



REPUBLIC OF KENYA

NATIONAL TREASURY AND ECONOMIC PLANNING

Report on
Evaluation of the Performance
of
State Corporations
and
Tertiary Institutions
for the
Financial Year 2020/2021

October, 2022

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EXECUTIVE SUMMARY

The Financial Year 2020/2021 represented the 17th Cycle of Performance Contracting in the Kenyan Public Service. A total of 354 MDAs comprising 21 Ministries, State House, Office of the Deputy President and Office of the Attorney General & Department of Justice, 232 State Corporations and 98 Tertiary Institutions implemented Performance Contracts. Their Annual Performance Evaluation was undertaken between October and December, 2021 by the Public Service Performance Management and Monitoring Unit. This report is an extract of the Unit's report in relation to State Corporations and tertiary Institutions.

Out of the 232 State Corporations whose performance was evaluated, eight (8), representing 3.4% attained "EXCELLENT" Performance Grade, while 36.2% attained "VERY GOOD" Performance Grade. A total of 140 State Corporations, representing 60.4%, achieved either "GOOD", "FAIR" or "POOR" Grade and hence did not attain the agreed performance targets. Analysis of the performance of the State Corporations indicates that there was marginal improvement in performance in the FY 2020/2021 compared to that of FY 2019/2020 since the average composite score improved from **3.1972** to **3.1191**. National Irrigation Authority was the best performing State Corporation with a Composite Score of **1.8890** while the bottom performer was South Nyanza Sugar Company Limited with a Composite Score of **4.1629**.

In regard to performance by Functional Categories for State Corporations, the best performing category was Public Universities with an average Composite Score of **2.8715** while the bottom performing category was Commercial/Manufacturing with an average Composite Score of **3.4158**. It is noted that the Public Universities Functional Category was also the best performing in the FY 2019/2020 while the Commercial/Manufacturing Functional Category was the worst performing during the same period, though with an improvement.

In the case of Tertiary Institutions, out of the 98 whose performance was evaluated, none achieved "EXCELLENT" Performance Grade, 21, representing 21.4% achieved "VERY GOOD" Grade, 65.4% achieved "GOOD" Grade, 11.2% achieved "FAIR" Grade, while 2% achieved "POOR" Grade. Thika Technical Training Institute was the best performing Tertiary Institution with a Composite Score of **2.4376** while the bottom performing was Borabu Technical and Vocational College with a Composite Score of **4.2033**.

Analysis of the performance of the Tertiary Institutions indicates that there was a marked improvement in performance during the FY 2020/2021 compared to the FY 2019/2020 since the average composite score improved from **3.4070** to **3.2609**. In addition, only two (2) Tertiary Institutions achieved "POOR" Performance Grade as opposed to four (4) during the FY 2019/2020.

The performance of Tertiary Institutions was further categorized into Teacher Training Colleges, Technical Training Institutes and National Polytechnics and analyzed. Since there were only three (3) Teacher Training Colleges that were on PC during the contract period, only the performance of two categories (Technical Training Institutes and National Polytechnics) was further analyzed. The best performing Technical Training Institute was Thika Technical Training Institute with a Composite Score of **2.4376**. In the case of National Polytechnics, The Kenya Coast National Polytechnic was the best performer with a Composite Score of **2.5544**.

The criteria/indicators evaluated were: *Absorption of Allocated Funds (GoK); Absorption of*

Externally Mobilized Funds; Pending Bills; Implementation of Citizens' Service Delivery Charter; Core Mandate; Project Completion Rate; Implementation of Presidential Directives; Access to Government Procurement Opportunities; Youth Internships/Industrial Attachments/Apprenticeships; and Corruption Prevention.

The average *Absorption of Allocated Funds (GoK)* for State Corporations and Tertiary Institutions, was 92.76%, and 88.00% respectively. *Under Absorption of Externally Mobilized Funds* performance indicator as reflected in their approved budgets. The average absorption rate for 91 State Corporations that had this performance indicator, was 80.51%, whereas for the five (5) Tertiary Institutions, the rate was 66.52%.

On *Pending Bills*, MDAs were to ensure that Pending Bills incurred during the financial year, if any, did not exceed 1% of the actual budgetary allocation. The average Pending Bills for State Corporations and Tertiary Institutions was 3.42% and 2.12%, respectively.

Implementation of Citizens' Service Delivery Charter aims at progressively improving customer experience. The overall average achievement for State Corporations and Tertiary Institutions was 87.64% and 72.05% respectively.

Analysis was undertaken for performance of the *Core Mandate* criterion and the overall *Project Completion Rate* based on the commitments in the Performance Contracts of State Corporations and Tertiary Institutions was 80.70% and 67% respectively.

Overall, there was marked improvement in performance in the FY 2020/2021 compared to the FY 2019/2020. The performance of the State Corporations indicates that there was marginal improvement in performance in the FY 2020/2021 compared to that of FY 2019/2020 since the average composite score improved from **3.1972** to **3.1191**. In the case of Tertiary Institutions, there was a marked improvement in performance during the FY 2020/2021 compared to the FY 2019/2020 since the average composite score improved from **3.4070** to **3.2609**.

CHAPTER ONE

INTRODUCTION

1. The Government is dedicated to Performance Management in the Public Sector through Performance Contracting, among other tools, with a common agenda of continually improving public service delivery. Performance Contracting aligns institutional strategic plans to Kenya Vision 2030 Medium Term Plans (MTPs) and other national priorities such as the “Big Four” Agenda, Sustainable Development Goals (SDGs) and Agenda 2063.
2. A Performance Contract is a management tool used to prioritize MDAs’ annual undertaking and measuring performance against agreed performance targets. It is a freely negotiated performance agreement between the Government, acting as the owner of an MDA and the Management of the agency. The Performance Contract specifies the mutual performance commitments and obligations of the contracting parties.
3. The FY 2020/2021 marks the 17th cycle of continuous implementation of Performance Contracting in the Public Service. Performance Contracting is among several other reform initiatives that the Kenya Government has put in place in its endeavor to improve service delivery.
4. The continuous implementation of Performance Contracting in Kenya has led to recognition worldwide. Among others, Kenya was in March/April 2021, one of the Countries that was selected by the Commonwealth Secretariat to share its experience with others on Performance Management in the Public Sector. The development, roll-out and adoption of the GPCIS, as a key service delivery innovation was recognized during the 8th All Africa Public Service Day held in June, 2021 in Zimbabwe where Kenya was conferred a 2nd Runners-up Continental Award in the category of **“Best Innovation in Citizen Centered Service Delivery”**.
5. Among the broad outcomes of Performance Contracting in the Public Service are: Improved efficiency in service delivery to the public by ensuring that holders of public office are held accountable for results; Improvement in performance and efficiency in resource utilization and ensuring that public resources are focused on attainment of the key national priorities; Instilling accountability for results at all levels in the Government; and, Recreating a culture of results-oriented management in the Public Service.
6. Performance Contracting Guidelines require among others, that annual performance evaluation is undertaken for all MCDAs that sign and implement Performance Contracts in any given Financial Year. In the FY 2020/2021, a total of 232 State Corporations and 98 Tertiary Institutions signed a contract. The moderation of the performance was undertaken between October and December, 2021.

7. This report is divided into Five Chapters. Chapter One covers the Introduction; Chapter Two explains the Process of Performance Contracting and Evaluation Methodology; Chapter Three contains Performance Evaluation Results for MDAs; Chapter Four covers Performance Evaluation Results for Selected Performance Indicators; and, Chapter Five contains the Observations and Recommendations.

