



EXECUTIVE OFFICE OF THE PRESIDENT
HEAD OF THE PUBLIC SERVICE

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When replying please quote

OP/CAB. 9/1

Ref. No.....

and date

STATE HOUSE

P.O. Box 40530-00100

Nairobi, Kenya

9th May, 2022

....., 20.....

All Chief Executive Officers, State Corporations

**RE: REVISED BOARD PERFORMANCE EVALUATION TOOLS AND
SCHEDULE - FY 2022**

a) Revised Board Evaluation Tools

Mwongozo; the Code of Governance for State Corporations, and government policy as communicated vide circular OP/CAB. 1/43/1 of 29th June, 2011 requires Board of Directors in State Corporations to carry out annual performance evaluation and file a report with the parent Ministry and the State Corporations Advisory Committee. The relevant evaluation tools which were released through the aforementioned circular, have been in use for over ten (10) years since their issue in 2011

Due to passage of time and on the basis of lessons learnt, the tools have been reviewed to incorporate some of the latest developments in corporate governance and address inherent noted weaknesses and gaps. The revised tools have addressed, among others, the following concerns;

- i. Redesigned the Tools to remove issues/items that are ambiguous; not within powers or control of the Board.
- ii. Reduced and rationalized the number of evaluated items especially in relation to evaluation of Corporate Board performance.
- iii. Sharpened the CEO's evaluation tool to include responsibilities on statutory reporting.
- iv. Included the evaluation tool for the Corporation Secretary which has hitherto been nonexistent.

In this regard, Commencing 1st July 2022, Boards of Directors will carry out annual performance evaluation using the revised evaluation tools (**annexed herewith**) and file a report with the parent Ministry and the State Corporations Advisory Committee. For ease of access, the State Corporations Advisory Committee has been asked to post the tools on their website *www.scac.go.ke*.

b) Board Self Evaluation Schedule FY 2021/2022

As communicated vide Circular No. OP/CAB.9/1A dated 11th March, 2020, State Corporations are required to schedule annual Board Evaluation activity as part of their Almanac and notify the State Corporations Advisory Committee (SCAC) of the same by 31st July of each year. The circular further guided that Boards should undertake the evaluation exercise within the first four months of every financial year or as directed by SCAC.

Consequently, and in order to enable SCAC support the Board evaluations within the specified time frame; it has been found necessary to propose dates (attached herewith) when SCAC officers will be available to facilitate Boards undertake the exercise. In this regard, you are required to bring this information to the attention of your Board to consider and incorporate the proposed date in FY2022/2023 Board Almanac and submit the same to the Secretary, SCAC before 30th June, 2022.

In instances where a Board has compelling reason(s) for not aligning its almanac to the proposed date, the same should be communicated and a new date be agreed upon. However, any such rescheduling should be within 1st July and 30th September 2022.

The evaluation will be conducted through the Board Evaluation module of the State Corporations Information Management (SCIMM). You are therefore required to ensure that Board Members' data and particulars are updated in the System (SCIMM) by 15th June, 2022 and thereafter your Corporation Secretary should be updating and reporting promptly whenever changes occur in the Board membership.



**JOSEPH K. KINYUA, EGH
HEAD OF THE PUBLIC SERVICE**

CONFIDENTIAL

Copy to: **All Principal Secretaries/Accounting Officers**

The Secretary

State Corporations Advisory Committee

Executive Office of the President

NAIROBI

The Inspector General (Corporations)

Inspectorate of State Corporations

Executive Office of the President

NAIROBI

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

PH.D. THESIS

BY

ROBERT J. C. HARRIS

1967

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

PH.D. THESIS

BY



2021/2022 BOARD SELF EVALUATION SCHEDULE

S/no	Name of State Corporation	Region	Date
1.	Agri and Cooperative Training & Consultancy Services Ltd	Nairobi	4 Jul. 2022
2.	Agricultural and Food Authority	Nairobi	4 Jul. 2022
3.	Agricultural Development Corporation	Nairobi	4 Jul. 2022
4.	Agricultural Finance Corporation	Nairobi	4 Jul. 2022
5.	Agricultural Information Resource Centre (AIRC)	Nairobi	4 Jul. 2022
6.	Agro-Chemical and Food Company	Nairobi	4 Jul. 2022
7.	Animal Technicians Council	Nairobi	4 Jul. 2022
8.	Anti-Counterfeit Agency	Nairobi	4 Jul. 2022
9.	Anti-Doping Agency	Nairobi	4 Jul. 2022
10.	Anti-Female Genital Mutilation Board	Nairobi	4 Jul. 2022
11.	Architects and Quantity Surveyors Registration Board	Nairobi	5 Jul. 2022
12.	Assets Recovery Agency	Nairobi	5 Jul. 2022
13.	Athi Water Works Development Agency	Nairobi	5 Jul. 2022
14.	Bomas of Kenya	Nairobi	5 Jul. 2022
15.	Building Surveyors Registration Board	Nairobi	5 Jul. 2022
16.	Business Registration Service	Nairobi	5 Jul. 2022
17.	Capital Markets Authority	Nairobi	5 Jul. 2022
18.	Centre for Mathematics, Science and Technology Education in Africa	Nairobi	5 Jul. 2022
19.	Child Welfare Society of Kenya	Nairobi	5 Jul. 2022
20.	Commission for University Education	Nairobi	5 Jul. 2022
21.	Communications Authority of Kenya	Nairobi	6 Jul. 2022
22.	Competition Authority of Kenya	Nairobi	6 Jul. 2022
23.	Consolidated Bank	Nairobi	6 Jul. 2022
24.	Cooperative University	Nairobi	6 Jul. 2022
25.	Council for Legal Education	Nairobi	6 Jul. 2022

