



UNIVERSITY OF NAIROBI

DIRECTORATE OF PLANNING AND PERFORMANCE MANAGEMENT

REPORT

ON

EVALUATION OF THE PERFORMANCE

OF

FACULTIES

&

CENTRAL UNITS/DIRECTORATES

FOR THE

FINANCIAL YEAR 2022/2023

October 2023

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PREFACE

The University of Nairobi embraced performance contracting in FY 2005/2006, when the first Performance Contract was signed between the Government of Kenya, through the Ministry of Education and the University of Nairobi Council. The University has been on Performance Contract in subsequent years.

Like in some other institutions, performance contracting in the initial period was regarded with a bit of wariness mostly because the process was not properly understood. Later on, agencies on Performance Contract realized that the performance contracting process had definite advantages once they understood that it was about defined and measurable performance.

The underlying theme is improved service delivery, both to external and internal customers. At the University of Nairobi like in other agencies, the existing Strategic Plan guides the preparation of each respective performance contract. It is the strategic objectives contained in the strategic plan, and the strategies adopted for their realization that guide us in preparing the performance indicators and matching targets. Ultimately, the performance contract enables us to stay on track in the sense of realizing and achieving the targets contained in the Strategic Plan.

Since the initial Performance Contract of FY 2005/2006 the University has noted definite improvements in services and performance in various units.

The FY 2022/2023 performance evaluation was carried out in three stages. The first stage entailed self-evaluation by respective Units, using the evaluation methodology in the 19th Cycle GoK Performance Contracting Guidelines. The second stage is referred to as “Primary” evaluation, where the Central PC Secretariat, carried out comprehensive assessment of the performance of all Units in the contract year, and assigned a composite score to each Performance Indicator, which constituted the overall performance of the Unit. The evaluator proceeded to adjust the score for factors outside the control of the Units during the contract year, if any, to determine the performance of the Unit.

The third stage is referred to as “Moderation”. This is the final and quality control phase, in which the team leader ensured that the different evaluating groups had applied evaluation guidelines, and all pertinent instruments, uniformly. In addition, the team leader engaged the Unit Heads and sorted out contentious issues, ranked the Units by excellence in performance, and prepared the final evaluation report.

The success that the implementation of performance contracting has attained to date would not have been possible without the unwavering support given by the University community. Most of you have championed, walked with, nurtured and driven the process to its current status.

I wish to extend my sincere appreciation to the staff of the Central Performance Contracting Secretariat who have continued to successfully coordinate the performance management system in the University.

I wish too, to appreciate the relations we have had with other stakeholders, mainly the Public Service Performance Management Unit (PSPMU) and the Ministry of Education for their external experts role that they continue to assume in vetting, negotiation, monitoring and evaluation of the corporate performance contract.

In conclusion, I wish to heartily congratulate the best performers and to encourage the rest that they too, can make it.

PROF. STEPHEN G. KIAMA, PhD
VICE CHANCELLOR

EXECUTIVE SUMMARY

In the Financial Year, 2022/2023, a total of 87 Units were involved in the performance contracting process. The Financial Year 2022/2023 is the eighth 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 2022/2023, 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.

In the Financial Year 2022/2023, **four (4)** University Units achieved the “**Excellent**” grade. There was no “**Poor**” grade. This shows a general improvement from 2021/2022 performance of which only one (1) Unit 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.

All ten faculties, constituting 100 percent, achieved the "Very Good" grade.

Out of the sixty one (61) teaching departments, four (4) were ranked in the “*Excellent*” grade category representing 6.56 percent, forty three (43) in the “*Very Good*” grade category representing 70.49 percent, while fourteen (14) in the “*Good*” grade category representing 22.95 percent.

Out of the sixteen (16) Central Units and Directorates, eleven (11) were ranked in the “*Very Good*” grade category representing 68.75 percent, while the remaining five (5) were ranked “*Good*” representing 31.25 percent.

