



OFFICE OF THE PRIME MINISTER

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PERFORMANCE CONTRACTING DEPARTMENT

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# **REPORT**

**ON**

**EVALUATION OF THE  
PERFORMANCE**

**OF**

**PUBLIC AGENCIES**

**FOR THE**

**FINANCIAL YEAR 2010/2011**

**March, 2012**

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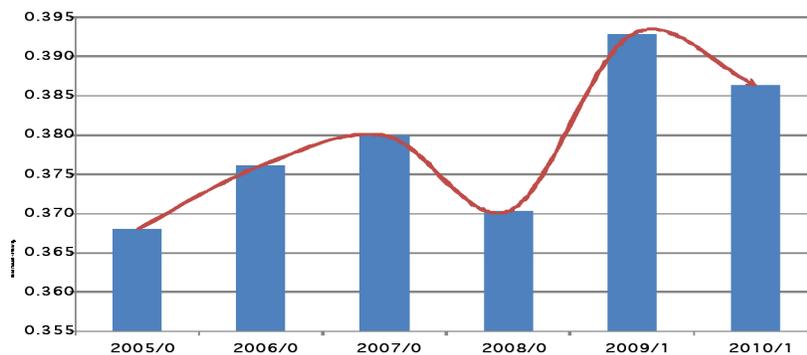
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## FOREWORD

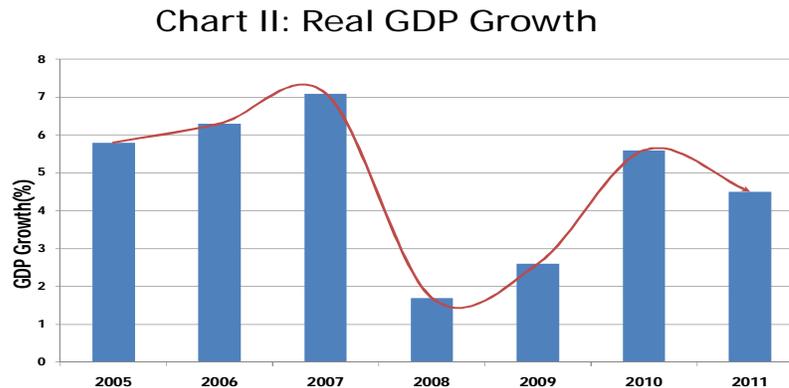
The performance of the public service has improved rapidly since the advent of multipartysm in 2003. The change in the fortunes of the public service is the result of a number of factors, among them, the gradual but sustained improvement in the terms of service of public employees across the board, but more significantly, the introduction of a clearly defined and easy to implement performance management system. As a medium for impelling implementation of public policies, projects and programs, the performance contracting system has impelled sustained growth in the performance of all categories of public institutions with only occasional extraneous disruption. The first such disruption was the consequence of the 2007/2008 post election skirmishes, which saw growth in Real GDP falling from 7.1 per cent to 1.7 per cent. This was however, to rise rapidly to 2.8 per cent and 5.6 per cent in the following two years, underscoring the tremendous rebound energy and capacity, engendered by the performance contracting system. The second disruption was driven by external and other factors outside the control of the public service. These included rising inflation, exchange rate depreciation, unusually low rainfall levels leading to drought in some parts of the country, and the rising cost of energy.

The movement in aggregate performance of the public service since 2005 is shown in Chart I below:

Chart I: Public Service Aggregate Performance



This movement is consistent with the growth in real GDP as shown in chart II below:



As the coalition government approaches its sunset, the expectation is that it should deliver the ultimate goal, the goal that will vindicate the rationale, currency and workability of this format of Government. This has been akin to a long distance race. The results of evaluation since formation of the coalition government have demonstrated to the rest of the world that coalitions are the way to go for the purpose of mitigating conflict, and enhancing national cohesion.

The performance results that will be released today are the first cycle to be rolled out under the new constitutional dispensation. They have therefore consolidated the requirements of Article 46(i) on Consumer Rights, which require that the goods and services offered by public institutions must meet the highest possible standards, and spells out the responsibility of government to provide quality and affordable goods and services to citizens. This is in addition to Article 232, on “Values and Principles of Public Service” which provides expressly for deliberate improvement of performance in the public service. The Article defines the values and principles to include inter alia, **efficient and economic use of resources**, and **responsive, prompt, effective, impartial and equitable provision of services**.

In regard to this Article, my office has established an inter-institutional committee, co-chaired by the Permanent Secretaries in the Ministry of State for Public Service and the Performance Contracting Department to formulate a policy, and to recommend modalities for operationalizing it.

This will in essence, encrypt the system into law, to insure its sustenance transcends political regimes with divergent persuasions.

Among the key milestones in the development of the system was the release of Sector Performance Standards by my office two years ago. These standards list benchmarked Key Results Areas for the various sectors of the economy, including expected outcomes, and performance levels on various indicators. The Sector Standards also form the basis for development of strategic plans, and are expected to inform the process of linking planning, budgeting and results in the performance of public agencies. The Sector Standards now constitute the back bone of the performance contracting system, the system that has ensured the country maintains its leadership position in the region and the continent, not merely in economic growth, but more importantly, in its capacity to implement programs and policies. The performance contracting system has, this year, been fully engaged in driving achievement of Vision 2030. This has been made possible through the requirement to factor all flagship Vision 2030 projects in the performance contracts of all public agencies, and according affirmative action to these projects by assigning heavier weighting. The projects include the Konza ICT City – which, when completed, will position Kenya as a leading ICT nation in Africa; the Lamu Port and Transport Corridor, which will provide Kenya with the second sea port and transport corridor, linking Kenya to Ethiopia and the Southern Sudan; and the Isiolo Resort City, which is expected to leverage on the rich tourism potential in Northern Kenya and surrounding areas, and to turn Isiolo town into a regional economic hub.

This is the year too, that preparations are in top gear to devolve key government services to Counties. Management accountability systems, particularly performance contracting, have not been left out. In this regard, I have directed the Permanent Secretary in charge of Performance Contracting in my office, to spearhead establishment of an inter-institutional task force, to chart out the critical path and begin preparations for rolling out performance contracting to County Governments.

The system has heightened vibrancy in sector activities and driven competition by public agencies to new horizons. Evidently, the country is now able to extract the best and optimum outputs from our public servants. The sustenance of performance contracting, or for that matter any management accountability framework, is predicated on continuous infusion of innovative practices, to keep abreast of global developments and best practices.

For this reason, my Office, with the assistance of the UNDP, is preparing to roll out two key programs that will bring the performance contracting system to full maturity. One of them is the rolling out of an Information,

Education and Communication Strategy, which aims to disseminate information to all counties, on the right of the citizen to expect and demand excellent service from public offices as a right, involve the public in tracking of service charter implementation and feedback, and inform on redress mechanisms when expectations from public offices have not been met.

The IEC program will integrate the work of the Performance Contracting Department with that of the Commission on Administrative Justice and the Ethics and Anti- Corruption Commission, for the purpose of enhancing service delivery. The second program entails rolling out a Real-Time Performance Monitoring system, which should enable key managers, including my office, to monitor performance of public agencies, including project implementation, and mitigating measures being taken, from the comfort of their offices. This program will obviate the need for the traditional quarterly performance reporting. The Ministry of State for Public Service, and Ministry of Co-operative Development and Marketing, and the Performance Contracting Department, have already begun the process of piloting the program. All the other ministries are scheduled to be on board by June this year.

I am proud to mention that the performance contracting system, as a tested management accountability framework, has continued to receive continuous recognition in the rest of Africa. A number of countries have sought to replicate the system in the management of their public services. These include Tanzania, Uganda, Sierra Leone, and Nigeria; yet others have requested Kenya for assistance in rolling out performance contracting in their countries.

Through the Performance Contracting Department in my Office, the country is also the lead champion in the implementation of a “Performance Management, Monitoring and Measurement” guide in the continent under the auspices of the Conference of African Ministers of Public Service. As a country, we also subscribe to good practices in public service management. In this regard, Kenya has ratified the African Charter on Values and Principles of the Public Service, spearheaded by the Conference of African Ministers for Public Service (CAMPS), which is currently chaired by Kenya’s Minister of State for Public Service.

I am happy to also announce that the watershed for the performance contracting system is now in sight, with the Judiciary finally preparing to come on board. This will be followed closely by Parliament. I have, in this regard, detailed the Permanent Secretary, Performance Contracting, to liaise with the two institutions to prepare them to come on board by the end of this Financial Year. This will pave way for extension of the system to County Governments.

As these key governing institutions prepare to come on board, I wish to remind the few renegade institutions that have disregarded public performance accountability requirements, particularly in the public banking and investment sector, to take heed, because there should not be any sacred cows in as far as subscribing to performance contracting is concerned. Towards end of last year, the Kenya shilling was down on its knees, a victim of weak banking regulation. This would not have been the case, if earlier direction for key regulatory institutions to sign performance contracts had been heeded. This is a situation that this country can no longer continue to condone. As I have mentioned many times before, echoing also past sentiments expressed by H.E. the President, implementation of public policy is not an optional proposition, and cannot be assigned or adopted selectively. It is only when we work in unison as a public service for the common good, that we can grow a country that will be the pride of every Kenyan.

In conclusion, it may not be possible to express my appreciation to the vast number of stakeholders who have over the years given selfless support to insure the success of the performance contracting system. But I will, once more, single out H. E. the President for his consistent and persistent emphasis on excellence in service delivery and efficiency in project implementation, and all Cabinet Ministers, the entire fraternity of permanent secretaries, chairmen and chief executive officers of state corporations, local authorities and tertiary institutions, for continued commitment to the implementation of annual performance targets.

I wish to extend my sincere appreciation to the staff of the Performance Contracting Department who successfully co-ordinated the performance evaluation exercise, the external experts – the *ad hoc* Task Force members - who participated in delivery of these evaluation results, and development partners, led by the UNDP, for their assistance in funding various aspects in the implementation of the performance contracting system.



**RT. HON. RAILA AMOLO ODINGA, E.G.H., M.P.,**  
*Prime Minister.*

Nairobi, 26th March, 2012.

## PREFACE

Between July and December 2010, 46 Ministries and Accounting Departments, 178 State Corporations, 175 Local Authorities and 69 Tertiary Institutions in the Ministries of Education and Higher Education, Science and Technology, signed performance contracts for the 2010/2011 FY. This is a total of 468 Government agencies.

Out of this number, the following agencies submitted their performance score cards for evaluation:

Category	Number Signed	Number Evaluated	Number Not Evaluated	Compliance Levels ( per cent)
Ministries	46	46	0	100
State Corporations	178	176	2	98.88
Local Authorities	175	173	2	98.86
Tertiary Institutions	69	69	0	100

The State Corporations that did not submit their performance for evaluation are:

1. University of Nairobi Enterprise Services; and
2. Media Council of Kenya.

The two corporations did not give any credible reasons for failing to yield to evaluation as is the requirement for all public agencies.

The defaulting Local Authorities are:

1. Homa Bay Municipal Council; and
2. Tabaka Town Council.

A visit to Tabaka Town Council by the external evaluators prior to the evaluation exercise encountered a deserted station, save for a security guard.

In addition, the following four (4) State Corporations did not sign Performance Contracts during the year under review.

1. Kenya Institute of Supplies Management.
2. Policy Holders Compensation Fund.

3. Anti-Counterfeit Agency.
4. National Council for Law Reporting.
5. Witness Protection Agency.
6. Kenya Sisal Board.

Failure to sign performance contract and/or to submit performance reports for evaluation is a flagrant form of impunity.

In my preface last year, I made reference to the gains achieved in our attempts to simplify and make the performance evaluation methodology more user-friendly. The Performance Contracting Department has expended considerable effort and resources to add value to all processes and subsystems of the performance contracting system. The evaluation methodology has progressed to an extent that it is almost wholly web-based. Public institutions are now able to access the automated processing platform and to therefore carry out in-house evaluation using the system. This has greatly improved efficiency by reducing both the time and resources required to the bare minimum, and improved accuracy in computation, thereby ensuring disputes are virtually wholly eliminated.

The challenges facing the department currently relate to the requirements of the constitution, mainly the devolvement of the system to serve county governments, and the imminent extension to the other two arms of the government, that is, the Judiciary and Parliament. As a department, we have also strived to keep pace with global developments in performance management, to ensure sustained incorporation of international best practices into the system, in order to, in turn, maintain the system on the cutting edge.

The system has expanded rapidly by drawing from the tertiary sector and the gradually expanding number of state corporations. Our vision is to see the process expanded to cover all manner of public agencies, including tertiary institutions in sectors other than education, which has so far been the main focus.

The system should ultimately fan out to secondary and primary schools. If strong work ethics and a performance culture are inculcated during the formative years of our youth, this will establish formidable grounding for our country to find a place in the league of developed nations, and should help in fast-tracking achievement of the country's Vision 2030.

As I have mentioned here in the past, the success of this process has been made possible by the support of several stakeholders. The most critical support has been unequivocally extended by H. E. the President and the Rt. Hon. Prime Minister, and I request them to accept our deep appreciation. We have received valuable support from the Minister of

State for Public Service, and, of course from all other ministers. I wish too to appreciate the relations we have had with development partners, mainly the UNDP, and the role external experts, the Ad Hoc teams, have continued to assume in vetting, negotiation, monitoring and evaluation.

Last and by no means least, I wish to recognize that the process would definitely not see the light of day without the commitment of our own public servants, beginning with Permanent Secretaries, to the implementation of the system.

I thank all of you sincerely.

A handwritten signature in black ink, appearing to read 'Richard E. Ndubai', written in a cursive style.

**RICHARD E. NDUBAI, C.B.S.,**  
*Permanent Secretary.*

Nairobi, 26th March, 2012.

## EXECUTIVE SUMMARY

the performance contracting process has endured eight cycles since its introduction in 2004, when 16 pilot state corporations signed and implemented performance contracts. in the financial year, 2010/2011, a total of 468 agencies (46 ministries/departments, 178 state corporations, 175 local authorities and 69 tertiary institutions) signed and implemented performance contracts. the financial year 2010/2011 is the seventh year of implementation of performance contracts in the public service.

as was the case in the previous financial year, the process of evaluation and moderation was made much easier through automation. with the support of officers from E-government and other ministries, the performance contracting department was able to improve the performance contracting management and tracking system, referred to subsequently as the system. the agencies were able to undertake self evaluation which was then moderated by members of the *ad-hoc* evaluation team.

In the Financial Year 2010/2011, and for the first time since the process started, one (1) state corporation achieved the “Excellent”<sup>1</sup> grade.

For the ministries/departments, 32, representing 69.6 per cent, attained the “Very Good”<sup>2</sup> grade while 14, representing 30.4 per cent, achieved the “Good”<sup>3</sup> grade. None of the ministries/departments attained the “Fair”<sup>4</sup> or the “Poor”<sup>5</sup> grades.