26.	Development Bank of Kenya Ltd.	Nairobi	6 Jul. 2022
27.	East African Portland Cement Company Ltd	Nairobi	6 Jul. 2022
28.	Energy and Petroleum Regulatory Authority	Nairobi	6 Jul. 2022
29.	Engineers Board of Kenya	Nairobi	6 Jul. 2022
30.	Export Processing Zones Authority	Nairobi	6 Jul. 2022
31.	Financial Reporting Centre	Nairobi	7 Jul. 2022
32.	Geothermal Development Company (GDC)	Nairobi	7 Jul. 2022
33.	Higher Education Loans Board	Nairobi	7 Jul. 2022
34.	Human Resource Management Professionals Examination Board	Nairobi	7 Jul. 2022
35.	Human Resource Management Professionals Examinations Board	Nairobi	7 Jul. 2022
36.	Hydrologist Registration Board	Nairobi	7 Jul. 2022
37.	Industrial and Commercial Development Corporation	Nairobi	7 Jul. 2022
38.	Information & Communication Technology Authority	Nairobi	7 Jul. 2022
39.	Institute of Certified Investment and Financial Analysts	Nairobi	7 Jul. 2022
40.	Institute of Certified Public Accountants of Kenya	Nairobi	7. Jul. 2022
41.	Institute of Human Resource Management	Nairobi	8.Jul. 2022
42.	Institute of Primate Research	Nairobi	8.Jul. 2022
43.	Insurance Regulatory Authority	Nairobi	8.Jul. 2022
44.	Investor Compensation Fund Board	Nairobi	8.Jul. 2022
45.	JKUAT Enterprise Services	Nairobi	8.Jul. 2022
46.	JKUAT Industrial Park Limited	Nairobi	8.Jul. 2022
47.	Jomo Kenyatta Foundation	Nairobi	8.Jul. 2022
48.	Jomo Kenyatta University Enterprises Ltd.	Nairobi	8.Jul. 2022
49.	Jomo Kenyatta University of Agriculture and Technology	Nairobi	8.Jul. 2022
50.	Kabete National Polytechnic	Nairobi	8.Jul. 2022

51.	Kenya Accountants and Secretaries National Examination Board	Nairobi	11 Jul. 2022
52.	Kenya Agricultural and Livestock Research Organization	Nairobi	11 Jul. 2022
53.	Kenya Airports Authority	Nairobi	11 Jul. 2022
54.	Kenya Animal Genetic Resource Centre	Nairobi	11 Jul. 2022
55.	Kenya BioVax Institute	Nairobi	11 Jul. 2022
56.	Kenya Broadcasting Corporation	Nairobi	11 Jul. 2022
57.	Kenya Bureau of Standards	Nairobi	11 Jul. 2022
58.	Kenya Civil Aviation Authority	Nairobi	11 Jul. 2022
59.	Kenya Copyrights Board	Nairobi	11 Jul. 2022
60.	Kenya Dairy Board	Nairobi	11 Jul. 2022
61.	Kenya Deposit Insurance Corporation	Nairobi	12 Jul. 2022
62.	Kenya Development Corporation	Nairobi	12 Jul. 2022
63.	Kenya Education Management Institute	Nairobi	12 Jul. 2022
64.	Kenya Electricity Generating Company	Nairobi	12 Jul. 2022
65.	Kenya Electricity Transmission Company	Nairobi	12 Jul. 2022
66.	Kenya Engineering Technology Registration Board	Nairobi	12 Jul. 2022
67.	Kenya Export Promotion and Branding Agency	Nairobi	12 Jul. 2022
68.	Kenya Film Classification Board	Nairobi	12 Jul. 2022
69.	Kenya Film Commission	Nairobi	12 Jul. 2022
70.	Kenya Fish Marketing Authority	Nairobi	12 Jul. 2022
71.	Kenya Fisheries Service	Nyanza	13 Jul. 2022
72.	Kenya Fishing Industries Corporation	Nairobi	13 Jul. 2022
73.	Kenya Forest Service	Nairobi	13 Jul. 2022
74.	Kenya Forestry Research Institute	Nairobi	13 Jul. 2022
75.	Kenya Health Human Resource Advisory Council	Nairobi	13 Jul. 2022
76.	Kenya Health Professionals Oversight Authority	Nairobi	13 Jul. 2022