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. $0.7T \leq X_a < T$

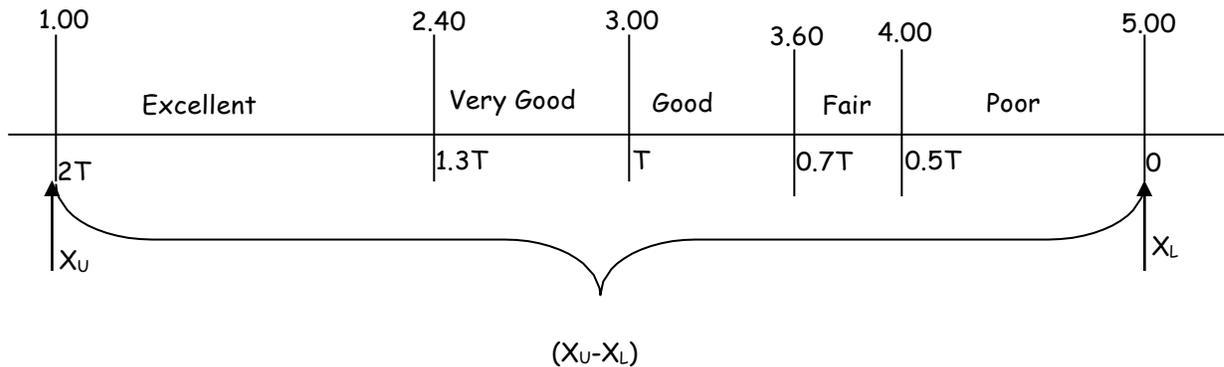
Fair Grade: Achievement ranging from 50% to less than 70% of the performance the target in the signed PC, i.e. $0.5T \leq X_a < 0.7T$

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, 2022 and ending June 30, 2023 and were evaluated between July - September 2023.

Table 1 – Performance of Faculties by Grade

Performance Grade	Number	Percentage
Excellent	0	0
Very Good	10	100
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	2.6247	Very Good
2.	Faculty of Science and Technology	2.6397	Very Good
3.	Faculty of Veterinary Medicine	2.6632	Very Good

3.2. Teaching Departments

A total of 61 teaching departments signed and implemented performance contracts for the period starting July 1, 2022 and ending June 30, 2023 and were evaluated between July - September 2023.

Table 3 – Performance of teaching departments by Grade

Performance Grade	Number	Percentage
Excellent	4	6.56
Very Good	43	70.49
Good	14	22.95
Fair	0	0
Poor	0	0
Total	61	100

The complete list of Teaching Departments, indicating the Composite Scores and the ranking is shown in **Annex II**. The best 10 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	2.2217	Excellent
2.	Department of clinical studies	2.2331	Excellent
3.	Department of management science and project planning	2.3628	Excellent
4.	Department of medical microbiology	2.3672	Excellent
5.	Department of surgery	2.4347	Very Good
6.	Department of architecture	2.4872	Very Good
7.	Department of biochemistry	2.5019	Very Good
8.	Department of physics	2.5293	Very Good
9.	Department of environmental and Biosystems engineering	2.6172	Very Good
10.	Department of civil and construction engineering	2.621	Very Good

3.3. Central Units/Directorates

A total of 16 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	0	0
Very Good	11	68.75
Good	5	31.25
Fair	0	0
Poor	0	0
Total	16	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.	Supply Chain Management Services	2.5531	Very Good
2.	Corporate Affairs	2.5751	Very Good
3.	Dean of Students and Career Services	2.5894	Very Good

4. Most Improved Units

4.1. Faculties

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

- a) Faculty of the Built Environment and Design
- b) Faculty of Science and Technology
- c) Faculty of Agriculture

4.2. Teaching Departments

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

- a) Department of Real Estate, Construction Management & Quantity Surveying

- b) Department of Diplomacy and International Studies
- c) Department of Philosophy and Religious Studies

4.3. Central Units/Directorates

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

- a) Finance
- b) Director, Human Resource
- c) Supply Chain Management Services

5. Units that have dropped in performance

5.1. Faculties

Faculties that have dropped from the previous performance year are:

- a) Faculty of Business and Management Sciences

5.2. Teaching Departments

Departments that have dropped from the previous performance year are:

1. Department of Linguistics and Languages
2. Department of Obstetrics and Gynaecology
3. Department of Chemistry
4. Department of Public and Global Health
5. Department of Nursing Sciences
6. Department of Educational Foundations, Arts & Social Studies
7. Department of Educational Communication, Technology and Pedagogical Studies
8. Department of Geography, Population and Environmental Studies
9. Department of Psychology
10. Department of Literature
11. Department of Business Administration
12. Department of Psychiatry
13. Department of Human Anatomy and Physiology
14. Department of Medical Microbiology

5.3. Central Units/Directorates

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

- a) Information and Communication Technology Centre

- b) Dean of Students and Career Services
- c) Academic Division

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

The faculties displayed enhanced overall performance in revenue generation compared to the previous year. However, revenue levels still fall below budgeted targets, and settling outstanding bills has seen limited progress. The removal of trimesters has also introduced revenue loss gaps too, impacting the generation of Appropriation in Aid in some Units such as the Faculty of Business and Management Sciences.

Additionally, though funds are allocated for utilization, delayed approvals/non-approvals result in poor performance in utilizing allocated funds.

In the core-mandate category, the online administration of exams poses a potential loophole in supervision, raising concerns about exam integrity. Moreover, Programmes implementing asynchronous teaching and learning had cases where students were redistributing the learning materials especially notes to other platforms, sites and universities. Thus making the authors of such materials to be charged to access their own materials.

Indicators such as implementation of presidential directives required a budget to enable mass planting of trees, as stipulated under the presidential directive; however, such was not availed, limiting the achievements.

Furthermore, there's a prevalent indifference among staff in meeting targets, with below-average performance deemed satisfactory in various units.

2.2. Conclusions

The introduction of the performance contracting strategy has evidently enhanced accountability in the management of public resources. To sustain this positive impact, the Performance Contracting Secretariat should continue monitoring the ongoing implementation of the strategy, identifying potential gaps, and planning targeted capacity development initiatives for the University as needed.

2.3. Recommendations

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

- i. A sanction programme should be implemented for Unit heads that have performed within the 'Fair' grade, so that there is more accountability in the subsequent periods. Performance within the "Fair" 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.
- ii. Each Unit should designate an Officer directly responsible for the performance-contracting processes for the implementation of the strategies to be efficient.
- iii. Owing to the fact that managers at all levels are critical to the performance contracting process, there is need to sensitize Senior Management of Units to take lead of the process while involving everyone from top to bottom. Some Units, such as Directorate of Safety and Security displayed lack of team work;
- iv. Managers should analyze trends and relationships among business performance drivers, seek

- new ways to present information clearly, understand processes to improve predictability, seek new leading performance indicators, monitor quality of data and communicate effectively;
- v. To institutionalize an appropriate performance driven culture, the University need to develop and implement an appropriate culture change programme.
 - vi. To mitigate the observed indifference among staff in meeting targets, management should allocate resources to support target delivery and enhance staff welfare through avenues such as trainings, promotions and recognitions;
 - vii. To ensure that the University delivers on the Implementation of the Presidential directives at the Faculty level, there is need to form Sub-Committees mandated to facilitate the planting of the trees by the Faculty members during the FY 2023/2024 at the identified areas and allocate budgets to the Faculties in FY 2023/2024 to facilitate the mass planting of trees through the purchase of seedlings and provision of land where the trees will be grown.

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 2022/2023

#.	FACULTY	SCORE	COMMENTS
1	FACULTY OF HEALTH SCIENCES	2.6247	Very Good
2	FACULTY OF SCIENCE AND TECHNOLOGY	2.6397	Very Good
3	FACULTY OF VETERINARY MEDICINE	2.6632	Very Good
4	FACULTY OF AGRICULTURE	2.7232	Very Good
5	FACULTY OF ARTS & SOCIAL SCIENCES	2.7273	Very Good
6	FACULTY OF ENGINEERING	2.73765	Very Good
7	FACULTY OF BUSINESS AND MANAGEMENT SCIENCES	2.7703	Very Good
8	FACULTY OF THE BUILT ENVIRONMENT & DESIGN	2.7858	Very Good
9	FACULTY OF LAW	2.8638	Very Good
10	FACULTY OF EDUCATION	2.884	Very Good

