



COUNTY GOVERNMENT OF NYERI

PERFORMANCE CONTRACTS EVALUATION REPORT FOR FINANCIAL YEAR 2024/25 WATER SERVICE PROVIDERS



November 2025

"That which is measured improves, that which is measured and reported with data, improves exponentially"

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Foreword



Performance Contracting management system tool was first embraced in Nyeri County in the financial year 2017/2018. The performance contracting process refers to the core, indispensable elements that define and drive the system's effectiveness and its fundamental shift towards results-oriented management. These foundational principles, are essential for institutions to achieve the intended objectives of improved effectiveness, efficiency and accountability for service delivery.

The performance contract outlines specific, quantifiable targets and Key Performance Indicators that are aligned with the organization's strategic goals and national priorities. A central tenet is to hold individuals and entities accountable for achieving the agreed-upon outcomes, shifting the focus from input and procedure-oriented controls to output and results-oriented management. The process is used in order to enhance accountability for results, which requires a robust, objective evaluation system to assess the extent of target achievement periodically and at the end of the contract cycle. Continuous monitoring and feedback are crucial for making timely adjustments. The success of the performance contracting process is determined by strong leadership, top management buy in, and the effective cascading of goals from the top to all employees

My vision as a Governor is to ensure that the Performance Based Management and Measurement process is comprehensively embedded in all Departments and Agencies' daily activities and on continuous basis. I will also ensure that the performance culture is deeply entrenched in the entire county's public service. I appreciate and am grateful to state at the outset that all phases of the 21st cycle of Performance Contract under review were carried out successfully and that lessons learned from the processes will be shared with all water service providers to improve the areas that they were not achieved according to the set targets.

In the evaluation process, it was noted that the water service providers revised/developed, cascaded and displayed the citizens' service charters to enhance service delivery. The displayed charters are not only in English, Kiswahili and some instances in Kikuyu, but also electronic versions of the same have been uploaded to the companies' websites to enable online customer's easy access. Therefore, the performance evaluation and annual measurement is not an end but the process of quantifying the efficiency and effectiveness of the county public service in the compliance and turnaround time taken by each department to extend services to our stakeholders over a wide range of performance criteria.

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Lastly, am grateful to confirm that there is full buy-in of the performance contracting process as demonstrated by full attendance by all managing directors and senior officers for their active participation in the entire evaluation process. Let me also emphasize that the water service providers should strive to achieve all targets 100 percent and beyond. Achievement below one hundred percent is an indication that services were not fully delivered unless there was an occurrence of exogenous factors that were moderated and agreed upon. Let's all collectively embrace the Government policy of Bottom-Up Economic Transformative Agenda by conducting the business unusual.

Thank you all.



H.E. Dr. Mwalimu Mutahi Kahiga PhD, EGH

Governor Nyeri County

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Preface

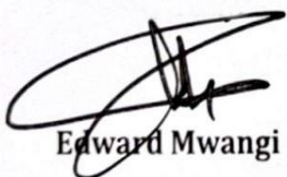
On August 2024, five (5) Water Service Providers signed Performance Contracts for the FY 2024/2025 with the CECM Water, Environment and climate Change. The rationale for performance contracting in Water Services Provider Companies is to improve their efficiency, accountability, and service delivery by using a structured management tool to define objectives, set performance targets, and link rewards to results. This process shifts the WSPC service culture from being inward-looking to being results-oriented, focused on customer needs and productivity. It clarifies roles, fosters innovation, and ensures the managers are accountable for achieving key national/county policy goals and autonomy to deliver on their commitments.

This attests Nyeri County's commitment to the Performance Contracts as an important institutional management tool to improve service delivery. The water Service Providers implemented the PCs in their operations in the Financial Year on the agreed-negotiated targets that linked the development blue prints such as the County Integrated Development Plans, Strategic Plans, Annual Procurement Plans and the Annual allocated budgets.

The Water Service Providers were also evaluated according to the PC guidelines in all criteria on financial accountability, service delivery, institutional transformation, core mandate and cross cutting. The annual evaluation is evidence-based and the water service providers submitted all documents for the exercise. We attribute the success of the evaluation process to the strong commitment demonstrated by all stakeholders. Above all the unequivocal support by His Excellency the Governor and the Cabinet. The performance contracting process has changed the working culture in our water companies which is a new paradigm shift from the previous years.

I wish to thank all the Water Service Providers for their commitment in leading their respective water companies without which the process would not have been successful. I sincerely thank you all for making Nyeri County citizens proud through quality service delivery.

Lastly, I would like to send my gratitude to the Governor Service Delivery Unit for coordinating and carrying out the evaluation exercise seamlessly and professionally.



Edward Mwangi

County Secretary/ Head of the County Public Service

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Executive summary

The Financial Year 2024/2025 represented the 21th Cycle of Performance Contracting in the Kenyan Public Service. In the county government of Nyeri a total of 5 water service providers companies signed the performance contracts for the first time with the CECM Water, Environment and Climate Change witnessed by the Chief Officer in Water, Environment and Climate Change. The commitments in the Performance Contracts were implemented from 1st July 2024 to 30th June 2025.

The Performance contracting tool was first introduced in Nyeri County in the year 2017/2018 and its implementation has been continuous in all the county departments. This entailed from negotiation and vetting and setting of annual targets, quarterly reporting, mid-year review and the annual evaluation. This evaluation report therefore represents the outcome of the five (5) water companies for FY 2024/25.

The evaluation exercise of water companies 6th November to 7th November 2025 and was coordinated by the Governor's Services Delivery Unit/Performance Management Unit. The objectives of the exercise were to:

- Evaluate the companies' achievements on annual PC targets
- Promote county service delivery culture and team synergy working relationship
- Build the capacity of the water companies for PC ownership, implementation and packaging of the evidence.

It should be noted at the outset that the process adhered strictly to the Performance Contracting Guidelines from the Council of Governors, (August 2021).

The Performance evaluation is rated on a scale of 1.00 to 5.00. The highest score being 1 and the lowest 5.

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Water Service Providers' performance

The evaluation findings was that four (4) water companies achieved a composite score of **very good** and only one company achieved a **good** composite score as illustrated in the table below.

The table on the evaluation

S/No.	Water Service Provider	FY 2024/2025	% Achievement Equivalent (2d.p)
Very Good			
1	NYEWASCO	2.8334	108.33
2	TEWASCO	2.9428	102.86
3	MAWASCO	2.9455	102.73
4	OMWASCO	2.9558	102.21
Good			
5	NAROWASCO	3.1265	93.68

Table 1 Companies' performance ranking

Graphical Representation of performance

In FY 2024/25, the water companies registered performance as illustrated below.

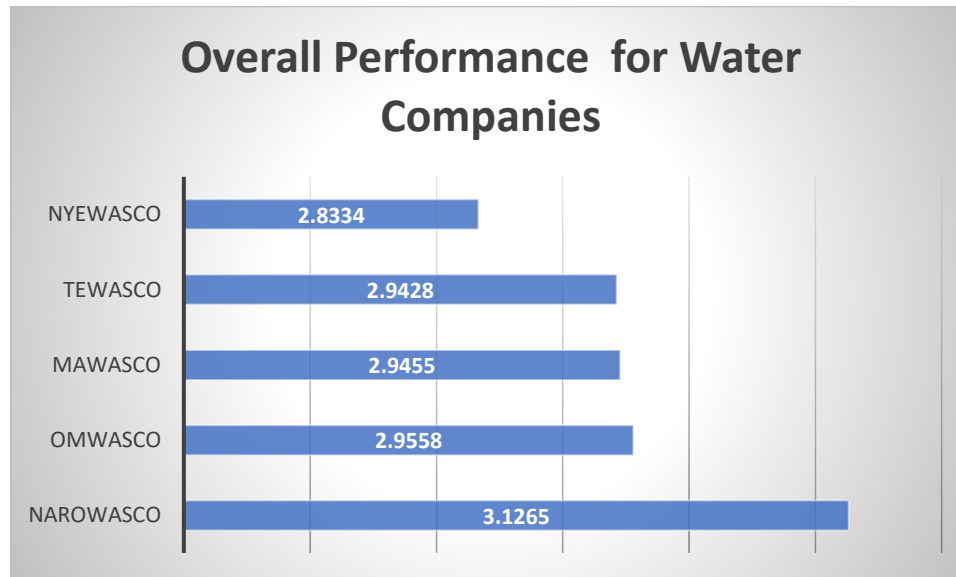


Figure 1 Ranking of performance

NYEWASCO registered the best performance of 2.8334 followed by TEWASCO with 2.9428 while NAROWASCO had the lowest score of 3.1265 in that order respectively.

