



PUBLIC SERVICE COMMISSION

Status of Compliance with Values and Principles in Articles 10 and 232 of the Constitution for the financial year 2024/2025

MESSAGE FROM THE CHAIRPERSON

This Report provides information on the status of compliance with values and principles in Article 10 and 232 of the Constitution in public institutions during the period 2024-2025. The information is on the measures taken to promote the values and principles, progress achieved, challenges faced and recommendations made for the progressive realisation of the cited values and principles.

The Report, the fourteenth since the promulgation of the Constitution of Kenya, 2010, was prepared pursuant to Article 234 (2) (c) and (h) and Sections 63 and 64 of the Public Service Commission Act, CAP 185. Additionally, Section 16 of the Public Service

(Values and Principles) Act, CAP 185A, requires each service commission to prepare and submit a report on the status of the promotion of values and principles to the President and Parliament by December 31st of each year.

The evaluation targeted 606 public institutions, which fall under the Jurisdiction of the Commission under Article 234(3) of the Constitution, across six service sectors of Constitutional Commissions and Independent Offices, ministries and state departments, state corporations and SAGAs, Public Universities, Statutory Commissions and Authorities and Technical



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and Vocational Training Institutes. The institutions that responded to the survey tool were 511 which was a response rate of 84.3%.

The Commission also administered a second tool targeting 41 oversight institutions which provided secondary data for use in the triangulation of the information received through the crosscutting tool which also had a response rate of 82.9%. All the targeted institutions were however required to respond as this is a constitutional reporting requirement where all eligible institutions were required to comply. The Commission has therefore cited all the non-responsive institutions.

The overall performance index for the period under review was

43.5%, a marginal drop from the 43.8% recorded in the previous year 2023-2024 and an indication that most of the institutions were at medium achiever category. What this implies is that compliance with constitutional values and principles in the public service is at average performance, a situation that should concern all of us as Kenyans, and moreso, public servants as duty bearers.

Based on the findings, much needs to be done to promote compliance with constitutional values and principles. The Commission will continue to engage all institutions under its constitutional jurisdiction to ensure compliance with the values and principles in Article 10 and 232 as required.

HIGHLIGHTS OF THE 2024/2025 VALUES AND PRINCIPLES COMPLIANCE EVALUATION REPORT

i) Promotion of Values and Principles

Section 11 of the Public Service (Values and Principles) Act, CAP 185A requires the public service to promote public participation in upholding public service values and principles. Further, Sessional Paper No. 8 of 2013 on National Values and Principles of Governance, and the Framework for the Implementation of Values and Principles (2015) guide the promotion of values and principles. During the evaluation period, public institutions undertook various activities to promote the national and public service values and principles.

Findings: Most (70.8%) of the evaluated institutions did not train officers on values and principles, 205 (40.3%) of the institutions conducted civic education, 151 (29.5%) used media talk shows to promote the values and principles, 200 (39.1%) utilised social media platforms to advance these values, 98 (19.2%) institutions promoted values through artwork, 188 (36.8%) institutions used performing arts like drama (41.8%), music (36.4%), poetry (12%) and film (9.7%) for promotion of values. A total of 232 (45.4%) institutions utilised sporting activities to promote values. Finally, 95 (18.6%) institutions developed IEC materials on values such as posters (60.1%), brochures (60%), flyers (47.4%) and banners (16.8%).

Recommendation: Public institutions should leverage technology and provide online training on values and principles to promote compliance.

ii) General information on personnel practices

The evaluation on general information on personnel practices covered several aspects which cut across several thematic areas impacting service delivery, performance management and efficient and economic use of resources. They included establishment and abolition

of offices, appointments, payroll management, leave management, secondments, transfers, authorised establishments and the total number of staff in post.

(a) Establishment and abolition of offices

Section 27 of the Public Service Commission Act, CAP 185 and policy guidelines on establishment and abolition of offices issued by the Commission in 2015, require that a workload analysis be conducted before an office is established and this guides the approval of organisational structures.

