



UNIVERSITY OF NAIROBI

DIRECTORATE OF PLANNING AND PERFORMANCE MANAGEMENT

REPORT

ON

EVALUATION OF THE PERFORMANCE

OF

FACULTIES

&

CENTRAL UNITS/DIRECTORATES

FOR THE

FINANCIAL YEAR 2023/2024

December 2024

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PREFACE

The University of Nairobi embraced performance contracting during the FY 2005/2006 period, marking a significant milestone with the first Performance Contract signed between the Government of Kenya, through the Ministry of Education, and the University of Nairobi Council. Since then, the University has consistently engaged in performance contracting every subsequent year.

As in other institutions, the early stages of performance contracting were met with some skepticism, primarily due to a lack of understanding of the process. Over time, however, organizations on Performance Contracting realized its benefits, as it focused on defined, measurable performance metrics.

The fundamental objective of performance contracting remains improved service delivery to both internal and external stakeholders. At the University of Nairobi, as in other institutions, the existing **Strategic Plan** serves as the foundation for developing each year's Performance Contract. The strategic objectives and corresponding strategies guide the creation of performance indicators and targets, ensuring alignment with institutional goals. Ultimately, performance contracts help the University stay focused on achieving the milestones outlined in its Strategic Plan.

Since adopting performance contracting in FY 2005/2006, the University has recorded notable improvements in service delivery and operational performance across various units.

The FY 2023/2024 performance evaluation followed a rigorous three-stage process:

- i. **Self-Evaluation:** Each unit conducted self-assessments using the evaluation methodology outlined in the 20th Cycle GoK Performance Contracting Guidelines.
- ii. **Primary Evaluation:** The Central PC Secretariat carried out a detailed assessment of each unit's performance, assigning composite scores to all performance indicators. Adjustments were made to account for factors outside the control of the units during the contract year, ensuring a fair evaluation process.
- iii. **Moderation:** This final stage involved quality control, where team leaders ensured uniform application of the evaluation guidelines. Unit heads were engaged to resolve contentious issues, rank units by performance excellence, and prepare the final evaluation report.

The successes achieved in performance contracting to date are attributed to the unwavering support of the University community. The dedication and commitment of staff, who have championed, nurtured, and driven the process, have been instrumental in realizing these milestones.

I extend my sincere gratitude to the staff of the Central Performance Contracting Secretariat for their continuous efforts in coordinating the performance management system at the University. I also acknowledge the vital role of our external stakeholders, particularly the Public Service Performance Management Unit (PSPMU) and the Ministry of Education, for their expertise in vetting, negotiation, monitoring, and evaluation.

In conclusion, I wish to congratulate the best-performing units and encourage others to strive for excellence. Together, we can continue to advance the University's vision and mission through effective performance contracting.

PROF. M. JESANG HUTCHINSON
VICE CHANCELLOR (Ag)

EXECUTIVE SUMMARY

In the Financial Year, 2023/2024, a total of 86 Units were involved in the performance contracting process. The Financial Year 2023/2024 is the nineteenth year of implementation of performance contracts in the University of Nairobi.

It is noteworthy that the underlying objective of performance contracting is to align Strategic Plans, Annual Work plans and budgets of all Units in order to improve accountability while focusing resources on the attainment of key priorities.

For the Financial Year 2023/2024, performance-contracting practice has not only occasioned greater accountability in the management of public resources, but also created more awareness and higher expectation of better service delivery to Kenyans.

During the Financial Year 2023/2024, **seventeen (17)** university units attained the "**Excellent**" grade, **fifty three (53)** units achieved the "**Very Good**" grade, and **sixteen (16)** units achieved the "**Good**" grade. Additionally, **one** unit attained a "**Fair**" grade, while another recorded a "**Poor**" grade. This marks a significant improvement compared to the 2022/2023 performance, where only **four (4)** units achieved the "**Excellent**" grade.

To inculcate an internal culture, which plays an important role in performance, an appropriate culture change programme informed by the core values will continue to be implemented as part of the institutional philosophy. A strong culture that is supportive of the vision and mission of the university will ultimately contribute to success.

