



THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR



THE TREASURY REGISTRAR OFFICE
President's Office Finance and Planning

**THE EVALUATION REPORT OF PERFORMANCE CONTRACTS
BETWEEN THE OFFICE OF TREASURY REGISTRAR AND THE
PUBLIC INVESTMENT ENTITIES 2025**

September,

2025

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FOREWORD

This evaluation report presents a comprehensive analysis of the performance of Public Investment Entities within Zanzibar. As pivotal contributors to economic stability, employment, and public service delivery, PIEs warrant continuous assessment to ensure they align with national development goals and operational excellence.

The Treasury Registrar Office is pleased to present this report, which offers valuable insights and recommendations to strengthen the human resource management, good governance, efficiency, and sustainability of these vital entities. The Office undertakes this annual Performance Evaluation Report to provide transparent, evidence-based accountability on the performance of all Public Investment Entities operating under contract with the Treasury Registrar Office.

Evaluations are conducted in accordance with established standards, avoiding conflicts of interest and ensuring data integrity.

The Treasury Registrar Office appreciates the cooperation extended by all stakeholders involved in the implementation of the Performance Contract, including the boards and management of Public Investment Entities, sector ministries and regulatory authorities.

Thus, The Office will continue to elevate governance standards, enhance performance, and safeguard the interests of the citizens we serve.



.....
WAHEED MUHAMMAD IBRAHIM SANYA
TREASURY REGISTRAR,
ZANZIBAR.

ACRONYMS

CGN	The Corporation of Government Newspapers
BCP	Business continuity plan
HR	Human Resource
KPI	Key Performance Indicator
PIE	Public Investment Entities
SHIPCO	Zanzibar Shipping Corporation
TR	Treasury Registrar
TRO	Treasury Registrar Office
ZECO	Zanzibar Electricity Corporation
ZHC	Zanzibar Housing Corporation
ZHSF	Zanzibar Health Services Fund
ZIC	Zanzibar Insurance Corporation
ZICTIA	Zanzibar Communication Corporation
ZPC	Zanzibar Port Corporation
ZPDC	Zanzibar Petroleum Development Company
ZSSF	Zanzibar Social Security Fund
ZSTC	Zanzibar State Trading Corporation

EXECUTIVE SUMMARY

This Evaluation Report presents the results of the assessment conducted by the Treasury Registrar Office on the performance of Public Investment Entities that entered into Performance Contracts for the financial year 2024/2025. The Performance Contracts, signed between the Treasury Registrar Office and Public Investment Entities through their respective Boards which form part of the Government's strategy to enhance governance, accountability and operational efficiency in the public enterprise sector.

The primary objective of this report is to evaluate the extent to which Public Investment Entities achieved the agreed-upon performance targets, using specific criteria and associated Key Performance Indicators. The evaluation framework covered a range of performance areas, including People Management, Good Governance and Control, Customer Service, Core Functions of Institution Mandates and Financial Stewardship.

The evaluation employed a mixed-methods approach; combining document reviews, financial and performance data analysis, interviews with key stakeholders, and field visits to selected Public Investment Entities.

Key Findings:

- Most of the Public Investment entities did not undertake risk assessment.
- Most of the Public Investment entities currently do not have established Business Continuity Plan (BCP).
- Internal and statutory audits within Public Investment entities are not conducted within the required time frame, indicating a lapse in financial management and governance.

Recommendations:

- Public Investment Entities are suggested to undertake a comprehensive risk assessment and prepare Risk Registry so as to identify, monitor and manage potential risks.
- Public Investment entities are encouraged to establish and maintain a BCP so as to ensure operational resilience and continuity of critical services (operations) in the event of disruptions.

- Public Investment entities are advised to carry out regular internal audits as part of strengthening financial management and governance practices.

It is our hope that the findings and recommendations contained herein will support continued progress in managing public investments for the benefit of all Zanzibaris.

1. INTRODUCTION

Background information on the Treasury Registrar Office (TRO)

The Office of the Treasury Registrar (TRO) is established by under the Office of the Treasury Registrar and Public Asset Management Act No. 6, 2021 for the purpose of regulating the Public Investment Entities and the management of the Public Asset for the Public Institutions taken into account that the Public Institutions are the Government engine that delivering essential services and driving national agenda for sustainable development in Zanzibar on behalf of the government.

Upon fulfillment of its duties as the regulators of public investment, the Office of the Treasury Registrar (TRO) in accordance to section 35(1) of the TRO Act is supposed to enter into performance contract with the Chairman of the Board of Directors of the Public Investment Entities (PIEs) on the terms and conditions specified by the Office.

According to the Public Investment Entity's (PIE) nature, the Office must evaluate performance contracts at the end of each year in line with section 35(2) of the TRO Act. The Office must also prepare an evaluation report that details the PIEs annual performance and offers suggestions for how to improve them.

Purpose of the evaluation

The purpose of this evaluation is as follows:

- a. To comply with The Office Treasury Registrar and Public Assets Management Act, 2021;
- b. To identify the strengths and weaknesses of the performance contract implementation. It helps to understand what worked well and areas that need improvement;

- c. To promote transparency by providing a clear and comprehensive overview of the performance of the PIEs to the stakeholders, allowing them to assess the organization's performance and understand its impact provide valuable insights and data to support decision-making processes;
- d. To ensure that the PIE and its board of directors comply with legal and regulatory requirements. It assesses governance practices, risk management, adherence to ethical and responsible business standards;
- e. To hold both the Treasury Registrar and the PIE's board of directors accountable for their roles and responsibilities;
- f. To provide feedback to the PIEs involved in the performance contract;
- g. To provide valuable information for making decisions on PIEs regarding the performance contract; and
- h. To ensure that public resources are used efficiently, effectively and in alignment with policy goals.

Scope of the evaluation (which PIEs are covered)

This evaluation covers the PIEs that entered into Performance Contract with the Treasury Registrar in the Financial year 2024/2025, except for those who apply Calendar year. A total of eleven (11) Public Investment Entities (PIEs) entered into a Performance Contract (PC), which are the Zanzibar Airport Authority (ZAA), the Zanzibar Ports Corporation (ZPC), the Zanzibar State Trading Corporation (ZSTC), the Zanzibar Social Security Fund (ZSSF), the Corporation of Government Newspapers (CGN), the Zanzibar Information Corporation (ZICTIA), the Zanzibar Health Service Fund (ZHSF), the Zanzibar Water Authority (ZAWA), the Zanzibar Broadcasting Corporation (ZBC), Zanzibar Shipping

Corporation (SHIPCO) and the Zanzibar Petroleum Development Company (ZPDC).

However, the evaluation covered a total of ten (10) PIEs as it appears in the evaluation results.

2. METHODOLOGY

The evaluation of Public Investment Entities (PIEs) under the Performance Contract Framework was conducted using a structured, transparent, and data-driven methodology. The approach was designed to ensure objectivity, comparability, and fairness in assessing the performance of all PIEs that signed Performance Contracts with the Treasury Registrar Office (TRO) through their respective Boards of Directors.

i. Data Collection

Performance data was mainly collected through Quarterly Performance Progress Reports (QPPRs) submitted by each PIE to the TRO over the financial year 2024/2025. These reports provided detailed information on the performance of PIEs against pre-agreed Key Performance Indicators (KPIs), as stipulated in the Performance Contracts. Field observation and Interview methods were applied to supplement data collected directly from the PIEs.

To ensure data reliability:

PIEs were required to submit supporting documentation and evidence for each KPI reported. Where necessary, follow-up verifications and clarifications were conducted to validate the provided data.

ii. Evaluation Criteria and Key Performance Indicators (KPIs)

Each PIE was evaluated based on specific performance criteria, which were aligned to the nature of their operations and mandate. Each criterion was assigned a set of KPIs with corresponding annual targets, agreed upon at the beginning of the performance contract period.

