

Report
on
**Evaluation of the Performance of Ministries,
State Corporations and Tertiary Institutions
for the Financial Year 2021/2022**

NOVEMBER, 2022

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FOREWORD

The Kenya Government has adopted Performance Management in the Public Sector as a flagship strategy to ensure enhancement of efficiency and effectiveness in service delivery. The focus of the strategy is the continual improvement of service delivery in the Public Sector, at both levels of Government.

Performance Management in Kenya has been entrenched through a number of tools, the principal one, being Performance Contracting, which is now in its 19th year of continuous implementation. Performance Contracting in Kenya is a Commitment for Results (CfR) and an accountability framework that now transcends the National as well as County Governments.

Kenya's Performance Contracting has been recognized globally, with a number of countries benchmarking on the model and customizing it to suit their Public Sectors. It is significant that the model conforms to the Generally Accepted Performance Management Principles that globally have become yardsticks of a successful Commitment for Results (CfR) framework. Its endurance over successive regimes is a validation of its progressiveness and sustainability.

The institutionalization of Performance Contracting in the Public Sector, supported by reforms and re-engineering initiatives has ensured that Ministries, Counties, Departments and Agencies (MCDA's) account for public resources as they deliver their mandates. It is incumbent upon all holders of public office to ensure that they fully embrace Performance Contracting as a key ingredient of the "Results for Kenyans" initiative.

The results of the annual performance evaluation in MCDA's have corroborated Performance Contracting as a catalyst for continual improvement in service delivery through achievement of targeted results. Performance Contracting is therefore not optional and all public institutions should be placed on an annual Performance Contract (PC), whose implementation is monitored and the evaluation of performance undertaken at the end of a Financial Year.

The roll-out of the Kenya Integrated Performance Management Policy is expected to streamline and standardize Performance Management in the Public Sector. Performance Management is also undergoing re-engineering, with a focus of automating Performance Contracting.

The analysis of the performance evaluation results for the last two years indicate that the performance of MDA's placed on PC,s during the

period was considerably affected by the COVID- 19 pandemic which hit the country in March, 2020. The performance in respect of the FY 2021/2022 was not significantly affected by the pandemic because MDA's continued to put in place mitigation measures that ensured minimal disruptions in the delivery of public services.

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H.E. (Dr.) Wycliffe Musalia Mudavadi, E.G.H.

Prime Cabinet Secretary.

PREFACE

The Report on Evaluation of the Performance of MDA's for the FY 2021/2022 is the conclusion of the annual Performance Contracting cycle, comprising negotiations of performance targets, vetting of PCs, review (quality control) of the PC's, signing of the PC's, implementation & monitoring and mid-year assessment.

A total of 394 MDA's were placed on PC's during the FY 2021/2022 comprising State House, Office of the Deputy President, Ministries, Office of the Attorney General and Department of Justice, State Corporations and Tertiary Institutions and had their annual performance evaluation undertaken.

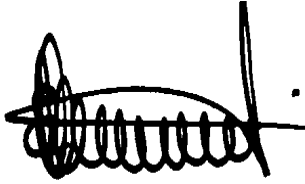
In order to keep pace with global developments and best practices in Performance Management, Performance Contracting is undergoing re-engineering by among others, automation of the key processes through the Government Performance Contracting Information System (GPCIS). The negotiations, vetting, review (quality control) and annual performance evaluation processes have already been automated. The next processes to be automated are the mid-year performance review and performance analysis.

The MDA's that were placed on PC's during the FY 2021/2022 were required to implement them and submit performance reports online in the GPCIS at the end of each quarter. They were also required to undertake a self- performance evaluation in the GPCIS, whose reports were analyzed and used to prepare the annual performance evaluation report.

An objective performance assessment requires that an external team moderates the self- performance evaluation by the MDA's. In this regard, a team drawn from Public Service Performance Management Unit (PSPMU), State Department for Public Service and Kenya Vision 2030 Delivery Secretariat undertook the moderation.

The analysis of performance has been undertaken among others, based on the Medium-Term Expenditure Framework (MTEF) Sector Working Groups that indicates a Sector's contribution to the overall performance of the MDA's. Other select performance criteria/indicators whose performance have been analyzed and whose performance have direct impact to the Citizens include Absorption of Allocated Funds (GoK), Absorption of Externally Mobilized Funds, Pending Bills Ratio, Core Mandate, Pre-Tax Profit, Dividends to The National Treasury, Return on Investment, Project Completion Rate, Implementation of

Presidential Directives, Access to Government Procurement Opportunities, Youth Internships, Industrial Attachments & Apprenticeship and Corruption Prevention.

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Esther Ngero,
Principal Secretary.

ACKNOWLEDGEMENTS

Performance Contracting is an annual undertaking that involves a number of processes and various stakeholders largely drawn from MDAs. I wish to recognize and appreciate all the stakeholders who have in one way or the other ensured that Performance Contracting, a key accountability framework, is implemented successfully.

From the onset, compliments go to the Cabinet Secretaries, Chief Administrative Secretaries, Principal Secretaries, Chairpersons and Chief Executives and the Management of State Corporations, Chairpersons of Councils, Chancellors, Vice-Chancellors and the Management of Public Universities, Chairpersons of Boards of Management/Governors and Principals of Tertiary Institutions for fostering Performance Contracting in their respective institutions.

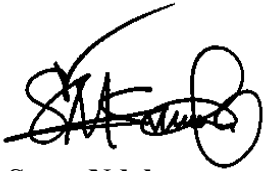
I recognize all the PC Coordinators in MDAs for ensuring implementation of the approved PCs for the FY 2021/2022, including monitoring and undertaking the self-performance evaluation of the achievements against the agreed performance targets using the GPCIS.

I extend my earnest appreciation to the staff in the Public Service Performance Management Unit (PSPMU) for successfully coordinating and undertaking the performance moderation of the self-performance evaluation for the Ministries, State Corporations and Tertiary Institutions. I also appreciate other staff from the State Department for Public Service and Kenya Vision 2030 Delivery Secretariat who teamed up with the PSPMU team to undertake moderation of the self-evaluation results by MDAs.

Appreciation is also extended to the Management of six (6) institutions who supported PSPMU in terms of transporting the officers who undertook the performance evaluation.

Finally, I appreciate the team of ICT Officers drawn from The National Treasury and Economic Planning, Ministry of Public Service, Gender and Affirmative Action, Ministry of Education, Ministry of Information, Communication and The Digital Economy and the Public Service Commission who supported the evaluation by updating the annual

performance evaluation module and configuring the GPCIS for use during the exercise.

A handwritten signature in black ink, appearing to read 'S. Ndele', with a large loop at the end.

Steve Ndele,

Principal Administrative Secretary.

ABBREVIATIONS AND ACRONYMS

CfR	Commitment for Results
EACC	Ethics and Anti-Corruption Commission
FY	Financial Year
GPCIS	Government Performance Contracting Information
ICT	Information, Communication and Technology
MCDAs	Ministries, Counties, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
PCs	Performance Contracts
PSPMU	Public Service Performance Management Unit
SDGs	Sustainable Development Goals

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EXECUTIVE SUMMARY

The FY 2021/2022 represented the 18th Cycle of Performance Contracting in the Kenyan Public Service. A total of 394 MDA's comprising 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice, 236 State Corporations and 135 Tertiary Institutions implemented Performance Contracts. The Annual Performance Evaluation for the MDA's was undertaken between July and October, 2022.

Performance of 393 MDA's was analyzed based on the current 10 Medium Term Expenditure Framework (MTEF) Sector Working Groups. The analysis of one (1) Tertiary Institution was not factored, even though the institution turned up for the evaluation. The analysis of the performance for Ministries indicates that one (1) Sector achieved "EXCELLENT" Performance Grade, seven (7) Sectors achieved "GOOD" Performance Grade, while one (1) achieved "FAIR" Performance Grade. The best performing Sector in the Ministries category was National Security with an average Composite Score of **2.0677** while the bottom performing was Social Protection, Culture and Recreation with an average Composite Score of **3.6005**.

The analysis of the performance evaluation results indicates that out of the 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice whose performance was evaluated, two (2) attained "EXCELLENT" Performance Grade, while none attained "VERY GOOD" Performance Grade. A total of 14 Ministries, Office of the Deputy President and Office of the Attorney General and Department of Justice achieved "GOOD" Performance Grade representing 69.6%, while five (5) Ministries representing 21.7% attained "FAIR" Performance Grade. None achieved a "POOR" Performance Grade.

The performance of Ministries had a marginal improvement in the FY 2021/2022 compared to that of FY 2020/2021 since the average composite score improved from 3.3920 to 3.2594.

Out of the 236 State Corporations whose performance was evaluated, 18, representing 7.6% attained "EXCELLENT" Performance Grade, while 43.2% attained "VERY GOOD" Performance Grade. A total of 116 State Corporations, representing 49.2%, achieved "GOOD" or "FAIR" Grade and hence did not attain the agreed performance targets.

Analysis of the performance of the State Corporations indicates that there was improvement in performance in the FY 2021/2022 compared to that of FY 2020/2021 since the average composite score improved from **3.1191** to **3.0036**.

University of Embu was the best performing State Corporation with a Composite Score of **1.7272** while the bottom performer was Bandari Maritime Academy with a Composite Score of **3.9845**.

In regard to performance by Functional Categories for State Corporations, the best performing category was Public Universities with an average Composite Score of **2.7752** while the bottom performing category was Commercial/Manufacturing with an average Composite Score of **3.3460**. It is noted that the Public Universities Functional Category was also the best performing in the FY 2020/2021 while the Commercial/Manufacturing Functional Category was the worst performing during the same period, though with an improvement.

In the case of Tertiary Institutions, two (2) of the Tertiary Institutions achieved “EXCELLENT” Performance Grade, 23, representing 17.2% achieved “VERY GOOD” Grade, 61.2% achieved “GOOD” Grade, and 18.6% achieved “FAIR” Grade, while 1.5% achieved “POOR” Grade.

Karumo Technical Training Institute was the best performing Tertiary Institution with a Composite Score of **2.2775** while the bottom performing was Baringo South Technical Training Institute with a Composite Score of **4.3296**.

Analysis of the performance of the Tertiary Institutions indicates that there was a marginal decline in performance during the FY 2021/2022 compared to the FY 2020/2021 since the average composite score changed from **3.2609** to **3.2857**.

Performance of Tertiary Institutions was further analyzed in accordance with the category in which they are classified. Since there were only three (3) Teacher Training Colleges that were on PC during the contract period, only performance of two categories (Technical Training Institutes and National Polytechnics) was further analyzed.

The best performing Technical Training Institute was Karumo Technical Training Institute with a Composite Score of **2.2775**. In the case of National Polytechnics, Sigalagala National Polytechnic was the best performer with a Composite Score of **2.3628**.

An overview of performance of Ministries, State Corporations and Tertiary Institutions on selected Performance Criteria/Indicators that have direct impact on service delivery is also presented in this report. The criteria/indicators are: *Absorption of Allocated Funds (GoK); Absorption of Externally Mobilized Funds; Pending Bills; Core Mandate; Pre-tax Profit; Dividends to the National Treasury; Return on Investment; Project Completion Rate; Implementation of Presidential Directives; Access to Government Procurement Opportunities; Youth Internships/Industrial*

Attachments/Apprenticeships; and Corruption Prevention.

The average absorption rate for the 393 MDA's was 92.97%. This is an improvement compared to 91.58% average absorption rate for the 354 MDAs that were evaluated in the FY 2020/2021. The average absorption rate for Ministries (including State House, Office of the Attorney General & Department of Justice and Office of the Deputy President), was 94.44%, a slight drop from that of the previous FY 2020/2021 of 94.79%. The absorption rate for State Corporations and Tertiary Institutions was 94.73% and 89.61% respectively, which is an improvement compared to the previous year.

The average absorption rate for 118 MDAs that had the performance indicator on *Absorption of Externally Mobilized Funds* was 81.44% which is an improvement compared to 76.17% in the FY 2020/2021. The average absorption rate for the 18 Ministries that had this performance indicator was 73.49%. In the case of the 90 State Corporations that had this performance indicator, the absorption rate was 83.02%, whereas for the nine (9) Tertiary Institutions, the rate was 81.57%.

On *Pending Bills*, MDA's were to ensure that Pending Bills incurred during the financial year, if any, did not exceed 1% of the actual budgetary allocation. The average Pending Bills Ratio for the 393 MDAs was 2.53% against the target of 1%, an indication that the MDAs are not adhering to the Public Finance Management Act and Regulations on payment of financial obligations. However, this achievement is an improvement from 3.03% that was achieved during the previous FY 2020/2021. The average achievement for Ministries (including State House, Office of the Attorney General & Department of Justice, and Office of the Deputy President), State Corporations and Tertiary Institutions was 1.97%; 2.68% and 2.38%, respectively.

Analysis was undertaken for performance of the *Core Mandate* performance criterion. A total of 187 MDAs out of the 393 that were evaluated representing only 47.58% achieved their commitments under the Core Mandate while 52.42% did not.

Analysis of performance of the 32 State Corporations that had *Pre-tax Profit* as a Performance Indicator, indicates that they incurred a total loss of KSh. 9, 444, 118, 212.47 against a targeted loss of KSh.7, 597,996,202.12. Five (5) State Corporations representing 15.6% targeted to reduce their loss to KSh. 33,900,079,394.00. However, they reduced the loss to KSh. 26,937,825,653.00, hence an improvement of the annual target. It is noted that among the five (5), Kenya Airports Authority realized a Pre-tax profit of KSh. 981,911,000.00 against a targeted loss of KSh. 1,088,000,000.00.

During the contract period, 19 State Corporations that had *Dividends to the National Treasury* as a Performance Indicator realized KSh. 10,149,539,792.80 against a target of KSh. 2,478,900,784.20. However, Kenya Pipeline Company Limited remitted special Dividends of KSh. 8,000,000,000.00 against a target of KSh. 300,000,000.00. If Kenya Pipeline Company Limited is excluded from the analysis of the 19 State Corporations, the achievements of the remaining 18 was KSh. 2,149,539,792.80 against a target of KSh. 2,178,900,784.20.

A total of 31 State Corporations had *Return on Investment* as a Performance Indicator. 10 of these State Corporations, representing 32.3% achieved 100% and above of their annual target.

The overall average achievement for the 316 MDAs that had *Project Completion Rate* performance indicator was 72.97% compared to 75.78% during the previous FY 2020/2021. The average achievement for Ministries (including State House, Office of the Attorney General & Department of Justice and Office of the Deputy President), State Corporations and Tertiary Institutions was 72.53%, 81.61% and 61.67% respectively.

MDAs were required to implement Presidential Directives issued by H.E The President and communicated by the Head of the Public Service on specific areas for execution by the relevant MDA including Circulars and Executive Orders. The overall average achievement for the 393 MDAs that had *Implementation of Presidential Directives* Performance Indicator was 89.23%.

All MDAs were required to allocate at least 30% of the annual procurement budget to Youth, Women and Persons With Disabilities (*Access to Government Procurement Opportunities*) as part of the Government's commitment to economic empowerment. Analysis of performance for this performance indicator during the FY 2021/2022 indicates that tenders worth KSh. 74,381,975,071.89 were awarded against a target of KSh. 63,607,093,695.56, hence surpassing the target by 16.94%.

The Government's initiative to alleviate unemployment among the Youth is facilitated by among others, ensuring that they gain requisite skills and workplace experience to enable them make informed decisions and improve their chances of securing gainful employment. The *Youth Internships/Industrial Attachments/Apprenticeships* Performance Indicator contributes to this affirmative initiative. During the FY 2021/2022, 56,878 Youth were engaged by 392 MDAs (One State Corporation did not have this indicator due to the nature of its operations) against a target of 40,560, hence surpassing the annual target by 40.23%.

All the 393 MDAs committed to implement *Corruption Prevention* Performance Indicator towards the fight against corruption. The commitment (deliverables) for this performance indicator were; Undertake a Corruption Risk Assessment and develop a Corruption Risk Mitigation Plan, Implement measures emanating from the Corruption Risk Mitigation Plan as per the implementation matrix; and Submit quarterly performance reports to EACC using the prescribed reporting format. These deliverables are foundations for appropriate institutional infrastructure to address corruption prevention in MDAs.

The average achievement for the 393 MDAs based on this commitment was 64.65%, an improvement from the previous year's achievement of 58.65%. Ministries (including State House and Office of the Attorney General & Department of Justice and Office of the Deputy President), State Corporations and Tertiary Institutions average achievement was 51.06%, 76.2% and 46.64% respectively.

Overall, there was a marginal improvement in performance of MDAs in the FY 2021/2022 compared to the FY 2020/2021, since the average Composite Score improved from **3.1779** to **3.1147**.