From the results, it is clear that sustained application of the performance contracting strategy is a necessary pre-requisite for streamlining the management and operations of all University Units so as to work more efficiently. However, for the Strategy to be fully integrated and become effective, it is imperative that it is extended to all individual staff through the staff performance appraisal system.

Employee scorecards (performance appraisal instruments) embodied in their personal objectives and defined by their job descriptions and work assignments should be clearly aligned both individually and collectively to the Units' plans so that as employees meet their personal objectives and perform, their Unit's performance targets and objectives are also met. This in turn ensures that the overall corporate objectives and institutional outcomes are realized.

INTRODUCTION

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.

The expected outcomes of implementing 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;
- ✓ Ability to strategize the management of public resources;
- ✓ Recreating a culture of results-oriented management in the Public Service.

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.

In the performance evaluation reports, it is concluded that, performance contracting is, on the whole a valid and necessary strategy. It observed further, that the success of the strategy is highly dependent on focused leadership at all levels.

This report is divided into five Chapters. Chapter one covers the introduction; Chapter Two contains the performance evaluation methodology; Chapter three contains the performance evaluation results of Faculties, Teaching Departments and Central Units/Directorates; Chapter Four contains the lessons learnt; and Chapter five contains the observations, conclusions and the recommendations.

PERFORMANCE EVALUATION METHODOLOGY

Performance of a Unit for a particular performance indicator can fall under any of the following performance grades: Excellent, Very Good, Good, Fair or Poor.

Excellent Grade: Achievement ranging from 130% to 200% of the performance targets i.e. $1.3T \leq X_a \leq 2T$

Very Good Grade: Achievement ranging from 100% to less than 130% of the performance target in the signed PC, i.e. $T \leq X_a < 1.3T$

Good Grade: Achievement ranging from 70% to less than 100% of performance target in the signed PC, i.e. $0.7T \leq X_a < T$

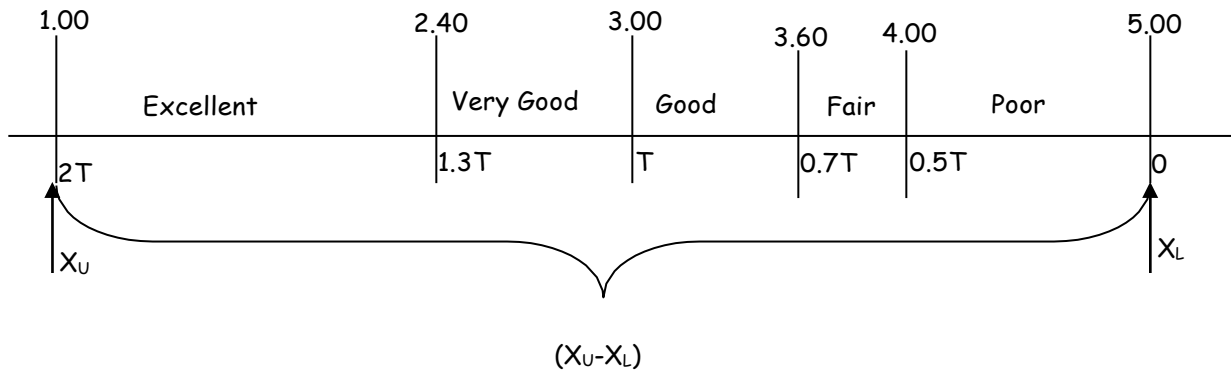
Fair Grade: Achievement ranging from 50% to less than 70% of the performance the target in the signed PC, i.e. $0.5T \leq X_a < 0.7T$

Poor Grade: Achievement ranging from 0% to less than 50% of the performance target in the signed PC, i.e. $0 \leq X_a < 0.5T$

Where $T =$ target and $X_a =$ Actual achievement

2.1. Computation of Performance Criteria Values

Performance is rated on a scale of 1.00 to 5.00 where 1.00 represents achievement equal or greater than $2T$ and 5.00 represents “Zero” achievement and below. This means that an achievement of $2T$ and above attracts a raw score of 1.00, while an achievement of “Zero” and below attracts a raw score of 5.00 in situations where higher value is desirable. This is presented in the diagram shown below:



Where, $T =$ Target

$X_a =$ Actual Achievement

$X_U = 2T =$ Upper Criteria Value $X_L = 0 =$ Lower Criteria Value Span = 4, i.e. $(5.00 - 1.00)$

The Methodology for calculating the raw score of any achievement is more like measuring the distance which performance has “traveled” inside the entire span from 1.00 to 5.00. Calculation of the Raw Score is based on the Actual Achievement (X_a) as it relates to the Target (T).

In cases where performance falls on 2.40, 3.00, 3.60 and 4.00, the grading will be “Excellent”, “Very Good”, “Good” or “Fair” respectively.

2.2. Indicators whose achievement cannot exceed 100%

There are indicators for which achievement beyond 100% is not feasible. For these type of indicators achievement is capped at 100% and attracts a raw score of 3.00 since any reported achievement beyond 100 is not feasible e.g. capacity utilization, absorption of allocated funds, etc.

2.3. Treatment of Contentious Issues

- a) Performance indicators, weights and targets that are different from the vetted version: Use the indicators, weights and targets in the vetted performance contract.
- b) Exogenous factors should be objectively established and documented.

2.4. General Guidelines

- a) The Unit Heads should be present in person during negotiations, vetting of performance contract and evaluation of performance;
- b) Once targets have been negotiated, the PC vetted and signed, it cannot be changed midstream;
- c) Any disagreements during negotiations and evaluation should be referred to the Vice Chancellor for arbitration; and
- d) Units that fail to submit their annual performance report (based on the duly signed Performance Contract) for evaluation, or for the reason that they declined to sign a performance contract shall be graded “Poor”, at the lowest score of 5.

PERFORMANCE EVALUATION RESULTS

3.1. Faculties

A total of 10 Faculties signed and implemented performance contracts for the period starting July 1, 2023 and ending June 30, 2024 and were evaluated between July - September 2024.

Table 1 – Performance of Faculties by Grade

Performance Grade	Number	Percentage
Excellent	3	30
Very Good	7	70
Good	0	0
Fair	0	0
Poor	0	0
Total	10	100

The complete list of Faculties, indicating the Composite Scores and the ranking is shown in **Annex I**. The best 3 performing Faculties are shown in Table 2.

Table 2 – Best Performing Faculties

Rank	Faculties	Composite Score	Comment
1.	Faculty of Health Sciences	2.053	Excellent
2.	Faculty of Engineering	2.3056	Excellent
3.	Faculty of Agriculture	2.3457	Excellent

3.2. Teaching Departments

A total of 63 teaching departments signed and implemented performance contracts for the period starting July 1, 2023 and ending June 30, 2024 and were evaluated between July - September 2024.

Table 3 – Performance of teaching departments by Grade

Performance Grade	Number	Percentage
Excellent	13	20.63
Very Good	37	58.73
Good	12	19.05
Fair	0	0
Poor	1	1.59
Total	63	100

The complete list of Teaching Departments, indicating the Composite Scores and the ranking is shown in **Annex II**. The best 13 performing Departments are shown in Table 4.

Table 4 – Best Performing Teaching Departments

Rank	Teaching Departments	Composite Score	Comment
1.	Department of Food Science, Nutrition and Technology	2.0354	Excellent
2.	Department of Medical Microbiology	2.2455	Excellent
3.	Department of Mechanical And Manufacturing Engineering	2.31189	Excellent
4.	Department of Economics, Population & Development	2.3205	Excellent
5.	Department of Earth and Climate Science	2.3361	Excellent
6.	Department of Land Resource Management & Agricultural Technology	2.3472	Excellent
7.	Department of Management Science and Project Planning	2.3592	Excellent
8.	Department of Biochemistry	2.3609	Excellent
9.	Department of Chemistry	2.3618	Excellent
10.	Department of Dental Sciences	2.3865	Excellent
11.	Department of Architecture & Building Science	2.3897	Excellent
12.	Department of Clinical Studies	2.3916	Excellent

13.	Department of Veterinary Anatomy and Physiology	2.409	Excellent
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3.3. Central Units/Directorates

A total of 13 Central Units/Directorates that were on Performance Contracts were evaluated. The performance evaluation results are shown in Table 5.

