



PERFORMANCE CONTRACT

1ST JULY 2024 - 30TH JUNE 2025



PERFORMANCE CONTRACT

BETWEEN

**THE GOVERNMENT OF THE REPUBLIC OF KENYA
THROUGH THE CABINET SECRETARY - MINISTRY
OF ROADS AND TRANSPORT**

AND

**BOARD OF DIRECTORS - NAIROBI METROPOLITAN
AREA TRANSPORT AUTHORITY**

FOR THE PERIOD

1ST JULY 2024 - 30TH JUNE 2025

Preamble

This Performance Contract (hereinafter referred to as "Contract") is entered into between the Government of the Republic of Kenya (hereinafter referred to as "GoK") represented by Cabinet Secretary - Ministry of Roads and Transport of (together with its assignees and successors) of the one part and Board-Nairobi Metropolitan Area Transport Authority (hereinafter referred to as the Board of Directors), (together with its assignees and successors) of P.O. Box 30117-00100 of the other part.

WHEREAS;

1. The Government is committed to ensuring that public offices are well managed and they are effective in delivering quality service to the public in line with the provisions of the Constitution of Kenya;
2. The Government recognizes that MDAs hold a key role in the implementation of the national priorities in order to improve the quality of life of the citizens and make Kenya globally competitive;
3. The purpose of this Performance Contract is to establish the basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution. MDAs are required to adopt systems that enable innovativeness and adaptability of public services to the needs of users through automation and on-boarding of services on the e-citizen platform.

This Performance Contract therefore represents the basis for continuous performance improvement that meets the needs and expectations of the Kenyan people.

Therefore, the parties hereto agree as follows:

Part I: Statement of Responsibility by the Board of Directors

The Mandate of Nairobi Metropolitan Area Transport Authority is to Oversee the establishment of an integrated, efficient, effective and sustainable public transport system within the Metropolitan Area.

It is our responsibility to provide the required leadership in designing suitable plans and strategies that will contribute to high and sustainable socio- economic development. It is our undertaking to ensure that the Nairobi Metropolitan Area

Transport Authority has a credible Strategic Plan and Performance Contract that will deliver the desired goals.

It is also our undertaking that we will perform our responsibilities diligently and to the best of our abilities to support the achievement of the agreed performance targets.

Part II: Vision Statement, Mission Statement and Strategic Objectives

(a) Vision Statement

A safe, reliable, affordable and seamless public transport system.

(b) Mission Statement

To develop, maintain, regulate and manage an integrated and sustainable public transport for enhanced urban mobility within the Nairobi Metropolitan Area.

(c) Strategic Objectives

1. To improve public transport within NMA
2. To Improve environmental sustainability of the transport system within NMA
3. To strengthen the Authority's institutional capacity
4. To enhance mobilization and prudent management of financial resources

Part III: Statement of Strategic Intent by the Board of Directors

In carrying out our duties, we intend to put all our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030 MTP IV, Bottom-up Economic Transformation Agenda (BETA), keeping in mind the specific priorities of the Nairobi Metropolitan Area Transport Authority.

Bearing in mind the imperative of inclusivity, we will implement the following Strategic Intent during the Financial Year:

1. To facilitate the integration of land use planning with transport planning to contribute to the realization of an improved public transport system under the

Kenya Vision 2030 MTP IV, with the development of a Sustainable Urban Mobility Plan (SUMP);

2. Provide an enabling environment for orderly and structured development of Mass Rapid Transport Systems (MRTS) through a suitable legal and institutional framework; and
3. To reduce the adverse environmental impact of public transport through research and adoption of suitable technology.

Part IV: Commitments and Obligations of the Government

Acknowledgment of receipt of correspondences and approval of requests are made within the timelines stipulated in the Citizens' Service Delivery Charter.

Part V: Reporting Requirements

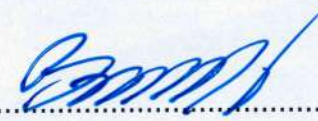
Nairobi Metropolitan Area Transport Authority will submit its Quarterly and Annual performance reports online in the prescribed format to the designated agencies as specified in the Performance Contracting Guidelines for the purpose of monitoring progress and annual performance evaluation.

Part VI: Duration of the Performance Contract

The Performance Contract will run for one financial year from 1st July 2024 - 30th June 2025.