CHAPTER ONE

INTRODUCTION

1. The Government is dedicated to Performance Management in the Public Sector through Performance Contracting with a collective agenda of continually improving delivery of public services. Performance Contracting ensures that key Government priorities outlined in institutional strategic plans, Kenya Vision 2030 Medium Term Plans (MTPs), Sustainable Development Goals (SDGs) and Agenda 2063 are implemented, in the short, medium and long term.
2. A Performance Contract is a management tool used to prioritize MDAs' annual undertaking and measuring performance against agreed performance targets. It is a freely negotiated performance agreement between the Government, acting as the owner of an MDA and the Management of the agency. The Performance Contract specifies the mutual performance commitments and obligations of the contracting parties.
3. The FY 2021/2022 marks the 18th cycle of continuous implementation of Performance Contracting in the Public Service. Performance Contracting is among several other reform initiatives that the Kenya Government has put in place in its endeavor to improve service delivery.
4. The continuous implementation of Performance Contracting in Kenya has led to recognition worldwide. Among others, Kenya was in March/April 2021, one of the Countries that was selected by the Commonwealth Secretariat to share its experience with others on Performance Management in the Public Sector. The development, roll-out and adoption of the GPCIS, as a key service delivery innovation was recognized during the 8th All Africa Public Service Day held in June, 2021 in Zimbabwe where Kenya was conferred a 2nd Runners-up Continental Award in the category of **“Best Innovation in Citizen Centered Service Delivery”**. Locally, during the Public Service Week held in June, 2022, PSPMU was recognized at 1st Position for entrenching Performance Management through the roll-out of the GPCIS.
5. Among the broad outcomes of Performance Contracting in the Public Service are: Improved efficiency in service delivery to the public by ensuring that holders of public office are held accountable for results; Improvement in performance and efficiency in resource utilization and ensuring that public resources are focused on attainment of the key national priorities; Instilling accountability for results at all levels in the Government; and, inculcating a culture of results-oriented

management in the Public Service.

6. PSPMU has a mandate of overall administration and coordination of Performance Contracting in the Public Service. This entails among others, development and issuance of Performance Contracting Guidelines, review (quality assurance) of Performance Contracts of MDAs, performance monitoring, annual performance evaluation and compilation of the Annual Performance Evaluation Report.
7. PSPMU undertakes capacity building on Performance Management in MCDAs. In addition, upon request, the Unit provides technical support to County Governments and Constitutional Commissions. These include development of their PCs, mid-year performance review and annual performance evaluation.
8. Performance Contracting Guidelines require among others, that annual performance evaluation is undertaken for all MCDAs that sign and implement Performance Contracts in any given Financial Year. In the FY 2021/2022, a total of 394 MDAs comprising 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice, 236 State Corporations and 135 Tertiary Institutions implemented Performance Contracts. The Annual Performance Evaluation for 394 MDAs was undertaken between July and October, 2022.
9. Before commencement of the moderation of performance for the FY 2021/2022, MDAs were required to conduct a self- performance evaluation using the GPCIS based on the 18th Cycle Performance Contracting Guidelines.
10. The moderation exercise was undertaken by an external technical team of professionals from PSPMU supported by Officers drawn from the State Department for Public Service and the Kenya Vision 2030 Delivery Secretariat. In undertaking the performance moderation, the team was supported by a team of ICT officers drawn from various Ministries who designed and developed the GPCIS.
11. This report is divided into Five Chapters. Chapter One covers the Introduction; Chapter Two explains the Process of Performance Contracting and Evaluation Methodology; Chapter Three contains Performance Evaluation Results for MDAs; Chapter Four covers Performance Evaluation Results for Selected Performance Indicators; and Chapter Five contains the Observations and Recommendations.

CHAPTER TWO

PROCESS OF PERFORMANCE CONTRACTING AND THE EVALUATION METHODOLOGY

12. Performance Contracting in Kenya has undergone tremendous improvement. PSPMU, with the support of key stakeholders majorly drawn from MDAs undertakes an annual review of Performance Contracting Guidelines to incorporate lessons learnt and best practices for effective delivery of services in the Public Service.
13. The annual performance evaluation for the MDAs that implemented Performance Contracts during the FY 2021/2022 was undertaken in accordance with the 18th Cycle Performance Contracting Guidelines.
14. Vide Circular Ref. No. OP/CAB.1/43/1 dated 4th July, 2022 by the Head of the Public Service, MDAs were required to undertake a self-performance evaluation based on the annual achievement for each performance indicator using the online GPCIS.
15. The moderation of the self-performance evaluation achievements for MDAs was undertaken by an external technical team of professionals from the PSPMU and Officers drawn from the State Department for Public Service and Kenya Vision 2030 Delivery Secretariat who are experts in Performance Contracting.
16. Moderation of the self-performance evaluation achievements was also informed by scores on performance indicators by the following Specialized Agencies: Public Service Transformation Department (Business Process Re-engineering); Commission on Administrative Justice (Resolution of Public Complaints); National Commission for Science, Technology and Innovation (Science, Technology and Innovation Mainstreaming); National Transport and Safety Authority (Road Safety Mainstreaming); National Authority for the Campaign Against Alcohol and Drug Abuse (Prevention of Alcohol and Drug Abuse); State Department for Gender (Gender Mainstreaming); National Aids Control Council (Prevention of HIV Infections and Non-communicable Diseases); National Council for Persons With Disabilities (Disability Mainstreaming); Directorate of National Cohesion and Values (National Cohesion and Values); and Ethics & Anti-Corruption Commission (Corruption Prevention).
17. There were basically three steps in the Annual Performance Evaluation process. Firstly, each MDA undertook a self-performance evaluation. Secondly, the external team of evaluators moderated the self-evaluation performance results through scrutiny of the evidence availed by the MDA to support the reported achievement levels. Thirdly, in instances where the moderated scores differed with the self-

performance evaluation scores, the amendments were effected online in the GPCIS.

As per the annual performance evaluation methodology, achievement levels are categorized into five (5) performance grades as indicated in **Table 1** below:

Table 1: Performance Grades and Achievement Levels

S/No.	Performance Grade	Achievement Level
1	Excellent	Achievement exceeding the set target by 30% or more
2	Very Good	Achievement of the set target or exceeding by up to 30% i.e., 100% and 130% of the target
3	Good	Achievement below the target i.e., between 70% and 100% of the target
4	Fair	Achievement way below the target i.e. between 50% and 70% of the target
5	Poor	Achievement far much below the target i.e., between 0% and 50% of the target

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

The five (5) Performance Grades fall on a 5-point scale of between a Raw/Composite Score of 1.00 and 5.00 as shown in **Table 2** below where a score of 1.00 is the best while 5.00 is the worst.

Table 2: Performance Grades and Raw/Composite Scores

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

CHAPTER THREE

PERFORMANCE EVALUATION RESULTS FOR MINISTRIES, STATE CORPORATIONS AND TERTIARY INSTITUTIONS

18. This Chapter presents performance evaluation results for the 394 MDAs that were on Performance Contract in the FY 2021/2022 and whose annual performance evaluation was undertaken. They comprise 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice, 236 State Corporations and 135 Tertiary Institutions. The annual performance evaluation results are presented based on the then name of the MDA as per the Performance Contract for the FY 2021/2022.
19. Performance of the 393 MDAs was analyzed based on the current 10 Medium Term Expenditure Framework (MTEF) Sector Working Groups. **Table 3** below presents performance of Ministries based on the 10 MTEF Sector Working Groups:

Table 3: Performance of Ministries based on MTEF Sector Working Groups

S/No.	Sector Working Group	Average Composite Score
EXCELLENT		
1.	National Security	2.0677
VERYGOOD		
	None	
GOOD		
2.	Public Administration and International Relations	3.0158
3.	Governance, Justice, Law and Order	3.1857
4.	Education	3.2465
5.	Environmental Protection, Water and Natural Resources	3.3576
6.	Energy, Infrastructure and ICT	3.3815
7.	General Economic and	3.5310

	Commercial Affairs	
8.	Agriculture, Rural and Urban Development	3.5757
FAIR		
9.	Social Protection, Culture and Recreation	3.6005

* Ministry of Health, under the Health Sector Working Group did not finalize its Performance Contract and therefore was not evaluated.

From **Table 3** above, it is noted that the best performing Sector Working Group in the Ministries category was National Security followed by Public Administration & International Relations and Governance, Justice, Law & Order, while the worst performing Sector was Social Protection, Culture & Recreation.

The performance of State Corporations and Tertiary Institutions based on MTEF Sector Working Groups is presented in **Table 4** below:

Table 4: Performance of State Corporations and Tertiary Institutions based on MTEF Sector Working Groups

S/No.	Sector Working Group	Average Composite Score
EXCELLENT		
	None	
VERY GOOD		
1.	Environmental Protection, Water and Natural Resources	2.8724
2.	Public Administration and International Relations	2.9135
3.	National Security	2.9377
GOOD		
4.	Health	3.0370
5.	Energy, Infrastructure and ICT	3.0485

6.	General Economic and Commercial Affairs	3.0510
7.	Governance, Justice, Law and Order	3.0922
8.	Education	3.1587
9.	Social Protection, Culture and Recreation	3.1851
10	Agriculture, Rural and Urban Development	3.1925

From Table 4 above, it is noted that the State Corporations in the Environmental Protection, Water and Natural Resources Sector Working Group were the best performing, while those under the Agriculture, Rural and Urban Development were the worst performing.

Further, the performance of all the 393 MDAs based on MTEF Sector Working Groups is presented in **Annex I**.

20. Out of the 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice whose performance was evaluated, two (2) attained “EXCELLENT” Performance Grade, while none attained “VERY GOOD” Performance Grade. A total of 14 Ministries, Office of the Deputy President and Office of the Attorney General and Department of Justice achieved “GOOD” Performance Grade representing 69.6% while five (5) Ministries representing 21.7% attained “FAIR” Performance Grade. None achieved a “POOR” Performance Grade. A list of the Ministries and their Composite Scores is provided in **Annex II**.

Table 5 below shows the performance of the 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice according to Performance Grade using the conventional dashboard colours where Green colour (Excellent and Very Good grades) signifies either achievement or overachievement of the annual performance targets. On the other hand, Amber (Good) and Red colours (Fair and Poor) grades signify that the annual performance targets were not achieved.

Table 5: Performance Evaluation Results for Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice

Performance Grade	Number	Percentage
Excellent	2	8.7
Very Good	0	0
Good	16	69.6
Fair	5	21.7
Poor	0	0
Total	23	100

21. The performance of Ministries had a marginal improvement in the FY 2021/2022 compared to that of the FY 2020/2021 since the average composite score improved from **3.3920** to **3.2594**.
22. Performance of Ministries was analyzed to identify the Top Five Performing Ministries as presented in **Table 6** below.

Table 6: Top Five Performing Ministries

S/No.	Ministry	Composite Score
1.	State House	2.2953
2.	Ministry of Energy	3.0330
3.	Office of the Deputy President	3.0510
4.	The National Treasury and Planning	3.1173

*One Ministry whose performance is in the top five (5) performing has not been listed for confidential reasons.

23. Performance of Ministries was further analyzed to identify the Bottom Five Performing Ministries. **Table 7** below shows the Bottom Five Ministries and their Composite Scores.

Table 7: Bottom Five Performing Ministries

S/No.	Ministry	Composite Score
1.	Ministry of ICT, Innovation and Youth Affairs	3.6636
2.	Ministry of Industrialization, Trade and Enterprise Development	3.6662
3.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	3.6662
4.	Ministry of Agriculture, Livestock, Fisheries and Co-operatives	3.6987
5.	Ministry of Sports, Culture and Heritage	3.9864

24. Out of the 236 State Corporations whose performance was evaluated, 18, representing 7.6% attained “EXCELLENT” Performance Grade, while 43.2% attained “VERY GOOD” Performance Grade. A total of 116 State Corporations, representing 49.2%, achieved “GOOD” or “FAIR” Grade and hence did not attain the agreed performance targets. This is presented in **Table 8** below.

Table 8: Performance Evaluation Results for State Corporations

Performance Grade	Number	Percentage
Excellent	18	7.6
Very Good	102	43.2
Good	97	41.1
Fair	19	8.1
Poor	0	0
Total	236	100

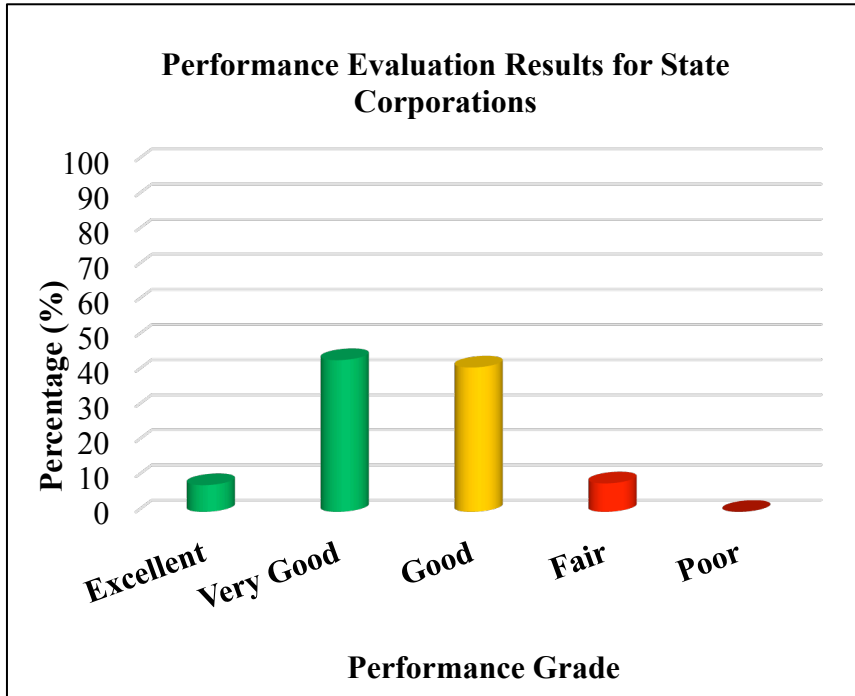
As presented in **Table 8** above, 120 State Corporations out of the 236 representing 50.8% achieved their annual performance targets while 116, translating to 49.2% did not.

25. Analysis of the performance of the State Corporations indicates that

there was improvement in performance in the FY 2021/2022 compared to that of the FY 2020/2021 since the average composite score improved from **3.1191 to 3.0036**.

A list of the State Corporations and their Composite Scores is provided in **Annex III** and the same information is further illustrated in **Figure 1** below.

Figure 1: Performance Evaluation Results for State Corporations



26. Further analysis of the performance of State Corporations shows that all the Top Ten performers achieved “EXCELLENT” Performance Grade. **Table 9** below presents the Composite Scores for the Top Ten Performing State Corporations.

Table 9: Top Ten Performing State Corporations

S/No.	State Corporation	Composite Score
1.	University of Embu	1.7272
2.	National Irrigation Authority	1.7729
3.	Kenyatta University Research, Referral and Teaching Hospital	1.8555
4.	Tharaka University College	1.9727
5.	Water Resources Authority	2.0515
6.	Lake Victoria South Water Works Development Agency	2.1180
7.	Kenya Industrial Estates	2.1269
8.	University of Nairobi	2.1807
9.	South Eastern Kenya University	2.2496
10.	Tourism Fund	2.2648

From **Table 9** above, it is noted that four (4) Public Universities were among the Top Ten Performers. This may have been attributed to the strong performance management structures that have been put in place and top management support.

27. Performance of State Corporations was further analyzed to identify the Bottom Ten Performers. **Table 10** below shows the Bottom Ten State Corporations and their Composite Scores.

Table 10: Bottom Ten Performing State Corporations

S/No.	State Corporation	Composite Score
1.	Commission for University Education	3.7473
2.	Council of Legal Education	3.7518
3.	University of Nairobi Enterprises and Services Limited	3.7634
4.	Kenya Medical Practitioners and Dentists Council	3.8202
5.	Sports, Arts and Social Development Fund	3.8421

6.	National Council for Children’s Services	3.8604
7.	Chemelil Sugar Company Limited	3.8987
8.	South Nyanza Sugar Company Limited	3.9257
9.	Nzoia Sugar Company Limited	3.9497
10.	Bandari Maritime Academy	3.9845

Further analysis of the performance results for the State Corporations in **Table 10** above and comparison with the performance evaluation results for the FY 2020/2021, it is noted that five (5) State Corporations continue performing dismally and are still among the bottom ten. These are Chemelil Sugar Company, Nzoia Sugar Company, Bandari Maritime Academy, South Nyanza Sugar Company Limited and University of Nairobi Enterprises and Services.

South Nyanza Sugar Company Limited attributed its dismal performance to low operating volume occasioned by low efficiency in its sugar cane milling plant, as a result of non-approval of Capital Expenditure by the National Treasury due to pending leasing of State-owned public sugar companies. In addition, the Company’s performance was affected by cane poaching by competitors.

University of Nairobi Enterprises and Services indicated that its performance was affected as a result of MDAs experiencing budgetary cuts, thereby affecting its revenue generation.

In the case of Nzoia Sugar Company, its performance was affected by frequent break-down of the factory and inefficiencies occasioned by delayed maintenance of its sugar cane milling plant.

28. Performance of the State Corporations is further ranked in terms of the eight (8) Functional Categories as presented in **Table 11** below.