77.	Kenya Industrial Estate	Nairobi	13 Jul. 2022
78.	Kenya Industrial Property Institute	Nairobi	13 Jul. 2022
79.	Kenya Industrial Research & Development Institute	Nairobi	13 Jul. 2022
80.	Kenya Institute of Curriculum Development	Nairobi	13 Jul. 2022
81.	Kenya Institute of Mass Communication	Nairobi	14 Jul. 2022
82.	Kenya Institute of Public Policy Research & Analysis	Nairobi	14 Jul. 2022
83.	Kenya Institute of Supplies Management	Nairobi	14 Jul. 2022
84.	Kenya Investment Authority	Nairobi	14 Jul. 2022
85.	Kenya Law Reform Commission	Nairobi	14 Jul. 2022
86.	Kenya Leather Development Council	Nairobi	14 Jul. 2022
87.	Kenya Literature Bureau	Nairobi	14 Jul. 2022
88.	Kenya Maritime Authority	Nairobi	14 Jul. 2022
89.	Kenya Meat Commission	Nairobi	14 Jul. 2022
90.	Kenya Medical Laboratory Technicians and Technologists Board	Nairobi	14 Jul. 2022
91.	Kenya Medical Practitioners and Dentist Council	Nairobi	15 Jul. 2022
92.	Kenya Medical Research Institute (KEMRI)	Nairobi	15 Jul. 2022
93.	Kenya Medical Supplies Agency (KEMSA)	Nairobi	15 Jul. 2022
94.	Kenya Medical Training College	Nairobi	15 Jul. 2022
95.	Kenya National Accreditation Service	Nairobi	15 Jul. 2022
96.	Kenya National Assurance Co. (2001) Ltd	Nairobi	15 Jul. 2022
97.	Kenya National Bureau of Statistics	Nairobi	15 Jul. 2022
98.	Kenya National Commission for UNESCO	Nairobi	15 Jul. 2022
99.	Kenya National Examinations Council	Nairobi	15 Jul. 2022
100	Kenya National Highways Authority (KeNHA)	Nairobi	15 Jul. 2022
101	Kenya National Innovation Agency	Nairobi	18 Jul. 2022
102	Kenya National Library Service	Nairobi	18 Jul. 2022

103	Kenya National Multi Commodities Exchange Ltd	Nairobi	18 Jul. 2022
104	Kenya National Qualifications Authority	Nairobi	18 Jul. 2022
105	Kenya National Shipping Line	Nairobi	18 Jul. 2022
106	Kenya National Trading Corporation Ltd	Nairobi	18 Jul. 2022
107	Kenya Nuclear Regulatory Authority	Nairobi	18 Jul. 2022
108	Kenya Ordinance and Factories Corporation (KOFC)	Nairobi	18 Jul. 2022
109	Kenya Petroleum Refineries Limited	Nairobi	18 Jul. 2022
110	Kenya Pipeline Corporation	Nairobi	18 Jul. 2022
111	Kenya Plant Health Inspectorate Services	Nairobi	19 Jul. 2022
112	Kenya Post Office Savings Bank	Nairobi	19 Jul. 2022
113	Kenya Power and Lighting Company Ltd	Nairobi	19 Jul. 2022
114	Kenya Railways Corporation	Nairobi	19 Jul. 2022
115	Kenya Red Cross Society	Nairobi	19 Jul. 2022
116	Kenya Re-Insurance Corporation	Nairobi	19 Jul. 2022
117	Kenya Revenue Authority	Nairobi	19 Jul. 2022
118	Kenya Roads Board	Nairobi	19 Jul. 2022
119	Kenya Rural Roads Authority	Nairobi	19 Jul. 2022
120	Kenya Safari Lodges and Hotels Ltd	Nairobi	19 Jul. 2022
121	Kenya School of Government	Nairobi	20 Jul. 2022
122	Kenya School of Law	Nairobi	20 Jul. 2022
123	Kenya School of Monetary Studies	Nairobi	20 Jul. 2022
124	Kenya Scout Council	Nairobi	20 Jul. 2022
125	Kenya Seed Company Limited	Nairobi	20 Jul. 2022
126	Kenya Shipyard Limited	Nairobi	20 Jul. 2022
127	Kenya Space Agency	Nairobi	20 Jul. 2022
128	Kenya Sports Academy	Nairobi	20 Jul. 2022
129	Kenya Technical Training Institute	Nairobi	20 Jul. 2022
130	Kenya Tourism Board	Nairobi	20 Jul. 2022
131	Kenya Trade Network Agency	Nairobi	21 Jul. 2022
132	Kenya Trade Remedies Agency	Nairobi	21 Jul. 2022

133	Kenya Tsetse and Trypanosomiasis Eradication Council	Nairobi	21 Jul. 2022
134	Kenya Universities and Colleges Central Placement Service	Nairobi	21 Jul. 2022
135	Kenya Urban Roads Authority	Nairobi	21 Jul. 2022
136	Kenya Utalii College	Nairobi	21 Jul. 2022
137	Kenya Veterinary Board	Nairobi	21 Jul. 2022
138	Kenya Veterinary Vaccine Production Institute (KEVEVAPI)	Nairobi	21 Jul. 2022
139	Kenya Water Institute	Nairobi	21 Jul. 2022
140	Kenya Water Towers Agency	Nairobi	21 Jul. 2022
141	Kenya Wildlife Service	Nairobi	22 Jul. 2022
142	Kenya Yearbook Editorial Board	Nairobi	22 Jul. 2022
143	Kenyatta International Convention Centre	Nairobi	22 Jul. 2022
144	Kenyatta National Hospital	Nairobi	22 Jul. 2022
145	Kenyatta University	Nairobi	22 Jul. 2022
146	Kenyatta University Teaching and Referral Hospital	Nairobi	22 Jul. 2022
147	Konza Technopolis Development Authority	Nairobi	22 Jul. 2022
148	Lands Limited	Nairobi	22 Jul. 2022
149	LAPSSET Corridor Development Authority	Nairobi	22 Jul. 2022
150	Law Society of Kenya	Nairobi	22 Jul. 2022
151	Local Authorities Provident Fund	Nairobi	25 Jul. 2022
152	Local Authority Pension Trust Fund	Nairobi	25 Jul. 2022
153	Mathari National Teaching and Referral Hospital	Nairobi	25 Jul. 2022
154	Media Council of Kenya	Nairobi	25 Jul. 2022
155	Micro & Small Enterprises Authority	Nairobi	25 Jul. 2022
156	Multi-Media University	Nairobi	25 Jul. 2022
157	Nairobi Area Metropolitan Transport Authority	Nairobi	25 Jul. 2022
158	Nairobi Centre for International Arbitration	Nairobi	25 Jul. 2022