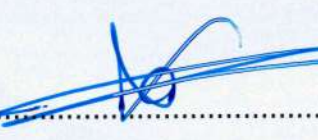
Part VII: Signatories to the Performance Contract

For and on behalf of Nairobi Metropolitan Area Transport Authority

Signature.......... Date.....05/12/24.....

HON. BENSON MUTURA KANG'ARA

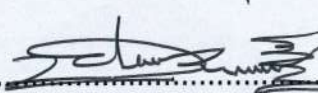
CHAIRPERSON - BOARD OF DIRECTORS

Signature.......... Date.....05/12/2024.....

HON. DOMINIC KIPKOECH KOSKEI

INDEPENDENT BOARD MEMBER

For and on behalf of the Government of the Republic of Kenya

Signature.......... Date.....5th Dec, 2024.....

MR. DAVIS KIMUTAI CHIRCHIR, E.G.H.

CABINET SECRETARY

MINISTRY OF ROADS AND TRANSPORT

Countersigned by:

Signature.......... Date.....

HON. CPA JOHN MBADI NG'ONGO, E.G.H.

CABINET SECRETARY

THE NATIONAL TREASURY AND ECONOMIC PLANNING



ANNEXES

ANNEX I: PERFORMANCE CONTRACT MATRIX FOR NAIROBI METROPOLITAN AREA TRANSPORT AUTHORITY

S/no.	Performance Criteria	Unit of Measure	Weight (%)	Status Previous Year 2023/2024	Target (FY 2024/2025)
A	Financial Stewardship				
A1	Absorption of Allocated Funds (GoK)	%	3.00	100.00	100.00
A2	Absorption of Externally Mobilized Funds	%	4.00	0.00	100.00
A3	Pending Bills Ratio	%	3.00	147.21	1.00
	Weight Sub-total		10.00		
B	Service Delivery				
B1	Implementation of Citizens' Service Delivery Charter	%	4.00	95.00	100.00
B2	Digitalization of Government Services	%	7.00	75.00	100.00
B3	Resolution of Public Complaints	%	4.00	90.00	100.00
	Weight Sub-total		15.00		
C	Core Mandate				
C507_1	Sustainable Urban Mobility Plan Developed (SUMP)	%	18.00	N/A	100.00
C507_2	Bus Rapid Transit (BRT) infrastructure developed	%	15.00	N/A	100.00
C507_3	Traffic Analysis and Modelling.	%	10.00	N/A	100.00
C507_4	Sector coordination and alignment undertaken	%	10.00	N/A	100.00
C507_5	Research and Development	No	7.00	N/A	2.00
C507_6	Science, Technology and Innovation (STI) Mainstreaming	%	2.00	85.00	100.00
C507_7	Productivity Improvement	Index	3.00	N/A	100.00
	Weight Sub-total		65.00		
D	Implementation of Presidential Directives				
D1	Implementation of Presidential Directives	%	2.00	100.00	100.00
	Weight Sub-total		2.00		

S/no.	Performance Criteria	Unit of Measure	Weight (%)	Status Previous Year 2023/2024	Target (FY 2024/2025)
E	Affirmative Action in Procurement				
E1	Access to Government Procurement Opportunities	Kshs	2.00	81,123,123.90	301,250,440.50
E2	Promotion of Local Content in Procurement	Kshs	2.00	309,640,997.00	401,667,254.00
	Weight Sub-total		4.00		
F	Cross-Cutting				
F1	Asset Management	%	1.00	60.00	100.00
F2	Youth Internships/ Industrial Attachments/ Apprenticeships	No	1.00	23.00	30.00
F3	Competence Development	%	1.00	100.00	100.00
F4	National Values and Principles of Governance	%	1.00	100.00	100.00
	Weight Sub-total		4.00		
	Total Weight		100.00		

ANNEX II: PERFORMANCE CONTRACT EXPLANATORY NOTES

A. Financial Stewardship

A1 - Absorption of Allocated Funds (GoK)

During the FY 2024/2025, the Board will ensure that GoK allocated funds amounting to Kshs. 1,099,500,000.00 are applied to programmes, projects and activities for which they were intended, appropriated and planned for as follows:

- a) Recurrent Funds (GoK) – Kshs. 517,500,000.00
- b) Development Funds (GoK) – Kshs. 582,000,000.00

	Source of Funds	Unit of Measure	Target	Completion Date
1.	Absorption of GoK Allocated Funds	%	100.00	6/30/2025

A2 - Absorption of Externally Mobilized Funds

During the FY 2024/2025, the Board will ensure that externally mobilized funds amounting to Kshs. 19,000,000.00 for Development vote from AFD-France (Development Partner) are applied to programmes, projects and activities for which they were intended, appropriated and planned.

