



REPUBLIC OF KENYA
MINISTRY OF PUBLIC SERVICE AND
GENDER



PUBLIC SERVICE PERFORMANCE MANAGEMENT
AND MONITORING UNIT

**Report on
Evaluation of the Performance
of
Ministries, State Corporations and
Tertiary Institutions
for the
Financial Year 2019/2020**

December, 2020

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FOREWORD

Performance Management in the Public Sector continue being one of the Government's strategy of enhancing efficiency and effectiveness in service delivery. Its implementation is expected to improve quality of the services rendered by the Sector.

The performance of the Public Sector is paramount because it defines and indeed forms the glass ceiling for the performance of the private and other sectors of the economy. The Public Sector will deliver and exceed targeted results if all Ministries, Counties, Departments and Agencies (MCDAs) embrace Performance Management and entrench a performance-oriented culture.

Ministries, State Corporations, Tertiary Institutions, several County Governments and one Independent Constitutional Commission (Teachers Service Commission) have implemented Performance Contracts (PCs) as a means of enhancing accountability and service delivery. The uptake and effective implementation by MCDAs should therefore not be optional.

Performance Contracting, as a medium for impelling implementation of public policies, projects and programs aims at sustaining improvement in the performance of MCDAs. The results of the annual performance evaluation have demonstrated the need to embrace and sustain best practices that lead to achievement of targeted results with a clear focus of the beneficiaries- Kenyans.

The implementation of PCs for the FY 2019/20 and the achievement of the targets thereof was affected by the COVID-19 pandemic which hit the country in March, 2020. Consequently, the budget cuts to mitigate the pandemic and introduction of austerity measures further affected achievement of the performance targets.

The above notwithstanding, MCDAs have continued to deploy Performance Contracting as one of the performance management tools in achieving their annual performance targets and ultimately their respective mandates.

Prof. Margaret Kobia, PhD, MGH
CABINET SECRETARY

PREFACE

This report is the culmination of a process that began with negotiations of Performance Contracts for Ministries/Departments, State Corporations and Tertiary Institutions in the Ministry of Education.

The public agencies that implemented Performance Contracts in the FY 2019/2020 were required to file performance reports in the prescribed formats at the end of each quarter. They were also required to prepare annual performance reports at the end of the Performance Contract period. While the quarterly reports were used for monitoring the performance of the agencies against the set targets, the annual reports were used for the purpose of the annual evaluation.

Improvement of the Performance Contracting system as a whole is a dynamic process which continuously incorporates new value-adding concepts and global developments in performance management.

The Performance Contracting is undergoing re-engineering, firstly with the automation of the processes through the Government Performance Contracting Information System (GPCIS). This will make the process fully web-based in order to minimize the need for lengthy inter-personal interventions, thereby saving valuable management time.

The negotiations, vetting, review (quality control) and quarterly performance monitoring & reporting process have already been automated. The process of automation is continuous and the next frontier is the annual performance evaluation.

Among others, the analysis of performance has been undertaken based on the Medium Term Expenditure Framework (MTEF) Sector Working Groups in order to provide a snapshot of the Sectors' contribution to the overall performance of the MDAs. It is expected that by and large, this will give credence to the linkage between planning, budgeting and measurable results which is fundamental in performance management.

Mary W. Kimonye (Mrs.), MBS
PRINCIPAL SECRETARY

ACKNOWLEDGEMENTS

The implementation of performance contracting in the Public Service involves a vast number of stakeholders. I acknowledge and appreciate the stakeholders who have provided colossal and gallant support to ensure success of the Performance Contracting System.

Compliments are due to the Cabinet Secretaries, Principal Secretaries, Chief Administrative 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.

I pay special tribute to the Cabinet Secretary, Ministry of Public Service and Gender for the renewed impetus and support to Performance Contracting that has led to the growth of the number of MDAs on Performance Contract in Kenya that stands at 366 as per the FY 2019/20.

Appreciation goes to all PC Coordinators for ensuring implementation of the PCs, including preparation of the annual performance reports and undertaking the self-evaluation of the achievements against the agreed performance targets despite several challenges.

I wish to extend my sincere appreciation to the staff in the Public Service Performance Management and Monitoring Unit (PSPMMU) for successfully coordinating and undertaking the performance evaluation for the Ministries, State Corporations and Tertiary Institutions despite the challenges occasioned by the COVID-19 pandemic. Indeed, I also appreciate the staff from Kenya Vision 2030 Delivery Secretariat who teamed up with PSPMMU team to undertake moderation of the self-evaluation results by MDAs.

Acknowledgments also go to the Public Finance Management Reforms (PFMR) Secretariat for the financial support extended to PSPMMU during the moderation of the self-evaluation results and writing of the Annual Performance Evaluation report.

Finally, I appreciate the ICT Officers in The National Treasury and Planning, Ministry of Public Service and Gender, Ministry of Education, Ministry of Sports, Culture and Heritage and Public Service Commission who ensured readiness of the annual performance evaluation exercise by updating the Automated Performance Evaluation platform for use by the MDAs.

Steve Ndele
PRINCIPAL ADMINISTRATIVE SECRETARY

ABBREVIATIONS AND ACRONYMS

AGPO	Access to Government Procurement Opportunities
CAJ	Commission on Administrative Justice
CEO	Chief Executive Officer
CS	Cabinet Secretary
EACC	Ethics and Anti-Corruption Commission
FY	Financial Year
HELB	Higher Education Loans Board
ICT	Information, Communication and Technology
IEEs	Independent External Evaluators
MCDAs	Ministries, Counties, Departments and Agencies
MDAs	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NYS	National Youth Service
PCs	Performance Contracts
PFMR	Public Finance Management Reforms
PS	Principal Secretary
PSPMMU	Public Service Performance Management and Monitoring Unit
SET	Science, Engineering and Technology
STEM	Science, Technology, Engineering and Mathematics

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EXECUTIVE SUMMARY

The Financial Year 2019/2020 represented the 16th Cycle of Performance Contracting in the Kenyan Public Service. A total of 366 MDAs comprising 21 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice, 223 State Corporations and 119 Tertiary Institutions implemented Performance Contracts. Their Annual Performance Evaluation was undertaken between November and December, 2020.

Performance of the 366 MDAs was analyzed based on the current 10 Medium Term Expenditure Framework (MTEF) Sector Working Groups. The analysis of this performance indicates that eight (8) Sectors achieved “GOOD” Performance Grade while two (2) achieved “FAIR” Performance Grade. The best performing Sector was Education with an average Composite Score of **3.2018** while the bottom performing was Agriculture, Rural and Urban Development with an average Composite Score of **3.7293**.

The analysis of the Performance Evaluation results indicates that out of the 21 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice whose performance was evaluated, none attained either “EXCELLENT” or “VERY GOOD” Performance Grades. A total of 17 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice achieved “GOOD” Performance Grade representing 83.3% while four (4) Ministries representing 16.7% attained “FAIR” Performance Grade. This means that none of them achieved their annual performance targets. The best performing Ministry was The National Treasury and Planning with a Composite Score of **3.0209** while the bottom performing was Ministry of Agriculture, Livestock and Fisheries with a Composite Score of **3.9491**.

Out of the 223 State Corporations whose performance was evaluated, five (5), representing 2.2% attained an “EXCELLENT” Performance Grade, while 23% attained a “VERY GOOD” Performance Grade. A total of 167 State Corporations, representing 74.8%, achieved a “GOOD”, “FAIR” or “POOR” Grade and hence did not achieve their agreed performance targets. The analysis of the performance of the State Corporations indicates that there was marginal decline in performance in the FY 2019/20 compared to that of FY 2018/19 since the average composite score changed from **3.1449 to 3.1972**. University of Embu was the best performing State Corporation with a Composite Score of **2.1250** while the bottom performer was Chemelil Sugar Company Limited with a Composite Score of **4.3195**.

In regard to performance by Functional Categories for State Corporations, the best performing category was Public Universities with an average Composite Score of **3.0312** while the bottom performing category was Commercial/Manufacturing with an average Composite Score of **3.5166**. It is noted that the Public Universities Functional Category was also the best performing in the FY 2018/19 while the Commercial/Manufacturing Functional Category was the worst performing during the same period.

In the case of Tertiary Institutions, out of the 119 evaluated, none of the Tertiary Institutions achieved the “EXCELLENT” Performance Grade, 11, representing 9.2% achieved “VERY

GOOD” Grade, 62.2% achieved “GOOD” Grade, and 25.2% achieved “FAIR” Grade while 3.4% achieved “POOR” Grade. Nairobi Technical Training Institute was the best performing Tertiary Institution with a Composite Score of **2.7225** while the bottom performing was Nuu Technical and Vocational College with a Composite Score of **4.3410**.

The analysis of the performance of the Tertiary Institutions indicates that there was decline in performance in the FY 2019/20 compared to FY 2018/19 since the average composite score changed from **3.1655** to **3.4070**. In addition, four (4) Tertiary Institutions achieved “POOR” Performance Grade as opposed to none in the FY 2018/19.

The performance of Tertiary Institutions was further categorized into Teacher Training Colleges, Technical Training Institutes and National Polytechnics. The best performing Teacher Training College was St. John’s Teachers’ Training College, Kilimambogo with a Composite Score of **3.0157** while the best performing Technical Training Institute was Nairobi Technical Training Institute with a Composite Score of **2.7225**. In the case of National Polytechnics, The Kabete National Polytechnic was the best performer with a Composite Score of **2.7756**.

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 Resources*; *Core Mandate*; *Project Completion Rate*; *Access to Government Procurement Opportunities*; *Youth Internships/Industrial Attachments/Apprenticeships*; and *Corruption Prevention*.

The average absorption rate for GoK funds for the 366 MDAs was 87.41%. The average absorption rate for Ministries, State House, Office of the Attorney General & Department of Justice and Office of the Deputy President was 90.59%, State Corporations was 89.23%, whereas for Tertiary Institutions was 83.36 %. Two (2) Ministries out of 24 (8.33%) and 83 out of the 223 State Corporations (37.21%) achieved 100% whereas 34 of the 119 Tertiary Institutions (28.57%) fully absorbed the allocated funds.

A total of 117 MDAs had Externally Mobilized Funds reflected in their approved budgets and therefore they were the only ones that had a target for this performance indicator. The average absorption rate was 79.73%. The average absorption rate for the 18 Ministries that had this performance indicator was 61.99%. In the case of the 96 State Corporations that had this indicator, the absorption rate was 83.47%, whereas that for the three (3) Tertiary Institutions was 66.67%. Two (2) Ministries (11.11%) and 52 State Corporations (54.16%) and two (2) Tertiary Institutions (66.67%) fully absorbed the Externally Mobilized Funds.

In addition, analysis was made for performance under the Core Mandate Performance Criterion. A total of 88 MDAs out of the 366 that were evaluated representing only 55.52% achieved their commitments under the Core Mandate while 44.48% did not. For *Project Completion Rate*, 331 MDAs had this performance indicator. The average *Project Completion Rate* based on the commitments in the Performance Contracts was 69.82%, 79.04% and 65.09% for Ministries (including State House, Office of the Attorney General & Department of Justice and Office of the Deputy President), State Corporations and Tertiary Institutions respectively.

All MDAs were required to allocate at least 30% of their annual procurement budget towards economic empowerment of Youth, Women and Persons Living with Disabilities through Access to Government Procurement Opportunities (AGPO). Performance for the 366 MDAs that were on Performance Contract during the FY 2019/20 indicate that tenders worth Kshs. 45.96 Billion were awarded against a target of Kshs. 67.47 Billion, hence falling short of the target by 31.88%.

In regard to performance on *Youth Internships/Industrial Attachments/Apprenticeships*, 52,338 Youth were engaged by 365 MDAs (One State Corporation did not have this indicator due to the nature of its operations) against a target of 51,758, hence surpassing the annual target by 1.11%

For *Corruption Prevention*, all 366 MDAs committed to implement this 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. It is generally acceptable that an MDA that implements and achieves the expected targets for this deliverable has the appropriate institutional infrastructure to address corruption.

The average achievement based on this commitment was 29.80%, 48.91% and 25.00% for Ministries (including State House and Office of the Attorney General & Department of Justice and Office of the Deputy President), State Corporations and Tertiary Institutions respectively.

Overall, there is a marginal decline in performance of MDAs in the FY 2019/2020 compared to the FY 2018/2019. The performance of Ministries had a marginal decline in the FY 2019/20 compared to that of FY 2018/19 since the average composite score changed from 3.3816 to 3.3920. The average performance for State Corporations for FY 2018/19 was 3.1449 compared to 3.1972 in the FY 2019/2020. In the case of Tertiary Institutions, the average performance in the FY 2018/2019 was 3.1655 compared to 3.4070 in the FY 2019/2020.

CHAPTER ONE

INTRODUCTION

1. The Government continues to implement an elaborate and rigorous Performance Management framework for enhancing public service delivery. The framework aligns institutional strategic plans to Kenya Vision 2030 Medium Term Plans (MTPs) and other national priorities such as the “Big Four “Agenda. Further, it incorporates among others, results-based management, performance contracting, monitoring and evaluation, rapid results initiative and staff performance appraisal.
2. The FY 2019/20 marks the 16th 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.
3. A Performance Contract is a management tool used to prioritize MDAs’ annual undertaking and for 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.
4. Hitherto the introduction of Performance Contracting as one of the tools for Performance Management in the Public Service in 2005, a high powered study delegation led by the then Head of Public Service and Secretary to the Cabinet toured several countries that were on the fore front in implementation of Performance Management. This included USA, India, United Kingdom, Malaysia, Morocco, China and South Korea. From the study, a domesticated Performance Contracting System that fitted the Kenyan context was developed and rolled out. The same has undergone tremendous improvement based on lessons learnt and emerging issues.
5. Kenya has implemented Performance Contracting with resounding success. For example, in 2007, Kenya won the coveted United Nations Public Service Award in the 1st category of Transparency, Accountability, and Responsiveness in service delivery. Indeed, over time, several other African countries such as Botswana, Malawi, Sierra Leone and Lesotho have domesticated the Kenyan model of Performance Contracting in the management of their Public Service.
6. 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, Recreating a culture of results-oriented management in the Public Service.