159	Nairobi International Financial Center Authority	Nairobi	25 Jul. 2022
160	National AIDS Control Council	Nairobi	25 Jul. 2022
161	National Biosafety Authority	Nairobi	26 Jul. 2022
162	National Campaign Against Drug Abuse Authority	Nairobi	26 Jul. 2022
163	National Cancer Institute of Kenya	Nairobi	26 Jul. 2022
164	National Cereals and Produce Board	Nairobi	26 Jul. 2022
165	National Commission for Science, Technology and Innovation	Nairobi	26 Jul. 2022
166	National Construction Authority	Nairobi	26 Jul. 2022
167	National Coordinating Agency for Population and Development	Nairobi	26 Jul. 2022
168	National Coroners Service	Nairobi	26 Jul. 2022
169	National Council for Children Services	Nairobi	26 Jul. 2022
170	National Council for Law Reporting	Nairobi	26 Jul. 2022
171	National Council for Persons with Disabilities	Nairobi	27 Jul. 2022
172	National Crime Research Centre	Nairobi	27 Jul. 2022
173	National Defense University - Kenya	Nairobi	27 Jul. 2022
174	National Drought Management Authority	Nairobi	27 Jul. 2022
175	National Employment Authority	Nairobi	27 Jul. 2022
176	National Environment Management Authority	Nairobi	27 Jul. 2022
177	National Environment Trust Fund	Nairobi	27 Jul. 2022
178	National Government Affirmative Action Fund	Nairobi	27 Jul. 2022
179	National Government Constituency Development Fund	Nairobi	27 Jul. 2022
180	National Heroes Council	Nairobi	27 Jul. 2022
181	National Hospital Insurance Fund	Nairobi	28 Jul. 2022
182	National Housing Corporation	Nairobi	28 Jul. 2022
183	National Industrial Training Authority	Nairobi	28 Jul. 2022
184	National Irrigation Authority	Nairobi	28 Jul. 2022

185	National Legal Aid Service	Nairobi	28 Jul. 2022
186	National Mining Corporation	Nairobi	28 Jul. 2022
187	National Museums of Kenya	Nairobi	28 Jul. 2022
188	National Oil Corporation of Kenya (NOCK)	Nairobi	28 Jul. 2022
189	National Quality Control Laboratory	Nairobi	28 Jul. 2022
190	National Social Security Fund	Nairobi	28 Jul. 2022
191	National Transport & Safety Authority	Nairobi	29 Jul. 2022
192	National Water Conservation and Pipeline Corporation	Nairobi	29 Jul. 2022
193	National Youth Council	Nairobi	29 Jul. 2022
194	National Youth Service	Nairobi	29 Jul. 2022
195	New Kenya Co-operative Creameries	Nairobi	29 Jul. 2022
196	NGOs Coordination Board	Nairobi	29 Jul. 2022
197	Pharmacy & Poisons Board	Nairobi	29 Jul. 2022
198	Policy Holders Compensation Fund	Nairobi	29 Jul. 2022
199	Postal Corporation of Kenya	Nairobi	29 Jul. 2022
200	President's Awards	Nairobi	29 Jul. 2022
201	Private Security Regulatory Authority	Nairobi	1.Aug. 2022
202	Privatization Commission	Nairobi	1.Aug. 2022
203	Public Procurement Oversight Authority	Nairobi	1.Aug. 2022
204	Public Procurement Regulatory Authority	Nairobi	1.Aug. 2022
205	Public Service Superannuation Fund Board	Nairobi	1.Aug. 2022
206	Nuclear Power and Energy Agency	Nairobi	1.Aug. 2022
207	Numerical Machining Complex	Nairobi	1.Aug. 2022
208	Nursing Council of Kenya	Nairobi	1.Aug. 2022
209	Nyayo Tea Zones Development Corporation		1.Aug. 2022
210	Railway City Development Authority	Nairobi	1.Aug. 2022
211	Regional Centre for Ground Water Resources, Education, Training and Research in East Africa	Nairobi	2.Aug. 2022
212	Registration of Certified Public Accountants Board	Nairobi	2.Aug. 2022

213	Registration of Certified Public Secretaries Board	Nairobi	2.Aug. 2022
214	Research Development Unit Company Limited (RDU)	Nairobi	2.Aug. 2022
215	Retirement Benefits Authority	Nairobi	2.Aug. 2022
216	Rural Electrification and Renewable Energy Authority (REA)	Nairobi	2.Aug. 2022
217	Sacco Societies Regulatory Authority	Nairobi	2.Aug. 2022
218	School Equipment Production Unit	Nairobi	2.Aug. 2022
219	Scrap Metal Council	Nairobi	2.Aug. 2022
220	Tourism Fund	Nairobi	2.Aug. 2022
221	Tourism Regulatory Authority	Nairobi	3.Aug. 2022
222	Tourism Research Institute	Nairobi	3.Aug. 2022
223	Unclaimed Financial Assets Authority	Nairobi	3.Aug. 2022
224	University of Nairobi	Nairobi	3.Aug. 2022
225	University of Nairobi Enterprises and Services Limited	Nairobi	3.Aug. 2022
226	University of Nairobi Press	Nairobi	3.Aug. 2022
227	Special Economic Zones Authority	Nairobi	3.Aug. 2022
228	Sports Kenya	Nairobi	3.Aug. 2022
229	St. John Ambulance of Kenya	Nairobi	3.Aug. 2022
230	Tana River Development Authority	Nairobi	3.Aug. 2022
231	Tanathi Water Works Development Agency	Nairobi	4.Aug. 2022
232	Tea Board of Kenya	Nairobi	4.Aug. 2022
233	Tea Research Foundation	Nairobi	4.Aug. 2022
234	Technical and Vocational Education and Training Curriculum Development Assessment & Certification Council (TVETCDACC)	Nairobi	4.Aug. 2022
235	Technical University of Kenya	Nairobi	4.Aug. 2022
236	Technical Vocational and Training Authority	Nairobi	4.Aug. 2022
237	The Kenya Cultural Centre	Nairobi	4.Aug. 2022
238	Warehouse Receipt System Council	Nairobi	4.Aug. 2022

