NAIROBI METROPOLITAN AREA TRANSPORT AUTHORITY

NaMATA *Advancing Mobility*

PERFORMANCE CONTRACT

1ST JULY 2025 - 30TH JUNE 2026

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 2025 - 30TH JUNE 2026

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 P.O. Box 52692-00200 Nairobi
(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 Nairobi 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 onboarding of services on the ecitizen 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 Nairobi 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 Intents 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 the adoption of suitable technology.

Part IV: Commitments and Obligations of the Government

Acknowledgement 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 2025 to 30th June 2026.

Part VII: Signatories to the Performance Contract

For and on behalf of Nairobi Metropolitan Area Transport Authority

Signature..... Date..3/3/2026.....

HON. BENSON MUTURA KANG'ARA
CHAIRPERSON - BOARD OF DIRECTORS

Signature..... Date..3/3/2026.....

HON. DOMINIC KIPKOECH KOSKEI
INDEPENDENT BOARD MEMBER

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

Signature..... Date..3/3/2026.....

MR. DAVIS CHIRCHIR, E.G.H.
CABINET SECRETARY
MINISTRY OF ROADS AND TRANSPORT

Countersigned by:

Signature..... Date..5th JUNE, 2026.....

HON. FCPA JOHN MBADI NG'ONGO, E.G.H.
CABINET SECRETARY
THE NATIONAL TREASURY AND ECONOMIC PLANNING

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

S/no.	Performance Criteria	Unit of Measure	Weight (%)	Status Previous Year 2024/2025	Target (FY 2025/2026
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	3.05	1.00
	Weight Sub-total		**10.00**		
B	**Service Delivery**				
B1	Implementation of Citizens' Service Delivery Charter	%	4.00	97.00	100.00
B2	Digitalization of Government Services	%	7.00	80.00	100.00
B3	Resolution of Public Complaints	%	4.00	100.00	100.00
	Weight Sub-total		**15.00**		
C	**Core Mandate**				
C507_1	Sustainable Urban Mobility Plan (SUMP) Developed	%	15.00	24.00	30.00
C507_2	Bus Rapid Transit (BRT) Line 4 Infrastructure Developed.	%	12.00	N/A	100.00
C507_3	Public Transport Operations and Management Improved.	%	11.00	N/A	100.00
C507_4	Research and Development.	No.	10.00	N/A	1.00
C507_5	Science, Technology and Innovation (STI) Mainstreaming.	%	2.00	28.00	100.00
C507_6	Productivity Improvement.	%	3.00	35.00	100.00
C507_7	Non- Motorized Transport (NMT) Infrastructure Developed	KMs	12.00	N/A	25.00
	Weight Sub-total		**65.00**		
D	**Implementation of Presidential Directives**				
D1	Implementation of Presidential Directives	%	2.00	90.45	100.00
	Weight Sub-total		**2.00**		
E	**Affirmative Action in Procurement**				

E1	Access to Government Procurement Opportunities	Kshs.	2.00	301004615.00	242991526.80
S/no.	**Performance Criteria**	**Unit of Measure**	**Weight (%)**	**Status Previous Year 2024/2025**	**Target (FY 2025/2026)**
E2	Promotion of Local Content in Procurement	Kshs.	2.00	240957152.80	323988702.40
	Weight Sub-total		**4.00**		
F	**Cross - Cutting**				
F1	Asset Management	%	1.00	100.00	100.00
F2	Youth Internships/ Industrial Attachments/ Apprenticeships	No.	1.00	40.00	40.00
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 2025/2026, the Board will ensure that GoK allocated funds amounting to Kshs. 1,617,833,084.00 are applied to programmes, projects and activities for which they were intended, appropriated and planned for as follows:

(a) Recurrent Budget - Kshs. 465,588,000.00
(b) Development Budget - Kshs. 1,152,245,084.00

	Source of Funds	Unit of Measure	Target	Completion Date
1.	Absorption of GoK Allocated Funds	%	100.00	6/30/2026

A2 - Absorption of Externally Mobilized Funds

During FY 2025/2026, the Board will ensure that externally mobilized funds amounting to Kshs 19 Million for the Public Transport Technical BRT Assistance Project, Phase 1, are applied to the programmes, projects, and activities for which they were intended, appropriated, and planned as follows:

	Source of Funds	Unit of Measure	Target	Completion Date
1.	Development Partner- Agence Française de Dévelopement (AFD)	%	100.00	6/30/2026

A3 - Pending Bills Ratio

The Board has a historical pending bill of Kshs. 1,340,043,491.00, captured in the Pending Bills Verification Committee Report approved by the National Assembly, and is now awaiting resourcing to settle the contractor.