Table 11: Performance Evaluation Results for State Corporations by Functional Category

No.	Functional Category	Average Composite Score
1.	Public Universities	2.7752
2.	Training and Research	2.9196
3.	Service	2.9351
4.	Financial	2.9773

5.	Regulatory	3.0734
6.	Regional Development Authorities	3.1001
7.	Tertiary Education	3.1005
8.	Commercial/Manufacturing	3.3460

From **Table 11** above, the best performing Functional Category is Public Universities while the worst is Commercial/Manufacturing. It is noted that the Public Universities Functional Category was also the best performing in the FY 2020/2021, while the Commercial/Manufacturing Functional Category was the worst performing during the same period.

Comparison to the performance evaluation results for FY 2020/2021 indicates that the most improved Functional Category, based on the average Composite Score is Regional Development Authorities, while the most deteriorated category is Regulatory.

Performance of the State Corporations according to Functional Categories is provided in Annex IV.

29. Tertiary Institutions under the Ministry of Education are categorized as Teacher Training Colleges, Technical Training Institutes and National Polytechnics. In the FY 2021/2022, a total of 161 Tertiary Institutions were defined in the GPCIS. A total of 24 Teacher Training Colleges (TTCs) were not placed on Performance Contract as a result of transition to offering Diploma in Primary Teacher Education (DPTE) Course. In addition, 29 Technical and Vocational Colleges (TVCs) were not placed on Performance Contract because after assessment by the Ministry of Education, it was reported that they were not ready.

A total of 135 Tertiary Institutions had their annual performance evaluated. However, analysis of the performance was for 134 Institutions (analysis of performance for one Tertiary Institution was not factored). They comprise three (3) Teacher Training Colleges, 119 Technical Training Institutes and 12 National Polytechnics.

Table 12 below shows a summary of the results for the Tertiary Institutions

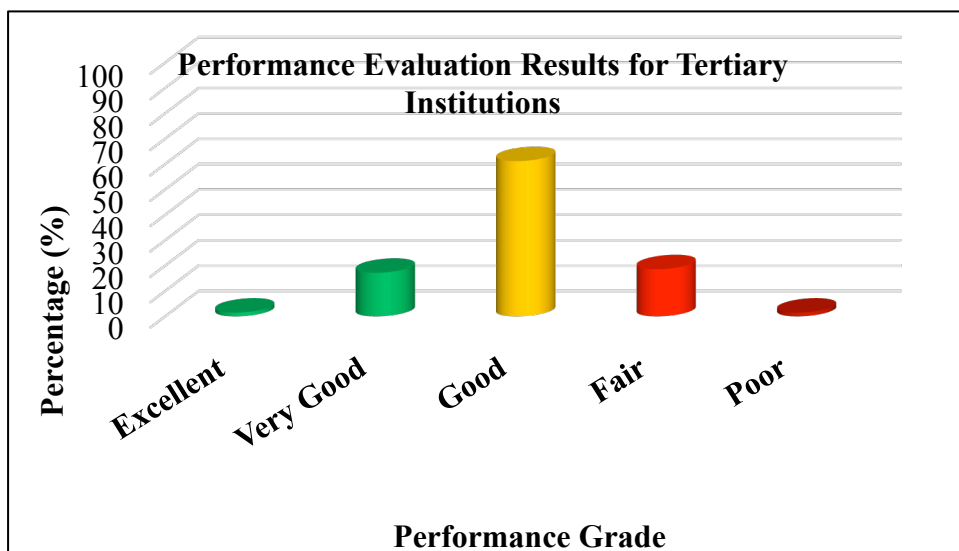
Table 12: Performance Evaluation Results for Tertiary Institutions

Performance Grade	Number	Percentage
EXCELLENT	2	1.5
VERY GOOD	23	17.2
GOOD	82	61.2
FAIR	25	18.6
POOR	2	1.5
Total	134	100

From **Table 12** above, two (2) of the Tertiary Institutions achieved “EXCELLENT” Performance Grade, 23, representing 17.2% achieved “VERY GOOD” Grade, 61.2% achieved “GOOD” Grade, and 18.6% achieved “FAIR” Grade, while 1.5% achieved “POOR” Grade.

The information in **Table 12** above is further illustrated in **Figure 2** below.

Figure 2: Performance Evaluation Results for Tertiary Institutions



A list of the performance of Tertiary Institutions is provided in **Annex V**.

30. Analysis of the performance of the Tertiary Institutions indicates that there was a marginal decline in performance during the FY 2021/2022 compared to the FY 2020/2021 since the average composite score changed from 3.2609 to 3.2857. **Table 13** below presents the Top Ten Performing Tertiary Institutions.

Table 13: Top Ten Performing Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
1.	Karumo Technical Training Institute	2.2775
2.	Sigalagala National Polytechnic	2.3628
3.	Katine Technical Training Institute	2.4563
4.	Michuki Technical Training Institute	2.6335
5.	Kenya Technical Trainers College	2.6793
6.	Kiirua Technical Training Institute	2.6888
7.	The Nyeri National Polytechnic	2.7397
8.	Meru National Polytechnic	2.7398
9.	Runyenjes Technical and Vocational College	2.7400
10.	The Kitale National Polytechnic	2.7742

Further analysis of the performance in **Table 13** above indicates that out of the Top Ten Performing Tertiary Institutions, five (5) were Technical Training Institutes, while five (5)

were National Polytechnics.

Table 14 below presents the Bottom Ten Performing Tertiary Institutions.

Table 14: Bottom Ten Performing Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
1.	Kipsinende Technical Training Institute	3.8454
2.	Kaloleni Technical and Vocational College	3.8699
3.	Tinderet Technical and Vocational College	3.9020

4.	Webuye West Technical and Vocational College	3.9263
5.	Taveta Technical and Vocational College	3.9336
6.	Dr. Daniel Wako Murende Technical and Vocational College	3.9579
7.	Mumias West Technical and Vocational College	3.9617
8.	Laikipia North Technical and Vocational College	3.9860
9.	Borabu Technical and Vocational College	4.0674
10.	Baringo South Technical Training Institute	4.3296

Reference to **Table 14** above and performance of Tertiary Institutions during the previous FY 2020/2021 indicates that although with an improvement, Borabu Technical and Vocational College is still among the bottom ten performing Tertiary Institutions.

31. Performance of Tertiary Institutions was further analyzed in accordance with the category in which they are classified. Since there were only three (3) Teacher Training Colleges that were on PC during the contract period, only performance of two categories (Technical Training Institutes and National Polytechnics) is further analyzed.

Table 15 below presents performance results for Technical Training Institutes.

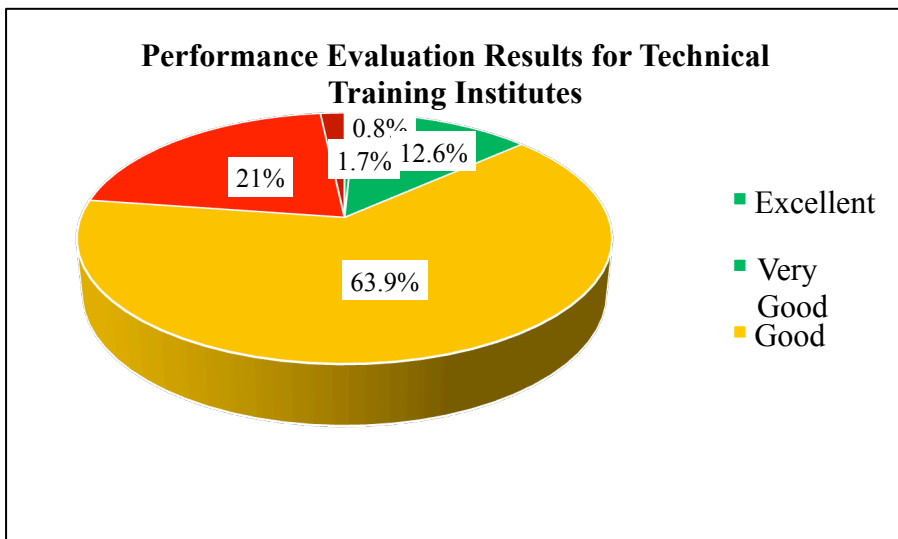
Table 15: Performance Evaluation Results for Technical Training Institutes.

Performance Grade	Number	Percentage (%)
Excellent	1	0.8
Very Good	15	12.6
Good	76	63.9
Fair	25	21.0
Poor	2	1.7
Total	119	100

From **Table 15** above, one (1) Technical Training Institute achieved “EXCELLENT” Performance grade. A total of 15 Institutes representing 12.6% achieved “VERY GOOD” performance grade while 76 Institutes representing 63.9% achieved “GOOD” grade. 25 Institutes representing 21% achieved “FAIR” grade, while two (2) achieved “POOR” performance grade.

The information in **Table 15** is further illustrated in **Figure 3** below.

Figure 3: Performance Evaluation Results for Technical Training Institutes



Performance evaluation results for National Polytechnics is presented in **Table 16** below.

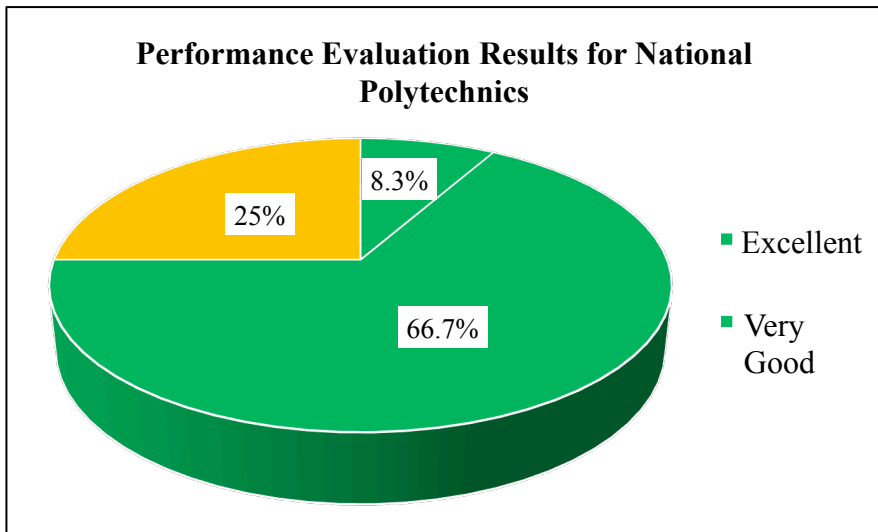
Table 16: Performance Evaluation Results for National Polytechnics

Performance Grade	Number	Percentage (%)
Excellent	1	8.3
Very Good	8	66.7
Good	3	25.0
Total	12	100

As indicated in **Table 16** above, nine (9) National Polytechnics out of the 12 whose evaluation was undertaken, representing 75%, achieved the agreed annual performance targets, while 25% did not.

Further analysis indicates that overall, the performance for National Polytechnics has improved because one (1) Polytechnic achieved “EXCELLENT” performance grade compared to none during the FY 2020/2021. In addition, eight (8) Polytechnics achieved “VERY GOOD” performance grade compared to seven (7) during the FY 2020/2021. The information in **Table 16** is further illustrated in **Figure 4** below.

Figure 4: Performance Evaluation Results for National Polytechnics



CHAPTER FOUR
PERFORMANCE EVALUATION RESULTS FOR SELECTED
PERFORMANCE INDICATORS

32. This Chapter presents performance of MDAs for selected performance indicators. The performance indicators are: *Absorption of Allocated Funds (GoK)*; *Absorption of Externally Mobilized Funds*; *Pending Bills*; *Pre-tax Profit*; *Dividends to The National Treasury*; *Return on Investment*; *Project Completion Rate*; *Implementation of Presidential Directives*; *Access to Government Procurement Opportunities*; *Youth Internships/Industrial Attachments/Apprenticeships*; and *Corruption Prevention*. The Chapter also presents performance on Core Mandate criterion based on the sub-composite score.
33. Evaluation of performance on *Absorption of Allocated Funds (GoK)* was based on actual expenditure at the close of the Financial Year against total receipts (as reflected in the financial reports, which the MDAs applied as the basis for self-evaluation and subsequent moderation by PSPMU). The average absorption rate for the 393 MDAs was 92.97%. This is an improvement compared to 91.58% average absorption rate for the 354 MDAs that were evaluated in the FY 2020/2021. The average absorption rate for Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice) was 94.44%, a slight drop from that of the previous FY 2020/2021 of 94.79%. The absorption rate for State Corporations and Tertiary Institutions was 94.73% and 89.61% respectively, which is an improvement compared to the previous year. A total of 109 out of the 236 State Corporations and 34 out of the 134 Tertiary Institutions fully absorbed the allocated funds. None of the Ministries fully absorbed the allocated funds.
34. Evaluation of performance on *Absorption of Externally Mobilized Funds* was also based on actual expenditure at the close of the Financial Year against total receipts (as reflected in the financial reports). A total of 118 MDAs (18 Ministries, 90 State Corporations and nine (9) Tertiary Institutions) committed on this performance indicator, as reflected in their approved budgets.

The average absorption rate for the 118 MDAs that had this performance indicator was 81.44% which is an improvement compared to 76.17% in the FY 2020/2021. The average absorption rate for the 18 Ministries that had this performance indicator was 73.49%. In the case of the 90 State Corporations that had this performance indicator, the absorption rate was 83.02%, whereas for the nine (9) Tertiary Institutions, the rate was 81.57%.

Two (2) Ministries absorbed less than 50% and none had nil absorption. A total of 50 out of the 90 State Corporations and four (4) out of the nine (9) Tertiary Institutions fully absorbed the allocated funds. For State Corporations, 13 absorbed less than 50% of which four (4) did not absorb any of the externally mobilized funds. In the case of Tertiary Institutions, two (2) absorbed below 50%, with one not absorbing any of the funds.

35. On *Pending Bills*, MDAs were to ensure that Pending Bills incurred during the financial year, if any, did not exceed 1% of the actual budgetary allocation. The average Pending Bills for the 393 MDAs was 2.53% against the target of 1%, an indication that the MDAs are not adhering to the Public Finance Management Act and Regulations on payment of financial obligations. However, this achievement is an improvement from 3.03% that was achieved during the previous FY 2020/2021. The average achievement for Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice), State Corporations and Tertiary Institutions was 1.97%, 2.68% and 2.38%, respectively.
36. Analysis of performance of the 32 State Corporations that had *Pre-tax Profit* as a Performance Indicator, indicates that they incurred a total loss of KSh. 9, 444, 118, 212.47 against a targeted loss of KSh.7, 597,996,202.12. Five (5) State Corporations representing 15.6% targeted to reduce their loss to KSh. 33,900,079,394.00. However, they reduced the loss to KSh. 26,937,825,653.00, hence an improvement of the annual target. It is noted that among the five (5), Kenya Airports Authority realized a Pre-tax profit of KSh. 981,911,000.00 against a targeted loss of KSh. 1,088,000,000.00. This was attributed to the fact that the Authority did not factor in provision for bad debt during the contract period in respect to Kenya Airways.

A total of 27 State Corporations representing 84.4% realized KSh. 17,493,707,440.53 Pre-tax profit against a target of KSh. 26,302,083,191.88, hence falling short of the annual target by 33.5%. Three (3) State Corporations out of the 32, representing 9.4% namely: East African Portland Cement Company Plc; Kenya Industrial Estates; and National Housing Corporation had an improvement of more than 1000% of the annual Target. However, three (3) State Corporations representing 9.4% namely: Pyrethrum Processing Company of Kenya; South Nyanza Sugar Company Limited; and Numerical Machining Complex Limited had their achievements falling short of the annual target by more than 1000%.

Performance of the 32 State Corporations for Pre-tax Profit is

provided in **Annex IX**.

37. During the contract period, 19 State Corporations that had *Dividends to the National Treasury* as a Performance Indicator realized KSh. 10,149,539,792.80 against a target of KSh. 2,478,900,784.20. However, Kenya Pipeline Company Limited remitted special Dividends of KSh. 8,000,000,000.00 against a target of KSh. 300,000,000.00. If Kenya Pipeline Company Limited is excluded from the analysis of the 19 State Corporations, the achievements of the remaining 18 was KSh. 2,149,539,792.80 against a target of KSh. 2,178,900,784.20. Only 11 of the 19 State Corporations representing 57.9% made payment to The National Treasury. A total of 13 State Corporations representing 40.6% that had a Pre-tax Profit as a Performance Indicator did not have targets on Dividends to The National Treasury as a Performance Indicator.
38. A total of 31 State Corporations had *Return on Investment* as a Performance Indicator, out of which, 10 representing 32.3% achieved 100% and above of their annual target. The 10 State Corporations are; East African Portland Cement Company Plc, Kenya Airports Authority, Kenya Pipeline Company Limited, Kenyatta International Convention Centre, National Housing Corporation, Nyayo Tea Zones Development Corporation, School Equipment Production Unit, Kenya Development Corporation Ltd, Kenya Industrial Estates and Kenya National Trading Corporation Limited.
39. The Core Mandate performance criterion consists of operational performance indicators and has the highest weight allocation of 60%. The purpose of this performance criterion is to ensure that MDAs focus their efforts on execution of their respective mandates in order to translate the allocated resources into tangible results for Kenyans. Computation was based on the sub- total weight scores under the Core Mandate criterion for the respective institution, then using the performance evaluation methodology, performance rating for Core Mandate by grade was determined using the criteria value ranges presented in **Table 17**.

