

REPUBLIC OF KENYA

NATIONAL TREASURY AND ECONOMIC PLANNING



Report on

**Performance Evaluation of State Corporations
and Tertiary Institutions**

for the

Financial Year 2021/2022

November, 2022

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ABBREVIATIONS AND ACRONYMS

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

EXECUTIVE SUMMARY

The FY 2021/2022 represented the 18th Cycle of Performance Contracting in the Kenyan Public Service. A total 236 State Corporations and 135 Tertiary Institutions implemented Performance Contracts. The Annual Performance Evaluation for the MDA's was undertaken between July and October, 2022.

Performance of the State Corporations was analyzed based on the current 10 Medium Term Expenditure Framework (MTEF) Sector Working Groups. The analysis of one (1) Tertiary Institution was not factored, even though the institution turned up for the evaluation.

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

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

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

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

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

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

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

changed from **3.2609** to **3.2857**.

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

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

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

The average absorption rate for State Corporations and Tertiary Institutions was 94.73% and 89.61% respectively, which is an improvement compared to the previous year.

The average absorption rate for 90 State Corporations that had this performance indicator, was 83.02%, whereas for the nine (9) Tertiary Institutions, the rate was 81.57%.

In the case of the 90 State Corporations that had this performance indicator, the absorption rate for *Absorption of Externally Mobilized* was 83.02%, whereas for the nine (9) Tertiary Institutions, the rate was 81.57%.

On *Pending Bills*, the average achievement for State Corporations and Tertiary Institutions was 2.68% and 2.38%, respectively.

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

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

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

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

The average achievement for State Corporations and Tertiary Institutions was 76.2% and 46.64% respectively.

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

CHAPTER ONE

INTRODUCTION

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

management in the Public Service.

6. PSPMU has a mandate of overall administration and coordination of Performance Contracting in the Public Service. This entails among others, development and issuance of Performance Contracting Guidelines, review (quality assurance) of Performance Contracts of MDAs, performance monitoring, annual performance evaluation and compilation of the Annual Performance Evaluation Report.
7. Performance Contracting Guidelines require among others, that annual performance evaluation is undertaken for all MCDAs that sign and implement Performance Contracts in any given Financial Year. In the FY 2021/2022, a total of 236 State Corporations and 135 Tertiary Institutions implemented Performance Contracts. The Annual Performance Evaluation was undertaken between July and October, 2022.
8. 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

9. Performance Contracting in Kenya has undergone tremendous improvement. With the support of key stakeholders majorly drawn from MDAs an annual review of Performance Contracting Guidelines is undertaken to incorporate lessons learnt and best practices for effective delivery of services in the Public Service.
10. The annual performance evaluation for the Institutions that implemented Performance Contracts during the FY 2021/2022 was undertaken in accordance with the 18th Cycle Performance Contracting Guidelines.
11. Vide Circular Ref. No. OP/CAB.1/43/1 dated 4th July, 2022 by the Head of the Public Service, Institutions were required to undertake a self- performance evaluation based on the annual achievement for each performance indicator using the online GPCIS. This followed by moderation of the scores by independent evaluators based on presentation of the actual evidence of achievement.

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

Table 1: Performance Grades and Achievement Levels

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

Performance grade of “Very Good” or “Excellent” signifies achievement and surpassing of a performance target and qualifies for

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

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

Table 2: Performance Grades and Raw/Composite Scores

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

CHAPTER THREE
**PERFORMANCE EVALUATION RESULTS FOR MINISTRIES,
STATE CORPORATIONS AND TERTIARY INSTITUTIONS**

12. This Chapter presents performance evaluation results for 236 State Corporations and 135 Tertiary Institutions. 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 | | |
| 1. | Environmental Protection, Water and Natural Resources | 2.8724 |
| 2. | Public Administration and International Relations | 2.9135 |
| 3. | National Security | 2.9377 |
| GOOD | | |
| 4. | Health | 3.0370 |
| 5. | Energy, Infrastructure and ICT | 3.0485 |
| 6. | General Economic and Commercial Affairs | 3.0510 |
| 7. | Governance, Justice, Law and Order | 3.0922 |
| 8. | Education | 3.1587 |
| 9. | Social Protection, Culture and Recreation | 3.1851 |
| 10 | Agriculture, Rural and Urban Development | 3.1925 |

From Table 3 above, it is noted that the State Corporations in the Environmental Protection, Water and Natural Resources Sector Working Group were the best performing, while those under the Agriculture, Rural and Urban Development were the worst performing.