CHAPTER TWO

PROCESS OF PERFORMANCE CONTRACTING AND THE EVALUATION METHODOLOGY

8. Performance Contracting in Kenya has undergone tremendous improvement. Public Service Performance Management Monitoring Unit, with the support of key stakeholders majorly drawn from MDAs undertakes an annual review of Performance Contracting guidelines to incorporate lessons learnt and best practices for effective delivery of services in the Public Service.
9. The annual performance evaluation for the MDAs that implemented Performance Contracts for the FY 2020/2021 was undertaken in accordance with the 17th Cycle Performance Contracting Guidelines.
10. Vide Circular Ref. No. OP/CAB.1/43/1 dated 20th September, 2021 by the Head of Public Service, MDAs were required to undertake a self-performance evaluation based on the annual achievement for each performance indicator using the GPCIS.
11. The moderation of the self-performance evaluation achievements for MDAs was undertaken by 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 experts in Performance Contracting.
12. Moderation of the self-performance evaluation achievements was also informed by scores on performance indicators by the following Specialized Agencies: Commission on Administrative Justice (Resolution of Public Complaints); National Transport and Safety Authority (Road Safety Mainstreaming); National Authority for the Campaign Against Alcohol and Drug Abuse (Prevention of Alcohol and Drug Abuse); State Department for Gender (Gender Mainstreaming); National Aids Control Council (Prevention of HIV Infections); 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.
13. There were three steps in the Annual Performance Evaluation process. Firstly, each State Corporation undertook a self-performance evaluation. Secondly, the external team of evaluators moderated the self-evaluation performance results through scrutiny of the evidence availed to support the reported achievement levels. Thirdly, in instances where the moderated scores differed with the self-performance evaluation scores, the amendments were effected online in the GPCIS.

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

Table 1: Performance Grades and Achievement Levels

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

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

15. 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 2** below where a score of 1.00 is the best while 5.00 is the worst.

Table 2: Performance Grades and Raw/Composite Scores

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

CHAPTER THREE

PERFORMANCE EVALUATION RESULTS FOR STATE CORPORATIONS AND TERTIARY INSTITUTIONS

16. This Chapter presents performance evaluation results for the 232 State Corporations and 98 Tertiary Institutions. The annual performance evaluation results are presented based on the then name of the Sate Corporation as per the Performance Contract for FY 2020/2021.
17. Out of the 232 State Corporations whose performance was evaluated, eight (8), representing 3.4% attained “EXCELLENT” Performance Grade, while 36.2% attained “VERY GOOD” Performance Grade. A total of 140 State Corporations, representing 60.4%, achieved “GOOD”, “FAIR” or “POOR” Grade and hence did not attain the agreed performance targets. This is presented in **Table 8** below.

Table 3: Performance Evaluation Results for State Corporations

Performance Grade	Number	Percentage
Excellent	8	3.4
Very Good	84	36.2
Good	119	51.3
Fair	18	7.8
Poor	3	1.3
Total	232	100

As presented in **Table 3** above, 92 State Corporations out of the 232 representing 39.6% achieved their annual performance targets while 140, translating to 60.4% did not.

18. Analysis of the performance of the State Corporations indicates that there was marginal improvement in performance in the FY 2020/2021 compared to that of FY 2019/2020 since the average composite score changed from **3.1972** to **3.1191**.
19. Further analysis of the performance of State Corporations shows that out of the Top Ten performers, eight (8) fall under “EXCELLENT” Performance Grade while two (2) fall under “VERY GOOD”. **Table 4** below presents the Composite Scores for the Top Ten Performing State Corporations.

Table 4: Top Ten Performing State Corporations

S/No.	State Corporation	Composite Score
1.	National Irrigation Authority	1.8890
2.	University of Embu	1.9290
3.	Tharaka University College	1.9682
4.	University of Nairobi	2.1361
5.	Kenya Industrial Estates	2.1477
6.	Kenyatta University Research, Referral and Teaching Hospital	2.1765
7.	Chuka University	2.2855
8.	South Eastern Kenya University	2.3902
9.	Technical University of Mombasa	2.4240
10.	Water Resources Authority	2.4307

From **Table 4** above, it is noted that six (6) Public Universities were among the Top Ten Performers. This may have been attributed to strong performance management structures, healthy competition and collaboration among the Universities.

20. Performance of State Corporations was further analyzed to identify the Bottom Ten Performers. **Table 5** below shows the Bottom Ten State Corporations and their Composite Scores.

Table 5: Bottom Ten Performing State Corporations

S/No.	State Corporation	Composite Score
1.	Kenya Cultural Centre	3.8432
2.	Kenya Utalii College	3.8863
3.	Chemelil Sugar Company Limited	3.9015
4.	Kenya Veterinary Vaccines Production Institute	3.9164
5.	Nzoia Sugar Company Limited	3.9464
6.	University of Nairobi Enterprises and Services Limited	3.9527
7.	Bandari Maritime Academy	3.9967
8.	Special Economic Zones Authority	4.0120
9.	National Oil Corporation of Kenya	4.0698
10.	South Nyanza Sugar Company Limited	4.1629

Further analysis of the performance results for the State Corporations in **Table 5** above and comparison with the performance evaluation results for FY 2019/2020, it is noted that three (3) State Corporations continue performing dismally and are still among the bottom ten. These are Chemelil Sugar Company, Nzoia Sugar Company and South Nyanza Sugar Company Limited. The sugar companies attributed their dismal performance to inadequate supply of sugar for milling and low factory capacity utilization as a result of aged equipment.

Although Kenya Cultural Centre and Kenya Utalii College attributed their dismal performance to restrictions occasioned by the COVID-19 pandemic, data analysis indicates that similar institutions whose operations are dependent on patronage by clients performed

better under the same constraints.

21. Performance of the State Corporations is further ranked in terms of the eight (8) Functional Categories as presented in **Table 6** below.

Table 6: Performance Evaluation Results for State Corporations by Functional Category

No.	Functional Category	Average Composite Score
1.	Public Universities	2.8715
2.	Financial	3.0730
3.	Service	3.0985
4.	Regulatory	3.1375
5.	Tertiary Education	3.1961
6.	Training and Research	3.2113
7.	Regional Development Authorities	3.2778
8.	Commercial/Manufacturing	3.4165

From **Table 6** above, the best performing Functional Category is Public Universities while the worst is Commercial/Manufacturing. It is noted that the Public Universities Functional Category was also the best performing in the FY 2019/2020 while the Commercial/Manufacturing Functional Category was the worst performing during the same period.

Comparison to the performance evaluation results for FY 2019/2020 indicates that the most improved functional category is Service while the most deteriorated category is Regional Development Authorities.

22. Tertiary Institutions under the Ministry of Education are categorized as Teacher Training Colleges, Technical Training Institutes and National Polytechnics. A total of 98 Tertiary Institutions had their annual performance evaluated. They comprise three (3) Teacher Training Colleges, 83 Technical Training Institutes and 12 National Polytechnics. **Table 7** below shows a summary of the results for the Tertiary Institutions.

Table 7: Performance Evaluation Results for Tertiary Institutions

Performance Grade	Number	Percentage
EXCELLENT	0	0
VERY GOOD	21	21.4
GOOD	64	65.4
FAIR	11	11.2
POOR	2	2
Total	98	100

From **Table 7** above, none of the Tertiary Institutions achieved “EXCELLENT” Performance Grade, 21, representing 21.4% achieved “VERY GOOD” Grade, 65.4% achieved “GOOD” Grade, and 11.2% achieved “FAIR” Grade, while 2% achieved “POOR” Grade.

23. Analysis of the **performance of the Tertiary Institutions indicates that there was significant improvement in performance during the FY 2020/2021 compared to the FY 2019/2020 since the average composite score changed from 3.4070 to 3.2609.** In addition, two (2) Tertiary Institutions achieved “POOR” Performance Grade as opposed to four (4) during the FY 2019/2020.
24. **Table 8** below presents the Top Ten Performing Tertiary Institutions.