Findings: 86 (27.4%) institutions established new offices, out of which 15 (17.4%) had undertaken workload analysis, while 71 (82.6%) had not.

Recommendation: Public institutions to comply with the requirements on establishment and abolition of offices, and that workload analysis reports form part of the annexures when institutions request for the establishment of offices.

(b) Staff establishment

Findings: Staffing levels - 293 (93.3%) institutions submitted staff establishment reports based on approved organisational structures, 3 institutions had ideal staff establishments, 18 were over-established, while 272 were under-established, leading to overworking some employees where under establishment exists and under utilisation of employees where over establishment exists.

(c) Terms and conditions of service

Officers in the public service are engaged on various terms and conditions of service including permanent and pensionable terms and short term contracts. Public institutions may engage casual workers, but they must comply with the requirements of the Employ-

ment Act, CAP 226 on engagement of casuals.

Findings: 73.4% officers were serving on permanent and pensionable terms of service, while 13.6% were on fixed-term contracts. 27.8% of the institutions engaged 8,752 (3.6%) staff on temporary terms, a term not defined in the labour laws while 46% engaged 17,386 casuals.

Recommendation: Engagement of casuals should be as provided for in the Employment Act.

(d) Employee age profile

Employee age profile enables an employer plan for replacement of staff projected to exit through retirements, ensuring there is no disruption in service delivery.

Findings: Age distribution in the public service had a normal representation curve, with 30.8% of public officers aged 18-35 years and an average age of 41.8 years across all service sectors. The number of officers aged above 60 was 3,185 (1.3%), out of whom 506 were not eligible to serve beyond 60 years. Representation of the youth was proportionate to their share of the national population, which constitutes 29%.

(e) Staff exits

Findings: 287 (56.2%) institutions had 9,665 (4%) officers who exited the service during the 2024/2025 FY, out of whom 6,401 (66.2%) were male, 3,264 (33.8%) were female and 140 (1.4%) were PWDs. 55% of the officers exited the service through normal retirement. 79.1% of the institutions conducted exit interviews, however 35.9% did not prepare an exit report. Of the officers who exited, 47.7% had their pension paid out as at 30th June, 2025.

Recommendation: Authorised officers in all public institutions to administer exit interviews for all staff exiting service.

In addition, the Pensions Department to fast-track automation of the processing of pensions through digitalisation and business process reengineering to facilitate a seamless transition of officers from monthly salary payments to monthly pension payments.

(f) Human resource planning

Human resource planning is critical in ensuring seamless delivery of public services.

Findings: Out of the 511 institutions evaluated, 59 (11.5%) had developed HR Plans while 88.5% had not.

Recommendation: All public institutions to develop five-year Human Resource Plans by 31st December 2026.

(g) Staffing in TVET sector

The 197 TVET institutes evaluated had a total of 17,590 employees, of whom 75.5% were trainers, while 23.6% were non-teaching staff engaged by Boards of Management (BOM). Out of 13,274 trainers, 5,116 (38.5%) were employed by BoM, while 8,157 (61.5%) by PSC and one trainer was still serving under the Teacher's Service Commission.

Findings: One-third of trainers in TVET institutions were employees of the Boards of Management. Further, there were more trainers for the general courses than the recommended ratio for the enrolled students and more students per tutor than recommended for the highly technical courses.

Recommendation: The State Department for TVETs undertake an evaluation of each of the TVETs to establish the needs of each concerning the highly technical courses, freeze recruitments of trainers for general courses until the ratio stabilises at the recommended 1:50 tutor-student ratio and the Boards/Councils be facilitated to recruit tutors for highly technical courses.

(h) Technical Vs non-technical

staff Public institutions are established to deliver on specified mandates and to be able to do this, they require officers who are technical or non-technical. Technical officers carry out the institution's core mandate, while non-technical staff provide support services.

Findings: 42.5% institutions operated at the recommended ratio of 70:30 technical to non-technical staff, while 57.5% were not compliant.

Recommendation: Public institutions with non-technical staff exceeding 30% of the total staff complement to give priority to recruitment of technical staff in future recruitments.