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CHAPTER 1

1.0. Introduction

A Performance Contract is a freely negotiated performance agreement between the government, acting as the owner of public agency on one hand, and the management of the agency on the other hand. It specifies the mutual performance obligations, intentions and the responsibilities of the two parties. Similarly, it also addresses economic/social and other tasks to be discharged for economic or other gain. It organizes and defines tasks so that management could perform them systematically, purposefully and with reasonable probability of achievement.

The rationale for performance contracting in Water Services Provider Companies is to improve their efficiency, accountability, and service delivery by using a structured management tool to define objectives, set performance targets, and link rewards to results. This process shifts the WSPC service culture from being inward-looking to being results-oriented, focused on customer needs and productivity. It clarifies roles, fosters innovation, and ensures the managers are accountable for achieving key national/county policy goals and autonomy to deliver on their commitments.

According to President Bill Clinton, 1991 “Chart a course for every endeavor that we take the people’s money for, see how well we are progressing, tell the public how we are doing, stop the things that don’t work and never stop improving the things that we think are worth investing in.”

Unlike traditional contracts that primarily outline responsibilities and deliverable, performance contracts prioritize achieving specific goals and targets. These contracts ensure that all parties involved in a project are aligned towards a common objective, fostering efficiency and effectiveness.

As a management strategy all actors, contributes directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher-level goals or impact). The actors in turn use the information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting on agreed time frame”

Like the Results Based Management, the expected outcome of the performance contracts includes improved service delivery, improved efficiency in resource utilization, institutionalization of a performance-oriented culture in the county public service, measurement and evaluation of performance, instilling accountability and fiscal discipline in projects and programs implementation at all levels.

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In compliance to the Results Based Management, the County Government of Nyeri has deployed a Performance Based Management and Measurement culture through Performance Contracting tool with a collective agenda of continually improving delivery of public services. Performance Contracting links key priorities outlined in County Integrated Development Plan, Annual Development Plan, Departmental Strategic plans, Kenya Vision 2030 Medium Term Plans (MTPs), and Sustainable Development Goals (SDGs), in the short, medium and long term.

The FY 2024/2025 marks the 21st cycle of continuous implementation of Performance Contracting in the Public Service in Kenya. Performance Contracting is among several other reform initiatives that the Nyeri County has put in place in its endeavor to improve service delivery.

The broad outcomes of Performance Contracting in the County Public Service are: Improved efficiency in service delivery to the public by ensuring that holders of public office are held accountable for results; Improvement in performance and efficiency in resource utilization and ensuring that public resources are focused on attainment of the key national priorities; Instilling accountability for results at all levels in the Government; and inculcating a culture of results oriented management.

Governors Service Delivery Unit/ Performance Management Unit has a mandate of overall administration and coordination of Performance Contracting in the county. This entails among others, capacity building on Performance Contracting Guidelines, performance monitoring on quarterly, mid-year and annual performance evaluation and compilation of the Annual Performance Evaluation Report.

Structure of the report

The report is divided into three Chapters as follows:

Chapter One is an introduction to performance management, including a brief on the performance management process in Nyeri County.

Chapter Two highlights the results of the 2024/25 performance contracting process, the evaluation and the overall achievements of the water companies as well as individual company's achievements.

Chapter Three is a recap of the observations, conclusions and recommendations and the way forward.

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CHAPTER 2

2.0. Process of performance contracting, evaluation methodology and results

This report is the culmination of the annual Performance Contracting evaluation process that was carried out objectively to ensure the credibility and integrity of the results and in conformity with laid down procedures and evaluation formulae of the guidelines. The process entailed the assessment of actual achievements vis a vis the vetted and signed performance targets at the beginning of the contract period. It has factored the achievement for each of the performance indicators in the five criteria namely; Finance Stewardship and Discipline, Service Delivery, Institutional Transformation, Core Mandate and Cross Cutting in that order respectively.

The evaluation formulae convert the achievement into raw scores, weighted scores and ultimately aggregated into a composite score for each company. The composite score is the sum of subtotal weighted scores of the five criterion values. The final evaluation score has a range between 1 the best ever and 5 the poorest.

The annual performance evaluation for the water service providers' Performance Contracts for the FY 2024/2025 was undertaken in accordance with the 21st Cycle Performance Contracting Guidelines. The evaluation process was objectively carried out in accordance with laid procedures in the guidelines that demands that the water service providers provide verifiable documented evidence on achievement of the agreed performance targets. For the purpose of objectivity in performance evaluation, the Governor's Delivery Unit/Performance Management Unit validates the documented evidence with a view to ensure their conformity to the actual reported achievements. Upon agreement on the results, the parties to the evaluation process endorse copies of the final evaluation matrix and detailed notes.

As per the annual performance evaluation methodology, achievement levels are categorized into five performance grades as indicated below:

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2.1.1 Performance Grades and achievement levels

Performance grade	Achievement Level
Excellent	Achievement exceeding the set target by 30% or more
Very Good	Achievement of the set target or exceeding by up to 30% i.e. 100% and 130% of the target
Good	Achievement below the target i.e. between 70% and 100% of the target
Fair	Achievement below the target i.e. between 50% and 70% of the target
Poor	Achievement below the target i.e. between 0% and 50% of the target

Table 2 Performance Grades and achievement levels

Performance grade of “Very Good” or “Excellent” signifies achievement that surpasses performance target. Similarly, a performance grade of “Good”, “Fair” or “Poor” signifies that the performance target was not met.

The five Performance Grades illustrated below highlights a 5-point scale of between a Raw/Composite Score of 1.00 and 5.00 where a score of 1.00 is the best while 5.00 is the lowest.

Raw score (RS) is calculated as;

$RS = 1 + 4\left(\frac{2T - X_a}{2T}\right)$ where T= Target and X_a is the actual achievement (When **higher Achievement** is Desirable)

$RS = 1 + \left(\frac{2X_a}{T}\right)$ where When **Declining Achievement** is Desirable (e.g. pending bills)

2.1.2 Performance Grades and Raw/Composite Scores

Performance Grade	Raw Score Best (Upper Limit) - Worst (Lower Limit)
Excellent	1.00 - 2.40
Very Good	2.40 - 3.00
Good	3.00 - 3.60
Fair	3.60 - 4.00
Poor	4.00 - 5.00

Table 3 Performance Grades and Raw/Composite scores

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The final score is obtained by multiplying the raw score by the target weight as a percentage giving the weighted score. The sum of the weighted scores is the composite score that is used to rank the departments.