Table 8: Top Ten Performing Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
1.	Thika Technical Training Institute	2.4376
2.	Katine Technical Training Institute	2.5255
3.	The Kenya Coast National Polytechnic	2.5544
4.	Friends College, Kaimosi	2.5684
5.	Michuki Technical Training Institute	2.5701
6.	Nairobi Technical Training Institute	2.5814
7.	Meru National Polytechnic	2.6824
8.	Karumo Technical Training Institute	2.7165
9.	Aldai Technical Training Institute	2.7433
10.	The Nyeri National Polytechnic	2.7556

Further analysis of the performance in **Table 8** above indicates that out of the top ten performing Tertiary Institutions, seven (7) were Technical Training Institutes, while three (3) were National Polytechnics.

25. **Table 9** below presents the Bottom Ten Performing Tertiary Institutions.

Table 9: Bottom Ten Performing Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
1.	Endebess Technical Training Institute	3.6836
2.	Lugari Diploma Teachers’ Training College	3.6845
3.	Musakasa Technical Training Institute	3.6935
4.	Koshin Technical Training Institute	3.7092
5.	Gitwebe Technical Training Institute	3.8070
6.	Butere Technical and Vocational College	3.8422
7.	Kipkabus Technical and Vocational College	3.8929
8.	Bungoma North Technical and Vocation College	3.9630
9.	Ahmed Shahame Mwidani Technical Training Institute	4.0071
10.	Borabu Technical and Vocational College	4.2033

Reference to **Table 9** above indicates that among the bottom ten performing Tertiary Institutions are four (4) newly established technical and vocational colleges.

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

27. **Table 10** below presents performance results for Technical Training Institutes.

Table 10: Performance Evaluation Results for Technical Training Institutes.

Performance Grade	Number	Percentage (%)
Excellent	0	0
Very Good	13	15.7
Good	58	69.9
Fair	10	12.0
Poor	2	2.4
Total	83	100

From **Table 10** above, none of the Technical Training Institutes achieved “EXCELLENT” Performance grade. A total of 13 Institutes representing 15.7% achieved “VERY GOOD” performance grade while 58 Institutes representing 69.9% achieved “GOOD” grade. Two (2) Institutes representing 2.4% achieved “POOR” performance grade compared to four (4) during the previous FY.

28. Performance evaluation results for National Polytechnics is presented in **Table 11** below.

Table 11: Performance Evaluation Results for National Polytechnics

Performance Grade	Number	Percentage (%)
Excellent	0	0
Very Good	7	58.3
Good	5	41.7
Total	12	100

As indicated in **Table 11** above, seven (7) National Polytechnics out of the 12 whose evaluation was undertaken, representing 58.3%, achieved the agreed annual performance targets, while 41.7% did not. Further analysis indicates that overall, the performance for National Polytechnics has improved compared to that of the FY 2019/2020 because seven (7) Polytechnics achieved “VERY GOOD” performance grade compared to three (3) in the previous FY, while none achieved a “FAIR” grade compared to one (1) during the previous contract period.

CHAPTER FOUR

PERFORMANCE EVALUATION RESULTS FOR SELECTED PERFORMANCE INDICATORS

29. This Chapter presents performance for selected performance indicators. The performance indicators are: *Absorption of Allocated Funds (GoK)*; *Absorption of Externally Mobilized Funds*; *Pending Bills*; *Implementation of Citizens' Service Delivery Charter*; *Project Completion Rate*; *Implementation of Presidential Directives*; *Access to Government Procurement Opportunities*; *Youth Internships/Industrial Attachments/Apprenticeships*; and *Corruption Prevention*. The Chapter also presents performance on Core Mandate criterion based on the sub-composite score.
30. 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). Absorption rate for State Corporations and Tertiary Institutions was 92.76% and 88.00% respectively. A total of 90 out of 232 State Corporations (38.79%) and 30 out of 98 Tertiary Institutions (30.61%) fully absorbed the allocated funds. None of the Ministries fully absorbed the allocated funds.
31. 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 91 State Corporations had this performance indicator, the absorption rate was 80.51%, whereas for the five (5) Tertiary Institutions, the rate was 66.52%. A total of 44 State Corporations fully absorbed the Externally Mobilized Funds, whereas 15 absorbed less than 50%. Out of the 15 that had less than 50% absorption, five (5) had nil absorption. Out of the five (5) Tertiary Institutions that had this performance indicator, four (4) had an absorption rate of above 50%.
32. On *Pending Bills*, MDAs were to ensure that Pending Bills incurred during the financial year, if any, did not exceed 1% of the actual budgetary allocation. The average Pending Bills for the State Corporations and Tertiary Institutions was 3.42% and 2.12%, respectively.
33. *Implementation of Citizens' Service Delivery Charter* was selected among the three (3) Performance Indicators under Service Delivery Performance Criterion. The average achievement for State Corporations and Tertiary Institutions was 87.64% and 72.05% respectively.
34. The Core Mandate performance criterion consists of operational performance indicators and has the highest weight allocation of 60%. The purpose of this performance criterion is to ensure that MDAs focus their efforts on execution of their respective mandates 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, then using the performance evaluation methodology, performance rating for Core Mandate by grade was determined using the criteria value ranges as presented in **Table 12**.

Table 12: Performance Rating Value Ranges for Core Mandate

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

Overall performance for the criterion is presented in **Tables 13 to 17** in terms of the number and proportion (percentage) of the Institutions that were within a given performance grade, the top ten and bottom ten ranking in terms of performance.

Table 13: Summary of Performance Rating for Core Mandate

Performance Scale	MDAs		
	Ministries	State Corporations	Tertiary Institutions
Excellent	0 (0.00%)	21 (9.05%)	7 (7.14%)
Very Good	4 (16.67%)	76 (32.76%)	38 (38.78%)
Good	18 (75.00%)	110 (47.41%)	43 (43.88%)
Fair	1 (4.17%)	15 (6.47%)	9 (9.18%)
Poor	1 (4.17%)	10 (4.31%)	1 (1.02%)
Total	24 (100%)	232 (100%)	98 (100%)

Table 14: Top Ten Performing State Corporations based on Core Mandate

S/No.	State Corporation	Sub-Total Weighted Score
1.	University of Nairobi	0.8290
2.	National Irrigation Authority	0.8400
3.	University of Embu	0.8712
4.	Tharaka University College	0.9640
5.	Kenya Industrial Estates	1.0781
6.	Chuka University	1.1351
7.	Kenyatta University Research, Referral and Teaching Hospital	1.1598
8.	Tourism Fund	1.2516
9.	Technical University of Mombasa	1.2627
10.	South Eastern Kenya University	1.2935

Compared to the FY 2019/2020, seven (7) State Corporations, namely: University of Nairobi; National Irrigation Authority; University of Embu; Tharaka University College; Kenya Industrial Estates; Chuka University; Technical University of Mombasa and South Eastern

Kenya University have remained among the top ten performing State Corporations based on the Core Mandate.

Table 15: Bottom Ten Performing State Corporations based on Core Mandate

No.	State Corporation	Sub-Total Weighted Score
1.	National Council for Persons With Disabilities	2.4392
2.	Jomo Kenyatta Foundation	2.4404
3.	Nzoia Sugar Company Limited	2.4554
4.	Special Economic Zones Authority	2.4835
5.	South Nyanza Sugar Company Limited	2.4859
6.	Kenya Veterinary Vaccines Production Institute	2.4906
7.	National Oil Corporation of Kenya	2.5050
8.	Industrial and Commercial Development Corporation	2.5178
No.	State Corporation	Sub-Total Weighted Score
9.	University of Nairobi Enterprises and Services Limited	2.5485
10.	Bandari Maritime Academy	2.6400

Compared to the FY 2019/2020, Nzoia Sugar Company Limited has remained among the bottom 10 performing State Corporations based on Core Mandate with a marginal improvement of 0.0574.