Out of 178 state corporations that were evaluated, one (1) representing 0.6 per cent attained “Excellent” grade. 115, representing 64.6 per cent, achieved the “Very Good” grade and 53, representing 29.8 per cent, achieved the “Good” grade. None of the state corporations attained “Fair” grade, while nine (9) representing 5.0 per cent, attained “Poor” grade. Two (2) state corporations did not submit performance reports for evaluation, and were accordingly assigned a composite score of 5.000 at “Poor” grade.

Out of the 175 local authorities that were evaluated, none was in the “Excellent” grade. Eleven (11), representing 6.3 per cent, achieved the “Very Good” grade. A total of 132 local authorities, representing 75.4 per cent, achieved the “Good” grade. Four (4) local authorities, representing 2.3 per cent, and 28 local authorities, representing 16 per cent, achieved the “Fair” and “Poor” grades respectively. Two (2) local authorities in the “Poor” grade did not submit performance reports for evaluation.

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For footnotes 1, 2, 3, 4 and 5, see the Performance Evaluation Guidelines in Annex 1 of this report.

Out of the 69 tertiary institutions, none attained “Excellent” grade. 30, representing 43.5 per cent, achieved “Very Good” grade. 37, representing 53.6 per cent, achieved “Good” grade. None of the tertiary institutions achieved “Fair” grade, while two (2) representing 2.9 per cent achieved the “Poor” grade.

Over the last seven years of implementation of performance contracts by public agencies, there is sufficient evidence to conclude that the Agencies have embraced the performance contracting strategy as shown by improved performance. Further, the implementation of the strategy has also enhanced service delivery. From the results, it is clear that sustained application of the performance contracting strategy is a necessary prerequisite for streamlining the management and operations of the public service to improve efficiency. However, for the Strategy to be fully integrated and become effective, it is imperative that it is extended to all institutions within the three arms of Government and cascaded to all levels, including the County level.

## CHAPTER ONE

### INTRODUCTION

1. A Performance Contract is a management tool for measuring performance against negotiated performance targets. It is a freely negotiated performance agreement between the Government, acting as the owner of a public agency, and the management of the agency. The Performance Contract specifies the mutual performance obligations, intentions and responsibilities of the two parties.
2. The expected outcomes of the introduction of Performance Contracts include:
  - 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 policy priorities;
  - Institutionalization of a performance-oriented culture in the Public Service;
  - Ability to measure and evaluate performance;
  - Ability to link reward for work to measurable performance;
  - Instilling accountability for results at all levels in the government;
  - Ensuring that the culture of accountability pervades all levels of Government;
  - Reduction or elimination of reliance on Exchequer funding by Public Agencies;
  - Creating a culture of results-oriented management in the Public Service.
3. The policy decision to introduce performance contracts in the management of public resources was conveyed in the Economic Recovery Strategy for Wealth and Employment Creation (2003-2007). Further, Kenya's Vision 2030 has recognized performance contracting among the key strategies to strengthen public administration and service delivery. The strategies will, in this regard, focus on deepening the use of citizen service delivery charters as accountability tools, and entrenching performance as a culture in the Public Service.

4. On 15th january, 2004, the government, vide cabinet memo no. cab(03)115, directed that all permanent secretaries/accounting officers of ministries/departments and chief executive officers of state corporations be placed on Performance Contracts by June 2004.
5. to roll out the strategy, the government established the performance contracts steering committee (pcsc) in august 2003. The committee was gazetted on 8th april, 2005.
6. The government was to later, in 2008, establish the public sector reforms and performance contracting department, in the office of the prime minister, to take charge of steering and co-ordinating the process. the department is responsible for the overall administration and coordination of performance contracts in the public service. in the process of implementing performance contracts, the department is assisted by an ad-hoc negotiation/evaluation task force comprising experts drawn from outside the public service. The *ad hoc* task forces are responsible for negotiating performance contracts, evaluating and moderating performance of ministries/departments on behalf of the permanent secretary, secretary to the cabinet and head of public service. the ad-hoc evaluation task force also evaluates and moderates the performance of state corporations, local authorities and tertiary institutions.
6. Performance contracts were first introduced on 1st october, 2004 in 16 largely commercial state corporations. In 2005/2006, all the then 34 government ministries/departments, 116 state corporations and five pilot local authorities signed performance contracts and were evaluated in september 2006. In 2006/2007, all the 38 government ministries/departments, 127 state corporations and 175 local authorities signed performance contracts and were evaluated in october 2007. During 2007/2008 all the 38 government ministries/departments, 130 state corporations and 175 local authorities signed performance contracts and were evaluated in october 2008. Evaluation of performance in respect of the financial year 2008/2009 involved 46 ministries/departments, 139 state corporations, 175 local authorities and 68 tertiary institutions. During the fy 2009/2010, 46 ministries/departments, 156 state corporations, 175 local authorities and 61 tertiary institutions signed performance contracts and were evaluated in october 2010. In the fy 2010/2011, 46 ministries/departments, 178 state corporations, 175 local authorities and 69 tertiary institutions signed performance contracts. All except two (2) state corporations and two (2) local authorities were evaluated.

7. With the introduction of the automated performance evaluation system, the process of evaluation and moderation now involves two steps. The first step is self evaluation by each agency using the automated system. The second step involves moderation of the results of each agency based on the concrete evidence availed by each agency. The exercise was conducted in five centres- Nairobi, Kisumu, Nakuru, Embu and Mombasa.
8. This report is divided into six chapters. Chapter One covers the introduction; Chapter Two contains the process of performance contracting and evaluation; Chapter Three contains the performance evaluation methodology; chapter four contains the performance evaluation results of ministries/departments, state corporations local authorities and tertiary institutions; chapter five contains the lessons learnt, and chapter six contains the observations, conclusions, recommendations and the way forward.

## CHAPTER TWO

### THE PROCESS OF PERFORMANCE CONTRACTING AND EVALUATION

9. The Performance Contracting Department has continued to develop and improve tools and instruments for implementing performance contracts and evaluating performance which include: model performance contracts; performance contracts matrices; guidelines for drafting and implementing performance contracts and evaluation of performance. of particular significance, has been the automation of the evaluation and moderation process as an instrument for enhancing efficiency, harmony, accountability and saving on the time taken for evaluation and moderation.
10. With Automation of the evaluation and moderation process, the number of the members of the *ad-hoc* Task Force has declined considerably as has the time taken for the self-evaluation and moderation. This has resulted in considerable savings on time and financial resources, while also enhancing efficiency and effectiveness of the process. The process was undertaken in accordance with the Seventh Cycle Evaluation Guidelines (**Annex I**).
11. For the purpose of continuous monitoring and reporting on performance, public Agencies are required to file quarterly and annual performance reports in prescribed formats. Performance evaluation for each public agency is based on the signed performance contract and the Annual Performance Report. In a slight departure from the past, spot checks were conducted prior to the evaluation for a number of key performance indicators that included, implementation of service delivery charters, project implementation, work environment, disposal of garbage and tree planting.

## CHAPTER THREE

### PERFORMANCE EVALUATION METHODOLOGY

12. Evaluation of the performance of Public agencies entails the rating of actual achievements against performance targets negotiated and agreed upon at the beginning of the financial year. The resultant differences are resolved into raw scores, weighted scores and ultimately denominated into composite scores. The performance rating of the institutions is based on the following attributes and criteria:

<b>Attribute</b>	<b>Criteria</b>
<b>Excellent</b>	—Achievement between 30 per cent and 100 per cent above target.
<b>Very Good</b>	—Achievement of the set target in the performance contract up to 129.99 per cent of the target.
<b>Good</b>	—Achievement between 70 per cent and 99.99 per cent of the set target.
<b>Fair</b>	—Achievement between 50 per cent and 69.99 per cent of the target.
<b>Poor</b>	—Achievement between 0 per cent and 49.99 per cent of the target.

Performance rated as Excellent, Very Good, Good, Fair or Poor is accordingly translated into a composite score as shown in Table 1.

**Table 1 – Performance and Composite Score**

<b>Performance Grade</b>	<b>Composite Score</b>
	<i>Upper - Lower</i>
Excellent	1.00 - 1.49
Very Good	1.50 - 2.49
Good	2.50 - 3.49
Fair	3.50 - 3.59
Poor	3.60 - 5.00

The complete set of the Guidelines used for evaluation of performance during the Financial Year 2009/2010 are shown in **Annex I**.

## CHAPTER FOUR

### PERFORMANCE EVALUATION RESULTS

#### 4.1 Ministries/Departments

13. A total of 46 ministries/departments signed performance contracts for the period starting 1st July, 2010 and ending 30th June, 2011 and were evaluated in September 2011.

**Table 2 - Performance of Ministries/Departments by Grade**

Performance Grade	Number	Percentage
Excellent	0	0
Very Good	32	69.6
Good	14	30.4
Fair	0	0
Poor	0	0
<b>Total</b>	<b>46</b>	<b>100</b>

The complete list of ministries/departments, indicating the Composite Scores and the ranking is shown in **Annex II**.

14. The best 10 performing Ministries are shown in Table 3.

**Table 3 – Best Performing Ministries/Departments**

No.	Ministry	Composite Score
1.	Ministry of Planning, National Development and Vision 2030	1.9382
2.	Ministry of Energy	1.9509
3.	Ministry of Lands	1.9720
4.	Ministry of State for Special Programmes	2.1434
5.	Ministry of Information and Communications	2.1655
6.	Ministry of Higher Education, Science and Technology	2.1712
7.	State House	2.2054
8.	Ministry of State for Public Service	2.2113
9.	Public Service Commission	2.2381
10.	Ministry of State for Provincial Administration and Internal Security	2.2701

## 4.2 State Corporations

15. A total of 176 State Corporations were evaluated. The following four (4) State Corporations did not sign Performance Contracts during the year under review.

7. Kenya Institute of Supplies Management.
8. Policy Holders Compensation Fund.
9. Anti-Counterfeit Agency.
10. National Council for Law Reporting.
11. Witness Protection Agency.
12. Kenya Sisal Board.

In addition, the following 2 (Two) State Corporations did not submit themselves for evaluation despite being on Performance Contract, and were accordingly assigned a Composite Score of 5.000 at “Poor” grade.

1. University of Nairobi Enterprises and Services Limited.
2. Media Council of Kenya.

No.	State Corporation	Parent Ministry	Functional Category	Composite Score
1.	University of Nairobi	Higher Education, Science and Technology	Public Universities	1.4917
2.	Kenyatta University	Higher Education, Science and Technology	Public Universities	1.6502
3.	Nyayo Tea Zones Development Corporation	Agriculture	Commercial / Manufacturing	1.6596
4.	Kenya Veterinary Vaccines Production Institute	Livestock	Service	1.6857
5.	Rural Electrification Authority	Energy	Service	1.6984
6.	Kenyatta International Conference Centre	Tourism	Commercial / Manufacturing	1.8102

7.	Bondo University College	Higher Education, Science and Technology	Public Universities	1.8912
8.	Kenya Literature Bureau	Education	Commercial / Manufacturing	1.8979
9.	Jomo Kenyatta University of Agriculture and Technology	Higher Education, Science and Technology	Public Universities	1.9116
10.	Kisii University College	Higher Education, Science and Technology	Public Universities	1.9330

The performance evaluation results are shown in Table 4

**Table 4 - Performance of State Corporations by Grade**

Performance Grade	Number	Percentage
Excellent	1	0.6
Very Good	115	64.6
Good	53	29.8
Fair	0	0
Poor	9	5.0
<b>Total</b>	<b>178</b>	<b>100</b>

16. The complete listing of State corporations indicating the composite scores and ranking is shown in **Annex III**. The top ten performing State Corporations are shown in Table 5.

**Table 5 - Best Performing State Corporations**

17. The performance of State corporations is further presented in accordance with functional categories in **Annex IV**.

#### **4.3 Local Authorities**

18. A total of 173 local authorities were evaluated and the results are shown in Table 6. In addition, the following 2 (Two) local authorities did not submit themselves for evaluation despite being on Performance Contract, and were accordingly assigned a Composite Score of 5.000 at “poor” grade.

1. Municipal Council of Homa Bay.
2. Town Council of Tabaka.

**Table 6- Performance of Local Authorities by Grade**

<b>Performance</b>	<b>Number</b>	<b>Percentage</b>
Excellent	0	0
Very Good	11	6.3
Good	132	75.4
Fair	4	2.3
Poor	28	16
<b>Total</b>	<b>175</b>	<b>100</b>

19. The details of the performance of all local authorities including their categorization are given in **Annexes V** and **VI** respectively. The best ten performing Local Authorities are shown in Table 7.

**Table 7 – Best Performing Local Authorities**

<b>No.</b>	<b>Local Authority</b>	<b>Composite Score</b>
1.	Town Council of Kikuyu	2.2497
2.	Town Council of Othaya	2.2880
3.	Municipal Council of Machakos	2.3257
4.	Municipal Council of Ruiru	2.3852
5.	County Council of Siaya	2.4459
6.	Town Council of Molo	2.4630
7.	County Council of Thika	2.4700
8.	County Council of Mwingi	2.4751
9.	Municipal Council of Murang'a	2.4788
10.	County Council of Nyeri	2.4797

#### **4.4 Tertiary Institutions**

20. A total of 69 Tertiary Institutions in the Ministry of Education and Ministry of Higher Education, Science and Technology were evaluated and the results are shown in Table 8.

**Table 8- Performance of Tertiary Institutions by Grade**

<b>Performance</b>	<b>Number</b>	<b>Percentage</b>
Excellent	0	0
Very Good	30	43.5

Good	37	53.6
Fair	0	0
Poor	2	2.9
<b>Total</b>	<b>69</b>	<b>100</b>

21. The details of the performance of all tertiary institutions on Performance Contract including their categorization are given in **Annex VII** and **VIII** respectively. The best ten performing tertiary institutions are shown in Table 9.

**Table 9 – Best Performing Tertiary Institutions**

No.	Tertiary Institutions	Composite Score
1.	Machakos Technical Training Institute	1.9505
2.	Rift Valley Technical Training Institute	2.0975
3.	Kenya Technical Teachers College	2.1210
4.	Eldoret Polytechnic	2.1882
5.	N’kabune Technical Training Institute	2.2097
6.	Rift Valley Institute of Science and Technology	2.2213
7.	Kiambu Institute of Science and Technology	2.1954
8.	Meru Technical Training Institute	2.2341
9.	Murang’a College of Technology	2.2536
10.	Sigalagala Technical Training Institute	2.2673

## CHAPTER FIVE

### LESSONS LEARNT

22. The lessons learnt during the process of negotiation, evaluation and moderation were categorized into three broad areas:

- Guidelines and methodology;
- Impact on the ground; and;
- Process of negotiation and evaluation.

#### 5.1 Guidelines and Methodology

23. Under the guidelines and methodology, a number of lessons have been learnt.

- (a) There is visible misinterpretation of certain performance indicators even though the same have been clearly defined in the performance contract guidelines. A case in point is “Utilization of Allocated Funds” and Compliance with Set Budgetary Levels”.
- (b) The use of the Automated System ensured that both the self evaluation and moderation took a shorter time with a higher degree of accuracy compared to the earlier manual evaluation process.