Weighted score= Raw score **multiplied by target weight** as a percentage= $RS * (\frac{weight}{100})$

Composite Score = Σ weighted score

2.1.3 Analysis of Water Service Providers' Performance Evaluation Results

A total of 5 water companies presented signed performance contracts for evaluation. All contracts were evaluated and the grades distribution is as shown

Performance Grade	Number of Water Service Providers	Percentage (%)
Excellent	0	0
Very Good	4	80
Good	1	20
Fair	0	0
Poor	0	0
Total	5	100

Table 4 Performance Evaluation Results

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2.2 Company Ranking

2.2.1 Ranking by Composite Score

The analysis findings is that four water companies obtained a very good performance grade with NYEWASCO leading with a composite score of 2.8334 followed by TEWASCO 2.9428 while NAROWASCO had the lowest by obtaining a good score of 3.1265 in that order respectively. This is illustrated by the table below.

S/No.	Water Service Providers	FY 2024/2025	% Achievement Equivalent (2d.p)
Very Good			
1	NYEWASCO	2.8334	108.33
2	TEWASCO	2.9428	102.86
3	MAWASCO	2.9455	102.73
4	OMWASCO	2.9558	102.21
Good			
5	NAROWASCO	3.1265	93.68

Table 5 company Ranking by Composite Score and equivalent percentage

2.2.2 Graphical Representation of performance for water companies

The diagram below illustrates the overall performance of the water companies in the FY 2024/25.

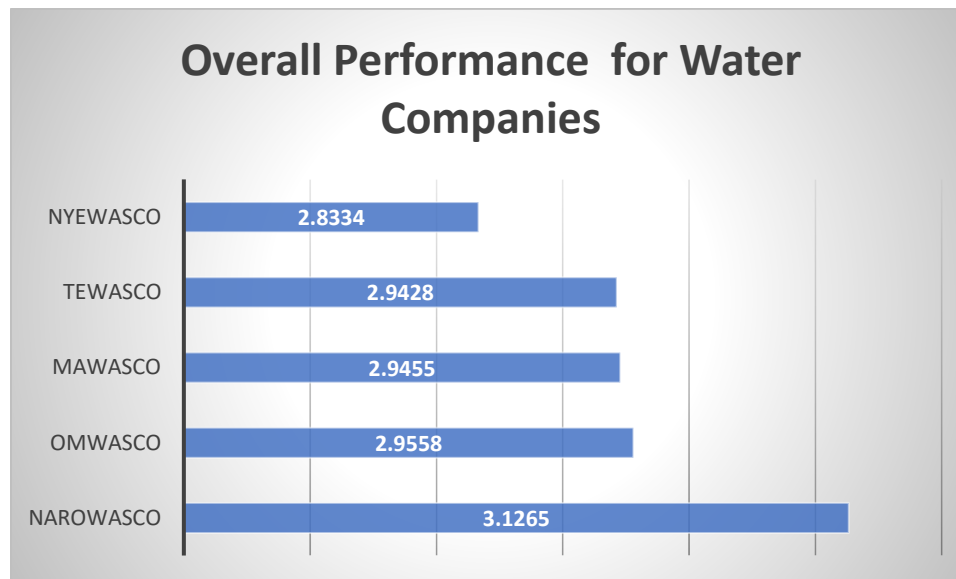


Figure 2 Ranking of performance

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2.3 Water Companies' performance per criterion analysis

2.3.1 Financial Stewardship and Discipline

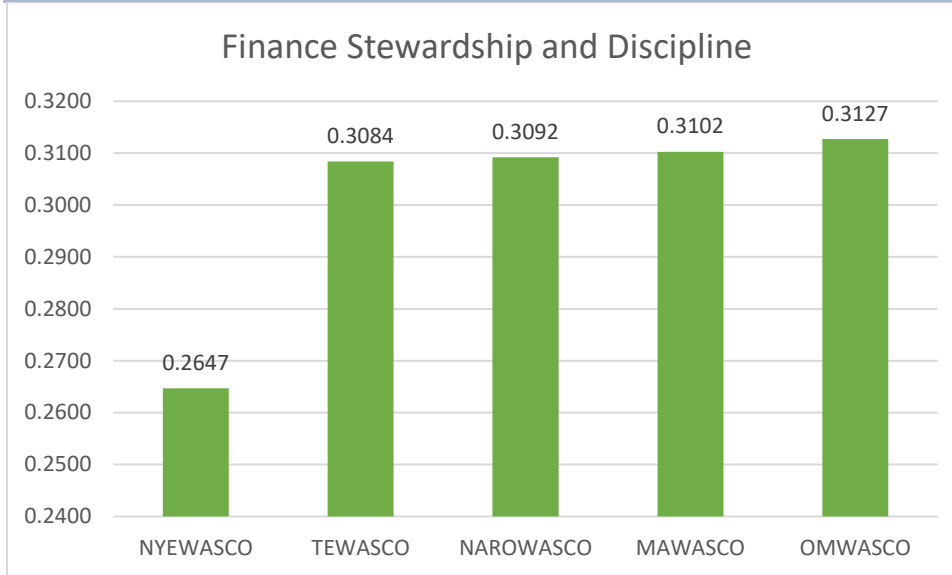


Figure 3 Companies' Performance in Financial Stewardship and Discipline

This criterion comprises of Absorption of allocated funds, absorption of Externally mobilized funds, Development Index, Asset Management and pending bills. The analysis provides the overall performance of the criterion. NYEWASCO had a highest score with a composite score of 0.26 while OMWASCO had the lowest with 0.3127 in that order respectively.

2.3.2 Service Delivery Criterion Analysis

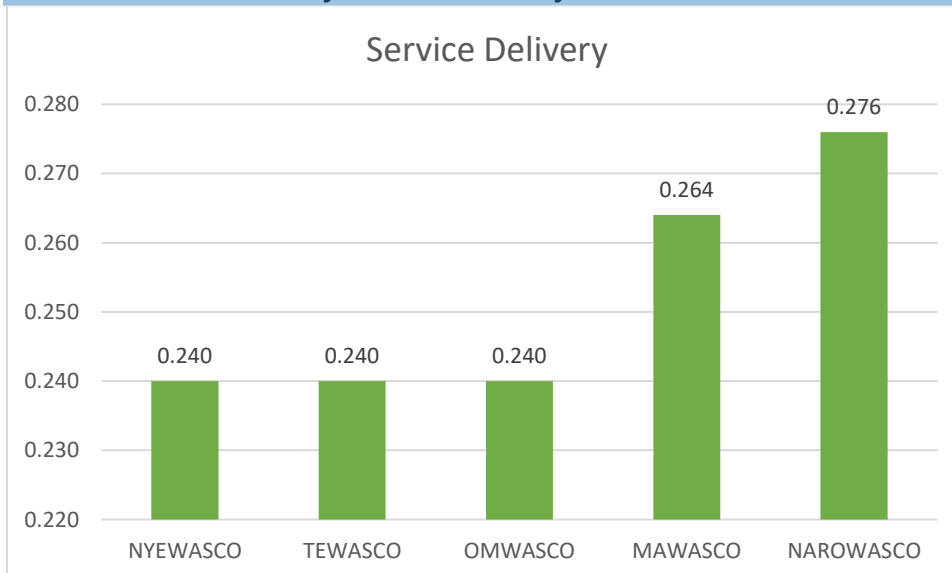


Figure 4 companies' Performance in Service Delivery

The analysis of the service delivery criterion diagram indicates that all water companies scored a very good performance. The analysis factors three components namely;

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implementation of Citizens' Service Delivery Charters, Business Process Re-engineering and Resolution of Public Complaints which are a major factor in service delivery in the water companies. In the criterion review, NYEWASCO, TEWASCO and OMWASCO tied with 0.240 score while NAROWASCO had lowest of 0.276 in that order respectively.