Further, the performance of all the State Corporations based on MTEFSector Working Groups is presented in **Annex I**.

13. Out of the 236 State Corporations whose performance was evaluated, 18, representing 7.6% attained “EXCELLENT” Performance Grade, while 43.2% attained “VERY GOOD” Performance Grade. A total of 116 State Corporations, representing 49.2%, achieved “GOOD” or “FAIR” Grade and hence did not attain the agreed performance targets. This is presented in **Table 4** below.

Table 4: Performance Evaluation Results for State Corporations

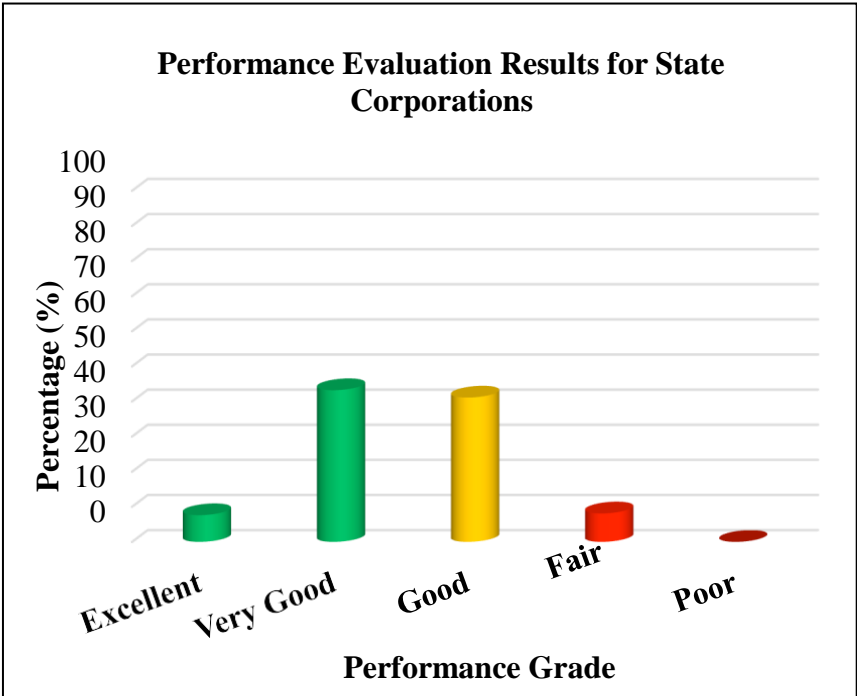
| Performance Grade | Number | Percentage |
|-------------------|------------|------------|
| Excellent | 18 | 7.6 |
| Very Good | 102 | 43.2 |
| Good | 97 | 41.1 |
| Fair | 19 | 8.1 |
| Poor | 0 | 0 |
| Total | 236 | 100 |

As presented in **Table 4** above, 120 State Corporations out of the 236 representing 50.8% achieved their annual performance targets while 116, translating to 49.2% did not.

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

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

Figure 1: Performance Evaluation Results for State Corporations



15. Further analysis of the performance of State Corporations shows that all the Top Ten performers achieved “EXCELLENT” Performance Grade. **Table 5** below presents the Composite Scores for the Top Ten Performing State Corporations.

Table 5: Top Ten Performing State Corporations

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

From **Table 5** above, it is noted that four (4) Public Universities were among the Top Ten Performers. This may have been attributed to the strong performance management structures that have been put in place and top management support.

16. Performance of State Corporations was further analyzed to identify the Bottom Ten Performers. **Table 6** below shows the Bottom Ten State Corporations and their Composite Scores.