Table 17: Performance Rating Value Ranges for Core Mandate

Performance Grade	Composite Score
	Sub-Weight
Excellent	0.60 – 1.44
Very Good	1.44 – 1.80
Good	1.80 - 2.16
Fair	2.16 – 2.40
Poor	2.40– 3.00

The overall performance for the criterion is presented in **Tables 18 to 24** in terms of the number and proportion (percentage) of the MDAs that were within a given performance grade, the top ten and bottom ten ranking in terms of performance for the three categories- Ministries, State Corporations and Tertiary Institutions.

Table 18: Summary of Performance Rating for Core Mandate

Performance Scale	MDAs		
	Ministries	State Corporations	Tertiary Institutions
Excellent	2 (8.70%)	29 (12.29%)	4 (2.99%)
Very Good	2 (8.70%)	103 (43.64%)	47 (35.07%)
Good	16 (69.57%)	84 (35.59%)	66 (49.25%)
Fair	3 (13.04%)	17 (7.20%)	15 (11.19%)
Poor	0	3 (1.27%)	2 (1.02%)
Total	23 (100%)	236 (100%)	134 (100%)

Table 19: Top Five Performing Ministries Based on Core Mandate

S/No.	Ministry	Sub-Total Weighted Score
1.	State House	1.2458
2.	Ministry of Energy	1.7840
3.	Ministry of Foreign Affairs	1.7874
4.	Office of the Deputy President	1.8084

NB: One Ministry has not been listed in **Table 19** for confidential reasons, even though it is within the Top Five Performing Ministries.

Compared to the FY 2020/2021, it is noted that State House and Ministry of Energy have remained among the top five performing Ministries based on Core Mandate with State House having a marginal improvement of 0.3086, while Ministry of Energy had a marginal decline of 0.0069.

Table 20: Bottom Five Performing Ministries Based on Core Mandate

S/No.	Ministry	Sub-Total Weighted Score
1.	Ministry of Tourism and Wildlife	2.1339
2.	Ministry of Agriculture, Livestock, Fisheries and Co-operatives	2.1390
3.	Ministry of ICT, Innovation and Youth Affairs	2.1721
4.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	2.1903
5.	Ministry of Sports, Culture and Heritage	2.2693

Compared to the previous FY 2020/2021, the Ministry of Agriculture, Livestock, Fisheries & Co- operatives and Ministry of Sports, Culture and

Heritage have remained among the bottom five (5) performing Ministries based on Core Mandate. This notwithstanding, the Ministry of Agriculture, Livestock, Fisheries & Co-operatives had a marginal improvement of 0.0112 while the Ministry of Sports, Culture and Heritage had a marginal decline of 0.0253.

In the previous FY 2020/2021, the Ministry of Tourism and Wildlife was among the top five (5) performing Ministries based on the Core Mandate. However, in the FY 2021/2022, the Ministry was among the bottom five (5) performing Ministries in the Core Mandate performance criterion, with a significant decline of 0.3477.

Table 21: Top Ten Performing State Corporations Based on Core Mandate

S/No.	State Corporation	Sub-Total Weighted Score
1.	University of Embu	0.6827
2.	National Irrigation Authority	0.7200
3.	Kenyatta University Teaching and Referral Hospital	0.8082
4.	Tharaka University	0.9200
5.	University of Nairobi	0.9237
6.	Water Resources Authority	0.9703
7.	South Eastern Kenya University	1.0232
8.	Lake Victoria South Water Works Development Agency	1.0279
9.	Kenya Industrial Estates	1.0379
10.	Dedan Kimathi University of Technology	1.0808

Compared to the previous FY 2020/2021, seven (7) State Corporations, namely: University of Embu; National Irrigation Authority; Kenyatta University Teaching and Referral Hospital; Tharaka University; University of Nairobi; South Eastern Kenya University; and Kenya Industrial Estates have remained among the top ten performing State Corporations based on the Core Mandate.

Table 22: Bottom Ten Performing State Corporations Based on Core Mandate

S/No.	State Corporation	Sub-Total Weighted Score
1.	National Oil Corporation of Kenya	2.2833
2.	Numerical Machining Complex Limited	2.3015
3.	Bomas of Kenya Limited	2.3221
4.	South Nyanza Sugar Company Limited	2.3227
5.	Chemelil Sugar Company	2.3522
6.	University of Nairobi Enterprises and Services Limited	2.3734
7.	National Social Security Fund	2.3789
8.	Council of Legal Education	2.4396
9.	Nzoia Sugar Company Limited	2.5219
10.	Bandari Maritime Academy	2.5618

Compared to the previous FY 2020/2021, five (5) State Corporations, namely: National Oil Corporation of Kenya; South Nyanza Sugar Company Limited; University of Nairobi Enterprises and Services Limited; Nzoia Sugar Company Limited; and Bandari Maritime Academy have remained among the bottom ten performing State Corporations based on Core Mandate.

Table 23: Top Ten Performing Tertiary Institutions Based on Core Mandate

S/No.	Tertiary Institution	Sub-Total Weighted Score
1.	Karumo Technical Training Institute	1.0827
2.	Katine Technical Training Institute	1.2249
3.	Sigalagala National Polytechnic	1.2558
4.	Kiirua Technical Training Institute	1.4195

5.	Kenya Technical Trainers College	1.4840
6.	Bureti Technical Training Institute	1.4897
7.	Runyenjes Technical and Vocational College	1.5056
8.	Mukurwe-ini Technical Training Institute	1.5164
9.	Sikri Technical and Vocational College for the Blind and Deaf	1.5198
10.	Michuki Technical Training Institute	1.5267

Compared to the previous FY 2020/2021, four (4) Tertiary Institutions namely: Karumo Technical Training Institute; Katine Technical Training Institute; Kenya Technical Trainers' College; and Michuki Technical Training Institute have remained among the top 10 performing Tertiary Institutions based on the Core Mandate.

Table 24: Bottom Ten Performing Tertiary Institutions Based on Core Mandate

No.	Tertiary Institution	Sub-Total Weighted Score
1.	Laikipia North Technical and Vocational College	2.2710
2.	Laikipia East Technical and Vocational College	2.2762
3.	Kipsinende Technical Training Institute	2.2765
4.	Tinderet Technical and Vocational College	2.2833
5.	Mumias West Technical and Vocational College	2.3150
6.	Butere Technical and Vocational College	2.3317
7.	Kaloleni Technical and Vocational College	2.3460
8.	Masai Technical Training Institute	2.3908
9.	Borabu Technical and Vocational College	2.4003
10.	Baringo South Technical Training Institute	2.4735

Compared to the previous FY 2020/2021, two (2) Tertiary Institutions namely: Butere Technical and Vocational College and Borabu Technical and Vocational College have remained among the bottom ten performing Tertiary Institutions based on the Core Mandate. Butere Technical and Vocational College had a marginal decline of 0.0839, while Borabu Technical and Vocational College had a marginal improvement of 0.0743.

40. The overall average achievement for the 316 MDAs that had *Project Completion Rate* performance indicator was 72.97% compared to 75.78% during the previous FY 2020/2021. The average achievement for Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice), State Corporations and Tertiary Institutions was 72.53%, 81.61% and 61.67% respectively. Performance on *Project Completion Rate* compared to the FY 2020/2021 improved for only the State Corporations (80.70%) and declined for Ministries (73.36%) and Tertiary Institutions (67.00%).

In addition, 113 MDAs (35.76%) achieved 100% *Project Completion Rate*. A total of 191 MDAs (60.44%) achieved a completion rate of 75% and above, whereas 61 translating to 19.3% achieved a rate of between 50% and 74.99%. A total of 64 MDAs translating to 20.25% achieved a rate of less than 50%, while 16 MDAs comprising one (1) Ministry, three (3) State Corporations and 12 Tertiary Institutions achieved a completion rate of zero (0%), representing 5.06%.

41. MDAs were required to implement Presidential Directives issued by H.E. The President and communicated by the Head of the Public Service on specific areas for execution by the relevant MDA including Circulars and Executive Orders. The overall average achievement for the 393 MDAs that had *Implementation of Presidential Directives* Performance Indicator was 89.23%. The average achievement for Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice), State Corporations and Tertiary Institutions was 87.51%, 92.31% and 84.13% respectively.

In addition, 271 MDAs (68.96%) achieved 100% on *Implementation of Presidential Directives*. A total of 321 MDAs (81.68%) achieved 75% and above, whereas 50 translating to 12.72% achieved between 50% and 74.99%. A total of 21 MDAs translating to 5.34% achieved less than 50%. Four (4) MDAs comprising one (1) Ministry and three (3) State Corporations achieved 0% representing 1.02%.

42. All MDAs were required to allocate at least 30% of the annual procurement budget to Youth, Women and Persons With Disabilities

(Access to Government Procurement Opportunities) as part of the Government’s commitment to economic empowerment. Analysis of performance for this Performance Indicator during the FY 2021/2022 indicates that tenders worth KSh. 74,381,975,071.89 were awarded against a target of KSh. 63,607,093,695.56, hence surpassing the target by 16.94%. On average, Tertiary Institutions achieved 87.79% compared to 96.49% and 125.06% for Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice) and State Corporations, respectively, as indicated in **Table 25** below.

Table 25: Access to Government Procurement Opportunities

Category of Institution	Target (KSh.)	Achievement (KSh.)	Achievement (%)
Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice	14,014,149,875.81	13,522,729,811.84	96.49
State Corporations	46,473,655,450.47	58,120,740,866.55	125.06
Tertiary Institutions	3,119,288,369.28	2,738,504,373.50	87.79
Total	63,607,093,695.56	74,381,975,071.89	116.94

The overall target for the FY 2021/2022 increased by KSh. 2,124,894,626.39 from the previous FY 2020/2021. The performance of this indicator for State Corporations improved from 90.84% to 125.06% while, Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice), improved from 62.49% to 96.49%. There was a marked improvement in performance for Tertiary Institutions from 59.12% to 87.79%.

43. The Government’s initiative to alleviate unemployment among the Youth is facilitated by among others, ensuring that the Youth gain requisite skills and workplace experience to enable them make informed decisions and improve their chances of securing gainful employment. The *Youth Internships/Industrial Attachments/Apprenticeships* Performance Indicator contributes to this affirmative initiative. During the FY 2021/2022, 56,878 Youth were engaged by 392 MDAs (One State Corporation did not have this indicator due to the nature of

its operations) against a target of 40,560, hence surpassing the annual target by 40.23%. The performance on this indicator is presented in **Table 26** below.

Table 26: Youth Internships/Industrial Attachments/Apprenticeships

MDA Category	Target (No.)	Achievement (No.)	Achievement (%)
Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice	14,625	14,548	99.47
State Corporations	24,002	39,468	164.44
Tertiary Institutions	1,933	2,862	148.06
Total	40,560	56,878	140.23

It is noted that the overall achievement for this performance indicator during the FY 2021/2022 improved by 16,318 against the overall target of 40,560. This improvement may be attributed to the capacity of MDAs to engage more Youth after relaxation of the COVID-19 protocols and restrictions, including working from home and maintaining lean staff while observing social distance at the workplaces, that were hitherto in place.

The performance of State Corporations and Tertiary Institutions compared to the previous financial year improved from 114.87% to 164.44% and 112.49% to 148.06% respectively, while that of Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice) improved from 64.55% to 99.47%.

44. All the 393 MDAs committed to implement *Corruption Prevention* performance indicator towards the fight against corruption. The commitment (deliverables) for this performance indicator were: Undertake a Corruption Risk Assessment and develop a Corruption Risk Mitigation Plan; Implement measures emanating from the

Corruption Risk Mitigation Plan as per the implementation matrix; and Submit quarterly performance reports to EACC using the prescribed reporting format. These deliverables are foundations for appropriate institutional infrastructure to address corruption prevention in MDAs.

The average achievement for the 393 MDAs based on this commitment was 64.65%, an improvement from the previous year's achievement of 58.65%. Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice), State Corporations and Tertiary Institutions average achievement was 51.06%, 76.2% and 46.64% respectively.

Performance on *Corruption Prevention* improved in the three categories compared to the last financial year where Ministries (including State House, Office of the Deputy President and Office of the Attorney General & Department of Justice), State Corporations and Tertiary Institutions achieved 49.51%, 67.41% and 40.13% respectively.

In addition, 56 MDAs (14.25%), achieved 100% on *Corruption Prevention*. A total of 204 MDAs translating to 51.91% achieved 75% and above, whereas 78 (19.85%) achieved between 50% and 74.99%. A total of 111 MDAs translating to 28.24% achieved less than 50%. A total of 52 MDAs (13.23%) comprising five (5) Ministries, 19 State Corporations and 28 Tertiary Institutions had nil achievement on this performance indicator.

CHAPTER FIVE

OBSERVATIONS AND RECOMMENDATIONS

45. This Chapter focuses on observations arising from both the evaluation exercise and analysis of performance of MDAs for the FY 2021/2022. It also includes proposed recommendations towards the improvement of Performance Contracting. This is presented in **Table 27** below.

Table 27: Observations and Recommendations

S/No.	Observation	Recommendation
1.	MDAs attributed their under-achievement of the committed performance targets, partly to budgetary cuts and late release of exchequer.	There is a need to ensure full adherence to approved budgets and timely release of the exchequer.
2.	A standard Performance Management System recognizes performance incentives and sanctions, as a key ingredient of spurring performance at both institutional, as well as individual level. However, it is noted that although the Performance Rewards and Sanctions Framework for the Public Service, May, 2016 has provision for the same, it is not explicit on the financial rewards.	There is a need for the Salaries and Remuneration Commission to fastrack finalization and roll-out of the Policy Framework for Recognizing Productivity and Performance in the Public Service, in order to address the disparate application of financial incentives in MDAs and in turn spur performance.
3.	Majority of the PCs that underwent negotiations, vetting and review were not signed by the signatories as required.	All the approved PCs by PSPMU should be signed by the signatories as stipulated in the Performance Contracting Guidelines and attendant Circulars.

S/No.	Observation	Recommendation
4.	Most PCs for MDAs that were submitted to PSPMU for the online Review (Quality Assurance) did not fully comply with the Performance Contracting Guidelines and the support guides in the GPCIS. Hence, the Review took inordinately long period, thereby affecting the Performance Contracting cycle and timelines.	PC Coordinators in Ministries should ensure that the PCs for Ministries, State Corporations and Tertiary Institutions undergo thorough negotiations and vetting as per the approved Performance Contracting Guidelines and the GPCIS support guides, before submission to PSPMU for Review.
5.	There is improvement in performance in Ministries and State Corporations, compared to performance during the previous FY 2020/2021, but a decline in Tertiary Institutions.	There is a need to ensure continuity in release of the Annual Performance Evaluation Reports, for continual improvement of performance in MDAs. In addition, there is a need to ensure that Performance Contracting in MDAs is steered by the top leadership, including hands-on coordination by the Ministerial Performance Management Committees.
6.	It has been noted that a number of State Corporations have inadequate and substantive staff, thus adversely affecting the institutional performance. Some of the staff are either deployed or seconded from the Parent Ministry or from other Government Agencies.	There is a need to ensure that State Corporations are sufficiently staffed to enable them to execute their mandates efficiently and effectively.
7.	It has been noted with concern that some Specialized Agencies are not undertaking assessment of their respective performance indicators objectively, as evidenced by the high number of appeals that were made by the	Specialized Agencies need to undertake assessment of their respective performance indicators objectively. In addition, Specialized Agencies should not pass over any attendant costs (capacity

S/No.	Observation	Recommendation
	MDAs. In addition, MDAs raised concerns in regard to exorbitant costs charged by some Specialized Agencies and offloaded to them in regard to implementation of some cross-cutting performance indicators.	buildings, sensitizations, audits etc.) of implementing their specific performance indicators to MDAs.
8.	PSPMU is currently superintending over 400 MDAs, a mandate that requires adequate staffing and funding.	There is a need to adequately fund and staff PSPMU in order to efficiently and effectively deliver its mandate.