239	Water Resources Authority	Nairobi	4.Aug. 2022
240	Water Services Regulatory Board	Nairobi	4.Aug. 2022
241	Water Services Trust Fund	Nairobi	4.Aug. 2022
242	Wildlife Research Training Institute	Nairobi	5.Aug. 2022
243	Witness Protection Agency	Nairobi	5.Aug. 2022
244	Youth Enterprise Development Fund Board	Nairobi	5.Aug. 2022
245	Mama Ngina University College	Central	8.Aug. 2022
246	Kirinyaga University	Central	9 Aug. 2022
247	Murang'a University	Central	10 ug. 2022
248	Mwea Rice Mills	Central	11.Aug. 2022
249	Karatina University	Central	12.Aug. 2022
250	Dedan Kimathi University of Science and Technology	Central	15.Aug. 2022
251	Tana Water Works Development Agency	Central	16.Aug. 2022
252	Gatitu Tea Factory	Central	17.Aug. 2022
253	Nyandarua National Polytechnic	Central	18.Aug. 2022
254	Nyeri National Polytechnic	Central	19.Aug. 2022
255	Alupe University College	Western	8.Aug. 2022
256	Kibabii University	Western	9 Aug. 2022
257	Nzoia Sugar Company	Western	10 ug. 2022
258	Kaimosi Friends University College	Western	11.Aug. 2022
259	Golf Hotel Kakamega	Western	12.Aug. 2022
260	Masinde Muliro University of Science & Technology	Western	15.Aug. 2022
261	Bukura Agricultural College	Western	16.Aug. 2022
262	Western Kenya Rice Mills Ltd	Western	17.Aug. 2022
263	Lake Victoria North Water Works Development Agency	Western	18.Aug. 2022
264	Sigalagala National Polytechnic	Western	19.Aug. 2022
265	Arap Samoei University College	N/Rift	19.Aug. 2022
266	University of Eldoret	N/Rift	19.Aug. 2022
267	Kerio Valley Development Authority (KVDA)	N/Rift	19.Aug. 2022
268	Kipchabo Tea Factory	N/Rift	22.Aug. 2022

269	Rivatex East Africa Limited	N/Rift	23.Aug. 2022
270	North Rift Valley Water Works Development Agency	N/Rift	24.Aug. 2022
271	Moi Teaching and Referral Hospital	N/Rift	25.Aug. 2022
272	Moi University	N/Rift	26.Aug. 2022
273	Mt. Elgon Lodge	N/Rift	29.Aug. 2022
274	Simlaw Seeds Kenya Ltd	N/Rift	30.Aug. 2022
275	Simlaw Seeds Tanzania	N/Rift	31.Aug. 2022
276	Simlaw Seeds Uganda Ltd.	N/Rift	1 Sep. 2022
277	Kitale National Polytechnic	N/Rift	2 Sep. 2022
278	Kabarnet Hotel Ltd	N/Rift	5 Sep. 2022
279	Turkana University College	N/Rift	6 Sep. 2022
280	The Eldoret National Polytechnic	N/Rift	7 Sep. 2022
281	Laikipia University	S/Rift	8.Aug. 2022
282	Central Rift Valley Water Works Development Agency	S/Rift	9 Aug. 2022
283	Egerton University	S/Rift	10 ug. 2022
284	Pyrethrum Processing Company of Kenya	S/Rift	11.Aug. 2022
285	Bomet University College	S/Rift	12.Aug. 2022
286	Maasai Mara University	S/Rift	15.Aug. 2022
287	Ewaso Ng'iro South Development Authority	S/Rift	16.Aug. 2022
288	University Kabianga	S/Rift	17.Aug. 2022
289	Jaramogi Oginga Odinga University of Science & Technology	Nyanza	18.Aug. 2022
290	Sunset Hotel Kisumu	Nyanza	19.Aug. 2022
291	Kisumu National Polytechnic	Nyanza	19.Aug. 2022
292	Lake Basin Development Authority (LBDA)	Nyanza	19.Aug. 2022
293	Lake Victoria South Water Works Development Agency	Nyanza	19.Aug. 2022
294	Chemilil Sugar Company Ltd	Nyanza	22.Aug. 2022