Table 6: Bottom Ten Performing State Corporations

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

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

Further analysis of the performance results for the State Corporations in **Table 6** above and comparison with the performance evaluation results for the FY 2020/2021, it is noted that five (5) State Corporations continue performing dismally and are still among the bottom ten. These are Chemelil Sugar Company, Nzoia Sugar Company, Bandari Maritime Academy, South Nyanza Sugar Company Limited and University of Nairobi Enterprises and Services.

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

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

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

17. Performance of the State Corporations is further ranked in terms of the eight (8) Functional Categories as presented in **Table 7** below.

Table 7: Performance Evaluation Results for State Corporations by Functional Category

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

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

From **Table 7** above, the best performing Functional Category is Public Universities while the worst is Commercial/Manufacturing. It is noted that the Public Universities Functional Category was also the best performing in the FY 2020/2021, while the Commercial/Manufacturing Functional Category was the worst performing during the same period.

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

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

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

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

Table 8 below shows a summary of the results for the Tertiary Institutions

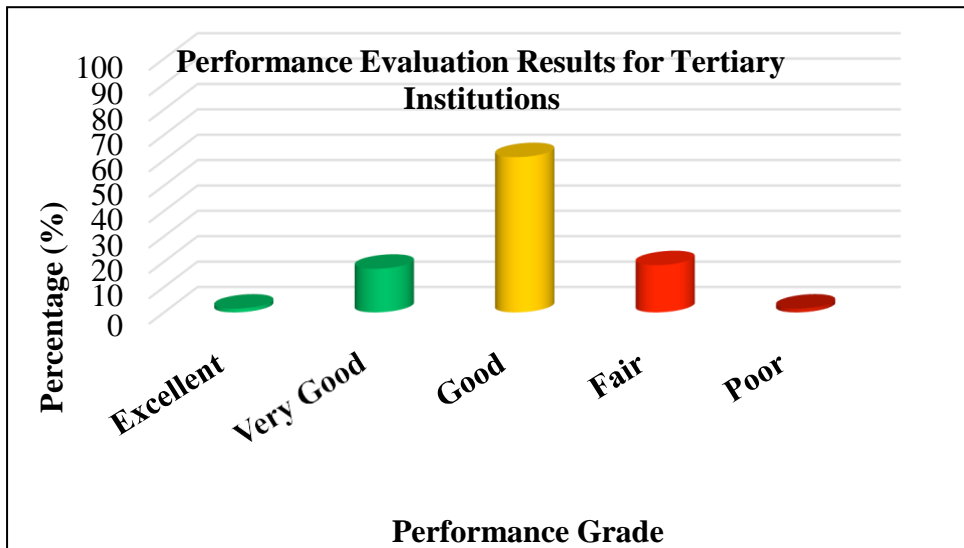
Table 8: Performance Evaluation Results for Tertiary Institutions

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

From **Table 8** above, two (2) of the Tertiary Institutions achieved “EXCELLENT” Performance Grade, 23, representing 17.2% achieved “VERY GOOD” Grade, 61.2% achieved “GOOD” Grade, and 18.6% achieved “FAIR” Grade, while 1.5% achieved “POOR” Grade.

The information in Table 8 above is further illustrated in **Figure 2** below.

Figure 2: Performance Evaluation Results for Tertiary Institutions



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

19. Analysis of the performance of the Tertiary Institutions indicates that there was a marginal decline in performance during the FY 2021/2022 compared to the FY 2020/2021 since the average composite score changed from 3.2609 to 3.2857. **Table 9** below presents the Top Ten Performing Tertiary Institutions.

Table 9: Top Ten Performing Tertiary Institutions

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

Further analysis of the performance in **Table 9** above indicates that out of the Top Ten Performing Tertiary Institutions, five (5) were Technical Training Institutes, while five (5) were National Polytechnics.

Table 10 below presents the Bottom Ten Performing Tertiary Institutions.

Table 10: Bottom Ten Performing Tertiary Institutions

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

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

Reference to **Table 10** above and performance of Tertiary Institutions during the previous FY 2020/2021 indicates that although with an improvement, Borabu Technical and Vocational College is still among the bottom ten performing Tertiary Institutions.