The Board will ensure that during the FY 2025/2026, the pending bills do not exceed 1% of the allocated budget of Kshs. 1,636,833,084.00 (Gok+Externally Mobilized funds) translating to Kshs. 16,368,330.84.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Ceiling for Pending Bills as a proportion of the total approved budget for the financial year in percentage	%	1.00	6/30/2026

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 2025/2026, the Board 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	12/31/2025
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	12/31/2025
3.	Sensitize all staff on the charter	%	20.00	12/31/2025
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 as per the provided template.	%	50.00	6/30/2026

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 2025/2026, the Board 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	9/30/2025
2.	Re-engineer at least two core services end-to-end (Finance & Accounts and Procurement Management Information Systems)	%	35.00	9/30/2025
3.	Digitalize re-engineered service processes	%	35.00	12/31/2025
4.	Onboard all digitalized customer-facing services onto the e-citizen platform, where applicable	%	20.00	6/30/2026

B3 - Resolution of Public Complaints

The Board 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 2025/2026, the Board will undertake the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Resolve all complaints received	%	70.00	6/30/2026
2.	Process requests on access to information received	%	30.00	6/30/2026

C. Core Mandate

C507_1 - Sustainable Urban Mobility Plan (SUMP) Developed

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 2025/2026, the Board will undertake the following initiatives which will contribute to 30% of the overall development of the SUMP:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Develop Request for Proposal	%	5.00	6/30/2026
2.	Procure a consultant	%	15.00	6/30/2026
3.	Consultant mobilization and preparation of the inception report	%	10.00	6/30/2026

C507_2 - Bus Rapid Transit (BRT) Line 4 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 costeffective services at a relatively low cost.

During FY 2025/2026, the Board will undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Redesign 10Km of BRT Line 4 East Side Corridor (Mama Lucy Hospital - Donholm - CBD)	%	40.00	6/30/2026
2.	Conduct Environmental and Social Impact Assessment (ESIA) for BRT Line 4 East Side Corridor.	%	30.00	6/30/2026
3.	Preparation of Resettlement Action Plan (RAP) report for BRT Line 4 East Side Corridor.	%	30.00	6/30/2026

C507_3 - Public Transport Operations and Management Improved.

Improving public transport operations and management in the Nairobi Metropolitan Area aims to enhance efficiency, commuter experience, and sustainability through better coordination, modern systems, and technology-driven planning.

During FY 2025/2026, the Board will undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Develop Transit-Oriented Development (TOD) design guidelines for the Nairobi Metropolitan Area (NMA).	%	60.00	6/30/2026
2.	Develop BRT bus standards.	%	40.00	6/30/2026

C507_4 - 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 2025/2026, the Board will undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Collaborate with one (1) Tertiary Institution to undertake public transport research within the NMA and prepare a report	No.	1.00	6/30/2026

C507_5 - Science, Technology and Innovation (STI) Mainstreaming.

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. 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.

During the FY 2025/2026, the Board will undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Develop an Institutional STI Mainstreaming Strategy	%	20.00	12/31/2025
2.	Implement four (4) STI strategic issues identified in the strategy	%	80.00	6/30/2026

C507_6 - Productivity Improvement.

The Board 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 2025/2026, the Board will undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Establish Productivity Index	%	100.00	6/30/2026

C507_7 - Non-Motorized Transport (NMT) Infrastructure Developed

Non-Motorized Transport (NMT) infrastructure within the Nairobi Metropolitan Area (NMA) refers to facilities such as walkways and cycling lanes designed to support walking and cycling. It aims to promote sustainable mobility, enhance safety, reduce congestion, and improve accessibility for all road users.

