General and Department of Justice	Medium Achievers
	State Department for Labour	Medium Achievers
	State Department for Wildlife	Medium Achievers
	State Department of Post Training and Skills Development	Medium Achievers
	State Department for Devolution	Medium Achievers
	Ministry of Lands and Physical Planning	Medium Achievers
	State Department for Early Learning and Basic Education	Medium Achievers
	State Department for Co-operatives	Medium Achievers
	Ministry of foreign Affairs	Medium Achievers
	Department of Immigration Services	Medium Achievers
	State Department for Correctional Services	Medium Achievers
	State Department for Social Protection Senior Citizen Affairs and Special Programmes	Medium Achievers
	State Department for Youth	Medium Achievers
	State Department for Livestock	Medium Achievers
	The National Treasury	Medium Achievers
	State Department for Public Service	Medium Achievers
	Ministry of Defence	Medium Achievers
	State Department for Industrialization	Medium Achievers
	State Department for Trade	Medium Achievers
	Ministry of Water Sanitation and Irrigation	Medium Achievers
	State Department for Sports	Medium Achievers
	State Department for East African Community	Medium Achievers
	State Department for Broadcasting and Telecommunication	Medium Achievers
	State Department for Planning	Medium Achievers
	State Department for Regional and Northern	Medium Achievers

Service Sectors	Name of Organization	Rating
	Corridor Development	
	State Department for Transport	Medium Achievers
	State Department for Infrastructure	Medium Achievers
	Cabinet Affairs Office	Medium Achievers
	State Department for Shipping and Maritime	Medium Achievers
	State Department of Housing and Urban Development	Medium Achievers
	State Department for Gender	Medium Achievers
	State Department for Tourism	Medium Achievers
	State Department for Public Works	Medium Achievers
	State Department of Vocational and Technical Training	Medium Achievers
	State Department for Fisheries Aquaculture and the Blue Economy	Medium Achievers
	State Department for Crop Development and Agricultural Research	Medium Achievers
	State Department for University Education	Medium Achievers
	Ministry of Health	Medium Achievers
	State Department for Information Communications and Technology	Medium Achievers
	State Department for Culture and Heritage	Medium Achievers
	State House	Medium Achievers
	State Department for Development of The Asals	Low Achievers
Public University	Chuka University	High Achievers
	Karatina University	High Achievers
	Kibabii University	High Achievers
	Turkana University College	High Achievers
	South Eastern Kenya University	High Achievers
	University of Nairobi	High Achievers
	Tharaka University College	High Achievers
	Kisii University	High Achievers
	Maasai Mara University	High Achievers
	University of Eldoret	High Achievers
	Murang'a University of Technology	High Achievers
	Kirinyaga University	High Achievers
	Pwani University	High Achievers
	Masinde Muliro University of Science and Technology	High Achievers
	The Co-operative University of Kenya	High Achievers
	Laikipia University	Medium Achievers
	University of Embu	Medium Achievers
	The Technical University of Kenya	Medium Achievers
	Meru University of Science and Technology	Medium Achievers
	Technical University of Mombasa	Medium Achievers
	Egerton University	Medium Achievers
	Taita Taveta University	Medium Achievers
	Jaramogi Oginga Odinga University of Science and Technology	Medium Achievers

Service Sectors	Name of Organization	Rating
	Rongo University	Medium Achievers
	Maseno University	Medium Achievers
	Bomet University College	Medium Achievers
	Kaimosi Friends University College	Medium Achievers
	University of Kabianga	Medium Achievers
	Alupe University College	Medium Achievers
	Dedan Kimathi University of Science and Technology	Medium Achievers
	Koitalel Arap Samoei University College	Medium Achievers
	Jomo Kenyatta University of Agriculture and Technology	Medium Achievers
	Multimedia University of Kenya	Medium Achievers
	Moi University	Medium Achievers
	Machakos University	Medium Achievers
	Garissa University	Medium Achievers
	Tom Mboya University College	Medium Achievers
State Corporation and SAGAs	Kenya Revenue Authority	High Achievers
	Water Sector Trust Fund	High Achievers
	Nuclear Power and Energy Agency	High Achievers
	Kenya Civil Aviation Authority	High Achievers
	Business Registration Service	High Achievers
	Kenya Marine and Fisheries Research Institute	High Achievers
	Kenya Trade Network Agency	High Achievers
	National Environment Trust Fund	High Achievers
	Kenya National Bureau of Statistics	High Achievers
	Kenya School of Government	High Achievers
	Kenya Pipeline Company Limited	High Achievers
	Kenya Tourism Board	High Achievers
	Local Authorities Provident Fund	High Achievers
	Agro Chemical and Food Company Limited	High Achievers
	Privatization Commission	High Achievers
	Kenya Institute for Public Policy Research and Analysis	High Achievers
	Kenya Bureau of Standards	High Achievers
	Tanathi Water Works Development Agency	High Achievers
	New Kenya Cooperative Creameries Ltd	High Achievers
	National Biosafety Authority	High Achievers
	Retirement Benefits Authority	High Achievers
	Kenya Accountants and Secretaries National Examinations Board	High Achievers
	Konza Technopolis Development Authority	High Achievers
	Kenya Airports Authority	High Achievers
	Ewaso Ngiro South River Development Authority	High Achievers
	Kenya Industrial Research and Development Institute	High Achievers
	Regional Centre on Groundwater Resource EducationTraining and Research in Eastern Africa	High Achievers
	Kenya Institute of Special Education	High Achievers