295	Muhoroni Sugar Company Ltd	Nyanza	23.Aug. 2022
296	Rongo University	Nyanza	24.Aug. 2022
297	South Nyanza Sugar Company Limited (SONY)	Nyanza	25.Aug. 2022
298	Maseno University	Nyanza	26.Aug. 2022
299	Tom Mboya University College	Nyanza	29.Aug. 2022
300	Kisii National Polytechnic	Nyanza	30.Aug. 2022
301	Kisii University	Nyanza	31.Aug. 2022
302	Ewaso Ng'iro North Development Authority	Eastern	8.Aug. 2022
303	Embu University	Eastern	9 Aug. 2022
304	Garissa University		10 ug. 2022
305	North Eastern National Polytechnic	Eastern	11.Aug. 2022
306	Chuka University	Eastern	12.Aug. 2022
307	Meru National Polytechnic	Eastern	15.Aug. 2022
308	Meru University of Science and Technology	Eastern	16.Aug. 2022
309	Northern Water Works Development Agency (NWSB)	Eastern	17.Aug. 2022
310	Machakos University	Eastern	18.Aug. 2022
311	South Eastern University	Eastern	19.Aug. 2022
312	Bandari Maritime College	Coast	22.Aug. 2022
313	Kenya Ports Authority	Coast	23.Aug. 2022
314	Coast Development Authority	Coast	24.Aug. 2022
315	Kenya Marine & Fisheries Research Institute	Coast	25.Aug. 2022
316	Kenya Coast National Polytechnic	Coast	26.Aug. 2022
317	Coast Water Works Development Agency	Coast	29.Aug. 2022
318	Pwani University	Coast	30.Aug. 2022
319	Technical University of Mombasa	Coast	31.Aug. 2022
320	Taita Taveta University	Coast	1 Sept. 2022

GUIDE TO BOARD SELF EVALUATION

Key issues to be addressed

1. Mandate

- Boards interpreted the mandate of the Corporation.
- How well does the Board comprehend the mandate of the Corporation?
- Relevance of the mandate to national economic development?
- Desired future given the mandate.

2. Strategic Plan

- Boards articulation of the strategic thrust of the Corporation.
- Integration of the strategic plan with the national development plan and the Kenya Vision 2030.
- Identification of Key Performance Indicators.
- Monitoring and evaluation of performance against the Key Performance Indicators
- Sufficiency, quality and content of strategic plan.
- Reflection of the strategic plan at an operational level in the business plan.
- Review of the Corporation's performance against the business plan.
- Strategies for providing resources required for implementation of the strategy.

3. Performance Management

- Participation in identification of performance targets for the Corporation's performance contract.
- Performance contract and implementation of implementation of the strategic plan.

4. Shareholder(s)

- Alignment of Corporation's objectives with those of Parent Ministry and Vision 2030 expectations.
- Full and accurate reporting on Corporation affairs to the Government.
- Relationship with the Government.
- Board's relationships with monitoring agencies.

5. The Stakeholders

- Identification of key stakeholders.
- Policy determining how the Corporation will relate with stakeholders.
- State of the relationship with the key stakeholders.

6. Legal/Ethical Duties

- Compliance with all legal/ethical requirements.
- Existence of a code of Ethics/ Adherence to the Public Officer Ethics Act 2003.
- The Corporation as an employer.

7. The Direction of the Corporation

- Adequacy of Board's monitoring of the Corporation.
- Identification of important by the Board, their analysis and deliberation.

8. The CEO

- Definition and adequacy of the CEO's Job Description.
- Adequacy of the Board's leadership and advice to the CEO.
- Monitoring, evaluation and appraisal of the CEO's performance.
- Separation of powers/roles between the Board and the CEO.

9. Board Meetings

- Relevance, appropriateness and timeliness of the information supplied to the Board.
- Adequacy of preparation and planning for Board meetings.
- Frequency, propriety and style of meetings.
- Attendance of Board meetings and participation.
- Propriety and structure of the Board and its Committees.
- Accuracy, timeliness and maintenance of minutes.
- Follow up on actions necessary and/or reports to the Board on actions taken.

10. Individual Board Member Contributions □ Execution of Chairman's role.

- Recognition and use of individual Board members' particular skills.
- Board's entrepreneurship by contributing contacts and generating business.
- Board's special contributions to the success of the Corporation as a whole.

11. Any other Business

- Board's working knowledge of other providers or competitors in their sector
- Board's role in social accountability or the wider responsibility of the Corporation.

BOARD SELF EVALUATION FORM

Name of the State Corporation.....

Rate performance using a scale of 1 [very poor] to 5 [very good] as appropriate [i.e., 1 – very poor; 2 – poor; 3 – fair; 4 – good and 5 – very good].

No.	Statement	Score				
		1	2	3	4	5
	Mandate and Strategy					
1.	The Board has correctly interpreted the mandate of the organization.					
2.	The Board has reviewed the mandate of the organisation to respond to changes in the environment.					
3.	The Board reviews, monitors and ensures that the organisation effectively delivers on its mandate.					
4.	The Board has articulated the strategic direction of the organization in a Strategic Plan.					
5.	The Strategic Plan is aligned with the Medium Term Plan and the Kenya Vision 2030.					
6.	The Board devotes significant time in addressing the long-term objectives of the organization.					

7. The Board has developed a strategy for providing resources required for implementation of the Strategic plan.					
8. The Strategic Plan is reflected in the annual operational plan and performance contracts.					
9. The Board has approved appropriate organization structures.					
Performance Management					
10. The Board has fully participated in the identification and articulation of performance targets for the organization's performance contract for the period under review.					
11. The Board has a mechanism for monitoring and evaluating performance against the performance indicators.					
12. The Board uses both financial and non-financial indicators to monitor the performance of management.					
13. The Board has signed a Performance Contract which is aligned to the Strategic plan.					
Board and Management					
14. The Board has defined and communicated the delegated authority to Management.					
15. The Board's time is not spent on issues of day-to-day management.					