Table 16: Top Ten Performing Tertiary Institutions based on Core Mandate

S/N o.	Tertiary Institution	Sub-Total Weighted Score
1.	Friends College, Kaimosi	1.1258
2.	Thika Technical Training Institute	1.2400
3.	Katine Technical Training Institute	1.3043
4.	Kenya Technical Trainers College	1.3169
5.	The Kenya Coast National Polytechnic	1.3457
6.	Nairobi Technical Training Institute	1.3943
7.	Aldai Technical Training Institute	1.4355
8.	Karumo Technical Training Institute	1.4437
9.	Michuki Technical Training Institute	1.4529
10.	Meru National Polytechnic	1.5122

Compared to the FY2019/2020, five (5) Tertiary Institutions namely: Thika Technical Training Institute; Kenya Technical Trainers' College; Nairobi Technical Training Institute; Karumo Technical Training Institute and Meru National Polytechnic have remained among the top ten performing Tertiary Institutions based on Core Mandate.

Table 17: Bottom Ten Performing Tertiary Institutions based on Core Mandate

No.	Tertiary Institution	Sub-Total Weighted Score
1.	Konoin Technical Training Institute	2.1725
2.	David Mbiti Wambuli Technical and Vocational College	2.1769
3.	Kipkabus Technical and Vocational College	2.1774
4.	Mawego Technical Training Institute	2.2108
5.	Endebess Technical Training Institute	2.2154
6.	Ndia Technical Vocational College	2.2413
7.	Ahmed Shahame Mwidani Technical Training Institute	2.2463
8.	Butere Technical and Vocational College	2.2478
9.	Bungoma North Technical and Vocation College	2.2606
10.	Borabu Technical and Vocational College	2.4776

Compared to the FY 2019/2020, David Mbiti Wambuli Technical and Vocational College has remained among the bottom 10 performing Tertiary Institutions based on Core Mandate but with an improvement of 0.3855.

35. The overall average achievement for the Institutions that had *Project Completion Rate* performance indicator was 79.04% and 65.09% State Corporations and Tertiary Institutions respectively.
36. MDAs were required to implement Presidential Directives issued by H.E the President and communicated by the Head of Public Service on specific areas for execution by the relevant MDA including Circulars and Executive Orders. The overall average for State Corporations and Tertiary Institutions was 91.15% and 81.88% respectively.
37. All MDAs were required to allocate at least 30% of the annual procurement budget to Youth, Women and Persons Living with Disabilities (*Access to Government Procurement Opportunities*) as part of the Government's commitment to economic empowerment. Performance. Tertiary Institutions performed poorly, achieving 59.12% compared to 90.84% for State Corporations.

CHAPTER FIVE

PERFORMANCE EVALUATION SCORES

38. This Chapter outlines the score for the State Corporations that signed a performance contract for the financial year 2020/2021.

5.1 Performance Evaluation Results for State Corporations

S/No.	State Corporation	Composite Score
EXCELLENT		
1	National Irrigation Authority	1.8890
2	University of Embu	1.9290
3	Tharaka University College	1.9682
4	University of Nairobi	2.1361
5	Kenya Industrial Estates	2.1477
6	Kenyatta University Research, Referral and Teaching Hospital	2.1765
7	Chuka University	2.2855
8	South Eastern Kenya University	2.3902
VERY GOOD		
9	Technical University of Mombasa	2.4240
10	Water Resources Authority	2.4307
11	Tourism Fund	2.4535
12	Water Sector Trust Fund	2.5041
13	Kenya Tourism Board	2.5059
14	Agricultural Finance Corporation	2.5144
15	Women Enterprise Fund	2.5393
16	Kibabii University	2.5568
17	Moi Teaching and Referral Hospital	2.5757
18	Kaimosi Friends University College	2.6075
19	Kenya Reinsurance Corporation	2.6322
20	Engineers Board of Kenya	2.6879
21	Kenya National Library Services	2.7060
22	Masinde Muliro University of Science and Technology	2.7224
23	Athi Water Works Development Agency	2.7394
24	Kenya Medical Training College	2.7629
25	Multimedia University of Kenya	2.7777
26	University of Kabianga	2.7800
27	Egerton University	2.7918
28	Lake Victoria South Water Works Development Agency	2.7999
29	Kenya Plant Health Inspectorate Services	2.8000
30	Kirinyaga University	2.8001
31	Kenya Seed Company Limited	2.8122
32	Kenya Railways Corporation	2.8217
33	Kenya Dairy Board	2.8253
34	Kenya National Commission for UNESCO	2.8336
35	Higher Education Loans Board	2.8337

36	Kenya National Trading Corporation Limited	2.8403
37	Tanathi Water Works Development Agency	2.8427
38	Kenya Civil Aviation Authority	2.8577
39	Rongo University	2.8618
40	Competition Authority of Kenya	2.8637
41	Alupe University College	2.8643
42	Sports Kenya	2.8671
43	Kenya Yearbook Editorial Board	2.8731
44	Insurance Regulatory Authority	2.8755
45	Kenyatta University	2.8819
46	Uwezo Fund	2.8839
47	Kenya Electricity Generating Company Plc	2.8851
48	Meru University of Science and Technology	2.8857
49	Kenyatta National Hospital	2.8868
50	University of Eldoret	2.8875
51	Kenya Pipeline Company Limited	2.9017
52	Kenya Film Classification Board	2.9038
53	Bomet University College	2.9039
54	Jaramogi Oginga Odinga University of Science and Technology	2.9040
55	Energy and Petroleum Regulatory Authority	2.9075
56	Tom Mboya University College	2.9119
57	Vision 2030 Delivery Board	2.9129
58	Murang'a University of Technology	2.9134
59	National Crime Research Centre	2.9221
60	Kenya Marine and Fisheries Research Institute	2.9243
61	National Research Fund	2.9273
62	Retirement Benefits Authority	2.9339
63	Kenya Accountants and Secretaries National Examinations Board	2.9390
64	Tana Water Works Development Agency	2.9426
65	Centre for Mathematics, Science and Technology Education in Africa	2.9433
66	Media Council of Kenya	2.9433
67	East African Portland Cement Plc	2.9468
68	National Construction Authority	2.9506
69	Kisii University	2.9513
70	National Social Security Fund	2.9563
71	Kenya Revenue Authority	2.9582
72	National Authority for the Campaign Against Alcohol and Drug Abuse	2.9590
73	Laikipia University	2.9594
74	Kenya Roads Board	2.9603
75	National Council for Population and Development	2.9610
76	Kenya Deposit Insurance Corporation	2.9625
77	National Environment Trust Fund	2.9636
78	National Transport and Safety Authority	2.9644
79	Kenya Ports Authority	2.9752