Table 5 – Performance of Central Units/Directorates by Grade

Performance Grade	Number	Percentage
Excellent	1	7.69
Very Good	7	53.85
Good	4	30.77
Fair	1	7.69
Poor	0	0
Total	13	100

The complete listing of Central Units/Directorates indicating the composite scores and ranking is shown in **Annex III**. The best performing Central Units/Directorates are shown in Table 6.

Table 6 – Best Performing Central Units/Directorates

Rank	Central Units/Directorates	Composite Score	Comment
1.	Information and Communication Technology Centre	2.2682	Excellent
2.	Internal Audit	2.5265	Very Good
3.	Corporate Affairs	2.6449	Very Good

4. Overall Best Performing Units

The overall best performing Units are:

Rank	Unit	Composite Score	Comment
1.	Department of Food Science, Nutrition and Technology	2.0354	Excellent
2.	Faculty of Health Sciences	2.053	Excellent
3.	Department of Medical Microbiology	2.2455	Excellent

5. Most Improved Units

5.1. Faculties

The most improved faculties from the previous year's performance are:

S/No.	FACULTY	23-24 Score	22-23 Score	Variance
1	Faculty of Health Sciences	2.053	2.6247	-0.5717
2	Faculty of Engineering	2.3056	2.73765	-0.43205
3	Faculty of Agriculture	2.3457	2.7232	-0.3775

5.2. Teaching Departments

The most improved departments from the previous year's performance are:

S/No.	Department	23-24 Scores	22-23 Scores	Variance
1.	Department of Educational Communication, Technology and Pedagogical Studies	2.6049	3.333	-0.7281
2.	Department of Chemistry	2.3618	3.0662	-0.7044
3.	Department of Veterinary Anatomy and Physiology	2.409	3.1013	-0.6923

5.3. Central Units/Directorates

The most improved Central directorates from the previous year's performance are:

S/No.	Department	23-24 Scores	22-23 Scores	Variance
1.	Information and Communication Technology Centre	2.2682	2.8768	-0.6086
2.	Internal Audit	2.5265	2.8543	-0.3278
3.	Security and Safety Services	2.981	3.1733	-0.1923

6. Units that have dropped in performance

6.1. Faculties

Faculty that has dropped from the previous performance year are:

S/No.	Faculty	23-24 Scores	22-23 Scores	Variance
1.	Faculty of Law	2.9535	2.8638	0.0897

6.2. Teaching Departments

Departments that have dropped from the previous performance year are:

S/No.	Department	23-24 Scores	22-23 Scores	Variance
1.	Department of Philosophy and Religious Studies	4.2805	2.7063	1.5742
2.	Department of History and Archeology	3.4495	2.74205	0.70745
3.	Department of Finance and Accounting	3.4694	2.8753	0.5941
4.	Department of Urban and Regional Planning	3.275	2.7314	0.5436
5.	Department of Sociology, Social Work & African Women Studies	3.4903	2.9719	0.5184
6.	Department of Literature	3.5905	3.1498	0.4407
7.	Department of Psychology	3.3308	3.1558	0.175
8.	Department of Physics	2.6885	2.5293	0.1592
9.	Department of Clinical Studies	2.3916	2.2331	0.1585
10.	Department of Mathematics	3.1098	2.9693	0.1405
11.	Department of Diplomacy and International Studies	2.8015	2.6996	0.1019
12.	Department of Animal Production	2.8464	2.7465	0.0999
13.	Department of Human Pathology	2.8634	2.7904	0.073
14.	Department of Political Science and Public Administration	3.0135	2.9769	0.0366
15.	Department of Public Health, Pharmacology & Toxicology	2.9724	2.9358	0.0366
16.	Department of Surgery	2.4659	2.4347	0.0312

6.3. Central Units/Directorates

Central Directorates that have dropped from the previous performance year are:

S/No.	Department	23-24 Scores	22-23 Scores	Variance
1.	Supply Chain Management Services	3.4583	2.5531	0.9052
2.	Administration	3.442	3.161	0.281
3.	Human Resource	3.639	3.4002	0.2388
4.	Finance	3.1009	2.9771	0.1238

LESSONS LEARNT

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.