7. PSPMMU has a mandate of overall administration and coordination of Performance Contracts 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, performance evaluation and compilation of the Annual Performance Evaluation Report.
8. PSPMMU undertakes capacity building on performance management in MCDAs. In addition, upon request, the Unit provides technical support to County Governments. These include development of their PCs and annual performance evaluation.
9. Performance Contracting Guidelines require among others, that annual performance evaluation is undertaken for all Ministries, Counties, Departments and Agencies (MCDAs) that sign and implement Performance Contracts in any given Financial Year. In the FY 2019/2020, a total of 366 MDAs signed and implemented Performance Contracts. This comprises 21 Ministries, State House, Office of the Deputy President, Office of the Attorney General & Department of Justice, 223 State Corporations and 119 Tertiary Institutions. The moderation of the performance of the 366 MDAs was undertaken between November and December, 2020.
10. Before commencement of the moderation of performance for FY 2019/20, the MDAs were required to conduct a self- evaluation using the Automated Performance Evaluation Platform based on the 16th Cycle Performance Contracting Guidelines. MDAs were required to submit endorsed self-evaluation matrices as confirmation of authenticity of the achievements.
11. The moderation exercise was undertaken by an external technical team of professionals from the PSPMMU supported by Officers drawn from the State Department for Public Service and the Kenya Vision 2030 Delivery Secretariat.
12. 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 Indicators; and, Chapter Five contains the Observations and Recommendations.

CHAPTER TWO

PROCESS OF PERFORMANCE CONTRACTING AND EVALUATION METHODOLOGY

13. PSPMMU, with the support of key stakeholders majorly drawn from MDAs has continued to improve Performance Contracting for effective delivery of services in the Public Service.
14. The annual performance evaluation for the MDAs that signed and implemented Performance Contracts for the FY 2019/20 was undertaken in accordance with the 16th Cycle Performance Contracting Guidelines.
15. Vide Circular Ref. No. OP/CAB.1/43/1 dated 26th August, 2020 by the Head of Public Service, in order to mitigate against the spread of the COVID-19 pandemic, MDAs were required to undertake a self-evaluation based on the annual achievement for each performance indicator using the Automated Performance Evaluation System and submit endorsed matrices online to PSPMMU.
16. The moderation of the self-evaluation achievements started with constitution of an external technical team of professionals from the PSPMMU and Officers drawn from the State Department for Public Service and Kenya Vision 2030 Delivery Secretariat who are conversant with Performance Contracting. A half-day meeting was then held with the team to discuss and agree on the approach to the moderation exercise in order to ensure consistency and quality assurance during the exercise.
17. The moderation of the self-evaluation achievements was also informed by scores on performance indicators as communicated by the following Specialized Agencies: Commission on Administrative Justice (Resolution of Public Complaints); National Aids Control Council (Prevention of HIV Infections); National Council for Persons Living with Disabilities (Disability Mainstreaming); Directorate of National Cohesion and Values (National Cohesion and Values); and Ethics & Anti-Corruption Commission (Corruption Prevention). Further, the achievements on “Absorption of Allocated Funds (GoK)” performance indicator for the Tertiary Institutions were moderated as per the absorption levels communicated by the Ministry of Education.
18. There were largely three steps in the Performance Evaluation Process. Firstly, each MDA undertook a self-evaluation, after which the external team of evaluators moderated the self-evaluation performance results through scrutiny of the endorsed self-evaluation matrix and evidence submitted by the MDA upon request to support the achievement levels. Secondly, actual achievements were rated against performance targets agreed upon at the beginning

of the FY 2019/20. Finally, computation of Raw Scores, Weighted Scores and Composite Scores was undertaken.

19. Achievement levels are categorized into five performance grades as follows:

Performance Grade	Achievement Level
Excellent	- Achievement exceeding the set target by 30% or more
Very good	- Achievement of the set target or exceeding by up to 30% i.e. 100% and 130% of the target
Good	- Achievement below the target i.e. between 70% and 100% of the target
Fair	- Achievement way below the target i.e. between 50% and 70% of the target
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 the 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.

20. The five Performance Grades fall on a 5-point scale of between a Raw/Composite Score of 1.00 and 5.00 as shown in Table 1 below where a score of 1.00 is the best while 5.00 is the worst.

Table 1: Performance Grades and 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

21. This Chapter presents performance evaluation results for the 366 MDAs that were on Performance Contract and whose performance evaluation was undertaken in the FY 2019/20, comprising 21 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice, 223 State Corporations and 119 Tertiary Institutions. The performance evaluation results are presented based on the then name of MDA as per the Performance Contract for FY 2019/20.
22. Performance of the 366 MDAs was analyzed based on the current 10 Medium Term Expenditure Framework (MTEF) Sector Working Groups. Table 2 below presents performance of Ministries based on the MTEF Sector Working Groups:

Table 2: Performance of Ministries based on MTEF Sector Working Groups

S/No.	Sector Working Group	Average Composite Score
EXCELLENT		
	None	
VERY GOOD		
	None	
GOOD		
1.	Education	3.2018
2.	Public Administration and International Relations	3.2041
3.	Health	3.2570
4.	Environmental Protection, Water and Natural Resources	3.2994
5.	Governance, Justice, Law and Order	3.3064
6.	General Economic and Commercial Affairs	3.4898
7.	Energy, Infrastructure and ICT	3.5149
8.	National Security	3.5492
FAIR		
9.	Social Protection, Culture and Recreation	3.6316
10.	Agriculture, Rural and Urban Development	3.7293
POOR		
	None	

From the Table 2 above, it is noted that the best performing Sector Working Group is Education followed by Public Administration and International Relations, while the worst performing Sector is Agriculture, Rural and Urban Development

The performance of State Corporations and Tertiary Institutions based on MTEF Sector Working Groups is presented in Table 3 below:

Table 3: 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		
	None	
Good		
1.	Health	3.0598
2.	Governance, Justice, Law and Order	3.0923
3.	Public Administration and International Relations	3.1324
4.	Environmental Protection, Water and Natural Resources	3.1590
5.	Energy, Infrastructure and ICT	3.2363
6.	General Economic and Commercial Affairs	3.2611
7.	Education	3.2999
8.	Agriculture, Rural and Urban Development	3.3778
9.	Social Protection, Culture and Recreation	3.4365
FAIR		
10.	National Security	3.8049
POOR		
	None	

From the Table 3 above, it is noted that the State Corporations and Tertiary Institutions under the Health Sector Working Group were the best performing, while those under the National Security Sector were the worst performing.

Further, performance of all the 366 MDAs based on MTEF Sector Working Groups is presented in Annex I.

23. Out of the 21 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice whose performance was evaluated, none attained either “EXCELLENT” Performance Grade or “VERY GOOD” Performance Grade. A total of 20 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice achieved “GOOD” Performance Grade representing 83.3%

while four (4) Ministries representing 16.7% attained “FAIR” Performance Grade. A complete list of the Ministries and their Composite Scores are provided in **Annex II**.

Table 4 below shows the performance of the 21 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 and Red colours (Good, Fair and Poor grades) signify that the annual performance targets were not achieved.

Table 4: 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	0	0
Very good	0	0
Good	20	83.3
Fair	4	16.7
Poor	0	0
Total	24	100

24. The analysis of the performance of Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice indicate that none of them achieved their annual performance targets. The performance of Ministries had a marginal decline in the FY 2019/20 compared to that of FY 2018/19 since the average composite score changed from 3.3816 to 3.3920. **Table 5** below presents the Top Five based on their performance.

Table 5: Top Five Performing Ministries

S/No.	Ministry	Composite Score
1.	The National Treasury and Planning	3.0209
2.	State House	3.0415
3.	Ministry of East African Community and Regional Development	3.0920
4.	Office of the Attorney General and Department of Justice	3.1398
5.	Ministry of Water, Sanitation and Irrigation	3.1500

25. Performance of Ministries was further analyzed to show the Bottom Four Performing Ministries. **Table 6** below shows the Bottom Five and their Composite Scores.

Table 6: Bottom Four Performing Ministries

26. Out of the 223 State Corporations whose performance was evaluated, five (5), representing

S/No.	Ministry	Composite Score
1.	Ministry of Tourism and Wildlife	3.6994
2.	Ministry of Sports, Culture and Heritage	3.7544
3.	Ministry of Information, Communication and Technology and Youth Affairs	3.7568
4.	Ministry of Agriculture, Livestock and Fisheries	3.9491

2.2% attained an “EXCELLENT” Performance Grade, while 23% attained a “VERY GOOD” Performance Grade. A total of 167 State Corporations, representing 74.8%, achieved a “GOOD”, “FAIR” or “POOR” Grade and hence did not achieve their agreed performance targets. This is presented in **Table 7** below.

Table 7: Performance Evaluation Results for State Corporations

Performance Grade	Number	Percentage
Excellent	5	2.2
Very Good	51	23.0
Good	141	63.2
Fair	19	8.5
Poor	7	3.1
Total	223	100

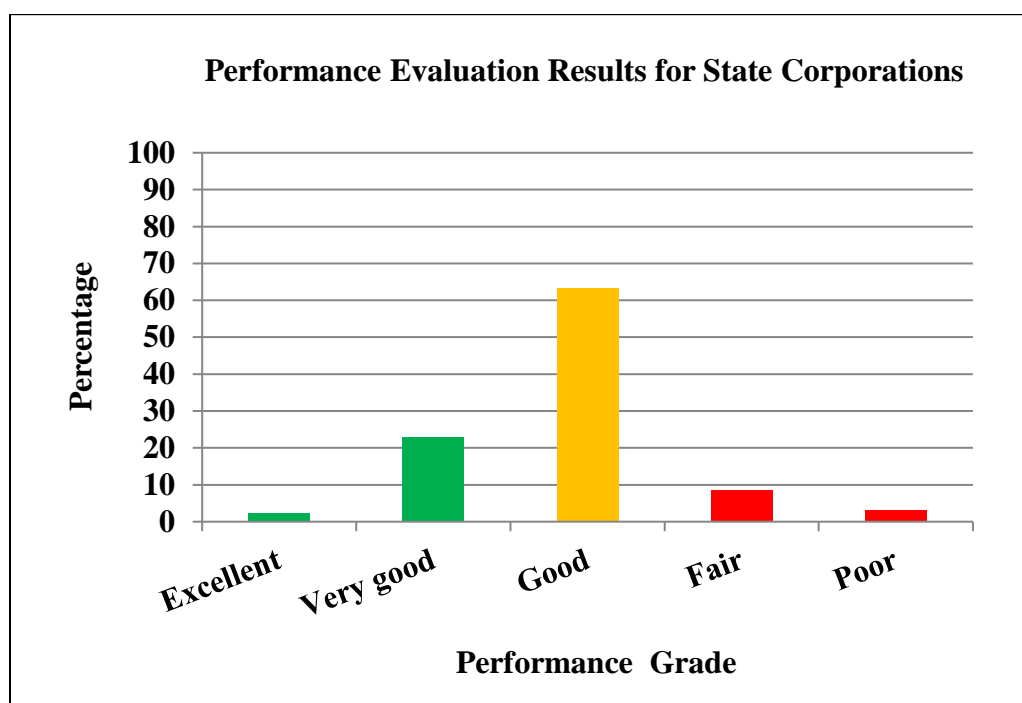
As presented in Table 7 above, 56 State Corporations out of the 223 representing only 25.2% achieved their annual performance targets while 167, translating to 74.8% did not.

27. The analysis of the performance of the State Corporations indicates that there was marginal decline in performance in the FY 2019/20 compared to that of FY 2018/19 since the average composite score changed from **3.1449 to 3.1972**.

A complete list of the State Corporations and their Composite Scores is provided in **Annex II**.

The information on performance of the State Corporations is further presented in Figure 1 below.

Figure 1: Performance Evaluation Results for State Corporations



28. Further analysis of the performance of State Corporations shows that out of the Top Ten performers, four (4) fall under “EXCELLENT” Performance Grade while six (6) fall under “VERY GOOD”. **Table 8** below presents the Composite Scores for the Top Ten Performing State Corporations.

Table 8: Top Ten Performing State Corporations

S/No.	State Corporation	Composite Score
1.	University of Embu	2.1250
2.	Tharaka University College	2.1791
3.	TVET Curriculum Development, Assessment and Certification Council	2.2587
4.	University of Nairobi	2.2621
5.	National Irrigation Authority	2.3539
6.	Chuka University	2.4085
7.	Kenya Industrial Estates	2.4459
8.	South Eastern Kenya University	2.5738
9.	Capital Markets Authority	2.5996
10.	Media Council of Kenya	2.6148

From **Table 8** above, it is noted that five (5) Public Universities were among the Top Ten Performers. This may have been attributed to healthy competition and collaboration among the Universities.

29. Performance of State Corporations was further analyzed to show the Bottom Ten performers. **Table 9** below shows the Bottom Ten State Corporations and their Composite Scores.

Table 9: Bottom Ten Performing State Corporations

S/No.	State Corporation	Composite Score
1.	Kenya Airports Authority	3.8863
2.	Nzoia Sugar Company Limited	3.9620
3.	Tana and Athi Rivers Development Authority	3.9838
4.	East African Portland Cement Plc	4.0575
5.	Kenya Cultural Centre	4.0610
6.	South Nyanza Sugar Company Limited	4.0698
7.	Tana Water Works Development Agency	4.0763
8.	Kenya Meat Commission	4.0993
9.	School Equipment Production Unit	4.1465
10.	Chemelil Sugar Company Limited	4.3195

From the analysis in **Table 9** above and comparison to the performance evaluation results for FY 2018/19, it is noted that four (4) State Corporations continue performing dismally and are still among the bottom ten in the FY 2019/20. These are East African Portland Cement Plc, South Nyanza Sugar Company Limited, Tana Water Works Development Agency and Chemelil Sugar Company. The sugar companies attributed their dismal performance to inadequate supply of sugar for milling and low factory capacity utilization.

The non-approval for contractor master list duty, VAT exemption for key infrastructural projects under the Core Mandate and special user licenses by Kenya Forest Service affected the overall performance of Tana Water Works Development Agency.

The analysis of the performance of East African Portland Cement Company indicates that the poor performance in the Core Mandate performance criteria was largely due to inadequate working capital, deteriorated plant health and constrained production of clinker & cement.

30. Performance of the State Corporations is further ranked in terms of the eight (8) Functional Categories as presented in **Table 10** below.