ANNEXURE II: Performance Evaluation Results for Teaching Departments

UNIVERSITY OF NAIROBI TEACHING DEPARTMENTS PERFORMANCE CONTRACT RANKING FOR THE YEAR 2022/2023

#.	DEPARTMNET	SCORE	COMMENTS
1	DEPARTMENT OF FOOD SCIENCE, NUTRITION AND TECHNOLOGY	2.2217	Excellent
2	DEPARTMENT OF CLINICAL STUDIES	2.2331	Excellent
3	DEPARTMENT OF MANAGEMENT SCIENCE AND PROJECT PLANNING	2.3628	Excellent
4	DEPARTMENT OF MEDICAL MICROBIOLOGY	2.3672	Excellent
5	DEPARTMENT OF SURGERY	2.4347	Very Good
6	DEPARTMENT OF ARCHITECTURE	2.4872	Very Good
7	DEPARTMENT OF BIOCHEMISTRY	2.5019	Very Good
8	DEPARTMENT OF PHYSICS	2.5293	Very Good
9	DEPARTMENT OF ENVIRONMENTAL AND BIOSYSTEMS ENGINEERING	2.6172	Very Good
10	DEPARTMENT OF CIVIL AND CONSTRUCTION ENGINEERING	2.621	Very Good
11	DEPARTMENT OF GEOSPATIAL AND SPACE TECHNOLOGY	2.6296	Very Good
12	DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION	2.6309	Very Good
13	DEPARTMENT OF LAND RESOURCE MANAGEMENT & AGRICULTURAL TECHNOLOGY	2.6537	Very Good
14	DEPARTMENT OF ELECTRICAL AND INFORMATION ENGINEERING DEPARTMENT	2.6732	Very Good
15	DEPARTMENT OF ECONOMICS, POPULATION & DEVELOPMENT	2.6785	Very Good
16	DEPARTMENT OF ANTHROPOLOGY, GENDER & AFRICAN STUDIES	2.6917	Very Good
17	DEPARTMENT OF DIPLOMACY AND INTERNATIONAL STUDIES	2.6996	Very Good
18	DEPARTMENT OF CLINICAL MEDICINE AND THERAPEUTICS	2.7001	Very Good
19	DEPARTMENT OF PHILOSOPHY AND RELIGIOUS STUDIES	2.7063	Very Good
20	DEPARTMENT OF KISWAHILI	2.7299	Very Good
21	DEPARTMENT OF URBAN AND REGIONAL PLANNING	2.7314	Very Good
22	DEPARTMENT OF PHYSICAL EDUCATION & SPORT	2.739	Very Good
23	DEPARTMENT OF HISTORY AND ARCHEOLOGY	2.74205	Very Good
24	DEPARTMENT OF ANIMAL PRODUCTION	2.7465	Very Good
25	DEPARTMENT OF VET. PATHOLOGY, MICROBIOLOGY & PARASITOLOGY	2.7526	Very Good
26	DEPARTMENT OF PLANT SCIENCE & CROP PROTECTION	2.7687	Very Good
27	DEPARTMENT OF MECHANICAL AND MANUFACTURING ENGINEERING	2.7764	Very Good
28	DEPARTMENT OF EDUCATIONAL MANEGEMENT, POLICY AND CURRICULUM STUDIES	2.7767	Very Good
29	DEPARTMENT OF HUMAN PATHOLOGY	2.7904	Very Good
29.	DEPARTMENT OF DIAGONISTIC IMAGING AND RADIATION MEDICINE	2.7904	Very Good
30	DEPARTMENT OF REAL ESTATE, CONSTRUCTION MANAGEMENT & QUANTITY SURVEYING	2.8098	Very Good
31	DEPARTMENT OF PAEDIATRICS AND CHILD HEALTH	2.8172	Very Good