#### 5.2 Impact on the Ground

24. With regard to impact on the ground, the following lessons have been learnt.

- (a) There has been visible impact of enhanced performance on the ground especially for those ministries/departments that have put in place robust monitoring. However, in a number of ministries/departments, there is still a need to fully cascade the process of performance contracting to the grass root institutions.
- (b) The spot checks that were conducted in a number of ministries/departments and other agencies to ascertain the impact on the ground just before the performance evaluation not only ensured that the process of evaluation was objectively done, but also helped to identify a number of exogenous factors that agencies have faced during the process of performance contracting. This has resulted in remarkable improvement in performance, and positive impact on service delivery.

### **5.3 Process of Performance Contracts Negotiation and Evaluation**

25. The following lessons have been learnt with respect to the processes of negotiation and evaluation.
  - (a) There is a need to ensure that sensitization for all independent negotiators, evaluators and moderators on the process of negotiations and evaluation is undertaken prior to the exercises in order to ensure common interpretation and application of the performance contract guidelines.
  - (b) Regular quarterly monitoring of the implementation of the performance contracts is a vital aspect for its continued success. lead and specialized agencies should enhance monitoring of performance indicators, provide feedback on quarterly reports and take corrective action, where necessary.
  - (c) The lessons learnt in form of successes and challenges during monitoring of performance indicators should be fully documented in order to inform future approaches to the implementation of the indicators.

## CHAPTER SIX

### OBSERVATIONS, CONCLUSION, RECOMMENDATIONS AND WAY FORWARD

#### 6.1 Observations

26. The overall performance of Ministries/Departments has improved slightly with 69.6 per cent in the “Very Good” and 30.4 per cent in the “Good” categories compared to 68.9 per cent and 31.1 per cent in the same categories respectively in the FY 2009/2010. However, the performance of State Corporations has remained almost the same with 64.6 per cent in the “Very Good” category compared to 64.8 per cent in the same category in the FY 2009/2010. It is note worthy that none of the State Corporations are in the “Fair” category compared to 0.6 per cent in the same category in FY 2009/2010.

For Local Authorities, the number in the “Very Good” category has however dropped from 12 per cent in FY 2009/2010 to 6.3 per cent in FY 2010/2011 while the number in the “Good” category has improved from 73.1 per cent in FY 2009/2010 to 75.4 per cent in FY 2010/2011. However, a few Local Authorities are still performing poorly such that the number in the “Poor” has increased from 12 per cent in FY 2009/2010 to 16 per cent in FY 2010/2011.

For the Tertiary Institutions, the performance continues to improve with 43.5 per cent in the “Very Good” category up from 39.3 per cent in FY 2009/2010. However, 2.9 per cent of the Tertiary Institutions registered “Poor” category compared to 1.6 per cent in the FY 2009/2010.

#### 6.2 Conclusion

27. It is evident that as a result of introduction of the Performance Contracts Strategy, there is greater efficiency, accountability, and improved service delivery in public institutions.
28. The Performance Contracting Department, in conjunction with other stakeholders should continuously monitor on quarterly basis, the implementation of the performance indicators in the public agencies in order to identify successes, challenges and best practices that should inform implementation of the whole process of performance contracting.

#### 6.3 Recommendations

29. Based on the lessons learnt and an overview of the implementation of the Performance Contracts Strategy, the following recommendations are made.

- (i) To ensure smooth implementation of the performance contracts strategy, particularly with regard to monitoring of implementation of performance indicators, there is an urgent need to strengthen the capacity of the performance contracting department.
- (ii) There is a need to institute strict sanctions as deemed appropriate for Public Agencies whose performance contracts are negotiated and vetted, but not implemented and therefore assigned “Poor” grade.
- (iii) Ministries/departments and agencies that have Kenya Vision 2030 flagship projects should incorporate them in their performance contracts in order to ensure sustained implementation of the same.
- (iv) Lead and specialized agencies should ensure that monitoring and analysis of quarterly reports are undertaken and feedback to the same provided in order to assess progress towards achievement of the annual performance targets.
- (v) There is need to adhere to the Performance Contracting Cycle in order to ensure smooth implementation of the process. Of particular importance is the need to adhere to the timelines for signing Performance Contracts and release of performance evaluation results.
- (vi) There is a need to introduce performance contracting in the public schools in order to reap the benefits and success so far registered after implementation of the process in other public institutions and especially in tertiary institutions.

#### **6.4 Way Forward**

30. Performance Contracting should be extended to all public agencies in the three arms of Government, without exception. In the short term, the process of Performance Contracting should be introduced in all Public national and provincial Schools, as well as in other tertiary institutions that are not yet onboard.

## **ANNEXES**

- I. Performance Evaluation Guidelines.
- II. Performance Evaluation Results for Ministries/Departments.
- III. Performance Evaluation Results for State Corporations.
- IV. Performance Evaluation Results for State Corporations by Functional Category.
- V. Performance Evaluation Results for Local Authorities.
- VI. Performance Evaluation Results for Local Authorities by Category.
- VII. Performance Evaluation Results for Tertiary Institutions.
- VIII. Performance Evaluation Results for Tertiary Institutions by Parent Ministry.

## ANNEX I

### PERFORMANCE EVALUATION GUIDELINES

#### 1. Basic Framework

The following framework is the core basis for performance evaluation.

Criteria Range	Range Span	Performance Grade
<i>Upper Lower</i>		
1.00 – 1.49	0.49	Excellent
1.50 – 2.49	0.99	Very Good
2.50 – 3.49	0.99	Good
3.50 - 3.59	0.09	Fair
3.60 – 5.00	1.40	Poor

**Excellent** = achievement  $\geq 30$  per cent above the agreed performance target

For some of the indicators where achievement is 100 per cent or lower, the raw scores are as indicated below:

	Achievement	100 per cent <100 per cent	
No.	Performance Indicator	Raw Score	
1.	Compliance with Strategic Plan	2.49	Compute
2.	Development of Service Charter	2.49	5.00
3.	Corruption Eradication: Establishment of Corruption Eradication Structures	2.49	Compute
5.	Disposal of Idle Assets	2.49	Compute
6.	Customer Satisfaction Survey (baseline)	2.49	5.00
7.	Employee Satisfaction Survey (baseline)	2.49	5.00
8.	Compliance with set Budget Levels	2.49	Compute
9.	HIV/AIDS Behavioural Change	2.49	Compute
10.	Fulfillment of Statutory Obligations	2.49	Compute

11.	Safety Measures	2.49	Compute
12.	Repair	2.49	Compute
13.	Maintenance	2.49	Compute
12.	Utilization of Allocated Funds	2.49	Compute
13.	Project Implementation	2.49	Compute

There is room for furthering performance on any indicator whose achievement is assigned a criteria value of 2.49. In this regard, achievement above 100 per cent may be assigned higher criteria value in proportion to the “additional” performance.

**Very Good** - Achievement of the set target in the performance contract up to 129.99 per cent of the target.

**Good** - Achievement between 70 per cent and 99.99 per cent of the set target

**Fair** - Achievement between 50 per cent and 69.99 per cent of the target

**Poor** - Achievement between 0 per cent and 49.99 per cent of the target

## 2. Operating Rules

**Rule 1** Performance cannot rise above criteria value of 1.

Achievement of  $\geq 200$  per cent of the target therefore attracts a raw score of 1. It is accordingly not necessary to engage in further calculation of raw score when achievement is  $\geq 200$  per cent of the target.

**Rule 2** Performance cannot fall below criteria value of 5.

Achievement of  $\leq 0$  therefore attracts a raw score of 5. It is therefore not necessary to engage in further calculation of the raw score when achievement is zero or negative.

## 3. Basic Requirements

1. Strategic plan.
2. 4th Quarter/Annual performance reports in standard formats.
3. Guidelines for evaluating performance contracts.
4. Approved budget.
5. Copies of:
  - Vetted Performance Contract;

- Letter of Vetting; and
- Other supporting documents as need arise.

#### 4. Computation of the Raw Score

Computation of the Raw Score entails determining the proportion of the span (as indicated above) which will go into the achievement units (or values) in order to determine wherein within the range, the achievement falls. It therefore presumes the criteria value range in which the specified achievement level falls is already known.

**The Methodology for calculating raw score is dependent on criteria value range in which achievement falls. It is more like measuring the distance which performance has “traveled” inside the span of respective range. It is therefore not the same for different criteria value ranges.**

##### Step 1: Determine the criteria value range where the actual performance falls, as follows:

The determination of the criteria value range for “Excellent”, “Very Good”, “Good”, “Fair” and “Poor” would be as follows:

- (i) **Excellent** =  $1.3 T \leq X_a \leq 2T$
- (ii) **Very Good** =  $T \leq X_a < 1.3T$
- (iii) **Good** =  $0.7T \leq X_a < T$
- (iv) **Fair** =  $0.5T \leq X_a < 0.7T$
- (v) **Poor** =  $0 \leq X_a < 0.5T$

EXCELLENT	V. GOOD	GOOD	FAIR	POOR	
2T	1.3T	T	0.7T	0.5T	0
1.00	1.49	2.49	3.50	3.60	5

##### Step 2: Calculate Raw Score using the following formulae

The following units XU, XL will be used with the indicated meanings:

XU = value corresponding to upper criteria value range;

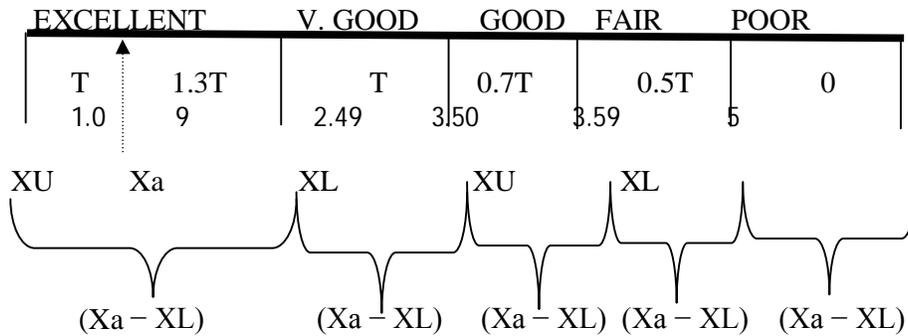
XL = value corresponding to lower criteria value range.

For example in the case of “excellent” performance, XU = 2T

XL = 1.3T

XU and XL will differ for different performance ranges depending on where X<sub>a</sub> falls.

The following formulae will be used to calculate the Raw Score:



Raw Score  
 = upper criteria value limit + span  $\frac{(X_u - X_a)}{(X_u - X_L)}$

OR

Raw Score  
 = lower criteria value limit - span  $\frac{(X_a - X_L)}{(X_u - X_L)}$

**ANNEX II**  
**PERFORMANCE EVALUATION RESULTS FOR**  
**MINISTRIES/DEPARTMENTS**

<b>No.</b>	<b>Ministry/Department</b>	<b>Composite Score</b>
	<b>EXCELLENT</b>	
	None	
	<b>VERY GOOD</b>	
1.	Ministry of Planning, National Development and Vision 2030	1.9382
2.	Ministry of Energy	1.9509
3.	Ministry of Lands	1.9720
4.	Ministry of State for Special Programmes	2.1434
5.	Ministry of Information and Communications	2.1655
6.	Ministry of Higher Education, Science and Technology	2.1712
7.	State House	2.2054
8.	Ministry of State for Public Service	2.2113
9.	Public Service Commission	2.2381
10.	Ministry of State for Provincial Administration & Internal Security	2.2701
11.	Ministry of Medical Services	2.2718
12.	Ministry of Foreign Affairs	2.2906
13.	Ministry of Livestock Development	2.2930
14.	Ministry of Trade	2.3370
15.	Office of the Vice President and Ministry of Home Affairs	2.3388
16.	Performance Contracting Department	2.3462
17.	Ministry of Gender, Children and Social Development	2.3527
18.	Ministry of Justice, National Cohesion and Constitutional Affairs	2.3661
19.	Ministry of Public Health and Sanitation	2.3670
20.	Ministry of State for National Heritage and Culture	2.4030
21.	Ministry of Industrialization	2.4109
22.	Ministry of Housing	2.4265
23.	Ministry of Water and Irrigation	2.4390
24.	State Law Office	2.4408
25.	Ministry of Regional Development Authorities	2.4532
26.	Office of the Deputy Prime Minister and Ministry of	2.4555

	Finance	
27.	Ministry of Tourism	2.4659
28.	Ministry of Cooperative Development and Marketing	2.4693
29.	Office of the Prime Minister	2.4765
30.	Ministry of Environment and Mineral Resources	2.4834
31.	Ministry of State for Immigration and Registration of Persons	2.4858
	<b>GOOD</b>	
32.	Ministry of Public Works	2.5118
33.	Ministry of Forestry and Wildlife	2.5228
34.	Ministry of Agriculture	2.6113
35.	Ministry of East African Community	2.6490
36.	Ministry of Nairobi Metropolitan Development	2.6941
37.	Ministry of Education	2.7074
38.	Ministry of Fisheries Development	2.7581
39.	Ministry of Transport	2.8087
40.	Office of the Deputy Prime Minister and Ministry of Local Government	2.8277
41.	Ministry of Labour	2.8467
42.	Ministry of Youth Affairs and Sports	2.8608
43.	Ministry of State for Development of Northern Kenya and Other Arid Lands	3.0996
44.	Cabinet Office	3.1834
45.	Ministry of Roads	3.4407
	<b>FAIR</b>	
	None	
	<b>POOR</b>	
	None	

**ANNEX III**  
**PERFORMANCE EVALUATION RESULTS FOR STATE**  
**CORPORATIONS**

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
<b>EXCELLENT</b>				
1.	University of Nairobi	Higher Education, Science and Technology	Public Universities	1.4917
<b>VERY GOOD</b>				
2.	Kenyatta University	Higher Education, Science and Technology	Public Universities	1.6502
3.	Nyayo Tea Zones Development Corporation	Agriculture	Commercial/ Manufacturing	1.6596
4.	Kenya Veterinary Vaccines Production Institute	Livestock	Service	1.6857
5.	Rural Electrification Authority	Energy	Service	1.6984
6.	Kenyatta International Conference Centre	Tourism	Commercial/ Manufacturing	1.8102
7.	Bondo University College	Ministry of Higher Education, Science and Technology	Public Universities	1.8912
8.	Kenya Literature Bureau	Education	Commercial/ Manufacturing	1.8979
9.	Jomo Kenyatta University of Agriculture and Technology	Higher Education, Science and Technology	Public Universities	1.9116
10.	Kisii University College	Higher Education, Science and Technology	Public Universities	1.9330
11.	Kenya National Library Services	Gender, Children and Social Development	Service	1.9635
12.	National Water Conservation and Pipeline Corporation	Water and Irrigation	Service	1.9809