Table 10: Performance Evaluation Results for State Corporations by Functional Category

No.	Functional Category	Average Composite Score
1.	Public Universities	3.0312
2.	Financial	3.0962
3.	Regulatory	3.1518
4.	Regional Development Authorities	3.1605
5.	Service	3.2033
6.	Training and Research	3.2130
7.	Tertiary Education	3.2896
8.	Commercial/Manufacturing	3.5166

From **Table 10** above, the best performing Functional Category was Public Universities while the worst was Commercial/Manufacturing. It is noted that the Public Universities Functional Category was also the best performing in the FY 2018/19 while the Commercial/Manufacturing Functional Category was the worst performing during the same period.

Comparison to the performance evaluation results for FY 2018/19 indicates that the most improved functional category was Financial while the most deteriorated category was Tertiary Education.

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

31. Tertiary Institutions under the Ministry of Education are categorized as Teacher Training Colleges, Technical Training Institutes and National Polytechnics. A total of 119 Tertiary Institutions in the Ministry of Education were evaluated. They comprise 27 Teacher Training Colleges, 81 Technical Training Institutes and 11 National Polytechnics. **Table 11** below shows a summary of the results for the Tertiary Institutions.

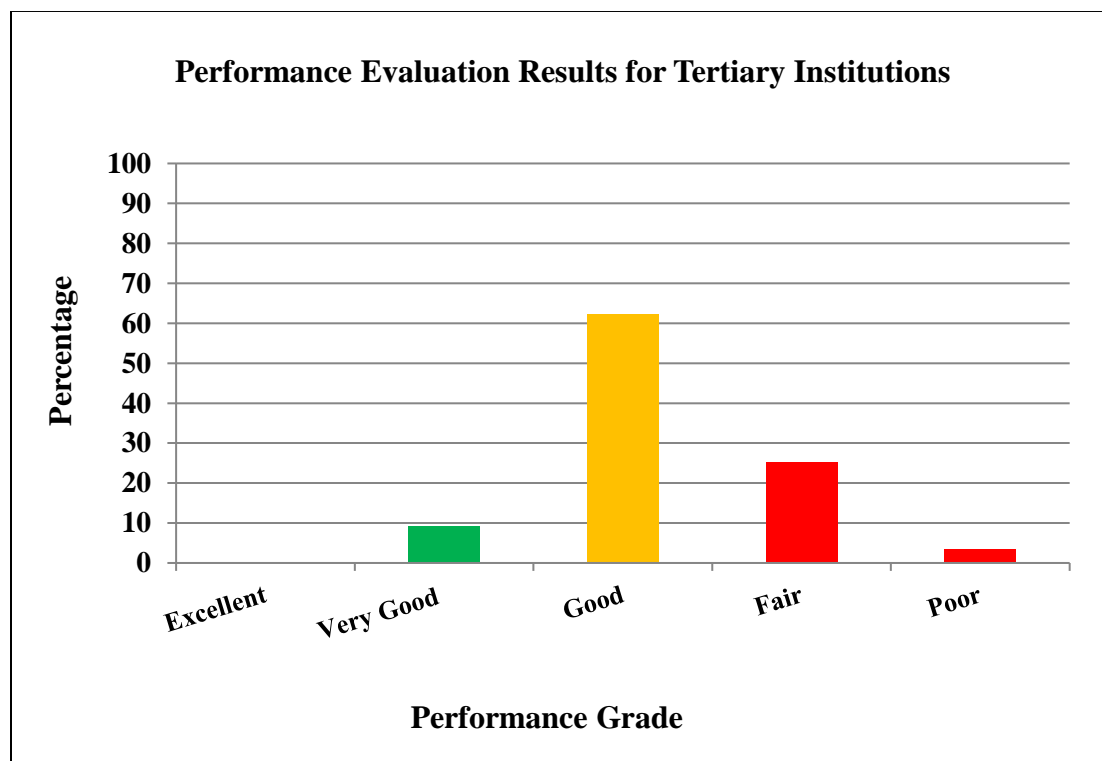
Table 11: Performance Evaluation Results for Tertiary Institutions

Performance Grade	Number	Percentage
EXCELLENT	0	0
VERY GOOD	11	9.2
GOOD	74	62.2
FAIR	30	25.2
POOR	4	3.4
Total	119	100

From **Table 11** above, none of the Tertiary Institutions achieved the “EXCELLENT” Performance Grade, 11, representing 9.2% achieved “VERY GOOD” Grade, 62.2% achieved “GOOD” Grade, 25.2% achieved “FAIR” Grade and 3.4% achieved “POOR” Grade.

The information in **Table 11** above is further presented in **Figure 2** below.

Figure 2: Performance Evaluation Results for Tertiary Institutions



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

32. The analysis of the performance of the Tertiary Institutions indicates that there was decline in performance in the FY 2019/20 compared to FY 2018/19 since the average composite score changed from **3.1655 to 3.4070**. In addition, four (4) Tertiary Institutions achieved “POOR” Performance Grade as opposed to none in the FY 2018/19.
33. **Table 12** below presents the Top Ten performing Tertiary Institutions.

Table 12: Top Ten Performing Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
1.	Nairobi Technical Training Institute	2.7225
2.	The Kabete National Polytechnic	2.7756
3.	The Meru National Polytechnic	2.8140
4.	Thika Technical Training Institute	2.8230
5.	Mukurwe-ini Technical Training Institute	2.8248
6.	Michuki Technical Training Institute	2.8333
7.	Karumo Technical Training Institute	2.8404
8.	Godoma Technical Training Institute	2.8683
9.	Kaiboi Technical Training Institute	2.8894
10.	Siaya Institute of Technology	2.9679

Further analysis of the evaluation reports for Tertiary Institutions in **Table 12** indicates that TTIs performed better than TTCs and National Polytechnics. This is attributed to enhanced capitation by Government and support from Higher Education Loans Board (HELB) through provision of education loans and bursaries to the students.

34. **Table 13** below presents the Bottom Ten Tertiary Institutions.

Table 13: Bottom Ten Performing Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
1.	Kaimosi Teachers Training College	3.8633
2.	Gatanga Technical and Vocational College	3.8956
3.	Okame Technical and Vocational College	3.9010
4.	Konoin Technical Training Institute	3.9573
5.	Narok Teachers' Training College	3.9734
6.	Muraga Technical Training Institute	3.9853
7.	David M. Wambuli Technical and Vocational College	4.0831
8.	Weru Technical and Vocational College	4.0867
9.	Nachu Technical and Vocational College	4.2216
10.	Nuu Technical and Vocational College	4.3410

Reference to the above Table 13 indicates that among the bottom ten Tertiary Institutions are technical and vocational colleges that are newly established. They attributed their dismal performance as a result of low student enrolment.

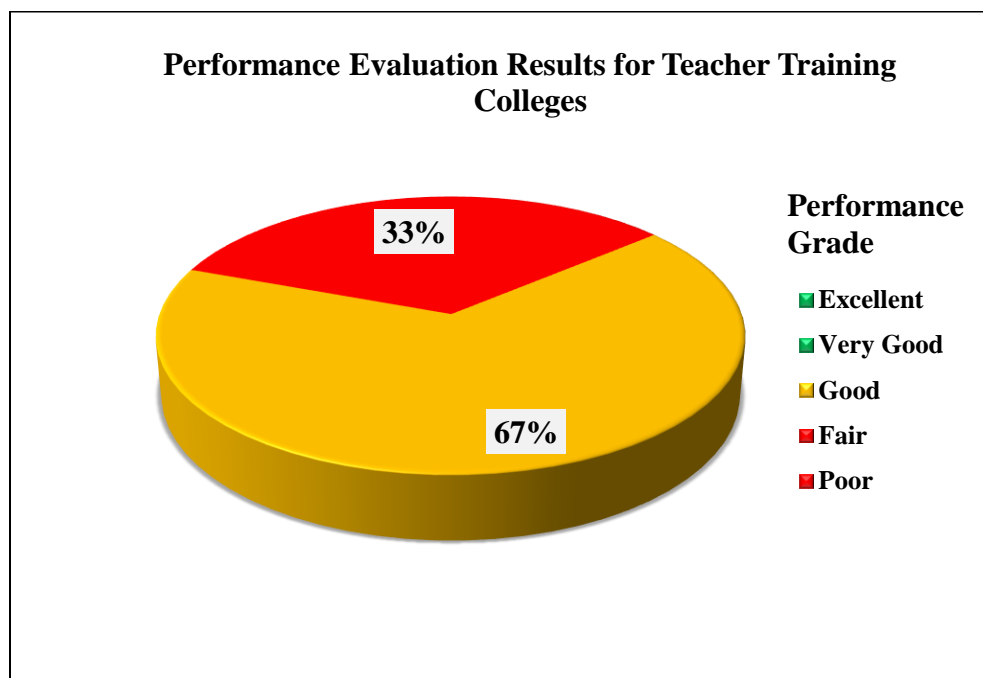
35. Performance of Tertiary Institutions is further analyzed in accordance with the Category in which they are classified. **Table 14** below shows the performance of Teacher Training Colleges.

Table 14: Performance Evaluation Results for Teacher Training Colleges.

Performance Grade	Number	Percentage (%)
Excellent	0	0
Very Good	0	0
Good	18	66.7
Fair	9	33.3
Poor	0	0
Total	27	100

It is noted from Table 14 above that none of the Teacher Training Colleges achieved their annual performance targets. A total of 18 Colleges representing 66.7% achieved “GOOD” Performance Grade while nine (9) representing 33.3% achieved “FAIR” grade. The information in the Table 12 is further presented in Figure 3 below.

Figure 3: Performance Evaluation Results for Teacher Training Colleges



36. **Table 15** below presents performance results for Technical Training Institutes.

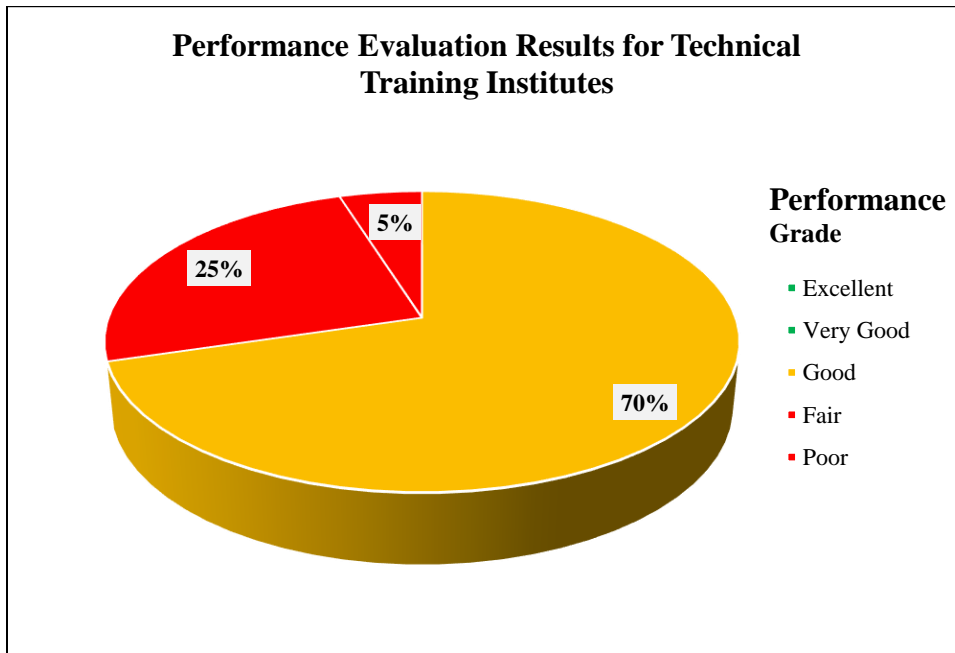
Table 15: Performance Evaluation Results for Technical Training Institutes.

Performance Grade	Number	Percentage (%)
Excellent	0	0
Very Good	0	
Good	57	70.4
Fair	20	24.7
Poor	4	4.9
Total	81	100

From **Table 15** above, none of the Technical Training Institutes achieved their annual performance targets. A total of 57 Institutes representing 70.4% achieved “GOOD” performance grade while 20 Institutes representing 24.7% achieved “FAIR” grade. Four (4) Institutes representing 4.9% achieved “POOR” performance grade.

The information in **Table 15** is further presented in **Figure 4** below.

Figure 4: Performance Evaluation Results for Technical Training Institutes.



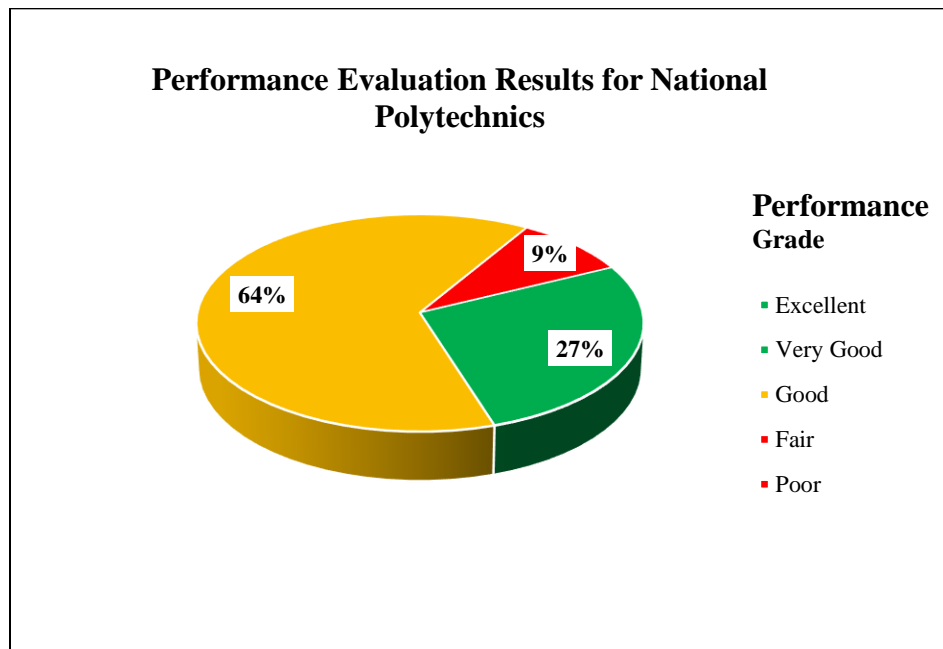
37. Performance evaluation results for National Polytechnics is presented in **Table 16** below.