20. Performance of Tertiary Institutions was further analyzed in accordance with the category in which they are classified. Since there were only three (3) Teacher Training Colleges that were on PC during the contract period, only performance of two categories (Technical Training Institutes and National Polytechnics) is further analyzed.
21. **Table 11** below presents performance results for Technical Training Institutes.

Table 11: Performance Evaluation Results for Technical Training Institutes.

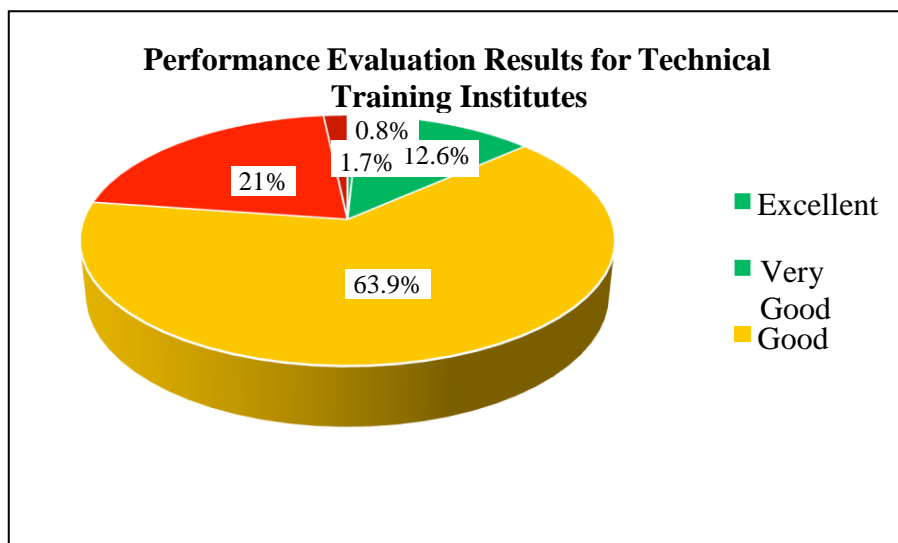
| Performance Grade | Number | Percentage (%) |
|-------------------|------------|----------------|
| Excellent | 1 | 0.8 |
| Very Good | 15 | 12.6 |
| Good | 76 | 63.9 |
| Fair | 25 | 21.0 |
| Poor | 2 | 1.7 |
| Total | 119 | 100 |

From **Table 11** above, one (1) Technical Training Institute achieved “EXCELLENT” Performance grade. A total of 15 Institutes

representing 12.6% achieved “VERY GOOD” performance grade while 76 Institutes representing 63.9% achieved “GOOD” grade. 25 Institutes representing 21% achieved “FAIR” grade, while two (2) achieved “POOR” performance grade.

The information in **Table 11** is further illustrated in **Figure 3** below.

Figure 3: Performance Evaluation Results for Technical Institutes



Performance evaluation results for National Polytechnics is presented in **Table 12** below.

Table 12: Performance Evaluation Results for National Polytechnics

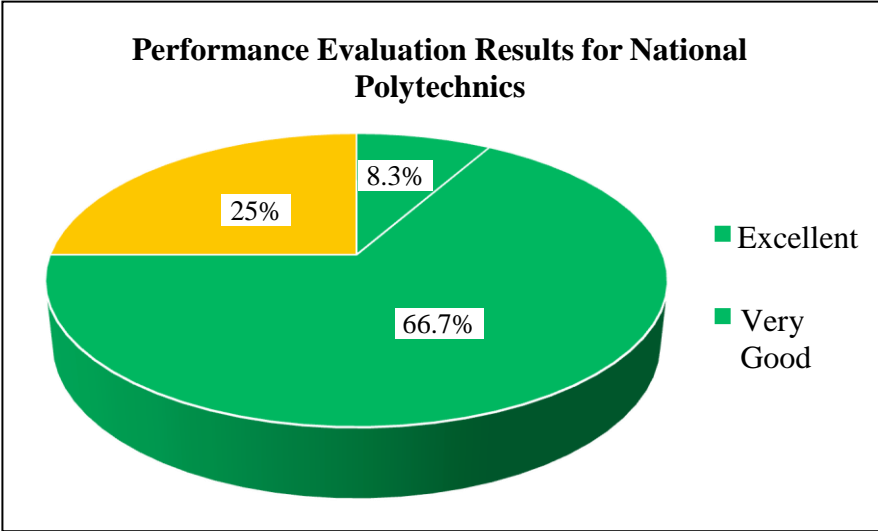
| Performance Grade | Number | Percentage (%) |
|-------------------|-----------|----------------|
| Excellent | 1 | 8.3 |
| Very Good | 8 | 66.7 |
| Good | 3 | 25.0 |
| Total | 12 | 100 |