(i) Payroll management

All public institutions are required to pay their staff through the institutional payroll system. Payment of salaries and allowances through a centralised system reduces the risk of fraud and unauthorised payments.

Findings: Majority (98.4%) of the officers were paid using the payroll while 3,868 (1.6%) officers were paid outside the payroll. In addition, 1,566 (0.6%) officers from 56 (11%) institutions were not paid during the FY 2024/2025. Some of the reasons given for non-payment of salaries included officers facing disciplinary action 253 (16.2%), officers on unpaid leave 39 (2.5%), officers on deployment 25 (1.6%) and officers being absent from duty without permission 20 (1.3%).

The government vide Circular REF OP. CAB.3/3/16, dated 9th December, 2024 by the Chief of Staff and Head of Public Service, required public institutions to migrate their HR data to the Human Resource Information System-Kenya (HRIS-Ke) by 30th June 2025. It was established that 93 (18.2%) institutions had migrated their HR Data to the Human Resource Information System (HRIS) Kenya while the majority



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(81.8%) had not.

Recommendation: All public institutions that had not complied with the directive to comply by 30th June, 2026.

(j) Secondment

Under Section 42 of the PSC Act, CAP 185, an officer is eligible to be seconded for a period not exceeding 6 years. The Secondment guidelines issued by the Commission provide that for an officer to be seconded, the officer must be in job group M or equivalent or above.

Findings: 171 (33.5%) institutions had 888 (0.4%) officers on secondment, of whom 772 (86.9%) were serving within the stipulated six-year secondment period, while 48 (5.4%) exceeded the prescribed period. 19.6% of the officers on secondment were below job group M or equivalent.

Recommendation: Public institutions from which officers had remained on secondment for periods exceeding six years to release the officers, as they were in breach of the statutory period allowed for secondment.

(k) Leaves

The Public Service Commission Regulations 2020, and the Human Resources Policies and Procedures Manual 2016 outline leave entitlements for public officers. The authority to approve and the period which an officer may remain on these leaves is prescribed in the regulations or the policies and procedures manuals of the respective institutions.

Findings: 279 officers were granted unpaid leave and 304 were granted leave of absence. 55.6% of the officers who took unpaid leave exceeded the 12 months prescribed under PSC Regulations 2020, while 89.1% officers proceeded on leave of absence without authority from the Commission as required under the regulations.

Recommendation: The authorised officers responsible for the officers who exceeded the leave of absence and unpaid leave period to take disciplinary action against the officers.

iii) Service Delivery Improvement

Under the thematic area for service delivery improvement, the performance indicators evaluated included: Customisation of service charters, maintenance of customer service, complaint and compliment registers and patenting of products developed. Other indicators included, the distribution of Huduma centers, decentralisation of services, Customisation of facilities for access by PWDs, implementation of the knowledge management policy, establishment of lactation stations, registration as data controllers or processors and participation in the public service week.

Findings: 74 (14.5%) institutions had customised their service delivery charters, 306 (59.9%) had customer service registers and 307 (60.1%) maintained complaint registers. The counties with the highest number of Huduma Centres were Nairobi with 5, followed by Tharaka Nithi with 4, and Muranga, Kiambu,

Baringo, Laikipia, Kajiado and Kisumu with 2 each. The rest of the counties had one Huduma Centre each.

On decentralisation of services, institutions that reported to have decentralised services to county, sub-county and ward levels were 140 (44.6%) with ministries and state departments having the highest percentage of decentralised offices.

There were 206 (40.3%) institutions which established lactation stations while 59.7% had not, but only 108 (52.4%) institutions were fully equipped and functional. 431 (84.3%) institutions indicated they customised over 30,117 facilities and services for access by PWDs, while 148 (29.0%) implemented the Knowledge Management Policy.

The overall performance index for the thematic area of improvement in service delivery was 32% and 92 (61.0%) institutions were rated as high achievers, 316 (31.8%) as medium achievers and 103 (6.9%) as low achievers.