Table 16: Performance Evaluation Results for National Polytechnics

Performance Grade	Number	Percentage (%)
Excellent	0	0
Very Good	3	27.3
Good	7	63.6
Fair	1	9.1
Poor	0	0
Total	11	100

As indicated in **Table 16** above, three (3) National Polytechnics out of the 11 whose evaluation was undertaken, representing 27.3%, achieved the agreed annual performance targets, while 72.7% did not. Further analysis indicates that overall, the performance for National Polytechnics has declined compared to that of the FY 2018/19 because seven (7) Polytechnics achieved “GOOD” Performance Grade compared to eight (8) in the FY 2018/19, while one (1) achieved “FAIR” grade compared to none in the FY 2018/19. The information in **Table 16** is further presented in **Figure 5** below.

Figure 5: Performance Evaluation Results for National Polytechnics



CHAPTER FOUR

PERFORMANCE EVALUATION RESULTS FOR SELECTED PERFORMANCE INDICATORS

38. This Chapter presents performance of MDAs for selected performance indicators. The performance indicators are: *Absorption of Allocated Funds (GoK)*; *Absorption of Externally Mobilized Resources*; *Project Completion Rate*; *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.
39. 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 PSPMMU). The average absorption rate for the 366 MDAs was 87.41%. The average absorption rate for Ministries, State House, Office of the Attorney General & Department of Justice and Office of the Deputy President was 90.59%, State Corporations was 89.23%, whereas for Tertiary Institutions was 83.36 %. Two (2) Ministries out of 24 (8.33%) and 83 out of the 223 State Corporations (37.21%) achieved 100% whereas 34 of the 119 Tertiary Institutions (28.57%) fully absorbed the allocated funds.
40. 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 117 MDAs had Externally Mobilized Funds reflected in their approved budgets and therefore they were the only ones that had a target for this performance indicator. The average absorption rate was 79.73%. The average absorption rate for the 18 Ministries that had this performance indicator was 61.99%. In the case of the 96 State Corporations that had this indicator, the absorption rate was 83.47%, whereas that for the three (3) Tertiary Institutions was 66.67%. Two (2) Ministries (11.11%) and 52 State Corporations (54.16%) and two (2) Tertiary Institutions (66.67%) fully absorbed the Externally Mobilized Funds.
41. The Core Mandate performance criterion consists of operational performance indicators and has the highest weight allocation of 60% (or 65% if an institution does not have a performance indicator on *Implementation of Presidential Directives* in which case the weight assigned to the performance indicator was re-assigned to Core Mandate). The purpose of this performance criterion category is to ensure that MDAs focus their efforts on execution of their respective mandates to translate the allocated resources into tangible results for Kenyans. Computation was based on the sub-total weighted scores under the Core Mandate criterion for the respective institution and using the performance evaluation methodology, performance rating for Core Mandate by grade was determined using the criteria value ranges as presented in **Table 17** below.

Table 17: Performance Rating Value Ranges for Core Mandate

Performance Grade	Composite Score	
	Sub-Weight of 60	Sub –Weight of 65
Excellent	0.60 – 1.44	0.65 – 1.56
Very Good	1.44 – 1.80	1.56 – 1.95
Good	1.80 - 2.16	1.95 - 2.34
Fair	2.16 – 2.40	2.34 – 2.60
Poor	2.40– 3.00	2.60– 3.25

Overall performance for the criterion is presented here below (**Tables 18 to 24**) in terms of the number and proportion (percentage) of the MDAs that were within a given grade, the top ten and bottom ten ranking in terms of performance.

Table 18: Summary of Performance Rating for Core Mandate

Performance Scale	MDAs		
	Ministries	State Corporations	Tertiary Institutions
Excellent	0	11 (4.93%)	0
Very Good	2(8.33%)	53 (23.77%)	22 (18.49%)
Good	17(70.84%)	124 (55.76%)	65 (54.62%)
Fair	5(20.83%)	24 (10.76%)	27(22.69%)
Poor	0	11(4.93%)	5(4.20%)
Total	24 (100%)	223 (100%)	119 (100%)

Table 19: Top Five Performing Ministries based on Core Mandate

S/No.	Ministry	Sub-Total Weighted Score
1.	Office of the Attorney General and Department of Justice	1.7965
2.	State House	1.8949
3.	The National Treasury and Planning	1.8089
4.	Ministry of East African Community and Regional Development	1.8165
5.	Ministry of Education	1.8303

Table 20: Bottom Five Performing Ministries based on Core Mandate

S/No.	Ministry	Sub-Total Weighted Score
1.	Ministry of Agriculture, Livestock and Fisheries	2.1719
2.	Ministry of Sports, Culture and Heritage	2.1913
3.	Ministry of Information, Communication and Technology	2.2380
4.	Ministry of Labour and Social Protection	2.3025
5.	Ministry of Tourism and Wildlife	2.4581

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

S/No.	State Corporation	Sub-Total Weighted Score
1.	University of Nairobi	0.9802
2.	University of Embu	1.0261
3.	TIVET Curriculum Development and Certification Council	1.0860
4.	Tharaka University College	1.1387
5.	Chuka University	1.2619
6.	Kenya Industrial Estates	1.3865
7.	Kenya Plant Health Inspectorate Service	1.4328
8.	National Irrigation Authority	1.4553
9.	South Eastern Kenya University	1.5486
10.	Kenyatta University	1.5595

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

No.	State Corporation	Sub-Total Weighted Score
1.	Vision 2030 Delivery Board	2.4022
2.	National Commission for Science Technology and Innovation	2.4090
3.	Nzoia Sugar Company	2.5128
4.	Kenya Space Agency	2.5460
5.	Geothermal Development Company Ltd	2.6111
6.	Tana and Athi Rivers Development Authority	2.6216
7.	Chemelil Sugar Company Ltd	2.6246
8.	School Equipment Production Unit	2.6937
9.	Tana Water Works Development Agency	2.7558
10.	Kenya Meat Commission	2.7580

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

S/No.	Tertiary Institution	Sub-Total Weighted Score
1.	Nairobi Technical Training Institute	1.4591
2.	Thika Technical Training Institute	1.4775
3.	Godoma Technical Training Institute	1.4965
4.	Karumo Technical Training Institute	1.5339
5.	The Kabete National Polytechnic	1.5642
6.	Meru National Polytechnic	1.6295
7.	Kenya Technical Trainers College	1.6473
8.	Mukurwe-ini Technical Training Institute	1.6752
9.	Sotik Technical Training Institute	1.7227
10.	Rift Valley Technical Training Institute	1.7258

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

No.	Tertiary Institution	Sub-Total Weighted Score
1.	Kitui Teachers Training College	2.1920
2.	Friends College Kaimosi	2.1933
3.	Kasarani Technical and Vocational College	2.2768
4.	Mumias West Technical and Vocational College	2.3011
5.	Kericho Teachers Training College	2.3195
6.	St. Marks Kigari Primary Teachers College	2.4122
7.	David M Wambuli Technical and Vocational College	2.5624
8.	Weru Technical and Vocational College	2.6865
9.	Nuu Technical and Vocational College	2.7009
10.	Nachu Technical and Vocational College	2.7455

42. For *Project Completion Rate*, 331 MDAs had this performance indicator. The average *Project Completion Rate* based on the commitments in the Performance Contracts was 69.82%, 79.04% and 65.09% for Ministries (including State House, Office of the Attorney General & Department of Justice and Office of the Deputy President), State Corporations and Tertiary Institutions respectively.

In addition, 93 MDAs (28.10%) achieved 100% *Project Completion Rate*. 110 MDAs (33.23%) achieved a completion rate of 75% and above whereas 69 translating to 20.85% achieved a rate of between 50% and 74.99%. A total of 46 MDAs translating to 13.90% achieved a rate of less than 50%. Thirteen (13) MDAs; One (1) Ministry, four (4) State Corporations and eight (8) Tertiary Institution achieved a completion rate of 0% for this performance indicator representing 3.92%.

43. As part of the Government's commitment to economic empowerment of Youth, Women and Persons Living with Disabilities (AGPO), all MDAs were required to allocate at least 30% of their annual procurement budget to this category of persons. Performance for the 366 MDAs that were on Performance Contract during the FY 2019/20 indicate that tenders worth Kshs. 45.96 Billion were awarded against a target of Kshs. 67.47 Billion, hence falling short of the target by 31.88%. On average, Tertiary Institutions performed poorly at an achievement of 50.13% compared to 86.49% and 64.72% for Ministries and State Corporations respectively as indicated in **Table 25** below.

Table 25: Access to Government Procurement Opportunities

Category of Institution	Target (Kshs. M)	Achievement (Kshs. M)	Percentage Achievement
Ministries, State House and Office of the Attorney General & Department of Justice	12,443.49	10,762.58	86.49%
State Corporations	52,203.31	33,786.75	64.72%
Tertiary Institutions	2,823.96	1,415.60	50.13%
Total	67,470.76	45,964.94	68.13%

44. The Government's initiative to alleviate unemployment among the Youth is facilitated by among others, ensuring that the Youth gain requisite skills and benefit from exposure to the workplace experience to enable them make informed decisions and improve their chances of securing gainful employment. The performance indicator on Youth *Internships/Industrial Attachments/Apprenticeships* contributes to this initiative. In the contract period under review, 52,338 Youth were engaged by 365 MDAs (One State Corporation did not have this indicator due to the nature of its operations) against a target of 51,758, hence surpassing the annual target by 1.11% compared to 24.78% in FY 2018/19. 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 and Office of the Attorney General & Department of Justice	16,009	19,012	118.76%
State Corporations	33,817	31,619	93.50%
Tertiary Institutions	1,932	1,707	88.35%
Total	51,758	52,338	101.12%

45. For *Corruption Prevention*, all 366 MDAs committed to implement this 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. It is generally acceptable that an MDA that implements and achieves the expected targets for this deliverable has the appropriate institutional infrastructure to address corruption.

The average achievement based on this commitment was 29.80%, 48.91% and 25.00% for Ministries (including State House and Office of the Attorney General & Department of Justice and Office of the Deputy President), State Corporations and Tertiary Institutions respectively.

In addition, only three (3) MDAs (0.82%) achieved 100% *on Corruption Prevention*. 55 MDAs (15.03%) achieved 75% and above, whereas 107 translating to 29.23% achieved between 50% and 74.99%. A total of 109 MDAs translating to 29.78% achieved less than 50%. 92 MDAs (Four (4) Ministries, 34 State Corporations and 54 Tertiary Institution) had an achievement of zero (0%) on this performance indicator.

CHAPTER FIVE

OBSERVATIONS AND RECOMMENDATIONS

46. This Chapter focuses on observations arising from both the evaluation exercise and analysis of performance of MDAs for FY 2019/2020. 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.	Huge budget cuts especially on Development/Capital Expenditure including austerity measures instituted during the contracted FY affected implementation of capital projects and other performance indicators.	There is a need to ensure adherence to approved budgets and timely release of exchequer. In case of austerity measures resulting to budget cuts, the cuts should be rationalized to ensure that MDAs are not incapacitated in execution of their mandates.
2.	Some MDAs had their Absorption of Externally Mobilized Fund affected by delayed GoK counterpart funding or none at all, delayed budget approval and untimely disbursement of funds by the National Treasury.	There is a need for The National Treasury to ensure availability of GoK counterpart funding, timely approval of Externally Mobilized Funds and timely release of exchequer.
3.	There is significant low performance by Ministries compared to State Corporations and Tertiary Institutions. There is also marked improvement in performance by State Corporations and Tertiary Institutions compared to FY 2017/18.	There is need to ensure that the Performance Contracting Cycle is fully adhered to including performance evaluation and release of results.
4.	Public release of results encourages healthy competition and leads to transformation and	The results of the performance evaluation for MDAs should be released every year and commensurate performance incentives and/or

S/No.	Observation	Recommendation
	improvement of service delivery in the public sector.	sanctions administered accordingly in accordance with the existing regulations.
5.	PSPMMU that is in charge of Performance Contracting in the Public Service has only ten (10) technical officers against 366 in FY 2019/20 institutions to superintend coupled with decreasing budgetary allocations for the last five years.	There is a need to accord high profile to the Office in charge of Performance Contracting by adequately staffing it and enhancing its budgetary allocation to facilitate effective and efficient implementation of Performance Contracts in the Public Service.
6.	It was observed that the best performing Functional Category for State Corporations was Public Universities, while the least performing was the Commercial/Manufacturing.	MDAs should adopt the healthy competition exhibited by Public Universities in regard to performance including cascading of the performance indicators and targets to the lowest level possible.
7.	Inadequate resources for development /rehabilitation of physical facilities in TTCs.	Budgetary allocation for TTCs particularly on development (to expand/rehabilitate the dilapidated physical facilities) should be enhanced in order to enable them to efficiently and effectively deliver their mandate.