2.3.3 Institutional Transformation criterion analysis

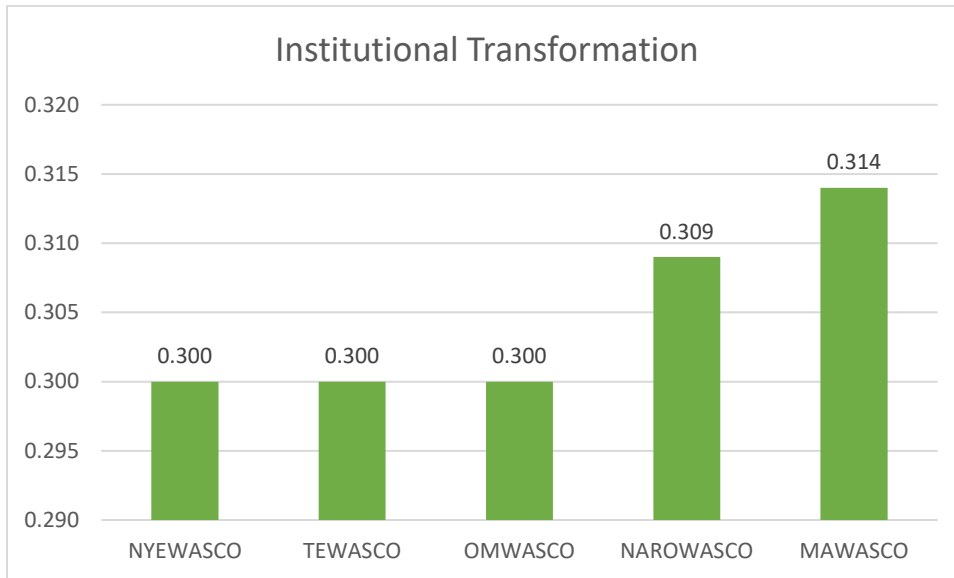


Figure 5 Companies' Performance in Institutional Transformation

The criterion comprises of indicators as follows; the Development of County Planning frameworks, Competence development, Knowledge management, Work Environment and Cascading of Performance Contracts. Three water companies had a very good performance in this criterion with a score of 0.300, while two obtained 0.309 and 0.314 in that order respectively.

2.3.4 Core Mandate Criterion analysis

This criterion comprises the entire core functions of the water companies as established by the executive order. The core mandate has been allocated the highest weight of 60 percent in the performance contract guidelines. The analysis indicates that MAWASCO had the highest performance in this criterion with a score of 1.710 as illustrated below.

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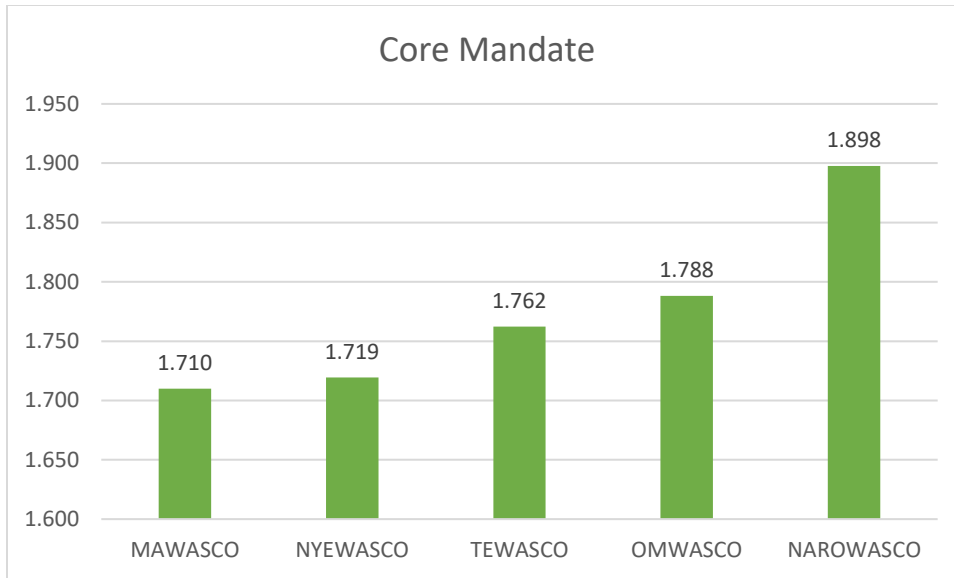


Figure 6 Companies' Performance in Core Mandate Criterion

2.3.5 Cross-Cutting Criterion analysis

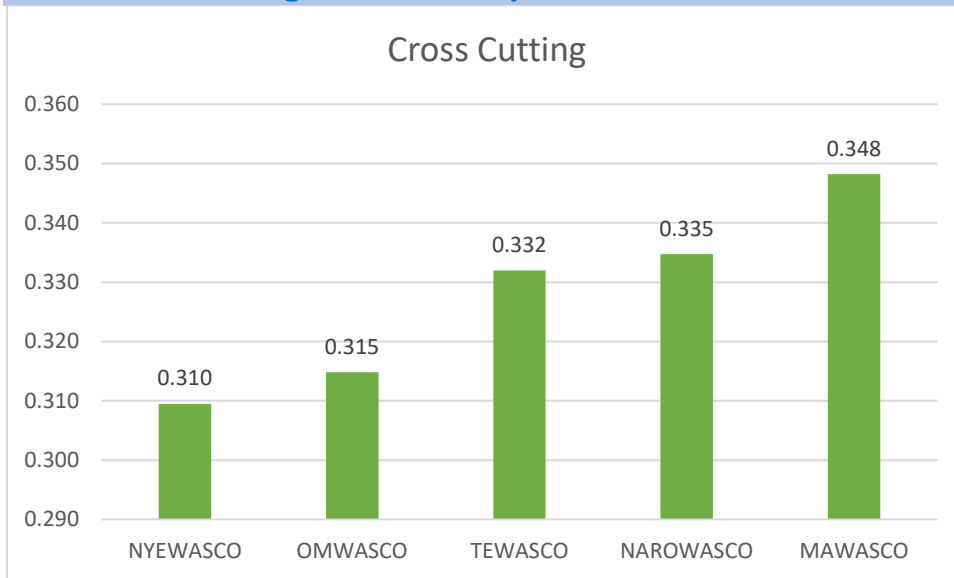


Figure 7 Companies' performance in Cross-Cutting Criterion

The analysis illustrates that NYEWASCO reported the highest performance in this indicator with a composite score of 0.310. The criterion comprises of cross cutting government policies that are enablers to efficient and effective service delivery.

Theoretical mean analysis in performance contract.

In performance analysis, the **theoretical mean** is the expected average outcome of a process or system based on a **theoretical framework**, which is a set of established ideas, principles, and assumptions. It is a conceptual value that provides a benchmark for comparison with actual, real-world performance data.

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2.4 Rationale of theoretical means analysis on performance contracts

The theoretical mean is applied to determine the probability of a specific event occurring. In the performance evaluation process, it is used to estimate the likelihood that an indicator will attain the highest possible level in comparison to its actual achievement. This probability ranges between 0 (represented by 5) and 1. A probability closer to 0 indicates that the indicator was poorly implemented or may have been influenced by external factors, while a probability closer to 1 signifies successful implementation of the event.

Established practice suggests that frequent performance reporting enhances decision-making by improving the timeliness and relevance of information. Regular reporting fosters a positive correlation between Water Service Providers outcomes and the identification of areas requiring policy interventions. Theoretical means, therefore, imply that organizations should strike a balance between the informational value and the psychological costs of frequent reporting when designing performance reporting frameworks. Additionally, frequent reporting supports the development of knowledge management solutions.

Through target setting, managers articulate the Water Service Providers intentions regarding the attainment of core functions and key performance indicators. These targets can vary substantially in difficulty, specificity, and clarity. The theoretical mean can further reflect the overall alignment between Water Service Providers performance and its vision, mission, and strategic objectives, cascading down to operational milestones against which employees can be held accountable. Managers may also establish operational policies and procedures to guide and standardize work processes. In this regard, the theoretical mean supports the development of checklists, procedures, and codes of conduct that define expectations and accountability boundaries for employees.