Service Sectors	Name of Organization	Rating
	National Environment Management Authority	High Achievers
	Media Council of Kenya	High Achievers
	Kenya National Examination Council	High Achievers
	Kenya Electricity Generating Company Plc	High Achievers
	Capital Markets Authority	High Achievers
	Kenya Deposit Insurance Corporation	High Achievers
	Moi Teaching and Referral Hospital	High Achievers
	Insurance Regulatory Authority	High Achievers
	Kenya Roads Board	High Achievers
	Kenya Yearbook Editorial Board	High Achievers
	Kenya Medical Research Institute	High Achievers
	Kenya National Youth Council	High Achievers
	Kenya School of Law	High Achievers
	National Commission for Science Technology and Innovation	High Achievers
	National Oil Corporation of Kenya	High Achievers
	Tana and Athi Rivers Development Authority	High Achievers
	Public Procurement Regulatory Authority	High Achievers
	Lake Victoria North Water Works Development Agency	High Achievers
	National Cereals and Produce Board	High Achievers
	Kenya Investment Authority	High Achievers
	Agricultural Finance Corporation	High Achievers
	National Crime Research Centre	High Achievers
	Kenya Urban Roads Authority	High Achievers
	National Council for Population and Development	High Achievers
	Anti-Counterfeit Authority	High Achievers
	Engineers Board of Kenya	High Achievers
	Commission for University Education	High Achievers
	National Council for Persons with Disabilities	High Achievers
	Kenyatta National Hospital	High Achievers
	Anti-Doping Agency of Kenya	High Achievers
	Kenya Accreditation Service	High Achievers
	Kenya Institute of Supplies Management	High Achievers
	Export Processing Zones Authority	High Achievers
	Kenya Ports Authority	High Achievers
	Kenya National Shipping Line Ltd	Medium Achievers
	Kenyatta International Convention Centre	Medium Achievers
	Tana Water Works Development Agency	Medium Achievers
	Kenya Broadcasting Corporation	Medium Achievers
	Kenya Plant Health Inspectorate Service	Medium Achievers
	National Social Security Fund	Medium Achievers
	National Industrial Training Authority	Medium Achievers
	Water Resources Authority	Medium Achievers
	Micro and Small Enterprises Authority	Medium Achievers
	Kenya Electricity Transmission Company Limited	Medium Achievers
	Postal Corporation of Kenya	Medium Achievers

