



**KENYA PLANT HEALTH INSPECTORATE SERVICE
(KEPHIS)**

**Board Performance Evaluation Report
FY2022/2023**

1ST August, 2023

1.0 Introduction

Corporate governance best practices require that Board conduct self-evaluation of its performance on annual basis. Further, ***Mwongozo***, the Code of Governance State Corporations, requires that Board carry out annual performance evaluation and file a report thereof with the parent Ministry and the State Corporations Advisory Committee (SCAC).

This is the report of **Kenya Plant Health Inspectorate Service (KEPHIS)** Board self-evaluation for the year 2022/2023. The evaluation was conducted as a self/peer review with each Board Member completing a form for the Board (BE 1), Individual Board Members (BE3), the CEO (BE4), the Corporation Secretary (BE5) and the Internal Auditor (BE6). The results were analyzed to obtain a mean score on each rated item and thereafter the results transcribed into forms- BE₁, BE₃, BE₄, BE₅ and BE₆ presented herein as follows: -

- 1.1 Summary of Board evaluation results
- 1.2 Board Self Evaluation results - Form BE.1
- 1.3 Individual Board members Performance evaluation results - Form BE3, in respect of the following Members: -
 - a) Mr. Silas Muriira Killingo
 - b) Mr. James Waciuri Wanjohi
 - c) Mr. Moses Merkalei Atuko
 - d) Mr. Julius Kimeu Mutua
 - e) Dr. Rose Wamunyu Njeru
- 1.4 Chief Executive Officer's performance evaluation results - Form BE4
Prof. Theophilus Mwenda Mutui
- 1.5 Corporation Secretary performance evaluation results - Form BE5
Ms. Ivy Waithera
- 1.6 Internal Auditor performance evaluation results - Form BE6
Mr. Raphael Nderitu

2.0 Summary of Board Evaluation Results

The following is a summary of the performance evaluation results for the year 2022/2023;

	Name	Position	Date of Appointment	Date of Expiry	Score	Score
1.	Mr. Silas Muriira Killingo	Member	13th-May-2022	12th-May-2025	4.77	95.33
2.	Mr. James Waciuri Wanjohi	Member	18th-Jan-2022	17th-Jan-2030	4.94	98.83
3.	Mr. Moses Merkalei Atuko	Member	27th-Oct-2021	27th-Oct-2023	4.85	97.00
4.	Mr. Julius Kimeu Mutua	Member	N/A	N/A	4.92	98.33
5.	Dr. Rose Wamunyu Njeru	Member	4th-May-2021	3rd-May-2023	4.89	97.83
6.	Prof. Theophilus Mwenda Mutui	CEO	11th-Dec-2020	10th-Dec-2023	4.89	97.89
7.	Ms. Ivy Waithera	CS	1st-Dec-2020	31st-Dec-2023	4.76	95.24
8.	Mr. Raphael Nderitu	IA	1st-Jan-2023	31st-Dec-2023	4.78	95.67
	Corporate Full Board				4.60	92.00

Details of the above summary and comments thereof which have been discussed by the Board and signed as appropriate, are contained in the individual BE forms and section **3.0**, of this report.

3.0 Comments

BE 1**BOARD SELF EVALUATION FORM**Name of the State Corporation: **Kenya Plant Health Inspectorate Service (KEPHIS)**

#	CRITERIA	Score	Percentage
	Communication & Stakeholder Management		
1	The Board has in place an appropriate policy on corporate social responsibility.	4.8333	96.6667
2	The Board has developed a communication strategy for the organization?	4.3333	86.6667
	Range Score	4.5833	91.6667
	Accountability and Risk Management		
3	The Board approves the annual procurement plan and ensures that the plan is aligned with the annual budget.	4.8333	96.6667
4	The Board maintains an effective and efficient system of internal control in the organization?	4.3333	86.6667
5	The Board has established internal procedures and processes to ensure compliance with applicable laws, rules, regulations, codes and standards.	4.5000	90.0000
6	The Board has developed a policy on risk management and ensures that effective risk management processes and systems are in place.	4.5000	90.0000
7	The Board ensures audit queries qualifications and recommendations are addressed promptly	4.5000	90.0000
8	The Board ensures the timely preparation of accurate financial statements in accordance with international standards applicable to public bodies.	4.6667	93.3333
9	The Board monitors the financial performance of the organization on a quarterly basis.	4.8333	96.6667
10	The Board approves the annual budget of the organisation	4.8333	96.6667
	Range Score	4.6250	92.5000
	Procedure of Board meetings		
11	The Board ensures that key members of management are invited into the Board meetings where necessary.	4.8333	96.6667
12	Board members receive timely and accurate minutes.	4.5000	90.0000

13	Board members receive timely notices, agenda and Board papers.	4.6667	93.3333
14	Board meetings are conducted in a manner that encourages meaningful participation and timely resolution of issues.	4.8333	96.6667
15	The Board allows diversity of opinion in its meetings.	4.6667	93.3333
16	Every Board member has been issued with a copy of the Board Charter setting out the procedure of Board meetings.	4.8333	96.6667
	Range Score	4.7222	94.4444
	Board Structure and Responsibilities		
17	Appointment to committees has been made taking into consideration requisite skills and Board composition.	4.6667	93.3333
18	The Board has established requisite Board committees with specific terms of reference.	4.8333	96.6667
19	Board members skills and competencies are continually enhanced through need based developed programmes.	4.5000	90.0000
20	The Corporation Secretary/Management advises Board members regularly on matters of governance and the applicable laws.	4.3333	86.6667
21	Board members receive copies of relevant laws, government policies and the organization's policy documents.	4.6667	93.3333
22	New Board members go through a formal induction process.	4.8333	96.6667
23	Every Board member has been issued with a letter of appointment.	4.8333	96.6667
24	The Board has instituted a mechanism to deal with conflicts of interest.	4.6667	93.3333
25	When appropriate, the Board seeks counsel from professional advisors.	4.1667	83.3333
26	Board members bind themselves to the Code of Conduct and Ethics.	4.6667	93.3333
27	Board members understand the extent of their personal liability for the affairs of the organization.	4.5000	90.0000
28	The Board understands and agrees that its primary duty is to the organization.	4.6667	93.3333
29	The composition of the Board fairly represents the diversity of stakeholders and takes in to account the required skills.	4.0000	80.0000