Annex I: Performance of MDAs Based on MTEF Sector Working Groups

S/No.	Ministry/State Corporation/Tertiary Institution	Composite Score
1.	Ministry of Lands and Physical Planning	3.4527
2.	Ministry of Agriculture, Livestock, Fisheries and Co-operatives	3.6987
	Average Performance for Ministries (Agriculture, Rural and Urban Development) Sector Working Group	3.5757
3.	Kenya Plant Health Inspectorate Services	2.6006
4.	Pest Control Products Board	2.7281
5.	Tea Board of Kenya	2.8223
6.	Agricultural Finance Corporation	2.8380
7.	Kenya Dairy Board	2.8783
8.	Kenya Marine and Fisheries Research Institute	2.8872
9.	National Biosafety Authority	2.9321
10.	Agriculture and Food Authority	2.9335
11.	Kenya Animal Genetic Resources Centre	2.9938
12.	Kenya Fisheries Service	2.9942
13.	Nyayo Tea Zones Development Corporation	3.0198
14.	Kenya Seed Company Limited	3.0329
15.	Bukura Agricultural College	3.0561
16.	Commodities Fund	3.0743
17.	Kenya Agricultural and Livestock Research Organization	3.0841
18.	Warehouse Receipts System Council	3.1027
19.	Fish Levy Trust Fund	3.1500
20.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.2026
21.	Kenya Fish Marketing Authority	3.2663
22.	Pyrethrum Processing Company of Kenya	3.3216

23.	Kenya Veterinary Board	3.3311
24.	National Cereals and Produce Board	3.3558
25.	Agricultural Development Corporation	3.3940
26.	Agro - Chemical & Food Company Ltd.	3.3979
27.	New Kenya Co-operative Creameries Limited	3.4229
28.	New Kenya Planters Co-operative Union	3.4544
29.	Kenya Veterinary Vaccines Production Institute	3.7274
30.	Chemelil Sugar Company	3.8987
31.	South Nyanza Sugar Company Limited	3.9257
32.	Nzoia Sugar Company Limited	3.9497
	Average Performance for State Corporations (Agriculture, Rural and Urban Development Sector Working Group)	3.1925
33.	Ministry of Education	3.2465
	Average Performance for Ministry (Education Sector Working Group)	3.2465
34.	University of Embu	1.7272
35.	Tharaka University	1.9727
36.	University of Nairobi	2.1807
37.	South Eastern Kenya University	2.2496
38.	Dedan Kimathi University of Technology	2.2663
39.	Multimedia University of Kenya	2.2735
40.	Kenya Institute of Curriculum Development	2.2740
41.	Karumo Technical Training Institute	2.2775
42.	Chuka University	2.3543
43.	Sigalagala National Polytechnic	2.3628
44.	Katine Technical Training Institute	2.4563
45.	Kenya National Commission for UNESCO	2.4719
46.	Masinde Muliro University of Science and Technology	2.4966

47.	Kibabii University	2.5340
48.	University of Kabianga	2.5406
49.	Kenyatta University	2.5519
50.	Michuki Technical Training Institute	2.6335
51.	Rongo University	2.6370
52.	Murang'a University of Technology	2.6781
53.	Kenya Technical Trainers College	2.6793
54.	Kiirua Technical Training Institute	2.6888
55.	Taita Taveta University	2.6942
56.	Kenya Institute of Special Education	2.7042
57.	Tom Mboya University	2.7072
58.	Laikipia University	2.7089
59.	Technical University of Mombasa	2.7121
60.	Technical and Vocational Education and Training Authority	2.7144
61.	The Nyeri National Polytechnic	2.7397
62.	Meru National Polytechnic	2.7398
63.	Runyenjes Technical and Vocational College	2.7400
64.	Higher Education Loans Board	2.7537
65.	Kirinyaga University	2.7620
66.	The Kitale National Polytechnic	2.7742
67.	Centre for Mathematics, Science and Technology Education in Africa	2.7821
68.	Mukurwe-Ini Technical Training Institute	2.7839
69.	Kenya Education Management Institute	2.7999
70.	Kisii National Polytechnic	2.8019
71.	Turkana University College	2.8083
72.	Sikri Technical and Vocational College for the Blind and Deaf	2.8090
73.	Kenya Coast National Polytechnic	2.8117

74.	Jaramogi Oginga Odinga University of Science and Technology	2.8217
75.	Kiambu Institute of Science and Technology	2.8249
76.	Machakos University	2.8369
77.	Jomo Kenyatta University of Agriculture and Technology	2.8526
78.	Nairobi Technical Training Institute	2.8565
79.	Matili Technical Training Institute	2.8612
80.	University of Eldoret	2.8653
81.	Kisii University	2.8695
82.	TVET Curriculum Development, Assessment and Certification Council	2.8848
83.	Nuu Technical and Vocational College	2.8859
84.	The Kisumu National Polytechnic	2.8869
85.	Kenya Literature Bureau	2.8871
86.	Maseno University	2.8943
87.	Mitunguu Technical Training Institute	2.9083
88.	Kenya Universities and Colleges Central Placement Service	2.9112
89.	Alupe University	2.9220
90.	The Kabete National Polytechnic	2.9343
91.	The Universities Fund	2.9370
92.	Coast Institute of Technology	2.9395
93.	National Commission for Science, Technology and Innovation	2.9487
94.	Siaya Institute of Technology	2.9552
95.	Bomet University College	2.9574
96.	Kenya National Examinations Council	2.9641
97.	Rift Valley Technical Training Institute	2.9725
98.	Wote Technical Training Institute	2.9957
99.	Moi University	3.0056

100.	Mathenge Technical Training Institute	3.0075
101.	Siala Technical Training Institute	3.0107
102.	Kenya Institute For The Blind	3.0140
103.	Rift Valley Institute of Science and Technology	3.0284
104.	Baringo Technical College	3.0296
105.	Sang'alo Institute of Technology	3.0301
106.	Aldai Technical Training Institute	3.0344
107.	Muraga Technical Training Institute	3.0362
108.	Karen Technical Training Institute For The Deaf	3.0414
109.	Maasai Mara University	3.0516
110.	Paramount Chief Kinyanjui Technical Training Institute	3.0527
111.	N'kabune Technical Training Institute	3.0650
112.	Ugenya Technical and Vocational College	3.0675
113.	The Eldoret National Polytechnic	3.0681
114.	The Co-operative University of Kenya	3.0683
115.	Bumbe Technical Training Institute	3.0709
116.	Thika Technical Training Institute	3.0819
117.	Friends College, Kaimosi	3.0959
118.	Ndia Technical and Vocational College	3.0998
119.	Lugari Diploma Teachers' Training College	3.1053
120.	Kaimosi Friends University	3.1056
121.	Masinga Technical and Vocational College	3.1140
122.	Pwani University	3.1164
123.	Bunyala Technical and Vocational College	3.1204
124.	Egerton University	3.1215
125.	Nyandarua National Polytechnic	3.1275
126.	Biosafety Appeals Board	3.1293
127.	Godoma Technical Training Institute	3.1333

128.	Mathira Technical and Vocational College	3.1373
129.	Kagumo Teachers Training College	3.1403
130.	Bureti Technical Training Institute	3.1406
131.	Mathioya Technical and Vocational College	3.1516
132.	Machakos Technical Institute For The Blind	3.1581
133.	Ugunja Technical and Vocational College	3.1602
134.	St. Paul's Kibabii Diploma Teachers College	3.1680
135.	Kisiwa Technical Training Institute	3.1713
136.	O'llessos Technical Training Institute	3.1720
137.	Kendege Technical and Vocational College	3.1764
138.	Bushiangala Technical Training Institute	3.1818
139.	National Research Fund	3.1950
140.	North Eastern National Polytechnic	3.1979
141.	Ramogi Institute of Advanced Technology	3.1983
142.	Endebess Technical Training Institute	3.2045
143.	Shamberere Technical Training Institute	3.2149
144.	Tharaka Technical and Vocational College	3.2212
145.	Meru University of Science and Technology	3.2226
146.	Naivasha Technical and Vocational College	3.2331
147.	Kasarani Technical and Vocational College	3.2383
148.	Keroka Technical Training Institute	3.2410
149.	Kipipiri Technical and Vocational College	3.2505
150.	Maasai Mara Technical and Vocational College	3.2516
151.	Kaiboi Technical Training Institute	3.2621
152.	Kimasian Technical and Vocational College	3.2720
153.	Ikutha Technical and Vocational College	3.2746
154.	Moiben Technical and Vocational College	3.2816
155.	Kajiado West Technical and Vocational College	3.2918
156.	Karatina University	3.2983

157.	Laisamis Technical and Vocational College	3.3042
158.	Ahmed Shahame Mwidani Technical Training Institute	3.3158
159.	Bondo Technical and Vocational College	3.3225
160.	Emsos Technical Training Institute	3.3230
161.	Kipsoen Technical and Vocational College	3.3299
162.	Tseikuru Technical Training Institute	3.3464
163.	Bungoma North Technical and Vocational College	3.3641
164.	The Kenya National Qualifications Authority	3.3776
165.	Jeremiah Nyagah Technical Institute	3.3796
166.	Mawego Technical Training Institute	3.3796
167.	Nachu Technical and Vocational College	3.3819
168.	Ziwa Technical Training Institute	3.4102
169.	Mabera Technical and Vocational College	3.4269
170.	Belgut Technical and Vocational College	3.4311
171.	Sot Technical Training Institute	3.4323
172.	School Equipment Production Unit	3.4368
173.	Mukiria Technical Training Institute	3.4384
174.	Gatundu South Technical and Vocational College	3.4477
175.	Seme Technical and Vocational College	3.4500
176.	Navakholo Technical and Vocational College	3.4512
177.	Narok West Technical Training Institute	3.4550
178.	David M. Wambuli Technical and Vocational College	3.4591
179.	Koitaleel Samoei University	3.4639
180.	Gatanga Technical and Vocational College	3.4643
181.	Gitwebe Technical Training Institute	3.4701
182.	Eldama Ravine Technical and Vocational College	3.4702
183.	Sirisia Technical and Vocational College	3.4706
184.	Jomo Kenyatta Foundation	3.4750

185.	Kenya National Innovation Agency	3.4777
186.	Ekerubo Gietai Technical Training Institute	3.4778
187.	Emurua Dikirr Technical and Vocational College	3.4890
188.	Technical University of Kenya	3.5109
189.	Chuka Technical and Vocational College	3.5113
190.	Kiptaragon Technical and Vocational College	3.5182
191.	Koshin Technical Training Institute	3.5197
192.	Awendo Technical and Vocational College	3.5258
193.	Omuga Technical and Vocational College	3.5315
194.	Musakasa Technical Training Institute	3.5469
195.	Kapcherop Technical and Vocational College	3.5505
196.	National Council for Nomadic Education in Kenya	3.5705
197.	Emining Technical Training Institute	3.5808
198.	Kipkabus Technical and Vocational College	3.5983
199.	Sotik Technical Training Institute	3.6009
200.	Garissa University	3.6166
201.	Nyakach Technical and Vocational College	3.6352
202.	Sabatia Technical and Vocational College	3.6423
203.	St. Joseph's Technical Institute For The Deaf, Nyang'oma	3.6456
204.	Weru Technical and Vocational College	3.6464
205.	Rangwe Technical and Vocational College	3.6476
206.	Butere Technical and Vocational College	3.6519
207.	Mungatsi Technical and Vocational College	3.6557
208.	Chamasiri Technical and Vocational College	3.6648
209.	Kiminini Technical and Vocational College	3.6859
210.	Okame Technical and Vocational College	3.6998
211.	Riragia Technical and Vocational College	3.7356
212.	Laikipia East Technical and Vocational College	3.7435

213.	Commission for University Education	3.7473
214.	Wanga Technical and Vocational College	3.7542
215.	University of Nairobi Enterprises and Services Limited	3.7634
216.	Msambweni Technical and Vocational College	3.7691
217.	Konoin Technical Training Institute	3.7930
218.	Masai Technical Training Institute	3.8242
219.	Kipsinende Technical Training Institute	3.8454
220.	Kaloleni Technical and Vocational College	3.8699
221.	Tinderet Technical and Vocational College	3.9020
222.	Webuye West Technical and Vocational College	3.9263
223.	Taveta Technical and Vocational College	3.9336
224.	Dr. Daniel Wako Murende Technical and Vocational College	3.9579
225.	Mumias West Technical and Vocational College	3.9617
226.	Laikipia North Technical and Vocational College	3.9860
227.	Borabu Technical and Vocational College	4.0674
228.	Baringo South Technical Training Institute	4.3296
	Average Performance for State Corporations and Tertiary Institutions (Education Sector Working Group)	3.1587
229.	Ministry of Water, Sanitation and Irrigation	3.2744
230.	Ministry of Environment and Forestry	3.4408
	Average Performance for Ministries (Environmental Protection, Water and Natural Resources Sector Working Group)	3.3576
231.	National Irrigation Authority	1.7729
232.	Water Resources Authority	2.0515
233.	Lake Victoria South Water Works Development Agency	2.1180
234.	Central Rift Valley Water Works Development Agency	2.3856

235.	Tanathi Water Works Development Agency	2.4974
236.	Athi Water Works Development Agency	2.6694
237.	Regional Centre on Groundwater Resources, Education, Training and Research	2.7272
238.	Water Services Regulatory Board	2.8056
239.	Tana Water Works Development Agency	2.8892
240.	Kenya Forestry Research Institute	2.9011
241.	Water Sector Trust Fund	2.9731
242.	National Water Harvesting and Storage Authority	3.0120
243.	National Environment Trust Fund	3.0929
244.	Northern Water Works Development Agency	3.1030
245.	Kenya Forest Service	3.1109
246.	Lake Victoria North Water Works Development Agency	3.1453
247.	National Environment Management Authority	3.1641
248.	North Rift Valley Water Works Development Agency	3.1871
249.	Kenya Water Institute	3.2147
250.	Coast Water Works Development Agency	3.2830
251.	Kenya Water Towers Agency	3.5159
252.	Hydrologists Registration Board	3.5730
	Average Performance for State Corporations (Environmental Protection, Water and Natural Resources Sector Working Group)	2.8724
253.	Ministry of East African Community and Regional Development	3.4119
254.	Ministry of Tourism and Wildlife	3.5148
255.	Ministry of Industrialization, Trade and Enterprise Development	3.6662
	Average Performance for Ministries (General Economic and Commercial Affairs Sector Working Group)	3.5310
256.	Kenya Industrial Estates	2.1269

257.	Tourism Fund	2.2648
258.	Kenya Industrial Research and Development Institute	2.3404
259.	Kenya Tourism Board	2.6327
260.	Kenya National Trading Corporation Limited	2.6446
261.	Sacco Societies Regulatory Authority	2.7909
262.	Kenya Industrial Property Institute	2.9722
263.	Kenya Wildlife Service	2.9849
264.	Kenyatta International Convention Centre	2.9994
265.	Kenya Export Promotion and Branding Agency	3.0200
266.	Kerio Valley Development Authority	3.0278
267.	East African Portland Cement Company Plc	3.0304
268.	Anti-Counterfeit Authority	3.0437
269.	Tana and Athi Rivers Development Authority	3.0542
270.	Kenya Accreditation Service	3.0913
271.	Coast Development Authority	3.1017
272.	Kenya Utalii College	3.1250
273.	Lake Basin Development Authority	3.1508
274.	Kenya Bureau of Standards	3.1620
275.	Ewaso Ng'iro South River Basin Development Authority	3.1658
276.	Export Processing Zones Authority	3.1673
277.	Kenya Leather Development Council	3.1866
278.	Tourism Regulatory Authority	3.2290
279.	Micro and Small Enterprises Authority	3.3476
280.	Numerical Machining Complex Limited	3.6467
281.	Special Economic Zones Authority	3.6660
282.	Kenya Trade Remedies Agency	3.7200
283.	Bomas of Kenya Limited	3.7356
	Average Performance for State Corporations (General Economic and Commercial Affairs Sector Working	3.0510

	Group)	
284.	Office of the Attorney General and Department of Justice	3.1336
285.	Ministry of Interior and Coordination of National Government	3.2377
	Average Performance for Ministries (Governance, Justice, Law and Order Sector Working Group)	3.1857
286.	Witness Protection Agency	2.3501
287.	National Transport and Safety Authority	2.7828
288.	National Authority for the Campaign Against Alcohol and Drug Abuse	2.8783
289.	National Crime Research Centre	2.8937
290.	Business Registration Service	2.9560
291.	NGOs Coordination Board	3.0185
292.	Kenya Law Reform Commission	3.0285
293.	Kenya School of Law	3.0625
294.	Kenya Copyright Board	3.1185
295.	National Council for Law Reporting	3.3000
296.	Nairobi Centre for International Arbitration	3.3354
297.	Private Security Regulatory Authority	3.7228
298.	Council of Legal Education	3.7518
	Average Performance for State Corporations (Governance, Justice, Law and Order Sector Working Group)	3.0922
299.	Kenyatta University Teaching and Referral Hospital	1.8555
300.	Moi Teaching and Referral Hospital	2.5612
301.	Kenya Medical Training College	2.8559
302.	Kenyatta National Hospital	2.9131
303.	National Aids Control Council	2.9722
304.	National Hospital Insurance Fund	3.0910
305.	Kenya Medical Research Institute	3.1187

306.	Kenya Medical Supplies Authority	3.1709
307.	National Cancer Institute	3.3340
308.	Kenya Nuclear Regulatory Authority	3.7141
309.	Kenya Medical Practitioners and Dentists Council	3.8202
	Average Performance for State Corporations (Health Sector Working Group)	3.0370
310.	Ministry of Energy	3.0330
311.	Ministry of Petroleum and Mining	3.1632
312.	Ministry of ICT, Innovation and Youth Affairs	3.6636
313.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	3.6662
	Average Performance for Ministries. (Energy, Infrastructure and ICT Sector Working Group)	3.3815
314.	Kenya Urban Roads Authority	2.3385
315.	Energy & Petroleum Regulatory Authority	2.6018
316.	Kenya Roads Board	2.6275
317.	Rural Electrification and Renewable Energy Corporation	2.6294
318.	Kenya Pipeline Company Limited	2.7070
319.	Konza Technopolis Development Authority	2.7233
320.	Kenya National Highways Authority	2.7865
321.	Kenya Institute of Mass Communication	2.7915
322.	National Housing Corporation	2.8762
323.	Kenya Rural Roads Authority	2.8770
324.	Media Council of Kenya	2.8839
325.	Communications Authority of Kenya	2.8859
326.	Geothermal Development Company Limited	2.9171
327.	Kenya Railways Corporation	2.9240
328.	The Engineers Board of Kenya	2.9342
329.	Nuclear Power and Energy Agency	2.9363