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
13.	Meru University College of Science and Technology	Higher Education, Science and Technology	Public Universities	1.9994
14.	National Irrigation Board	Water and Irrigation	Regulatory	2.0093
15.	Coffee Research Foundation	Agriculture	Training and Research	2.0175
16.	Kenya Seed Company Ltd.	Agriculture	Commercial/ Manufacturing	2.0356
17.	Maseno University	Higher Education, Science and Technology	Public Universities	2.0363
18.	South Eastern University College	Higher Education, Science and Technology	Public Universities	2.0439
19.	Jomo Kenyatta Foundation	Education	Commercial/ Manufacturing	2.0450
20.	Kenya Railways Corporation	Transport	Commercial/ Manufacturing	2.0533
21.	Kenya Broadcasting Corporation	Information and Communications	Commercial/ Manufacturing	2.0752
22.	Nzoia Sugar Company	Agriculture	Commercial/ Manufacturing	2.0784
23.	South Nyanza Sugar Company	Agriculture	Commercial/ Manufacturing	2.0926
24.	Kenya Safari Lodges and Hotels	Tourism	Commercial/ Manufacturing	2.0975
25.	Geothermal Development Company Ltd	Energy	Service	2.1090
26.	Lake Victoria North Water Services Board	Water and Irrigation	Service	2.1154
27.	Kenya Power and Lighting Company Limited	Energy	Commercial/ Manufacturing	2.1207
28.	Kenya Dairy Board	Livestock Development	Regulatory	2.1378
29.	Masinde Muliro University of Science and Technology	Higher Education, Science and Technology	Public Universities	2.1443
30.	Kimathi University College	Higher Education, Science and Technology	Public Universities	2.1702

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
31.	Kenya Education Staff Institute	Education	Tertiary Education	2.1768
32.	Kabianga University College	Higher Education, Science and Technology	Public Universities	2.1889
33.	Retirement Benefits Authority	Finance	Regulatory	2.1916
34.	Water Services Trust Fund	Water and Irrigation	Service	2.2141
35.	Capital Markets Authority	Finance	Regulatory	2.2195
36.	Egerton University	Higher Education, Science and Technology	Public Universities	2.2203
37.	Sports Stadia Management Board	Youth Affairs and Sports	Service	2.2210
38.	National Campaign Against Drug Abuse Authority	Provincial Administration and Internal Security	Service	2.2233
39.	Kenya Tourist Board	Tourism	Service	2.2235
40.	Moi University	Higher Education, Science and Technology	Public Universities	2.2311
41.	Industrial and Commercial Development Corporation	Trade	Financial	2.2353
42.	National Council for Persons with Disabilities	Home Affairs	Service	2.2364
43.	Kenya Institute of Education	Education	Service	2.2390
44.	Agricultural Finance Corporation	Agriculture	Financial	2.2397
45.	Kenya Revenue Authority	Finance	Financial	2.2434
46.	Communications Commission of Kenya	Information and Communications	Regulatory	2.2513
47.	Catering and Tourism Training Development Levy Trustees	Tourism	Regulatory	2.2542
48.	Kenya Film	Information and	Regulatory	2.2563

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
	Commission	Communications		
49.	Tea Board of Kenya	Agriculture	Regulatory	2.2621
50.	National Commission on Gender and Development	Gender, Children and Social Development	Service	2.2652
51.	Kenya Institute of Administration	Public Service	Training and Research	2.2667
52.	National Coordinating Agency for Population and Development	Planning, National Development and Vision 2030	Service	2.2769
53.	Constituency Development Fund	Planning, National Development & Vision 2030	Service	2.2799
54.	Higher Education Loans Board	Education	Service	2.2843
55.	Laikipia University College	Higher Education, Science and Technology	Public Universities	2.2859
56.	Water Services Regulatory Board	Water and Irrigation	Regulatory	2.2894
57.	Kenya Plant Health Inspectorate Services	Agriculture	Regulatory	2.2900
58.	Kenya Urban Roads Authority	Roads	Financial	2.2957
59.	Export Promotion Council	Trade	Regulatory	2.2969
60.	Pwani University College	Higher Education, Science and Technology	Public Universities	2.2979
61.	Kenya Utalii College	Tourism	Tertiary Education	2.2996
62.	Kenya Institute for Public Policy Research and Analysis	Planning, National Development and Vision 2030	Training and Research	2.3028
63.	Tea Research Foundation of Kenya	Agriculture	Training and Research	2.3077
64.	Kenya Ports Authority	Transport	Commercial/ Manufacturing	2.3094
65.	Kenya Wine Agencies Ltd.	Trade	Commercial/ Manufacturing	2.3212

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
66.	Kenya Roads Board	Roads	Financial	2.3290
67.	Kenya Electricity Generating Company Ltd.	Energy	Commercial/ Manufacturing	2.3300
68.	Kenya Pipeline Company Ltd.	Energy	Commercial/ Manufacturing	2.3380
69.	Co-operative College of Kenya	Co-operative Development and Marketing	Tertiary Education	2.3418
70.	Coast Development Authority	Regional Development Authorities	Regional Development	2.3453
71.	Kenya Medical Research Institute	Health	Training and Research	2.3490
72.	Lake Victoria South Water Services Board	Water and Irrigation	Service	2.3515
73.	Kenya Accountants and Secretaries National Examinations Board	Finance	Service	2.3563
74.	Mombasa Polytechnic University College	Higher Education, Science and Technology	Public Universities	2.3564
75.	Lake Basin Development Authority	Regional Development Authorities	Regional Development	2.3614
76.	Rift Valley Water Services Board	Water and Irrigation	Service	2.3651
77.	Tana Water Services Board	Water and Irrigation	Service	2.3799
78.	Kenya Rural Roads Authority	Roads	Financial	2.3843
79.	Kenya Forest Service	Forestry and Wildlife	Service	2.3844
80.	Kenya Forestry Research Institute	Forestry and Wildlife	Training and Research	2.3872
81.	National Aids Control Council	Special Programmes	Service	2.3893
82.	Kenya National Examinations Council	Education	Service	2.3927
83.	Brand Kenya Board	Tourism	Service	2.3931

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
84.	Kenya Ferry Services Ltd.	Transport	Service	2.3991
85.	Kenya Polytechnic University College	Higher Education, Science and Technology	Public Universities	2.3992
86.	Athi Water Services Board	Water and Irrigation	Service	2.4001
87.	Agro Chemical and Food Company Ltd.	Agriculture	Commercial/Manufacturing	2.4030
88.	Kenya Sugar Research Foundation	Agriculture	Training and Research	2.4033
89.	Ewaso Ng'iro South Development Authority	Regional Development Authorities	Regional Development	2.4044
90.	National Oil Corporation of Kenya	Energy	Commercial/Manufacturing	2.4044
91.	Ewaso Ng'iro North Development Authority	Regional Development Authorities	Regional Development	2.4095
92.	Kenya Copyright Board	State Law Office	Regulatory	2.4138
93.	Privatization Commission of Kenya	Finance	Service	2.4167
94.	Kenya Animal Genetic Resources	Livestock	Service	2.4168
95.	Kenya National Assurance Company (2001) Ltd	Finance	Financial	2.4205
96.	Kenya ICT Board	Information and Communication	Service	2.4206
97.	Bomas of Kenya	Tourism	Service	2.4226
98.	Horticultural Crops Development Authority	Agriculture	Regulatory	2.4231
99.	Kenya Bureau of Standards	Industrialization	Regulatory	2.4241
100.	Agricultural Development Corporation	Agriculture	Service	2.4301
101.	Kenya Sugar Board	Agriculture	Regulatory	2.4324

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
102.	Kenya Medical Supplies Agency	Health	Service	2.4341
103.	Kenya Maritime Authority	Transport	Regulatory	2.4401
104.	Kenya Coconut Development Authority	Agriculture	Regulatory	2.4418
105.	Kenya Electricity Transmission Company	Energy	Commercial/ Manufacturing	2.4523
106.	Cotton Development Authority	Agriculture	Regulatory	2.4555
107.	National Hospital Insurance Fund	Health	Financial	2.4555
108.	Kenya Water Institute	Water and Irrigation	Tertiary Education	2.4581
109.	Kenya Post Office Savings Bank	Finance	Financial	2.4623
110.	Kenya Industrial Research and Development Institute	Industrialization	Training and Research	2.4644
111.	Bukura Agricultural College	Agriculture	Tertiary Education	2.4707
112.	Local Authorities Provident Fund	Local Government	Service	2.4785
113.	Postal Corporation of Kenya	Information and Communication	Commercial/ Manufacturing	2.4890
114.	Sacco Societies Regulatory Authority	Cooperative	Regulatory	2.4909
115.	Youth Enterprise Development Fund	Youth Affairs and Sports	Service	2.4931
116.	Kenya Tourist Development Corporation	Tourism	Financial	2.4977
<b>GOOD</b>				
117.	Moi Teaching and Referral Hospital	Health	Service	2.5194
118.	Multi-Media University College of	Higher Education, Science and Technology	Public Universities	2.5234

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
	Kenya			
119.	Kenya Agricultural Research Institute	Agriculture	Training and Research	2.5263
120.	Kenya Re-Insurance Corporation	Finance	Financial	2.5284
121.	Commission for Higher Education	Higher Education, Science and Technology	Regulatory	2.5373
122.	Teachers Service Commission	Education	Service	2.5375
123.	Northern Water Services Board	Water and Irrigation	Service	2.5375
124.	Kenya Marine and Fisheries Research Institute	Fisheries Development	Training and Research	2.5380
125.	National Council for Children Services	Home Affairs	Service	2.5383
126.	Kenya Medical Training College	Health	Tertiary Education	2.5386
127.	Council of legal Education	Justice, National Cohesion & Constitutional Affairs	Regulatory	2.5389
128.	Kenya Civil Aviation Authority	Transport	Regulatory	2.5395
129.	Coffee Development Fund	Agriculture	Regulatory	2.5487
130.	Energy Regulatory Commission	Energy	Regulatory	2.5565
131.	Kenya Airports Authority	Transport	Commercial/ Manufacturing	2.5565
132.	Insurance Regulatory Authority	Finance	Regulatory	2.5936
133.	Kenya Film Classification Board	Information and Communications	Regulatory	2.5961
134.	Kenya National Highways Authority	Roads	Service	2.6087
135.	National Housing Corporation	Housing	Commercial/ Manufacturing	2.6137
136.	Kerio Valley Development	Regional Development	Regional	2.6224

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
	Authority	Authorities	Development	
137.	National Council for Science and Technology	Higher Education, Science and Technology	Training and Research	2.6251
138.	Narok University College	Higher Education, Science and Technology	Public Universities	2.6305
139.	Chuka University College	Ministry of Higher Education, Science and Technology	Public Universities	2.6307
140.	Consolidated Bank of Kenya	Finance	Financial	2.6455
141.	Tanathi Water Services Board	Water and Irrigation	Service	2.6469
142.	Coffee Board of Kenya	Agriculture	Regulatory	2.6646
143.	Kenyatta National Hospital	Health	Service	2.6661
144.	Kenya Industrial Estates	Industrialization	Financial	2.6866
145.	NGO Coordination Board	Home Affairs	Regulatory	2.6967
146.	Public Procurement Oversight Authority	Finance	Regulatory	2.7044
147.	Water Resources Management Authority	Water and Irrigation	Service	2.7121
148.	Kenya National Bureau of Statistics	Ministry of Planning, National Development & Vision 2030	Service	2.7232
149.	Chemelil Sugar Company	Agriculture	Commercial/ Manufacturing	2.7252
150.	Tana and Athi Rivers Development Authority	Regional Development Authorities	Regional Development	2.7311
151.	National Environmental Management Authority	Environment and Mineral Resources	Regulatory	2.7370
152.	National Museums of Kenya	Home Affairs	Training and Research	2.7384

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
153.	Kenya Investment Authority	Finance	Regulatory	2.7431
154.	Export Processing Zones Authority	Trade	Regulatory	2.7490
155.	Kenya Institute of Special Education	Education	Service	2.7805
156.	Kenya Yearbook Editorial	Information and Communication	Service	2.8034
157.	Pest Control Products Board	Agriculture	Regulatory	2.8084
158.	National Social Security Fund	Labour	Financial	2.8327
159.	Kenya Meat Commission	Livestock Development	Commercial/ Manufacturing	2.8370
160.	Kenya Ordinance Factories Corporation	Defence	Service	2.8511
161.	Coast Water Services Board	Water and Irrigation	Service	2.8882
162.	Kenya Industrial Property Institute	Industrialization	Service	2.9009
163.	Numerical Machining Complex	Industrialization	Commercial/ Manufacturing	3.0790
164.	National Crime Research Centre	State Law Office	Training and Research	3.0858
165.	Centre for Mathematics	Education	Service	3.2205
166.	East African Portland Cement Company Ltd.	Industrialization	Commercial/ Manufacturing	3.2298
167.	Pyrethrum Board of Kenya	Agriculture	Commercial/ Manufacturing	3.3301
168.	National Cereals and Produce Board	Agriculture	Commercial/ Manufacturing	3.4390
169.	National Bio-safety Authority	Ministry of Higher Education, Science and Technology	Regulatory	3.4903
<b>FAIR</b>				

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
	<b>NONE</b>			
	<b>POOR</b>			
170.	Kenya National Shipping Line	Transport	Commercial/ Manufacturing	3.8447
171.	New Kenya Cooperative Creameries Ltd.	Cooperative Development and Marketing	Commercial/ Manufacturing	3.8564
172.	Water Appeals Board	Water and Irrigation	Regulatory	3.8665
173.	Industrial Development Bank	Industrialization	Financial	3.8783
174.	Kenya National Trading Corporation	Trade	Financial	3.9088
175.	Kenya Wildlife Service	Tourism	Service	3.9119
176.	School Equipment Production Unit	Education	Commercial/Man ufacturing	4.0857
177.	Media Council of Kenya	Information and Communication	Regulatory	5.0000
178.	University of Nairobi Enterprise Services	Ministry of Higher Education, Science and Technology	Service	5.0000

## ANNEX IV

### PERFORMANCE EVALUATION RESULTS FOR STATE CORPORATIONS BY FUNCTIONAL CATEGORY

#### 1. Financial

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
1.	Industrial and Commercial Development Corporation	Trade	Financial	2.2353
2.	Agricultural Finance Corporation	Agriculture	Financial	2.2397
3.	Kenya Revenue Authority	Finance	Financial	2.2434
4.	Kenya Urban Roads Authority	Roads	Financial	2.2957
5.	Kenya Roads Board	Roads	Financial	2.3290
6.	Kenya Rural Roads Authority	Roads	Financial	2.3843
7.	Kenya National Assurance Company (2001) Ltd	Finance	Financial	2.4205
8.	National Hospital Insurance Fund	Health	Financial	2.4555
9.	Kenya Post Office Savings Bank	Finance	Financial	2.4623
10.	Kenya Tourist Development Corporation	Tourism	Financial	2.4977
11.	Kenya Re-Insurance Corporation	Finance	Financial	2.5284
12.	Consolidated Bank of Kenya	Finance	Financial	2.6455
13.	Kenya Industrial Estates	Industrialization	Financial	2.6866
14.	National Social Security Fund	Labour	Financial	2.8327
15.	Industrial Development Bank	Industrialization	Financial	3.8783
16.	Kenya National Trading Corporation	Trade	Financial	3.9088