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

S/No.	Ministry/Department /Agency	Composite Score
1.	Ministry of Lands and Physical Planning	3.5095
2.	Ministry of Agriculture, Livestock and Fisheries	3.9491
Average Composite Score for Ministries (Agriculture, Rural and Urban Development Sector Working Group)		3.7293
3.	Kenya Plant Health Inspectorate Services	2.6768
4.	Agricultural Finance Corporation	2.7351
5.	Kenya Dairy Board	2.8835
6.	Kenya Marine and Fisheries Research Institute	2.9024
7.	Kenya Seed Company Limited	2.909
8.	Pest Control Products Board	2.9296
9.	Kenya Animal Genetic Resources Centre	3.0629
10.	Kenya Fisheries Service	3.0884
11.	Nyayo Tea Zones Development Corporation	3.1821
12.	Kenya Veterinary Board	3.2520
13.	Kenya Agricultural and Livestock Research Organization	3.2991
14.	Agricultural Development Corporation	3.3143
15.	Kenya Veterinary Vaccines Production Institute	3.3644
16.	Kenya Fish Marketing Authority	3.4642
17.	Agro Chemical & Food Company	3.4841
18.	National Museums of Kenya	3.5315
19.	National Cereals and Produce Board	3.5524
20.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.5613
21.	Bukura Agricultural College	3.5723
22.	Kenya National Biosafety Authority	3.6136
23.	Agriculture and Food Authority	3.6151
24.	Nzoia Sugar Company Limited	3.9620
25.	South Nyanza Sugar Company Limited	4.0698
26.	Kenya Meat Commission	4.0993
27.	Chemelil Sugar Company Limited	4.3195
Average Composite Score for State Corporations (Agriculture, Rural and Urban Development Sector Working Group)		3.3778
28.	Ministry of Education	3.2018
Average Composite Score for Ministries (Education Sector Working Group)		3.2018
29.	University of Embu	2.1250
30.	Tharaka University College	2.1791
31.	TVET Curriculum Development, Assessment and Certification Council	2.2587

32.	University of Nairobi	2.2621
33.	Chuka University	2.4085
34.	South Eastern Kenya University	2.5738
35.	Kenya Institute of Curriculum Development	2.6355
36.	Kibabii University	2.6940
37.	Kenyatta University	2.7260
38.	Murang'a University of Technology	2.7750
39.	Kenya Universities and Colleges Central Placement Service	2.7793
40.	Multimedia University of Kenya	2.8557
41.	Rongo University	2.8604
42.	Masinde Muliro University of Science and Technology	2.8755
43.	Jaramogi Oginga Odinga University of Science and Technology	2.9303
44.	Dedan Kimathi University of Technology	2.9423
45.	Kirinyaga University	2.9459
46.	Maseno University	2.9605
47.	Higher Education Loans Board	2.9830
48.	Technical and Vocational Education and Training Authority	3.0016
49.	University of Kabianga	3.0054
50.	Machakos University	3.0177
51.	Jomo Kenyatta University of Agriculture and Technology	3.0393
52.	Maasai Mara University	3.0435
53.	Alupe University College	3.0463
54.	Kenya National Examinations Council	3.0509
55.	The Universities Fund	3.0537
56.	Kenya National Commission for UNESCO	3.0712
57.	Pwani University	3.0774
58.	Jomo Kenyatta Foundation	3.0879
59.	Kenya Education Management Institute	3.0922
60.	Bomet University College	3.1009
61.	Technical University of Mombasa	3.1304
62.	Kenya Institute of Special Education	3.1330
63.	Kenya National Innovation Agency	3.1532
64.	Kaimosi Friends University College	3.1789
65.	Meru University of Science and Technology	3.1951
66.	Kisii University	3.2439
67.	Tom Mboya University College	3.2496
68.	Laikipia University	3.2574
69.	National Research Fund	3.2683
70.	Kenya Literature Bureau	3.2828
71.	Egerton University	3.3081

72.	University of Nairobi Enterprises and Services Limited	3.3310
73.	Centre for Mathematics, Science and Technology Education in Africa	3.3324
74.	Co-operative University of Kenya	3.3583
75.	Karatina University	3.3632
76.	Commission for University Education	3.3709
77.	University of Eldoret	3.3845
78.	Moi University	3.4398
79.	Garissa University	3.4844
80.	Technical University of Kenya	3.4978
81.	Taita Taveta University	3.7461
82.	Turkana University College	3.8215
83.	National Commission for Science, Technology and Innovation	3.8662
84.	School Equipment Production Unit	4.1465
85.	Nairobi Technical Training Institute	2.7225
86.	The Kabete National Polytechnic	2.7756
87.	Meru National Polytechnic	2.8140
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90.	Michuki Technical Training Institute	2.8333
91.	Karumo Technical Training Institute	2.8404
92.	Godoma Technical Training Institute	2.8683
93.	Kaiboi Technical Training Institute	2.8894
94.	Siaya Institute of Technology	2.9679
95.	Kenya Technical Trainers College	2.9707
96.	St. John's Teachers' Training College, Kilimambogo	3.0157
97.	N'kabune Technical Training Institute	3.0310
98.	Shanzu Teachers Training College	3.0413
99.	The Nyeri National Polytechnic	3.0417
100.	Bureti Technical Training Institute	3.0557
101.	Machakos Technical Institute for the Blind	3.0597
102.	Katine Technical Training Institute	3.0753
103.	Rift Valley Institute of Science and Technology	3.0754
104.	Tseikuru Technical Training Institute	3.0794
105.	Rift Valley Technical Training Institute	3.0838
106.	Mitunguu Technical Training Institute	3.0978
107.	Machakos Teachers College	3.1006
108.	Kenya Coast National Polytechnic	3.1232
109.	Coast Institute of Technology	3.1247
110.	Sotik Technical Training Institute	3.1289
111.	Mosoriot Teachers Training College	3.1387

112.	Aldai Technical Training Institute	3.1539
113.	Eldoret National Polytechnic	3.1761
114.	Jeremiah Nyagah Technical Institute	3.1810
115.	Ol'lessos Technical Training Institute	3.1953
116.	Moiben Technical and Vocational College	3.1960
117.	Sikri Technical and Vocational College for the Blind and Deaf	3.2018
118.	Kisumu National Polytechnic	3.2027
119.	Mukiria Technical Training Institute	3.2036
120.	Mathenge Technical Training Institute	3.2038
121.	Kamwenja Teachers College	3.2118
122.	Sigalagala National Polytechnic	3.2285
123.	Chesta Teachers Training College	3.2369
124.	Matili Technical Training Institute	3.2461
125.	Tharaka Technical and Vocational College	3.2536
126.	Ekerubo Gietai Technical Training Institute	3.2545
127.	Ramogi Institute of Advanced Technology	3.2567
128.	Kisiwa Technical Training Institute	3.2617
129.	Baringo Technical College	3.2740
130.	Meru Teachers College	3.2781
131.	Kagumo Teachers Training College	3.2791
132.	Bumbe Technical Training Institute	3.2941
133.	Nyandarua Institute of Science and Technology	3.2956
134.	Egoji Teachers College	3.3072
135.	Ugenya Technical and Vocational College	3.3253
136.	Keroka Technical Training Institute	3.3303
137.	Wote Technical Training Institute	3.3310
138.	Garissa Teachers Training College	3.3366
139.	Kajiado West Technical and Vocational College	3.3433
140.	St. Paul's Kibabii Diploma Teachers College	3.3465
141.	Maasai Mara Technical and Vocational College	3.3939
142.	Murang'a Teachers Training College	3.3939
143.	Kiirua Technical Training Institute	3.3969
144.	Asumbi Teachers College	3.3982
145.	Ahmed Shahame Mwidani Technical Training Institute	3.4058
146.	Mathira Technical & Vocational College	3.4239
147.	Shamberere Technical Training Institute	3.4265
148.	St. Joseph's Technical Institute for the Deaf, Nyang'oma	3.4315
149.	Sang'alo Institute of Technology	3.4364
150.	Ziwa Technical Training Institute	3.4534
151.	Friends College, Kaimosi	3.4546
152.	North Eastern National Polytechnic	3.4584

153.	Siala Technical Training Institute	3.4593
154.	Bondo Technical and Vocational College	3.4606
155.	Migori Teachers College	3.4679
156.	Kitui Teachers Training College	3.4934
157.	Bondo Teachers Training College	3.4999
158.	Bushiagala Technical Training Institute	3.5009
159.	Masai Technical Training Institute	3.5023
160.	Bunyala Technical and Vocational College	3.5067
161.	Mawego Technical Training Institute	3.5156
162.	Kipipiri Technical and Vocational College	3.5362
163.	Aberdare Teachers Training College	3.5399
164.	The Kitale National Polytechnic	3.5399
165.	Paramount Chief Kinyanjui Technical Training Institute	3.5435
166.	Thogoto Teachers Training College	3.5479
167.	Kiambu Institute of Science and Technology	3.5539
168.	Sot Technical Training Institute	3.5628
169.	Eregi Teachers Training College	3.5967
170.	Karen Technical Training Institute for the Deaf	3.6172
171.	Emining Technical Training Institute	3.6198
172.	Mumias West Technical and Vocational College	3.6393
173.	St. Marks Kigari Primary Teachers College	3.6451
174.	Kasarani Technical and Vocational College	3.6564
175.	Kenya Institute for The Blind	3.6646
176.	Masinga Technical and Vocational College	3.6657
177.	Kapcherop Technical and Vocational College	3.6753
178.	Narok West Technical Training Institute	3.6800
179.	Gitwebe Technical Training Institute	3.6883
180.	Naivasha Technical and Vocational College	3.6890
181.	Kenyena Teachers Training College	3.6899
182.	Kipsinende Technical Training Institute	3.6901
183.	Kericho Teachers Training College	3.7044
184.	Lugari Diploma Teachers Training College	3.7225
185.	Musakasa Technical Training Institute	3.7317
186.	Butere Technical and Vocational College	3.7446
187.	Koshin Technical Training Institute	3.7582
188.	Tambach Teachers Training College	3.7672
189.	Kisii National Polytechnic	3.8007
190.	Borabu Technical and Vocational College	3.8216
191.	Ugenya Teachers Training College	3.8251
192.	Ndia Technical Vocational College	3.8612
193.	Moi Teachers College, Baringo	3.8629
194.	Kaimosi Teachers Training College	3.8633

195.	Gatanga Technical and Vocational College	3.8956
196.	Okame Technical and Vocational College	3.9010
197.	Konoin Technical Training Institute	3.9573
198.	Narok Teachers Training College	3.9734
199.	Muraga Technical Training Institute	3.9853
200.	David M. Wambuli Technical and Vocational College	4.0831
201.	Weru Technical and Vocational College	4.0867
202.	Nachu Technical and Vocational College	4.2216
203.	Nuu Technical and Vocational College	4.3410
Average Composite Score for State Corporations and Tertiary Institutions (Education Sector Working Group)		3.2999
204.	Ministry of Water, Sanitation and Irrigation	3.1500
205.	Ministry of Environment and Forestry	3.4487
Average Composite Score for Ministries (Environmental Protection, Water and Natural Resources Sector Working Group)		3.2994
206.	National Irrigation Authority	2.3539
207.	Water Sector Trust Fund	2.6448
208.	Water Resources Authority	2.6837
209.	Central Rift Valley Water Works Development Agency	2.9053
210.	Northern Water Works Development Agency	2.9305
211.	Tanathi Water Works Development Agency	2.9677
212.	Water Services Regulatory Board	2.9873
213.	Lake Victoria South Water Works Development Agency	3.0100
214.	Kenya Forestry Research Institute	3.0717
215.	Regional Centre on Groundwater Resources, Education, Training and Research	3.1561
216.	National Environment Trust Fund	3.2628
217.	Kenya Water Institute	3.2828
218.	Lake Victoria North Water Works Development Agency	3.3066
219.	Athi Water Works Development Agency	3.3105
220.	Kenya Forest Service	3.3342
221.	Kenya Water Towers Agency	3.3877
222.	Coast Water Works Development Agency	3.3999
223.	National Environment Management Authority	3.5340
224.	National Water Harvesting and Storage Authority	3.5737
225.	Tana Water Works Development Agency	4.0763
Average Composite Score for State Corporations (Environmental Protection, Water and Natural Resources Sector Working Group)		3.1590
226.	Ministry of Industrialization, Trade and Enterprise Development	3.2802
227.	Ministry of Tourism and Wildlife	3.6994
Average Composite Score for Ministries (General Economic and Commercial Affairs Sector Working Group)		3.4898

228.	Kenya Industrial Estates	2.4459
229.	Anti-Counterfeit Authority	2.8286
230.	New Kenya Co-Operative Creameries Limited	2.9610
231.	Sacco Societies Regulatory Authority	3.0354
232.	Micro and Small Enterprises Authority	3.0431
233.	Bomas of Kenya Limited	3.0876
234.	IDB Capital Limited	3.1007
235.	Kenya National Trading Corporation Limited	3.1527
236.	Kenya Industrial Research and Development Institute	3.1640
237.	Kenya Accreditation Service	3.2014
238.	Kenya Industrial Property Institute	3.2057
239.	Kenya Tourism Board	3.2227
240.	Kenya Wildlife Service	3.2301
241.	Kenya Bureau of Standards	3.2431
242.	Kenya Utalii College	3.2867
243.	Kenyatta International Convention Centre	3.3020
244.	Export Processing Zones Authority	3.3083
245.	Special Economic Zones Authority	3.3261
246.	Tourism Fund	3.3751
247.	Kenya Leather Development Council	3.5376
248.	Industrial and Commercial Development Corporation	3.5390
249.	Tourism Regulatory Authority	3.5401
250.	Numerical Machining Complex Limited	3.5634
251.	Tourism Finance Corporation	3.7703
252.	East African Portland Cement Plc	4.0575
Average Composite Score for State Corporations (General Economic and Commercial Affairs Sector Working Group)		3.2611
253.	Office of The Attorney General and Department of Justice	3.1398
254.	Ministry of Interior and Co-Ordination of National Government	3.4730
Average Composite Score for Ministries (Governance, Justice, Law and Order Sector Working Group)		3.3064
255.	Witness Protection Agency	2.6370
256.	National Crime Research Centre	2.8899
257.	National Authority for The Campaign Against Alcohol and Drug Abuse	2.9612
258.	National Council for Law Reporting	2.9709
259.	Kenya Law Reform Commission	3.0835
260.	Nairobi Centre For International Arbitration	3.1547
261.	Kenya Copyright Board	3.1964
262.	Council for Legal Education	3.3503
263.	Kenya School of Law	3.5869

Average Composite Score for State Corporations (Governance, Justice, Law and Order Sector Working Group)		3.0923
264.	Ministry of Health	3.2570
Average Composite Score for Ministries (Health Sector Working Group)		3.2570
265.	Moi Teaching and Referral Hospital	2.6972
266.	Kenya Medical Training College	2.9091
267.	Kenya Medical Supplies Authority	3.0062
268.	National Hospital Insurance Fund	3.0412
269.	Kenya Medical Research Institute	3.1622
270.	Kenyatta National Hospital	3.1767
271.	National Aids Control Council	3.4260
Average Composite Score for State Corporations (Health Sector Working Group)		3.0598
272.	Ministry of Energy	3.2712
273.	Ministry of Petroleum and Mining	3.5105
274.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	3.5209
275.	Ministry of Information, Communication and Technology and Youth Affairs	3.7568
Average Composite Score for Ministries (Energy, Infrastructure and ICT Sector Working Group)		3.5149
276.	Media Council of Kenya	2.6148
277.	Energy & Petroleum Regulatory Authority	2.7959
278.	The Engineers Board of Kenya	2.8016
279.	Kenya Roads Board	2.8907
280.	National Transport and Safety Authority	3.0200
281.	Kenya Ferry Services Limited	3.0202
282.	Kenya Railways Corporation	3.0252
283.	Kenya Yearbook Editorial Board	3.0457
284.	Kenya Electricity Generating Company Plc	3.0492
285.	Kenya Civil Aviation Authority	3.0803
286.	Kenya Film Commission	3.0867
287.	Kenya Ports Authority	3.0904
288.	Nuclear Power and Energy Agency	3.1078
289.	Kenya Rural Roads Authority	3.1363
290.	Kenya Urban Roads Authority	3.1572
291.	Konza Technopolis Development Authority	3.1802
292.	Communication Authority of Kenya	3.2242
293.	National Housing Corporation	3.2812
294.	Kenya Institute of Mass Communication	3.2970
295.	Kenya National Shipping Line	3.3011