330.	Kenya Civil Aviation Authority	2.9433
331.	National Construction Authority	2.9782
332.	Kenya Film Classification Board	3.0217
333.	Kenya Yearbook Editorial Board	3.0311
334.	Kenya Airports Authority	3.1197
335.	Kenya Electricity Generating Company Plc	3.1207
336.	Kenya Film Commission	3.1428
337.	Information and Communication Technology Authority	3.1859
338.	Kenya Power and Lighting Company Limited	3.2557
339.	Kenya National Shipping Line	3.3182
340.	Kenya Electricity Transmission Company	3.3593
341.	LAPSSET Corridor Development Authority	3.3946
342.	National Oil Corporation of Kenya	3.5008
343.	Kenya Maritime Authority	3.5639
344.	Kenya Broadcasting Corporation	3.5668
345.	Postal Corporation of Kenya	3.6740
346.	Bandari Maritime Academy	3.9845
	Average Performance for State Corporations (Energy, Infrastructure and ICT Sector Working Group)	3.0485
	Average Performance for Ministries (National Security Sector Working Group)	2.0677
347.	Kenya Space Agency	2.6784
348.	Kenya Ordnance Factories Corporation	3.1969
	Average Performance for State Corporations (National Security Sector Working Group)	2.9377
349.	State House	2.2953
350.	Office of the Deputy President	3.0510
351.	The National Treasury and Planning	3.1173
352.	Ministry of Public Service, Gender, Senior Citizens Affairs and Special Programmes	3.1656

353.	Ministry of Foreign Affairs	3.2181
354.	Ministry of Devolution	3.2473
	Average Performance for Ministries (Public Administration and International Relations Sector Working Group)	3.0158
355.	Women Enterprise Fund	2.6436
356.	Insurance Regulatory Authority	2.6532
357.	National Council for Population and Development	2.6598
358.	Capital Markets Authority	2.7671
359.	Retirement Benefits Authority	2.7685
360.	Competition Authority of Kenya	2.7768
361.	Kenya Revenue Authority	2.7889
362.	Kenya Accountants and Secretaries National Examinations Board	2.8546
363.	Kenya Deposit Insurance Corporation	2.8587
364.	Uwezo Fund	2.8833
365.	Kenya Vision 2030 Delivery Board	2.9165
366.	Kenya Investment Authority	2.9252
367.	Kenya Development Corporation Ltd.	2.9471
368.	Policy Holders Compensation Fund	2.9479
369.	Public Procurement Regulatory Authority	2.9750
370.	National Youth Service	2.9991
371.	Kenya National Bureau of Statistics	3.0583
372.	Kenya Institute for Public Policy Research and Analysis	3.0682
373.	Unclaimed Financial Assets Authority	3.0763
374.	National Youth Council	3.1118
375.	National Government Constituencies Development Fund	3.1784
376.	Youth Enterprise Development Fund	3.2377
	Average Performance for State Corporations (Public	2.9135

	Administration and International Relations Sector Working Group)	
377.	Ministry of Labour	3.2145
378.	Ministry of Sports, Culture and Heritage	3.9864
	Average Performance for Ministries (Social Protection, Culture and Recreation Sector Working Group)	3.6005
379.	National Government Affirmative Action Fund	2.5118
380.	Kenya National Library Services	2.5340
381.	Kenya Cultural Centre	2.7830
382.	Anti-Doping Agency of Kenya	2.7991
383.	Anti-Female Genital Mutilation Board	2.9541
384.	National Employment Authority	3.1079
385.	National Council for Persons With Disabilities	3.1505
386.	Sports Kenya	3.2298
387.	Kenya Academy of Sports	3.2562
388.	National Industrial Training Authority	3.4612
389.	National Social Security Fund	3.5272
390.	National Museums of Kenya	3.5736
391.	Sports, Arts and Social Development Fund	3.8421
392.	National Council for Children's Services	3.8604
	Average Performance for State Corporations (Social Protection, Culture and Recreation Sector Working Group)	3.1851

NB: One Ministry has not been listed in the Annex for confidential reasons.

Annex II: Performance Evaluation Results for Ministries/State House/Office of the Deputy President/Office of the Attorney General and Department of Justice

S/No.	Ministry/State House/Office of the Deputy President/Office of the Attorney General and Department of Justice	Composite Score
EXCELLENT		
1.	State House	2.2953
VERY GOOD		
	None	
GOOD		
2.	Ministry of Energy	3.0330
3.	Office of the Deputy President	3.0510
4.	The National Treasury and Planning	3.1173
5.	Office of the Attorney General and Department of Justice	3.1336
6.	Ministry of Petroleum and Mining	3.1632
7.	Ministry of Public Service, Gender, Senior Citizens Affairs and Special Programmes	3.1656
8.	Ministry of Labour	3.2145
9.	Ministry of Foreign Affairs	3.2181
10.	Ministry of Interior and Coordination of National Government	3.2377
11.	Ministry of Education	3.2465
12.	Ministry of Devolution	3.2473
13.	Ministry of Water, Sanitation and Irrigation	3.2744
14.	Ministry of East African Community and Regional Development	3.4119
15.	Ministry of Environment and Forestry	3.4408
16.	Ministry of Lands and Physical Planning	3.4527
17.	Ministry of Tourism and Wildlife	3.5148

FAIR		
18.	Ministry of ICT, Innovation and Youth Affairs	3.6636
19.	Ministry of Industrialization, Trade and Enterprise Development	3.6662
20.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	3.6662
21.	Ministry of Agriculture, Livestock, Fisheries and Co-operatives	3.6987
22.	Ministry of Sports, Culture and Heritage	3.9864
POOR		
	None	
23.	Ministry of Health	5.0000
24.	Cabinet Affairs Office	5.0000
25.	Nairobi Metropolitan Services	5.0000

* Ministry of Health, Cabinet Affairs Office and Nairobi Metropolitan Services did not have their Performance Contracts vetted, reviewed and implemented and were scored a Composite Score of 5.0000

NB: One Ministry is not listed in the Annex for confidential reasons.

Annex III: Performance Evaluation Results for State Corporations

S/No.	State Corporation	Composite Score
EXCELLENT		
1.	University of Embu	1.7272
2.	National Irrigation Authority	1.7729
3.	Kenyatta University Teaching and Referral Hospital	1.8555
4.	Tharaka University	1.9727
5.	Water Resources Authority	2.0515
6.	Lake Victoria South Water Works Development Agency	2.1180
7.	Kenya Industrial Estates	2.1269
8.	University of Nairobi	2.1807
9.	South Eastern Kenya University	2.2496
10.	Tourism Fund	2.2648
11.	Dedan Kimathi University of Technology	2.2663
12.	Multimedia University of Kenya	2.2735
13.	Kenya Institute of Curriculum Development	2.2740
14.	Kenya Urban Roads Authority	2.3385
15.	Kenya Industrial Research and Development Institute	2.3404
16.	Witness Protection Agency	2.3501
17.	Chuka University	2.3543
18.	Central Rift Valley Water Works Development Agency	2.3856
VERY GOOD		
19.	Kenya National Commission for UNESCO	2.4719
20.	Masinde Muliro University of Science and	2.4966

	Technology	
21.	Tanathi Water Works Development Agency	2.4974
22.	National Government Affirmative Action Fund	2.5118
23.	Kenya National Library Services	2.5340
24.	Kibabii University	2.5340
25.	University of Kabianga	2.5406
26.	Kenyatta University	2.5519
27.	Moi Teaching and Referral Hospital	2.5612
28.	Kenya Plant Health Inspectorate Services	2.6006
29.	Energy & Petroleum Regulatory Authority	2.6018
30.	Kenya Roads Board	2.6275
31.	Rural Electrification and Renewable Energy Corporation	2.6294
32.	Kenya Tourism Board	2.6327
33.	Rongo University	2.6370
34.	Women Enterprise Fund	2.6436
35.	Kenya National Trading Corporation Limited	2.6446
36.	Insurance Regulatory Authority	2.6532
37.	National Council for Population and Development	2.6598
38.	Athi Water Works Development Agency	2.6694
39.	Murang'a University of Technology	2.6781
40.	Kenya Space Agency	2.6784
41.	Taita Taveta University	2.6942
42.	Kenya Institute of Special Education	2.7042
43.	Kenya Pipeline Company Limited	2.7070
44.	Tom Mboya University	2.7072
45.	Laikipia University	2.7089

46.	Technical University of Mombasa	2.7121
47.	Technical and Vocational Education and Training Authority	2.7144
48.	Konza Technopolis Development Authority	2.7233
49.	Regional Centre on Groundwater Resources, Education, Training and Research	2.7272
50.	Pest Control Products Board	2.7281
51.	Higher Education Loans Board	2.7537
52.	Kirinyaga University	2.7620
53.	Capital Markets Authority	2.7671
54.	Retirement Benefits Authority	2.7685
55.	Competition Authority of Kenya	2.7768
56.	Centre for Mathematics, Science and Technology Education in Africa	2.7821
57.	National Transport and Safety Authority	2.7828
58.	Kenya Cultural Centre	2.7830
59.	Kenya National Highways Authority	2.7865
60.	Kenya Revenue Authority	2.7889
61.	Sacco Societies Regulatory Authority	2.7909
62.	Kenya Institute of Mass Communication	2.7915
63.	Anti-Doping Agency of Kenya	2.7991
64.	Kenya Education Management Institute	2.7999
65.	Water Services Regulatory Board	2.8056
66.	Turkana University College	2.8083
67.	Jaramogi Oginga Odinga University of Science and Technology	2.8217
68.	Tea Board of Kenya	2.8223
69.	Machakos University	2.8369
70.	Agricultural Finance Corporation	2.8380

71.	Jomo Kenyatta University of Agriculture and Technology	2.8526
72.	Kenya Accountants and Secretaries National Examinations Board	2.8546
73.	Kenya Medical Training College	2.8559
74.	Kenya Deposit Insurance Corporation	2.8587
75.	University of Eldoret	2.8653
76.	Kisii University	2.8695
77.	National Housing Corporation	2.8762
78.	Kenya Rural Roads Authority	2.8770
79.	Kenya Dairy Board	2.8783
80.	National Authority for the Campaign Against Alcohol and Drug Abuse	2.8783
81.	Uwezo Fund	2.8833
82.	Media Council of Kenya	2.8839
83.	TVET Curriculum Development, Assessment and Certification Council	2.8848
84.	Communications Authority of Kenya	2.8859
85.	Kenya Literature Bureau	2.8871
86.	Kenya Marine and Fisheries Research Institute	2.8872
87.	Tana Water Works Development Agency	2.8892
88.	National Crime Research Centre	2.8937
89.	Maseno University	2.8943
90.	Kenya Forestry Research Institute	2.9011
91.	Kenya Universities and Colleges Central Placement Service	2.9112
92.	Kenyatta National Hospital	2.9131
93.	Kenya Vision 2030 Delivery Board	2.9165
94.	Geothermal Development Company Limited	2.9171

95.	Alupe University	2.9220
96.	Kenya Railways Corporation	2.9240
97.	Kenya Investment Authority	2.9252
98.	National Biosafety Authority	2.9321
99.	Agriculture and Food Authority	2.9335
100.	The Engineers Board of Kenya	2.9342
101.	Nuclear Power and Energy Agency	2.9363
102.	The Universities Fund	2.9370
103.	Kenya Civil Aviation Authority	2.9433
104.	Kenya Development Corporation Ltd.	2.9471
105.	Policy Holders Compensation Fund	2.9479
106.	National Commission for Science, Technology and Innovation	2.9487
107.	Anti-Female Genital Mutilation Board	2.9541
108.	Business Registration Service	2.9560
109.	Bomet University College	2.9574
110.	Kenya National Examinations Council	2.9641
111.	Kenya Industrial Property Institute	2.9722
112.	National Aids Control Council	2.9722
113.	Water Sector Trust Fund	2.9731
114.	Public Procurement Regulatory Authority	2.9750
115.	National Construction Authority	2.9782
116.	Kenya Wildlife Service	2.9849
117.	Kenya Animal Genetic Resources Centre	2.9938
118.	Kenya Fisheries Service	2.9942
119.	National Youth Service	2.9991
120.	Kenyatta International Convention Centre	2.9994
	GOOD	
121.	Moi University	3.0056

122.	National Water Harvesting and Storage Authority	3.0120
123.	Kenya Institute For The Blind	3.0140
124.	NGOs Coordination Board	3.0185
125.	Nyayo Tea Zones Development Corporation	3.0198
126.	Kenya Export Promotion and Branding Agency	3.0200
127.	Kenya Film Classification Board	3.0217
128.	Kerio Valley Development Authority	3.0278
129.	Kenya Law Reform Commission	3.0285
130.	East African Portland Cement Company Plc	3.0304
131.	Kenya Yearbook Editorial Board	3.0311
132.	Kenya Seed Company Limited	3.0329
133.	Anti-Counterfeit Authority	3.0437
134.	Maasai Mara University	3.0516
135.	Tana and Athi Rivers Development Authority	3.0542
136.	Bukura Agricultural College	3.0561
137.	Kenya National Bureau of Statistics	3.0583
138.	Kenya School of Law	3.0625
139.	Kenya Institute for Public Policy Research and Analysis	3.0682
140.	The Co-operative University of Kenya	3.0683
141.	Commodities Fund	3.0743
142.	Unclaimed Financial Assets Authority	3.0763
143.	Kenya Agricultural and Livestock Research Organization	3.0841
144.	National Hospital Insurance Fund	3.0910
145.	Kenya Accreditation Service	3.0913

146.	National Environment Trust Fund	3.0929
147.	Coast Development Authority	3.1017
148.	Warehouse Receipts System Council	3.1027
149.	Northern Water Works Development Agency	3.1030
150.	Kaimosi Friends University	3.1056
151.	National Employment Authority	3.1079
152.	Kenya Forest Service	3.1109
153.	National Youth Council	3.1118
154.	Pwani University	3.1164
155.	Kenya Copyright Board	3.1185
156.	Kenya Medical Research Institute	3.1187
157.	Kenya Airports Authority	3.1197
158.	Kenya Electricity Generating Company Plc	3.1207
159.	Egerton University	3.1215
160.	Kenya Utalii College	3.1250
161.	Biosafety Appeals Board	3.1293
162.	Kenya Film Commission	3.1428
163.	Lake Victoria North Water Works Development Agency	3.1453
164.	Fish Levy Trust Fund	3.1500
165.	National Council for Persons With Disabilities	3.1505
166.	Lake Basin Development Authority	3.1508
167.	Kenya Bureau of Standards	3.1620
168.	National Environment Management Authority	3.1641
169.	Ewaso Ng'iro South River Basin Development Authority	3.1658
170.	Export Processing Zones Authority	3.1673
171.	Kenya Medical Supplies Authority	3.1709

172.	National Government Constituencies Development Fund	3.1784
173.	Information and Communication Technology Authority	3.1859
174.	Kenya Leather Development Council	3.1866
175.	North Rift Valley Water Works Development Agency	3.1871
176.	National Research Fund	3.1950
177.	Kenya Ordnance Factories Corporation	3.1969
178.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.2026
179.	Kenya Water Institute	3.2147
180.	Meru University of Science and Technology	3.2226
181.	Tourism Regulatory Authority	3.2290
182.	Sports Kenya	3.2298
183.	Youth Enterprise Development Fund	3.2377
184.	Kenya Power and Lighting Company Limited	3.2557
185.	Kenya Academy of Sports	3.2562
186.	Kenya Fish Marketing Authority	3.2663
187.	Coast Water Works Development Agency	3.2830
188.	Karatina University	3.2983
189.	National Council for Law Reporting	3.3000
190.	Kenya National Shipping Line	3.3182
191.	Pyrethrum Processing Company of Kenya	3.3216
192.	Kenya Veterinary Board	3.3311
193.	National Cancer Institute	3.3340
194.	Nairobi Centre for International Arbitration	3.3354
195.	Micro and Small Enterprises Authority	3.3476