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

Further analysis indicates that overall, the performance for National Polytechnics has improved because one (1) Polytechnic achieved

“EXCELLENT” performance grade compared to none during the FY 2020/2021. In addition, eight (8) Polytechnics achieved “VERY GOOD” performance grade compared to seven (7) during the FY 2020/2021. The information in **Table 12** is further illustrated in **Figure 4** below.

Figure 4: Performance Evaluation Results for National Polytechnics



CHAPTER FOUR
PERFORMANCE EVALUATION RESULTS FOR SELECTED
PERFORMANCE INDICATORS

22. This Chapter presents performance of MDAs for selected performance indicators. The performance indicators are: *Absorption of Allocated Funds (GoK); Absorption of Externally Mobilized Funds; Pending Bills; Pre-tax Profit; Dividends to The National Treasury; Return on Investment; Project Completion Rate; Implementation of Presidential Directives; Access to Government Procurement Opportunities; Youth Internships/Industrial Attachments/Apprenticeships; and Corruption Prevention*. The Chapter also presents performance on Core Mandate criterion based on the sub-composite score.
23. Evaluation of performance on *Absorption of Allocated Funds (GoK)* was based on actual expenditure at the close of the Financial Year against total receipts (as reflected in the financial reports, which the MDAs applied as the basis for self-evaluation and subsequent moderation by PSPMU). The average absorption rate for State Corporations and Tertiary Institutions was 94.73% and 89.61% respectively, which is an improvement compared to the previous year. A total of 109 out of the 236 State Corporations and 34 out of the 134 Tertiary Institutions fully absorbed the allocated funds.
24. 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 90 State Corporations and nine (9) Tertiary Institutions) committed on this performance indicator, as reflected in their approved budgets.
- The average absorption rate for the 90 State Corporations that had this performance indicator, the absorption rate was 83.02%, whereas for the nine (9) Tertiary Institutions, the rate was 81.57%. A total of 50 out of the 90 State Corporations and four (4) out of the nine (9) Tertiary Institutions fully absorbed the allocated funds. For State Corporations, 13 absorbed less than 50% of which four (4) did not absorb any of the externally mobilized funds. In the case of Tertiary Institutions, two (2) absorbed below 50%, with one not absorbing any of the funds.
25. On *Pending Bills*, Institutions 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 2.68% and 2.38%, respectively.

26. Analysis of performance of the 32 State Corporations that had *Pre-tax Profit* as a Performance Indicator, indicates that they incurred a total loss of KSh. 9, 444, 118, 212.47 against a targeted loss of KSh.7, 597,996,202.12. Five (5) State Corporations representing 15.6% targeted to reduce their loss to KSh. 33,900,079,394.00. However, they reduced the loss to KSh. 26,937,825,653.00, hence an improvement of the annual target. It is noted that among the five (5), Kenya Airports Authority realized a Pre-tax profit of KSh. 981,911,000.00 against a targeted loss of KSh. 1,088,000,000.00. This was attributed to the fact that the Authority did not factor in provision for bad debt during the contract period in respect to Kenya Airways.

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

Performance of the 32 State Corporations for Pre-tax Profit is provided in **Annex VII**.