1.1. Guidelines and Methodology

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

- (a) Inconsistency in the understanding and application of performance contracting guidelines.
- (b) There is visible misinterpretation of certain performance indicators even though the same have been clearly defined in the performance contract guidelines.
- (c) There is a visible mismatch between the budget, strategic plan, annual work plans, performance contracting and staff performance appraisal.
- (d) The standardized reporting formats should be enforced through the Performance Contracting Management Information System (PCMIS).
- (e) There is general tendency by the Units to allocate less weights to their core mandate functions. This therefore presents a scenario whereby, there needs to be a guided uniform approach to ensure that Units can only perform well by delivering on their Mandate.
- (f) In regards to select indicators, there is still visible difficulty in absorbing allocated funds and reducing students' debts. This could be solved by streamlining procurement process and addressing the issue of student numbers and list students' debtors.

1.2. Impact on the Ground

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

- (a) There has been some visible improvement in the overall performance of Units and even individual officers, since Performance Contracts were introduced. Additional capacity building should be directed towards improving qualitative management practices such as Monitoring and Evaluation programmes.
- (b) The performance ranking and public recognition is instrumental in motivating Units to pursue achievement of the agreed targets competitively and with commitment. This may result in remarkable improvement in performance, and positive impact on service delivery.
- (c) Emphasis on visibility and achievement of key performance results should be incorporated into the framework to move the process from output based to outcome/impact based in response to the University intent as well as the national agenda.

1.3. Process of performance contracts negotiation and evaluation

The following lessons have been learnt with respect to the processes of negotiation and evaluation:

- (a) The use of negotiators, evaluators and moderators drawn from a seasoned pool has ensured an objective outcome.
- (b) Regular monitoring of the implementation of the performance contracts is a vital aspect for its success. Providing feedback on quarterly reports and taking corrective action, where necessary, are key ingredients for the attainment of a performance culture.

OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS

2.1. Observations

2.1.1. Revenue Generation

- Faculties displayed slight improved performance in revenue generation compared to the previous year.
- Progress in settling outstanding bills continues to lag, exacerbating financial constraints.

2.1.2. Fund Utilization

- Delayed approvals or non-approvals of allocated budgets hinder the efficient utilization of funds, leading to underperformance in implementing key activities.

2.1.3. Challenges in Academic Administration

- **Online Examination Administration:** Online exams have posed challenges in supervision, raising concerns about the integrity of assessments. It was difficult to identify how instances of impersonation and unauthorized collaboration have been prevented, creating potential loopholes in academic quality assurance.
- **Missing Marks:** Persistent issues with missing marks continue to undermine the trust in academic processes. These problems stem from inadequate record-keeping, exam supervision, systemic inefficiencies, and the occasional human intervention in Students Management Information System (SMIS).
- **Redistribution of Materials:** Asynchronous learning programs face intellectual property challenges, with students redistributing proprietary materials (e.g., lecture notes) on unauthorized platforms, which has led to authors being charged for accessing their own work.

2.1.4. Challenges in Performance Contracting

- The shift to online evaluation of performance contracts introduced challenges such as transparency whereby some stakeholders perceive online evaluations as less transparent, as they limit opportunities for clarification or real-time discussions on contentious issues or onsite verification of status of various targets.
- Frequent staff transfers occurring near evaluation periods disrupt unit preparation due to handover challenges and loss of institutional memory, ultimately hindering the overall performance of multiple units.

2.1.5. Staff Engagement and Performance

- Indifference among staff towards meeting institutional targets persists, with below-average performance frequently accepted as satisfactory in some units.
- A lack of ownership and accountability has been observed in various departments, impacting overall institutional performance.
- Certain units have consistently performed below the expected strategic level over the years, notably the Administration Department and the Directorate of Human Resource.