296.	Kenya Film Classification Board	3.3245
297.	National Construction Authority	3.3447
298.	Kenya National Highways Authority	3.3551
299.	Rural Electrification and Renewable Energy Corporation	3.3675
300.	Kenya Broadcasting Corporation	3.4153
301.	Kenya Electricity Transmission Company	3.4817
302.	Kenya Pipeline Company Limited	3.4956
303.	Information and Communication Technology Authority	3.5080
304.	Postal Corporation of Kenya	3.5282
305.	Kenya Maritime Authority	3.5413
306.	Kenya Power and Lighting Company Limited	3.6132
307.	Geothermal Development Company Limited	3.7316
308.	Kenya Airports Authority	3.8863
Average Composite Score for State Corporations (Energy, Infrastructure and ICT Sector Working Group)		3.2363
309.	Kenya Space Agency	3.7410
310.	Kenya Ordinance Factories Corporation	3.8688
Average Composite Score for State Corporations (National Security Sector Working Group)		3.8049
311.	The National Treasury and Planning	3.0209
312.	State House	3.0415
313.	Ministry of East African Community and Regional Development	3.0920
314.	Office of The Deputy President	3.2412
315.	Ministry of Foreign Affairs	3.2885
316.	Ministry of Public Service and Gender	3.2901
317.	Ministry of Devolution and The ASALs	3.4545
Average Composite Score for Ministries (Public Administration and International Relations Sector Working Group)		3.2041
318.	Capital Markets Authority	2.5996
319.	Women Enterprise Fund	2.8208
320.	Lake Basin Development Authority	2.8322
321.	Insurance Regulatory Authority	2.9138
322.	Ewaso Ng'iro North River Basin Development Authority	2.9259
323.	Kenya Investment Authority	2.9550
324.	Retirement Benefits Authority	2.9802
325.	Kenya School of Government	2.9836
326.	Competition Authority of Kenya	2.9906
327.	National Youth Council	2.9925

328.	Kenya Accountants and Secretaries National Examinations Board	3.0195
329.	Unclaimed Financial Assets Authority	3.0399
330.	Ewaso Ng'iro South River Basin Development Authority	3.0415
331.	Coast Development Authority	3.0515
332.	National Government Affirmative Action Fund	3.0697
333.	Kenya Trade Network Agency	3.0794
334.	National Government Constituencies Development Fund	3.0856
335.	National Youth Service	3.0923
336.	LAPSSET Corridor Development Authority	3.0981
337.	Commodities Fund	3.1119
338.	Kenya Revenue Authority	3.1133
339.	Kerio Valley Development Authority	3.1278
340.	Kenya Institute for Public Policy Research and Analysis	3.1454
341.	National Drought Management Authority	3.1646
342.	Kenya National Bureau of Statistics	3.1902
343.	Kenya Deposit Insurance Corporation	3.1928
344.	National Council for Population and Development	3.2717
345.	Youth Enterprise Development Fund	3.3068
346.	Public Procurement Regulatory Board	3.3431
347.	Privatization Commission	3.5172
348.	Policy Holders Compensation Fund	3.6473
349.	Kenya Vision 2030 Delivery Board	3.6811
350.	Tana and Athi Rivers Development Authority	3.9838
Average Composite Score for State Corporations (Public Administration and International Relations Sector Working Group)		3.1324
351.	Ministry of Labour and Social Protection	3.5088
352.	Ministry of Sports, Culture and Heritage	3.7544
Average Composite Score for Ministries (Social Protection, Culture and Recreation Sector Working Group)		3.6316
353.	Anti-Female Genital Mutilation Board	2.8166
354.	NGOs Coordination Board	3.0634
355.	Kenya National Library Services	3.2255
356.	Anti-Doping Agency of Kenya	3.2265
357.	National Council for Persons with Disabilities	3.2322
358.	Sports Kenya	3.4179
359.	National Social Security Fund	3.4265
360.	National Council for Children's Services	3.4752
361.	National Industrial Training Authority	3.6439
362.	National Employment Authority	3.6666
363.	Kenya Academy of Sports	3.7019
364.	Uwezo Fund	3.7168

365.	Kenya Cultural Centre	4.0610
Average Composite Score for State Corporations (Social Protection, Culture and Recreation Sector Working Group)		3.4365

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 & 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		
	None	
VERY GOOD		
	None	
GOOD		
1.	The National Treasury and Planning	3.0209
2.	State House	3.0415
3.	Ministry of East African Community and Regional Development	3.0920
4.	Office of the Attorney General and Department of Justice	3.1398
5.	Ministry of Water, Sanitation and Irrigation	3.1500
6.	Ministry of Education	3.2018
7.	Office of the Deputy President	3.2412
8.	Ministry of Health	3.2570
9.	Ministry of Energy	3.2712
10.	Ministry of Industrialization, Trade and Enterprise Development	3.2802
11.	Ministry of Foreign Affairs	3.2885
12.	Ministry of Public Service and Gender	3.2901
13.	Ministry of Environment and Forestry	3.4487
14.	Ministry of Devolution and the ASALS	3.4545
15.	Ministry of Interior and Co-Ordination of National Government	3.4730
16.	Ministry of Labour and Social Protection	3.5088
17.	Ministry of Lands and Physical Planning	3.5095
18.	Ministry of Petroleum and Mining	3.5105
19.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	3.5209
FAIR		
20.	Ministry of Tourism and Wildlife	3.6994
21.	Ministry of Sports, Culture and Heritage	3.7544
22.	Ministry of Information, Communication and Technology and Youth Affairs	3.7568
23.	Ministry of Agriculture, Livestock and Fisheries	3.9491
POOR		
24.	Cabinet Affairs Office*	5.0000

* Cabinet Affairs Office did not have its Performance Contract vetted and implemented

NB: One Ministry has not been 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	2.1250
2.	Tharaka University College	2.1791
3.	TVET Curriculum Development, Assessment and Certification Council	2.2587
4.	University of Nairobi	2.2621
5.	National Irrigation Authority	2.3539
VERY GOOD		
6.	Chuka University	2.4085
7.	Kenya Industrial Estates	2.4459
8.	South Eastern Kenya University	2.5738
9.	Capital Markets Authority	2.5996
10.	Media Council of Kenya	2.6148
11.	Kenya Institute of Curriculum Development	2.6355
12.	Witness Protection Agency	2.6370
13.	Water Sector Trust Fund	2.6448
14.	Kenya Plant Health Inspectorate Services	2.6768
15.	Water Resources Authority	2.6837
16.	Kibabii University	2.6940
17.	Moi Teaching and Referral Hospital	2.6972
18.	Kenyatta University	2.7260
19.	Agricultural Finance Corporation	2.7351
20.	Murang'a University of Technology	2.7750
21.	Kenya Universities and Colleges Central Placement Service	2.7793
22.	Energy & Petroleum Regulatory Authority	2.7959
23.	The Engineers Board of Kenya	2.8016
24.	Anti-Female Genital Mutilation Board	2.8166
25.	Women Enterprise Fund	2.8208
26.	Anti-Counterfeit Authority	2.8286
27.	Lake Basin Development Authority	2.8322
28.	Multimedia University of Kenya	2.8557
29.	Rongo University	2.8604
30.	Masinde Muliro University of Science and Technology	2.8755
31.	Kenya Dairy Board	2.8835
32.	National Crime Research Centre	2.8899
33.	Kenya Roads Board	2.8907
34.	Kenya Marine and Fisheries Research Institute	2.9024
35.	Central Rift Valley Water Works Development Agency	2.9053
36.	Kenya Seed Company Limited	2.9090
37.	Kenya Medical Training College	2.9091
38.	Insurance Regulatory Authority	2.9138

39.	Ewaso Ng'iro North River Basin Development Authority	2.9259
40.	Pest Control Products Board	2.9296
41.	Jaramogi Oginga Odinga University of Science And Technology	2.9303
42.	Northern Water Works Development Agency	2.9305
43.	Dedan Kimathi University of Technology	2.9423
44.	Kirinyaga University	2.9459
45.	Kenya Investment Authority	2.9550
46.	Maseno University	2.9605
47.	New Kenya Co-Operative Creameries Limited	2.9610
48.	National Authority for the Campaign Against Alcohol and Drug Abuse	2.9612
49.	Tanathi Water Works Development Agency	2.9677
50.	National Council for Law Reporting	2.9709
51.	Retirement Benefits Authority	2.9802
52.	Higher Education Loans Board	2.9830
53.	Kenya School of Government	2.9836
54.	Water Services Regulatory Board	2.9873
55.	Competition Authority of Kenya	2.9906
56.	National Youth Council	2.9925
GOOD		
57.	Technical and Vocational Education and Training Authority	3.0016
58.	University of Kabianga	3.0054
59.	Kenya Medical Supplies Authority	3.0062
60.	Lake Victoria South Water Works Development Agency	3.0100
61.	Machakos University	3.0177
62.	Kenya Accountants and Secretaries National Examinations Board	3.0195
63.	National Transport and Safety Authority	3.0200
64.	Kenya Ferry Services Limited	3.0202
65.	Sacco Societies Regulatory Authority	3.0354
66.	Jomo Kenyatta University of Agriculture and Technology	3.0393
67.	Unclaimed Financial Assets Authority	3.0399
68.	National Hospital Insurance Fund	3.0412
69.	Ewaso Ng'iro South River Basin Development Authority	3.0415
70.	Micro and Small Enterprises Authority	3.0431
71.	Maasai Mara University	3.0435
72.	Kenya Yearbook Editorial Board	3.0457
73.	Alupe University College	3.0463
74.	Kenya Electricity Generating Company Plc	3.0492
75.	Kenya National Examinations Council	3.0509
76.	Coast Development Authority	3.0515
77.	The Universities Fund	3.0537
78.	Kenya Animal Genetic Resources Centre	3.0629
79.	NGOS Coordination Board	3.0634
80.	National Government Affirmative Action Fund	3.0697
81.	Kenya National Commission for UNESCO	3.0712

82.	Kenya Forestry Research Institute	3.0717
83.	Pwani University	3.0774
84.	Kenya Trade Network Agency	3.0794
85.	Kenya Civil Aviation Authority	3.0803
86.	Kenya Law Reform Commission	3.0835
87.	National Government Constituencies Development Fund	3.0856
88.	Kenya Film Commission	3.0867
89.	Kenya Railways Corporation	3.0876
90.	Bomas of Kenya Limited	3.0876
91.	Jomo Kenyatta Foundation	3.0879
92.	Kenya Fisheries Service	3.0884
93.	Kenya Ports Authority	3.0904
94.	Kenya Education Management Institute	3.0922
95.	National Youth Service	3.0923
96.	LAPSSET Corridor Development Authority	3.0981
97.	IDB Capital Limited	3.1007
98.	Bomet University College	3.1009
99.	Nuclear Power and Energy Agency	3.1078
100.	Commodities Fund	3.1119
101.	Kenya Revenue Authority	3.1133
102.	Kerio Valley Development Authority	3.1278
103.	Technical University of Mombasa	3.1304
104.	Kenya Institute of Special Education	3.1330
105.	Kenya Rural Roads Authority	3.1363
106.	Kenya Institute for Public Policy Research And Analysis	3.1454
107.	Kenya National Trading Corporation Limited	3.1527
108.	Kenya National Innovation Agency	3.1532
109.	Nairobi Centre for International Arbitration	3.1547
110.	Regional Centre on Groundwater Resources, Education, Training and Research	3.1561
111.	Kenya Urban Roads Authority	3.1572
112.	Kenya Medical Research Institute	3.1622
113.	Kenya Industrial Research and Development Institute	3.1640
114.	National Drought Management Authority	3.1646
115.	Kenyatta National Hospital	3.1767
116.	Kaimosi Friends University College	3.1789
117.	Konza Technopolis Development Authority	3.1802
118.	Nyayo Tea Zones Development Corporation	3.1821
119.	Kenya National Bureau of Statistics	3.1902
120.	Kenya Deposit Insurance Corporation	3.1928
121.	Meru University of Science and Technology	3.1951
122.	Kenya Copyright Board	3.1964
123.	Kenya Accreditation Service	3.2014
124.	Kenya Industrial Property Institute	3.2057
125.	Kenya Tourism Board	3.2227

126.	Communication Authority of Kenya	3.2242
127.	Kenya National Library Services	3.2255
128.	Anti-Doping Agency of Kenya	3.2265
129.	Kenya Wildlife Service	3.2301
130.	National Council for Persons with Disabilities	3.2322
131.	Kenya Bureau of Standards	3.2431
132.	Kisii University	3.2439
133.	Tom Mboya University College	3.2496
134.	Kenya Veterinary Board	3.2520
135.	Laikipia University	3.2574
136.	National Environment Trust Fund	3.2628
137.	National Research Fund	3.2683
138.	National Council for Population and Development	3.2717
139.	National Housing Corporation	3.2812
140.	Kenya Literature Bureau	3.2828
141.	Kenya Water Institute	3.2828
142.	Kenya Utalii College	3.2867
143.	Kenya Institute of Mass Communication	3.2970
144.	Kenya Agricultural and Livestock Research Organization	3.2991
145.	Kenya National Shipping Line	3.3011
146.	Kenyatta International Convention Centre	3.3020
147.	Lake Victoria North Water Works Development Agency	3.3066
148.	Youth Enterprise Development Fund	3.3068
149.	Egerton University	3.3081
150.	Export Processing Zones Authority	3.3083
151.	Athi Water Works Development Agency	3.3105
152.	Agricultural Development Corporation	3.3143
153.	Kenya Film Classification Board	3.3245
154.	Special Economic Zones Authority	3.3261
155.	University of Nairobi Enterprises and Services Limited	3.3310
156.	Centre for Mathematics, Science and Technology Education in Africa	3.3324
157.	Kenya Forest Service	3.3342
158.	Public Procurement Regulatory Board	3.3431
159.	National Construction Authority	3.3447
160.	Council for Legal Education	3.3503
161.	Kenya National Highways Authority	3.3551
162.	Co-operative University of Kenya	3.3583
163.	Karatina University	3.3632
164.	Kenya Veterinary Vaccines Production Institute	3.3644
165.	Rural Electrification and Renewable Energy Corporation	3.3675
166.	Commission for University Education	3.3709
167.	Tourism Fund	3.3751
168.	University of Eldoret	3.3845
169.	Kenya Water Towers Agency	3.3877