#### 2. Commercial/Manufacturing

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
1.	Nyayo Tea Zones Development Corporation	Agriculture	Commercial/ Manufacturing	1.6596
2.	Kenyatta International Conference Centre	Tourism	Commercial/ Manufacturing	1.8102
3.	Kenya Literature Bureau	Education	Commercial/ Manufacturing	1.8979

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
4.	Kenya Seed Company Ltd.	Agriculture	Commercial/ Manufacturing	2.0356
5.	Jomo Kenyatta Foundation	Education	Commercial/ Manufacturing	2.0450
6.	Kenya Railways Corporation	Transport	Commercial/ Manufacturing	2.0533
7.	Kenya Broadcasting Corporation	Information and Communications	Commercial/ Manufacturing	2.0752
8.	Nzoia Sugar Company	Agriculture	Commercial/ Manufacturing	2.0784
9.	South Nyanza Sugar Company	Agriculture	Commercial/ Manufacturing	2.0926
10.	Kenya Safari Lodges and Hotels	Tourism	Commercial/ Manufacturing	2.0975
11.	Kenya Power and Lighting Company Limited	Energy	Commercial/ Manufacturing	2.1207
12.	Kenya Ports Authority	Transport	Commercial/ Manufacturing	2.3094
13.	Kenya Wine Agencies Ltd	Trade	Commercial/ Manufacturing	2.3212
14.	Kenya Electricity Generating Company Ltd.	Energy	Commercial/ Manufacturing	2.3300
15.	Kenya Pipeline Company Ltd.	Energy	Commercial/ Manufacturing	2.3380
16.	Agro Chemical and Food Company Ltd.	Agriculture	Commercial/ Manufacturing	2.4030
17.	National Oil Corporation of Kenya	Energy	Commercial/ Manufacturing	2.4044
18.	Kenya Electricity Transmission Company	Energy	Commercial/ Manufacturing	2.4523
19.	Postal Corporation of Kenya	Information and Communication	Commercial/ Manufacturing	2.4890
20.	Kenya Airports Authority	Transport	Commercial/ Manufacturing	2.5565
21.	National Housing Corporation	Housing	Commercial/ Manufacturing	2.6137
22.	Chemelil Sugar Company	Agriculture	Commercial/ Manufacturing	2.7252

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
23.	Kenya Meat Commission	Livestock Development	Commercial/ Manufacturing	2.8370
24.	Numerical Machining Complex	Industrialization	Commercial/ Manufacturing	3.0790
25.	East African Portland Cement Company Ltd.	Industrialization	Commercial/ Manufacturing	3.2298
26.	Pyrethrum Board of Kenya	Agriculture	Commercial/ Manufacturing	3.3301
27.	National Cereals and Produce Board	Agriculture	Commercial/ Manufacturing	3.4390
28.	Kenya National Shipping Line	Transport	Commercial/ Manufacturing	3.8447
29.	New Kenya Cooperative Creameries Ltd.	Co-operative Development and Marketing	Commercial/ Manufacturing	3.8564
30.	School Equipment Production Unit	Education	Commercial/ Manufacturing	4.0857

### 3. Regulatory

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
1.	National Irrigation Board	Water and Irrigation	Regulatory	2.0093
2.	Kenya Dairy Board	Livestock Development	Regulatory	2.1378
3.	Retirement Benefits Authority	Finance	Regulatory	2.1916
4.	Capital Markets Authority	Finance	Regulatory	2.2195
5.	Communications Commission of Kenya	Information and Communications	Regulatory	2.2513
6.	Catering and Tourism Training Development Levy Trustees	Tourism	Regulatory	2.2542
7.	Kenya Film Commission	Information and Communications	Regulatory	2.2563
8.	Tea Board of Kenya	Agriculture	Regulatory	2.2621
9.	Water Services Regulatory Board	Water and Irrigation	Regulatory	2.2894

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
10.	Kenya Plant Health Inspectorate Services	Agriculture	Regulatory	2.2900
11.	Export Promotion Council	Trade	Regulatory	2.2969
12.	Kenya Copyright Board	State Law Office	Regulatory	2.4138
13.	Horticultural Crops Development Authority	Agriculture	Regulatory	2.4231
14.	Kenya Bureau of Standards	Industrialization	Regulatory	2.4241
15.	Kenya Sugar Board	Agriculture	Regulatory	2.4324
16.	Kenya Maritime Authority	Transport	Regulatory	2.4401
17.	Kenya Coconut Development Authority	Agriculture	Regulatory	2.4418
18.	Cotton Development Authority	Agriculture	Regulatory	2.4555
19.	Sacco Societies Regulatory Authority	Co-operative Development and Marketing	Regulatory	2.4909
20.	Commission for Higher Education	Higher Education, Science and Technology	Regulatory	2.5373
21.	Council of legal Education	Justice, National Cohesion and Constitutional Affairs	Regulatory	2.5389
22.	Kenya Civil Aviation Authority	Transport	Regulatory	2.5395
23.	Coffee Development Fund	Agriculture	Regulatory	2.5487
24.	Energy Regulatory Commission	Energy	Regulatory	2.5565
25.	Insurance Regulatory Authority	Finance	Regulatory	2.5936
26.	Kenya Film Classification Board	Information and Communications	Regulatory	2.5961
27.	Coffee Board of Kenya	Agriculture	Regulatory	2.6646
28.	NGO Coordination Board	Home Affairs	Regulatory	2.6967
29.	Public Procurement Oversight Authority	Finance	Regulatory	2.7044
30.	National Environmental	Environment and	Regulatory	2.7370

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
	Management Authority	Mineral Resources		
31.	Kenya Investment Authority	Finance	Regulatory	2.7431
32.	Export Processing Zones Authority	Trade	Regulatory	2.7490
33.	Pest Control Products Board	Agriculture	Regulatory	2.8084
34.	Water Appeals Board	Water and Irrigation	Regulatory	3.8665
35.	National Bio-safety Authority	Higher Education, Science and Technology	Regulatory	3.4903
36.	Media Council of Kenya	Information and Communications	Regulatory	5.0000

#### 4. Public Universities

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
1.	University of Nairobi	Higher Education, Science and Technology	Public Universities	1.4917
2.	Kenyatta University	Higher Education, Science and Technology	Public Universities	1.6502
3.	Bondo University College	Ministry of Higher Education, Science and Technology	Public Universities	1.8912
4.	Jomo Kenyatta University of Agriculture and Technology	Higher Education, Science and Technology	Public Universities	1.9116
5.	Kisii University College	Higher Education, Science and Technology	Public Universities	1.9330
6.	Meru University College of Science and Technology	Higher Education, Science and Technology	Public Universities	1.9994
7.	Maseno University	Higher Education, Science and Technology	Public Universities	2.0363
8.	South Eastern University College	Higher Education, Science and Technology	Public Universities	2.0439
9.	Masinde Muliro University of Science and Technology	Higher Education, Science and Technology	Public Universities	2.1443
10.	Kimathi University College	Higher Education, Science and Technology	Public Universities	2.1702
11.	Kabianga University College	Higher Education, Science and Technology	Public Universities	2.1889
12.	Egerton University	Higher Education, Science and Technology	Public Universities	2.2203
13.	Moi University	Higher Education, Science and Technology	Public Universities	2.2311
14.	Laikipia University College	Higher Education, Science and Technology	Public Universities	2.2859
15.	Pwani University College	Higher Education, Science and Technology	Public Universities	2.2979

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
16.	Mombasa Polytechnic University College	Higher Education, Science and Technology	Public Universities	2.3564
17.	Kenya Polytechnic University College	Higher Education, Science and Technology	Public Universities	2.3992
18.	Multi-Media University College of Kenya	Higher Education, Science and Technology	Public Universities	2.5234
19.	Narok University College	Higher Education, Science and Technology	Public Universities	2.6305
20.	Chuka University College	Ministry of Higher Education, Science and Technology	Public Universities	2.6307

## 5. Training and Research

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
1.	Coffee Research Foundation	Agriculture	Training and Research	2.0175
2.	Kenya Institute of Administration	Public Service	Training and Research	2.2667
3.	Kenya Institute for Public Policy Research and Analysis	Planning, National Development and Vision 2030	Training and Research	2.3028
4.	Tea Research Foundation of Kenya	Agriculture	Training and Research	2.3077
5.	Kenya Medical Research Institute	Health	Training and Research	2.3490
6.	Kenya Forestry Research Institute	Forestry and Wildlife	Training and Research	2.3872
7.	Kenya Sugar Research Foundation	Agriculture	Training and Research	2.4033
8.	Kenya Industrial Research and Development Institute	Industrialization	Training and Research	2.4644
9.	Kenya Agricultural Research Institute	Agriculture	Training and Research	2.5263
10.	Kenya Marine and Fisheries Research Institute	Fisheries Development	Training and Research	2.5380
11.	National Council for Science and Technology	Higher Education, Science and Technology	Training and Research	2.6251

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
12.	National Museums of Kenya	Home Affairs	Training and Research	2.7384
13.	National Crime Research Centre	State Law Office	Training and Research	3.0858

## 6. Service

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
1.	Kenya Veterinary Vaccines Production Institute	Livestock Development	Service	1.6857
2.	Rural Electrification Authority	Energy	Service	1.6984
3.	Kenya National Library Services	Gender, Children and Social Development	Service	1.9635
4.	National Water Conservation and Pipeline Corporation	Water and Irrigation	Service	1.9809
5.	Geothermal Development Company Ltd	Energy	Service	2.1090
6.	Lake Victoria North Water Services Board	Water and Irrigation	Service	2.1154
7.	Water Services Trust Fund	Water and Irrigation	Service	2.2141
8.	Sports Stadia Management Board	Youth Affairs and Sports	Service	2.2210
9.	National Campaign Against Drug Abuse Authority	Provincial Administration and Internal Security	Service	2.2233
10.	Kenya Tourist Board	Tourism	Service	2.2235
11.	National Council for Persons with Disabilities	Home Affairs	Service	2.2364
12.	Kenya Institute of Education	Education	Service	2.2390
13.	National Commission on Gender and Development	Gender, Children and Social Development	Service	2.2652
14.	National Coordinating Agency for Population and Development	Planning, National Development and Vision 2030	Service	2.2769
15.	Constituency Development Fund	Planning, National Development & Vision 2030	Service	2.2799
16.	Higher Education Loans Board	Education	Service	2.2843
17.	Lake Victoria South Water Services Board	Water and Irrigation	Service	2.3515

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
18.	Kenya Accountants and Secretaries National Examinations Board	Finance	Service	2.3563
19.	Rift Valley Water Services Board	Water and Irrigation	Service	2.3651
20.	Tana Water Services Board	Water and Irrigation	Service	2.3799
21.	Kenya Forest Service	Forestry and Wildlife	Service	2.3844
22.	National Aids Control Council	Special Programmes	Service	2.3893
23.	Kenya National Examinations Council	Education	Service	2.3927
24.	Brand Kenya Board	Tourism	Service	2.3931
25.	Kenya Ferry Services Ltd.	Transport	Service	2.3991
26.	Athi Water Services Board	Water and Irrigation	Service	2.4001
27.	Privatization Commission of Kenya	Finance	Service	2.4167
	Kenya Animal Genetic Resources	Livestock Development	Service	2.4168
28.	Kenya ICT Board	Information and Communication	Service	2.4206
29.	Bomas of Kenya	Tourism	Service	2.4226
30.	Agricultural Development Corporation	Agriculture	Service	2.4301
31.	Kenya Medical Supplies Agency	Health	Service	2.4341
32.	Local Authorities Provident Fund	Local Government	Service	2.4785
33.	Youth Enterprise Development Fund	Youth Affairs and Sports	Service	2.4931
34.	Moi Teaching and Referral Hospital	Health	Service	2.5194
35.	Teachers Service Commission	Education	Service	2.5375
36.	Northern Water Services Board	Water and Irrigation	Service	2.5375
37.	National Council for Children Services	Home Affairs	Service	2.5383
38.	Kenya National Highways Authority	Roads	Service	2.6087
39.	Tanathi Water Services Board	Water and Irrigation	Service	2.6469
40.	Kenyatta National Hospital	Health	Service	2.6661
41.	Water Resources Management Authority	Water and Irrigation	Service	2.7121

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
42.	Kenya National Bureau of Statistics	Ministry of Planning, National Development and Vision 2030	Service	2.7232
43.	Kenya Institute of Special Education	Education	Service	2.7805
44.	Kenya Yearbook Editorial	Information and Communications	Service	2.8034
45.	Kenya Ordnance Factories Corporation	Defence	Service	2.8511
46.	Coast Water Services Board	Water and Irrigation	Service	2.8882
47.	Kenya Industrial Property Institute	Industrialization	Service	2.9009
48.	Centre for Mathematics	Education	Service	3.2205
49.	Kenya Wildlife Service	Tourism	Service	3.9119
50.	University of Nairobi Enterprise Services Ltd	Higher Education, Science and Technology	Service	5.0000

### **7. Regional Development Authorities**

<b>No.</b>	<b>STATE CORPORATION</b>	<b>PARENT MINISTRY</b>	<b>FUNCTIONAL CATEGORY</b>	<b>COMPOSITE SCORE</b>
1.	Coast Development Authority	Regional Development Authorities	Regional Development	2.3453
2.	Lake Basin Development Authority	Regional Development Authorities	Regional Development	2.3614
3.	Ewaso Ng'iro South Development Authority	Regional Development Authorities	Regional Development	2.4044
4.	Ewaso Ng'iro North Development Authority	Regional Development Authorities	Regional Development	2.4095
5.	Kerio Valley Development Authority	Regional Development Authorities	Regional Development	2.6224
6.	Tana and Athi Rivers Development Authority	Regional Development Authorities	Regional Development	2.7311

## 8. Tertiary Education

No.	STATE CORPORATION	PARENT MINISTRY	FUNCTIONAL CATEGORY	COMPOSITE SCORE
1.	Kenya Education Staff Institute	Education	Tertiary Education and Training	2.1768
2.	Kenya Utalii College	Tourism	Tertiary Education	2.2996
3.	Co-operative College of Kenya	Cooperative Development and Marketing	Tertiary Education	2.3418
4.	Kenya Water Institute	Water and Irrigation	Tertiary Education	2.4581
5.	Bukura Agricultural College	Agriculture	Tertiary Education	2.4707
6.	Kenya Medical Training College	Health	Tertiary Education	2.5386