	Range Score	4.5641	91.2821
	Board and Management		
30	A succession plan is in place for the Chief Executive Officer and senior management and is reviewed regularly.	4.0000	80.0000
31	The Board determines the remuneration of the Chief Executive Officer.	4.6667	93.3333
32	The Board evaluates the performance of Chief Executive Officer based on agreed annual targets.	4.8333	96.6667
33	The Board receives sufficient, accurate and timely information from management	4.5000	90.0000
34	The Board (adequately) analyses and discusses proposals from Management before approving the same.	4.5000	90.0000
35	The Board's time is not spent on issues of day-to-day management.	4.5000	90.0000
36	The Board has defined and communicated the delegated authority to Management.	4.6667	93.3333
	Range Score	4.5238	90.4762
	Performance Management		
37	Board members evaluate their individual and overall performance formally on annual basis.	4.8333	96.6667
38	The Board has signed a Performance Contract which is aligned to the Strategic plan	4.8333	96.6667
39	The Board uses both financial and non-financial indicators to monitor the performance of management.	4.5000	90.0000
40	The Board has a mechanism for monitoring and evaluating performance against the performance indicators.	4.6667	93.3333
41	The Board has fully participated in the identification and articulation of performance targets for the organization's performance contract for the period under review.	4.6667	93.3333
	Range Score	4.7000	94.0000
	Mandate and Strategy		
42	The Board has approved appropriate organization structures.	4.8333	96.6667
43	The Strategic Plan is reflected in the annual operational plan and performance contracts	4.6667	93.3333

44	The Board has developed a strategy for providing resources required for implementation of the Strategic plan.	4.3333	86.6667
45	The Board devotes significant time in addressing the long-term objectives of the organization.	4.5000	90.0000
46	The Strategic Plan is aligned with the Medium-Term Plan and the Kenya Vision 2030.	4.6667	93.3333
47	The Board has articulated the strategic direction of the organization in a Strategic Plan.	4.8333	96.6667
48	The Board reviews, monitors and ensures that the organization effectively delivers on its mandate.	4.5000	90.0000
49	The Board has reviewed the mandate of the organization to respond to changes in the environment.	4.5000	90.0000
50	The Board has correctly interpreted the mandate of the organization.	4.1667	83.3333
	Range Score	4.5556	91.1111
	Overall rating	4.6000	92.0000

Commitment

The rating has been discussed and agreed by the Board.

Signed.....Date.....

Name.....

Current Board Chairperson

BE 3

INDIVIDUAL BOARD MEMBER PERFORMANCE EVALUATION 2022/2023

Name of the Director: James Waciuri Wanjohi

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	5.00	100.00
2	Is respectful and espouses teamwork.	5.00	100.00
3	Promotes a positive image of the organization.	5.00	100.00
	Range Score	5.00	100.00
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	5.00	100.00
5	Is available and regularly attends Board meetings.	4.83	96.67
6	Understands the financial position of the organization.	4.50	90.00
7	Understands the business of the organization.	5.00	100.00
8	Prepares adequately for meetings.	5.00	100.00
	Range Score	4.87	97.33
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.83	96.67
10	Understands and ensures compliance with enabling legislation and policy guidelines.	5.00	100.00
11	Promotes transparency and accountability at Board level.	5.00	100.00
12	Exercises care, skill and diligence in discharging their duties.	5.00	100.00
13	Thinks and acts independently but respects other views.	4.83	96.67
14	Acts in the best interest of the organization.	5.00	100.00
	Range Score	4.94	98.89
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.83	96.67
16	Is committed to updating his knowledge and skills to serve the organization better.	5.00	100.00
17	Understands and accepts the principle of collective responsibility.	5.00	100.00
18	Understands the roles of Board and management.	5.00	100.00
	Range Score	4.96	99.17

	Strategic Thinking		
19	Understands and upholds the core values of the organization.	5.00	100.00
20	Effectively participates in the strategic planning process.	5.00	100.00
	Range Score	5.00	100.00
	Overall rating	4.94	98.83

Commitment

The rating has been discussed between the Director and Board Chairperson

Signed

Name..... Date.....

Director.....Date.....

BE 3**INDIVIDUAL BOARD MEMBER PERFORMANCE EVALUATION 2022/2023****Name of the Director:** Julius Kimeu Mutua

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	5.00	100.00
2	Is respectful and espouses teamwork.	4.83	96.67
3	Promotes a positive image of the organization.	5.00	100.00
	Range Score	4.94	98.89
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.83	96.67
5	Is available and regularly attends Board meetings.	5.00	100.00
6	Understands the financial position of the organization.	4.83	96.67
7	Understands the business of the organization.	4.83	96.67
8	Prepares adequately for meetings.	4.67	93.33
	Range Score	4.83	96.67
	Independence		
9	Clearly understands and discloses potential conflict of interest.	5.00	100.00
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.83	96.67
11	Promotes transparency and accountability at Board level.	5.00	100.00
12	Exercises care, skill and diligence in discharging their duties.	5.00	100.00
13	Thinks and acts independently but respects other views.	4.67	93.33
14	Acts in the best interest of the organization.	5.00	100.00
	Range Score	4.92	98.33
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	5.00	100.00
16	Is committed to updating his knowledge and skills to serve the organization better.	4.83	96.67
17	Understands and accepts the principle of collective responsibility.	5.00	100.00
18	Understands the roles of Board and management.	5.00	100.00
	Range Score	4.96	99.17
	Strategic Thinking		

19	Understands and upholds the core values of the organization.	5.00	100.00
20	Effectively participates in the strategic planning process.	5.00	100.00
	<i>Range Score</i>	5.00	100.00
	<i>Overall rating</i>	4.92	98.33

Commitment

The rating has been discussed between the Director and Board Chairperson

Signed

Name..... Date.....