The design and application of performance contract measures offer a basis for assessing whether set targets have been achieved and the trajectory of performance growth. While financial performance measures are essential for evaluating bottom-line outcomes, they are generally lagging indicators that reflect past actions. Conversely, non-financial indicators such as service delivery, institutional transformation, and cross-cutting issues serve as leading indicators that influence behaviors contributing to improved financial performance. These metrics provide real-time insights into sectoral and service delivery operations. Consequently, the extent to which managers conduct performance evaluations objectively or subjectively reflect Water Service Providers priorities, the reliance on the apparent objectivity of performance data, and the ability of managers to dissect Water Service Providers performance strategies or define a critical path for timely attainment of key results areas.

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The table below illustrates Water Service Providers analysis of theoretical means.

2.4.1 Theoretical means on Financial Stewardship and discipline criterion

Performance Indicators	Average Raw score FY 2024/25	% Score 2024/25	FY	Maximum raw Score per indicator
Absorption of Budget	3.08496	97.17%		3
Absorption of externally mobilized resources	3	100.00%		3
Development Index	3.03035282	98.99%		3
A-in-A	3	100.00%		3
Asset management	2.932	102.27%		3
Pending Bills	3.08496	97.17%		1
Theoretical Mean Score	3.0095	99.68%		2.6667

Table 6 Financial Stewardship and Discipline theoretical mean

The overall performance in Financial Stewardship and Discipline recorded a theoretical mean score of 3.0095, equivalent to 99.68%.

2.4.2 Theoretical means on the Service Delivery criterion

Performance Indicators	Average Raw score FY 2024/25	% Score 2024/25	FY	Maximum raw Score per indicator
Implementation of Citizens' Service Delivery Charter	3.16	94.67%		3
Business Process Re-engineering	3.24	92.00%		3
Resolution of Public Complaints	3	100.00%		3

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Theoretical Mean Score	3.133333	95.56%	3
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Table 7 Service Delivery theoretical mean

The overall Service Delivery criterion achieved a theoretical mean score of **3.133333**, translating to 95.56%.

Theoretical Means on the Institutional Transformation Criterion

Performance Indicators	Average Raw score FY 2024/25	% Score FY 2024/25	Maximum raw Score per indicator
Development of County Planning Framework	3.0600	98.00%	3
Competence development	3.0000	100.00%	3
Knowledge management	3.0000	100.00%	3
Work Environment	3.1200	96.00%	3
Cascading of Performance Contracts	3.0800	97.33%	3
Theoretical Mean Score	3.0520	98.27%	3

Table 8 Institutional transformation theoretical mean

The overall performance in Institutional Transformation recorded a theoretical mean score of 3.0520, translating to 98.27%.

2.4.3 Theoretical means on the Core mandate criterion

Performance Indicators	Average Score 2024/25	Raw FY	% Score FY 2024/25	Maximum raw Score per indicator
Ease of Doing Business	3		100.00%	3
Disaster management	3.16		94.67%	3
Automation	3.1		96.67%	3
Customer satisfaction	3		100.00%	3

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Performance Indicators	Average Score 2024/25	Raw FY	% Score FY 2024/25	Maximum raw Score per indicator
Compliance with statutory obligations	3		100.00%	3
Youth empowerment Initiatives	3		100.00%	3
Project Completion Rate	3.3708		87.64%	3
Theoretical Mean Score	3.090114		97.00%	3

Table 9 Core mandate theoretical mean

In the year under review, the overall core mandate theoretical mean is 3.090114, corresponding to 97%.

2.4.4 Theoretical means on Cross cutting criterion

Performance Indicators	Average Score 2024/25	Raw FY	% Score FY 2024/25	Maximum Score
Youth Internships/Industrial Attachments	2.216207		126%	1
Access to Government Procurement Opportunities (AGPO)	3.345397		88%	1
Promotion of Local Content in Procurement	1.192264		160%	1
Prevention of Alcohol and Drug Abuse	3		100%	3
Prevention of HIV Infections and Non-Communicable Diseases	3		100%	3
Disability Mainstreaming	3.52		83%	3

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Performance Indicators	Average Score 2024/25	Raw FY	% Score FY 2024/25	Maximum Score
Gender Mainstreaming	3.32		89%	3
Environmental sustainability	3		100%	3
Safety and Security Measures	3		100%	3
Road Safety Mainstreaming	3		100%	3
Corruption Prevention	3		100%	3
National Cohesion and Values	2.87217		104.26%	3
Theoretical Mean Score	2.216207		126%	2.5

Table 10 Cross cutting theoretical mean

The Cross-cutting criterion indicators primarily assess the implementation of government policies. The evaluation shows that the theoretical mean of 2.216207 translates to 126%.

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CHAPTER 3

3. Observation, Challenges and Recommendations

The Evaluation process was seamless with the Managing Directors and senior staff in attendance which is a testimony that there is a full buy in by the top management. This is a demonstration of an overarching change in the service delivery culture. Some of the observations noted during the evaluation are as follows:

3.1.1 Water service providers Attendance

All the water service providers attended and were fully represented led by the managing directors and other senior managers. This translated to 100% attendance which is a commendable commitment.

3.1.2 Water Service Providers PC teams

All the water companies have PC implementation committees which assist in monitoring PC implementation in the water companies. The teams that represented the water service providers for evaluation were organized, orderly and availed tagged and well documented evidences as requested.

3.1.3 Cascading of PCs

It was noted all water service providers had fully cascaded the performance contracts to the staff below the managerial level who had been placed on annual Performance Appraisals.

Challenges and Recommendations:

S/No	Challenges	Recommendations
1	Inadequate knowledge of the general implementation of the performance contract	The companies are requested to seek any technical advice including training on PC guidelines, targets, outputs, and packaging of evidence from Governor Delivery Unit to facilitate efficient and effective performance
2	There was inadequate circulation of performance contracting guidelines	The companies should ensure that the guidelines are circulated to all core teams of the performance contracting and

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		emphasize use of the same while drafting and implementing the PC targets
3	Water companies have high stock pending bills. This is evident on the water consumed with adjusted high tariffs	The water companies should come up with the pending bills payment plan which will assist in reducing the existing pending bills.
4	The non-revenue water for water companies is still high	The companies should come up with more measures to reduce the non-revenue water
5	The water companies' officers who attended to the PC evaluation were generally few evidence of low buy-in.	There is need to expand the PC teams of various water companies to enhance owner of the PC by all staff.
6	Lack of annual work plans especially for staff placed in annual performance appraisals	The companies are advised to prepare annual work plans to guide in evaluation of the lower staff cadre
7	Water tariffs adjustment. The water service providers were affected in revenue collection by the adjustment of the water tariffs.	WSPs should ensure continuous citizen engagement and participation in tariff adjustments

3.1.1. Conclusions

It is a stark reality that Performance Contracting is a management strategy that should be fully institutionalized in the county public service and its implementation is not a choice. And when successfully embraced by all water service providers, tangible results will be realized in the service delivery to Nyeri citizenry.

The water service providers are encouraged to embed transformation strategies for a sustainable implementation of PC targets. The concept of transformation strategy implementation apparently requires more innovative methods of service delivery.

A key ingredient for continuous improvement in the water companies' performance management and measurement, servant leadership that engages all staff in the companies is critical. Accordingly, strategic leadership should ensure that values and culture within an organization are appropriate for satisfying key success factors.

This approach consolidates the fundamentals of management and leadership within the organization and then builds on clients' existing abilities by increasing the vigour, range and effectiveness of their capabilities. It is argued that teamwork is principally important for performance that requires complementary effort all the times. On the part of the middle level supervisors, the greatest competitive advantages for organizations are based on how skilled their supervisors are on the "soft skills" that form the basis of the good leadership. Such skills are crucial to performance improvement that include multi-tasking, adaptability in technological changes, conflict management and resolution mechanisms, setting challenging

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goals, customer service, recruiting and retention, succession planning, negotiating and managing stress.