The following performance criteria were assessed:

- a. People Management (e.g., employee productivity rate, percentage of employee who were trained percentage of Human Resource functions automated);
- b. Good Governance and Control (e.g., Number of reported corruption cases, Compliance to Internal Audit Recommendations, Overall rating of annual board assessment);
- c. Customer Service (e.g., percentage of services automated, Average response time in serving customers, Customer satisfaction score);
- d. Core Functions of Institution Mandates (e.g., Number of Private sector employee registered, Total Growth Written Premium per Year, Number of tones of cloves purchased by June 2025); and
- e. Financial Stewardship (e.g., percentage of Operating costs incurred to total revenue, Percentage increase in revenue earned during a year, Remittance to the Government).

Each KPI was assigned a weight based on its relative importance to the overall performance of the PIEs.

iii. Performance Scoring Process

The performance of each PIE was calculated by comparing the actual achievement of each KPI against its target, using standardized evaluation formulas. Different formulas were applied in four cases, depending on the type and nature of the KPI, as follows:

CASE 1: Computation of the raw score when higher achievement is always desirable and even possible to surpass the target. This applied to KPIs, such as “employee productivity rate and percentage increase in revenue earned during a year”.

The following formula used to compute raw score:

$$\text{Raw Score} = \text{Upper criteria value limit} + \text{Span} \left\{ \frac{(2T - X_a)}{2T} \right\}$$

CASE 2: Computation of the raw score when higher achievement is always desirable, but impossible to surpass the target. This applied to KPIs such as “% of employee participating in training and Compliance to Internal Audit Recommendations” whose implementation target is always 100%.

The following formula was used to compute raw score:

$$\text{Raw Score} = \text{Upper criteria value limit} + \text{Span} \{(T-X_a)/T\}$$

CASE 3: Computation of the raw score when lower achievement is always desirable and even possible to surpass the target. This applied to KPIs, such as “employee costs/Operating revenue (excl. Gov’t grant)” and “% of Operating cost incurred to total revenue”.

The following formula was used to compute raw score:

$$\text{Raw Score} = \text{Upper criteria value limit} + (2X_a/T)$$

CASE 4: Computation of the raw score when lower achievement is always desirable, but impossible to surpass the target. This applied to KPIs, such as number of corruption cases reported” which has “0” as an indicator target value.

The following formula was used to compute raw score:

$$\text{Raw Score} = \text{Upper criteria value limit} - \text{Span} \{(X_a-T)/T\}$$

Where;

Upper criteria value limit = 1.00

Lower criteria value limit = 5.00

Span = 5 – 1 = 4

T = Targeted value

X_a = Actual value

The final overall score for each PIE was used to determine its performance rating on a standardized scale, as defined in the Performance Contract guidelines. Ratings typically ranged from:

No.	Performance Grades	Performance Score	Raw Score Range
1	Excellent	130% to 200%	1.00 up to 2.40
2	Very Good	100% to less than 130%	2.40 up to 3.00
3	Good	70% to less than 100%	3.00 up to 3.60
4	Fair	50% to less than 70%	3.60 up to 4.00
5	Poor	0% to less than 50%	4.00 up to 5.00

iv. Review and Validation

To enhance credibility and accuracy:

The evaluation results underwent internal review by a TRO technical team.

Where necessary, feedback was sought from PIEs for clarification on data discrepancies. Final performance scores and ratings were approved and validated by the Evaluation Committee within TRO. This rating provided a summary judgment of the PIE's performance for the evaluation period.

3. EVALUATION RESULTS

3.1 ZANZIBAR SOCIAL SECURITY FUND (ZSSF)

The Zanzibar Social Security Fund (ZSSF) was established by Act No. 2 of 2005 with its amendments. Before the enactment of the Law and the establishment of the Zanzibar Social Security Fund, there was no official social security scheme in Zanzibar. Nor was there a sector for personal/private employment pension schemes in Zanzibar.

Before the establishment of the ZSSF, public service employees in Zanzibar were covered and received pension benefits under the Pension Law No. 2 of 1990. By this Act, ZSSF has been given the mandate to provide social security services in

Zanzibar. In 2012, ZSSF established a Voluntary Social Security Scheme to be a special kind of arrangement designed to provide social security to all potential members with special features that are unique and cannot be easily accommodated in the mandatory scheme.

ZSSF Evaluation Results

The Overall performance for the financial year 2024/2025 is **2.20** as a composite score, marks “**Excellent performance**”, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various Human Resource Management practices towards enhancing organizational productivity and sustainability. It covers aspects, such as human capital utilization, human capital development, Performance Management Systems, employee welfare, promotion of an inclusive working environment, care and fight of non-communicable diseases.

The composite score for this criterion is **1.42** which marks “**Excellent Performance**”.

ZSSF achieved 2.1 billion as its “*employee productivity rate*” surpassing the targeted value of 1.86 billion. As a result, the entity achieved a **Very Good** grade in performance evaluation. The ZSSF trained above the 100% of its training program and this has resulted with achieving an **Excellent** grade.

On the other hand, *the percentage of HR functions Automated*” portrayed an **Excellent** grade. This is due to the automation of 67% against the targeted 69% of its HR functions.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZSSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee productivity rate.	1,860	2,101	2.74	0.55	Very Good
Percentage of employee participating in training.	100	100	1.00	0.10	Excellent
Percentage of HR functions Automated.	67	69	1.00	0.10	Excellent
Percentage of employee satisfaction level achieved.	98	97	1.04	0.10	Excellent

2. Good Governance and Control

This criterion measures the adherence to Good Governance and Accountability principles and practices by an Institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, and compliance with laws and regulations.

The composite score for this criterion is **1.34** which marks an “**Excellent Performance**”.

ZSSF conducted one corruption awareness program as planned, which as result achieved an **Excellent** grade. On “*Compliance to Internal Audit Recommendations*”, ZSSF implemented 83% of the target and as result achieved an **Excellent** grade. Moreover, “*Compliance to statutory Audit Recommendations*”

ZSSF implemented 86% of the target and has therefore achieved an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Summary of Good Governance and Control for ZSSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs	1	1	1.00	0.10	Excellent
Number of corruption cases reported	0	0	1.00	0.10	Excellent
Compliance to Internal Audit Recommendations	100	83	1.68	0.17	Excellent
Compliance to statutory Audit Recommendations	100	86	1.56	0.31	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation, and efficiency in complaints handling.

The composite score for this criterion is **1.88** which marks **“Excellent Performance”**.

“The percentage of services automated” portrayed an **Excellent** grade, due to the automation of 92% against the targeted 70% of its services. ZSSF got a **good** grade on *“Number of new members”*. This is due to the fact that, 13,862 new

members were registered against the targeted 18,238. On the percentage of *members' satisfaction score*, 71% of sampled members were satisfied while the target was 90%. This resulted with achieving an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Summary of Customer Services for ZSSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of services automated	70	92	2.37	0.47	Excellent
Number of new services/products provided	1	1	1.00	0.10	Excellent
New alternative service delivery channels introduced	1	2	1.00	0.10	Excellent
Number of new members	18,238	13,862	3.48	0.52	Good
Percentage of members satisfaction score	90	71	1.84	0.28	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion is included but not limited, considering mandates of an institution.

The composite score for this criterion is **2.54** which qualifies it to get marks a **“Very Good Performance”**.

ZSSF attained 11% of *new members registered members* of the targeted 20%. As a result, the entity received a **Fair** grade in the performance evaluation. On the other hand, the entity registered 8% of new informal sector groups which was 18% of the target and this has obviously resulted to a **Poor** grade. Moreover, 177 billion shillings shown as *“amount of contributions collected”* compared to the targeted 200 billion shillings. Therefore, the entity received a **Good** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Summary of Core Functions of Institution Mandates for ZSSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of new registered members	20	11	3.95	0.24	Fair
Percentage of new informal sector groups registered	18	8	4.07	0.33	Poor
Amount of contributions collected	200 bil	177 bil	3.23	0.39	Good
Percentage of growth rate of contribution collections	25	11	4.14	0.50	Poor
Number of days in processing claims	14	14	1.00	0.08	Excellent
Percentage of investment expenses on total investment income	5	1	1.39	0.11	Excellent

5. Financial Stewardship

This indicator will measure compliance with financial regulations, circulars, standards and best practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **2.36** which is an “**Excellent Performance**”.