**ANNEX V**  
**PERFORMANCE EVALUATION RESULTS FOR LOCAL**  
**AUTHORITIES**

No.	LOCAL AUTHORITY	COMPOSITE SCORE
<b>EXCELLENT</b>		
	<b>NONE</b>	
<b>VERY GOOD</b>		
1.	Town Council of Kikuyu	2.2497
2.	Town Council of Othaya	2.2880
3.	Municipal Council of Machakos	2.3257
4.	Municipal Council of Ruiru	2.3852
5.	County Council of Siaya	2.4459
6.	Town Council of Molo	2.4630
7.	County Council of Thika	2.4700
8.	County Council of Mwingi	2.4751
9.	Municipal Council of Murang'a	2.4788
10.	County Council of Nyeri	2.4797
11.	County Council of Kwale	2.4916
<b>GOOD</b>		
12.	Town Council of Mandera	2.5140
13.	County Council of Kiambu	2.5263
14.	County Council of Masaku	2.5311
15.	Town Council of Rongo	2.5342
16.	Municipal Council of Eldoret	2.5676
17.	Municipal Council of Nyahururu	2.5831
18.	Municipal Council of Nakuru	2.5968
19.	Municipal Council of Nyeri	2.6080
20.	County Council of Makueni	2.6081
21.	Town Council of Wote	2.6096
22.	Town Council of Malaba	2.6142
23.	County Council of Kirinyaga	2.6173
24.	County Council of Murang'a	2.6190
25.	Municipal Council of Kitui	2.6429
26.	County Council of Moyale	2.6440
27.	County Council of Marakwet	2.6457
28.	County Council of Bureti	2.6458
29.	County Council of Vihiga	2.6460

No.	LOCAL AUTHORITY	COMPOSITE SCORE
30.	County Council of Wajir	2.6616
31.	County Council of Keiyo	2.6630
32.	Town Council of Yala	2.6670
33.	Town Council of Nyamache	2.6702
34.	County Council of Ol- Kejuado	2.6951
35.	County Council of Bondo	2.7026
36.	County Council of Bomet	2.7056
37.	County Council of Kilifi	2.7145
38.	County Council of Kitui	2.7187
39.	County Council of Laikipia	2.7288
40.	Town Council of Kangundo	2.7291
41.	County Council of Transmara	2.7300
42.	Town Council of Sagana	2.7316
43.	Town Council of Chepareria	2.7322
44.	Municipal Council of Kiambu	2.7332
45.	County Council of Migori	2.7341
46.	Municipal Council of Meru	2.7354
47.	County Council of Tharaka	2.7403
48.	Town Council of Maragua	2.7430
49.	Municipal Council of Vihiga	2.7596
50.	Municipal Council of Voi	2.7648
51.	County Council of Nyandarua	2.7675
52.	Town Council of Taveta	2.7698
53.	County Council of Gusii	2.7764
54.	Municipal Council of Mavoko	2.7796
55.	Town Council of Mwingi	2.7798
56.	County Council of Isiolo	2.7846
57.	County Council of Nyando	2.7990
58.	County Council of Narok	2.8041
59.	County Council of Embu	2.8063
60.	County Council of Butere -Mumias	2.8219
61.	Town Council of Karuri	2.8265
62.	Municipal Council of Bomet	2.8468
63.	Municipal Council of Embu	2.8488
64.	Town Council of Keroka	2.8511
65.	Town Council of Ukwala	2.8592
66.	Municipal Council of Naivasha	2.8598
67.	Municipal Council of Karatina	2.8609

No.	LOCAL AUTHORITY	COMPOSITE SCORE
68.	Town Council of Kilifi	2.8653
69.	County Council of Wareng	2.8657
70.	County Council of Taita Taveta	2.8687
71.	County Council of Tana River	2.8750
72.	County Council of Bungoma	2.8856
73.	Town Council of Muhoroni	2.8858
74.	Municipal Council of Limuru	2.8916
75.	Municipal Council of Malindi	2.9005
76.	Municipal Council of Kehancha	2.9059
77.	Municipal Council of Chuka	2.9098
78.	Municipal Council of Maua	2.9111
79.	Town Council of Ol-kalou	2.9149
80.	Municipal Council of Bungoma	2.9222
81.	County Council of Rachuonyo	2.9242
82.	Town Council of Kangema	2.9293
83.	County Council of Nyamira	2.9354
84.	Town Council of Chogoria	2.9580
85.	County Council of Samburu	2.9672
86.	County Council of Baringo	2.9678
87.	Town Council of Kandara	2.9855
88.	Municipal Council of Siaya	2.9885
89.	County Council of Mbeere	2.9900
90.	County Council of Meru Central	2.9929
91.	Town Council of Ugunja	2.9941
92.	Town Council of Maralal	3.0055
93.	Town Council of Kendu Bay	3.0076
94.	Municipal Council of Migori	3.0334
95.	Municipal Council of Kapenguria	3.0444
96.	Town Council of Suneka	3.0500
97.	Municipal Council of Kericho	3.0552
98.	County Council of Nzoia	3.0617
99.	County Council of Gucha	3.0831
100.	Municipal Council of Kabarnet	3.0857
101.	County Council of Busia	3.0872
102.	County Council of Koibatek	3.1008
103.	Town Council of Luanda	3.1025
104.	Town Council of Nandi-Hills	3.1052
105.	County Council of Garissa	3.1065

<b>No.</b>	<b>LOCAL AUTHORITY</b>	<b>COMPOSITE SCORE</b>
106.	County Council of Homa Bay	3.1068
107.	County Council of Malindi	3.1109
108.	Town Council of Narok	3.1138
109.	County Council of Kakamega	3.1141
110.	Town Council of Kipkelion	3.1319
111.	Town Council of Awendo	3.1336
112.	County Council of Teso	3.1421
113.	Town Council of Sirisia	3.1631
114.	Town Council of Litein	3.1794
115.	Town Council of Mariakani	3.2067
116.	Municipal Council of Thika	3.2310
117.	Municipal Council of Mumias	3.2311
118.	Municipal Council of Kapsabet	3.2328
119.	Town Council of Sotik	3.2364
120.	Town Council of Iten-Tambach	3.2386
121.	County Council of Turkana	3.2468
122.	Municipal Council of Kitale	3.2544
123.	County Council of Nandi	3.2580
124.	County Council of Nakuru	3.2715
125.	Town Council of Nyamira	3.2718
126.	Town Council of Malava	3.2948
127.	City Council of Nairobi	3.3089
128.	County Council of Mandera	3.3094
129.	County Council of Ijara	3.3225
130.	Municipal Council of Kimilili	3.3434
131.	Town Council of Mbita Point	3.3460
132.	Town Council of Ogembo	3.3546
133.	Municipal Council of Busia	3.3785
134.	Municipal Council of Kakamega	3.4030
135.	Municipal Council of Webuye	3.4112
136.	Town Council of Kajiado	3.4192
137.	County Council of Lugari	3.4287
138.	County Council of Nyambene	3.4290
139.	County Council of Pokot	3.4366
140.	Town Council of Bondo	3.4431
141.	Municipal Council of Kerugoya-Kutus	3.4489
142.	County Council of Meru South	3.4540
143.	Municipal Council of Kisii	3.4807

No.	LOCAL AUTHORITY	COMPOSITE SCORE
<b>FAIR</b>		
144.	Town Council of Port Victoria	3.5143
145.	Town Council of Burnt Forest	3.5333
146.	Town Council of Eldama Ravine	3.5377
147.	Town Council of Rumuruti	3.5609
<b>POOR</b>		
148.	Town Council of Malakisi	3.6136
149.	Town Council of Nyansiongo	3.6299
150.	Town Council of Makuyu	3.6692
151.	County Council of Kipsigis	3.6722
152.	Town Council of Londiani	3.6880
153.	Town Council of Oyugis	3.6908
154.	Municipal Council of Garissa	3.7073
155.	Town Council of Masimba	3.7198
156.	Town Council of Ahero	3.7254
157.	Municipal Council of Runyenjes	3.7464
158.	County Council of Maragua	3.7581
159.	Town Council of Kwale	3.7600
160.	Municipal Council of Mombasa	3.7696
161.	Town Council of Matuu	3.7724
162.	Town Council of Funyula	3.7805
163.	County Council of Marsabit	3.7852
164.	Town Council of Nambale	3.8137
165.	County Council of Suba	3.8259
166.	County Council of Lamu	3.8564
167.	Municipal Council of Kisumu	3.8944
168.	County Council of Kisumu	3.9258
169.	County Council of Mt. Elgon	3.9295
170.	Municipal Council of Nanyuki	4.0711
171.	Town Council of Mtito Andei	4.1767
172.	Municipal Council of Lodwar	4.2284
173.	Town Council of Nyamarambe	4.8472
174.	Municipal Council of Homa Bay	5.0000
175.	Town Council of Tabaka	5.0000

**ANNEX VI**  
**PERFORMANCE EVALUATION RESULTS FOR LOCAL**  
**AUTHORITIES BY CATEGORY**

**1. City/Municipal Councils**

1.	Municipal Council of Machakos	2.3257
2.	Municipal Council of Ruiru	2.3852
3.	Municipal Council of Murang'a	2.4788
4.	Municipal Council of Eldoret	2.5676
5.	Municipal Council of Nyahururu	2.5831
6.	Municipal Council of Nakuru	2.5968
7.	Municipal Council of Nyeri	2.6080
8.	Municipal Council of Kitui	2.6429
9.	Municipal Council of Kiambu	2.7332
10.	Municipal Council of Meru	2.7354
11.	Municipal Council of Vihiga	2.7596
12.	Municipal Council of Voi	2.7648
13.	Municipal Council of Mavoko	2.7796
14.	Municipal Council of Bomet	2.8468
15.	Municipal Council of Embu	2.8488
16.	Municipal Council of Naivasha	2.8598
17.	Municipal Council of Karatina	2.8609
18.	Municipal Council of Limuru	2.8916
19.	Municipal Council of Malindi	2.9005
20.	Municipal Council of Kehancha	2.9059
21.	Municipal Council of Chuka	2.3059
22.	Municipal Council of Maua	2.9111
23.	Municipal Council of Bungoma	2.9222
24.	Municipal Council of Siaya	2.9900
25.	Municipal Council of Migori	3.0334
26.	Municipal Council of Kapenguria	3.0444
27.	Municipal Council of Kericho	3.0552
28.	Municipal Council of Kabarnet	3.0857
29.	Municipal Council of Thika	3.2310
30.	Municipal Council of Mumias	3.2311
31.	Municipal Council of Kapsabet	3.2328
32.	Municipal Council of Kitale	3.2544
33.	City Council of Nairobi	3.3089
34.	Municipal Council of Kimilili	3.3434

35.	Municipal Council of Busia	3.3785
36.	Municipal Council of Kakamega	3.4030
37.	Municipal Council of Webuye	3.4112
38.	Municipal Council of Kerugoya-Kutus	3.4489
39.	Municipal Council of Kisii	3.4807
40.	Municipal Council of Garissa	3.7073
41.	Municipal Council of Runyenjes	3.7464
42.	Municipal Council of Mombasa	3.7696
43.	Municipal Council of Kisumu	3.8944
44.	Municipal Council of Nanyuki	4.0711
45.	Municipal Council of Lodwar	4.2284
46.	Municipal Council of Homa Bay	5.0000

## 2. County Councils

No.	LOCAL AUTHORITY	COMPOSITE SCORE
1.	County Council of Siaya	2.4459
2.	County Council of Thika	2.4700
3.	County Council of Mwingi	2.4751
4.	County Council of Nyeri	2.4797
5.	County Council of Kwale	2.4916
6.	County Council of Kiambu	2.5263
7.	County Council of Masaku	2.5311
8.	County Council of Makueni	2.6081
9.	County Council of Kirinyaga	2.6173
10.	County Council of Murang'a	2.6190
11.	County Council of Moyale	2.6440
12.	County Council of Marakwet	2.6457
13.	County Council of Bureti	2.6458
14.	County Council of Vihiga	2.6460
15.	County Council of Wajir	2.6616
16.	County Council of Keiyo	2.6630
17.	County Council of Ol- Kejuado	2.6951
18.	County Council of Bondo	2.7026
19.	County Council of Bomet	2.7056
20.	County Council of Kilifi	2.7145
21.	County Council of Kitui	2.7187
22.	County Council of Laikipia	2.7288
23.	County Council of Transmara	2.7300
24.	County Council of Migori	2.7341

<b>No.</b>	<b>LOCAL AUTHORITY</b>	<b>COMPOSITE SCORE</b>
25.	County Council of Tharaka	2.7403
26.	County Council of Nyandarua	2.7675
27.	County Council of Gusii	2.7764
28.	County Council of Isiolo	2.7846
29.	County Council of Nyando	2.7990
30.	County Council of Narok	2.8041
31.	County Council of Embu	2.8063
32.	County Council of Butere -Mumias	2.8219
33.	County Council of Wareng	2.8657
34.	County Council of Taita Taveta	2.8687
35.	County Council of Tana River	2.8750
36.	County Council of Bungoma	2.8856
37.	County Council of Rachuonyo	2.9242
38.	County Council of Nyamira	2.9354
39.	County Council of Samburu	2.9672
40.	County Council of Baringo	2.9678
41.	County Council of Mbeere	2.9900
42.	County Council of Meru Central	2.9929
43.	County Council of Nzoia	3.0617
44.	County Council of Gucha	3.0831
45.	County Council of Busia	3.0872
46.	County Council of Koibatek	3.1008
47.	County Council of Garissa	3.1065
48.	County Council of Homa Bay	3.1068
49.	County Council of Malindi	3.1109
50.	County Council of Kakamega	3.1141
51.	County Council of Teso	3.1421
52.	County Council of Turkana	3.2468
53.	County Council of Nandi	3.2580
54.	County Council of Nakuru	3.2715
55.	County Council of Mandera	3.3094
56.	County Council of Ijara	3.3225
57.	County Council of Lugari	3.4287
58.	County Council of Nyambene	3.4290
59.	County Council of Pokot	3.4366
60.	County Council of Meru South	3.4540
61.	County Council of Kipsigis	3.6722
62.	County Council of Maragua	3.7581

No.	LOCAL AUTHORITY	COMPOSITE SCORE
63.	County Council of Marsabit	3.7852
64.	County Council of Suba	3.8259
65.	County Council of Lamu	3.8564
66.	County Council of Kisumu	3.9258
67.	County Council of Mt. Elgon	3.9295

### 3. Town Councils

No.	LOCAL AUTHORITY	COMPOSITE SCORE
1.	Town Council of Kikuyu	2.2497
2.	Town Council of Othaya	2.2880
3.	Town Council of Molo	2.4630
4.	Town Council of Mandera	2.5140
5.	Town Council of Rongo	2.5342
6.	Town Council of Wote	2.6096
7.	Town Council of Malaba	2.6142
8.	Town Council of Yala	2.6670
9.	Town Council of Nyamache	2.6702
10.	Town Council of Kangundo	2.7291
11.	Town Council of Sagana	2.7316
12.	Town Council of Chepareria	2.7322
13.	Town Council of Maragua	2.7430
14.	Town Council of Taveta	2.7698
15.	Town Council of Mwingi	2.7798
16.	Town Council of Karuri	2.8265
17.	Town Council of Keroka	2.8511
18.	Town Council of Ukwala	2.8592
19.	Town Council of Kilifi	2.8653
20.	Town Council of Muhoroni	2.8858
21.	Town Council of Olkalou	2.9149
22.	Town Council of Kangema	2.9293
23.	Town Council of Chogoria	2.9580
24.	Town Council of Kandara	2.9855
25.	Town Council of Ugunja	2.9941
26.	Town Council of Maralal	3.0055
27.	Town Council of Kendu Bay	3.0076
28.	Town Council of Suneka	3.0500
29.	Town Council of Luanda	3.1025
30.	Town Council of Nandi-Hills	3.1052