Service Sectors	Name of Organization	Rating
	Communications Authority of Kenya	Medium Achievers
	Water Services Regulatory Board (WASREB)	Medium Achievers
	Unclaimed Financial Assets Authority	Medium Achievers
	Nyayo Tea Zones Development Corporation	Medium Achievers
	Kenya Water Towers Agency (KWTA)	Medium Achievers
	East African Portland Cement Plc	Medium Achievers
	Kenya Reinsurance Corporation Limited	Medium Achievers
	Kenya Institute of Mass Communication	Medium Achievers
	University of Nairobi Enterprises and Services Ltd	Medium Achievers
	Kenya Forestry Research Institute	Medium Achievers
	Policyholders Compensation Fund	Medium Achievers
	Coast Development Authority	Medium Achievers
	Central Rift Valley Water Works Development Agency	Medium Achievers
	National Council for Law Reporting (Kenya Law)	Medium Achievers
	National Authority for The Campaign Against Alcohol and Drug Abuse	Medium Achievers
	Kenya Development Corporation	Medium Achievers
	Kenya Animal Genetic Resources Centre	Medium Achievers
	Kenya Film Commission	Medium Achievers
	Kenya Vision 2030 Delivery Secretariat	Medium Achievers
	Northern Water Works Development Agency	Medium Achievers
	Kenya Literature Bureau	Medium Achievers
	Bomas of Kenya Ltd	Medium Achievers
	Kenya Leather Development Council	Medium Achievers
	National Aids Control Council	Medium Achievers
	National Hospital Insurance Fund	Medium Achievers
	Youth Enterprise Development Fund	Medium Achievers
	The Universities Fund	Medium Achievers
	Energy and Petroleum Regulatory Authority	Medium Achievers
	Sacco Societies Regulatory Authority	Medium Achievers
	Kenya Veterinary Board	Medium Achievers
	Kenya Industrial Property Institute	Medium Achievers
	Agricultural Development Corporation	Medium Achievers
	Nairobi Centre for International Arbitration	Medium Achievers
	Kenya Railways Corporation	Medium Achievers
	Lake Basin Development Authority	Medium Achievers
	Higher Education Loans Board	Medium Achievers
	Kenya Institute of Curriculum Development	Medium Achievers
	Commodities Fund	Medium Achievers
	Competition Authority of Kenya	Medium Achievers
	Kenya Universities and Colleges Central Placement Service	Medium Achievers
	Kenya Copyright Board	Medium Achievers
	Kenya Ordnance Factories Corporation	Medium Achievers
	Kenya Wildlife Service	Medium Achievers
	Huduma Kenya Secretariat	Medium Achievers
	Kenya National Library Service	Medium Achievers

Service Sectors	Name of Organization	Rating
	Kenya Dairy Board	Medium Achievers
	Kenya Post office Savings Bank	Medium Achievers
	Agriculture and Food Authority	Medium Achievers
	Kerio Valley Development Authority	Medium Achievers
	Tea Board of Kenya	Medium Achievers
	Kenya forest Service	Medium Achievers
	Kenya Rural Roads Authority	Medium Achievers
	Numerical Machining Complex	Medium Achievers
	Kenya Veterinary Vaccines Production Institute	Medium Achievers
	Kenya Space Agency	Medium Achievers
	Tourism Regulatory Authority	Medium Achievers
	Athi Water Works Development Agency	Medium Achievers
	National Construction Authority	Medium Achievers
	Kenya Utalii College	Medium Achievers
	The Kenya Cultural Centre	Medium Achievers
	Kenya Safari Lodges and Hotels Ltd	Medium Achievers
	Lake Victoria South Water Works Development Agency	Medium Achievers
	The Jomo Kenyatta Foundation	Medium Achievers
	Kenya Film Classification Board	Medium Achievers
	Development Bank of Kenya	Medium Achievers
	Council of Legal Education	Medium Achievers
	Pest Control Products Board	Medium Achievers
	Kenya Maritime Authority	Medium Achievers
	National Water Harvesting and Storage Authority	Medium Achievers
	Kenya Medical Supplies Authority	Medium Achievers
	Coast Water Works Development Agency	Medium Achievers
	Kenya Power and Lighting Company (PLC)	Medium Achievers
	Kenya National Highways Authority	Medium Achievers
	Anti-Female Genital Mutilation Board	Medium Achievers
	National Drought Management Authority	Medium Achievers
	Kenya National Qualifications Authority	Medium Achievers
	National Irrigation Authority	Medium Achievers
	Technical and Vocational Education and Training Authority	Medium Achievers
	Ewaso Ngiro North River Basin Development Authority	Medium Achievers
	National Transport and Safety Authority	Medium Achievers
	Non Governmental Organizations Coordination Board	Medium Achievers
	Nairobi Metropolitan Services	Medium Achievers
	Kenya Agricultural and Livestock Research Organization	Medium Achievers
	NEPAD/APRM Kenya Secretariat	Medium Achievers
	Kenya Medical Practitioners and Dentists Council	Medium Achievers
	National Museums of Kenya	Medium Achievers
	Geothermal Development Company	Medium Achievers
	Consolidated Bank of Kenya Ltd	Medium Achievers