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Annex 1: Water Service Providers Performance Evaluation Matrices

County Government of Nyeri									
NYERI WATER AND SANITATION COMPANY									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
A	Financial & Stewardship								
A1	Absorption of Budget	%	2	100	91.31	-8.69	3.1738	0.0635	Good
A2	Absorption of Allocated Funds (GoK)	%	2	100	100	0	3	0.06	Very Good
A3	Development index	%	2	12.01	12.01	0	3	0.06	Very Good
A4	Asset management	%	2	100	100	0	3	0.06	Very Good
A5	Pending Bills	%	2	<u>1</u>	0.03	-97	1.06	0.0212	Excellent
	Sub Total		10					0.2647	
B	SERVICE DELIVERY								
B1	Implementation of Citizens' Service Delivery Charter	%	3	100	100	0	3	0.09	Very Good
B2	Business Process Re-engineering	%	3	100	100	0	3	0.09	Very Good

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County Government of Nyeri										
NYERI WATER AND SANITATION COMPANY										
Performance contracts Evaluation Report										
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade	
B3	Resolution of Public Complaints	%	2	100	100	0	3	0.06	Very Good	
	Sub Total		8					0.24		
C	INSTITUTIONAL TRANSFORMATION									
C1	Development of County Planning framework	%	3	100	100	0	3	0.09	Very Good	
C2	Competence development	%	2	100	100	0	3	0.06	Very Good	
C3	Knowledge management	%	2	100	100	0	3	0.06	Very Good	
C4	Work Environment	%	1	100	100	0	3	0.03	Very Good	
C5	Cascading of Performance Contracts	%	2	100	100	0	3	0.06	Very Good	
	Sub Total		10					0.3		
D	CORE MANDATE									
D1	Financial prudence	%	4	100	100	0	3	0.12	Very Good	

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County Government of Nyeri									
NYERI WATER AND SANITATION COMPANY									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D2	Revenue Collection	Ksh (M)	4	744	752.88	1.19355	2.9761	0.119	Very Good
D3	Resource mobilization	No	4	6	16	166.667	1	0.04	Excellent
D4	Environmental conservation	%	4	100	79.5	-20.5	3.41	0.1364	Good
D5	Rehabilitation of existing pipeline	Km	3	5	23.325	366.5	1	0.03	Excellent
D7	Pipeline Extension	Km	4	9.909	9.909	0	3	0.12	Very Good
D8	Increase access to Water Services	No	4	44,605	44131	-1.0627	3.0213	0.1209	Good
D9	Water quality improvement	%	5	100	100	0	3	0.15	Very Good
D10	Reduction of Non-revenue water	%	5	14	18.34	31	3.62	0.181	Fair
D11	Job evaluation	%	5	100	100	0	3	0.15	Very Good
D13	Capital investments	%	5	100	100	0	3	0.15	Very Good
D14	Ease of Doing Business	%	2	100	100	0	3	0.06	Very Good

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County Government of Nyeri									
NYERI WATER AND SANITATION COMPANY									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D15	Disaster management	%	1	100	60	-40	3.8	0.038	Fair
D16	Automation	%	2	100	100	0	3	0.06	Very Good
D17	Customer satisfaction	Report	2	1	1	0	3	0.06	Very Good
D18	Compliance with statutory obligations	%	2	100	100	0	3	0.06	Very Good
D19	Youth empowerment Initiatives	%	2	100	100	0	3	0.06	Very Good
D20	Project Completion Rate	%	2	100	90	-10	3.2	0.064	Good
	Totals		60					1.7193	
E	CROSS CUTTING								
E1	Youth Internships /Industrial Attachments	No	2	50	122	144	1	0.02	Excellent

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County Government of Nyeri									
NYERI WATER AND SANITATION COMPANY									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
E2	Access to Government Procurement Opportunities (AGPO)	Kshs	2	20	11.77	-41.15	3.823	0.0765	Fair
E3	Promotion of Local Content in Procurement	%	1.5	19	150	689.474	1	0.015	Excellent
E4	Prevention of Alcohol and Drug Abuse	%	1	100	100	0	3	0.03	Very Good
E5	Prevention of HIV Infections and Non-Communicable Diseases	%	0.5	100	100	0	3	0.015	Very Good
E6	Disability Mainstreaming	%	0.5	100	70	-30	3.6	0.018	Good
E7	Gender Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E8	Safety and Security Measures	%	1	100	100	0	3	0.03	Very Good

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County Government of Nyeri									
NYERI WATER AND SANITATION COMPANY									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
E9	Road Safety Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E10	Corruption Prevention	%	1	100	100	0	3	0.03	Very Good
E11	National Cohesion and Values	%	1.5	100	100	0	3	0.045	Very Good
	Sub Total		12					0.3095	
Composite Score			100					2.8334	VERY GOOD

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County Government of Nyeri									
TETU WATER AND SANITATION PLC									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
A	Financial & Stewardship								
A1	Absorption of Budget	%	3	100	98	-2	3.04	0.0912	Good
A3	Development index	%	2	0.5	0.51	2	2.96	0.0592	Very Good
A4	Asset management	%	3	100	100	0	3	0.09	Very Good
A5	Pending Bills	%	2	<u>1</u>	1.2	20	3.4	0.068	Good
	Sub Total		10					0.3084	
B	SERVICE DELIVERY								
B1	Implementation of Citizens' Service Delivery Charter	%	3	100	100	0	3	0.09	Very Good
B2	Business Process Re-engineering	%	3	100	100	0	3	0.09	Very Good
B3	Resolution of Public Complaints	%	2	100	100	0	3	0.06	Very Good
	Sub Total		8					0.24	
C	INSTITUTIONAL TRANSFORMATION								
C1	Development of County Planning framework	%	3	100	100	0	3	0.09	Very Good
C2	Competence development	%	2	100	100	0	3	0.06	Very Good
C3	Knowledge management	%	2	100	100	0	3	0.06	Very Good
C4	Work Environment	%	1	100	100	0	3	0.03	Very Good
C5	Cascading of Performance Contracts	%	2	100	100	0	3	0.06	Very Good
	Sub Total		10					0.3	

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County Government of Nyeri									
TETU WATER AND SANITATION PLC									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D	CORE MANDATE								
D1	Financial prudence	%	4	100	100	0	3	0.12	Very Good
D2	Revenue Collection	Ksh (M)	4	72.83	72.83	0	3	0.12	Very Good
D3	Resource mobilization	No	4	4	6	50	2	0.08	Excellent
D4	Environmental conservation	%	4	100	100	0	3	0.12	Very Good
D5	Rehabilitation of existing pipeline	Km	2	10	10	0	3	0.06	Very Good
D6	Pipe lowering	Km	1	3	3.018	0.6	2.988	0.02988	Very Good
D7	Pipeline Extension	Km	4	2.5	2.5	0	3	0.12	Very Good
D8	Increase access to Water Services	No	4	13,300	13540	1.8045113	2.96391	0.118556	Very Good
D9	Water quality improvement	%	5	100	100	0	3	0.15	Very Good
D10	Reduction of Non-revenue water	%	5	34	34	0	3	0.15	Very Good
D11	Job evaluation	%	3	100	100	0	3	0.09	Very Good
D12	Human Resource Audit	%	3	100	100	0	3	0.09	Very Good
D13	Capital investments	%	4	100	100	0	3	0.12	Very Good
D14	Ease of Doing Business	%	2	100	100	0	3	0.06	Very Good
D15	Disaster management	%	1	100	100	0	3	0.03	Very Good
D16	Automation	%	2	100	100	0	3	0.06	Very Good
D17	Customer satisfaction	Report	2	1	1	0	3	0.06	Very Good