Director.....Date.....

BE 3**INDIVIDUAL BOARD MEMBER PERFORMANCE EVALUATION 2022/2023****Name of the Director:** Moses Merkalei Atuko

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.67	93.33
2	Is respectful and espouses teamwork.	5.00	100.00
3	Promotes a positive image of the organization.	5.00	100.00
	Range Score	4.89	97.78
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	5.00	100.00
5	Is available and regularly attends Board meetings.	5.00	100.00
6	Understands the financial position of the organization.	4.67	93.33
7	Understands the business of the organization.	4.83	96.67
8	Prepares adequately for meetings.	5.00	100.00
	Range Score	4.90	98.00
	Independence		
9	Clearly understands and discloses potential conflict of interest.	5.00	100.00
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.67	93.33
11	Promotes transparency and accountability at Board level.	4.83	96.67
12	Exercises care, skill and diligence in discharging their duties.	4.83	96.67
13	Thinks and acts independently but respects other views.	5.00	100.00
14	Acts in the best interest of the organization.	5.00	100.00
	Range Score	4.89	97.78
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.50	90.00
16	Is committed to updating his knowledge and skills to serve the organization better.	4.67	93.33
17	Understands and accepts the principle of collective responsibility.	4.83	96.67
18	Understands the roles of Board and management.	5.00	100.00
	Range Score	4.75	95.00
	Strategic Thinking		

19	Understands and upholds the core values of the organization.	4.67	93.33
20	Effectively participates in the strategic planning process.	4.83	96.67
	<i>Range Score</i>	4.75	95.00
	<i>Overall rating</i>	4.85	97.00

Commitment

The rating has been discussed between the Director and Board Chairperson

Signed

Name..... Date.....

Director.....Date.....

BE 3**INDIVIDUAL BOARD MEMBER PERFORMANCE EVALUATION 2022/2023****Name of the Director:** Rose Wamunyu Njeru

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.83	96.67
2	Is respectful and espouses teamwork.	5.00	100.00
3	Promotes a positive image of the organization.	5.00	100.00
	Range Score	4.94	98
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	5.00	100.00
5	Is available and regularly attends Board meetings.	5.00	100.00
6	Understands the financial position of the organization.	4.50	90.00
7	Understands the business of the organization.	4.83	96.67
8	Prepares adequately for meetings.	5.00	100.00
	Range Score	4.87	97.33
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.83	96.67
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.83	96.67
11	Promotes transparency and accountability at Board level.	5.00	100.00
12	Exercises care, skill and diligence in discharging their duties.	4.83	96.67
13	Thinks and acts independently but respects other views.	5.00	100.00
14	Acts in the best interest of the organization.	4.83	96.67
	Range Score	4.89	97.78
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.83	96.67
16	Is committed to updating his knowledge and skills to serve the organization better.	5.00	100.00
17	Understands and accepts the principle of collective responsibility.	4.83	96.67
18	Understands the roles of Board and management.	4.83	96.67
	Range Score	4.87	97.50

	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.83	96.67
20	Effectively participates in the strategic planning process.	5.00	100.00
	Range Score	4.92	98.33
	Overall rating	4.89	97.83

The rating has been discussed between the Director and Board Chairperson

Signed

Name..... Date.....

Director.....Date.....

BE 3**INDIVIDUAL BOARD MEMBER PERFORMANCE EVALUATION 2022/2023****Name of the Director:** Silas Muriira Killingo

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.83	96.67
2	Is respectful and espouses teamwork.	4.83	96.67
3	Promotes a positive image of the organization.	5.00	100.00
	Range Score	4.89	97.33
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.17	83.33
5	Is available and regularly attends Board meetings.	5.00	100.00
6	Understands the financial position of the organization.	4.50	90.00
7	Understands the business of the organization.	4.50	90.00
8	Prepares adequately for meetings.	4.50	90.00
	Range Score	4.53	90.67
	Independence		
9	Clearly understands and discloses potential conflict of interest.	5.00	100.00
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.83	96.67
11	Promotes transparency and accountability at Board level.	4.83	96.67
12	Exercises care, skill and diligence in discharging their duties.	4.83	96.67
13	Thinks and acts independently but respects other views.	4.67	93.33
14	Acts in the best interest of the organization.	4.83	96.67
	Range Score	4.83	96.67
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.50	90.00
16	Is committed to updating his knowledge and skills to serve the organization better.	4.67	93.33
17	Understands and accepts the principle of collective responsibility.	5.00	100.00
18	Understands the roles of Board and management.	5.00	100.00
	Range Score	4.79	95.83

	Strategic Thinking		
19	Understands and upholds the core values of the organization.	5.00	100.00
20	Effectively participates in the strategic planning process.	4.83	96.67
	Range Score	4.92	98.33
	Overall rating	4.77	95.33

The rating has been discussed between the Director and Board Chairperson

Signed

Name..... Date.....

Director.....Date.....