170.	Coast Water Works Development Agency	3.3999
171.	Kenya Broadcasting Corporation	3.4153
172.	Sports Kenya	3.4179
173.	National Aids Control Council	3.4260
174.	National Social Security Fund	3.4265
175.	Moi University	3.4398
176.	Kenya Fish Marketing Authority	3.4642
177.	National Council for Children's Services	3.4752
178.	Kenya Electricity Transmission Company	3.4817
179.	Agro Chemical & Food Company	3.4841
180.	Garissa University	3.4844
181.	Kenya Pipeline Company Limited	3.4956
182.	Technical University of Kenya	3.4978
183.	Information and Communication Technology Authority	3.5080
184.	Privatization Commission	3.5172
185.	Postal Corporation of Kenya	3.5282
186.	National Museums of Kenya	3.5315
187.	National Environment Management Authority	3.5340
188.	Kenya Leather Development Council	3.5376
189.	Industrial and Commercial Development Corporation	3.5390
190.	Tourism Regulatory Authority	3.5401
191.	Kenya Maritime Authority	3.5413
192.	National Cereals and Produce Board	3.5524
193.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.5613
194.	Numerical Machining Complex Limited	3.5634
195.	Bukura Agricultural College	3.5723
196.	National Water Harvesting and Storage Authority	3.5737
197.	Kenya School of Law	3.5869
FAIR		
198.	Kenya Power and Lighting Company Limited	3.6132
199.	Kenya National Biosafety Authority	3.6136
200.	Agriculture and Food Authority	3.6151
201.	National Industrial Training Authority	3.6439
202.	Policy Holders Compensation Fund	3.6473
203.	National Employment Authority	3.6666
204.	Kenya Vision 2030 Delivery Board	3.6811
205.	Kenya Academy of Sports	3.7019
206.	Uwezo Fund	3.7168
207.	Geothermal Development Company Limited	3.7316
208.	Kenya Space Agency	3.7410
209.	Taita Taveta University	3.7461
210.	Tourism Finance Corporation	3.7703
211.	Turkana University College	3.8215
212.	National Commission for Science, Technology and Innovation	3.8662
213.	Kenya Ordinance Factories Corporation	3.8688

214.	Kenya Airports Authority	3.8863
215.	Nzoia Sugar Company Limited	3.9620
216.	Tana and Athi Rivers Development Authority	3.9838
POOR		
217.	East African Portland Cement Plc	4.0575
218.	Kenya Cultural Centre	4.0610
219.	South Nyanza Sugar Company Limited	4.0698
220.	Tana Water Works Development Agency	4.0763
221.	Kenya Meat Commission	4.0993
222.	School Equipment Production Unit	4.1465
223.	Chemelil Sugar Company Limited	4.3195
224.	National Oil Corporation of Kenya*	5.0000
225.	Child Welfare Society of Kenya*	5.0000
226.	Kenya Post Office Savings Bank*	5.0000
227.	Kenya Re-insurance Corporation*	5.0000

*State Corporations did not have their Performance Contracts vetted and implemented

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

1. Public Universities

S/No.	State Corporation	Composite Score
1.	University of Embu	2.1250
2.	Tharaka University College	2.1791
3.	University of Nairobi	2.2621
4.	Chuka University	2.4085
5.	South Eastern Kenya University	2.5738
6.	Kibabii University	2.6940
7.	Kenyatta University	2.7260
8.	Murang'a University of Technology	2.7750
9.	Multimedia University of Kenya	2.8557
10.	Rongo University	2.8604
11.	Masinde Muliro University of Science and Technology	2.8755
12.	Jaramogi Oginga Odinga University of Science and Technology	2.9303
13.	Dedan Kimathi University of Technology	2.9423
14.	Kirinyaga University	2.9459
15.	Maseno University	2.9605
16.	University of Kabianga	3.0054
17.	Machakos University	3.0177
18.	Jomo Kenyatta University of Agriculture and Technology	3.0393
19.	Maasai Mara University	3.0435
20.	Alupe University College	3.0463
21.	Pwani University	3.0774
22.	Bomet University College	3.1009
23.	Technical University of Mombasa	3.1304
24.	Kaimosi Friends University College	3.1789
25.	Meru University of Science and Technology	3.1951
26.	Kisii University	3.2439
27.	Tom Mboya University College	3.2496
28.	Laikipia University	3.2574
29.	Egerton University	3.3081
30.	Co-operative University of Kenya	3.3583

31.	Karatina University	3.3632
32.	University of Eldoret	3.3845
33.	Moi University	3.4398
34.	Garissa University	3.4844
35.	Technical University of Kenya	3.4978
36.	Taita Taveta University	3.7461
37.	Turkana University College	3.8215
Average Composite Score		3.0298

2. Financial

S/No.	State Corporation	Composite Score
1.	Kenya Industrial Estates	2.4459
2.	Agricultural Finance Corporation	2.7351
3.	Kenya Roads Board	2.8907
4.	National Hospital Insurance Fund	3.0412
5.	The Universities Fund	3.0537
6.	National Government Affirmative Action Fund	3.0697
7.	IDB Capital Limited	3.1007
8.	Commodities Fund	3.1119
9.	Kenya Revenue Authority	3.1133
10.	Kenya National Trading Corporation Limited	3.1527
11.	Kenya Deposit Insurance Corporation	3.1928
12.	National Research Fund	3.2683
13.	Kenya National Shipping Line	3.3011
14.	National Social Security Fund	3.4265
15.	Industrial and Commercial Development Corporation	3.5390
Average Composite Score		3.0962

3. Regulatory

S/No.	State Corporation	Composite Score
1.	National Irrigation Authority	2.3539
2.	Capital Markets Authority	2.5996
3.	Media Council of Kenya	2.6148
4.	Kenya Plant Health Inspectorate Services	2.6768
5.	Energy & Petroleum Regulatory Authority	2.7959
6.	The Engineers Board of Kenya	2.8016
7.	Anti-Counterfeit Authority	2.8286
8.	Kenya Dairy Board	2.8835
9.	Insurance Regulatory Authority	2.9138
10.	Pest Control Products Board	2.9296
11.	Kenya Investment Authority	2.9550
12.	Retirement Benefits Authority	2.9802
13.	Water Services Regulatory Board	2.9873
14.	Competition Authority of Kenya	2.9906
15.	Technical and Vocational Education and Training Authority	3.0016
16.	National Transport and Safety Authority	3.0200
17.	Sacco Societies Regulatory Authority	3.0354
18.	Unclaimed Financial Assets Authority	3.0399
19.	Micro and Small Enterprises Authority	3.0431
20.	NGOs Coordination Board	3.0634
21.	Kenya Civil Aviation Authority	3.0803
22.	Kenya Film Commission	3.0867
23.	Kenya Fisheries Service	3.0884
24.	LAPSSET Corridor Development Authority	3.0981
25.	Kenya Copyright Board	3.1964
26.	Kenya Accreditation Service	3.2014
27.	Communication Authority of Kenya	3.2242
28.	Anti-Doping Agency of Kenya	3.2265
29.	Kenya Bureau of Standards	3.2431
30.	Kenya Veterinary Board	3.2520
31.	Export Processing Zones Authority	3.3083
32.	Kenya Film Classification Board	3.3245
33.	Special Economic Zones Authority	3.3261
34.	Public Procurement Regulatory Board	3.3431
35.	National Construction Authority	3.3447
36.	Council for Legal Education	3.3503

37.	Commission for University Education	3.3709
38.	Information and Communication Technology Authority	3.5080
39.	National Environment Management Authority	3.5340
40.	Tourism Regulatory Authority	3.5401
41.	Kenya Maritime Authority	3.5413
42.	Kenya National Biosafety Authority	3.6136
43.	Agriculture and Food Authority	3.6151
44.	National Industrial Training Authority	3.6439
45.	National Employment Authority	3.6666
46.	Kenya Space Agency	3.7410
Average Composite Score		3.1518

4. Regional Development Authorities

S/No.	State Corporation	Composite Score
1.	Lake Basin Development Authority	2.8322
2.	Ewaso Ng'iro North River Basin Development Authority	2.9259
3.	Ewaso Ng'iro South River Basin Development Authority	3.0415
4.	Coast Development Authority	3.0515
5.	Kerio Valley Development Authority	3.1278
6.	Tana and Athi Rivers Development Authority	3.9838
Average Composite Score		3.1605

5. Service

S/No.	State Corporation	Composite Score
1.	TVET Curriculum Development, Assessment and Certification Council	2.2587
2.	Kenya Institute of Curriculum Development	2.6355
3.	Witness Protection Agency	2.6370
4.	Water Sector Trust Fund	2.6448
5.	Water Resources Authority	2.6837
6.	Moi Teaching and Referral Hospital	2.6972

7.	Kenya Universities and Colleges Central Placement Service	2.7793
8.	Anti-Female Genital Mutilation Board	2.8166
9.	Women Enterprise Fund	2.8208
10.	Central Rift Valley Water Works Development Agency	2.9053
11.	Northern Water Works Development Agency	2.9305
12.	National Authority for The Campaign Against Alcohol and Drug Abuse	2.9612
13.	Tanathi Water Works Development Agency	2.9677
14.	National Council for Law Reporting	2.9709
15.	Higher Education Loans Board	2.9830
16.	National Youth Council	2.9925
17.	Kenya Medical Supplies Authority	3.0062
18.	Lake Victoria South Water Works Development Agency	3.0100
19.	Kenya Accountants and Secretaries National Examinations Board	3.0195
20.	Kenya Ferry Services Limited	3.0202
21.	Kenya Yearbook Editorial Board	3.0457
22.	Kenya National Examinations Council	3.0509
23.	Kenya Animal Genetic Resources Centre	3.0629
24.	Kenya National Commission for UNESCO	3.0712
25.	Kenya Trade Network Agency	3.0794
26.	Kenya Law Reform Commission	3.0835
27.	National Government Constituencies Development Fund	3.0856
28.	Bomas of Kenya Limited	3.0876
29.	National Youth Service	3.0923
30.	Nuclear Power and Energy Agency	3.1078
31.	Kenya Institute of Special Education	3.1330
32.	Kenya Rural Roads Authority	3.1363
33.	Kenya National Innovation Agency	3.1532
34.	Nairobi Centre for International Arbitration	3.1547
35.	Kenya Urban Roads Authority	3.1572
36.	National Drought Management Authority	3.1646
37.	Kenyatta National Hospital	3.1767
38.	Konza Technopolis Development Authority	3.1802
39.	Kenya National Bureau of Statistics	3.1902

40.	Kenya Industrial Property Institute	3.2057
41.	Kenya Tourism Board	3.2227
42.	Kenya National Library Services	3.2255
43.	Kenya Wildlife Service	3.2301
44.	National Council for Persons with Disabilities	3.2322
45.	National Environment Trust Fund	3.2628
46.	National Council for Population and Development	3.2717
47.	Lake Victoria North Water Works Development Agency	3.3066
48.	Youth Enterprise Development Fund	3.3068
49.	Athi Water Works Development Agency	3.3105
50.	Agricultural Development Corporation	3.3143
51.	Centre for Mathematics, Science and Technology Education in Africa	3.3324
52.	Kenya Forest Service	3.3342
53.	Kenya National Highways Authority	3.3551
54.	Kenya Veterinary Vaccines Production Institute	3.3644
55.	Rural Electrification and Renewable Energy Corporation	3.3675
56.	Tourism Fund	3.3751
57.	Kenya Water Towers Agency	3.3877
58.	Coast Water Works Development Agency	3.3999
59.	Sports Kenya	3.4179
60.	National Aids Control Council	3.4260
61.	Kenya Fish Marketing Authority	3.4642
62.	National Council for Children's Services	3.4752
63.	Privatization Commission	3.5172
64.	National Museums of Kenya	3.5315
65.	Kenya Leather Development Council	3.5376
66.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.5613
67.	National Water Harvesting and Storage Authority	3.5737
68.	Policy Holders Compensation Fund	3.6473
69.	Kenya Vision 2030 Delivery Board	3.6811
70.	Uwezo Fund	3.7168
71.	Geothermal Development Company Limited	3.7316

72.	Kenya Ordinance Factories Corporation	3.8688
73.	Kenya Cultural Centre	4.0610
74.	Tana Water Works Development Agency	4.0763
Average Composite Score		3.2033

6. Training and Research

S/No.	State Corporation	Composite Score
1.	National Crime Research Centre	2.8899
2.	Kenya Marine and Fisheries Research Institute	2.9024
3.	Kenya School of Government	2.9836
4.	Kenya Forestry Research Institute	3.0717
5.	Kenya Institute for Public Policy Research and Analysis	3.1454
6.	Regional Centre on Groundwater Resources, Education, Training and Research	3.1561
7.	Kenya Medical Research Institute	3.1622
8.	Kenya Industrial Research and Development Institute	3.1640
9.	Kenya Agricultural and Livestock Research Organization	3.2991
10.	Kenya Academy of Sports	3.7019
11.	National Commission for Science, Technology and Innovation	3.8662
Average Composite Score		3.2130

7. Tertiary Education

S/No.	State Corporation	Composite Score
1.	Kenya Medical Training College	2.9091
2.	Kenya Education Management Institute	3.0922
3.	Kenya Water Institute	3.2828
4.	Kenya Utalii College	3.2867
5.	Kenya Institute of Mass Communication	3.2970
6.	Bukura Agricultural College	3.5723
7.	Kenya School of Law	3.5869
Average Composite Score		3.2896