Recommendation: Institutions that had not customised the common service charter, and those without customer service registers, complaint and compliment registers, comply by March 31, 2026. The State Department for Public Service and Human Capital Development to develop fair criteria to ensure equity in the establishment of Huduma Centres and the State Department for Public Health and Professional Standards to audit compliance with Section 71 of the Health Act, 2017, regarding lactation stations.

iv) High Standards of Professional Ethics

The performance indicators evaluated included the number of institutions that sensitised officers on the revised Public Service Code of Conduct and Ethics of 2016, which guides the conduct of and the professional standards with which all public officers discharge their duties.

Findings: 191 (37.4%) institutions reported to have sensitised officers on the Public Service Code of Conduct and Ethics of 2016 while 144 (28.2%) sensitised officers on financial disclosures. Most (62.6%) of the evaluated institutions did not sensitise officers on the Public Service Code of Conduct and Ethics and 71.2% had not sensitised officers on financial disclosures. A total of 393 institutions reported to have 33,579 professionals in different fields out of whom 20,078 (94.6%) underwent CPD training and 99.9% were in good standing with their respective professional bodies. Most (87.8%) of the TVET institutions had officers who had undergone pedagogy training, which is critical in professionalising TVET training.

A total of 175 (34.2%) institutions reported having disciplined 2,259 officers, most (62.8%) of whom were from state corporations and SAGAs. 18 (0.1%) of the officers were disciplined by their professional bodies for different misconducts.

There were 99 institutions which authenticated academic and professional

certificates for their officers. From the authentication, 561 certificates were found to be fake out of which 267 (47.6%) were KCSE certificates. No action was taken by 28 (28.3%) institutions that found officers with fake certificates.

The overall performance index for the thematic area of high standards of professional ethics in public service was 46.5%. 103 institutions were rated as high achievers with a mean score of 88.3%, 341 were medium achievers with a mean of 42.8% and 67 were low achievers with a mean score of 0.9%.

Recommendation: The Authorised Officers who had not taken action on the 28.3% of officers found with fake certificates to initiate disciplinary action and conclude the same by 31st March 2026.

Further, the framework for authentication of certificates in the public service be fast-tracked. In view of the repeal of the Public Officer Ethics Act, 2003 by the Conflict of Interest Act, 2025, EACC, in collaboration with PSC, to review the Public Service Code of Conduct and Ethics of 2016 and the Administrative Procedures for Declaration of Income, Assets and Liabilities of 2016 to align with the Conflict-of-Interest Act 2025.

v) Good Governance, Transparency and Accountability

The performance indicators evaluated included: acting appointments, number of officers performing higher duties, constitution of commissions, boards and council members, reported cases of corruption, civil proceedings against public institutions, management of gifts and conflict of interest, adoption of measures to fight corruption, and hearing and determination of appeals from the county government public service.

Findings: 262 (51.3%) institutions had 2,642 (1.1%) officers on acting appointment and 152 (29.7%) had 1,637 (0.7%) officers assigned to perform higher duties. 21.8% of the officers appointed in acting capacity had acted beyond the six-month period allowed by law, and that some of the officers appointed to perform higher duties were paid special duty allowance for more than six months. With regard to institutions ran by Commissions, Boards or Councils, 335 (72.8%) of the 460 institutions had full membership.

Recommendation: The authorities responsible for the appointment of commissioners/ board or council members expedite appointment of members to the affected institutions.