During FY 2025/2026, the Board will undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Construct 25 Kms of Non-Motorized Transport Infrastructure	KMs	25.00	6/30/2026

D. Implementation of Presidential Directives

D1 - Implementation of Presidential Directives

The Board will implement the Presidential Directives enumerated in the Presidential Directives Matrix in Annex iii.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Implementation of Presidential Directives	%	100.00	6/30/2026

E. Affirmative Action in Procurement

E1 - Access to Government Procurement Opportunities

During the FY 2025/2026, the Board commits to allocate at least 30% of its procurement budget worth Kshs 809,971,756.00, translating to Kshs. 242,991,526.80 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 as shown in the table below. NB: The procurement budget excludes ongoing contracts, specialized works, goods and services.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Minimum 30% of the Annual Procurement Budget will be reserved to Youth, Women and Persons with Disabilities	Kshs.	242,991,526.80	6/30/2026
2.	Minimum 2% of the 30% Procurement Budget Reserved for PWDs	Kshs.	4,859,830.54	6/30/2026

E2 - Promotion of Local Content in Procurement

During the FY 2025/2026, the Board commits that 40% of the total procurement budget of Kshs. 809,971,756.00 translating to Kshs. 323,988,702.40 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 as shown in the table below. 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.	Minimum 40% of the annual procurement budget will be reserved in promotion of locally produced goods and services	Kshs.	323,988,702.40	6/30/2026

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 2025/2026, the Board will undertake the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Verified and updated Assets Register maintained	%	30.00	6/30/2026
2.	Assets Ownership documents acquired	%	30.00	6/30/2026
3.	Idle assets disposed	%	40.00	6/30/2026

F2 - Youth Internships/ Industrial Attachments/ Apprenticeships

During the FY 2025/2026, the Board 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) as shown in the table below.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Internship	No.	10.00	6/30/2026
2.	Industrial attachment	No.	30.00	6/30/2026

F3 - Competence Development

The Board is committed to enhancing staff competencies through continuous learning, training, mentoring, and personal growth initiatives to improve performance, adaptability, and innovation. The Board undertook an Institutional Skills Gap Analysis and Staff Training Needs Assessment in FY 2023/2024.

During FY 2025/2026, the Board will undertake the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Annual staff training projections prepared	%	10.00	9/30/2025
2.	Address the identified skills gaps and training needs through interventions such as recruitment, outsourcing, capacity building/ training, proper placements and deployments, coaching and mentoring	%	40.00	6/30/2026
3.	Undertake Employee Performance Management by carrying out the following: i. Set individual employees' annual performance targets for FY 2025/26 using the prescribed format by 31st July, 2025 (15%); ii. Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2024/25 by 31st August, 2025 (20%); and iii. Develop an action plan and implement the recommendations emanating from the staff appraisal reports (15%).	%	50.00	6/30/2026

F4 - National Values and Principles of Governance

During the FY 2025/2026, the Board 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 Da
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 2024/25 Annual President's Report on National Values and Principles of Governance (40%). i. Enhance the capacity of institutions and stakeholders in the promotion of national values and principles of governance. ii. Adopt/upscale innovative and creative measures to transform public service delivery. iii. Implement measures to improve accountability and openness in the management of the affairs of the Authority, and iv. Enhance collaboration and partnership between the two (2) levels of Government to strengthen devolution.	%	40.00	7/15/2026
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 2026 in hard copy and soft copy emailed to: nationalvalues2017@gmail.com and a copy to nationalvalues2017@headofpublicservice.go.ke	%	60.00	7/15/2026

ANNEX III: PRESIDENTIAL DIRECTIVES MATRIX

S.No	Directive	Description	Date Issued	Timeline	Total Estimated cost	Allocation for FY 2025/2026	Key Deliverables for FY 2025/2026
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); and establishment of a nature-based Center.	12/21/2022	30-06-2026	1,500,000	1,500,000	(i) Minimum 30,000 allocated trees planted/grown -70% (ii) Key stakeholders mobilized to grow trees, in liaison with the State Department for Forestry At least two (2) key stakeholders engaged in tree planting activities30%

S.No	Directive	Description	Date Issued	Timeline	Total Estimated cost	Allocation for FY 2025/2026	Key Deliverables for FY 2025/2026
2.	Corruption Prevention	Ministries, State Departments and other public institutions to put in place procedures for the prevention of Bribery and Corruption as Required under section 9(1) of the Antibribery Act Cap 79 B and to report to the Ethics and Anti-Corruption Commission	6/30/2025	30-06-2026	0.00	0.00	(i) Anti-bribery and Corruption Mitigation Pla and Procedures Develop (40%) (ii) Corruption Mitigation Plan and Procedures Implemented (40%) (iii) Capacity Building on Corruption Prevention fo Corruption Prevention Committee undertaken (20%)

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