Service Sectors	Name of Organization	Rating
	Kenya Fisheries Service	Medium Achievers
	Kenya Medical Training College	Medium Achievers
	Kenya Petroleum Refineries	Medium Achievers
	LAPSSET Corridor Development Authority	Medium Achievers
	Pharmacy and Poisons Board	Medium Achievers
	Kenya National Trading Corporation	Medium Achievers
	Rural Electrification and Renewable Energy Corporation	Medium Achievers
	Bukura Agricultural College	Medium Achievers
	Kenya Institute of Supplies Examination Board	Medium Achievers
	Kenya Education Management Institute	Medium Achievers
	Kenya National Assurance Company (2001) Limited	Medium Achievers
	The ICT Authority	Medium Achievers
	Centre for Mathematics Science and Technology Education In Africa (CEMASTEA)	Medium Achievers
	National Employment Authority	Medium Achievers
	Warehouse Receipt System Council	Medium Achievers
	Kenya Water Institute	Medium Achievers
	Kenya Tsetse and Trypanosomiasis Eradication Council (KENTTEC)	Medium Achievers
	Financial Reporting Centre	Medium Achievers
	State Corporations Appeals Tribunal	Medium Achievers
	National Government Constituencies Development Fund	Medium Achievers
	Tourism Fund	Medium Achievers
	Nursing Council of Kenya	Medium Achievers
	The National Research Fund	Medium Achievers
	Sports Kenya	Medium Achievers
	Chemelil Sugar Company	Medium Achievers
	Registration of Certified Public Secretaries Board	Low Achievers
	National Council for Children's Services	Low Achievers
	School Equipment Production Unit	Low Achievers
	Hydrologists Registration Board	Low Achievers
	Golf Hotel	Low Achievers
	Human Resource Management Professionals Examinations Board (HRMPEB)	Low Achievers
	Institute of Human Resource Management	Low Achievers
Statutory Commissions and Authorities	Council of Governors	High Achievers
	Kenya Law Reform Commission	High Achievers
	National Cohesion and Integration Commission	High Achievers
	Office of The Registrar of Political Parties (ORPP)	Medium Achievers
	Independent Policing Oversight Authority	Medium Achievers
	Office of Data Commissioner	Medium Achievers
	Office of The Director of Public Prosecutions	Medium Achievers
	Inter-governmental Relations Technical Committee	Low Achievers
Technical and Vocational Education Institution	Rift Valley Technical Training Institute	High Achievers
	Thika Technical Training Institute	High Achievers

Service Sectors	Name of Organization	Rating
	David Mbiti Wambuli Technical & Vocational College	High Achievers
	Siala Technical Training Institute	High Achievers
	Michuki Tech.Training Institute	High Achievers
	Kericho Township Technical & Vocational College	Medium Achievers
	The Kitale National Polytechnic	Medium Achievers
	Coast Institute of Technology	Medium Achievers
	The Nyeri National Polytechnic	Medium Achievers
	P.C Kinyanjui Technical Training Institute	Medium Achievers
	Meru National Polytechnic	Medium Achievers
	Kenya Coast National Polytechnic	Medium Achievers
	Sot Technical & Vocational College	Medium Achievers
	Shamberere Technical Training Institute	Medium Achievers
	Wote Technical Training Institute	Medium Achievers
	Ol'lessos Technical Training Institute	Medium Achievers
	Mitunguu Technical Training Institute	Medium Achievers
	Nairobi Technical Training Institute	Medium Achievers
	St. Joseph's Technical Training Institute For The Deaf, Nyang'oma	Medium Achievers
	Godoma Technical Training Institute	Medium Achievers
	Mukiria Technical Training Institute	Medium Achievers
	Kiambu Institute of Science and Technology	Medium Achievers
	Aldai Technical Training Institute	Medium Achievers
	Sigalagala National Polytechnic	Medium Achievers
	Kasarani Technical & Vocational College	Medium Achievers
	The Eldoret National Polytechnic	Medium Achievers
	Nyandarua National Polytechnic	Medium Achievers
	Matili Technical Training Institute	Medium Achievers
	Kieni Technical & Vocational College	Medium Achievers
	Karumo Technical Training Institute	Medium Achievers
	Maasai Mara Technical & Vocational College	Medium Achievers
	Kiirua Technical Training Institute	Medium Achievers
	Sikri Technical & Vocational College For The Blind and Deaf	Medium Achievers
	Kapcherop Technical & Vocational College	Medium Achievers
	Baringo Technical college	Medium Achievers
	Mukurwe-Ini Technical Training Institute	Medium Achievers
	Kisii National Polytechnic	Medium Achievers
	Bondo Technical Training Institute	Medium Achievers
	Gatanga Technical & Vocational College	Medium Achievers
	Kimasian Technical & Vocational College	Medium Achievers
	Jeremiah Nyagah Technical Training Institute	Medium Achievers
	Runyenjes Technical Training Institute	Medium Achievers
	Sang'alo Insitute of Science Technology	Medium Achievers
	Mathenge Technical Training Institute	Medium Achievers
	Kabete National Polytechnic	Medium Achievers
	Awendo Technical & Vocational College	Medium Achievers
	Siaya Institute of Technology	Medium Achievers