80	Rural Electrification and Renewable Energy Corporation	2.9766
81	Anti-Counterfeit Authority	2.9790
82	The Universities Fund	2.9819
83	Witness Protection Agency	2.9841
84	Taita Taveta University	2.9863
85	Co-operative University of Kenya	2.9864
86	Water Services Regulatory Board	2.9902
87	Technical and Vocational Education and Training Authority	2.9905
88	National Drought Management Authority	2.9923
89	Maseno University	2.9945
90	Commodities Fund	2.9975
91	Kenya Industrial and Research Development Institute	2.9988
92	National Biosafety Authority	2.9997
	GOOD	
93	Kenya Universities and Colleges Central Placement Service	3.0038
94	Kenya Urban Roads Authority	3.0068
95	Kenya Education Management Institute	3.0134
96	National Aids Control Council	3.0158
97	Jomo Kenyatta University of Agriculture and Technology	3.0193
98	National Youth Council	3.0207
99	Moi University	3.0289
100	Kenya Fisheries Service	3.0351
101	Kenya Animal Genetic Resources Centre	3.0387
102	Machakos University	3.0423
103	Pest Control Products Board	3.0479
104	Youth Enterprise Development Fund	3.0500
105	Geothermal Development Company Limited	3.0511
106	Capital Markets Authority	3.0557
107	Dedan Kimathi University of Technology	3.0594
108	National Government Constituencies Development Fund	3.0617
109	Kenya Forestry Research Institute	3.0641
110	Kenya National Bureau of Statistics	3.0641
111	Kenya Institute for Public Policy Research and Analysis	3.0666
112	Kenya Space Agency	3.0679
113	Communication Authority of Kenya	3.0733
114	Kenya Institute of Curriculum Development	3.0803
115	Nairobi Centre for International Arbitration	3.0818
116	SACCO Societies Regulatory Authority	3.0976
117	TVET Curriculum Development, Assessment and Certification Council	3.1047
118	Ewaso Ng'iro North River Basin Development Authority	3.1050
119	Kenya Film Commission	3.1109
120	Kenya Water Institute	3.1138
121	Coast Development Authority	3.1171
122	Kenya Institute for the Blind	3.1193
123	National Water Harvesting and Storage Authority	3.1199
124	Business Registration Services	3.1206
125	Lake Victoria North Water Works Development Agency	3.1212

126	Kenya National Innovation Agency	3.1230
127	Kenya Investment Authority	3.1248
128	Pwani University	3.1255
129	Nuclear Power and Energy Agency	3.1261
130	Bukura Agricultural College	3.1283
131	Unclaimed Financial Assets Authority	3.1285
132	LAPSSET Corridor Development Authority	3.1412
133	New Kenya Co-operative Creameries Limited	3.1417
134	National Youth Service	3.1435
135	Kenya Rural Roads Authority	3.1504
136	Agriculture And Food Authority	3.1546
137	NGOs Co-ordination Board	3.1604
138	Kenya Power and Lighting Company Limited	3.1613
139	Regional Centre on Groundwater Resources, Education, Training and Research	3.1667
140	Kenya Export Promotion and Branding Agency	3.1674
141	Kenya Post Office Savings Bank	3.1697
142	Agricultural Development Corporation	3.1822
143	Kenya Tsetse and Trypanosomiasis Eradication Council	3.1851
144	National Government Affirmative Action Fund	3.1887
145	Kenya National Highways Authority	3.1920
146	Kenya Medical Supplies Authority	3.1946
147	Kenya Law Reform Commission	3.1951
148	Karatina University	3.1999
149	Kenya School of Government	3.2016
150	Kenya Institute of Mass Communication	3.2086
151	Kenya Industrial Property Institute	3.2105
152	Nyayo Tea Zones Development Corporation	3.2150
153	Tourism Regulatory Authority	3.2188
154	National Environment Management Authority	3.2219
155	Lake Basin Development Authority	3.2351
156	Kenya Bureau of Standards	3.2428
157	National Housing Corporation	3.2578
158	Ewaso Ng'iro South River Basin Development Authority	3.2588
159	Kenya Veterinary Board	3.2600
160	Garissa University	3.2618
161	Kenya Agricultural and Livestock Research Organization	3.2660
162	Postal Corporation of Kenya	3.2813
163	Konza Technopolis Development Authority	3.2848
164	National Employment Authority	3.2907
165	Kenya Medical Research Institute	3.2922
166	Northern Water Works Development Agency	3.2973
167	Kenya Accreditation Service	3.3037
168	Policy Holders Compensation Fund	3.3046
169	Kenya Ferry Services Limited	3.3080
170	National Cereals and Produce Board	3.3146
171	Commission for University Education	3.3172
172	Kenya Maritime Authority	3.3210

173	Central Rift Valley Water Works Development Agency	3.3269
174	Kenya Trade Network Agency	3.3293
175	Kenya School of Law	3.3362
176	Kenya Water Towers Agency	3.3372
177	Kenya National Examinations Council	3.3497
178	Kerio Valley Development Authority	3.3562
179	Kenya Wildlife Service	3.3564
180	Council for Legal Education	3.3566
181	Kenya Copyright Board	3.3640
182	National Hospital Insurance Fund	3.3650
183	National Cancer Institute	3.3683
184	Export Processing Zones Authority	3.3695
185	Kenya Leather Development Council	3.3740
186	Kenya Electricity Transmission Company	3.3949
187	Micro and Small Enterprises Authority	3.3969
188	Turkana University College	3.3992
189	Kenya Ordnance Factories Corporation	3.4005
190	Numerical Machining Complex Limited	3.4008
191	Agro Chemical and Food Company	3.4096
192	National Commission for Science, Technology and Innovation	3.4254
193	Anti-Female Genital Mutilation Board	3.4353
194	Kenya Forest Service	3.4597
195	Information and Communication Technology Authority	3.4775
196	Kenya Institute of Special Education	3.4911
197	Kenya Airports Authority	3.4926
198	Kenya Broadcasting Corporation	3.4947
199	Kenya Fish Marketing Authority	3.4964
200	IDB Capital Limited	3.5037
201	Maasai Mara University	3.5054
202	National Museums of Kenya	3.5098
203	Coast Water Works Development Agency	3.5145
204	School Equipment Production Unit	3.5317
205	Kenyatta International Convention Centre	3.5436
206	Bomas of Kenya Limited	3.5483
207	Tourism Finance Corporation	3.5520
208	Biosafety Appeals Board	3.5784
209	Kenya Meat Commission	3.5826
210	Kenya Nuclear Regulatory Authority	3.5932
211	Tana and Athi Rivers Development Authority	3.5948
	FAIR	
212	Kenya National Shipping Line	3.6156
213	Technical University of Kenya	3.6753
214	National Council for Children Services	3.7092
215	National Council for Persons with Disabilities	3.7126
216	Kenya Literature Bureau	3.7143
217	Koitaleel Samoei University College	3.7380
218	Jomo Kenyatta Foundation	3.7767
219	Private Security Regulatory Authority	3.7940

220	Kenya Fish Levy Fund	3.7960
221	Industrial and Commercial Development Corporation	3.7964
222	National Industrial Training Authority	3.8037
223	Kenya Cultural Centre	3.8432
224	Kenya Utalii College	3.8863
225	Chemelil Sugar Company Limited	3.9015
226	Kenya Veterinary Vaccines Production Institute	3.9164
227	Nzoia Sugar Company Limited	3.9464
228	University of Nairobi Enterprises and Services Limited	3.9527
229	Bandari Maritime Academy	3.9967
	POOR	
230	Special Economic Zones Authority	4.0120
231	National Oil Corporation of Kenya	4.0698
232	South Nyanza Sugar Company Limited	4.1629
233	Public Procurement Regulatory Authority*	5.0000
234	National Council for Law Reporting*	5.0000
235	Child Welfare Society of Kenya*	5.0000
236	Sports, Arts and Social Development Fund*	5.0000
237	Privatization Commission of Kenya*	5.0000
238	Kenya Academy of Sports*	5.0000
239	Anti-Doping Agency of Kenya*	5.0000