	Source of Funds	Unit of Measure	Target	Completion Date
1.	Externally Mobilized Funds (Donor Grant from AFD-France) for Development vote	%	100.00	6/30/2025

A3 - Pending Bills Ratio

The Authority will ensure that during the FY 2024/2025, the pending bills do not exceed 1% of the allocated budget of Kshs. 1,118,500,000.00 (Gok + Externally Mobilized Funds) translating to Kshs.11,185,000.00

Sub-Indicators		Unit of Measure	Target	Completion Date
1.	Capital Pending Bills + Recurrent Pending Bills	%	1.00	6/30/2025

B. Service Delivery

B1 - Implementation of Citizens' Service Delivery Charter

The Charter will outline the services provided by the Authority, as well as the standards and commitments for their delivery.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicators		Unit of Measure	Target	Completion Date
1.	Display the Citizens' Service Delivery Charter prominently at the point of entry/service delivery points in both English and Kiswahili using the prescribed format. For the purpose of visibility and legibility by the customers, the display, and ease of notice by the customers, the size of the Charter will be, at the minimum, be three feet in width and four feet in height, i.e.(3'x4'), with clearly visible font size of the contents	%	10.00	12/31/2024
2.	Customize the Citizen's Service Delivery Charter to unique needs and convenient access of the customers by translating the charter to Braille, providing mechanisms for sign language, providing audio recordings and uploading the Charter on the Authority's website	%	20.00	12/31/2024

Sub-Indicators		Unit of Measure	Target	Completion Date
3.	Sensitize at least fifty (50) staff on the charter	%	20.00	12/31/2024
4.	Ensure conformity with commitments and standards in the Citizen's Service Delivery Charter by establishing compliance to the commitments stipulated in the Charter through undertaking quarterly monitoring, analyzing, and compiling compliance quarterly report.	%	50.00	6/30/2025

B2 - Digitalization of Government Services

Digitalization of services in NaMATA will facilitate transport planning and provide decision support in public transport management and operations.

During the FY 2024/2025, the Authority intends to automate its business processes and will undertake the following:

Sub-Indicators		Unit of Measure	Target	Completion Date
1.	Identify and prioritize core services for Business Process Re-engineering (BPR)	%	10.00	9/30/2024
2.	Re-engineer at least two core services end-to-end (Finance & Accounts and Procurement Management Information Systems)	%	35.00	9/30/2024
3.	Digitalize re-engineered service processes	%	35.00	12/31/2024
4.	Onboard all digitalized customer-facing services onto the e-citizen platform, where applicable	%	20.00	6/30/2025

B3 - Resolution of Public Complaints

The Authority will adopt a systematic process of addressing and resolving issues raised by citizens regarding services, policies, or operations. This typically involves receiving complaints, investigating the issues, and implementing solutions to ensure customer satisfaction and improve service quality.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicators	Unit of Measure	Target	Completion Date
1. Resolve all complaints received	%	65.00	6/30/2025
2. Process requests on access to information received	%	35.00	6/30/2025

c. Core Mandate

C507_1 - Sustainable Urban Mobility Plan Developed (SUMP)

This entails the development of a long-term, strategic framework aimed at improving overall mobility within the Nairobi Metropolitan Area (NMA) while promoting sustainability and reducing environmental impacts. Its primary focus is to develop an integrated, multi-modal transport system that is efficient, inclusive, and environmentally friendly, contributing to economic, social, and environmental well-being.

During the FY 2024/2025, the Authority will undertake the following activities which will contribute to 30% of the overall development of the SUMP:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Development of ToRs for SUMP.	%	60.00	6/30/2025
2. Onboard the Consultant.	%	40.00	6/30/2025

C507_2 - Bus Rapid Transit (BRT) infrastructure developed

Bus Rapid Transit (BRT) involves developing a high-capacity bus-based transit system within the Nairobi Metropolitan Area (NMA) to provide fast, reliable, high-quality, safe, and cost-effective services at a relatively low cost.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Review designs for Bus Rapid Transit (BRT) Lines 2, 3 and 4	%	40.00	6/30/2025
2. Construct 1 No. depot & termini	%	60.00	6/30/2025

C507_3 - Traffic Analysis and Modelling.