ZSSF’s operating costs covered only 1.21% of its total revenue compared to the targeted 5%, hence it received an **Excellent** grade. On the other hand, the entity attained 13.32% on “*percentage increase in revenue earned during a year*” which fell short of the targeted 28% and consequently received a **Poor** grade. Besides, the entity collected 96.01% of the target of total revenue earned during the financial year 2024/2025. This resulted with achieving an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5. Summary of Financial Stewardship for ZSSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Cost recovery ratio	5	1.21	1.48	0.15	Excellent
Return on investment (ROI)	7	9.69	2.23	0.33	Excellent
Percentage increase in revenue during a year	28	13.32	4.05	0.40	Poor
Percentage of revenue compared to total revenue earned during a year	100	96.01	1.16	0.17	Excellent

3.2 ZANZIBAR COMMUNICATION CORPORATION (ZICTIA).

The Zanzibar Communication Corporation (ZICTIA) is a government entity, officially established on July 23rd, 2023, in accordance with Act No. 4 of 2023. With core focus revolving around the management of the Strategic ICT Infrastructure, encompassing the Zanzibar National Fiber Backbone and Data Centre. ZICTIA holds the pivotal role of providing ICT services, emphasizing accessibility, sustainability, security and convergence for the public.

ZICTIA Evaluation Results

ZICTIA has demonstrated a commendable performance during the financial year 2024/2025 by attaining an overall composite score of **1.56**, which falls under the “**Excellent Performance**” category, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various practices of human resource management towards enhancing organizational productivity and sustainability. It covers several aspects such as human capital utilization, human capital development, performance management systems, employee welfare, promotion of an inclusive working environment, care and fight of non-communicable diseases.

ZICTIA performed well in people management and attained a score of **1.56** which marks “**Excellent performance**”. The Corporation achieved 317.91 million as its “*employee productivity rate*” that surpassed the targeted value of 264.62 million. As a result, the entity achieved an **Excellent** grade in performance evaluation, particularly on “*employee participation in training*”.

The ZICTIA trained 33% of the total number of its employees as planned for the year 2024/25 resulted to being awarded an Excellent grade.

However, automation of HR functions recorded a below-target performance, that is, 37.5% while the target was 70%.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1. Summary of People Management for ZICTIA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee productivity rate	264m	317m	2.60	0.52	Very Good
Percentage of trained employees	33.33	33.33	1.00	0.10	Excellent
Percentage of HR functions automated	70	37.50	2.86	0.29	Very Good
Percentage of employee retention rate.	100	100.00	1.00	0.10	Excellent

2. Good Governance and Control

This criterion measures the adherence to good governance and accountability principles and practices by an institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls and compliance with laws and regulations.

The ZICTIA portrayed an exceptional performance on governance and compliance, attained a score of **1.26** which marks an “**Excellent performance**” with all key performance indicators achieving their targets.

The ZICTIA conducted one corruption awareness program as and this enabled it to planned and enabled it to get an **Excellent** grade. On the other hand, the Corporation implemented 85% of the of internal audit recommendations and this achievement was a qualification to be awarded an **Excellent** grade.

Moreover, on “*Compliance to statutory audit recommendations*” the ZICTIA implemented 100% of its target.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2. Summary of Good Governance and Control for ZICTIA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs.	1	1.00	1.00	0.1	Excellent
Compliance to internal audit recommendations.	100	85.70	1.57	0.16	Excellent
Compliance to statutory audit recommendations.	100	100.00	1.00	0.2	Excellent

3. Customer Services

This criterion measures the capacity of the institution of providing quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, customers' satisfaction, service automation and efficiency in complaints handling.

ZICTIA excelled in customer services provision by attaining, a **score of 1.93** which marks an “**Excellent performance**” with most of the KPIs meet the targets.

ZICTIA managed to automate 100% of its services and resolved 100% of customers' complaints and this also enabled them to get an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades).

Table 3: Summary of Customer Services for ZICTIA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of services automated.	100	100.00	1.00	0.10	Excellent
Average response time in serving customers.	1	1.00	3.00	0.30	Very Good
Number of new services/products provided	2	1.00	3.00	0.30	Very Good
Number of new.	50	63.00	2.48	0.37	Very Good

customers/clients					
Customer complaints resolved on time	100	100.00	1.00	0.10	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion is included, but not limited, considering mandates of an institution.

All KPIs under this category achieved or exceeded the targets. No under performing indicators were recorded and this enabled them to attain a score of **1.12** which marks an “**Excellent performance** and show a robust execution of ZICTIA’s core functions related to connectivity, infrastructure.

ZICTIA maintained 30 fiber routes which surpassed the targeted 15 and this enabled them to achieve an **Excellent** grade and improved internet bandwidth services (Capacity) from 1024 Mbps to 20480 Mbps. This resulted with achieving an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Summary of Core Function of Institutional Mandate for ZICTIA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Reliable, stable and sustainable connectivity	17:23:16	17:23:16	1.00	0.14	Excellent
Fiber installed (distance covered)	30	561	1.00	0.14	Excellent
Fiber route maintained	15	26	1.00	0.14	Excellent
Improve internet bandwidth services	1,024	20,480	1.00	0.14	Excellent
Number of institutions connected	30	160	1.00	0.12	Excellent

5. Financial Stewardship

This indicator will measure compliance with financial regulations, circulars, standards and best practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **2.62** which marks a “**Very Good performance**”.

ZICTIA’s total revenue was 2.7 times greater than its operating costs measured against targeted 2.3 that resulted to collecting a **Good** grade. On the other hand, the operating profit margin was 58.93% measured against targeted 63.8% which

resulted to an **Excellent** grade. Moreover, ZICTIA recorded 98.91 as a current ratio compared to the target of 59.77 and this has resulted with obtaining an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Summary of Financial Stewardship for ZICTIA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Cost recovery ratio.	276.23	230.60	3.33	0.58	Good
Current ratio.	59.77	98.91	1.69	0.17	Excellent
Quick ratio.	59.68	98.82	1.69	0.17	Excellent
Cash flow margin.	58.38	54.41	3.14	0.16	Good
Operating profit margin.	63.8	58.93	1.31	0.20	Excellent

3.3 ZANZIBAR PETROLEUM DEVELOPMENT COMPANY (ZPDC)

Zanzibar Petroleum Development Company (ZPDC) is a government institution established under the Section 32 of the Oil and Gas Act No. 6 of 2016, and registered in 2018 under the Companies Act No. 15 of 2015. The main objective of ZPDC is to participate in the entire value chain of oil and gas activities for the benefit of Zanzibar. This includes the exploration, extraction, and development of oil and gas in Zanzibar, as well as engaging in the trade, purchase, distribution of oil and gas within Zanzibar.

ZPDC Evaluation Results

The Overall performance for the financial year 2024/2025 is **2.86** as a composite score that marks a **“Very Good performance”** while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

1. People Management

This criterion measures the efficiency of various human resource management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, performance management systems, employee welfare, promotion of an inclusive working environment, care and fight of non-communicable diseases.

The composite score for this criterion is **2.57** which marks a **“Very Good Performance”**.

ZPDC trained 100% of its employees as per training program which resulted to an **Excellent** grade, therefore, participation in training surpassed the target of 70%. On the other hand, “% of HR functions Automated” portrayed an **Excellent** grade, due to the automation of 29% against targeted 30% of its HR functions. However, the company didn’t perform well in “percentage of employees who receive regular performance feedback and percentage of the level of satisfaction” that depicts **“Poor performance”**.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZPDC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of employees participating in training.	70.00	100.00	1.00	0.30	Excellent
Percentage of employees receiving regular performance feedback.	100.00	-	5.00	0.50	Poor
Percentage of HR functions automated.	30.00	29.00	1.13	0.06	Excellent
Percentage of employee's satisfaction level achieved.	90.00	-	5.00	0.50	Poor

2. Good Governance and Control

This criterion measures the adherence to good Governance and accountability principles and practices by an institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, and compliance with laws and regulations.