196.	National Cereals and Produce Board	3.3558
197.	Kenya Electricity Transmission Company	3.3593
198.	The Kenya National Qualifications Authority	3.3776
199.	Agricultural Development Corporation	3.3940
200.	LAPSSET Corridor Development Authority	3.3946
201.	Agro - Chemical & Food Company Ltd.	3.3979
202.	New Kenya Co-operative Creameries Limited	3.4229
203.	School Equipment Production Unit	3.4368
204.	New Kenya Planters Co-operative Union	3.4544
205.	National Industrial Training Authority	3.4612
206.	Koitaleel Samoei University	3.4639
207.	Jomo Kenyatta Foundation	3.4750
208.	Kenya National Innovation Agency	3.4777
209.	National Oil Corporation of Kenya	3.5008
210.	Technical University of Kenya	3.5109
211.	Kenya Water Towers Agency	3.5159
212.	National Social Security Fund	3.5272
213.	Kenya Maritime Authority	3.5639
214.	Kenya Broadcasting Corporation	3.5668
215.	National Council for Nomadic Education in Kenya	3.5705
216.	Hydrologists Registration Board	3.5730
217.	National Museums of Kenya	3.5736
	FAIR	
218.	Garissa University	3.6166
219.	Numerical Machining Complex Limited	3.6467
220.	Special Economic Zones Authority	3.6660

221.	Postal Corporation of Kenya	3.6740
222.	Kenya Nuclear Regulatory Authority	3.7141
223.	Kenya Trade Remedies Agency	3.7200
224.	Private Security Regulatory Authority	3.7228
225.	Kenya Veterinary Vaccines Production Institute	3.7274
226.	Bomas of Kenya Limited	3.7356
227.	Commission for University Education	3.7473
228.	Council of Legal Education	3.7518
229.	University of Nairobi Enterprises and Services Limited	3.7634
230.	Kenya Medical Practitioners and Dentists Council	3.8202
231.	Sports, Arts and Social Development Fund	3.8421
232.	National Council for Children's Services	3.8604
233.	Chemelil Sugar Company	3.8987
234.	South Nyanza Sugar Company Limited	3.9257
235.	Nzoia Sugar Company Limited	3.9497
236.	Bandari Maritime Academy	3.9845
	POOR	
	None	
237.	Kenya Meat Commission*	5.0000
238.	Scrap Metal Council*	5.0000
239.	Fire Arms Licensing Board*	5.0000
240.	Child Welfare Society*	5.0000
241.	Ewaso Ng'iro North River Basin Development Authority*	5.0000
242.	National Drought Management Authority*	5.0000
243.	Kenya School of Government*	5.0000
244.	Kenya Post Office Savings Bank Ltd*	5.0000

245.	Kenya Reinsurance Corporation*	5.0000
246.	Kenya Trade Network Agency*	5.0000
247.	Privatization Commission*	5.0000
248.	Kenya Ports Authority*	5.0000
249.	Wildlife Research and Training Institute*	5.0000

*State Corporations that were defined in the GPCIS but did not have their Performance Contracts vetted, reviewed and implemented and were scored a Composite Score of 5.0000

**Annex IV: Performance Evaluation Results for State Corporations
by Functional Category**

1. Public Universities

S/No.	State Corporation	Composite Score
1.	University of Embu	1.7272
2.	Tharaka University	1.9727
3.	University of Nairobi	2.1807
4.	South Eastern Kenya University	2.2496
5.	Dedan Kimathi University of Technology	2.2663
6.	Multimedia University of Kenya	2.2735
7.	Chuka University	2.3543
8.	Masinde Muliro University of Science and Technology	2.4966
9.	Kibabii University	2.5340
10.	University of Kabianga	2.5406
11.	Kenyatta University	2.5519
12.	Rongo University	2.6370
13.	Murang'a University of Technology	2.6781
14.	Taita Taveta University	2.6942
15.	Tom Mboya University	2.7072
16.	Laikipia University	2.7089
17.	Technical University of Mombasa	2.7121
18.	Kirinyaga University	2.7620
19.	Turkana University College	2.8083
20.	Jaramogi Oginga Odinga University of Science and Technology	2.8217
21.	Machakos University	2.8369
22.	Jomo Kenyatta University of Agriculture and Technology	2.8526

23.	University of Eldoret	2.8653
24.	Kisii University	2.8695
25.	Maseno University	2.8943
26.	Alupe University	2.9220
27.	Bomet University College	2.9574
28.	Moi University	3.0056
29.	Maasai Mara University	3.0516
30.	The Co-operative University of Kenya	3.0683
31.	Kaimosi Friends University	3.1056
32.	Pwani University	3.1164
33.	Egerton University	3.1215
34.	Meru University of Science and Technology	3.2226
35.	Karatina University	3.2983
36.	Koitaleel Samoei University	3.4639
37.	Technical University of Kenya	3.5109
38.	Garissa University	3.6166
Average Composite Score		2.7752

2. Training and Research

S/No.	State Corporation	Composite Score
1.	Kenya Industrial Research and Development Institute	2.3404
2.	Regional Centre on Groundwater Resources, Education, Training and Research	2.7272
3.	Kenya Marine and Fisheries Research Institute	2.8872
4.	National Crime Research Centre	2.8937
5.	Kenya Forestry Research Institute	2.9011
6.	Kenya Institute for Public Policy	3.0682

	Research and Analysis	
7.	Kenya Agricultural and Livestock Research Organization	3.0841
8.	Kenya Medical Research Institute	3.1187
9.	Kenya Academy of Sports	3.2562
Average Composite Score		2.9196

3. Service

S/No.	State Corporation	Composite Score
1.	Kenyatta University Teaching and Referral Hospital	1.8555
2.	Water Resources Authority	2.0515
3.	Lake Victoria South Water Works Development Agency	2.1180
4.	Tourism Fund	2.2648
5.	Kenya Institute of Curriculum Development	2.2740
6.	Kenya Urban Roads Authority	2.3385
7.	Witness Protection Agency	2.3501
8.	Central Rift Valley Water Works Development Agency	2.3856
9.	Kenya National Commission for UNESCO	2.4719
10.	Tanathi Water Works Development Agency	2.4974
11.	Kenya National Library Services	2.5340
12.	Moi Teaching and Referral Hospital	2.5612
13.	Rural Electrification and Renewable Energy Corporation	2.6294
14.	Kenya Tourism Board	2.6327
15.	Women Enterprise Fund	2.6436

16.	National Council for Population and Development	2.6598
17.	Athi Water Works Development Agency	2.6694
18.	Kenya Institute of Special Education	2.7042
19.	Konza Technopolis Development Authority	2.7233
20.	Higher Education Loans Board	2.7537
21.	Centre for Mathematics, Science and Technology Education in Africa	2.7821
22.	Kenya Cultural Centre	2.7830
23.	Kenya National Highways Authority	2.7865
24.	Kenya Revenue Authority	2.7889
25.	Kenya Accountants and Secretaries National Examinations Board	2.8546
26.	Kenya Rural Roads Authority	2.8770
27.	National Authority for the Campaign Against Alcohol and Drug Abuse	2.8783
28.	Uwezo Fund	2.8833
29.	TVET Curriculum Development, Assessment and Certification Council	2.8848
30.	Tana Water Works Development Agency	2.8892
31.	Kenya Universities and Colleges Central Placement Service	2.9112
32.	Kenyatta National Hospital	2.9131
33.	Kenya Vision 2030 Delivery Board	2.9165
34.	Geothermal Development Company Limited	2.9171
35.	Nuclear Power and Energy Agency	2.9363
36.	Anti-Female Genital Mutilation Board	2.9541
37.	Kenya National Examinations Council	2.9641
38.	Kenya Industrial Property Institute	2.9722
39.	National Aids Control Council	2.9722

40.	Water Sector Trust Fund	2.9731
41.	Kenya Wildlife Service	2.9849
42.	Kenya Animal Genetic Resources Centre	2.9938
43.	National Youth Service	2.9991
44.	National Water Harvesting and Storage Authority	3.0120
45.	Kenya Export Promotion and Branding Agency	3.0200
46.	Kenya Law Reform Commission	3.0285
47.	Kenya Yearbook Editorial Board	3.0311
48.	Kenya National Bureau of Statistics	3.0583
49.	National Environment Trust Fund	3.0929
50.	Northern Water Works Development Agency	3.1030
51.	Kenya Forest Service	3.1109
52.	National Youth Council	3.1118
53.	Lake Victoria North Water Works Development Agency	3.1453
54.	National Council for Persons With Disabilities	3.1505
55.	Kenya Medical Supplies Authority	3.1709
56.	National Government Constituencies Development Fund	3.1784
57.	Kenya Leather Development Council	3.1866
58.	North Rift Valley Water Works Development Agency	3.1871
59.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.2026
60.	Sports Kenya	3.2298
61.	Youth Enterprise Development Fund	3.2377
62.	Kenya Fish Marketing Authority	3.2663
63.	Coast Water Works Development Agency	3.2830

64.	National Council for Law Reporting	3.3000
65.	National Cancer Institute	3.3340
66.	Nairobi Centre for International Arbitration	3.3354
67.	Kenya Electricity Transmission Company	3.3593
68.	Agricultural Development Corporation	3.3940
69.	Kenya National Innovation Agency	3.4777
70.	Kenya Water Towers Agency	3.5159
71.	National Council for Nomadic Education in Kenya	3.5705
72.	National Museums of Kenya	3.5736
73.	Bomas of Kenya Limited	3.7356
74.	National Council for Children's Services	3.8604
Average Composite Score		2.9351

4. Financial

S/No.	State Corporation	Composite Score
1.	Kenya Industrial Estates	2.1269
2.	National Government Affirmative Action Fund	2.5118
3.	Kenya Roads Board	2.6275
4.	Kenya National Trading Corporation Limited	2.6446
5.	Agricultural Finance Corporation	2.8380
6.	Kenya Deposit Insurance Corporation	2.8587
7.	The Universities Fund	2.9370
8.	Kenya Development Corporation Ltd.	2.9471
9.	Policy Holders Compensation Fund	2.9479
10.	Commodities Fund	3.0743
11.	National Hospital Insurance Fund	3.0910

12.	Fish Levy Trust Fund	3.1500
13.	National Research Fund	3.1950
14.	Kenya National Shipping Line	3.3182
15.	National Social Security Fund	3.5272
16.	Sports, Arts and Social Development Fund	3.8421
Average Composite Score		2.9773

5. Regulatory

S/No.	State Corporation	Composite Score
1.	National Irrigation Authority	1.7729
2.	Kenya Plant Health Inspectorate Services	2.6006
3.	Energy & Petroleum Regulatory Authority	2.6018
4.	Insurance Regulatory Authority	2.6532
5.	Kenya Space Agency	2.6784
6.	Technical and Vocational Education and Training Authority	2.7144
7.	Pest Control Products Board	2.7281
8.	Capital Markets Authority	2.7671
9.	Retirement Benefits Authority	2.7685
10.	Competition Authority of Kenya	2.7768
11.	National Transport and Safety Authority	2.7828
12.	Sacco Societies Regulatory Authority	2.7909
13.	Anti-Doping Agency of Kenya	2.7991
14.	Water Services Regulatory Board	2.8056
15.	Tea Board of Kenya	2.8223
16.	Kenya Dairy Board	2.8783
17.	Media Council of Kenya	2.8839
18.	Communications Authority of Kenya	2.8859

19.	Kenya Investment Authority	2.9252
20.	National Biosafety Authority	2.9321
21.	Agriculture and Food Authority	2.9335
22.	The Engineers Board of Kenya	2.9342
23.	Kenya Civil Aviation Authority	2.9433
24.	National Commission for Science, Technology and Innovation	2.9487
25.	Business Registration Service	2.9560
26.	Public Procurement Regulatory Authority	2.9750
27.	National Construction Authority	2.9782
28.	Kenya Fisheries Service	2.9942
29.	NGOs Coordination Board	3.0185
30.	Kenya Film Classification Board	3.0217
31.	Anti-Counterfeit Authority	3.0437
32.	Unclaimed Financial Assets Authority	3.0763
33.	Kenya Accreditation Service	3.0913
34.	Warehouse Receipts System Council	3.1027
35.	National Employment Authority	3.1079
36.	Kenya Copyright Board	3.1185
37.	Biosafety Appeals Board	3.1293
38.	Kenya Film Commission	3.1428
39.	Kenya Bureau of Standards	3.1620
40.	National Environment Management Authority	3.1641
41.	Export Processing Zones Authority	3.1673
42.	Information and Communication Technology Authority	3.1859
43.	Tourism Regulatory Authority	3.2290
44.	Kenya Veterinary Board	3.3311
45.	Micro and Small Enterprises Authority	3.3476

46.	The Kenya National Qualifications Authority	3.3776
47.	LAPSSET Corridor Development Authority	3.3946
48.	National Industrial Training Authority	3.4612
49.	Kenya Maritime Authority	3.5639
50.	Hydrologists Registration Board	3.5730
51.	Special Economic Zones Authority	3.6660
52.	Kenya Nuclear Regulatory Authority	3.7141
53.	Kenya Trade Remedies Agency	3.7200
54.	Private Security Regulatory Authority	3.7228
55.	Commission for University Education	3.7473
56.	Council of Legal Education	3.7518
57.	Kenya Medical Practitioners and Dentists Council	3.8202
Average Composite Score		3.0734

6. Regional Development Authorities

S/No.	State Corporation	Composite Score
1.	Kerio Valley Development Authority	3.0278
2.	Tana and Athi Rivers Development Authority	3.0542
3.	Coast Development Authority	3.1017
4.	Lake Basin Development Authority	3.1508
5.	Ewaso Ng'iro South River Basin Development Authority	3.1658
Average Composite Score		3.1001

7. Tertiary Education

S/No.	State Corporation	Composite Score
1.	Kenya Institute of Mass Communication	2.7915
2.	Kenya Education Management Institute	2.7999
3.	Kenya Medical Training College	2.8559
4.	Kenya Institute For The Blind	3.0140
5.	Bukura Agricultural College	3.0561
6.	Kenya School of Law	3.0625
7.	Kenya Utalii College	3.1250
8.	Kenya Water Institute	3.2147
9.	Bandari Maritime Academy	3.9845
Average Composite Score		3.1005

8. Commercial/Manufacturing

S/No.	State Corporation	Composite Score
1.	Kenya Pipeline Company Limited	2.7070
2.	National Housing Corporation	2.8762
3.	Kenya Literature Bureau	2.8871
4.	Kenya Railways Corporation	2.9240
5.	Kenyatta International Convention Centre	2.9994
6.	Nyayo Tea Zones Development Corporation	3.0198
7.	East African Portland Cement Company Plc	3.0304
8.	Kenya Seed Company Limited	3.0329
9.	Kenya Airports Authority	3.1197
10.	Kenya Electricity Generating Company Plc	3.1207
11.	Kenya Ordnance Factories Corporation	3.1969

12.	Kenya Power and Lighting Company Limited	3.2557
13.	Pyrethrum Processing Company of Kenya	3.3216
14.	National Cereals and Produce Board	3.3558
15.	Agro - Chemical & Food Company Ltd.	3.3979
16.	New Kenya Co-operative Creameries Limited	3.4229
17.	School Equipment Production Unit	3.4368
18.	New Kenya Planters Co-operative Union	3.4544
19.	Jomo Kenyatta Foundation	3.4750
20.	National Oil Corporation of Kenya	3.5008
21.	Kenya Broadcasting Corporation	3.5668
22.	Numerical Machining Complex Limited	3.6467
23.	Postal Corporation of Kenya	3.6740
24.	Kenya Veterinary Vaccines Production Institute	3.7274
25.	University of Nairobi Enterprises and Services Limited	3.7634
26.	Chemelil Sugar Company	3.8987
27.	South Nyanza Sugar Company Limited	3.9257
28.	Nzoia Sugar Company Limited	3.9497
Average Composite Score		3.3460

Annex V: Performance Evaluation Results for Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
1.	Karumo Technical Training Institute	2.2775
2.	Sigalagala National Polytechnic	2.3628
VERY GOOD		
3.	Katine Technical Training Institute	2.4563
4.	Michuki Technical Training Institute	2.6335
5.	Kenya Technical Trainers College	2.6793
6.	Kiirua Technical Training Institute	2.6888
7.	The Nyeri National Polytechnic	2.7397
8.	Meru National Polytechnic	2.7398
9.	Runyenjes Technical and Vocational College	2.7400
10.	The Kitale National Polytechnic	2.7742
11.	Mukurwe-Ini Technical Training Institute	2.7839
12.	Kisii National Polytechnic	2.8019
13.	Sikri Technical and Vocational College For The Blind and Deaf	2.8090
14.	Kenya Coast National Polytechnic	2.8117
15.	Kiambu Institute of Science and Technology	2.8249
16.	Nairobi Technical Training Institute	2.8565
17.	Matili Technical Training Institute	2.8612
18.	Nuu Technical and Vocational College	2.8859
19.	The Kisumu National Polytechnic	2.8869
20.	Mitunguu Technical Training Institute	2.9083