2.1.6. Research and Innovation

- Funding limitations continue to impede progress in research and innovation, reducing the University's ability to maintain its status as a hub for academic excellence.

2.2. Conclusions

The University of Nairobi has demonstrated resilience and commitment to its core mandate despite significant challenges. However, systemic issues such as inadequate revenue generation, inefficient fund utilization, missing marks, academic integrity concerns in exam administration, and limited staff engagement hinder its ability to achieve strategic objectives. The transition to full online performance contract evaluations has revealed significant gaps in stakeholder engagement and transparency. These challenges necessitate targeted interventions to strengthen operational efficiency, financial stability, and academic processes.

2.3. Recommendations

Based on the lessons learnt and an overview of the implementation of the performance contracting strategy, the following recommendations are made:

2.3.1. Enhance Revenue Strategies

- Explore diversified revenue sources, including partnerships, endowments, and commercial ventures, to reduce overreliance on Exchequer

2.3.2. Optimize Fund Utilization

- Funds are allocated for utilization, however, disbursement delays needs to be streamlined.

2.3.3. Improve Academic Administration Processes

- Introduce secure exam platforms with anti-cheating mechanisms, such as proctoring tools and real-time monitoring.
- Implement digital rights management solutions to protect intellectual property and prevent the unauthorized redistribution of materials.
- Develop and implement robust policies to prevent missing marks by enhancing digital systems for record-keeping and introducing penalties for non-compliance.
- Introduce signing at entry and signing at exit to mitigate cases of some students walking away with mark sheets after exams. Biometric sign-ins and sign-outs can be thought of.

2.3.4. Boost Staff Engagement and Accountability

- Enhance staff welfare through training, recognition, and career development opportunities to motivate and align them with institutional goals.
- A sanction programme should be implemented for Unit heads that have performed within the 'Fair' and "Poor" grades, so that there is more accountability in the subsequent periods. Performance within the "Fair" and "Poor" category should attract a Performance Improvement Plan (PIP). Such a plan should lay out how such Unit Heads expect to turn around their level of performance with the next cycle.
- Additionally, Unit Heads with a consistent record of underperformance needs to provide a detailed action plan demonstrating their commitment to achieving measurable improvements
- Heads of Units should analyze trends among performance drivers, understand processes to improve predictability, seek new leading performance indicators and implement the conclusively;
- To institutionalize an appropriate performance driven culture, the University need to develop and implement an appropriate culture change programme.

ANNEXES

- i. Performance Evaluation Results for Faculties.
- ii. Performance Evaluation Results for Teaching Departments
- iii. Performance Evaluation Results for Central Units/Directorates
- iv. Campuses Rankings

ANNEXURE I: Performance Evaluation Results for Faculties

UNIVERSITY OF NAIROBI
FACULTIES
PERFORMANCE CONTRACT RANKING FOR THE YEAR 2023/2024

#.	FACULTY	SCORE	COMMENTS
1	FACULTY OF HEALTH SCIENCES	2.053	Excellent
2	FACULTY OF ENGINEERING	2.3056	Excellent
3	FACULTY OF AGRICULTURE	2.3457	Excellent
4	FACULTY OF VETERINARY MEDICINE	2.4186	Very Good
5	FACULTY OF SCIENCE AND TECHNOLOGY	2.45585	Very Good
6	FACULTY OF EDUCATION	2.5629	Very Good
7	FACULTY OF BUSINESS AND MANAGEMENT SCIENCES	2.5656	Very Good
8	FACULTY OF THE BUILT ENVIRONMENT & DESIGN	2.64165	Very Good
9	FACULTY OF ARTS & SOCIAL SCIENCES	2.67225	Very Good
10	FACULTY OF LAW	2.9535	Very Good