5.2 Performance Evaluation Results for State Corporations by Functional Category

Public Universities

S/No.	State Corporation	Composite Score
1.	University of Embu	1.9290
2.	Tharaka University College	1.9682
3.	University of Nairobi	2.1361
4.	Chuka University	2.2855
5.	South Eastern Kenya University	2.3902
6.	Technical University of Mombasa	2.4240
7.	Kibabii University	2.5568
8.	Kaimosi Friends University College	2.6075
9.	Masinde Muliro University of Science and Technology	2.7224
10.	Multimedia University of Kenya	2.7777
11.	University of Kabianga	2.7800
12.	Egerton University	2.7918
13.	Kirinyaga University	2.8001
14.	Rongo University	2.8618
15.	Alupe University College	2.8643
16.	Kenyatta University	2.8819
17.	Meru University of Science and Technology	2.8857
18.	University of Eldoret	2.8875
19.	Bomet University College	2.9039
20.	Jaramogi Oginga Odinga University of Science and Technology	2.9040
21.	Tom Mboya University College	2.9119
22.	Murang'a University of Technology	2.9134
23.	Kisii University	2.9513
24.	Laikipia University	2.9594
25.	Taita Taveta University	2.9863
26.	Co-operative University of Kenya	2.9864
27.	Maseno University	2.9945
28.	Jomo Kenyatta University of Agriculture and Technology	3.0193
29.	Moi University	3.0289
30.	Machakos University	3.0423
31.	Dedan Kimathi University of Technology	3.0594
32.	Pwani University	3.1255
33.	Karatina University	3.1999
34.	Garissa University	3.2618
35.	Turkana University College	3.3992
36.	Maasai Mara University	3.5054

37.	Technical University of Kenya	3.6753
38.	Koitaleel Samoei University College	3.7380
Average Composite Score		2.8715

Financial

S/No.	State Corporation	Composite Score
1.	Kenya Industrial Estates	2.1477
2.	Agricultural Finance Corporation	2.5144
3.	Kenya Reinsurance Corporation	2.6322
4.	Kenya National Trading Corporation Limited	2.8403
5.	National Research Fund	2.9273
6.	National Social Security Fund	2.9563
7.	Kenya Revenue Authority	2.9582
8.	Kenya Roads Board	2.9603
9.	Kenya Deposit Insurance Corporation	2.9625
10.	The Universities Fund	2.9819
11.	Commodities Fund	2.9975
12.	Kenya Post Office Savings Bank	3.1697
13.	National Government Affirmative Action Fund	3.1887
14.	National Hospital Insurance Fund	3.3650
15.	IDB Capital Limited	3.5037
16.	Kenya National Shipping Line	3.6156
17.	Kenya Fish Levy Fund	3.7960
18.	Industrial and Commercial Development Corporation	3.7964
Average Composite Score		3.0730

Regulatory

S/No.	State Corporation	Composite Score
1.	National Irrigation Authority	1.8890
2.	Engineers Board of Kenya	2.6879
3.	Kenya Plant Health Inspectorate Services	2.8000
4.	Kenya Dairy Board	2.8253
5.	Kenya Civil Aviation Authority	2.8577
6.	Competition Authority of Kenya	2.8637
7.	Insurance Regulatory Authority	2.8755
8.	Kenya Film Classification Board	2.9038
9.	Energy and Petroleum Regulatory Authority	2.9075
10.	Retirement Benefits Authority	2.9339
11.	Media Council of Kenya	2.9433
12.	National Construction Authority	2.9506
13.	National Transport and Safety Authority	2.9644
14.	Anti-Counterfeit Authority	2.9790
15.	Water Services Regulatory Board	2.9902
16.	Technical, Vocational Education and Training Authority	2.9905
17.	National Biosafety Authority	2.9997
18.	Kenya Fisheries Service	3.0351
19.	Pest Control Products Board	3.0479
20.	Capital Markets Authority	3.0557
21.	Kenya Space Agency	3.0679
22.	Communication Authority of Kenya	3.0733
23.	SACCO Societies Regulatory Authority	3.0976
24.	Kenya Film Commission	3.1109
25.	Business Registration Services	3.1206
26.	Kenya Investment Authority	3.1248
27.	Unclaimed Financial Assets Authority	3.1285
28.	LAPSSET Corridor Development Authority	3.1412
29.	Agriculture and Food Authority	3.1546
30.	NGOs Co-ordination Board	3.1604
31.	Tourism Regulatory Authority	3.2188
32.	National Environment Management Authority	3.2219
33.	Kenya Bureau of Standards	3.2428
34.	Kenya Veterinary Board	3.2600
35.	National Employment Authority	3.2907
36.	Kenya Accreditation Service	3.3037
37.	Commission for University Education	3.3172
38.	Kenya Maritime Authority	3.3210

39.	Council for Legal Education	3.3566
40.	Kenya Copyright Board	3.3640
41.	Export Processing Zones Authority	3.3695
42.	Micro and Small Enterprises Authority	3.3969
43.	Information and Communication Technology Authority	3.4775
44.	Biosafety Appeals Board	3.5784
45.	Kenya Nuclear Regulatory Authority	3.5932
46.	Private Security Regulatory Authority	3.7940
47.	National Industrial Training Authority	3.8037
48.	Special Economic Zones Authority	4.0120
Average Composite Score		3.1375

Regional Development Authorities

S/No.	State Corporation	Composite Score
1.	Ewaso Ng'iro North River Basin Development Authority	3.1050
2.	Coast Development Authority	3.1171
3.	Lake Basin Development Authority	3.2351
4.	Ewaso Ng'iro South River Basin Development Authority	3.2588
5.	Kerio Valley Development Authority	3.3562
6.	Tana and Athi Rivers Development Authority	3.5948
Average Composite Score		3.2778

Service

S/No.	State Corporation	Composite Score
1.	Kenyatta University Research, Referral and Teaching Hospital	2.1765
2.	Water Resources Authority	2.4307
3.	Tourism Fund	2.4535
4.	Water Sector Trust Fund	2.5041
5.	Kenya Tourism Board	2.5059
6.	Women Enterprise Fund	2.5393
7.	Moi Teaching and Referral Hospital	2.5757
8.	Kenya National Library Services	2.7060
9.	Athi Water Works Development Agency	2.7394
10.	Lake Victoria South Water Works Development Agency	2.7999
11.	Kenya National Commission for UNESCO	2.8336
12.	Higher Education Loans Board	2.8337
13.	Tanathi Water Works Development Agency	2.8427
14.	Sports Kenya	2.8671
15.	Kenya Yearbook Editorial Board	2.8731
16.	Uwezo Fund	2.8839

17.	Kenyatta National Hospital	2.8868
18.	Vision 2030 Delivery Board	2.9129
19.	Kenya Accountants and Secretaries National Examinations Board	2.9390
20.	Tana Water Works Development Agency	2.9426
21.	Centre for Mathematics, Science and Technology Education in Africa	2.9433
22.	National Authority for the Campaign Against Alcohol and Drug Abuse	2.9590
23.	National Council for Population and Development	2.9610
24.	National Environment Trust Fund	2.9636
25.	Rural Electrification and Renewable Energy Corporation	2.9766
26.	Witness Protection Agency	2.9841
27.	National Drought Management Authority	2.9923
28.	Kenya Universities and Colleges Central Placement Service	3.0038
29.	Kenya Urban Roads Authority	3.0068
30.	National Aids Control Council	3.0158
31.	National Youth Council	3.0207
32.	Kenya Animal Genetic Resources Centre	3.0387
33.	Youth Enterprise Development Fund	3.0500
34.	Geothermal Development Company Limited	3.0511
35.	National Government Constituencies Development Fund	3.0617
36.	Kenya National Bureau of Statistics	3.0641
37.	Kenya Institute of Curriculum Development	3.0803
38.	Nairobi Centre for International Arbitration	3.0818
39.	TVET Curriculum Development, Assessment and Certification Council	3.1047
40.	National Water Harvesting and Storage Authority	3.1199
41.	Lake Victoria North Water Works Development Agency	3.1212
42.	Kenya National Innovation Agency	3.1230
43.	Nuclear Power and Energy Agency	3.1261
44.	National Youth Service	3.1435
45.	Kenya Rural Roads Authority	3.1504
46.	Kenya Export Promotion and Branding Agency	3.1674
47.	Agricultural Development Corporation	3.1822
48.	Kenya Tsetse and Trypanosomiasis Eradication Council	3.1851
49.	Kenya National Highways Authority	3.1920
50.	Kenya Medical Supplies Authority	3.1946
51.	Kenya Law Reform Commission	3.1951
52.	Kenya Industrial Property Institute	3.2105
53.	Konza Technopolis Development Authority	3.2848
54.	Northern Water Works Development Agency	3.2973
55.	Policy Holders Compensation Fund	3.3046
56.	Kenya Ferry Services Limited	3.3080
57.	Central Rift Valley Water Works Development Agency	3.3269
58.	Kenya Trade Network Agency	3.3293
59.	Kenya Water Towers Agency	3.3372
60.	Kenya National Examinations Council	3.3497