The composite score for this criterion is **2.00** whose grade is “**Excellent Performance**”.

On “*Compliance to Internal Audit Recommendations*”, ZPDC implementation was implemented 100% as planned and this has resulted with achieving an **Excellent** grade. Moreover, on “*Compliance to statutory Audit Recommendations*”, ZPDC implemented 100% of the target set and this enabled the company to get an **Excellent** grade. This reflects that the company has a strong commitment to accountability and good governance. However, the company didn’t succeed in conducting corruption awareness program against the targeted 1 program, therefore got “**Poor performance**”.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Summary of Good Governance and Control for ZPDC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs conducted during the year	1	-	5.00	0.5	Poor
Compliance to Internal Audit recommendations	100	100	1.00	0.10	Excellent
Compliance to statutory audit recommendations	100	100.00	1.00	0.2	Excellent

3. Stakeholder Matrix

This criterion measures the institution’s performance in identifying, engaging, and managing relationships with key stakeholders. It assesses how well the company understands needs of stakeholders, the extent of stakeholder involvement in institutional processes and the effectiveness of communication and feedback mechanisms.

The composite score for this criterion is **1.83** which marks an **“Excellent Performance”**.

“Number of Stakeholders identified and analyzed”, portrayed an **excellent** grade due to the identification of 17 stakeholders to the target of 13. ZPDC achieved an **Excellent** grade on the percentage of affected communities provided with feedback”. This is because the community was not negatively affected with the activities of oil and gases.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Stakeholder Matrix for ZPDC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Identified and analysed stakeholders	13	17.00	2.38	1.43	Excellent
Percentage of affected communities provided with feedback.	100	100	1.00	0.40	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion are not limited, considering the core functions of an institution mandated.

The composite score for this criterion is **4.04** which marks a **“Poor Performance”**.

ZPDC attained 17.25% on *exploration database preparation completed*” which fell short of the targeted 25%. As a result, the entity received an **Excellent** grade in performance evaluation. On the other hand, the company participated in three advertisement and promotions opportunities that were conducted internationally against the targeted 10 and resulted to a **Fair** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Core Functions of Institution Mandates for ZPDC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of opportunities, advertisement and promotions are conducted.	10.00	3.00	3.80	1.14	Fair
Percentage of exploration database preparation completed.	25.00	17.25	2.24	0.31	Excellent
Number of festivals participated.	8.00	7.00	1.50	0.09	Excellent

5. Financial Stewardship

This criterion measures compliance with financial regulations, circulars, standards, and best practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **1.00**, which marks an **“Excellent Performance”**.

ZPDC recorded 2:1 as a current ratio as targeted and this indicates that the company has twice as many current assets as current liabilities, which is generally a healthy benchmark. Therefore, the company has the ability to pay off its short-term liabilities within one year with its short-term assets, hence it received an **Excellent** grade.

On the other hand, *“Total debt to total assets”* and *“Debts to equity”* ratios marked an **Excellent** grade due to the fact that the company is less indebted.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Financial Stewardship for ZPDC

Key performance indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Current ratio	2	2.00	1.00	0.31	Excellent
Total debts to total assets.	0	0	1.00	0.31	Excellent
Debt to equity.	0	0	1.00	0.25	Excellent

3.4 ZANZIBAR BROADCASTING CORPORATION (ZBC)

The Zanzibar Broadcasting Corporation (ZBC) is a state-owned corporation under the Revolutionary Government of Zanzibar (SMZ) which is established by Act No. 4 of the year 2013, and came in to operation on April 19, 2013. ZBC is governed by a Board of Directors, led by a chairman appointed by the President, and includes the Director of the institution. ZBC has been a cornerstone of broadcasting in Zanzibar with the core objectives of educating, entertaining and informing the public through quality programming across its linear and digital platforms. It comprises TV and radio stations and online presence.

ZBC Evaluation Results

The overall performance for the financial year 2024/2025 is **2.64** as a composite score, marks. This illustrates a **“Very Good performance”** while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various human resource management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, performance management systems, employee welfare, promotion of an inclusive working environment, care and fight of non-communicable diseases.

The composite score for this criterion is **2.44**, which marks a **“Very Good Performance”**.

ZBC achieved **8,040,000/=** as its *“employee productivity rate”* surpassing the targeted value of **6,400,000/=**. As a result, the entity obtained a **Very Good** grade in performance evaluation. ZBC trained 48% of its employees and this is a **Good** performance. On the other hand, the percentage of *HR functions*

Automated” portrayed an **Excellent** grade, due to the automation of 67% compared to the target of 20% of its HR functions.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZBC

Key performance Indicator	Indicator target value	Actual achievement (Xa)	Raw score	Weighted score (w1)	Remark
Employee productivity rate	6,400,000	8,040,000	2.49	0.50	Very Good
Percentage of trained employees	100	48	3.08	0.31	Good
Percentage of HR functions automated	20	67	1.00	0.10	Excellent
Number of awareness programs	6	2	3.67	0.37	Fair

2. Good Governance and Control

This criterion measures the adherence to good governance and accountability principles and practices by an institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, and compliance with laws and regulations.

The composite score for this criterion is **2.22**, which marks an **“Excellent Performance”**.

ZBC failed to reduce “*Number of non-compliance incidences*”, which is against the target resulted and this gave a **Poor** grade. Moreover, ZBC didn’t pay any cost as “*Total regulatory compliance Expenses*” and this gave them the classification of **Excellent** grade. Moreover, the company didn’t succeed in conducting corruption awareness program while it set a target of three programs. Therefore, it received a **Poor** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Summary of Good Governance and Control for ZBC

Key Performance Indicator	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs conducted during the year	3	0	5.00	0.5	Poor
Total regulatory compliance Expenses	0	0	1	0.01	Excellent
Number of non-compliance incidences reduced	1	0	5.00	0.5	Poor

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation and efficiency in complaints handling.

The composite score for this criterion is **2.50** which is a **“Very good Performance”**.

ZBC got an **Excellent** grade on *“Number of new Customers”*. This is due to the fact that, eight new customers were registered against while the target was four. On the *percentage of customer satisfaction score*, 100% of sampled customers were satisfied against the set target of 90%. This has resulted with achieving an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Customer Services for ZBC

Key Performance Indicator	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of new customers/clients	4	8	1	0.15	Excellent
Customer satisfaction score	90	100	1	0.15	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion are included, but not limited, considering mandates of an institution.

The composite score for this criterion is **2.47** which marks a **“Very Good Performance”**.

ZBC established one channel as planned. As a result, the entity received an **Excellent** grade in performance evaluation. On the other hand, the entity collaborated with three international media houses against the target of four and as a result it achieved a **Good** grade. Moreover, the entity aired three programs compared to the target of 10. Therefore, the entity received a **Fair** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Summary of Core Functions of Institution Mandates for ZBC

Key Performance Indicator	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of new channels	1	1	1.00	0.1	Excellent
Number of international media collaborate	4	3	3.5	0.35	Good
Number of new programs (television and radio)	10	3	3.8	0.38	Fair

5. Financial Stewardship

This criterion measures compliance with financial regulations, circulars, standards, and best practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **3.48** which is **“Good Performance”**.

ZBC’s total revenue covered 31% of its operating expenses compared to the target of 24% whose marks qualifies for a **Very Good** grade. The entity also increased its annual revenue by 41.95%, surpassing the target of 30% which marks an **Excellent** grade on *“Percentage increase in revenue earned during a year”*. On the other hand, the entity achieved a **Poor** grade on percentage of *Publicity/marketing expenses incurred to total revenues (excl. Gov’t grant)*, since, 15.4% was recorded while the target was 7.7%.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades).