<b>No.</b>	<b>LOCAL AUTHORITY</b>	<b>COMPOSITE SCORE</b>
31.	Town Council of Narok	3.1138
32.	Town Council of Kipkelion	3.1319
33.	Town Council of Awendo	3.1336
34.	Town Council of Sirisia	3.1631
35.	Town Council of Litein	3.1794
36.	Town Council of Mariakani	3.2067
37.	Town Council of Sotik	3.2364
38.	Town Council of Iten-Tambach	3.2386
39.	Town Council of Nyamira	3.2718
40.	Town Council of Malava	3.2948
41.	Town Council of Mbita Point	3.3460
42.	Town Council of Ogembo	3.3546
43.	Town Council of Kajiado	3.4192
44.	Town Council of Bondo	3.4431
45.	Town Council of Port Victoria	3.5143
46.	Town Council of Burnt Forest	3.5333
47.	Town Council of Eldama Ravine	3.5377
48.	Town Council of Rumuruti	3.5609
49.	Town Council of Malakisi	3.6136
50.	Town Council of Nyansiongo	3.6299
51.	Town Council of Makuyu	3.6692
52.	Town Council of Londiani	3.6880
53.	Town Council of Oyugis	3.6908
54.	Town Council of Masimba	3.7198
55.	Town Council of Ahero	3.7254
56.	Town Council of Kwale	3.7600
57.	Town Council of Matuu	3.7724
58.	Town Council of Funyula	3.7805
59.	Town Council of Nambale	3.8137
60.	Town Council of Mtito Andei	4.1767
61.	Town Council of Nyamarambe	4.8472
62.	Town Council of Tabaka	5.0000

**ANNEX VII**  
**PERFORMANCE EVALUATION RESULTS FOR TERTIARY**  
**INSTITUTIONS**

No.	TERTIARY INSTITUTION	PARENT MINISTRY	COMPOSITE SCORE
<b>EXCELLENT</b>			
	<b>NONE</b>		
<b>VERY GOOD</b>			
1.	Machakos Technical Training Institute	Higher Education, Science and Technology	1.9505
2.	Rift Valley Technical Training Institute	Higher Education, Science and Technology	2.0975
3.	Kenya Technical Teachers College	Higher Education, Science and Technology	2.1210
4.	Eldoret Polytechnic	Higher Education, Science and Technology	2.1882
5.	N'kabune Technical Training Institute	Higher Education, Science and Technology	2.2097
6.	Rift Valley Institute of Science and Technology	Higher Education, Science and Technology	2.2120
7.	Kiambu Institute of Science And Technology	Higher Education, Science and Technology	2.2213
8.	Meru Technical Training Institute	Higher Education, Science and Technology	2.2341
9.	Murang'a College of Technology	Higher Education, Science and Technology	2.2536
10.	Sigalagala Technical Training Institute	Higher Education, Science and Technology	2.2673
11.	Nyandarua Institute of Science and Technology	Higher Education, Science and Technology	2.2707
12.	Mathenge Technical Training Institute	Higher Education, Science and Technology	2.2722
13.	Nyeri Technical Training Institute	Higher Education, Science and Technology	2.2902
14.	Kitale Technical Training Institute	Higher Education, Science and Technology	2.3080
15.	Igoji Teachers Training College	Education	2.3111
16.	Thika Technical Training Institute	Higher Education, Science and Technology	2.3126
17.	Kiirwa Technical Training Institute	Higher Education, Science and Technology	2.3320

No.	TERTIARY INSTITUTION	PARENT MINISTRY	COMPOSITE SCORE
18.	Moi Institute of Technology	Higher Education, Science and Technology	2.3374
19.	Keroka Technical Training Institute	Higher Education, Science and Technology	2.3531
20.	Mombasa Technical Training Institute	Higher Education, Science and Technology	2.3562
21.	Paramount Chief Kinyanjui Technical Training Institute	Higher Education, Science and Technology	2.3767
22.	Kisiwa Technical Training Institute	Higher Education, Science and Technology	2.3838
23.	Kamwenja Teachers Training College	Education	2.3897
24.	Bushiangala Technical Training Institute	Higher Education, Science and Technology	2.4037
25.	Coast Institute of Technology	Higher Education, Science and Technology	2.4282
26.	Shamberere Technical Training Institute	Higher Education, Science and Technology	2.4346
27.	Matili Technical Training Institute	Higher Education, Science and Technology	2.4400
28.	Nairobi Technical Training Institute	Higher Education, Science and Technology	2.4598
29.	Machakos Teachers Training College	Education	2.4840
30.	Ramogi Institute of Technology	Higher Education, Science and Technology	2.4927
<b>GOOD</b>			
31.	Sikrii Technical Institute	Higher Education, Science and Technology	2.5000
32.	North Eastern Province Technical Training Institute	Higher Education, Science and Technology	2.5084
33.	Mawego Technical Training Institute	Higher Education, Science and Technology	2.5140
34.	St. Johns Teachers Training College, Kilimambogo	Education	2.5504
35.	Thogoto Teachers Training College	Education	2.5653
36.	Michuki Technical Training Institute	Higher Education, Science and Technology	2.5726
37.	Kirinyaga Technical Institute of Technology	Higher Education, Science and Technology	2.5759
38.	Kenya Institute For The Blind	Education	2.5819

<b>No.</b>	<b>TERTIARY INSTITUTION</b>	<b>PARENT MINISTRY</b>	<b>COMPOSITE SCORE</b>
39.	Kaiboi Technical Training Institute	Higher Education, Science and Technology	2.5916
40.	St. Mark's Teachers Training College, Kigari	Education	2.6154
41.	Machakos Technical Training Institute for The Blind	Higher Education, Science and Technology	2.6191
42.	Maasai Technical Training Institute	Higher Education, Science and Technology	2.6665
43.	Wote Technical Training Institute	Higher Education, Science and Technology	2.6872
44.	Bondo Teachers Training College	Education	2.6898
45.	Friends Kaimosi College of Technology	Higher Education, Science and Technology	2.6949
46.	Kisumu Polytechnic	Higher Education, Science and Technology	2.6954
47.	Siaya Institute of Technology	Higher Education, Science and Technology	2.7220
48.	Gusii Institute of Technology	Higher Education, Science and Technology	2.7288
49.	Mosoriot Teachers Training College	Education	2.7475
50.	Migori Teachers Training College	Education	2.8028
51.	Kibabii Diploma Teachers Training College	Education	2.8130
52.	Asumbi Teachers Training College	Education	2.8530
53.	Tambach Teachers Training College	Education	2.8569
54.	Kaimosi Teachers Training College	Education	2.8656
55.	Shanzu Teachers Training College	Education	2.8707
56.	Kabete Technical Training Institute	Higher Education, Science and Technology	2.9068
57.	Garissa Teachers Training College	Education	2.9277
58.	Bumbe Technical Training Institute	Higher Education, Science and Technology	2.9322
59.	Kagumo Teachers Training College	Education	2.9342

<b>No.</b>	<b>TERTIARY INSTITUTION</b>	<b>PARENT MINISTRY</b>	<b>COMPOSITE SCORE</b>
60.	Sang'alo Institute of Science and Technology	Higher Education, Science and Technology	2.9365
61.	Murang'a Teachers Training College	Education	2.9535
62.	Moi Teachers Training College, Baringo	Education	2.9858
63.	Ol'lessos Technical Training Institute	Higher Education, Science and Technology	3.0021
64.	Karen Technical Training Institute For The Deaf	Higher Education, Science and Technology	3.0162
65.	Meru Teachers Training College	Education	3.1152
66.	Kericho Teachers Training College	Education	3.2205
67.	Eregi Teachers Training College	Education	3.2904
<b>FAIR</b>			
	<b>NONE</b>		
<b>POOR</b>			
68.	Rwika Institute of Technology	Higher Education, Science and Technology	3.6399
69.	St. Joseph Nyangoma Technical Training Institute for the Deaf	Higher Education, Science and Technology	4.1520

## ANNEX VIII

### PERFORMANCE EVALUATION RESULTS OF TERTIARY INSTITUTIONS BY PARENT MINISTRY

#### 1. Tertiary institutions under Ministry of Higher Education, Science and Technology

No.	TERTIARY INSTITUTION	PARENT MINISTRY	COMPOSITE SCORE
<b>EXCELLENT</b>			
	None		
<b>VERY GOOD</b>			
1.	Machakos Technical Training Institute	Higher Education, Science and Technology	1.9505
2.	Rift Valley Technical Training Institute	Higher Education, Science and Technology	2.0975
3.	Kenya Technical Teachers College	Higher Education, Science and Technology	2.1210
4.	Eldoret Polytechnic	Higher Education, Science and Technology	2.1882
5.	N'kabune Technical Training Institute	Higher Education, Science and Technology	2.2097
6.	Rift Valley Institute of Science and Technology	Higher Education, Science and Technology	2.2120
7.	Kiambu Institute of Science and Technology	Higher Education, Science and Technology	2.2213
8.	Meru Technical Training Institute	Higher Education, Science and Technology	2.2341
9.	Murang'a College of Technology	Higher Education, Science and Technology	2.2536
10.	Sigalagala Technical Training Institute	Higher Education, Science and Technology	2.2673
11.	Nyandarua Institute of Science and Technology	Higher Education, Science and Technology	2.2707
12.	Mathenge Technical Training Institute	Higher Education, Science and Technology	2.2722
13.	Nyeri Technical Training Institute	Higher Education, Science and Technology	2.2902
14.	Kitale Technical Training Institute	Higher Education, Science and Technology	2.3080
15.	Thika Technical Training Institute	Higher Education, Science and Technology	2.3126
16.	Kiirua Technical Training Institute	Higher Education, Science and Technology	2.3320
17.	Moi Institute of Technology	Higher Education, Science and Technology	2.3374
18.	Keroka Technical Training	Higher Education, Science and	2.3531

No.	TERTIARY INSTITUTION	PARENT MINISTRY	COMPOSITE SCORE
	Institute	Technology	
19.	Mombasa Technical Training Institute	Higher Education, Science and Technology	2.3562
20.	Paramount Chief Kinyanjui Technical Training Institute	Higher Education, Science and Technology	2.3767
21.	Kisiwa Technical Training Institute	Higher Education, Science and Technology	2.3838
22.	Bushiangala Technical Training Institute	Higher Education, Science and Technology	2.4037
23.	Coast Institute of Technology	Higher Education, Science and Technology	2.4282
24.	Shamberere Technical Training Institute	Higher Education, Science and Technology	2.4346
25.	Matili Technical Training Institute	Higher Education, Science and Technology	2.4400
26.	Nairobi Technical Training Institute	Higher Education, Science and Technology	2.4598
27.	Ramogi Institute of Technology	Higher Education, Science and Technology	2.4927
28.	Sikri Vocational Training Centre for the Blind and Deaf	Higher Education, Science and Technology	2.5000
29.	North Eastern Province Technical Training Institute	Higher Education, Science and Technology	2.5084
30.	Mawego Technical Training Institute	Higher Education, Science and Technology	2.5140
31.	Michuki Technical Training Institute	Higher Education, Science and Technology	2.5726
32.	Kirinyaga Technical Institute of Technology	Higher Education, Science and Technology	2.5759
33.	Kaiboi Technical Training Institute	Higher Education, Science and Technology	2.5916
34.	Machakos Technical Training Institute for The Blind	Higher Education, Science and Technology	2.6191
35.	Maasai Technical Training Institute	Higher Education, Science and Technology	2.6665
36.	Wote Technical Training Institute	Higher Education, Science and Technology	2.6872
37.	Friends Kaimosi College of Technology	Higher Education, Science and Technology	2.6949
38.	Kisumu Polytechnic	Higher Education, Science and Technology	2.6954
39.	Siaya Institute of Technology	Higher Education, Science and Technology	2.7220
40.	Gusii Institute of Technology	Higher Education, Science and Technology	2.7288
41.	Kabete Technical Training Institute	Higher Education, Science and Technology	2.9068

No.	TERTIARY INSTITUTION	PARENT MINISTRY	COMPOSITE SCORE
42.	Bumbe Technical Training Institute	Higher Education, Science and Technology	2.9322
43.	Sang'alo Institute of Science and Technology	Higher Education, Science and Technology	2.9365
44.	Ol'lessos Technical Taining Institute	Higher Education, Science and Technology	3.0021
45.	Karen Technical Training Institute For The Deaf	Higher Education, Science and Technology	3.0162
46.	Rwika Institute of Technology	Higher Education, Science and Technology	3.6399
47.	St. Joseph Nyangoma Technical Training Institute for the Deaf	Higher Education, Science and Technology	4.1520

## 2. Tertiary Institutions under Ministry of Education

No.	TERTIARY	PARENT MINISTRY	COMPOSITE SCORE
<b>EXCELLENT</b>			
	<b>NONE</b>		
<b>VERY GOOD</b>			
1.	Igoji Teachers Training College	Education	2.3111
2.	Kamwenja Teachers Training College	Education	2.3897
3.	Machakos Teachers Training College	Education	2.4840
4.	St. Johns Teachers Training College, Kilimambogo	Education	2.5504
5.	Thogoto Teachers Training College	Education	2.5653
6.	Kenya Institute For The Blind	Education	2.5819
7.	St. Mark's Teachers Training College, Kigari	Education	2.6154
8.	Bondo Teachers Training College	Education	2.6898
9.	Mosoriot Teachers Training College	Education	2.7475
10.	Migori Teachers Training College	Education	2.8028
11.	Kibabii Diploma Teachers Training College	Education	2.8130
12.	Asumbi Teachers Training College	Education	2.8530
13.	Tambach Teachers Training College	Education	2.8569
14.	Kaimosi Teachers Training College	Education	2.8656
15.	Shanzu Teachers Training College	Education	2.8707
16.	Garissa Teachers Training College	Education	2.9277
17.	Kagumo Teachers Training College	Education	2.9342
18.	Murang'a Teachers Training College	Education	2.9535

<b>No.</b>	<b>TERTIARY</b>	<b>PARENT MINISTRY</b>	<b>COMPOSITE SCORE</b>
19.	Moi Teachers Training College, Baringo	Education	2.9858
20.	Meru Teachers Training College	Education	3.1152
21.	Kericho Teachers Training College	Education	3.2205
22.	Eregi Teachers Training College	Education	3.2904