This entails the development and adoption of integrated public transport route network plan (corridors). The lack of a network plan and route licensing guidelines leads to an oversupply of buses and matatus on high-demand routes.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Collect traffic data within the cordon lines (NMA Areas)	%	30.00	6/30/2025
2. Build a travel demand model based on traffic data collected	%	30.00	6/30/2025
3. Develop an Integrated Public Transport Route Network Plan (IPTRNP) and dashboard	%	40.00	6/30/2025

C507_4 - Sector coordination and alignment undertaken

This entails collaborative efforts among various stakeholders to ensure that public transportation services are well-integrated, efficient, and consistent. It involves

harmonizing policies, infrastructure development, and operational standards to create a seamless, cohesive system that meets the needs of passengers while maximizing resource use and reducing inefficiencies across the transport sector.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Coordinate the drafting of enabling legislation for the integrated National Route Network Plan	%	35.00	6/30/2025
2. Develop a communication plan	%	30.00	6/30/2025
3. Build capacity of 130 No. public transport personnel	%	35.00	6/30/2025

C507_5 - Research and Development

This will involve systematic investigation and innovation aimed at improving public transportation systems. Research is essential for informed decision-making, ensuring that choices are evidence-based.

In FY 2024/2025, the Authority will undertake the following:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Develop memorandums of understanding (MOUs) with two (2) Tertiary Institutions to undertake transport research	No	2.00	6/30/2025

C507_6 - Science, Technology and Innovation (STI) Mainstreaming

This will entail integration of advanced scientific knowledge, cutting-edge technology, and innovative solutions into the Authority's operations and transport systems. This involves leveraging modern technologies such as data analytics, intelligent transport systems (ITS), and smart mobility solutions to improve efficiency, safety, and sustainability in public transport management. The aim is to enhance decision-making,

optimize resource use, and create innovative transport solutions that meet the growing needs of the metropolitan population while reducing congestion and environmental impact. STI mainstreaming aligns NaMATA's goals with global trends in smart city development and sustainable urban mobility.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Develop Institutional STI Mainstreaming Strategy	%	30.00	12/31/2024
2. Implement the STI strategic issues identified in the strategy	%	70.00	6/30/2025

C507_7 - Productivity Improvement

The Authority focuses on enhancing the efficiency and effectiveness of public transport operations and services. This includes optimizing resource allocation, streamlining processes, and leveraging technology to reduce costs and improve service quality. Key strategies will involve automating workflows, investing in staff training, and utilizing data analytics for informed decision-making. By fostering a culture of continuous improvement and innovation, NaMATA aims to deliver reliable and efficient transport solutions that meet the needs of the Nairobi metropolitan population while maximizing operational performance.

During the FY 2024/2025, the Authority will undertake the following:

Sub-Indicator	Unit of Measure	Target	Completion Date
1. Establish Productivity Index	Index	100.00	6/30/2025

D. Implementation of Presidential Directives

D1 - Implementation of Presidential Directives

The Authority will implement the Presidential Directives enumerated in the Directives Matrix and any other that may be issued between 1st July 2024 and 30th April 2025.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Plant 5790 trees.	%	70.00	6/30/2025
2.	Mobilize the following key stakeholders to grow trees, in liaison with the state Department for Forestry: (i) Kenya Forest Service (KFS) (ii) Community Forest Association	%	30.00	6/30/2025

E. Affirmative Action in Procurement

E1 - Access to Government Procurement Opportunities

During the FY 2024/2025, the Authority commits to allocate at least 30% of its procurement budget worth Kshs 1,004,168,135.00 translating to Kshs. 301,250,440.50 for goods and services to Youth, Women and PWDs and reserve at least 2% of the 30% of the budget for procurement of goods and services to PWDs. NB: The procurement budget excludes ongoing contracts, specialized works, goods and services.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Access to Government Procurement Opportunities	Kshs	301,250,440.50	6/30/2025
2.	2% of the 30% reserved for PWDs	Kshs	6,025,008.81	6/30/2025

E2 - Promotion of Local Content in Procurement

During the FY 2024/2025, the Authority commits that 40% of the total procurement budget of Kshs. 1,004,168,135.00 translating to Kshs. 401,667,254.00 is allocated and awarded for procurement of local goods and services, in order to promote consumption of locally produced goods and services, that will contribute to among others, employment creation and growth of local industries. In addition, the Authority will prepare and submit quarterly progress reports on implementation of the indicator to the Ministry of Investments, Trade and Industry using the prescribed format.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Promotion of Local Content in Procurement	Kshs	401,667,254.00	6/30/2025

F. Cross – Cutting

F1 - Asset Management

This will involve making strategic decisions to maximize the value of the Authority's resources. The goal is to optimize returns, mitigate risks, and ensure long-term sustainability while aligning with the Authority's objectives.