32	DEPARTMENT OF DENTAL SCIENCES	2.824	Very Good
33	DEPARTMENT OF EARTH AND CLIMATE SCIENCE	2.8356	Very Good
34	DEPARTMENT OF GEOGRAPHY, POPULATION AND ENVIRONMENTAL STUDIES	2.8467	Very Good
35	DEPARTMENT OF COMPUTING AND INFORMATICS	2.8483	Very Good
36	DEPARTMENT OF BIOLOGY	2.8605	Very Good
37	DEPARTMENT OF THE ARTS & DESIGN	2.865	Very Good
38	DEPARTMENT OF FINANCE AND ACCOUNTING	2.8753	Very Good
39	DEPARTMENT OF HUMAN ANATOMY AND PHYSIOLOGY	2.8865	Very Good
40	DEPARTMENT OF BUSINESS ADMINISTRATION	2.8978	Very Good
41	DEPARTMENT OF PSYCHIATRY	2.9053	Very Good
42	DEPARTMENT OF EDUCATIONAL & DISTANCE STUDIES	2.9139	Very Good
43	DEPARTMENT OF PUBLIC HEALTH, PHARMACOLOGY & TOXICOLOGY	2.9358	Very Good
44	DEPARTMENT OF MATHEMATICS	2.9693	Very Good
45	DEPARTMENT OF SOCIOLOGY, SOCIAL WORK & AFRICAN WOMEN STUDIES	2.9719	Very Good
46	DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION (PSPA)	2.9769	Very Good
47	DEPARTMENT OF ANAESTHESIA	2.98	Very Good
48	DEPARTMENT OF AGRICULTURAL ECONOMICS	3.0139	Good
49	DEPARTMENT OF CHEMISTRY	3.0662	Good
50	DEPARTMENT OF NURSING SCIENCES	3.0731	Good
51	DEPARTMENT OF PHARMACOLOGY, CLINICAL PHARMACY AND PHARMACY PRACTICE	3.0951	Good
52	DEPARTMENT OF VETERINARY ANATOMY AND PHYSIOLOGY	3.1013	Good
53	DEPARTMENT OF EDUCATIONAL FOUNDATIONS, ARTS & SOCIAL STUDIES	3.1373	Good
54	DEPARTMENT OF LITERATURE	3.1498	Good
55	DEPARTMENT OF PUBLIC AND GLOBAL HEALTH	3.1503	Good
56	DEPARTMENT OF PSYCHOLOGY	3.1558	Good
57	DEPARTMENT OF OBSTETRICS AND GYNAECOLOGY	3.1735	Good
58	DEPARTMENT OF OPHTHALMOLOGY	3.2506	Good
59	DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE	3.2581	Good
60	DEPARTMENT OF LINGUISTICS AND LANGUAGES	3.3171	Good
61	DEPARTMENT OF EDUCATIONAL COMMUNICATION, TECHNOLOGY AND PEDAGOGICAL STUDIES	3.333	Good

ANNEXURE III: Performance Evaluation Results for Central Units/Directorates**UNIVERSITY OF NAIROBI
CENTRAL ADMINISTRATION UNITS
PERFORMANCE CONTRACT RANKING FOR THE YEAR 2022/2023**

#.	UNIT	SCORE	COMMENTS
1	SUPPLY CHAIN MANAGEMENT SERVICES	2.5531	Very Good
2	CORPORATE AFFAIRS	2.5751	Very Good
3	DEAN OF STUDENTS AND CAREER SERVICES	2.5894	Very Good
4	INTERNAL AUDIT	2.8543	Very Good
5	INFORMATION AND COMMUNICATION TECHNOLOGY CENTRE	2.8768	Very Good
6	LIBRARY AND INFORMATION SERVICES	2.9342	Very Good
7	UNIVERSITY ADVANCEMENT AND INSTITUTIONAL DEVELOPMENT	2.9357	Very Good
8	SPORTS AND GAMES	2.9605	Very Good
9	FINANCE	2.97710	Very Good
10	UNIVERSITY HEALTH SERVICES	2.9795	Very Good
11	FACILITY MANAGEMENT	3.0018	Very Good
12	RESEARCH DIVISION	3.02430	Good
13	LEGAL AND BOARD SERVICES	3.0498	Good
14	ADMINISTRATION	3.161	Good
15	SECURITY AND SAFETY SERVICES	3.1733	Good
16	ACADEMIC DIVISION	3.3374	Good
17	DIRECTOR, HUMAN RESOURCE	3.4002	Good

ANNEXURE IV: Campuses Rankings

1	MOMBASA CAMPUS	2.6629	Very Good
2	KISUMU CAMPUS	2.9396	Very Good