ANNEXURE II: Performance Evaluation Results for Teaching Departments

UNIVERSITY OF NAIROBI TEACHING DEPARTMENTS PERFORMANCE CONTRACT RANKING FOR THE YEAR 2023/2024

#.	DEPARTMENT	Final Score	Comments
1	DEPARTMENT OF FOOD SCIENCE, NUTRITION AND TECHNOLOGY	2.0354	Excellent
2	DEPARTMENT OF MEDICAL MICROBIOLOGY	2.2455	Excellent
3	DEPARTMENT OF MECHANICAL AND MANUFACTURING ENGINEERING	2.31189	Excellent
4	DEPARTMENT OF ECONOMICS, POPULATION & DEVELOPMENT	2.3205	Excellent
5	DEPARTMENT OF EARTH AND CLIMATE SCIENCE	2.3361	Excellent
6	DEPARTMENT OF LAND RESOURCE MANAGEMENT & AGRICULTURAL TECHNOLOGY	2.3472	Excellent
7	DEPARTMENT OF MANAGEMENT SCIENCE AND PROJECT PLANNING	2.3592	Excellent
8	DEPARTMENT OF BIOCHEMISTRY	2.3609	Excellent
9	DEPARTMENT OF CHEMISTRY	2.3618	Excellent
10	DEPARTMENT OF DENTAL SCIENCES	2.3865	Excellent
11	DEPARTMENT OF ARCHITECTURE & BUILDING SCIENCE	2.3897	Excellent
12	DEPARTMENT OF CLINICAL STUDIES	2.3916	Excellent
13	DEPARTMENT OF VETERINARY ANATOMY AND PHYSIOLOGY	2.409	Excellent
14	DEPARTMENT OF PHYSICAL EDUCATION & SPORT	2.4531	Very Good
15	DEPARTMENT OF SURGERY	2.4659	Very Good
16	DEPARTMENT OF ELECTRICAL AND INFORMATION ENGINEERING DEPARTMENT	2.4777	Very Good
17	DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION	2.4793	Very Good
18	DEPARTMENT OF PSYCHIATRY	2.4802	Very Good
19	DEPARTMENT OF HUMAN ANATOMY AND PHYSIOLOGY	2.4849	Very Good
20	DEPARTMENT OF KISWAHILI	2.4967	Very Good
21	DEPARTMENT OF OBSTETRICS AND GYNAECOLOGY	2.5238	Very Good
22	DEPARTMENT OF CIVIL AND CONSTRUCTION ENGINEERING	2.5344	Very Good
23	DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE	2.5737	Very Good
24	DEPARTMENT OF COMPUTING AND INFORMATICS	2.5849	Very Good
25	DEPARTMENT OF VET. PATHOLOGY, MICROBIOLOGY & PARASITOLOGY	2.58965	Very Good
26	DEPARTMENT OF EDUCATIONAL COMMUNICATION, TECHNOLOGY AND PEDAGOGICAL STUDIES	2.6049	Very Good
27	DEPARTMENT OF ENVIRONMENTAL AND BIOSYSTEMS ENGINEERING	2.6065	Very Good
28	DEPARTMENT OF NURSING SCIENCES	2.6073	Very Good
29	DEPARTMENT OF GEOSPATIAL AND SPACE TECHNOLOGY	2.6219	Very Good
30	DEPARTMENT OF BUSINESS ADMINISTRATION	2.6252	Very Good