Service Sectors	Name of Organization	Rating
	Musakasa Technical Training Institute	Medium Achievers
	Chepalungu Technical Training Institute	Medium Achievers
	Bumbe Technical Training Institute	Medium Achievers
	Koshin Technical Training Institute	Medium Achievers
	Kipipiri Technical & Vocational College	Medium Achievers
	Nachu Technical & Vocational College	Medium Achievers
	Ekerubo Gietai Technical Training Institute	Medium Achievers
	Kaiboi Technical Training Institute	Medium Achievers
	Ikutha Technical & Vocational College	Medium Achievers
	Endebess Technical & Vocational College	Medium Achievers
	Bushiangala Technical Training Institute	Medium Achievers
	Ugenya Technical & Vocational College	Medium Achievers
	Kaloleni Technical & Vocational College	Medium Achievers
	Masinga Technical & Vocational College	Medium Achievers
	Butere Technical & Vocational College	Medium Achievers
	Mathioya Technical & Vocational College	Medium Achievers
	Mawego Technical Training Institute	Medium Achievers
	Tindiret Technical & Vocational College	Medium Achievers
	The Kisumu National Polytechnic	Medium Achievers
	Baringo North Technical Training Institute - Kapchepkor	Medium Achievers
	Kamukunji Technical & Vocational College	Medium Achievers
	Friends College Kaimosi	Medium Achievers
	Mathira Technical & Vocational College	Medium Achievers
	Nkabune Technical Training Institute	Medium Achievers
	Ziwa Technical Training Institute	Medium Achievers
	Ramogi Institute of Advanced Technology (RIAT)	Medium Achievers
	Kinangop Technical & Vocational College	Medium Achievers
	Kisiwa Technical Training Institute	Medium Achievers
	Kipkabus Technical & Vocational College	Medium Achievers
	Machakos Technical Institute For The Blind	Medium Achievers
	Emurua Dikirr Technical Training Institute	Medium Achievers
	Webuye West Technical & Vocational College	Medium Achievers
	Ngong Technical & Vocational College	Medium Achievers
	Moiben Technical & Vocational College	Medium Achievers
	Limuru Technical & Vocational College	Medium Achievers
	North Eastern National Polytechnic	Medium Achievers
	Mabera Technical & Vocational College	Medium Achievers
	Sabatia Technical & Vocational College	Medium Achievers
	Ahmed Shahame Mwidani Technical Training Institute	Medium Achievers
	Chepsirei Technical & Vocational College	Medium Achievers
	Kajiado West Technical & Vocational College	Medium Achievers
	Weru Technical & Vocational College	Medium Achievers
	Kenya Technical Trainers College	Medium Achievers
	Katine Technical Training Institute	Medium Achievers
	Ugunja Technical & Vocational College	Medium Achievers