Findings: On corruption prevention, 80 (15.7%) institutions had functional CPC and IAO Committees and 411 (80.4%) had developed the corruption prevention policies. 98% of the institutions did not maintain a conflict of interest registers despite 10 (2%) institutions reporting 221 conflict of interest cases. 73 institutions reported having gift registers, however, majority (97.3%) of the registers did not conform to the prescribed format. A total of 53 (10.4%)

370 officers from 73 (14.3%) institutions were reported to have received 702 gifts. Most (81.8%) gifts were valued within the Kshs.20,000 amount prescribed by EACC, 3.4% exceeded the prescribed amount while the value for 13.8% of the gifts was not indicated. On gifts given out 416 (75.9%) were below Kshs.20,000, 62 (11.3%) were valued between Kshs.20,000-100,000, 37 (6.8%) between Kshs.100,000-500,000 and 3 (0.5%) between Kshs.500,000-1,000,000. 19 (3.7%) institutions indicated there were reported cases of corruption implicating 151 (0.06%) public officers and 211 (41.3%) reported that civil proceedings were filed against them. The total judgement awards reported by institutions was Kshs 66,432,890,000, an increase from Kshs. 43,851,220,746 reported in the 2023/2024 evaluation.

Recommendation: EACC and PSC undertake awareness creation to public officers on management of gifts and conflict-of-interest in accordance with Conflict of Interest Act, 2025 and public institutions to strengthen institutional governance structures. Institutions that had not developed Corruption prevention policies or established Corruption Prevention and Integrity Assurance Officers Committees to do so by 31st March, 2026.

On compliance with the recommendation for preparation of annual reports and the requirement on declaration of incomes assets and liabilities, 53 (10.4%) institutions reported having prepared an annual report, 10,610 (74.1%) of the newly employed public officers submitted their initial declarations within the 30-day, while 4,810 (49.8%) submitted their final declarations within 30 days of exiting the service. It is recommended that the National Treasury and the State Department for Economic Planning to issue policy guidelines to all public institutions to prepare and submit annual reports.

The overall performance index for the thematic area of good governance, transparency and accountability was 37.1%. 93 institutions were rated as high achievers with a mean score of 71.9%, 308 as medium achievers (mean 37.9%) and 110 as low achievers (5.5%).

vi) Performance Management

The indicators evaluated were the number of institutions that submitted the 5th generation strategic plans under MTP IV to the State Department for Economic Planning; implemented productivity mainstreaming; developed the institutional annual work-plan for 2024/2025 FY; implemented performance contracting; implemented performance improvement plans (PIP); oriented and inducted newly appointed officers; conducted skills and competences audit and trained officers.

Findings: 163 (31.9%) institutions submitted their strategic plans to the State Department for Economic Planning for vetting and approval, 403 (78.9%) implemented the Productivity Improvement Strategy, 426 (83.4%) institutions developed an annual work-plan for

2024/2025 FY while 198 (38.7%) institutions signed Performance Contracts. 410 (80.2%) institutions implemented performance contracts and were evaluated while 101 (19.8%) were not. 61.3% of the evaluated institutions had not signed performance contracts as at 30th August 2024.

Regarding target settings, 199,467 (81.7%) employees set targets, 145,488 (59.6%) were appraised while 27.1% of those who set targets were not appraised. On skills and competency audits, 69.5% of the institutions had not undertaken skills and competency audits, 62.5% of the officers projected for training undertook the training. 11.2% of the evaluated institutions facilitated training for officers who were not on the training projections.

Recommendation: The State Department for Economic Planning enforces compliance with strategic plan guidelines, and that all public institutions create awareness on productivity improvement by 30th June 2026, prepare annual work-plans to guide the implementation of institutional and individual performance contracts and the government to institutionalise performance management in the public service through providing for a legislative framework which spans the three arms of government and the county governments.

The overall performance index for the performance management thematic area was 50.5%. 64 institutions were rated as high achievers with a mean score of 69.9%, 369 were medium achievers (mean 51.9%) and 78 were low achievers (mean 28.2%).

vii) Equitable Allocation of Resources and Opportunities

The performance indicators evaluated included availability of diversity management policy; status of diversity representation in the public service generally, TVET Institutes, Commissions, Boards and Councils and top leadership in the public service, gender, ethnic and PWD representation in appointments, training, promotions, internship opportunities and award of procurement opportunities to special groups, among others.