BE 4**CHIEF EXECUTIVE OFFICER'S PERFORMANCE EVALUATION 2022/23****Name of the Chief Executive Officer:** Prof. Theophilus Mwenda Mutui

#	CRITERIA	Score	Percentage
	Communication & Stakeholder Management		
1	Ensures effective internal communication	4.8333	96.6667
2	Communicates effectively with shareholders and stakeholders.Promotes a positive image of the organization.	5.0000	100.0000
3	Promotes a positive image of the organization.	5.0000	100.0000
	Range Score	4.9444	98.8889
	HR Issues		
4	Ensures succession planning, employee growth and development.	4.5000	90.0000
5	Aligns the human capital to the overall organizational strategy.	5.0000	100.0000
6	Ensures a conducive work environment for attracting, retaining and motivating employees.	4.5000	90.0000
7	Promotes ethical practices, values of the public service and good corporate citizenship.	5.0000	100.0000
	Range Score	4.7500	95.0000
	Performance		
8	Ensures continuous improvement in the quality of customer service.	5.0000	100.0000
9	Ensuring proper and prudent management of non-financial resources	5.0000	100.0000
10	Ensuring compliance with Financial statutory obligations such as publishing quarterly reports, PAYEE, NHIF, Pensions	4.8333	96.6667
11	Resolution of Internal and External Audit queries	4.5000	90.0000
12	Continuous achievement of financial and nonfinancial Key Performance Indicators	5.0000	100.0000

13	Ensuring proper and prudent management of financial resources	5.0000	100.0000
14	Ensures that the procurement process is cost effective and delivers value for money.	5.0000	100.0000
15	Ensures effective utilization of ICT in the organization.	4.6667	93.3333
16	Ensures timely and accurate financial reporting.	5.0000	100.0000
17	Enhances the organization's value to stakeholders on a sustainable basis.	5.0000	100.0000
18	Achieves set performance objectives and targets.	5.0000	100.0000
	Range Score	4.9091	98.1818
	Leadership and Governance		
19	Adheres to the organization's code of conduct.	5.0000	100.0000
20	Ensures compliance with the laws, regulations, standards and codes of best practice.	4.8333	96.6667
21	Puts in place effective processes and systems of management.	4.8333	96.6667
22	Manages the organisation's risk and puts in place effective systems of internal control.	4.6667	93.3333
23	Practices effective delegation and empowers staff.	5.0000	100.0000
24	Is capable of leading and managing change.	4.8333	96.6667
	Range Score	4.8611	97.2222
	Board Issues		
25	Provides options to aid the Board in decision-making.	5.0000	100.0000
26	Provides accurate and relevant information to the Board in a timely manner.	5.0000	100.0000
27	Understands the roles of the Board and management.	5.0000	100.0000
28	Is effective in implementing corporate policies, programmes and Board resolutions.	4.8333	96.6667

	Range Score	4.9583	99.1667
	Strategy		
29	Articulates and effectively implements the organization's Strategic Plan.	5.0000	100.0000
30	Demonstrates commitment to the organization's mission, vision, core values and mandate.	5.0000	100.0000
	Range Score	5.0000	100.0000
	Overall rating	4.8944	97.8889

Comments.....

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Recommendation.....

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Commitment

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The rating, comments and recommendations have been discussed between the Chief Executive Officer and Board Chairperson

Signed

Chairperson.....Date.....

Chief Executive Officer.....Date.....

BE 6

CORPORATION SECRETARY PERFORMANCE EVALUATION 2022/2023

Name of the Corporation Secretary: Ivy Waithera

#	CRITERIA	Score	Percentage
	Board Capacity Building		
1	Ensures that new Board members undergo an induction programme.	5.00	100.00
2	Facilitates the skills development of Board members.	4.57	91.43
	Range Score	4.79	95.71
	Board Advisory Services		
3	Adequately advises Board members on their duties and responsibilities as well as matters of governance and compliance.	4.57	91.43
4	Ensures that the Board complies with laws, rules, regulations, standards and the Corporation's constitutive documents.	5.00	100.00
	Range Score	4.79	95.71
	Board Secretariat Services		
5	Ensures regular review of the Board Charter and related policies.	4.29	85.71
6	Ensures that notices, agendas and Board papers are dispatched to Board members on a timely basis.	4.43	88.57
7	Ensures that the proceedings and resolutions of the Board and its Committees are recorded accurately, adequately and circulated on a timely basis.	4.57	91.43
	Range Score	4.43	88.57
	Competence		
8	Facilitates the preparation and implementation of the Board work plan.	5.00	100.00
9	Ensures every Board member is issued with the relevant organisation's legal documents, Strategic Plan, Board Charter, Code of Conduct and Ethics and Mwongozo among other relevant documents.	5.00	100.00
10	Maintains and updates the register of conflicts of interest.	5.00	100.00
11	Facilitates the Board evaluation process.	5.00	100.00
12	Coordinates the governance audit process.	4.43	88.57
13	Accounts to the Board on the use of the corporation seal.	5.00	100.00

14	Facilitates effective communication between the organization and the shareholders and Stakeholders	4.86	97.14
15	Maintains a cordial and professional relationship with the board membership.	4.71	94.29
	Range Score	4.88	97.50
	Overall rating	4.76	95.24

Commitment

The rating has been discussed between the Corporation Secretary and Board Chairperson

Signed

Name..... Date.....

Director.....Date.....

BE 6

INTERNAL AUDITOR PERFORMANCE EVALUATION 2022/2023

Name of Internal Auditor: Mr. Raphael Nderitu

#	CRITERIA	Score	Percentage
	Competence		
1	Conducts risk-based value for money, systems and policy audit	5.00	100.00
2	Facilitate effective engagements with the external auditors.	4.75	95.00
3	Ensures every Board Audit Committee member is issued with the relevant Agency's legal documents, Strategic Plan, Board Audit Committee Charter, Code of Conduct and Ethics and Mwongozo among other relevant documents.	4.25	85.00
4	Ensures that the proceedings and resolutions of the Board Audit Committee are recorded accurately, adequately and circulated on a timely basis.	4.75	95.00
5	Ensures that notices, agendas and Committee papers are dispatched to the Board Audit Committee members on a timely basis.	5.00	100.00
6	Ensures that the Board Audit Committee complies with laws, rules, regulations, standards and the Corporation's constitutive documents.	5.00	100.00
7	Maintains and updates the register of conflicts of interest for the Board Audit Committee	5.00	100.00
	Range Score	4.82	96.43
	Corporate Governance		
8	Ensures that the independence of internal audit and risk assurance is secured and exercised	5.00	100.00
9	Demonstrates integrity, objectivity, confidentiality and competency in accordance with the Code of Ethics and Audit standards.	4.50	90.00
10	Provides efficient secretarial services to Audit Committee including Committee papers on management letters and any other external Audit queries.	5.00	100.00
11	Advises Board Audit Committee members regularly on matters of governance and compliance.	5.00	100.00
12	Facilitates the preparation and implementation of the Board Audit Committee work plan.	4.75	95.00