21.	The Kabete National Polytechnic	2.9343
22.	Coast Institute of Technology	2.9395
23.	Siaya Institute of Technology	2.9552
24.	Rift Valley Technical Training Institute	2.9725
25.	Wote Technical Training Institute	2.9957
	GOOD	
26.	Mathenge Technical Training Institute	3.0075
27.	Siala Technical Training Institute	3.0107
28.	Rift Valley Institute of Science and Technology	3.0284
29.	Baringo Technical College	3.0296
30.	Sang'alo Institute of Technology	3.0301
31.	Aldai Technical Training Institute	3.0344
32.	Muraga Technical Training Institute	3.0362
33.	Karen Technical Training Institute For The Deaf	3.0414
34.	Paramount Chief Kinyanjui Technical Training Institute	3.0527
35.	N'kabune Technical Training Institute	3.0650
36.	Ugenya Technical and Vocational College	3.0675
37.	The Eldoret National Polytechnic	3.0681
38.	Bumbe Technical Training Institute	3.0709
39.	Thika Technical Training Institute	3.0819
40.	Friends College, Kaimosi	3.0959
41.	Ndia Technical and Vocational College	3.0998
42.	Lugari Diploma Teachers' Training College	3.1053

43.	Masinga Technical and Vocational College	3.1140
44.	Bunyala Technical and Vocational College	3.1204
45.	Nyandarua National Polytechnic	3.1275
46.	Godoma Technical Training Institute	3.1333
47.	Mathira Technical and Vocational College	3.1373
48.	Kagumo Teachers Training College	3.1403
49.	Bureti Technical Training Institute	3.1406
50.	Mathioya Technical and Vocational College	3.1516
51.	Machakos Technical Institute For The Blind	3.1581
52.	Ugunja Technical and Vocational College	3.1602
53.	St. Paul's Kibabii Diploma Teachers College	3.1680
54.	Kisiwa Technical Training Institute	3.1713
55.	Ol'lessos Technical Training Institute	3.1720
56.	Kendege Technical and Vocational College	3.1764
57.	Bushiangala Technical Training Institute	3.1818
58.	North Eastern National Polytechnic	3.1979
59.	Ramogi Institute of Advanced Technology	3.1983
60.	Endebess Technical Training Institute	3.2045
61.	Shamberere Technical Training Institute	3.2149
62.	Tharaka Technical and Vocational College	3.2212

63.	Naivasha Technical and Vocational College	3.2331
64.	Kasarani Technical and Vocational College	3.2383
65.	Keroka Technical Training Institute	3.2410
66.	Kipipiri Technical and Vocational College	3.2505
67.	Maasai Mara Technical and Vocational College	3.2516
68.	Kaiboi Technical Training Institute	3.2621
69.	Kimasian Technical and Vocational College	3.2720
70.	Ikutha Technical and Vocational College	3.2746
71.	Moiben Technical and Vocational College	3.2816
72.	Kajiado West Technical and Vocational College	3.2918
73.	Laisamis Technical and Vocational College	3.3042
74.	Ahmed Shahame Mwidani Technical Training Institute	3.3158
75.	Bondo Technical and Vocational College	3.3225
76.	Emsos Technical Training Institute	3.3230
77.	Kipsoen Technical and Vocational College	3.3299
78.	Tseikuru Technical Training Institute	3.3464
79.	Bungoma North Technical and Vocational College	3.3641
80.	Jeremiah Nyagah Technical Institute	3.3796
81.	Mawego Technical Training Institute	3.3796
82.	Nachu Technical and Vocational College	3.3819

83.	Ziwa Technical Training Institute	3.4102
84.	Mabera Technical and Vocational College	3.4269
85.	Belgut Technical and Vocational College	3.4311
86.	Sot Technical Training Institute	3.4323
87.	Mukiria Technical Training Institute	3.4384
88.	Gatundu South Technical and Vocational College	3.4477
89.	Seme Technical and Vocational College	3.4500
90.	Navakholo Technical and Vocational College	3.4512
91.	Narok West Technical Training Institute	3.4550
92.	David M. Wambuli Technical and Vocational College	3.4591
93.	Gatanga Technical and Vocational College	3.4643
94.	Gitwebe Technical Training Institute	3.4701
95.	Eldama Ravine Technical and Vocational College	3.4702
96.	Sirisia Technical and Vocational College	3.4706
97.	Ekerubo Gietai Technical Training Institute	3.4778
98.	Emurua Dikirr Technical and Vocational College	3.4890
99.	Chuka Technical and Vocational College	3.5113
100.	Kiptaragon Technical and Vocational College	3.5182
101.	Koshin Technical Training Institute	3.5197
102.	Awendo Technical and Vocational	3.5258

	College	
103.	Omuga Technical and Vocational College	3.5315
104.	Musakasa Technical Training Institute	3.5469
105.	Kapcherop Technical and Vocational College	3.5505
106.	Emining Technical Training Institute	3.5808
107.	Kipkabus Technical and Vocational College	3.5983
	FAIR	
108.	Sotik Technical Training Institute	3.6009
109.	Nyakach Technical and Vocational College	3.6352
110.	Sabatia Technical and Vocational College	3.6423
111.	St. Joseph's Technical Institute For The Deaf, Nyang'oma	3.6456
112.	Weru Technical and Vocational College	3.6464
113.	Rangwe Technical and Vocational College	3.6476
114.	Butere Technical and Vocational College	3.6519
115.	Mungatsi Technical and Vocational College	3.6557
116.	Chamasiri Technical and Vocational College	3.6648
117.	Kiminini Technical and Vocational College	3.6859
118.	Okame Technical and Vocational College	3.6998
119.	Riragia Technical and Vocational College	3.7356

120.	Laikipia East Technical and Vocational College	3.7435
121.	Wanga Technical and Vocational College	3.7542
122.	Msambweni Technical and Vocational College	3.7691
123.	Konoin Technical Training Institute	3.7930
124.	Masai Technical Training Institute	3.8242
125.	Kipsinende Technical Training Institute	3.8454
126.	Kaloleni Technical and Vocational College	3.8699
127.	Tinderet Technical and Vocational College	3.9020
128.	Webuye West Technical and Vocational College	3.9263
129.	Taveta Technical and Vocational College	3.9336
130.	Dr. Daniel Wako Murende Technical and Vocational College	3.9579
131.	Mumias West Technical and Vocational College	3.9617
132.	Laikipia North Technical and Vocational College	3.9860
	POOR	
133.	Borabu Technical and Vocational College	4.0674
134.	Baringo South Technical Training Institute	4.3296
135.	Mandera Technical and Vocational College*	5.0000

* Mandera Technical and Vocational College was placed on Performance Contract but did not present evidence to support achievement levels during the evaluation.

Annex VI: Performance Evaluation Results for Teacher Training Colleges

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
	None	
GOOD		
1.	Lugari Diploma Teachers' Training College	3.1053
2.	Kagumo Teachers Training College	3.1403
3.	St. Paul's Kibabii Diploma Teachers College	3.1680
FAIR		
	None	
POOR		
	None	

Annex VII: Performance Evaluation Results for Technical Training Institutes

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
1.	Karumo Technical Training Institute	2.2775
VERY GOOD		
2.	Katine Technical Training Institute	2.4563
3.	Michuki Technical Training Institute	2.6335
4.	Kiirua Technical Training Institute	2.6888
5.	Runyenjes Technical and Vocational College	2.7400
6.	Mukurwe-Ini Technical Training Institute	2.7839
7.	Sikri Technical and Vocational College for the Blind and Deaf	2.8090
8.	Kiambu Institute of Science and Technology	2.8249
9.	Nairobi Technical Training Institute	2.8565
10.	Matili Technical Training Institute	2.8612
11.	Nuu Technical and Vocational College	2.8859
12.	Mitunguu Technical Training Institute	2.9083
13.	Coast Institute of Technology	2.9395
14.	Siaya Institute of Technology	2.9552
15.	Rift Valley Technical Training Institute	2.9725
16.	Wote Technical Training Institute	2.9957
GOOD		
17.	Mathenge Technical Training Institute	3.0075
18.	Siala Technical Training Institute	3.0107
19.	Rift Valley Institute of Science and Technology	3.0284
20.	Baringo Technical College	3.0296
21.	Sang'alo Institute of Technology	3.0301

22.	Aldai Technical Training Institute	3.0344
23.	Muraga Technical Training Institute	3.0362
24.	Karen Technical Training Institute For The Deaf	3.0414
25.	Paramount Chief Kinyanjui Technical Training Institute	3.0527
26.	N'kabune Technical Training Institute	3.0650
27.	Ugenya Technical and Vocational College	3.0675
28.	Bumbe Technical Training Institute	3.0709
29.	Thika Technical Training Institute	3.0819
30.	Friends College, Kaimosi	3.0959
31.	Ndia Technical and Vocational College	3.0998
32.	Masinga Technical and Vocational College	3.1140
33.	Bunyala Technical and Vocational College	3.1204
34.	Godoma Technical Training Institute	3.1333
35.	Mathira Technical and Vocational College	3.1373
36.	Bureti Technical Training Institute	3.1406
37.	Mathioya Technical and Vocational College	3.1516
38.	Machakos Technical Institute For The Blind	3.1581
39.	Ugunja Technical and Vocational College	3.1602
40.	Kisiwa Technical Training Institute	3.1713
41.	Ol'lessos Technical Training Institute	3.1720
42.	Kendege Technical and Vocational College	3.1764
43.	Bushiangala Technical Training Institute	3.1818
44.	Ramogi Institute of Advanced Technology	3.1983
45.	Endebess Technical Training Institute	3.2045
46.	Shamberere Technical Training Institute	3.2149
47.	Tharaka Technical and Vocational College	3.2212
48.	Naivasha Technical and Vocational College	3.2331

49.	Kasarani Technical and Vocational College	3.2383
50.	Keroka Technical Training Institute	3.2410
51.	Kipipiri Technical and Vocational College	3.2505
52.	Maasai Mara Technical and Vocational College	3.2516
53.	Kaiboi Technical Training Institute	3.2621
54.	Kimasian Technical and Vocational College	3.2720
55.	Ikutha Technical and Vocational College	3.2746
56.	Moiben Technical and Vocational College	3.2816
57.	Kajiado West Technical and Vocational College	3.2918
58.	Laisamis Technical and Vocational College	3.3042
59.	Ahmed Shahame Mwidani Technical Training Institute	3.3158
60.	Bondo Technical and Vocational College	3.3225
61.	Emsos Technical Training Institute	3.3230
62.	Kipsoen Technical and Vocational College	3.3299
63.	Tseikuru Technical Training Institute	3.3464
64.	Bungoma North Technical and Vocational College	3.3641
65.	Jeremiah Nyagah Technical Institute	3.3796
66.	Mawego Technical Training Institute	3.3796
67.	Nachu Technical and Vocational College	3.3819
68.	Ziwa Technical Training Institute	3.4102
69.	Mabera Technical and Vocational College	3.4269
70.	Belgut Technical and Vocational College	3.4311
71.	Sot Technical Training Institute	3.4323
72.	Mukiria Technical Training Institute	3.4384
73.	Gatundu South Technical and Vocational College	3.4477

74.	Seme Technical and Vocational College	3.4500
75.	Navakholo Technical and Vocational College	3.4512
76.	Narok West Technical Training Institute	3.4550
77.	David M. Wambuli Technical and Vocational College	3.4591
78.	Gatanga Technical and Vocational College	3.4643
79.	Gitwebe Technical Training Institute	3.4701
80.	Eldama Ravine Technical and Vocational College	3.4702
81.	Sirisia Technical and Vocational College	3.4706
82.	Ekerubo Gietai Technical Training Institute	3.4778
83.	Emurua Dikirr Technical and Vocational College	3.4890
84.	Chuka Technical and Vocational College	3.5113
85.	Kiptaragon Technical and Vocational College	3.5182
86.	Koshin Technical Training Institute	3.5197
87.	Awendo Technical and Vocational College	3.5258
88.	Omuga Technical and Vocational College	3.5315
89.	Musakasa Technical Training Institute	3.5469
90.	Kapcherop Technical and Vocational College	3.5505
91.	Emining Technical Training Institute	3.5808
92.	Kipkabus Technical and Vocational College	3.5983
FAIR		
93.	Sotik Technical Training Institute	3.6009
94.	Nyakach Technical and Vocational College	3.6352
95.	Sabatia Technical and Vocational College	3.6423
96.	St. Joseph's Technical Institute For The Deaf, Nyang'oma	3.6456
97.	Weru Technical and Vocational College	3.6464
98.	Rangwe Technical and Vocational College	3.6476

99.	Butere Technical and Vocational College	3.6519
100.	Mungatsi Technical and Vocational College	3.6557
101.	Chamasiri Technical and Vocational College	3.6648
102.	Kiminini Technical and Vocational College	3.6859
103.	Okame Technical and Vocational College	3.6998
104.	Riragia Technical and Vocational College	3.7356
105.	Laikipia East Technical and Vocational College	3.7435
106.	Wanga Technical and Vocational College	3.7542
107.	Msambweni Technical and Vocational College	3.7691
108.	Konoin Technical Training Institute	3.7930
109.	Masai Technical Training Institute	3.8242
110.	Kipsinende Technical Training Institute	3.8454
111.	Kaloleni Technical and Vocational College	3.8699
112.	Tinderet Technical and Vocational College	3.9020
113.	Webuye West Technical and Vocational College	3.9263
114.	Taveta Technical and Vocational College	3.9336
115.	Dr. Daniel Wako Murende Technical and Vocational College	3.9579
116.	Mumias West Technical and Vocational College	3.9617
117.	Laikipia North Technical and Vocational College	3.9860
POOR		
118.	Borabu Technical and Vocational College	4.0674
119.	Baringo South Technical Training Institute	4.3296

Annex VIII: Performance Evaluation Results for National Polytechnics

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
1.	Sigalagala National Polytechnic	2.3628
VERY GOOD		
2.	Kenya Technical Trainers College	2.6793
3.	The Nyeri National Polytechnic	2.7397
4.	Meru National Polytechnic	2.7398
5.	The Kitale National Polytechnic	2.7742
6.	Kisii National Polytechnic	2.8019
7.	Kenya Coast National Polytechnic	2.8117
8.	The Kisumu National Polytechnic	2.8869
9.	The Kabete National Polytechnic	2.9343
GOOD		
10.	The Eldoret National Polytechnic	3.0681
11.	Nyandarua National Polytechnic	3.1275
12.	North Eastern National Polytechnic	3.1979
FAIR		
	None	
POOR		
	None	

Annex IX: Performance Evaluation Results on Pre-tax Profit for State Corporations

S/No.	State Corporation	Target for Pre-tax Profit (KSh.)	Achievement for Pre-tax Profit (KSh.)
1	Kenya Railways Corporation	(31,656,242,394.00)	(24,982,516,451.00)
2	Kenya Airports Authority	(1,088,000,000.00)	981,911,000.00
3	National Cereals and Produce Board	(959,400,000.00)	(2,337,499,901.00)
4	Agro - Chemical & Food Company Ltd.	(94,437,000.00)	(311,077,000.00)
5	Pyrethrum Processing Company of Kenya	100,000.00	(120,702,000.00)
6	National Housing Corporation	1,000,000.00	132,872,014.00
7	New Kenya Planters Co-operative Union	3,000,000.00	0
8	Kenyatta International Convention Centre	3,813,454.00	35,544,535.00
9	Numerical Machining Complex Limited	4,610,000.00	(59,193,273.00)
10	University of Nairobi Enterprises and Services Limited	15,138,176.00	(12,314,691.00)
11	Kenya Veterinary Vaccines Production Institute	17,000,000.00	(75,403,000.00)
12	South Nyanza Sugar Company Limited	24,040,359.88	(535,922,266.47)
13	East African Portland Cement	24,360,000.00	529,199,000.00

S/No.	State Corporation	Target for Pre-tax Profit (KSh.)	Achievement for Pre-tax Profit (KSh.)
	Company Plc		
14	School Equipment Production Unit	38,006,000.00	78,144,345.00
15	Postal Corporation of Kenya	50,000,000.00	(399,007,396.00)
16	Nyayo Tea Zones Development Corporation	56,600,000.00	215,491,293.00
17	Jomo Kenyatta Foundation	58,354,000.00	(170,558,622.00)
18	National Oil Corporation of Kenya	134,952,309.00	0
19	Chemelil Sugar Company	234,000,000.00	(643,894,357.00)
20	Kenya Literature Bureau	399,760,788.00	228,109,210.00
21	New Kenya Co-operative Creameries Limited	489,000,000.00	(293,895,679.00)
22	Kenya Seed Company Limited	668,011,000.00	619,136,000.00
23	Nzoia Sugar Company Limited	821,607,995.00	(3,262,965,640.00)
24	Kenya Pipeline Company Limited	3,091,000,000.00	6,630,908,922.00
25	Kenya Power and Lighting Company Limited	4,680,000,000.00	4,330,000,000.00
26	Kenya Electricity Generating Company Plc	14,996,479,110.00	8,977,000,000.00
27	Kenya National	4,515,000.00	(5,729,387.00)

S/No.	State Corporation	Target for Pre-tax Profit (KSh.)	Achievement for Pre-tax Profit (KSh.)
	Shipping Line		
28	Kenya Industrial Estates	4,800,000.00	54,109,000.00
29	Kenya National Trading Corporation Limited	43,935,000.00	201,090,482.00
30	Agricultural Finance Corporation	150,000,000.00	43,451,000.00
31	Kenya Broadcasting Commission	(102,000,000.00)	(288,643,301.00)
32	Kenya Development Corporation Ltd.	288,000,000.00	998,237,951.00