Findings: Gender representation was achieved globally at 60.5% male and 38.8% female. Representation at policy positions was however skewed in favour of the male gender at male gender (77%) compared to the female gender (23%). PWD representation was at 1.9%, a marginal increase of 0.1% from the 1.8% recorded in the FY2023/2024 evaluation. In addition, 44 (93.6%) ethnic communities were represented out of which 86.3% had normal representation, one was overrepresented, while another 4 (8.5%) were grossly underrepresented. Some (6.4%) of the communities were not represented in the public service.

Recommendation: Institutions to implement the affirmative action programmes (2024/25 – 2026/27) prescribed by the Commission for their institutions to address gender, ethnicity and PWD gaps.



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Findings: An evaluation on the composition of commissions, boards, committees, councils or members collectively established gender representation was 1,285 (33.4%) female, 2,444 (63.6%) and PWD representation with 71 (1.8%) PWDs. On ethnic representation, eight (17.4%) ethnic communities were not represented, 3 (6.7%) were over-represented, 2 (4.4%) were underrepresented and 3 (6.7%) were grossly under-represented. 20 (43.5%) ethnic communities were represented in public universities councils while 26 (56.5%) were not. 19 of the 37 evaluated public universities had representation from one ethnic community, constituting over 50% of the in-post and 14 (30.4%) ethnic communities were not represented in TVETIs' Boards yet there were 1,557 appointive positions to boards/councils of TVETIs, enough to appoint 33 members from each of the 46 ethnic communities.

Recommendation: Appointments to membership of Constitutional Commissions and Independent Offices be proportionately distributed among the 46 ethnic communities as provided for in Article 250 (4) of the Constitution. Appointments to public universities councils and boards and councils be made in a manner that promotes a representative and inclusive public service.

Findings: The Access to Government Procurement Opportunities (AGPO) programme is an affirmative action measure giving life to the values and principles of non-discrimination and protection of the marginalised. It supports empowerment youth, women and PWDs by ring fencing 30% of the procurement budget. It was established that 442 (86.5%) institutions awarded tenders under AGPO. The number of institutions increased by 47 from the 395 reported in FY 2023/2024. The highest number of tenders and value of tenders were awarded to women, with 37,025 (58.8%) valued at Ksh.38.65 B, followed by youth with 17,607 (28%) valued at Ksh.18.38 B and PWDs with 4,896 (7.9%) valued at Kshs 5.1B. However, none of the sectors complied with the 30% AGPO requirement.

Recommendation: The National Treasury to enforce compliance with AGPO Policy.

On distribution of scholarships by the State Department for Higher Education, 457 scholarships were distributed to students out of which 277 (60.6%) were male and 180 (39.4%) were female.

Recommendation: The State Department for Higher Education publicise available scholarships through print and electronic media with wide circulation and also maintain a database of scholarship recipients disaggregated by gender, ethnicity and PWD status. The State Department for Basic Education administers Elimu Scholarship for the needy and vulnerable learners in secondary schools in all the 47 counties through the Jomo Kenyatta Foundation and Equity Group Foundation. It was established that under this Programme KSh. 1.6B was disbursed to

19,866 (0.48%) beneficiaries of whom 9,903 (49.8%) were female and 9,963 (50.2%) were male. The bulk of the Elimu scholarship allocation was disbursed to Turkana, Garissa and Nairobi counties.

Findings: On support for vulnerable children, 15,242 special needs students benefitted from NG-CDF bursaries worth Ksh.95,459,974, out of whom 7,268 (47.7%) were female and 7,974 (52.3%) were male. 14,965 (98.2%) of the beneficiaries were PWDs while 277 (1.8%) were Non-PWDs.

Recommendation: The NGCDF to ensure bursary beneficiaries in this category are learners with special needs as per bursary guidelines

On social protection programmes, Kshs. 9.7B was disbursed to 1.09M Orphans and Vulnerable Children across the 47 counties. The amounts received by the beneficiaries ranged between Kshs, 5,493.96 in Samburu County and Kshs. 12,592.84 in Kirinyaga County. The average amount per beneficiary was Kshs. 8,874.98.

Recommendation: The State Department for Social Protection to develop a policy framework providing a criterion for equitable distribution of social protection funds.