16. The Board (adequately) analyses and discusses proposals from Management before approving the same.					
17. The Board receives sufficient, accurate and timely information from management.					
18. The Board evaluates the performance of Chief Executive Officer based on agreed annual targets.					
19. The Board determines the remuneration of the Chief Executive Officer.					
20. A succession plan is in place for the Chief Executive Officer and senior management and is reviewed regularly.					
Board Structure and Responsibilities					
21. The composition of the Board fairly represents the diversity of stakeholders and takes in to account the required skills.					
22. The Board understands and agrees that its primary duty is to the organisation.					
23. Board members understand the extent of their personal liability for the affairs of the organisation.					
24. Board members bind themselves to the Code of Conduct and Ethics.					
25. When appropriate, the Board seeks counsel from professional advisors.					
26. The Board has instituted a mechanism to deal with conflicts of interest.					
27. Board members evaluate their individual and overall performance formally on annual basis.					

28. Every Board member has been issued with a letter of appointment.					
29. New Board members go through a formal induction process.					
30. Board members receive copies of relevant laws, government policies and the organisation's policy documents.					
31. The Corporation Secretary/Management advises Board members regularly on matters of governance and the applicable laws.					
32. Board members skills and competencies are continually enhanced through need based developed programmes.					
33. The Board has established requisite Board committees with specific terms of reference.					
34. Appointment to committees has been made taking into consideration requisite skills and Board composition.					
Procedure of Board meetings					
35. Every Board member has been issued with a copy of the Board Charter setting out the procedure of Board meetings.					
36. The Board allows diversity of opinion in its meetings.					
37. Board meetings are conducted in a manner that encourages meaningful participation and timely resolution of issues.					

38. Board members receive timely notices, agenda and Board papers.					
39. Board members receive timely and accurate minutes.					
40. The Board ensures that key members of management are invited into the Board meetings where necessary.					
Accountability and Risk Management					
41. The Board approves the annual budget of the organisation					
42. The Board monitors the financial performance of the organisation on a quarterly basis.					
43. The Board ensures the timely preparation of accurate financial statements in accordance with international standards applicable to public bodies.					
44. The Board ensures audit queries qualifications and recommendations are addressed promptly					
45. The Board has developed a policy on risk management and ensures that effective risk management processes and systems are in place.					
46. The Board has established internal procedures and processes to ensure compliance with applicable laws, rules, regulations, codes and standards.					
47. The Board maintains an effective and efficient system of internal control in the organisation.					
48. The Board approves the annual procurement plan and ensures that the plan is aligned with the annual budget.					

Communication & Stakeholder Management					
49. The Board has developed a communication strategy for the organisation.					
50. The Board has in place an appropriate policy on corporate social responsibility.					
Total Score					
Overall rating (Total Score ÷ The number of questions)					

CHAIRPERSON OF THE BOARD

Key issues to be considered

Generally, those provided for by the existing Guidelines and Mwongozo – Code of Governance, namely:

- Provide overall leadership to the Board especially on areas of policy development;
- Maintain a close but independent working relationship with the Chief Executive Officer;
- Harness the collective skills of the Board and its Committees with those of the executive team ;
- Ensure timeliness and relevance of the information and material gains to the Board;
- Encourage directors to participate fully in the deliberations of the Board;
- Head the Board's evaluation process and generally demonstrate qualities of leadership;
- Conduct Board meetings professionally and efficiently;
- Be available to the Directors and the Chief Executive Officer; and
- Guide the Board decision making process and chair meetings of shareholders.

Name of the State Corporation

Name of Member being Evaluated.....

Evaluation criteria

Use a rating scale of 1 [very poor] to 5 [very good] as appropriate [i.e. 1 – very poor; 2 – poor; 3 – fair; 4 – good and 5 – very good] to evaluate performance

No.	Statement	Scores				
		1	2	3	4	5
The Chairperson:						
1.	Understands his or her role and responsibility in the organization.					
2.	Maintains a close but independent working relationship with the CEO.					
3.	Plays a key role in setting the agenda for Board meetings					
4.	Is always well prepared for Board meetings.					
5.	Harnesses the collective skills of the Board and its Committees.					
6.	Encourages Board members to participate fully in the deliberations of the Board.					
7.	Is skilled at managing different points of view.					
8.	Demonstrates good listening and communication skills.					
9.	Guides the Board’s decision-making process without overly influencing outcomes.					

10. Is firm but fair in conducting Board meetings.					
11. Is available for consultations with Board members and the CEO.					
12. Is effective in helping define the opportunities and challenges of the organization.					
13. Encourages teamwork among Board members.					
14. Effectively delegates tasks amongst Board members.					
15. Effectively chairs meetings of shareholders and stakeholders.					
16. Ensures new Board members are inducted on their roles and responsibilities.					
17. Encourages Board members to develop their skills and competencies.					
18. Guides the Board evaluation process.					
19. Ensures a formal succession plan for Board members and senior management is in place.					
20. Promotes a positive image of the organization.					
Total Score					
Overall rating (Total Score ÷ The number of questions)					

INDIVIDUAL DIRECTOR PERFORMANCE EVALUATION

Key issues to be considered

- ◆ Strategic Thinking
- ◆ Corporate Governance
- ◆ Competence
- ◆ Independence
- ◆ Preparedness as a Director
- ◆ Personal Attributes
- ◆ Awareness of operational Environment including stakeholders
Interests