27. During the contract period, 19 State Corporations that had *Dividends to the National Treasury* as a Performance Indicator realized KSh. 10,149,539,792.80 against a target of KSh. 2,478,900,784.20. However, Kenya Pipeline Company Limited remitted special Dividends of KSh. 8,000,000,000.00 against a target of KSh. 300,000,000.00. If Kenya Pipeline Company Limited is excluded from the analysis of the 19 State Corporations, the achievements of the remaining 18 was KSh. 2,149,539,792.80 against a target of KSh. 2,178,900,784.20. Only 11 of the 19 State Corporations representing 57.9% made payment to The National Treasury. A total of 13 State Corporations representing 40.6% that had a Pre-tax Profit as a Performance Indicator did not have targets on Dividends to The National Treasury as a Performance Indicator.
28. A total of 31 State Corporations had *Return on Investment* as a Performance Indicator, out of which, 10 representing 32.3% achieved 100% and above of their annual target. The 10 State Corporations are; East African Portland Cement Company Plc, Kenya Airports Authority, Kenya Pipeline Company Limited, Kenyatta International Convention Centre, National Housing Corporation, Nyayo Tea Zones

Development Corporation, School Equipment Production Unit, Kenya Development Corporation Ltd, Kenya Industrial Estates and Kenya National Trading Corporation Limited.

29. The Core Mandate performance criterion consists of operational performance indicators and has the highest weight allocation of 60%. The purpose of this performance criterion is to ensure that MDAs focus their efforts on execution of their respective mandates in order to translate the allocated resources into tangible results for Kenyans. Computation was based on the sub- total weight scores under the Core Mandate criterion for the respective institution, using the performance evaluation methodology, performance rating for Core Mandate by grade was determined using the criteria value ranges presented in **Table 13**.

Table 13: 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 |

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

| S/No. | State Corporation | Sub-Total Weighted Score |
|-------|--|--------------------------|
| 1. | University of Embu | 0.6827 |
| 2. | National Irrigation Authority | 0.7200 |
| 3. | Kenyatta University Teaching and Referral Hospital | 0.8082 |
| 4. | Tharaka University | 0.9200 |
| 5. | University of Nairobi | 0.9237 |
| 6. | Water Resources Authority | 0.9703 |

| | | |
|-----|--|--------|
| 7. | South Eastern Kenya University | 1.0232 |
| 8. | Lake Victoria South Water Works Development Agency | 1.0279 |
| 9. | Kenya Industrial Estates | 1.0379 |
| 10. | Dedan Kimathi University of Technology | 1.0808 |

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

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

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

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

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

| S/No. | Tertiary Institution | Sub-Total Weighted Score |
|-------|---|--------------------------|
| 1. | Karumo Technical Training Institute | 1.0827 |
| 2. | Katine Technical Training Institute | 1.2249 |
| 3. | Sigalagala National Polytechnic | 1.2558 |
| 4. | Kiirua Technical Training Institute | 1.4195 |
| 5. | Kenya Technical Trainers College | 1.4840 |
| 6. | Bureti Technical Training Institute | 1.4897 |
| 7. | Runyenjes Technical and Vocational College | 1.5056 |
| 8. | Mukurwe-ini Technical Training Institute | 1.5164 |
| 9. | Sikri Technical and Vocational College for the Blind and Deaf | 1.5198 |
| 10. | Michuki Technical Training Institute | 1.5267 |

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

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

| No. | Tertiary Institution | Sub-Total Weighted Score |
|-----|---|--------------------------|
| 1. | Laikipia North Technical and Vocational College | 2.2710 |
| 2. | Laikipia East Technical and Vocational College | 2.2762 |
| 3. | Kipsinende Technical Training Institute | 2.2765 |
| 4. | Tinderet Technical and Vocational | 2.2833 |

| | College | |
|-----|--|--------|
| 5. | Mumias West Technical and Vocational College | 2.3150 |
| 6. | Butere Technical and Vocational College | 2.3317 |
| 7. | Kaloleni Technical and Vocational College | 2.3460 |
| 8. | Masai Technical Training Institute | 2.3908 |
| 9. | Borabu Technical and Vocational College | 2.4003 |
| 10. | Baringo South Technical Training Institute | 2.4735 |