13	Ensures that new Board Audit Committee members undergo appropriate audit-governance induction.	4.50	90.00
14	Ensures regular review of the Board Audit Committee Charter and related policies.	4.50	90.00
	Range Score	4.75	95.00
	Strategic Thinking		
15	Provides regular guidance to Board Audit committee on their duties and responsibilities.	4.75	95.00
	Range Score	4.75	95.00
	Overall rating	4.78	95.67

Commitment

The rating has been discussed between the Internal Auditor and Chairperson of the Audit Committee

Signed

Name..... Date.....

Director.....Date.....

4.0 BOARD PERFORMANCE IMPROVEMENT PLAN (2022/2023)

PERFORMANCE INDICATOR	SCORE	IDENTIFIED WEAKNESSES	PROPOSED REMEDIES	REQUIRED RESOURCES	TIMELINES



KENYA PLANT HEALTH INSPECTORATE SERVICES

Board Performance Evaluation Report

2023/2024

8th August, 2024

1.0 Introduction

Corporate governance best practices require that Board of Directors conduct self-evaluation of its performance on annual basis. Further, *Mwongozo*, the Code of Governance State Corporations, requires that Board of Directors in State Corporations carry out annual performance evaluation and file a report thereof with the parent Ministry and the State Corporations Advisory Committee (SCAC).

This is the report of Kenya Plant Health Inspectorate Services (KEPHIS) Board's Self-evaluation for the year 2023/2024. The evaluation was conducted as a self/peer review with each Board Member completing a form for the Board (BE 1), Chairman (BE 2), self and fellow Board Members (BE 3), CEO and (BE 4). The results were analyzed to obtain a mean score on each rated item and thereafter the results transcribed into forms - BE₁, BE₂, BE₃ and BE₄ and presented herein as follows: -

1.1 Summary of Board evaluation results

1.2 Board Self Evaluation results - Form BE 1

1.3 Chairman of the Board Performance evaluation results -Form BE 2

Hon. Joseph M'eruaki M'uthari

1.4 Individual Board Members Performance evaluation results - Form BE 3, in respect of the following Members: -

1. CPA Hussein Haji
2. James Waciuri Wanjohi
3. Julius Kimeu Mutua
4. Moses Merkalei Atuko
5. Dr. Rose Wamunyu Njeru
6. Samuel Muriuki Manja
7. Silas Muriira Killingo
8. Prof. Albert Kimutai

1.5 Chief Executive Officer's performance evaluation results - Form BE 4

Prof. Theophilus Mwenda Mutui

17	Appointment to committees has been made taking into consideration requisite skills and Board composition.	4.70	94
18	The Board has established requisite Board committees with specific terms of reference.	4.70	94
19	Board members skills and competencies are continually enhanced through need based developed programmes.	4.70	94
20	The Corporation Secretary/Management advises Board members regularly on matters of governance and the applicable laws.	4.70	94
21	Board members receive copies of relevant laws, government policies and the organization's policy documents.	4.80	96
22	New Board members go through a formal induction process.	4.80	96
23	Every Board member has been issued with a letter of appointment.	4.90	98
24	The Board has instituted a mechanism to deal with conflicts of interest.	4.90	98
25	When appropriate, the Board seeks counsel from professional advisors.	4.70	94
26	Board members bind themselves to the Code of Conduct and Ethics.	4.60	92
27	Board members understand the extent of their personal liability for the affairs of the organization.	4.50	90
28	The Board understands and agrees that its primary duty is to the organization.	4.80	96
29	The composition of the Board fairly represents the diversity of stakeholders and takes in to account the required skills.	3.90	78
	Board and Management		
30	A succession plan is in place for the Chief Executive Officer and senior management and is reviewed regularly.	4.50	90
31	The Board determines the remuneration of the Chief Executive Officer.	4.40	88
32	The Board evaluates the performance of Chief Executive Officer based on agreed annual targets.	4.70	94
33	The Board receives sufficient, accurate and timely information from management	4.20	84
34	The Board (adequately) analyses and discusses proposals from Management before approving the same.	4.80	96
35	The Board's time is not spent on issues of day-to-day management.	4.70	94

36	The Board has defined and communicated the delegated authority to Management.	4.70	94
	Performance Management		
37	Board members evaluate their individual and overall performance formally on annual basis.	4.70	94
38	The Board has signed a Performance Contract which is aligned to the Strategic plan	4.90	98
39	The Board uses both financial and non-financial indicators to monitor the performance of management.	4.70	94
40	The Board has a mechanism for monitoring and evaluating performance against the performance indicators.	4.50	90
41	The Board has fully participated in the identification and articulation of performance targets for the organization's performance contract for the period under review.	4.60	92
	Mandate and Strategy		
42	The Board has approved appropriate organization structures.	4.80	96
43	The Strategic Plan is reflected in the annual operational plan and performance contracts	4.80	96
44	The Board has developed a strategy for providing resources required for implementation of the Strategic plan.	4.50	90
45	The Board devotes significant time in addressing the long-term objectives of the organization.	4.50	90
46	The Strategic Plan is aligned with the Medium-Term Plan and the Kenya Vision 2030.	4.80	96
47	The Board has articulated the strategic direction of the organization in a Strategic Plan.	4.70	94
48	The Board reviews, monitors and ensures that the organization effectively delivers on its mandate.	4.90	98
49	The Board has reviewed the mandate of the organization to respond to changes in the environment.	4.70	94
50	The Board has correctly interpreted the mandate of the organization.	4.90	98
	Overall rating	4.67	93.40

1.