On implementation of the Equalisation Fund, there were 84 projects reported by the State Department for Medical Services, spread across 8 counties which were reported to have commenced in 2017. 21(25%) of the projects were completed, 48 (57.1%) were ongoing while 15 (17.9%) had stalled. It was also established that there is low electricity connectivity and bitumen road networks in the marginalised areas. Only three Equalisation Fund Appropriation Acts have been enacted since 2010 (2017, 2018 and 2023) and the Funds life is for 20 years from promulgation of the Constitution.

Recommendation: The Auditor General undertakes a special audit on the stalled projects and the Equalisation Fund Advisory Board to develop a criteria to facilitate equitable distribution of funds for development of projects in marginalised areas.

The Higher Education Loans Board (HELB) disbursed KSh.46,926,680,377 to 726,628 loan beneficiaries during the evaluation period. The number of loan beneficiaries increased by 121,192 from the 605,436 reported in the 2023/2024 FY. The amount disbursed also increased by 14.04B from the KSh.32.9B reported in the previous evaluation period. Of the beneficiaries, 301,949 (42%) were female, 424,679 (58%) were male and 396 (0.054%) were PWDs. It was however noted that ethnicity details for the beneficiaries were not provided. It is therefore recommended that HELB maintains a database of loan disbursements to students disaggregated by gender, ethnicity and PWD status.

Studio Mashinani is an empowerment program targeting talented youths. The project aims to increase the availabil-

ity of recording studios and expand self-employment opportunities for young artists in the creative music industry.

Findings: Studio Mashinani recording studios were established in 2 (4.3%) out of the 47 counties. There were no project beneficiaries in 89.4% of the counties, while 10.1% of the beneficiaries were 35 years and above and therefore not eligible for this youth project. It was also noted that there were no project beneficiaries from 73.9% of the ethnic communities.

Recommendation: KBC to establish Studio Mashinani in the 47 counties, with priority on rural counties, as recommended in the 2023/2024 Evaluation Report.

The overall performance index for the thematic area of equitable allocation of opportunities and resources was 41.1%. 82 institutions were rated as high achievers, with a mean score of 62%; 355 were rated as medium achievers (mean 41.9%); and 74 were rated as low achievers (mean 13.95%).

viii) Public Participation

The performance indicators evaluated were the number of institutions with the public participation policy, mode of communication during the public participation process, stakeholder validation on developed policies or legislations and number of institutions that engaged services of a sign language interpreter in the public participation. Findings: 116 (22.7%) institutions had a public participation policy and 276 (54%) developed 230 policies or legislation, of which 162 (70.4%) were subjected to validation after public participation. 64 (12.5%) institutions engaged the services of 228 sign language interpreters during public participation. Seven (3%) institutions developed policies or legislations which were transcribed into Braille.

Recommendation: All public organisations to develop a public participation policy and guidelines and also engage sign language interpreters during public participation fora.

The overall performance index for the thematic area of public participation in policy-making was 33.2%. 110 institutions were rated as high achievers, with a mean score of 88.6%; 86 were rated as medium achievers (mean 50%); and 315 were rated as low achievers (mean 9.2%).

ix) Efficiency, Effectiveness and Economic use of Resources and Sustainable Development

The performance indicators evaluated were the status of budget utilisation and revenue collection, budget implementation in the public service, collection of Appropriation in Aid (A-in-A) by public institutions, implementation of development projects, implementation of development projects in TVET Institutes, implementation of the Kenya Vision 2030 Programmes, implementation of programmes to support the

realisation of BETA, Compliance with Public Procurement and Assets Disposal Act, 2015, Implementation of Public Accounts Committee (PAC) Recommendations, implementation of Public Investments Committee (PIC) Recommendations, audit by the Office of the Auditor General.