61.	Kenya Wildlife Service	3.3564
62.	National Cancer Institute	3.3683
63.	Kenya Leather Development Council	3.3740
64.	Kenya Ordnance Factories Corporation	3.4005
65.	Anti-Female Genital Mutilation Board	3.4353
66.	Kenya Forest Service	3.4597
67.	Kenya Institute of Special Education	3.4911
68.	Kenya Fish Marketing Authority	3.4964
69.	National Museums of Kenya	3.5098
70.	Coast Water Works Development Agency	3.5145
71.	Bomas of Kenya Limited	3.5483
72.	National Council for Children Services	3.7092
73.	National Council for Persons with Disabilities	3.7126
74.	Kenya Cultural Centre	3.8432
75.	Kenya Veterinary Vaccines Production Institute	3.9164
Average Composite Score		3.0985

Training and Research

S/No.	State Corporation	Composite Score
1.	National Crime Research Centre	2.9221
2.	Kenya Marine and Fisheries Research Institute	2.9243
3.	Kenya Industrial and Research Development Institute	2.9988
4.	Kenya Forestry Research Institute	3.0641
5.	Kenya Institute for Public Policy Research and Analysis	3.0666
6.	Regional Centre on Groundwater Resources, Education, Training and Research	3.1667
7.	Kenya School of Government	3.2016
8.	Kenya Agricultural and Livestock Research Organization	3.2660
9.	Kenya Medical Research Institute	3.2922
10.	National Commission for Science, Technology and Innovation	3.4254
11.	Bandari Maritime Academy	3.9967
Average Composite Score		3.2113

Tertiary Education

S/No.	State Corporation	Composite Score
1.	Kenya Medical Training College	2.7629
2.	Kenya Education Management Institute	3.0134
3.	Kenya Water Institute	3.1138
4.	Kenya Institute for the Blind	3.1193
5.	Bukura Agricultural College	3.1283
6.	Kenya Institute of Mass Communication	3.2086
7.	Kenya School of Law	3.3362
8.	Kenya Utalii College	3.8863
Average Composite Score		3.1961

Commercial/ Manufacturing

S/No.	State Corporation	Composite Score
1.	Kenya Seed Company Limited	2.8122
2.	Kenya Railways Corporation	2.8217
3.	Kenya Electricity Generating Company Plc	2.8851
4.	Kenya Pipeline Company Limited	2.9017
5.	East African Portland Cement Plc	2.9468
6.	Kenya Ports Authority	2.9752
7.	New Kenya Co-operative Creameries Limited	3.1417
8.	Kenya Power and Lighting Company Limited	3.1613
9.	Nyayo Tea Zones Development Corporation	3.2150
10.	National Housing Corporation	3.2578
11.	Postal Corporation of Kenya	3.2813
12.	National Cereals and Produce Board	3.3146
13.	Kenya Electricity Transmission Company	3.3949
14.	Numerical Machining Complex Limited	3.4008
15.	Agro Chemical and Food Company	3.4096
16.	Kenya Airports Authority	3.4926
17.	Kenya Broadcasting Corporation	3.4947
18.	School Equipment Production Unit	3.5317
19.	Kenyatta International Convention Centre	3.5436
20.	Tourism Finance Corporation	3.5520
21.	Kenya Meat Commission	3.5826
22.	Kenya Literature Bureau	3.7143
23.	Jomo Kenyatta Foundation	3.7767
24.	Chemelil Sugar Company Limited	3.9015
25.	Nzoia Sugar Company Limited	3.9464
26.	University of Nairobi Enterprises and Services Limited	3.9527
27.	National Oil Corporation of Kenya	4.0698
28.	South Nyanza Sugar Company Limited	4.1629
Average Composite Score		3.4158

5.3 Performance Evaluation Results for Tertiary Institutions

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
1	Thika Technical Training Institute	2.4376
2	Katine Technical Training Institute	2.5255
3	The Kenya Coast National Polytechnic	2.5544
4	Friends College, Kaimosi	2.5684
5	Michuki Technical Training Institute	2.5701
6	Nairobi Technical Training Institute	2.5814
7	Meru National Polytechnic	2.6824
8	Karumo Technical Training Institute	2.7165
9	Aldai Technical Training Institute	2.7433
10	The Nyeri National Polytechnic	2.7556
11	Kenya Technical Trainers College	2.8044
12	Matili Technical Training Institute	2.8418
13	Mitunguu Technical Training Institute	2.8428
14	Kagumo Teachers Training College	2.8790
15	Mathenge Technical Training Institute	2.8967
16	Kisii National Polytechnic	2.9144
17	Rift Valley Institute of Science and Technology	2.9260
18	The Kabete National Polytechnic	2.9337
19	Machakos Technical Institute for the Blind	2.9519
20	Sigalagala National Polytechnic	2.9669
21	Paramount Chief Kinyanjui Technical Training Institute	2.9833
GOOD		
22	Siaya Institute of Technology	3.0140
23	Kiambu Institute of Science and Technology	3.0165
24	Kisiwa Technical Training Institute	3.0170
25	Sang'alo Institute of Technology	3.0258
26	Shamberere Technical Training Institute	3.0354
27	Mukiria Technical Training Institute	3.0392
28	Moiben Technical and Vocational College	3.0399
29	Kaiboi Technical Training Institute	3.0660
30	The Kitale National Polytechnic	3.0703
31	The Kisumu National Polytechnic	3.0709
32	Wote Technical Training Institute	3.0893
33	Sikri Technical and Vocational College for the Blind and Deaf	3.0924
34	Rift Valley Technical Training Institute	3.0945
35	Ramogi Institute of Advanced Technology	3.0971
36	St. Paul's Kibabii Diploma Teachers College	3.1061
37	Mukurweini Technical Training Institute	3.1224
38	Eldama Ravine Technical and Vocational College	3.1289
39	O'lessos Technical Training Institute	3.1386
40	Bunyala Technical and Vocational College	3.1414

41	Baringo Technical College	3.1443
42	Kapcherop Technical and Vocational College	3.1736
43	Naivasha Technical and Vocational College	3.1831
44	Kajiado West Technical and Vocational College	3.1967
45	Mathira Technical and Vocational College	3.2073
46	Siala Technical Training Institute	3.2368
47	Nuu Technical and Vocational College	3.2499
48	Masai Technical Training Institute	3.2670
49	Tharaka Technical and Vocational College	3.2718
50	Bushiangala Technical Training Institute	3.2839
51	Muraga Technical Training Institute	3.3139
52	Ugenya Technical and Vocational College	3.3250
53	Bureti Technical Training Institute	3.3257
54	Bumbe Technical Training Institute	3.3335
55	Karen Technical Training Institute for the Deaf	3.3396
56	Masinga Technical and Vocational College	3.3428
57	Kasarani Technical and Vocational College	3.3512
58	Jeremiah Nyagah Technical Institute	3.3665
59	Emining Technical Training Institute	3.3944
60	N'kabune Technical Training Institute	3.4116
61	Okame Technical and Vocational College	3.4135
62	Coast Institute of Technology	3.4339
63	Godoma Technical Training Institute	3.4459
64	Chuka Technical and Vocational College	3.4481
65	Nyandarua National Polytechnic	3.4493
66	Weru Technical and Vocational College	3.4691
67	North Eastern National Polytechnic	3.4730
68	Keroka Technical Training Institute	3.4761
69	Tseikuru Technical Training Institute	3.4926
70	Bondo Technical and Vocational College	3.4946
71	Kiirua Technical Training Institute	3.5169
72	Gatanga Technical and Vocational College	3.5222
73	Narok West Technical Training Institute	3.5265
74	Kipipiri Technical and Vocational College	3.5314
75	Nachu Technical and Vocational College	3.5353
76	Mumias West Technical and Vocational College	3.5487
77	St. Joseph's Technical Institute for the Deaf, Nyang'oma	3.5509
78	Maasai Mara Technical and Vocational College	3.5536
79	Ekerubo Gietai Technical Training Institute	3.5602
80	The Eldoret National Polytechnic	3.5788
81	David Mbiti Wambuli Technical and Vocational College	3.5819
82	Sot Technical Training Institute	3.5833
83	Sotik Technical Training Institute	3.5913
84	Ndia Technical Vocational College	3.5927
85	Ziwa Technical Training Institute	3.5979
FAIR		
86	Kipsinende Technical Training Institute	3.6076