Table 5: Summary of Financial Stewardship for ZBC

Key Performance Indicator	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Cost recovery ratio	0.24	0.31	2.42	0.36	Very Good
Percentage of publicity/marketing expenses incurred to total revenues	7.7	15.4	5.00	0.75	Poor

(excl. Gov't grant)					
Percentage increase in revenue earned during a year	30	41.95	2.20	0.33	Excellent

3.5 ZANZIBAR PORTS CORPORATION (ZPC)

The Zanzibar Ports Corporation (ZPC) is a parastatal organization established under the Act No. 1, 1997. It is an autonomous organization responsible for managing, operating and developing ports of Zanzibar. The major responsibilities of the ZPC which operates under the Ministry of Infrastructure, Communication and Transportation are the major responsibilities as stipulated in the Act includes managing, operating, developing and promoting the port industry in Zanzibar. ZPC is expected, in particular, to perform the role of an operator in terms of commercial activities of port sector in Zanzibar (Unguja & Pemba).

ZPC Evaluation Results

The overall performance for the financial year 2024/2025 is **2.93** as a composite score and this marks results of a **“Good performance”**, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various human resource management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, performance management systems, welfare of an employee, promotion of an inclusive working environment, care and fight of non-communicable diseases.

The composite score for this criterion is **3.05** which marks **“Good Performance”**.

ZPC achieved 169.2 million on “*employee productivity rate*” compared to the target value of 193.69 million shillings. As a result, the entity obtained a **Good** grade in performance evaluation. ZPC trained more than 100% ear marked in its training program and this enabled them to achieve an **Excellent** grade.

On the other hand, “*percentage of HR functions Automated*” portrayed a **Very Good** grade, due to the automation of 50% against targeted value of 100% of its HR functions.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZPC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee's productivity rate of	1,936,900,000	169,200,000	3.25	0.65	Good
Percentage of employee in training	100	100	1	0.01	Excellent
Percentage of HR functions automated	100	50	3	0.3	Very good
Percentage of employee satisfaction level.	100	0	5	0.5	Poor

2. Good Governance and Control

This criterion measures the adherence to good governance and accountability principles and practices by an institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and

effectiveness, risk management and controls, compliance with laws and regulations.

The composite score for this criterion is **2.21** which marks “**Excellent Performance**”.

ZPC conducted one corruption awareness program while there was a target of three and as a result the entity scored a **Fair** grade. On “*Compliance to Internal Audit Recommendations*”, ZPC implemented 40% while the target was 100%, but the results are, however, are of **Good** grade. Moreover, on “*Compliance to statutory Audit Recommendations*”, ZPC implemented 87.5% of the target of 100%, and this resulted with achieving an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Summary of Good Governance and Control for ZPC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs.	3	1	3.65	0.37	Fair
Number of reported corruption cases.	0	0	1	0.1	Excellent
Compliance to internal audit recommendations	100	40	3.4	0.34	Good
Compliance to statutory audit recommendations	100	87.5	1.5	0.3	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation, efficiency in complaints handling.

The composite score for this criterion is **3.49** which is a **“Good Performance”**. ZPC obtained an **Excellent** grade on *“Number of new customers”*. This is due to the fact that the entity increased customers and surpassed the target of five that exceeded the targeted of having five new customers. On *“customer retention score”*, the Corporation scored an **“Excellent”** grade since all customers were retained. Moreover, *“the percentage of services automated”* portrayed a **Good** grade due to the automation of 40% of its services.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Customer Services for ZPC

Key Performance Indicators	Indicator or Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of services automated	100	40.00	3.40	0.34	Good
Number of new services/products provided	2	0	5.00	0.50	Poor
New alternative service delivery channels.	3	1	3.67	0.37	Fair

number of new customer/clients	5	7	2.20	0.33	Excellent
Customer retention score	100	100	1.00	0.10	Excellent
customer satisfaction score	100	0.00	5.00	0.75	Poor

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion is included, but not limited, considering mandates of an institution.

The composite score for this criterion is **3.02** which marks a **“Good Performance”**.

ZPC achieved an **“Excellent”** grade on *“Number of passengers throughout the year”* because 4,712,876 passengers were recorded while the target was 3,200,000.

On the other hand, ZPC developed one modern and big international port which fell short of the target of three and as a result the entity received a **“Fair”** grade. The entity also didn’t reconstruct any port terminal as compared to the target of three and this led to getting a **“Poor”** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Core Functional of Institution Mandates for ZPC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of modern and big international ports developed	3	1	3.67	0.22	Fair
Number of port terminal reconstructed	2	0	5.00	0.50	Poor
Number of passengers throughout the years	3,200,000	4,712,876	2.05	0.12	Excellent
Number of local ships throughout the years	4000	8000	1.00	0.06	Excellent

5. Financial Stewardship

This Indicator will measure compliance with financial regulations, circulars, standards, and best practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **2.72** which marks a **“Very good Performance”**.

ZPC increased its annual revenue by 22%, thus surpassing the target of 16% which marks an **Excellent** grade on “Percentage increase in revenue during a year”. Besides, the entity collected 99.7% of the total revenue during the financial year 2024/2025 while the target was 90 per cent. This made it to achieve an **Excellent** grade.

Table 5: Financial Stewardship for ZPC

Key Performance Indicators	Indicator or Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of publicity/marketing expenses incurred to total revenues (excl. Gov't grant)	0.4	1	5.00	1.25	Poor
Percentage increase in revenue during a year	16	22	2.25	0.68	Excellent
Percentage of revenue compared to total revenue during a year	4	90	99.7	1.00	Excellent

3.6 ZANZIBAR AIRPORTS AUTHORITY (ZAA)

The Zanzibar Airports Authority (ZAA) was established by the Zanzibar Airports Authority Act No. 8 of 2010, with the mandate to develop, operate and manage airports in Zanzibar. ZAA is pivotal in supporting Zanzibar’s socio-economic development by facilitating tourism, trade and international connectivity.

The purpose of this evaluation is to assess ZAA's performance in line with the signed Performance Contract for the year 2024/2025. It ensures accountability, aligns operations with national priorities and provides guidance for continuous improvement.

ZAA Evaluation Results

The Overall performance for the financial year 2024/2025 is **1.50** as a composite score and this marks an **"Excellent performance"**, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various human resource management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, Performance Management Systems, employee welfare, promotion of an inclusive working environment, care and fight of non-communicable diseases.

The composite score for this criterion is **2.54** which marks a **"Very Good Performance"**.

ZAA achieved **61,427,705.65/= TZS** on *"employee productivity rate"* and surpassed the target of **68,313,448/= TZS**. As a result, the entity obtained a **Good** grade. ZAA implemented 58.41% of its training program and this has that resulted to obtaining a **"Very Good"** grade.

"The percentage of HR functions Automated" portrayed an **"Excellent"** grade, due to the automation of 44% while the target was 30%.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZAA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee productivity rate	68,313,448	61,427,705.65	3.20	0.64	Good
Percentage of trained employees	100	58.41	2.66	0.27	Very Good
Percent of HR functions Automated	30	44	1.00	0.10	Excellent
Percent of employee satisfaction level achieved.	80	0	5.00	0.50	Poor

2. Good Governance and Control

This criterion measures the adherence to good governance and accountability principles and practices by an Institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, compliance with laws and regulations.

The composite score for this criterion is **2.06** which marks an **“Excellent Performance”**.

ZAA implemented 75.44% of its target on “*Compliance to Internal Audit Recommendations*” and this resulted with achieving an “**Excellent**” grade. Moreover, on “*Compliance to statutory Audit Recommendations*” ZAA implemented 100% of its target as targeted and this enabled it to get an “**Excellent**” grade. On the other hand, ZAA planned to have 10 corruption awareness programs, but only managed to conduct one. As a result it received a “**Poor**” grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Good Governance and Control for ZAA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs conducted during the year	10	1	4.6	0.46	Poor
Compliance to internal audit recommendations	100	75.44	1.98	0.2	Excellent
Compliance to statutory audit recommendations	100	100	1	0.2	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base.

Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation and efficiency in complaints handling.

The composite score for this criterion is **2.03** which marks **“Excellent Performance”**.