During the FY 2024/2025, the Authority will undertake the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Update inventory of assets	%	30.00	6/30/2025
2.	Acquire assets ownership documents	%	30.00	6/30/2025
3.	Dispose idle assets	%	40.00	6/30/2025

F2 - Youth Internships/ Industrial Attachments/ Apprenticeships

During the FY 2024/2025, the Authority will engage the youths progressively in internship, industrial attachment or apprenticeship programs for skills transfer. The

minimum number of youths will be at least 5% of the total in-post of the staff strength (ninety-one employees).

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Internship	No	10.00	6/30/2025
2.	Industrial attachment	No	20.00	6/30/2025

F3 - Competence Development

This will entail enhancing the skills, knowledge, and abilities of staff to improve performance and meet evolving job requirements. It involves continuous learning, training, mentoring, and personal growth initiatives aimed at building the necessary competencies for professional and organizational success. Competence development is critical for adapting to changes, achieving career advancement, and fostering innovation.

The Authority is committed to continuously enhancing the skills of all staff to increase productivity. Therefore, in the FY 2024/2025, the Authority will undertake the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Address the identified skills gaps and training needs through interventions such as recruitment, outsourcing, capacity building/ training, proper placements and deployments, coaching, mentoring, etc.	%	40.00	6/30/2025
2.	Undertake Employee Performance Management by carrying out the following: (i) Set individual employees' annual performance targets for FY 2024/25 using the prescribed format by 31st July, 2024 (10%)	%	60.00	6/30/2025

	Sub-Indicators	Unit of Measure	Target	Completion Date
(ii)	Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2023/24 by 31st August, 2024 (15%) and			
(iii)	Develop an action plan and implement the recommendations emanating from the staff appraisal reports (15%).			

F4 - National Values and Principles of Governance

During the FY 2024/2025, the Authority will aim to make national values and principles of governance a central rallying ingredient and theme in the planning and execution of policies, programs, projects and activities for improved service delivery by undertaking the following:

Sub-Indicators	Unit of Measure	Target	Completion Date
1. Implement at least four (4) commitments and submit in the prescribed format an Annual Progress Report on the implementation of the commitments and way forward captured in the 2022/23 Annual President's Report on National Values and Principles of Governance (40%). (i) Implement measures to support the five (5) pillars of the Government Plan as outlined in the Bottom-Up Economic Transformation Agenda (2022-2027) namely: Agriculture, Micro, Small and Medium Enterprise (MSME) Economy, Housing and Settlement, Improved Healthcare for all Kenyans and Digital Superhighway and creative economy (10%) (ii) Enhance adherence to the provisions of Article 10 of the Constitution through civic education, training and sensitization and mainstreaming of national values and principles of governance (10%) (iii) Implement measures to promote accountability and openness in the management of the affairs of the Authority (10%) and (iv) Support devolution by strengthening collaboration and cooperation between the two levels of governments for improved service delivery (10%)	%	40.00	6/30/2025
2. Submit in the prescribed format the Annual Report on Measures taken and Progress achieved in the realization of National Values and Principles of Governance to the Directorate of National Cohesion and Values by 15th July 2025 in hard copy and soft copy emailed to: nationalvalues2017@gmail.com with a copy to nationalvalues2017@headofpublicservice.go.ke	%	60.00	7/15/2025

ANNEX III: PRESIDENTIAL DIRECTIVES MATRIX

SNo	Directive	Description	Date Issued	Timeline	Total Estimated cost	Allocation for FY 2024/2025	Key Deliverables for FY 2024/2025
1.	National Tree Growing Restoration Campaign	The President launched the National Tree Growing and Restoration Campaign to grow 15 billion trees to restore 10.6 million hectares by 2032 on 21st December 2022. This initiative is expected to increase forest and tree cover from 12% to 30% by 2032; restore ecological integrity and functioning of ecosystems; strengthen communities' resilience to climate change; support sustainable supply of environmental products and services (water and biodiversity); establishment of nature-based center	12/21/2022	06/30/2025	1,500,000.00	1,500,000.00	(i) 5790 trees Planted (ii) Kenya Forest Service (KFS) and Community Forest Association mobilized



PERFORMANCE CONTRACT

1ST JULY 2024 - 30TH JUNE 2025