87	Mawego Technical Training Institute	3.6463
88	Konoin Technical Training Institute	3.6588
89	Endebess Technical Training Institute	3.6836
90	Lugari Diploma Teachers Training College	3.6845
91	Musakasa Technical Training Institute	3.6935
92	Koshin Technical Training Institute	3.7092
93	Gitwebe Technical Training Institute	3.8070
94	Butere Technical and Vocational College	3.8422
95	Kipkabus Technical and Vocational College	3.8929
96	Bungoma North Technical and Vocation College	3.9630
POOR		
97	Ahmed Shahame Mwidani Technical Training Institute	4.0071
98	Borabu Technical and Vocational College	4.2033

5.4 Performance Evaluation Results for Teacher Training Colleges

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
1.	Kagumo Teachers Training College	2.8790
GOOD		
2.	St. Paul's Kibabii Diploma Teachers College	3.1061
FAIR		
3.	Lugari Diploma Teachers Training College	3.6845

5.5 Performance Evaluation Results for Technical Training Institutes

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
1.	Thika Technical Training Institute	2.4376
2.	Katine Technical Training Institute	2.5255
3.	Friends College, Kaimosi	2.5684
4.	Michuki Technical Training Institute	2.5701
5.	Nairobi Technical Training Institute	2.5814
6.	Karumo Technical Training Institute	2.7165
7.	Aldai Technical Training Institute	2.7433
8.	Matili Technical Training Institute	2.8418
9.	Mitunguu Technical Training Institute	2.8428
10.	Mathenge Technical Training Institute	2.8967
11.	Rift Valley Institute of Science and Technology	2.9260
12.	Machakos Technical Institute for the Blind	2.9519
13.	Paramount Chief Kinyanjui Technical Training Institute	2.9833
GOOD		
14.	Siaya Institute of Technology	3.0140
15.	Kiambu Institute of Science and Technology	3.0165
16.	Kisiwa Technical Training Institute	3.0170
17.	Sang'alo Institute of Technology	3.0258
18.	Shamberere Technical Training Institute	3.0354
19.	Mukiria Technical Training Institute	3.0392
20.	Moiben Technical and Vocational College	3.0399
21.	Kaiboi Technical Training Institute	3.0660
22.	Wote Technical Training Institute	3.0893
23.	Sikri Technical and Vocational College for the Blind and Deaf	3.0924
24.	Rift Valley Technical Training Institute	3.0945
25.	Ramogi Institute of Advanced Technology	3.0971
26.	Mukurweini Technical Training Institute	3.1224
27.	Eldama Ravine Technical and Vocational College	3.1289
28.	O'lessos Technical Training Institute	3.1386
29.	Bunyala Technical and Vocational College	3.1414
30.	Baringo Technical College	3.1443
31.	Kapcherop Technical and Vocational College	3.1736
32.	Naivasha Technical and Vocational College	3.1831
33.	Kajiado West Technical and Vocational College	3.1967
34.	Mathira Technical and Vocational College	3.2073
35.	Siala Technical Training Institute	3.2368
36.	Nuu Technical and Vocational College	3.2499
37.	Masai Technical Training Institute	3.2670
38.	Tharaka Technical and Vocational College	3.2718

39.	Bushiangala Technical Training Institute	3.2839
40.	Muraga Technical Training Institute	3.3139
41.	Ugenya Technical and Vocational College	3.3250
42.	Bureti Technical Training Institute	3.3257
43.	Bumbe Technical Training Institute	3.3335
44.	Karen Technical Training Institute for the Deaf	3.3396
45.	Masinga Technical and Vocational College	3.3428
46.	Kasarani Technical and Vocational College	3.3512
47.	Jeremiah Nyagah Technical Institute	3.3665
48.	Emining Technical Training Institute	3.3944
49.	N'kabune Technical Training Institute	3.4116
50.	Okame Technical and Vocational College	3.4135
51.	Coast Institute of Technology	3.4339
52.	Godoma Technical Training Institute	3.4459
53.	Chuka Technical and Vocational College	3.4481
54.	Weru Technical and Vocational College	3.4691
55.	Keroka Technical Training Institute	3.4761
56.	Tseikuru Technical Training Institute	3.4926
57.	Bondo Technical and Vocational College	3.4946
58.	Kiirua Technical Training Institute	3.5169
59.	Gatanga Technical and Vocational College	3.5222
60.	Narok West Technical Training Institute	3.5265
61.	Kipipiri Technical and Vocational College	3.5314
62.	Nachu Technical and Vocational College	3.5353
63.	Mumias West Technical and Vocational College	3.5487
64.	St. Joseph's Technical Institute for the Deaf, Nyang'oma	3.5509
65.	Maasai Mara Technical and Vocational College	3.5536
66.	Ekerubo Gietai Technical Training Institute	3.5602
67.	David Mbiti Wambuli Technical and Vocational College	3.5819
68.	Sot Technical Training Institute	3.5833
69.	Sotik Technical Training Institute	3.5913
70.	Ndia Technical Vocational College	3.5927
71.	Ziwa Technical Training Institute	3.5979
FAIR		
72.	Kipsinende Technical Training Institute	3.6076
73.	Mawego Technical Training Institute	3.6463
74.	Konoin Technical Training Institute	3.6588
75.	Endebess Technical Training Institute	3.6836
76.	Lugari Diploma Teachers Training College	3.6845
77.	Musakasa Technical Training Institute	3.6935
78.	Koshin Technical Training Institute	3.7092
79.	Gitwebe Technical Training Institute	3.8070
80.	Butere Technical and Vocational College	3.8422
81.	Kipkabus Technical and Vocational College	3.8929
82.	Bungoma North Technical and Vocation College	3.9630

POOR		
83.	Ahmed Shahame Mwidani Technical Training Institute	4.0071
84.	Borabu Technical and Vocational College	4.2033

5.6 Performance Evaluation Results for National Polytechnics

S/No.	Tertiary Institution	Composite Score
EXCELLENT		
	None	
VERY GOOD		
1.	The Kenya Coast National Polytechnic	2.5544
2.	Meru National Polytechnic	2.6824
3.	The Nyeri National Polytechnic	2.7556
4.	Kenya Technical Trainers College	2.8044
5.	Kisii National Polytechnic	2.9144
6.	The Kabete National Polytechnic	2.9337
7.	Sigalagala National Polytechnic	2.9669
GOOD		
8.	The Kitale National Polytechnic	3.0703
9.	The Kisumu National Polytechnic	3.0709
10.	Nyandarua National Polytechnic	3.4493
11.	North Eastern National Polytechnic	3.4730
12.	The Eldoret National Polytechnic	3.5788