Findings: 375 (73.4%) institutions collected Kshs 601.8 billion Appropriations-in-Aid (A-in-A) against a total target of Kshs 636.34 billion. Further 244 (47.7%) institutions implemented 3,780 projects, of which 1,101 (29.1%) and 1,011 (26.7%) had feasibility studies and Environmental Impact Assessment undertaken respectively. 1,413 (37.4%) of the projects were completed, 2,064 (54.6%) were ongoing while 63 had stalled.

Recommendation: The Office of the Auditor General to conduct a special audit on stalled projects.

Findings: On implementation of the Kenya Vision 2030 projects, 36 (36.1%) of the projects were completed while 63.9% were ongoing. The Kenya Vision 2030 Board had not assessed progress towards attaining Kenya's industrialisation and middle-income status.

Recommendation: The Board to conduct periodic monitoring and evaluation of the Vision 2030 programmes to establish the level of progress towards realisation of the vision.

On implementation of the Buy Kenya – Build Kenya Strategy which requires public institutions to allocate at least 40% of their procurement budgets for the purchase of locally produced goods and services which creates employment and promotes sustainable development, it was established that 430 (84.2%) institutions implemented the strategy while 15.8% did not. **Recommendation:** The State Department for Industry to undertake continuous awareness creation on the provisions of the Buy Kenya-build Kenya policy to enhance compliance level across the public service.

Findings: The opinion of the Auditor General is an indicator of how a public institution utilised resources allocated to it. It was established that (66.5%) institutions received qualified audit opinion, 26.8% received unqualified opinion, 2.9% received adverse opinion, and 0.2% received a disclaimer of opinion.

Recommendation: The Chief of Staff and Head of Public Service to enforce the implementation of the recommendations in the Auditor General's report by the institutions which had qualified, adverse and disclaimer opinions.

Regarding the requirement to pre-qualify suppliers for goods, services and works and uploading their particulars on the Public Procurement Information Portal (PPIP), 30.9% of the institutions reported having maintained an approved list of prequalified suppliers.

Recommendation: PPRA undertakes an audit of the 353 institutions that did not have a list of prequalified suppliers

and those that did not provide information on the same.

Findings: On implementation of the Parliamentary Public Accounts Committee (PAC) and the Public Investment Committee (PIC) recommendations, 41 (8%) institutions received 356 recommendations from PAC, of which 211 (59.3%) were fully implemented, 120 (33.7%) were partially implemented and 18 (5.1%) were not implemented. Separately, 49 institutions received 389 PIC recommendations, out of which 183 (47%) were fully implemented, 129 (33.2%) were partially implemented and 77 (19.8%) were not implemented.

Recommendation: The Office of the Chief of Staff and Head of Public Service to establish the circumstances of partial or non-implementation of PIC and PAC recommendations by the affected institutions.

The overall performance index for the thematic area of efficiency, effectiveness and economic use of resources and sustainable development was 41%. 82 institutions were rated as high achievers, with a mean score of 69.94%; 333 were rated as medium achievers (mean 41.6%); and 96 were rated as low achievers (mean 14.4%).

Overall Compliance Index

The overall compliance index for all the 511 institutions evaluated was 43.5% compared to 43.8% in the previous year's evaluation (2023/2024). This was a moderate score, indicating room for improvement in adherence to the values and principles set out in Articles 10 and 232 of the Constitution. The moderate compliance levels once again suggest gaps in the implementation of values and principles across the evaluated institutions.

The Best performing institutions

The top 10 institutions in the 2024/2025 Values and Principles Compliance Evaluation were:

1. State Department for Lands and Physical Planning - 82.2%
2. Konza Technopolis Development Authority - 79.82%
3. Capital Markets Authority (CMA) - 78.63%
4. National Council for Persons with Disabilities (NCPWD) - 78.34%
5. Kibabii University - 75.84%
6. Competition Authority of Kenya - 74.42%
7. Ewaso Nyiro North Development Authority - 73.37%
8. Water Sector Trust Fund (WSTF) - 71.3%
9. Kenya National Bureau of Statistics (KNBS) - 70.85%
10. Rangwe Technical and Vocational College - 70.56%

The full report can be accessed on the Commission's website www.publicservice.go.ke