8. Commercial/Manufacturing

S/No.	State Corporation	Composite Score
1.	Kenya Seed Company Limited	2.9090
2.	New Kenya Co-operative Creameries Limited	2.9610
3.	Kenya Electricity Generating Company Plc	3.0492
4.	Kenya Railways Corporation	3.0876
5.	Jomo Kenyatta Foundation	3.0879
6.	Kenya Ports Authority	3.0904
7.	Nyayo Tea Zones Development Corporation	3.1821
8.	National Housing Corporation	3.2812
9.	Kenya Literature Bureau	3.2828
10.	Kenyatta International Convention Centre	3.3020
11.	University of Nairobi Enterprises and Services Limited	3.3310
12.	Kenya Broadcasting Corporation	3.4153
13.	Kenya Electricity Transmission Company	3.4817
14.	Agro Chemical & Food Company	3.4841
15.	Kenya Pipeline Company Limited	3.4956
16.	Postal Corporation of Kenya	3.5282
17.	National Cereals and Produce Board	3.5524
18.	Numerical Machining Complex Limited	3.5634
19.	Kenya Power and Lighting Company Limited	3.6132
20.	Tourism Finance Corporation	3.7703

21.	Kenya Airports Authority	3.8863
22.	Nzoia Sugar Company Limited	3.9620
23.	East African Portland Cement Plc	4.0575
24.	South Nyanza Sugar Company Limited	4.0698
25.	Kenya Meat Commission	4.0993
26.	School Equipment Production Unit	4.1465
27.	Chemelil Sugar Company Limited	4.3195
Average Composite Score		3.5166

Annex V: Performance Evaluation Results for Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
1.	Nairobi Technical Training Institute	2.7225
2.	The Kabete National Polytechnic	2.7756
3.	The Meru National Polytechnic	2.8140
4.	Thika Technical Training Institute	2.8230
5.	Mukurwe-ini Technical Training Institute	2.8248
6.	Michuki Technical Training Institute	2.8333
7.	Karumo Technical Training Institute	2.8404
8.	Godoma Technical Training Institute	2.8683
9.	Kaiboi Technical Training Institute	2.8894
10.	Siaya Institute of Technology	2.9679
11.	Kenya Technical Trainers College	2.9707
GOOD		
12.	St. John's Teachers Training College, Kilimambogo	3.0157
13.	N'kabune Technical Training Institute	3.0310
14.	Shanzu Teachers Training College	3.0413
15.	The Nyeri National Polytechnic	3.0417
16.	Bureti Technical Training Institute	3.0557
17.	Machakos Technical Institute for the Blind	3.0597
18.	Katine Technical Training Institute	3.0753
19.	Rift Valley Institute of Science and Technology	3.0754
20.	Tseikuru Technical Training Institute	3.0794
21.	Rift Valley Technical Training Institute	3.0838
22.	Mitunguu Technical Training Institute	3.0978
23.	Machakos Teachers College	3.1006
24.	Kenya Coast National Polytechnic	3.1232
25.	Coast Institute of Technology	3.1247
26.	Sotik Technical Training Institute	3.1289
27.	Mosoriot Teachers Training College	3.1387
28.	Aldai Technical Training Institute	3.1539
29.	Eldoret National Polytechnic	3.1761
30.	Jeremiah Nyagah Technical Institute	3.1810
31.	Olessos Technical Training Institute	3.1953
32.	Moiben Technical and Vocational College	3.1960

33.	Sikri Technical and Vocational College for the Blind and Deaf	3.2018
34.	Kisumu National Polytechnic	3.2027
35.	Mukiria Technical Training Institute	3.2036
36.	Mathenge Technical Training Institute	3.2038
37.	Kamwenja Teachers College	3.2118
38.	Sigalagala National Polytechnic	3.2285
39.	Chesta Teachers Training College	3.2369
40.	Matili Technical Training Institute	3.2461
41.	Tharaka Technical and Vocational College	3.2536
42.	Ekerubo Gietai Technical Training Institute	3.2545
43.	Ramogi Institute of Advanced Technology	3.2567
44.	Kisiwa Technical Training Institute	3.2617
45.	Baringo Technical College	3.2740
46.	Meru Teachers College	3.2781
47.	Kagumo Teachers Training College	3.2791
48.	Bumbe Technical Training Institute	3.2941
49.	Nyandarua Institute of Science and Technology	3.2956
50.	Egoji Teachers College	3.3072
51.	Ugenya Technical and Vocational College	3.3253
52.	Keroka Technical Training Institute	3.3303
53.	Wote Technical Training Institute	3.3310
54.	Garissa Teachers Training College	3.3366
55.	Kajiado West Technical and Vocational College	3.3433
56.	St. Paul's Kibabii Diploma Teachers College	3.3465
57.	Maasai Mara Technical and Vocational College	3.3939
58.	Murang'a Teachers Training College	3.3939
59.	Kiirua Technical Training Institute	3.3969
60.	Asumbi Teachers College	3.3982
61.	Ahmed Shahame Mwidani Technical Training Institute	3.4058
62.	Mathira Technical & Vocational College	3.4239
63.	Shamberere Technical Training Institute	3.4265
64.	St. Joseph's Technical Institute for the Deaf, Nyang'oma	3.4315
65.	Sang'alo Institute of Technology	3.4364
66.	Ziwa Technical Training Institute	3.4534
67.	Friends College, Kaimosi	3.4546
68.	North Eastern National Polytechnic	3.4584
69.	Siala Technical Training Institute	3.4593
70.	Bondo Technical and Vocational College	3.4606
71.	Migori Teachers College	3.4679
72.	Kitui Teachers Training College	3.4934
73.	Bondo Teachers Training College	3.4999
74.	Bushiagala Technical Training Institute	3.5009

75.	Masai Technical Training Institute	3.5023
76.	Bunyala Technical and Vocational College	3.5067
77.	Mawego Technical Training Institute	3.5156
78.	Kipipiri Technical and Vocational College	3.5362
79.	Aberdare Teachers Training College	3.5399
80.	The Kitale National Polytechnic	3.5399
81.	Paramount Chief Kinyanjui Technical Training Institute	3.5435
82.	Thogoto Teachers Training College	3.5479
83.	Kiambu Institute of Science and Technology	3.5539
84.	Sot Technical Training Institute	3.5628
85.	Eregi Teachers Training College	3.5967
FAIR		
86.	Karen Technical Training Institute for the Deaf	3.6172
87.	Emining Technical Training Institute	3.6198
88.	Mumias West Technical and Vocational College	3.6393
89.	St. Marks Kigari Primary Teachers College	3.6451
90.	Kasarani Technical and Vocational College	3.6564
91.	Kenya Institute for the Blind	3.6646
92.	Masinga Technical and Vocational College	3.6657
93.	Kapcherop Technical and Vocational College	3.6753
94.	Narok West Technical Training Institute	3.6800
95.	Gitwebe Technical Training Institute	3.6883
96.	Naivasha Technical and Vocational College	3.6890
97.	Kenyan Teachers Training College	3.6899
98.	Kipsinende Technical Training Institute	3.6901
99.	Kericho Teachers Training College	3.7044
100.	Lugari Diploma Teachers Training College	3.7225
101.	Musakasa Technical Training Institute	3.7317
102.	Butere Technical and Vocational College	3.7446
103.	Koshin Technical Training Institute	3.7582
104.	Tambach Teachers Training College	3.7672
105.	Kisii National Polytechnic	3.8007
106.	Borabu Technical and Vocational College	3.8216
107.	Ugenya Teachers Training College	3.8251
108.	Ndia Technical Vocational College	3.8612
109.	Moi Teachers College, Baringo	3.8629
110.	Kaimosi Teachers Training College	3.8633
111.	Gatanga Technical and Vocational College	3.8956
112.	Okame Technical and Vocational College	3.9010
113.	Konoin Technical Training Institute	3.9573
114.	Narok Teachers Training College	3.9734
115.	Muraga Technical Training Institute	3.9853
POOR		
116.	David M. Wambuli Technical and Vocational College	4.0831

117.	Weru Technical and Vocational College	4.0867
118.	Nachu Technical and Vocational College	4.2216
119.	Nuu Technical and Vocational College	4.3410

Annex VI: Performance Evaluation Results for Teacher Training Colleges

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
	None	
GOOD		
1.	St. John's Teachers Training College, Kilimambogo	3.0157
2.	Shanzu Teachers Training College	3.0413
3.	Machakos Teachers College	3.1006
4.	Mosoriot Teachers Training College	3.1387
5.	Kamwenja Teachers College	3.2118
6.	Meru Teachers College	3.2781
7.	Kagumo Teachers Training College	3.2791
8.	Egoji Teachers College	3.3072
9.	Garissa Teachers Training College	3.3366
10.	St. Paul's Kibabii Diploma Teachers College	3.3465
11.	Murang'a Teachers Training College	3.3939
12.	Asumbi Teachers College	3.3982
13.	Migori Teachers College	3.4679
14.	Kitui Teachers Training College	3.4934
15.	Bondo Teachers Training College	3.4999
16.	Aberdare Teachers Training College	3.5399
17.	Thogoto Teachers Training College	3.5479
18.	Eregi Teachers Training College	3.5967
FAIR		
19.	St. Marks Kigari Primary Teachers College	3.6451
20.	Kenya Teachers Training College	3.6899
21.	Kericho Teachers Training College	3.7044
22.	Lugari Diploma Teachers Training College	3.7225
23.	Tambach Teachers Training College	3.7672
24.	Ugenya Teachers Training College	3.8251
25.	Moi Teachers College, Baringo	3.8629
26.	Kaimosi Teachers Training College	3.8633
27.	Narok Teachers Training College	3.9734
POOR		
	None	

Annex VII: Performance Evaluation Results for Technical Training Institutes

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
	None	
GOOD		
1.	Nairobi Technical Training Institute	2.7225
2.	Thika Technical Training Institute	2.823
3.	Mukurwe-ini Technical Training Institute	2.8248
4.	Michuki Technical Training Institute	2.8333
5.	Karumo Technical Training Institute	2.8404
6.	Godoma Technical Training Institute	2.8683
7.	Kaiboi Technical Training Institute	2.8894
8.	Siaya Institute of Technology	2.9679
9.	N'kabune Technical Training Institute	3.0310
10.	Bureti Technical Training Institute	3.0557
11.	Machakos Technical Institute for the Blind	3.0597
12.	Katine Technical Training Institute	3.0753
13.	Rift Valley Institute of Science and Technology	3.0754
14.	Tseikuru Technical Training Institute	3.0794
15.	Rift Valley Technical Training Institute	3.0838
16.	Mitunguu Technical Training Institute	3.0978
17.	Coast Institute of Technology	3.1247
18.	Sotik Technical Training Institute	3.1289
19.	Aldai Technical Training Institute	3.1539
20.	Jeremiah Nyagah Technical Institute	3.1810
21.	Olessos Technical Training Institute	3.1953
22.	Moiben Technical and Vocational College	3.1960
23.	Sikri Technical and Vocational College for the Blind and Deaf	3.2018
24.	Mukiria Technical Training Institute	3.2036
25.	Mathenge Technical Training Institute	3.2038
26.	Chesta Teachers Training College	3.2369
27.	Matili Technical Training Institute	3.2461
28.	Tharaka Technical and Vocational College	3.2536
29.	Ekerubo Gietai Technical Training Institute	3.2545
30.	Ramogi Institute of Advanced Technology	3.2567
31.	Kisiwa Technical Training Institute	3.2617
32.	Baringo Technical College	3.2740
33.	Bumbe Technical Training Institute	3.2941

34.	Nyandarua Institute of Science and Technology	3.2956
35.	Ugenya Technical and Vocational College	3.3253
36.	Keroka Technical Training Institute	3.3303
37.	Wote Technical Training Institute	3.3310
38.	Kajiado West Technical and Vocational College	3.3433
39.	Maasai Mara Technical and Vocational College	3.3939
40.	Kiirua Technical Training Institute	3.3969
41.	Ahmed Shahame Mwidani Technical Training Institute	3.4058
42.	Mathira Technical & Vocational College	3.4239
43.	Shamberere Technical Training Institute	3.4265
44.	St. Joseph's Technical Institute for the Deaf, Nyang'oma	3.4315
45.	Sang'alo Institute of Technology	3.4364
46.	Ziwa Technical Training Institute	3.4534
47.	Friends College, Kaimosi	3.4546
48.	Siala Technical Training Institute	3.4593
49.	Bondo Technical and Vocational College	3.4606
50.	Bushiagala Technical Training Institute	3.5009
51.	Masai Technical Training Institute	3.5023
52.	Bunyala Technical and Vocational College	3.5067
53.	Mawego Technical Training Institute	3.5156
54.	Kipipiri Technical and Vocational College	3.5362
55.	Paramount Chief Kinyanjui Technical Training Institute	3.5435
56.	Kiambu Institute of Science and Technology	3.5539
57.	Sot Technical Training Institute	3.5628
FAIR		
58.	Karen Technical Training Institute for the Deaf	3.6172
59.	Emining Technical Training Institute	3.6198
60.	Mumias West Technical and Vocational College	3.6393
61.	Kasarani Technical and Vocational College	3.6564
62.	Kenya Institute for the Blind	3.6646
63.	Masinga Technical and Vocational College	3.6657
64.	Kapcherop Technical and Vocational College	3.6753
65.	Narok West Technical Training Institute	3.6800
66.	Gitwebe Technical Training Institute	3.6883
67.	Naivasha Technical and Vocational College	3.6890
68.	Kipsinende Technical Training Institute	3.6901
69.	Musakasa Technical Training Institute	3.7317
70.	Butere Technical and Vocational College	3.7446
71.	Koshin Technical Training Institute	3.7582
72.	Borabu Technical and Vocational College	3.8216
73.	Ndia Technical Vocational College	3.8612
74.	Gatanga Technical and Vocational College	3.8956

75.	Okame Technical and Vocational College	3.9010
76.	Konoin Technical Training Institute	3.9573
77.	Muraga Technical Training Institute	3.9853
POOR		
78.	David M. Wambuli Technical and Vocational College	4.0831
79.	Weru Technical and Vocational College	4.0867
80.	Nachu Technical and Vocational College	4.2216
81.	Nuu Technical and Vocational College	4.3410

Annex VIII: Performance Evaluation Results for National Polytechnics

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
1.	The Kabete National Polytechnic	2.7756
2.	The Meru National Polytechnic	2.8340
3.	Kenya Technical Trainers College	2.9707
GOOD		
4.	The Nyeri National Polytechnic	3.0417
5.	Kenya Coast National Polytechnic	3.1232
6.	Eldoret National Polytechnic	3.1761
7.	Kisumu National Polytechnic	3.2027
8.	Sigalagala National Polytechnic	3.2285
9.	North Eastern National Polytechnic	3.4584
10.	The Kitale National Polytechnic	3.5399
FAIR		
11.	Kisii National Polytechnic	3.8007
POOR		
	None	