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

30. The overall average achievement for State Corporations and Tertiary Institutions was 81.61% and 61.67% respectively. Performance on *Project Completion Rate* compared to the FY 2020/2021 improved for only the State Corporations (80.70%) and declined for Tertiary Institutions (67.00%). In addition, three (3) State Corporations and 12 Tertiary Institutions achieved a completion rate of zero (0%), representing 5.06%.
31. MDAs were required to implement Presidential Directives issued by H.E. The President and communicated by the Head of the Public Service on specific areas for execution by the relevant MDA including Circulars and Executive Orders. The overall average achievement for the State Corporations and Tertiary Institutions was 92.31% and 84.13% respectively.

In addition, three (3) State Corporations achieved 0% representing 1.02%.

32. All MDAs were required to allocate at least 30% of the annual procurement budget to Youth, Women and Persons With Disabilities (*Access to Government Procurement Opportunities*) as part of the Government's commitment to economic empowerment. Analysis of performance for this Performance Indicator during the FY 2021/2022 indicates that tenders worth KSh. 74,381,975,071.89 were awarded against a target of KSh. 63,607,093,695.56, hence surpassing the target by 16.94%. On average, Tertiary Institutions achieved 87.79% compared to 125.06% for State Corporations, as indicated in **Table 18** below.

Table 18: Access to Government Procurement Opportunities

| Category of Institution | Target (KSh.) | Achievement (KSh.) | Achievement (%) |
|-------------------------|-------------------|--------------------|-----------------|
| State Corporations | 46,473,655,450.47 | 58,120,740,866.55 | 125.06 |
| Tertiary Institutions | 3,119,288,369.28 | 2,738,504,373.50 | 87.79 |

The overall target for the FY 2021/2022 increased by KSh. 2,124,894,626.39 from the previous FY 2020/2021. The performance of this indicator for State Corporations improved from 90.84% to 125.06%. There was also a marked improvement in performance for Tertiary Institutions from 59.12% to 87.79%.

33. The Government’s initiative to alleviate unemployment among the Youth is facilitated by among others, ensuring that the Youth gain requisite skills and workplace experience to enable them make informed decisions and improve their chances of securing gainful employment. The *Youth Internships/Industrial Attachments/Apprenticeships* Performance Indicator contributes to this affirmative initiative. During the FY 2021/2022, youth were engaged as outlined in the table below.its operations) against a target of 40,560, hence surpassing the annual target by 40.23%. The performance on this indicator is presented in **Table 19** below.

Table 19 Youth Internships/Industrial Attachments/Apprenticeships

| MDA Category | Target (No.) | Achievement (No.) | Achievement (%) |
|-----------------------|--------------|-------------------|-----------------|
| State Corporations | 24,002 | 39,468 | 164.44 |
| Tertiary Institutions | 1,933 | 2,862 | 148.06 |

The performance of State Corporations and Tertiary Institutions compared to the previous financial year improved from 114.87% to 164.44% and 112.49% to 148.06% respectively.

34. The commitment (deliverables) for the *Corruption Prevention* performance indicator were: Undertake a Corruption Risk Assessment and develop a Corruption Risk Mitigation Plan; Implement measures emanating from the

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

The average achievement for the State Corporations and Tertiary Institutions average achievement was 76.2% and 46.64% respectively.

Performance on *Corruption Prevention* improved in the two categories compared to the last financial year where State Corporations and Tertiary Institutions achieved 67.41% and 40.13% respectively.

CHAPTER FIVE

OBSERVATIONS AND RECOMMENDATIONS

35. This Chapter focuses on observations arising from both the evaluation exercise and analysis of performance of Institutions for the FY 2021/2022. It also includes proposed recommendations towards the improvement of Performance Contracting. This is presented in **Table 20** below.