Name of the State Corporation

Name of Board Member being Evaluated

Evaluation criteria

Use a rating scale of 1 [very poor] to 5 [very good] as appropriate [i.e. 1 – very poor; 2 – poor; 3 – fair; 4 – good and 5 – very good] to evaluate performance

Board member	1	2	3	4	5
The Board member:					
1. Effectively participates in the strategic planning process.					
2. Understands and upholds the core values of the organization.					
3. Understands the roles of Board and management.					
4. Understands and accepts the principle of collective responsibility.					
5. Is committed to updating his knowledge and skills to serve the organization better.					
6. Understands and adheres to the legal and ethical responsibilities of the Board.					
7. Exercises care, skill and diligence in discharging their duties.					
8. Acts in the best interest of the organization.					
9. Is available and regularly attends Board meetings.					

10. Understands the financial position of the organization.					
11. Understands the business of the organization.					
12. Effectively communicates with fellow Board members and the CEO.					
13. Thinks and acts independently but respects other views.					
14. Prepares adequately for meetings.					
15. Promotes transparency and accountability at Board level.					
16. Clearly understands and discloses potential conflict of interest.					
17. Is respectful and espouses teamwork.					
18. Understands the most significant risks facing the organization.					
19. Understands and ensures compliance with enabling legislation and policy guidelines.					
20. Promotes a positive image of the organization.					
Total Score					
Overall rating (Total Score ÷ number of questions)					

CHIEF EXECUTIVE OFFICER'S PERFORMANCE EVALUATION

Name of the State Corporation

Name of the Chief Executive Officer

Evaluation criteria

Use a rating scale of 1 [very poor] to 5 [very good] as appropriate [i.e. 1 – very poor; 2 – poor; 3 – fair; 4 – good and 5 – very good] to evaluate performance

No.	Statement	Scores				
		1	2	3	4	5
1.	Demonstrates commitment to the organisation's mission, vision, core values and mandate.					
2.	Articulates and effectively implements the organisation's Strategic Plan.					
3.	Is effective in implementing corporate policies, programmes and Board resolutions.					
4.	Understands the roles of the Board and management.					
5.	Achieves set performance objectives and targets.					
6.	Is capable of leading and managing change.					

7. Practices effective delegation and empowers staff.					
8. Ensures effective internal communication.					
9. Provides accurate and relevant information to the Board in a timely manner.					
10. Provides options to aid the Board in decision-making.					
11. Ensures compliance with the laws, regulations, standards and codes of best practice.					
12. Enhances the organisation's value to stakeholders on a sustainable basis.					
13. Manages the organisation's risk and puts in place effective systems of internal control.					
14. Puts in place effective processes and systems of management.					
15. Promotes ethical practices, values of the public service and good corporate citizenship.					
16. Adheres to the organization's code of conduct.					
17. Ensures a conducive work environment for attracting, retaining and motivating employees.					
18. Ensures continuous improvement in the quality of customer service.					
19. Communicates effectively with shareholders and stakeholders.					
20. Promotes a positive image of the organization.					
21. Aligns the human capital to the overall organizational strategy.					
22. Ensures succession planning, employee growth and development.					

23. Ensures prudent financial management and reporting.					
24. Ensures effective utilization of ICT in the organisation.					
25. Ensures that the procurement process is cost effective and delivers value for money.					
26. Ensuring proper and prudent management of financial resources					
27. Continuous achievement of financial and nonfinancial Key Performance Indicators					
28. Resolution of Internal and External Audit queries					
29. Ensuring compliance with Financial statutory obligations such as publishing quarterly reports, PAYEE, NHIF, Pensions					
30. Ensuring proper and prudent management of financial resources					
Total Score					
Overall rating (Total Score ÷ The number of questions)					

EVALUATION OF THE CORPORATION SECRETARY

Name of State Corporation

Name of the Corporation Secretary.....

Evaluation criteria

Use a rating scale of 1 [very poor] to 5 [very good] as appropriate [i.e. 1 – very poor; 2 – poor; 3 – fair; 4 – good and 5 – very good] to evaluate performance

No.	Statement	Scores				
		1	2	3	4	5
1.	Provides guidance to the Board on their duties and responsibilities.					
2.	Advises Board members regularly on matters of governance and compliance.					
3.	Ensures that new Board members undergo an induction programme.					
4.	Facilitates the preparation and implementation of the Board work plan.					
5.	Ensures regular review of the Board Charter and related policies.					

6. Maintains and updates the register of conflicts of interest.					
7. Ensures that the Board complies with laws, rules, regulations, standards and the Corporation's constitutive documents.					
8. Ensures that notices, agendas and Board papers are dispatched to Board members on a timely basis.					
9. Ensures that the proceedings and resolutions of the Board and its Committees are recorded accurately, adequately and circulated on a timely basis.					
10. Ensures every Board member is issued with the relevant organisation's legal documents, Strategic Plan, Board Charter, Code of Conduct and Ethics and <i>Mwongozo</i> among other relevant documents.					
11. Facilitates the skills development of Board members.					
12. Facilitates the Board evaluation process.					
13. Coordinates the governance audit process.					
14. Accounts to the Board on the use of the corporation seal.					
15. Facilitates effective communication between the organisation and the shareholders and Stakeholders.					
Total Scores					
Overall rating (Total Score ÷ The number of questions)					