ZAA achieved a **“Good”** grade on the *“Number of new Passengers”*. This is due to the fact that, 2,238,248 passengers were recorded while the target was 2,491,672 and two airlines were recorded while the target was one .This was an **Excellent** score. Moreover, on *“customer satisfaction score”*, the entity recorded 3.86 as planned while considering the highest possible score to be achieved is 5.00 and 1.00 as the lowest. This resulted to obtaining an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Customer Services for ZAA

Key Performance Indicators	Indicator or Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number. of new services/products provided	0	3	5.00	0.50	Poor
New alternative service delivery channels introduced	100	100	1.00	0.10	Excellent
Number of new customers/cli	2491672	2238248	3.20	0.12	Good

ents (Passengers)					
customer satisfaction score	3.85	3.85	1.00	0.16	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion is included, but not limited, considering mandates of an institution.

The composite score for this criterion is **1.35** which marks an **“Excellent Performance”**.

On the *“number of domestic flights served”*, ZAA achieved an **Excellent** grade. This is because 54,865 flights were recorded compared to the target of 55,669. A total of 1,382,981 foreign passengers were served compared to the set target of 1,364,623 and this enabled it to get an **Excellent** grade.

Moreover, 112 domestic airlines were served while the target was 21. As a result, the entity achieved an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Core Functions of Institution Mandates for ZAA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of domestic flights served	55,669	54865	1.06	0.11	Excellent
Number of foreign flights served	13,247	13,993	1.00	0.14	Excellent
Number of foreign passengers served	1,364,623	1,382,981	1.00	0.10	Excellent
Number of domestic airlines served	21	112	1.00	0.18	Excellent

5. Financial Stewardship

This Indicator will measure compliance with financial Regulations, Circulars, Standards, and Best Practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **2.84** which marks **“Very Good Performance”**.

ZAA’s operating costs covered 47.53% of its total revenue compared to targeted 24.66%, hence, received a **Poor** grade. On the other hand, the entity attained 20.38% on *“Percentage of revenue collected compared to total revenue earned”* which fell short of the targeted 41% and consequently received a **Poor** grade.

ZAA recorded 0.61 as a current ratio against 0.53 targeted which resulted to a **Very good** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Financial Stewardship for ZAA

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Current Ratio.	0.53	0.61	2.70	0.20	Very Good
Percentage of revenue collected compared to total revenue earned.	41	20.38	4.01	0.60	Poor
Percentage of Operating cost incurred to total revenue.	24.66	47.53	4.85	0.73	Poor
Employee costs/Operating revenue (excl. Gov't grant).	63.5	27.7	1.87	0.19	Excellent

3.7 CORPORATION OF GOVERNMENT NEWSPAPERS (CGN)

In principle, the Corporation of Government Newspapers CGN became operational on 31st December 2008 when His Excellency, the President of Zanzibar, Dr. Amani Abeid Karume, gave consent for the enactment of the law, Act No. 11 of 2008 regarding the establishment of that Corporation. The main emphasis of the Corporation is to undertake printing works of the Revolutionary Government of Zanzibar (RGoZ) as well as to disseminate information of government operations and policies to the public in a reciprocal manner.

CGN Evaluation Results

The Overall performance for the financial year 2024/2025 is **2.19** as a composite score and this marks an “**Excellent performance**”, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various Human Resource Management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, Performance Management Systems, employee welfare, promotion of an inclusive working environment and care.

The composite score for this criterion is **3.00** which is a “**Very Good Performance**”.

CGN achieved 11.748 million as its “*employee’s productivity rate*” which was below the target of 21.126 million. As a result, the entity received a **Fair** grade. The implementation of the CGN training programme was 44.86% and this was classified as a **Good** grade. On the other hand, “*the percentage of HR functions Automated*” portrayed an **Excellent** grade, due to the automation of 58% while the target was 29% of its HR functions.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for CGN

Key Performance Indicator	Indicator target	Actual achievement (Xa)	Raw Score	Weighted score(W1)	Remark
Employee productivity rate	21,126,761.00	11,748,635.76	3.89	0.78	Fair
Percentage of trained employees	100	44.86	3.21	0.32	Good
Percentage of HR functions automated	29	58	1.00	0.1	Excellent

2. Good Governance and Control

This criterion measures the adherence to good governance and accountability principles and practices by an Institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, and compliance with laws and regulations.

The composite score for this criterion is **1.55** which marks an **“Excellent Performance”**.

CGN conducted one corruption awareness program as planned and as a result it received an **Excellent** grade. On *“Compliance to Internal Audit Recommendations”*, CGN implemented 37% of its target and this was a **Good** grade. Moreover, implementation of *“Compliance to statutory Audit Recommendations”* CGN was 88% of the target This resulted with getting

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Summary of Good Governance and Control for CGN

Key Performance Indicator	Indicator target	Actual achievement (Xa)	Raw Score	Weighted score(W1)	Remark
Number of corruption awareness programs conducted	1	1	1.0	0.1	Excellent
Compliance to internal audit recommendations	100	37.00	3.52	0.35	Good
Compliance to statutory audit recommendations	100	88.00	1.48	0.30	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation, and efficiency in complaints handling.

The composite score for this criterion is **2.45** which marks a **“Very good Performance”**.

“Percentage of services automated” portrayed an **Excellent** grade, due to the 100% automation as set as a target. CGN obtained **Poor** grade on the “Number of new services/products provided”, due to the fact that, the corporation didn’t introduce any new services in the year 2024/25. On “customer satisfaction score”, 90% of sampled customers were satisfied and this was achieved by against targeted 80%, hence it obtained an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Summary for Customer Services for CGN

Key Performance Indicator	Indicator target	Actual achievement (Xa)	Raw Score	Weighted score(W1)	Remark
Percentage of services automated	100	100	1.0	0.1	Excellent
Number of new services/products provided	2	0	5	0.5	Poor
Customer satisfaction score	80	80	1.0	0.1	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion are included, but not limited, considering mandates of an institution.

The composite score for this criterion is **1.71** which marks “**Excellent Performance**”.

CGN attained 1,095,000 on the “*Number of printed copies of Zanzibar Leo*” as set in its target and this is an **Excellent** grade. CGN also printed 79,500 copies of Zanzibar Mail, which is equal with the target and this is an **Excellent** grade. Moreover, *Neema zetu Journal printed* 2,000 copies, compared to the target of 8,000. This is a **Fair** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Summary of core Function of Institution Mandates for CGN

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of Zanzibar Leo copies Printed	1095,000	1095,000	1.0	0.30	Excellent
Number of Zanzibar Mail copies printed	79500	79,500	1.0	0.14	Excellent
Number of Neema Zetu Journal copies Printed	8000	2,000	4.0	0.40	Fair

5. Financial Stewardship

This indicator will measure compliance with financial regulations, circulars, standards and Best Practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **3.18** which marks a **“Good Performance”**.

CGN’s operating costs covered only 72.6% of its total revenue, hence it received an **Excellent** grade. In addition, the entity attained 99.17% on *“Percentage of revenue collected compared to total revenue earned”*, surpassing the target by 17% and consequently received an **Excellent** grade. Moreover, the Corporation attained 2.43% on *“Percentage of publicity cost against total revenue earned during a year”* compared to the target 2% hence. As a result, it obtained a **Good** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Financial Stewardship for CGN

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Cost recovery ratio:	100	72.60	1.54	0.31	Excellent
Percentage of publicity/marketing expenses incurred to total revenues (excl. Gov't grant)	2	2.43	3.43	0.10	Good
Percentage of revenue compared to total revenue during the year	17	17	1.00	0.15	Excellent
Employee's costs/Operating revenue (excl. Gov't grant)	8	14.81	4.70	0.71	Poor

3.8 ZANZIBAR HEALTH SERVICE FUND (ZHSF)

The Zanzibar Health Services Fund (ZHSF) is a mandatory health insurance scheme established in 2023 by an Act of the Zanzibar House of Representatives to achieve Universal Health Coverage (UHC) in Zanzibar.

It aims to provide affordable, quality healthcare for all residents by pooling funds and requires mandatory household contributions based on their economic sector (formal, informal, or poor). The fund started its operations in July 2023 and is

aimed at preventing financial hardships from healthcare utilization and providing a benefit package of essential services to its members.