Table 20: Observations and Recommendations

| S/No. | Observation | Recommendation |
|-------|---|---|
| 1. | Institutions attributed their under-achievement of the committed performance targets, partly to budgetary cuts and late release of exchequer. | There is a need to ensure full adherence to approved budgets and timely release of the exchequer. |
| 2. | A standard Performance Management System recognizes performance incentives and sanctions, as a key ingredient of spurring performance at both institutional, as well as individual level. However, it is noted that although the Performance Rewards and Sanctions Framework for the Public Service, May, 2016 has provision for the same, it is not explicit on the financial rewards. | There is a need for the Salaries and Remuneration Commission to fastrack finalization and roll-out of the Policy Framework for Recognizing Productivity and Performance in the Public Service, in order to address the disparate application of financial incentives in MDAs and in turn spur performance. |
| | There is improvement in performance in Ministries and State Corporations, compared to performance during the previous FY 2020/2021, but a decline in Tertiary Institutions. | There is a need to ensure continuity in release of the Annual Performance Evaluation Reports, for continual improvement of performance in MDAs. In addition, there is a need to ensure that Performance Contracting in MDAs is steered by the top leadership, including hands-on coordination by the Ministerial Performance Management Committees. |

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| | <p>It was noted that a number of State Corporations have inadequate and substantive staff, thus adversely affecting the institutional performance. Some of the staff are either deployed or seconded from the Parent Ministry or from other Government Agencies.</p> | <p>There is a need to ensure that State Corporations are sufficiently staffed to enable them to execute their mandates efficiently and effectively.</p> |
|--|--|---|

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

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

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

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

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

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

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

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

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

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

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

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|------|--|--------|
| 256. | Kenya Industrial Estates | 2.1269 |
| 257. | Tourism Fund | 2.2648 |
| 258. | Kenya Industrial Research and Development Institute | 2.3404 |
| 259. | Kenya Tourism Board | 2.6327 |
| 260. | Kenya National Trading Corporation Limited | 2.6446 |
| 261. | Sacco Societies Regulatory Authority | 2.7909 |
| 262. | Kenya Industrial Property Institute | 2.9722 |
| 263. | Kenya Wildlife Service | 2.9849 |
| 264. | Kenyatta International Convention Centre | 2.9994 |
| 265. | Kenya Export Promotion and Branding Agency | 3.0200 |
| 266. | Kerio Valley Development Authority | 3.0278 |
| 267. | East African Portland Cement Company Plc | 3.0304 |
| 268. | Anti-Counterfeit Authority | 3.0437 |
| 269. | Tana and Athi Rivers Development Authority | 3.0542 |
| 270. | Kenya Accreditation Service | 3.0913 |
| 271. | Coast Development Authority | 3.1017 |
| 272. | Kenya Utalii College | 3.1250 |
| 273. | Lake Basin Development Authority | 3.1508 |
| 274. | Kenya Bureau of Standards | 3.1620 |
| 275. | Ewaso Ng'iro South River Basin Development Authority | 3.1658 |
| 276. | Export Processing Zones Authority | 3.1673 |
| 277. | Kenya Leather Development Council | 3.1866 |
| 278. | Tourism Regulatory Authority | 3.2290 |
| 279. | Micro and Small Enterprises Authority | 3.3476 |
| 280. | Numerical Machining Complex Limited | 3.6467 |
| 281. | Special Economic Zones Authority | 3.6660 |
| 282. | Kenya Trade Remedies Agency | 3.7200 |
| 283. | Bomas of Kenya Limited | 3.7356 |
| | Average Performance for State Corporations (General Economic and Commercial Affairs Sector Working | 3.0510 |

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

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

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

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

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

Annex II: Performance Evaluation Results for State Corporations

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

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

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

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

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

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

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

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

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

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

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

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

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

1. Public Universities

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

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

2. Training and Research

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

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

3. Service

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

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

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

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

4. Financial

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

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

5. Regulatory

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

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

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

6. Regional Development Authorities

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

7. Tertiary Education

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

8. Commercial/Manufacturing

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

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

Annex IV: Performance Evaluation Results for Tertiary Institutions

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

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

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

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

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

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

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

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

Annex V: Performance Evaluation Results for Teacher Training Colleges

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

Annex VI: Performance Evaluation Results for Technical Training Institutes

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

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

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

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

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

Annex VII: Performance Evaluation Results for National Polytechnics

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

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

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

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

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