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County Government of Nyeri									
TETU WATER AND SANITATION PLC									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D18	Compliance with statutory obligations	%	2	100	100	0	3	0.06	Very Good
D19	Youth empowerment Initiatives	%	2	100	100	0	3	0.06	Very Good
D20	Project Completion Rate	%	2	100	90	-10	3.2	0.064	Good
	Totals		60					1.762436	
E	CROSS CUTTING								
E1	Youth Internships /Industrial Attachments	No	2	180	190	5.5555556	2.888889	0.057778	Very Good
E2	Access to Government Procurement Opportunities (AGPO)	Ksh (M)	2	6.36	6.36	0	3	0.06	Very Good
E3	Promotion of Local Content in Procurement	Ksh (M)	1.5	8.48	15.77	85.966981	1.28066	0.01921	Excellent
E4	Prevention of Alcohol and Drug Abuse	%	1	100	100	0	3	0.03	Very Good
E5	Prevention of HIV Infections and Non-Communicable Diseases	%	0.5	100	100	0	3	0.015	Very Good
E6	Disability Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good

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County Government of Nyeri									
TETU WATER AND SANITATION PLC									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
E7	Gender Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E8	Safety and Security Measures	%	1	100	100	0	3	0.03	Very Good
E9	Road Safety Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E10	Corruption Prevention	%	1	100	100	0	3	0.03	Very Good
E11	National Cohesion and Values	%	1.5	100	100	0	3	0.045	Very Good
E8	Sub Total		12					0.33199	
Composite Score			100					2.94282	VERY GOOD

MATHIRA WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
A	Financial & Stewardship								
A1	Absorption of Allocated Funds (GoK)	%	2	100	94.42	-5.58	3.11 16	0.062 2	Good

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MATHIRA WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
	Absorption of externally mobilized funds	%	2	100	100	0	3	0.06	Very Good
A2	Development index	%	2	8	8	0	3	0.06	Very Good
A3	Asset management	%	2	100	100	0	3	0.06	Very Good
A4	Pending Bills	%	2	1	1.2	20	3.4	0.068	Good
	Sub Total		10					0.3102	
B	SERVICE DELIVERY								
B1	Implementation of Citizens' Service Delivery Charter	%	3	100	80	-20	3.4	0.102	Good
B2	Business Process Re-engineering	%	3	100	80	-20	3.4	0.102	Good
B3	Resolution of Public Complaints	%	2	100	100	0	3	0.06	Very Good
	Sub Total		8					0.264	
C	INSTITUTIONAL TRANSFORMATION								
C1	Development of County Planning framework	%	3	100	100	0	3	0.09	Very Good
C2	Competence development	%	2	100	100	0	3	0.06	Very Good

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MATHIRA WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
C3	Knowledge management	%	2	100	100	0	3	0.06	Very Good
C4	Work Environment	%	1	100	70	-30	3.6	0.036	Good
C5	Cascading of Performance Contracts	%	2	100	80	-20	3.4	0.068	Good
	Sub Total		10					0.314	
D	CORE MANDATE								
D1	Financial prudence	%	5	100	100	0	3	0.15	Very Good
D2	Revenue Collection	KShs (M)	5	184.3	184.3	0	3	0.15	Very Good
D3	Resource mobilization	No	5	5	5	0	3	0.15	Very Good
D4	Environmental conservation	%	4	100	100	0	3	0.12	Very Good
D5	Rehabilitation of existing pipeline	Km	4	6	6	0	3	0.12	Very Good
D6	Pipeline Extension	Km	5	6	13	116.66667	1	0.05	Excellent
D7	Increase access to Water and Sewerage Services	%	4	14300	14196	0.7272727	3.0145	0.1206	Good

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MATHIRA WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D8	Water and sewerage effluent quality improvement	%	5	100	100	0	3	0.15	Very Good
D9	Reduction of Non-revenue water	%	5	35	34	2.8571429	2.9429	0.1471	Very Good
D10	Capital investments	%	4	100	100	0	3	0.12	Very Good
D11	Ease of Doing Business	%	2	100	100	0	3	0.06	Very Good
D12	Disaster management	%	1	100	100	0	3	0.03	Very Good
D13	Automation	%	2	100	75	-25	3.5	0.07	Good
D14	Customer satisfaction	Report	3	1	1	0	3	0.09	Very Good
D15	Compliance with statutory obligations	%	2	100	100	0	3	0.06	Very Good
D16	Youth empowerment Initiatives	%	2	100	100	0	3	0.06	Very Good
D17	Project Completion Rate	%	2	100	96.7	-3.3	3.066	0.0613	Good
	Sub Total		60					1.709	
E	CROSS CUTTING								

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MATHIRA WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
E1	Youth Internships/Industrial Attachments/ Apprenticeships	No	2	47	76	61.702128	1.766	0.0353	Excellent
E2	Access to Government Procurement Opportunities (AGPO)	Kshs(Millions)	2	19.83	6.00	-69.742814	4.3949	0.0879	Poor
E4	Promotion of Local Content in Procurement	Kshs(Millions)	1.5	29.24	65	122.29822	1	0.015	Excellent
E6	Prevention of Alcohol and Drug Abuse	%	1	100	100	0	3	0.03	Very Good
E7	Prevention of HIV Infections and Non-Communicable Diseases	%	0.5	100	100	0	3	0.015	Very Good
E8	Disability Mainstreaming	%	0.5	100	0	-100	5	0.025	Poor
E9	Gender Mainstreaming	%	0.5	100	50	-50	4	0.02	Fair
E11	Safety and Security Measures	%	1	100	100	0	3	0.03	Very Good
E12	Road Safety Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E13	Corruption Prevention	%	1	100	100	0	3	0.03	Very Good
E14	National Cohesion and Values	%	1.5	100	100	0	3	0.045	Very Good

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MATHIRA WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
	Sub Total		12					0.3482	
Composite Score			100					2.9455	VERY GOOD

COUNTY GOVERNMENT OF NYERI									
OTHAYA -MUKURWEINI WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
A	Financial & Stewardship								
A1	Absorption of Budget	%	2	100	96	-4	3.08	0.0616	Good
A2	Absorption of Externally Mobilized Resources	%	2	100	100	0	3	0.06	Very Good
A3	Development index	%	2	26	24	-7.69231	3.15385	0.06308	Good
A4	Asset management	%	2	100	100	0	3	0.06	Very Good
	Pending Bills	%	2	1	1.2	20	3.4	0.068	Good
	Sub Total		10					0.3127	
B	SERVICE DELIVERY								

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COUNTY GOVERNMENT OF NYERI									
OTHAYA -MUKURWEINI WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
B1	Implementation of Citizens' Service Delivery Charter	%	3	100	100	0	3	0.09	Very Good
B2	Business Process Re-engineering	%	3	100	100	0	3	0.09	Very Good
B3	Resolution of Public Complaints	%	2	100	100	0	3	0.06	Very Good
	Sub Total		8					0.24	
C	INSTITUTIONAL TRANSFORMATION								
C1	Development of County Planning framework	%	3	100	100	0	3	0.09	Very Good
C2	Competence development	%	2	100	100	0	3	0.06	Very Good
C3	Knowledge management	%	2	100	100	0	3	0.06	Very Good
C4	Work Environment	%	1	100	100	0	3	0.03	Very Good
C5	Cascading of Performance Contracts	%	2	100	100	0	3	0.06	Very Good
	Sub Total		10					0.3	
D	CORE MANDATE								
D1	Financial prudence	%	4	100	100	0	3	0.12	Very Good
D2	Revenue Collection	KShs (M)	4	207.575	220.359	6.15874	2.87683	0.11507	Very Good