## ANNEX IX

### PERFORMANCE EVALUATION ANALYSIS BY CATEGORY

#### 1.0 Ministries

**Table 1 – Top Ten Performing Ministries/Departments**

No.	Ministry	Composite Score
1.	Ministry of Planning, National Development and Vision 2030	1.9382
2.	Ministry of Energy	1.9509
3.	Ministry of Lands	1.9720
4.	Ministry of State for Special Programmes	2.1434
5.	Ministry of Information and Communications	2.1655
6.	Ministry of Higher Education, Science and Technology	2.1712
7.	State House	2.2054
8.	Ministry of State for Public Service	2.2113
9.	Public Service Commission	2.2381
10.	Ministry of State for Provincial Administration and Internal Security	2.2701

**Table 2-Bottom Ten Performing Ministries/Departments**

1.	Ministry of Nairobi Metropolitan Development	2.6941
2.	Ministry of Education	2.7074
3.	Ministry of Fisheries Development	2.7581
4.	Ministry of Transport	2.8087
5.	Office of the Deputy Prime Minister and Ministry of Local Government	2.8277
6.	Ministry of Labour	2.8467
7.	Ministry of Youth Affairs and Sports	2.8608
8.	Ministry of State for Development of Northern Kenya and Other Arid Lands	3.0996

9.	Cabinet Office	3.1834
10.	Ministry of Roads	3.4407

**Table 3-Most Improved Ministries/Departments**

No.	Ministry	CS FY 2010/11	CS FY 2009/10	CS per cent Change
1.	Ministry of State for Special Programmes	2.1434	2.5615	-16.32
2.	Ministry of Foreign Affairs	2.2906	2.6581	-13.83
3.	Ministry of Lands	1.9720	2.2132	-10.90
4.	Ministry of Higher Education, Science and Technology	2.1712	2.4322	-10.73
5.	Ministry of Planning, National Development and Vision 2030	1.9382	2.1010	-7.75
6.	Ministry of Energy	1.9509	2.1145	-7.74
7.	Ministry of East African Community	2.6490	2.8478	-6.98
8.	Ministry of Forestry and Wildlife	2.5228	2.6846	-6.03
9.	Ministry of Medical Services	2.2718	2.4013	-5.39
10	Office of the Deputy Prime Minister and Ministry of Finance	2.4555	2.5905	-5.21

**Table 4-Most Retrogressed Ministries/Departments**

No.	Ministry	CS FY 2010/11	CS FY 2009/10	CS per cent Change
1.	Cabinet Office	3.1834	2.1121	50.72
2.	Ministry of Roads	3.4407	2.3861	44.20
3.	Ministry of State for Development of Northern Kenya and Other Arid Lands	3.0996	2.2924	35.21
4.	Ministry of Agriculture	2.6113	2.2192	17.67
5.	Ministry of Public Works	2.5118	2.1889	14.75
6.	Ministry of Labour	2.8467	2.5249	12.75

7.	Ministry of Water and Irrigation	2.4390	2.1756	12.11
8.	Ministry of Gender, Children and Social Development	2.3527	2.1096	11.52
9.	Ministry of Environment and Mineral Resources	2.4834	2.2739	9.21
10.	Ministry of Fisheries Development	2.7581	2.5473	8.28

**Table 5-Most Sustained Ministries/Departments**

<b>No.</b>	<b>Ministry</b>	<b>Average Composite Score in the last 3 years</b>		
1.	Ministry of Planning National Development and Vision 2030	2.1055		
2.	Ministry of Lands	2.1843		
3.	State House	2.2410		
4.	Ministry of State for Public Service	2.2460		
5.	Ministry of Information and Communications	2.2811		
6.	Ministry of State for Provincial Administration and Internal Security	2.2933		
7.	Ministry of Justice, National Cohesion and Constitutional Affairs	2.3946		

## 2.0 State Corporations

**Table 1-Top Ten Performing State Corporations**

No.	State Corporation	Parent Ministry	Functional Category	Composite Score
1.	University of Nairobi	Higher Education, Science and Technology	Public Universities	1.4917
2.	Kenyatta University	Higher Education, Science and Technology	Public Universities	1.6502
3.	Nyayo Tea Zones Development Corporation	Agriculture	Commercial / Manufacturing	1.6596
4.	Kenya Veterinary Vaccines Production Institute	Livestock	Service	1.6857
5.	Rural Electrification Authority	Energy	Service	1.6984
6.	Kenyatta International Conference Centre	Tourism	Commercial / Manufacturing	1.8102
7.	Bondo University College	Higher Education, Science and Technology	Public Universities	1.8912
8.	Kenya Literature Bureau	Education	Commercial / Manufacturing	1.8979
9.	Jomo Kenyatta University of Agriculture and Technology	Higher Education, Science and Technology	Public Universities	1.9116
10.	Kisii University College	Higher Education, Science and Technology	Public Universities	1.9330

**Table 2- Bottom Ten Performing State Corporations**

No.	State Corporation	Parent Ministry	Functional Category	Composite Score
1.	National Bio-safety Authority	Ministry of Higher Education, Science and Technology	Regulatory	3.4903
2.	Kenya National Shipping Line	Transport	Commercial/Manufacturing	3.8447
3.	New Kenya Cooperative Creameries Ltd.	Cooperative Development and Marketing	Commercial/Manufacturing	3.8564
4.	Water Appeals Board	Water and Irrigation	Regulatory	3.8665
5.	Industrial Development Bank	Industrialization	Financial	3.8783
6.	Kenya National Trading Corporation	Trade	Financial	3.9088
7.	Kenya Wildlife Service	Tourism	Service	3.9119
8.	School Equipment Production Unit	Education	Commercial/Manufacturing	4.0857
9.	Media Council of Kenya	Information and Communication	Regulatory	5.0000
10.	University of Nairobi Enterprise Services	Ministry of Higher Education, Science and Technology	Service	5.0000

**Table 3-Most Improved State Corporations**

No.	State Corporation	CS FY 2010/11	CS FY 2009/10	CS per cent Change
1.	Jomo Kenyatta Foundation	2.0450	3.4791	-41.22
2.	Agricultural Finance Corporation	2.2397	3.6455	-38.56
3.	Chemelil Sugar Company	2.7252	3.9958	-31.80
4.	Cotton Development Authority	2.4555	3.3307	-26.28
5.	Agro Chemical and Food Company Ltd.	2.4030	3.2219	-25.42
6.	Kenya Broadcasting Corporation	2.0752	2.7736	-25.18
7.	National Oil Corporation of Kenya	2.4044	3.1991	-24.84

8.	Kenya Seed Company Ltd.	2.0356	2.6877	-24.26
9.	Coffee Development Fund	2.5487	3.3088	-22.97
10.	Rural Electrification Authority	1.6984	2.1942	-22.60

**Table 4-Most Retrogressed State Corporations**

<b>No.</b>	<b>State Corporation</b>	<b>CS FY 2010/11</b>	<b>CS FY 2009/10</b>	<b>CS per cent Change</b>
1.	Kenya National Trading Corporation	3.9088	2.4266	61.08
2.	Kenya Wine Agencies Ltd.	2.3212	1.5131	53.41
3.	Kenya Wildlife Service	3.9119	2.6760	46.18
4.	Industrial Development Bank	3.8783	2.6684	45.34
5.	National Cereals and Produce Board	3.4390	2.6392	30.30
6.	Kenya Re-Insurance Corporation	2.5284	2.0009	26.36
7.	National Museums of Kenya	2.7384	2.2062	24.12
8.	Postal Corporation of Kenya	2.4890	2.0624	20.68
9.	Kenya National Shipping Line	3.8447	3.1909	20.49
10.	Insurance Regulatory Authority	2.5936	2.1608	20.03

**Table 5-Most Sustained State Corporations**

<b>No.</b>	<b>State Corporation</b>	<b>Average Composite Score in the last 3 years</b>
1.	Nyayo Tea Zones Development Authority	1.6428
2.	University of Nairobi	1.6439
3.	Kenya Literature Bureau	1.8933
4.	Kenyatta University	1.9301
5.	Coffee Research Foundation	2.1038

### 3.0 Local Authorities

**Table 1-Top Ten Performing Local Authorities**

No	Local Authority	Composite Score
1.	Town Council of Kikuyu	2.2497
2.	Town Council of Othaya	2.2880
3.	Municipal Council of Machakos	2.3257
4.	Municipal Council of Ruiru	2.3852
5.	County Council of Siaya	2.4459
6.	Town Council of Molo	2.4630
7.	County Council of Thika	2.4700
8.	County Council of Mwingi	2.4751
9.	Municipal Council of Murang'a	2.4788
10.	County Council of Nyeri	2.4797

**Table 2- Bottom Ten Performing Local authorities**

No.	Local Authority	Composite Score
1.	County Council of Lamu	3.8564
2.	Municipal Council of Kisumu	3.8944
3.	County Council of Kisumu	3.9258
4.	County Council of Mt. Elgon	3.9295
5.	Municipal Council of Nanyuki	4.0711
6.	Town Council of Mtito Andei	4.1767
7.	Municipal Council of Lodwar	4.2284
8.	Town Council of Nyamarambe	4.8472
9.	Municipal Council of Homa Bay	5.0000
10.	Town Council of Tabaka	5.0000

**Table 3-Most Improved Local Authorities**

No.	Local Authority	CS FY 2010/11	CS FY 2009/10	CS per cent Change
1.	County Council of Siaya	2.4459	4.1281	-40.75
2.	Town Council of Taveta	2.7698	4.0590	-31.76

3.	County Council of Kwale	2.4916	3.5489	-29.79
4.	County Council of Wajir	2.6616	3.7017	-28.10
5.	Town Council of Litein	3.1794	4.3672	-27.20
6.	Town Council of Mandera	2.5140	3.4203	-26.50
7.	Town Council of Kendu Bay	3.0076	4.0462	-25.67
8.	Town Council of Othaya	2.2880	3.0404	-24.75
9.	County Council of Homa Bay	3.1068	4.0506	-23.30
10.	Town Council of Sagana	2.7316	3.4971	-21.89

**Table 4-Most Retrogressed Local Authorities**

No.	Local Authority	CS FY 2010/11	CS FY 2009/10	CS per cent Change
1.	Municipal Council of Homa Bay	5.0000	2.6021	92.15
2.	County Council of Kipsigis	3.6722	2.4528	49.71
3.	County Council of Kisumu	3.9258	2.6559	47.81
4.	County Council of Nyambene	3.4290	2.4125	42.13
5.	Municipal Council of Mombasa	3.7696	2.6564	41.91
6.	Municipal Council of Lodwar	4.2284	3.0024	40.83
7.	Municipal Council of Kisumu	3.8944	2.8297	37.63
8.	City Council of Nairobi	3.3089	2.4428	35.46
9.	Municipal Council of Kakamega	3.4030	2.5242	34.82
10.	County Council of Suba	3.8259	2.8435	34.56

**Table 5-Most Sustained Local Authorities**

No.	Local Authority	Average Composite Score in the last 3 years
1.	Town Council of Rongo	2.4568
2.	Town Council of Molo	2.4595
3.	Town Council of Kikuyu	2.4710
4.	County Council of Bureti	2.5142
5.	Municipal Council of Nyeri	2.5179

#### 4.0 Tertiary Institutions

**Table 1-Top Ten Performing Tertiary Institutions**

<b>No.</b>	<b>Tertiary Institutions</b>	<b>Composite Score</b>
1.	Machakos Technical Training Institute	1.9505
2.	Rift Valley Technical Training Institute	2.0975
3.	Kenya Technical Teachers College	2.1210
4.	Eldoret Polytechnic	2.1882
5.	N'kabune Technical Training Institute	2.2097
6.	Rift Valley Institute of Science and Technology	2.2213
7.	Kiambu Institute of Science and Technology	2.1954
8.	Meru Technical Training Institute	2.2341
9.	Murang'a College of Technology	2.2536
10.	Sigalagala Technical Training Institute	2.2673

**Table 2- Bottom Ten Performing Tertiary Institutions**

<b>No.</b>	<b>Tertiary Institutions</b>	<b>Composite Score</b>
1.	Sang'alo Institute of Science and Technology	2.9365
2.	Murang'a Teachers Training College	2.9535
3.	Moi Teachers Training College, Baringo	2.9858
4.	Ol'lessos Technical Training Institute	3.0021
5.	Karen Technical Training Institute For The Deaf	3.0162
6.	Meru Teachers Training College	3.1152
7.	Kericho Teachers Training College	3.2205
8.	Eregi Teachers Training College	3.2904
9.	Rwika Institute of Technology	3.6399
10.	St. Joseph Nyangoma Technical Training Institute for the Deaf	4.1520

**Table 3-Most Improved Tertiary Institutions**

<b>No.</b>	<b>Tertiary Institution</b>	<b>CS FY 2010/11</b>	<b>CS FY 2009/10</b>	<b>CS per cent Change</b>
1.	Moi Institute of Technology	2.3374	3.4271	-31.80
2.	Siaya Institute of Technology	2.7220	3.6011	-24.41
3.	St. Johns Teachers Training College, Kilimambogo	2.5504	3.2336	-21.13
4.	Murang'a College of Technology	2.2536	2.8527	-21.00
5.	Machakos Technical Training Institute	1.9505	2.3285	-16.23
6.	Thogoto Teachers Training College	2.5653	2.9827	-13.99
7.	Machakos Technical Training Institute for The Blind	2.6191	3.0407	-13.87
8.	Kiambu Institute of Science And Technology	2.2213	2.5752	-13.74
9.	Nyandarua Institute of Science and Technology	2.2707	2.6059	-12.86
10.	Ramogi Institute of Technology	2.4927	2.8538	-12.65

**Table 4-Most Retrogressed Tertiary Institutions**

<b>No.</b>	<b>Tertiary Institution</b>	<b>CS FY 2010/11</b>	<b>CS FY 2009/10</b>	<b>CS per cent Change</b>
1.	St. Mark's Teachers Training College, Kigari	2.6154	2.3319	12.16
2.	Rwika Institute of Technology	3.6399	3.2117	13.33
3.	Kenya Technical Teachers College	2.1210	1.8619	13.92
4.	Ol'lessos Technical Training Institute	3.0021	2.5604	17.25
5.	Kenya Institute For The Blind	2.5819	2.1881	18.00
6.	Mawego Technical Training Institute	2.5140	2.1175	18.72
7.	St. Joseph Nyangoma Technical Training Institute for the Deaf	4.152	3.4881	19.03
8.	Eregi Teachers Training College	3.2904	2.7452	19.86
9.	Murang'a Teachers Training College	2.9535	2.4498	20.56
10.	Bumbe Technical Training Institute	2.9322	2.2177	32.22

**Table 5-Most Sustained Tertiary Institutions**

<b>No.</b>	<b>Tertiary Institution</b>	<b>Average Composite Score in the last 3 years</b>
1.	Rift Valley Technical Training Institute	2.1004
2.	Eldoret Polytechnic	2.1169
3.	Igoji Teachers Training College	2.2827
4.	Kitale Technical Training Institute	2.3123
5.	N'Kabune Technical Training Institute	2.3129