2.0 Summary of Board Evaluation results

The following is a summary of the performance evaluation results for the year 2023/24:

	Name	Position	Raw Score	Score
1	Hon Joseph M'eruaki M'uthari	Chairperson	4.66	93.10
2	CPA Hussein Haji	Member	4.81	96.20
3	James Waciuri Wanjohi	Member	4.93	98.60
4	Julius Kimeu Mutua	Member	4.91	98.20
5	Moses Merkalei Atuko	Member	4.93	98.60
6	Dr. Rose Wamunyu Njeru	Member	4.91	98.20
8	Samuel Muriuki Manja	Member	4.72	94.40
9	Silas Muriira Killingo	Member	4.79	95.80
10	Albert Kimutai	Member	4.71	94.10
11	Theophilus Mwenda Mutui	CEO	4.97	98.13
CORPORATE BOARD PERFORMANCE			4.67	93.40

BOARD'S CORPORATE PERFORMANCE

#	CRITERIA	Score	Percentage
	Communication & Stakeholder Management		
1	The Board has in place an appropriate policy on corporate social responsibility.	4.50	90
2	The Board has developed a communication strategy for the organization?	4.10	82
	Accountability and Risk Management		
3	The Board approves the annual procurement plan and ensures that the plan is aligned with the annual budget.	4.90	98
4	The Board maintains an effective and efficient system of internal control in the organization?	4.60	92
5	The Board has established internal procedures and processes to ensure compliance with applicable laws, rules, regulations, codes and standards.	4.80	96
6	The Board has developed a policy on risk management and ensures that effective risk management processes and systems are in place.	4.60	92
7	The Board ensures audit queries qualifications and recommendations are addressed promptly	4.70	94
8	The Board ensures the timely preparation of accurate financial statements in accordance with international standards applicable to public bodies.	4.80	96
9	The Board monitors the financial performance of the organization on a quarterly basis.	4.80	96
10	The Board approves the annual budget of the organisation	4.90	98
	Procedure of Board meetings		
11	The Board ensures that key members of management are invited into the Board meetings where necessary.	4.80	96
12	Board members receive timely and accurate minutes.	4.60	92
13	Board members receive timely notices, agenda and Board papers.	4.60	92
14	Board meetings are conducted in a manner that encourages meaningful participation and timely resolution of issues.	4.70	94
15	The Board allows diversity of opinion in its meetings.	4.80	96
16	Every Board member has been issued with a copy of the Board Charter setting out the procedure of Board meetings.	4.60	92
	Board Structure and Responsibilities		

BOARD RECOMMENDATION:

to undertake continuous improvement

Confirmed:

Chairman



Date

11/09/2024

PERFORMANCE EVALUATION 2023/2024**CHAIRPERSON:** Hon. Joseph M'eruaki M'uthari

#	CRITERIA	Score	Percentage
	Uncategorized		
1	Promotes a positive image of the organization.	5.00	100
2	Ensures a formal succession plan for Board members and senior management is in place.	4.80	96
3	Guides the Board evaluation process.	4.80	96
4	Encourages Board members to develop their skills and competencies.	4.90	98
5	Ensures new Board members are inducted on their roles and responsibilities.	4.80	96
6	Effectively chairs meetings of shareholders and stakeholders.	4.70	94
7	Effectively delegates tasks amongst Board members.	4.80	96
8	Encourages teamwork among Board members.	4.60	92
9	Is effective in helping define the opportunities and challenges of the organization.	4.90	98
10	Is available for consultations with Board members and the CEO.	4.90	98
11	Is firm but fair in conducting Board meetings.	4.70	94
12	Guides the Board's decision-making process without overly influencing outcomes.	4.30	86
13	Demonstrates good listening and communication skills.	4.30	86
14	Is skilled at managing different points of view.	4.50	90
15	Encourages Board members to participate fully in the deliberations of the Board.	4.50	90
16	Harnesses the collective skills of the Board and its Committees.	4.50	90
17	Is always well prepared for Board meetings.	4.50	90
18	Plays a key role in setting the agenda for Board meetings	4.50	90
19	Maintains a close but independent working relationship with the CEO.	4.50	90
20	Understands his or her role and responsibility in the organization.	4.60	92
	Overall rating	4.66	93.10

BOARD RECOMMENDATION:

full Board adopted the report of
the ~~Shaw~~ Chairman's Evaluation

Confirmed:

Name of Member authorized to discuss & sign: Silas M. Killings

Signed

SKillings

Date

11th / 09 / 2024

PERFORMANCE EVALUATION 2023/2024**NAME:** James Waciuri Wanjohi

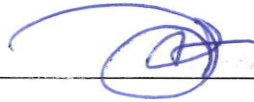
#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.80	96
2	Is respectful and espouses teamwork.	5.00	100
3	Promotes a positive image of the organization.	5.00	100
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	5.00	100
5	Is available and regularly attends Board meetings.	4.90	98
6	Understands the financial position of the organization.	4.80	96
7	Understands the business of the organization.	5.00	100
8	Prepares adequately for meetings.	4.80	96
	Independence		
9	Clearly understands and discloses potential conflict of interest.	5.00	100
10	Understands and ensures compliance with enabling legislation and policy guidelines.	5.00	100
11	Promotes transparency and accountability at Board level.	4.90	98
12	Exercises care, skill and diligence in discharging their duties.	4.90	98
13	Thinks and acts independently but respects other views.	4.70	94
14	Acts in the best interest of the organization.	5.00	100
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	5.00	100
16	Is committed to updating his knowledge and skills to serve the organization better.	4.90	98
17	Understands and accepts the principle of collective responsibility.	5.00	100
18	Understands the roles of Board and management.	4.90	98
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	5.00	100
20	Effectively participates in the strategic planning process.	5.00	100
	Overall rating	4.93	98.60

BOARD RECOMMENDATION:

Continual learning and
improvement

Confirmed:

Chairman



Date

12/2/2024

PERFORMANCE EVALUATION 2023/2024

NAME: Julius Kimeu Mutua

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.90	98
2	Is respectful and espouses teamwork.	4.80	96
3	Promotes a positive image of the organization.	4.90	98
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.90	98
5	Is available and regularly attends Board meetings.	4.90	98
6	Understands the financial position of the organization.	5.00	100
7	Understands the business of the organization.	4.80	96
8	Prepares adequately for meetings.	5.00	100
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.90	98
10	Understands and ensures compliance with enabling legislation and policy guidelines.	5.00	100
11	Promotes transparency and accountability at Board level.	4.90	98
12	Exercises care, skill and diligence in discharging their duties.	5.00	100
13	Thinks and acts independently but respects other views.	4.60	92
14	Acts in the best interest of the organization.	4.80	96
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	5.00	100
16	Is committed to updating his knowledge and skills to serve the organization better.	4.90	98
17	Understands and accepts the principle of collective responsibility.	5.00	100
18	Understands the roles of Board and management.	5.00	100
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.90	98
20	Effectively participates in the strategic planning process.	5.00	100
	Overall rating	4.91	98.20

BOARD RECOMMENDATION:

Continue improving

Confirmed:

Chairman



Date

11/9/2024

PERFORMANCE EVALUATION 2023/2024

NAME Dr. Rose Wamunyu Njeru

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.90	98
2	Is respectful and espouses teamwork.	4.80	96
3	Promotes a positive image of the organization.	4.90	98
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.90	98
5	Is available and regularly attends Board meetings.	4.80	96
6	Understands the financial position of the organization.	4.90	98
7	Understands the business of the organization.	5.00	100
8	Prepares adequately for meetings.	4.90	98
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.80	96
10	Understands and ensures compliance with enabling legislation and policy guidelines.	5.00	100
11	Promotes transparency and accountability at Board level.	4.90	98
12	Exercises care, skill and diligence in discharging their duties.	5.00	100
13	Thinks and acts independently but respects other views.	4.70	94
14	Acts in the best interest of the organization.	5.00	100
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.90	98
16	Is committed to updating his knowledge and skills to serve the organization better.	5.00	100
17	Understands and accepts the principle of collective responsibility.	4.90	98
18	Understands the roles of Board and management.	5.00	100
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	5.00	100
20	Effectively participates in the strategic planning process.	4.90	98
	Overall rating	4.91	98.20

BOARD RECOMMENDATION:

Continue Improving

Confirmed:

Chairman



Date

11/9/2024

PERFORMANCE EVALUATION 2023/2024

NAME: Albert Kimutai

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.50	90
2	Is respectful and espouses teamwork.	4.60	92
3	Promotes a positive image of the organization.	4.50	90
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.60	92
5	Is available and regularly attends Board meetings.	5.00	100
6	Understands the financial position of the organization.	4.80	96
7	Understands the business of the organization.	4.80	96
8	Prepares adequately for meetings.	4.90	98
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.90	98
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.90	98
11	Promotes transparency and accountability at Board level.	4.80	96
12	Exercises care, skill and diligence in discharging their duties.	4.80	96
13	Thinks and acts independently but respects other views.	4.50	90
14	Acts in the best interest of the organization.	4.60	92
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.40	88
16	Is committed to updating his knowledge and skills to serve the organization better.	4.70	94
17	Understands and accepts the principle of collective responsibility.	4.70	94
18	Understands the roles of Board and management.	4.50	90
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.70	94
20	Effectively participates in the strategic planning process.	4.90	98
	Overall rating	4.71	94.10

BOARD RECOMMENDATION:

Continue improving

Confirmed:

Chairman



Date

12/9/2024

PERFORMANCE EVALUATION 2023/2024

NAME: Samuel Muriuki Manja

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.90	98
2	Is respectful and espouses teamwork.	4.70	94
3	Promotes a positive image of the organization.	4.90	98
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.60	92
5	Is available and regularly attends Board meetings.	3.90	78
6	Understands the financial position of the organization.	4.80	96
7	Understands the business of the organization.	4.70	94
8	Prepares adequately for meetings.	4.50	90
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.80	96
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.60	92
11	Promotes transparency and accountability at Board level.	4.80	96
12	Exercises care, skill and diligence in discharging their duties.	4.90	98
13	Thinks and acts independently but respects other views.	4.90	98
14	Acts in the best interest of the organization.	4.90	98
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.80	96
16	Is committed to updating his knowledge and skills to serve the organization better.	4.70	94
17	Understands and accepts the principle of collective responsibility.	4.80	96
18	Understands the roles of Board and management.	4.70	94
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.80	96
20	Effectively participates in the strategic planning process.	4.70	94
	Overall rating	4.72	94.40

BOARD RECOMMENDATION:

Continued Learning

Confirmed:

Chairman



Date

12/9/2024

PERFORMANCE EVALUATION 2023/2024

NAME: Moses Merkalei Atuko

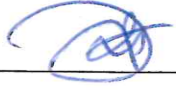
#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	5.00	100
2	Is respectful and espouses teamwork.	4.80	96
3	Promotes a positive image of the organization.	4.90	98
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	5.00	100
5	Is available and regularly attends Board meetings.	5.00	100
6	Understands the financial position of the organization.	4.80	96
7	Understands the business of the organization.	5.00	100
8	Prepares adequately for meetings.	4.90	98
	Independence		
9	Clearly understands and discloses potential conflict of interest.	5.00	100
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.90	98
11	Promotes transparency and accountability at Board level.	4.90	98
12	Exercises care, skill and diligence in discharging their duties.	5.00	100
13	Thinks and acts independently but respects other views.	4.90	98
14	Acts in the best interest of the organization.	4.90	98
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.90	98
16	Is committed to updating his knowledge and skills to serve the organization better.	4.90	98
17	Understands and accepts the principle of collective responsibility.	4.90	98
18	Understands the roles of Board and management.	5.00	100
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.90	98
20	Effectively participates in the strategic planning process.	5.00	100
	Overall rating	4.93	98.60