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COUNTY GOVERNMENT OF NYERI									
OTHAYA -MUKURWEINI WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D3	Resource mobilization	No	4	5	5	0	3	0.12	Very Good
D4	Environmental conservation	%	4	100	50	-50	4	0.16	Fair
D5	Rehabilitation of existing pipeline	Km	2	30	44.5	48.3333	2.03333	0.04067	Excellent
	Pipe lowering	Km	1	2	2.6	30	2.4	0.024	Excellent
D6	Pipeline Extension	Km	4	6	6.3	5	2.9	0.116	Very Good
D7	Increase access to Water and Sewerage Services	No	4	24,100	24047	-0.21992	3.0044	0.12018	Good
D8	Water and sewerage effluent quality improvement	%	5	100	100	0	3	0.15	Very Good
D9	Reduction of Non-revenue water in identified zones	%	5	100	74	-26.36	3.5272	0.17636	Good
D11	Human Resource Audit	%	3	100	100	0	3	0.09	Very Good
D12	Capital investments	%	4	100	100	0	3	0.12	Very Good
D13	Ease of Doing Business	%	2	100	100	0	3	0.06	Very Good
D14	Disaster management	%	3	100	100	0	3	0.09	Very Good
D15	Automation	%	1	100	100	0	3	0.03	Very Good

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COUNTY GOVERNMENT OF NYERI									
OTHAYA -MUKURWEINI WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D16	Customer satisfaction	Report	2	1	1	0	3	0.06	Very Good
	Compliance with statutory obligations	%	2	100	100	0	3	0.06	Very Good
	Youth empowerment Initiatives	%	2	100	100	0	3	0.06	Very Good
	Project Completion Rate	%	2	100	60	-40	3.8	0.076	Fair
	Sub Total		58					1.78828	
E	CROSS CUTTING								
E1	Youth Internships/Industrial Attachments/ Apprenticeships	No	2	140	151	7.85714	2.84286	0.05686	Very Good
E2	Access to Government Procurement Opportunities (AGPO)	Kshs(Millions)	1.5	24.49	36.85	50.4696	1.99061	0.02986	Excellent
E4	Promotion of Local Content in Procurement	Kshs(Millions)	2	32.65	57.05	74.732	1.50536	0.03011	Excellent
E6	Prevention of Alcohol and Drug Abuse	%	1	100	100	0	3	0.03	Very Good
E7	Prevention of HIV Infections and Non-Communicable Diseases	%	0.5	100	100	0	3	0.015	Very Good
E8	Disability Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E9	Gender Mainstreaming	%	0.5	100	70	-30	3.6	0.018	Good

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COUNTY GOVERNMENT OF NYERI									
OTHAYA -MUKURWEINI WATER AND SANITATION COMPANY LIMITED									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
E11	Safety and Security Measures	%	1	100	100	0	3	0.03	Very Good
E12	Road Safety Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E13	Corruption Prevention	%	1	100	100	0	3	0.03	Very Good
E14	National Cohesion and Values	%	1.5	100	100	0	3	0.045	Very Good
E8	Sub Total		12					0.3148	
Composite Score			100					2.9558	VERY GOOD

County Government of Nyeri									
NAROMORU WATER AND SANITATION COMPANY									
Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
A	Financial & Stewardship								
A1	Absorption of Budget	%	2	100	99.03	-0.97	3.0194	0.060388	Good
A2	Absorption of Allocated Funds (GoK)	%	2	100	100	0	3	0.06	Very Good
A3	Development index	%	2	29.01	28.46	1.895897966	3.037918	0.060758	Good
A4	Asset management	%	2	100	100	0	3	0.06	Very Good
A5	Pending Bills	%	2	<u>1</u>	1.2	20	3.4	0.068	Good

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County Government of Nyeri									
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Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
	Sub Total		10					0.30915	
B	SERVICE DELIVERY								
B1	Implementation of Citizens' Service Delivery Charter	%	3	100	80	-20	3.4	0.102	Good
B2	Business Process Re-engineering	%	3	100	60	-40	3.8	0.114	Fair
B3	Resolution of Public Complaints	%	2	100	100	0	3	0.06	Very Good
	Sub Total		8					0.276	
C	INSTITUTIONAL TRANSFORMATION								
C1	Development of County Planning framework	%	3	100	85	-15	3.3	0.099	Good
C2	Competence development	%	2	100	100	0	3	0.06	Very Good
C3	Knowledge management	%	2	100	100	0	3	0.06	Very Good
C4	Work Environment	%	1	100	100	0	3	0.03	Very Good
C5	Cascading of Performance Contracts	%	2	100	100	0	3	0.06	Very Good
	Sub Total		10					0.309	
D	CORE MANDATE								
D1	Financial prudence	%	6	100	100	0	3	0.18	Very Good
D2	Revenue Collection	Ksh (M)	6	21.3	18.164	14.72300469	3.29446	0.197668	Good
D3	Resource mobilization	No	6	2	1	-50	4	0.24	Fair
D4	Environmental conservation	%	4	100	100	0	3	0.12	Very Good
D5	Rehabilitation of existing pipeline	Km	3	1	1	0	3	0.09	Very Good
D7	Pipeline Extension	Km	4	2	2	0	3	0.12	Very Good

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Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
D8	Increase access to Water Services	No	4	2873	2664	7.274625827	3.145493	0.12582	Good
D9	Water and sewerage effluent quality improvement	%	5	100	100	0	3	0.15	Very Good
D10	Reduction of Non-revenue water	%	5	28	28.68	2.428571429	3.048571	0.152429	Good
D13	Capital investments	Ksh (M)	4	100	100	0	3	0.12	Very Good
D14	Ease of Doing Business	%	2	100	100	0	3	0.06	Very Good
D15	Disaster management	%	1	100	100	0	3	0.03	Very Good
D16	Automation	%	2	100	100	0	3	0.06	Very Good
D17	Customer satisfaction	Report	2	1	1	0	3	0.06	Very Good
D18	Compliance with statutory obligations	%	2	100	100	0	3	0.06	Very Good
D19	Youth empowerment Initiatives	%	2	100	100	0	3	0.06	Very Good
D20	Project Completion Rate	%	2	100	70.6	-29.4	3.588	0.07176	Good
	Totals		60					1.897676	
E	CROSS CUTTING								
E1	Youth Internships /Industrial Attachments	No	2	24	29	20.83333333	2.583333	0.051667	Very Good
E2	Access to Government Procurement Opportunities (AGPO)	Kshs(M)	2	1.89	1.4	25.92592593	3.518519	0.07037	Good
E3	Promotion of Local Content in Procurement	Kshs(M)	1.5	2.51	4.8	91.23505976	1.175299	0.017629	Excellent

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Performance contracts Evaluation Report									
	Indicator Name	Unit	Weight	Target	Achievement	Percentage Change	Raw Score	Weighted Score	Grade
E4	Prevention of Alcohol and Drug Abuse	%	1	100	100	0	3	0.03	Very Good
E5	Prevention of HIV Infections and Non-Communicable Diseases	%	0.5	100	100	0	3	0.015	Very Good
E6	Disability Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E7	Gender Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E8	Safety and Security Measures	%	1	100	100	0	3	0.03	Very Good
E9	Road Safety Mainstreaming	%	0.5	100	100	0	3	0.015	Very Good
E10	Corruption Prevention	%	1	100	100	0	3	0.03	Very Good
E11	National Cohesion and Values	%	1.5	100	100	0	3	0.045	Very Good
E8	Sub Total		12					0.33467	
Composite Score			100					3.12649	GOOD

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Final Water 2024.25 Evaluation Report.docx3

PERFORMANCE CONTRACTS EVALUATION REPORT FOR FINANCIAL YEAR 2024/25



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