ZHSF Evaluation Results

The Overall performance for the financial year 2024/2025 is **2.38** as a composite score and this mark is an “**Excellent performance**”, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various human resource management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, Performance Management Systems, employee welfare, promotion of an inclusive working environment and care.

The composite score for this criterion is **3.02** which marks a “**Good**” **performance**.

ZHSF achieved 732 million as its “*employee productivity rate*” while the target value was fell short of the targeted value of 783 million. As a result, the entity obtained a **Good** grade in performance evaluation. ZHSF’s staff were not given regular performance feedback and hence the entity received a “**Poor**” grade on the “*percentage of employees receiving regular performance feedback*”. On the other hand, “*the percentage of grievance Resolved*” portrayed a **Poor** grade, due to the absence of clear records on grievances with their corresponding resolutions.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZHSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee productivity rate	783	732	3.13	0.89	Good
Percentage of employees receiving regular performance feedback	100	-	5.00	0.71	Poor
Percentage of HR functions automated	100	44	3.22	0.46	Good
Percentage of grievances resolved	100	-	5.00	0.71	Poor

2. Good Governance and Control

This criterion measures the adherence to good Governance and accountability principles and practices by an institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, and compliance with laws and regulations.

The composite score for this criterion is **1.65** which marks “**Excellent Performance**”.

ZHSF conducted one corruption awareness program while it had set a target of two and this enabled it to receive a **Very Good** grade. On “*Compliance to Internal Audit Recommendations*”, ZHSF implemented 28% and was given a **Fair** grade. On “*Compliance to statutory Audit Recommendations*” ZSSF implemented 80% and received an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Summary of Good Governance and Control for ZHSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs conducted	2	1	3.00	0.30	Very Good
Compliance to internal audit recommendations	100	28	3.88	0.39	Fair
Compliance to statutory audit recommendations	100	80	1.80	0.36	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation and efficiency in complaints handling.

The composite score for this criterion is **1.97** which marks “**Excellent Performance**”.

The percentage of services automated” portrayed an **Excellent** grade, due to the automation of 80% on the “*Number of new services/products provided*”. This is due to the fact that there was no new services/products while the target was

one. It registered 243,217 new members while the target was 100,000. This was an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Customer Services for ZHSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of ZHSF services automated	75	80	1.00	0.10	Excellent
Number of new services/products provided	1	0	5.00	0.50	Poor
Number of new members	100,000	243,217	1.00	0.15	Excellent

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion are included, but not limited, considering mandates of an institution.

The composite score for this criterion is **2.17** which marks “**Excellent Performance**”.

ZHSF achieved an **Excellent** grade on the “*Number of Public and private sector employees*”. They were 14,219 from the public sector while the target was 4,000 employees and in the private sector it was 675 while the target was 400.

On the other hand, the entity received got a **Poor** grade on “*Number of Private sector employee registered*” and “*Number of members registered from informal sector*”, since 60,915 against targeted 200,000 employees and 167,618 against

targeted 390,000 members were registered from private sector and informal sector respectively.

Moreover, ZHSF did not collect contributions from informal sectors hence, the entity got a **Poor** grade on “Amount of Contribution collected from Informal Sector”.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Summary of Core Functions of Institution Mandates for ZHSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of public sector employees registered	4,000	14,219	1.00	0.05	Excellent
Number of private sector employers registered	400	675	1.00	0.08	Excellent
Number of private sector employees registered	200,000	60,915	4.39	0.18	Poor
Number of members registered from informal sector	390,000	167,618	4.14	0.25	Poor
Amount of contribution collected from informal sector	2.500	0	5.00	0.25	Poor

5. Financial Stewardship

This indicator will measure compliance with financial regulations, circulars, standards and best practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **3.17** which marks “**Good Performance**”.

ZHSF’s operating costs covered 9.96% of its total revenue compared to the target of 9.6%, hence it received a **Very Good** grade. On the other hand, the entity attained only 6.19% on “*Percentage increase in revenue earned during a year*”, very short of the target of 68.17% and consequently received a **Poor** grade. Besides, the entity collected 100% of the total revenue earned during the financial year 2024/2025, equal to the target. This made it to achieve an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Summary of Financial Stewardship for ZSSF

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Cost recovery ratio: percentage of operating costs incurred to total revenue	9.6	9.96	3.08	0.62	Good
Percentage increase in revenue earned during a year	68.17	6.19	4.82	0.72	Poor
Percentage of revenue compared to total revenue (supposed to be collected) during the year	85	85	1.00	0.15	Excellent

3.9 ZANZIBAR SHIPPING CORPORATION (SHIPCO)

The Zanzibar Shipping Corporation (SHIPCO) is one of the state-owned enterprises established by legal notice No.3 under the Public Enterprise Decree since 1978 and re-established under the Zanzibar Shipping Corporation Act No.3 of 2013. The entity is owned by the Revolutionary Government of Zanzibar under the Ministry of Infrastructure, Communication and Transportation.

The core objectives and mandates of the Corporation is to manage and operate government-owned merchant ships, cargo vessels and fuel tanks in order to offer the increasing population of Unguja and Pemba Islands, as well as others from outside, with reliable, safe and affordable sea transportation services.

SHIPCO Evaluation Results

The overall performance for the financial year 2024/2025 is **2.36** as a composite score, marks an “**Excellent performance**”, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various human resource management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, performance management systems, employee’s welfare, promotion of an inclusive working environment and care.

The composite score for this criterion is **3.08** which marks a “**Good**” **performance.**

SHIPCO achieved 144.98 million as its “*employee productivity rate*” surpassing the targeted value of 140 million. As a result, the entity obtained a **Very Good** grade in performance evaluation. SHIPCO’s staff were not given regular performance feedback and hence the entity got a “**Poor**” grade on the

“Percentage of employee Receiving regular performance feedback”. On the other hand, the percentage of “grievance Resolved” portrayed a **Poor** grade, due to the absence of clear records on grievances with their corresponding resolutions. The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for SHIPCO

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee productivity rate	140	144.98	2.93	0.59	Very Good
Percentage of employees receiving regular performance feedback	100	-	5.00	0.50	Poor
Percentage of HR functions automated	50	50	1.00	0.10	Excellent
Percentage of grievances resolved	80	-	5.00	0.50	Poor

2. Good Governance and Control

This criterion measures the adherence to good governance and accountability principles and practices by an institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls and compliance with laws and regulations.

The composite score for this criterion is **1.36** which marks “**Excellent Performance**”.

SHIPCO conducted one corruption awareness program as planned and this enabled it to get an **Excellent** grade. On “*Compliance to Internal Audit Recommendations*”, SHIPCO implemented 58.8% which enabled them to get a **Very Good** grade.

Moreover, on “*Compliance to statutory Audit Recommendations*”, SHIPCO’s record of implementation was implemented 100% of the target. This performance earned the Corporation an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Good Governance and Control for SHIPCO

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs conducted	1	1	1.00	0.10	Very Good
Compliance to internal audit recommendations	100	58.8	2.65	0.26	Very Good
Compliance to statutory audit recommendations	100	100	1.00	0.10	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base.

Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation, and efficiency in complaints handling.

The composite score for this criterion is **2.93** which marks **“Very Good Performance”**.

“The percentage of services automated” portrayed an **Excellent** grade, due to the automation of 67% of its services. SHIPCO received a **Poor** grade on “Average response time in serving customers”. This is due to the fact that the exercise of collecting responses from customers was not undertaken. On “Customer complaints resolved on time”, SHIPCO got a **Poor** grade owing to the fact that customer complaints with their corresponding resolutions were not clearly recorded.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Summary of Customer Services for SHIPCO

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of services automated	100	67	2.32	0.23	Excellent
Average response time in serving customers	20	-	5.00	0.50	Poor
Customer complaints resolved on time	90	-	5.00	0.50	Poor

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variable for this performance criterion are included, but not limited, considering mandates of an institution.

The composite score for this criterion is **1.69** which marks an **“Excellent Performance”**.