31	DEPARTMENT OF THE ARTS & DESIGN	2.6397	Very Good
32	DEPARTMENT OF LINGUISTICS AND LANGUAGES	2.6501	Very Good
33	DEPARTMENT OF PAEDIATRICS AND CHILD HEALTH	2.6613	Very Good
34	DEPARTMENT OF CLINICAL MEDICINE AND THERAPEUTICS	2.6741	Very Good
35	DEPARTMENT OF PLANT SCIENCE & CROP PROTECTION	2.6834	Very Good
36	DEPARTMENT OF ANTHROPOLOGY, GENDER & AFRICAN STUDIES	2.686	Very Good
37	DEPARTMENT OF PHYSICS	2.6885	Very Good
38	DEPARTMENT OF GEOGRAPHY, POPULATION AND ENVIRONMENTAL STUDIES	2.7155	Very Good
39	DEPARTMENT OF EDUCATIONAL MANEGEMENT, POLICY AND CURRICULUM STUDIES	2.7361	Very Good
40	DEPARTMENT OF ANAESTHESIA	2.749	Very Good
41	DEPARTMENT OF REAL ESTATE, CONSTRUCTION MANAGEMENT & QUANTITY SURVEYING	2.7586	Very Good
42	DEPARTMENT OF DIPLOMACY AND INTERNATIONAL STUDIES	2.8015	Very Good
43	DEPARTMENT OF BIOLOGY	2.804	Very Good
44	DEPARTMENT OF PHARMACOLOGY, CLINICAL PHARMACY AND PHARMACY PRACTICE	2.8358	Very Good
45	DEPARTMENT OF ANIMAL PRODUCTION	2.8464	Very Good
46	DEPARTMENT OF HUMAN PATHOLOGY	2.8634	Very Good
47	DEPARTMENT OF EDUCATIONAL & DISTANCE STUDIES	2.9034	Very Good
48	DEPARTMENT OF PUBLIC HEALTH, PHARMACOLOGY & TOXICOLOGY	2.9724	Very Good
49	DEPARTMENT OF AGRICULTURAL ECONOMICS	2.9895	Very Good
50	DEPARTMENT OF DIAGNOSTIC IMAGING AND RADIATION MEDICINE	3.0072	Very Good
51	DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION (PSPA)	3.0135	Good
52	DEPARTMENT OF OPHTHALMOLOGY	3.0366	Good
53	DEPARTMENT OF PUBLIC AND GLOBAL HEALTH	3.0374	Good
54	DEPARTMENT OF PHARMACEUTICAL CHEMISTRY, PHARMACEUTICS & PHARMACOGNOSY	3.0613	Good
55	DEPARTMENT OF EDUCATIONAL FOUNDATIONS, ARTS & SOCIAL STUDIES	3.0694	Good
56	DEPARTMENT OF MATHEMATICS	3.1098	Good
57	DEPARTMENT OF URBAN AND REGIONAL PLANNING	3.275	Good
58	DEPARTMENT OF PSYCHOLOGY	3.3308	Good
59	DEPARTMENT OF HISTORY AND ARCHEOLOGY	3.4495	Good
60	DEPARTMENT OF FINANCE AND ACCOUNTING	3.4694	Good
61	DEPARTMENT OF SOCIOLOGY, SOCIAL WORK & AFRICAN WOMEN STUDIES	3.4903	Good
62	DEPARTMENT OF LITERATURE	3.5905	Good
63	DEPARTMENT OF PHILOSOPHY AND RELIGIOUS STUDIES	4.2805	Poor

ANNEXURE III: Performance Evaluation Results for Central Units/Directorates

UNIVERSITY OF NAIROBI
CENTRAL ADMINISTRATION UNITS
PERFORMANCE CONTRACT RANKING FOR THE YEAR 2023/2024

#.	UNIT	SCORE	COMMENTS
1	INFORMATION AND COMMUNICATION TECHNOLOGY CENTRE	2.2682	Excellent
2	INTERNAL AUDIT	2.5265	Very Good
3	CORPORATE AFFAIRS	2.6449	Very Good
4	LIBRARY & INFORMATION SERVICES	2.7491	Very Good
5	UNIVERSITY ADVANCEMENT AND INSTITUTIONAL DEVELOPMENT	2.7753	Very Good
6	FACILITY MANAGEMENT	2.831	Very Good
7	LEGAL & CORPORATE BOARD SERVICES	2.9217	Very Good
8	SECURITY AND SAFETY SERVICES	2.981	Very Good
9	UNIVERSITY HEALTH SERVICES	3.0927	Good
10	FINANCE	3.1009	Good
11	ADMINISTRATION	3.442	Good
12	SUPPLY CHAIN MANAGEMENT SERVICES	3.4583	Good
13	HUMAN RESOURCE	3.639	Fair

ANNEXURE IV: Campuses Rankings

1	MOMBASA CAMPUS	2.7248	Very Good
2	KISUMU CAMPUS	2.78415	Very Good