Service Sectors	Name of Organization	Rating
	Eldama Ravine Technical & Vocational College	Medium Achievers
	Bureti Technical Training Institute	Medium Achievers
	Rift Valley Institute of Science and Technology	Medium Achievers
	Tharaka Technical & Vocational College	Medium Achievers
	Rachuonyo Technical & Vocational College	Medium Achievers
	Masai Technical Training Institute	Medium Achievers
	Kipsinende Technical & Vocational College	Medium Achievers
	Gatundu South Technical & Vocational College	Medium Achievers
	Narok West Technical Training Institute	Medium Achievers
	Nuu Technical & Vocational College	Medium Achievers
	Keroka Technical Training Institute	Medium Achievers
	Kipsoen Technical & Vocational College	Medium Achievers
	Karen Technical Training Institute for The Deaf	Medium Achievers
	Sotik Technical Training Institute	Medium Achievers
	Muraga Technical Training Institute	Medium Achievers
	Mochongoi Technical & Vocational College	Medium Achievers
	Nyakach Technical & Vocational College	Medium Achievers
	Laisamis Technical & Vocational College	Medium Achievers
	Mwea Technical & Vocational College	Medium Achievers
	Manyatta Technical & Vocational College	Low Achievers
	Laikipia East Technical & Vocational College	Low Achievers
	Naivasha Technical & Vocational College	Low Achievers
	Kinango Technical & Vocational College	Low Achievers
	Chamasiri Technical & Vocational College	Low Achievers
	Chanzeywe Technical & Vocational College	Low Achievers
	Molo Technical & Vocational College-Elburgon	Low Achievers
	North Horr Technical & Vocational College	Low Achievers
	Okame Technical & Vocational College	Low Achievers
	Kitelakapel Technical Training Institute	Low Achievers
	Wanga Technical & Vocational College	Low Achievers
	Belgut Technical Training Institute	Low Achievers
	Chuka Technical & Vocational College	Low Achievers
	Kibwezi West Technical & Vocational College	Low Achievers
	Loima Technical & Vocational College	Low Achievers
	Kerio Valley Technical Training Institute	Low Achievers
	Mandera Technical Training Institute	Low Achievers
	Emgwen Technical & Vocational College	Low Achievers
	Cherangany Technical & Vocational College	Low Achievers
	Kiminini Technical & Vocational College	Low Achievers
	Samburu East Technical & Vocational College	Low Achievers
	Taveta Technical & Vocational College	Low Achievers
	Gitwebe Technical Training Institute	Low Achievers
	Kendege Technical and Vocational College	Low Achievers
	Laikipia North Technical & Vocational College	Low Achievers
	Narok South Technical & Vocational College	Low Achievers
	Emsos Technical & Vocational College	Low Achievers
	Tseikuru Technical Training Institute	Low Achievers

Service Sectors	Name of Organization	Rating
	Muranga Technical Training Institute	Low Achievers
	Kiptaragon Technical & Vocational College	Low Achievers
	Kaelo Technical & Vocational College	Low Achievers
	Dr Daniel Wako Murende Technical & Vocational College	Low Achievers
	Kakrao Technical & Vocational College	Low Achievers
	Riatirimba Technical & Vocational College	Low Achievers
	Kajiado East Technical & Vocational College	Low Achievers
	Riragia Technical & Vocational College	Low Achievers
	Konoin Technical & Vocational College	Low Achievers
	Mwatate Technical & Vocational College	Low Achievers
	Mumias West Technical & Vocational College	Low Achievers
	Omuga Technical & Vocational College	Low Achievers
	Borabu Technical Training Institute	Low Achievers
	Tigania East Technical & Vocational College	Low Achievers
	Ebukanga Technical & Vocational College	Low Achievers
	Heroes Technical & Vocational College	Low Achievers
	Kitutu Masaba Technical & Vocational College	Low Achievers
	Total Technical & Vocational College	Low Achievers
	Turbo Technical & Vocational College	Low Achievers
	Tana River Technical & Vocational College	Low Achievers
	Wumingu Tech. And Vocational College	Low Achievers
	Lamu East Technical & Vocational College	Low Achievers
	Garsen Technical & Vocational College	Low Achievers
	Bomet Central Technical & Vocational College	Low Achievers
	Turkana North Technical & Vocational College	Low Achievers
	Mungatsi Technical & Vocational College	Low Achievers
	Bungoma North Technical & Vocational College	Low Achievers
	Riamo Technical & Vocational College	Low Achievers
	Msambweni Technical & Vocational College	Low Achievers
	Likoni Technical & Vocational College	Low Achievers
	Ndaragwa Technical & Vocational College	Low Achievers
	Kongoni Technical & Vocational College	Low Achievers
	Mwala Technical & Vocational College	Low Achievers
	Tetu Technical & Vocational College	Low Achievers
	Lodwar Technical & Vocational College	Low Achievers
	Merti Technical & Vocational College	Low Achievers
	Lari Technical & Vocational College	Low Achievers
	Ijara Technical & Vocational College	Low Achievers
	Lungalunga Technical & Vocational College	Low Achievers
	Seme Technical & Vocational College	Low Achievers
	Fayya Technical & Vocational College	Low Achievers



Kibabii University Women Initiative led by Ms. Elfrida Chepkirui donates sanitary pads to needy students through the Acting Deputy Vice chancellor Prof. Stanley Mutsotso in June, 2022



Promoting access to the built environment by PWDs at Alupe University



Improving equity in access to services in informal sector, Kenya Urban Roads Authority