BOARD RECOMMENDATION:

Continue Learning

Confirmed:

Chairman



Date

12/9/2024

PERFORMANCE EVALUATION 2023/2024

NAME CPA Hussein Haji

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.90	98
2	Is respectful and espouses teamwork.	4.90	98
3	Promotes a positive image of the organization.	4.80	96
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.70	94
5	Is available and regularly attends Board meetings.	4.80	96
6	Understands the financial position of the organization.	4.80	96
7	Understands the business of the organization.	4.50	90
8	Prepares adequately for meetings.	4.70	94
	Independence		
9	Clearly understands and discloses potential conflict of interest.	5.00	100
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.80	96
11	Promotes transparency and accountability at Board level.	4.80	96
12	Exercises care, skill and diligence in discharging their duties.	4.70	94
13	Thinks and acts independently but respects other views.	4.90	98
14	Acts in the best interest of the organization.	4.90	98
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.90	98
16	Is committed to updating his knowledge and skills to serve the organization better.	4.80	96
17	Understands and accepts the principle of collective responsibility.	4.80	96
18	Understands the roles of Board and management.	4.90	98
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.80	96
20	Effectively participates in the strategic planning process.	4.80	96
	Overall rating	4.81	96.20

BOARD RECOMMENDATION:

Continue improving

Confirmed:

Chairman  **Date** 11/9/2024

PERFORMANCE EVALUATION 2023/2024

CHIEF EXECUTIVE OFFICER: Prof. Theophilus Mwenda Mutui

#	CRITERIA	Score	Percentage
	Communication & Stakeholder Management		
1	Ensures effective internal communication	5.00	100
2	Communicates effectively with shareholders and stakeholders. Promotes a positive image of the organization.	4.90	98
3	Promotes a positive image of the organization.	5.00	100
	HR Issues		
4	Ensures succession planning, employee growth and development.	4.90	98
5	Aligns the human capital to the overall organizational strategy.	4.90	98
6	Ensures a conducive work environment for attracting, retaining and motivating employees.	5.00	100
7	Promotes ethical practices, values of the public service and good corporate citizenship.	5.00	100
	Performance		
8	Ensures continuous improvement in the quality of customer service.	4.90	98
9	Ensuring proper and prudent management of non-financial resources	5.00	100
10	Ensuring compliance with Financial statutory obligations such as publishing quarterly reports, PAYEE, NHIF, Pensions	4.80	96
11	Resolution of Internal and External Audit queries	4.90	98
12	Continuous achievement of financial and nonfinancial Key Performance Indicators	4.80	96
13	Ensuring proper and prudent management of financial resources	4.90	98
14	Ensures that the procurement process is cost effective and delivers value for money.	4.80	96
15	Ensures effective utilization of ICT in the organization.	4.90	98
16	Ensures timely and accurate financial reporting.	4.80	96
17	Enhances the organization's value to stakeholders on a sustainable basis.	5.00	100
18	Achieves set performance objectives and targets.	4.90	98
	Leadership and Governance		
19	Adheres to the organization's code of conduct.	5.00	100

20	Ensures compliance with the laws, regulations, standards and codes of best practice.	5.00	100
21	Puts in place effective processes and systems of management.	4.90	98
22	Manages the organisation's risk and puts in place effective systems of internal control.	4.80	96
23	Practices effective delegation and empowers staff.	4.80	96
24	Is capable of leading and managing change.	4.80	96
	Board Issues		
25	Provides options to aid the Board in decision-making.	4.80	96
26	Provides accurate and relevant information to the Board in a timely manner.	4.90	98
27	Understands the roles of the Board and management.	4.90	98
28	Is effective in implementing corporate policies, programmes and Board resolutions.	4.90	98
	Strategy		
29	Articulates and effectively implements the organization's Strategic Plan.	5.00	100
30	Demonstrates commitment to the organization's mission, vision, core values and mandate.	5.00	100
	Overall rating	4.97	98.13

BOARD RECOMMENDATION:

Continue learning and improving

Confirmed:

Chairman



Date

12/9/2024

PERFORMANCE EVALUATION 2023/2024**NAME:** Silas Muriira Killingo

#	CRITERIA	Score	Percentage
	Personal Attributes		
1	Effectively communicates with fellow Board members and the CEO.	4.90	98
2	Is respectful and espouses teamwork.	4.70	94
3	Promotes a positive image of the organization.	4.70	94
	Preparedness as a Director		
4	Understands the most significant risks facing the organization.	4.90	98
5	Is available and regularly attends Board meetings.	4.90	98
6	Understands the financial position of the organization.	4.70	94
7	Understands the business of the organization.	5.00	100
8	Prepares adequately for meetings.	4.70	94
	Independence		
9	Clearly understands and discloses potential conflict of interest.	4.80	96
10	Understands and ensures compliance with enabling legislation and policy guidelines.	4.80	96
11	Promotes transparency and accountability at Board level.	4.80	96
12	Exercises care, skill and diligence in discharging their duties.	4.90	98
13	Thinks and acts independently but respects other views.	4.90	98
14	Acts in the best interest of the organization.	4.70	94
	Corporate Governance		
15	Understands and adheres to the legal and ethical responsibilities of the Board.	4.50	90
16	Is committed to updating his knowledge and skills to serve the organization better.	4.80	96
17	Understands and accepts the principle of collective responsibility.	4.80	96
18	Understands the roles of Board and management.	4.90	98
	Strategic Thinking		
19	Understands and upholds the core values of the organization.	4.60	92
20	Effectively participates in the strategic planning process.	4.80	96
	Overall rating	4.79	95.80

BOARD RECOMMENDATION:

Continue improving

Confirmed:

Chairman



Date

12/9/2024