SHIPCO served 45,587 containers while the target was 31,343. This resulted to achieving an **Excellent** grade. On the other hand, the entity got an **Excellent** grade on the *“Number of STS gas service served”*, since, the actual value was 160 while the target was 172. Moreover, the entity marked a **Poor** grade on the *“Number of passengers carried”*, due to less passengers measured against targeted 1,200.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Core Functions of Institution Mandates for SHIPCO

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of containers served.	31,343	45,587	1.00	0.10	Excellent
Number of STS gas service served.	172	160	1.28	0.10	Excellent

Number of passengers carried.	1,200	0	5.00	0.20	Poor
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5. Financial Stewardship

This indicator will measure compliance with financial Regulations, Circulars, Standards, and Best Practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **3.87** which marks **“Fair Performance”**.

SHIPCO’s total revenue was 3.38 times more than its operational costs measured against targeted 6 that resulted for the Corporation to get a **Fair** grade. On the other hand, the operating profit margin was -0.09% measured against targeted 30% which resulted to a **Poor** grade. Moreover, SHIPCO recorded 1.22:1 as a current ratio measured against targeted 1.5:1 and as a result it received a **Good** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Summary of Financial Stewardship for SHIPCO

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Cost Recovery Ratio	6	3.38	3.87	0.58	Fair
Employee costs/Operating revenue (excl. Gov’t grant)	0.28	0.25	2.79	0.14	Very Good

Current Ratio	1.5	1.22	3.37	0.51	Good
Operating Profit Margin:	30	- 0.09	5.00	0.5	Poor
Debt to Equity Ratio	20	21.49	3.15	0.157	Good

3.10 ZANZIBAR STATE TRADING COOPERATION (ZSTC)

The Board of Directors of **Zanzibar State Trading Corporation (ZSTC)** of P.O. Box 26 Zanzibar, operates under the Zanzibar State Trading Corporation Act No. **11** of **2011** with some activities operating under the Clove Development Act no **2** of **2014**.

ZSTC Evaluation Results

The Overall performance for the financial year 2024/2025 is **2.42** as a composite score, marks a **“Very Good performance”**, while considering the highest possible score to be achieved is **1.00** and **5.00** as the lowest.

Specifically, the results for each performance criterion are as follows;

1. People Management

This criterion measures the efficiency of various Human Resource Management practices towards enhancing organizational productivity and sustainability. It covers aspects such as human capital utilization, human capital development, Performance Management Systems, employee welfare, promotion of an inclusive working environment, and care and fight of non-communicable diseases.

The composite score for this criterion is **3.28** which is **“Good Performance”**.

ZSTC achieved 67.5 million as its *“employee productivity rate”* surpassing the targeted value of 310.0 million. As a result, the entity received a **Poor** grade. The ZSTC implemented 85% of its training and this has with achieving an **Excellent**

grade. On the other hand, “the percentage of HR functions Automated” portrayed an **Excellent** grade, due to the automation of 67% of its HR functions.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 1: Summary of People Management for ZSTC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Employee productivity rate	310,000,000	67,500,000	4.56	0.91	Poor
Percentage of trained employees	85.00	85.00	1.00	0.10	Excellent
Percentage of HR functions Automated	100.00	67.00	2.32	0.23	Excellent
Percentage of attained employees' satisfaction level.	90.00	-	5.00	0.50	Poor

2. Good Governance and Control

This criterion measures the adherence to Good Governance and Accountability principles and practices by an Institution. It covers several parameters of accountability, including anti-corruption measures, Board efficiency and effectiveness, risk management and controls, and compliance with laws and regulations.

The composite score for this criterion is **2.0** which marks an “**Excellent Performance**”.

ZSTC conducted two corruption awareness programs as planned, and managed to get an **Excellent** grade. On “*Compliance to Internal Audit Recommendations*”, ZSTC performance was the implementation of 100 percent of the target set up. This enabled it to be awarded an **Excellent** grade. Moreover, “*Compliance to statutory Audit Recommendations*”, ZSTC implementation record was 100%, and achieved an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 2: Good governance and control for ZSTC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of corruption awareness programs conducted	2	2.00	1.00	0.10	Excellent
Number of corruption cases reported	100	100.00	1.00	0.10	Excellent
Compliance to Internal Audit Recommendations	100	100.00	1.00	0.10	Excellent
Compliance to statutory Audit Recommendations	100	100.00	1.00	0.20	Excellent

3. Customer Services

This criterion measures the capacity of the institution to provide quality and innovative services to its customers, including the growth of its customer base. Key parameters of interest include efficiency in service delivery, patient satisfaction, service automation, and efficiency in complaints handling.

The composite score for this criterion is **2.19** which marks an **“Excellent Performance”**.

“% of services automated” portrayed an **Excellent** grade, due to the automation of 67% of its services. The Corporation obtained an **Excellent** grade on the “Number. of new services/products provided” due to the fact that, two products as outlined in the target were introduced. On “percentage of customer satisfaction score”, the Corporation received a **Poor** grade because no clear records showing satisfaction of customers while it set a target of 80%.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 3: Customer Services for ZSTC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of services automated	100	67.00	2.32	0.23	Excellent
Number. of new services/products provided	2	2.00	1.00	0.10	Excellent
New alternative service delivery channels.	2	2.00	1.00	0.10	Excellent
Number of new customers/clients	4	8.00	1.00	0.15	Excellent
Percentage of Customer satisfaction score	80	-	5.00	0.75	Poor

4. Core Functions of Institution Mandates

This criterion measures performance in the implementation of the core mandate of an institution. Specific variables for this indicator include but are not limited to efficiency in managing an institution.

The composite score for this criterion is **2.49** which marks **“Very Good Performance”**.

ZSTC purchased 421 tons of cloves which fell short of the targeted 2000 tons and as a result the entity received a **Poor** grade. However, the Corporation managed to increase its annual revenue from investments by 18% surpassing the targeted of 4% which marks an **Excellent** grade on *“the percentage of revenue from investments increased which increased by June 2025”*.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 4: Core functions for ZSTC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Number of tons of cloves purchased by June 2025	2,000	421	4.58	0.18	Poor
Number of liters produced at PEOD by 2025	1,410	468	4.34	0.26	Poor
Percentage of revenue from investments increased by June 2025	4	18	1.00	0.06	Excellent

5. Financial Stewardship

This performance criterion measures compliance with financial Regulations, Circulars, Standards, and Best Practices. It measures how an entity ensures profitability, liquidity, solvency and return to shareholders while serving its core service delivery.

The composite score for this criterion is **2.27** which is an “**Excellent Performance**”.

ZSTC’s total revenue covered 67% of its operating expenses compared to target of 78% that marks a **Good** grade. On the other hand, the operating gross profit margin was 22% measured against targeted 11% which resulted to achieving an **Excellent** grade. Moreover, ZSTC recorded 1.08 as a current

ratio measured against the target of 0.54, and resulted with the performance that earned an **Excellent** grade.

The table below shows some of the KPIs with their respective targets, actual achievements, raw score, weighted score and remarks (grades):

Table 5: Financial Stewardship for ZSTC

Key Performance Indicators	Indicator Target Value	Actual Achievement (Xa)	Raw Score	Weighted Score (W1)	Remark
Percentage of Gross profit margin by June 2025.	11	22	1.00	0.15	Excellent
Cost Recovery Ratio.	0.78	0.67	2.72	0.41	Very Good
Employee costs to Operating revenue.	13	26	5.00	0.50	Poor
Current Ratio.	0.54	1.08	1.00	0.10	Excellent
Percentage of total debts to total assets collected) during a year.	29	21	2.45	0.24	Very Good

3.11 COMPARATIVE PERFORMANCE ANALYSIS OF PIEs

An analysis of the average performance scores of PIEs across the five Performance criteria reveals notable variations in institutional strengths and areas requiring improvement.

The highest average performance was recorded in the area of Good Governance and Control, with a score of **84.7%**. This suggests that most of the PIEs demonstrate a solid foundation in governance practices, compliance, and regulatory oversight which reflecting well-established internal controls and accountability mechanisms.

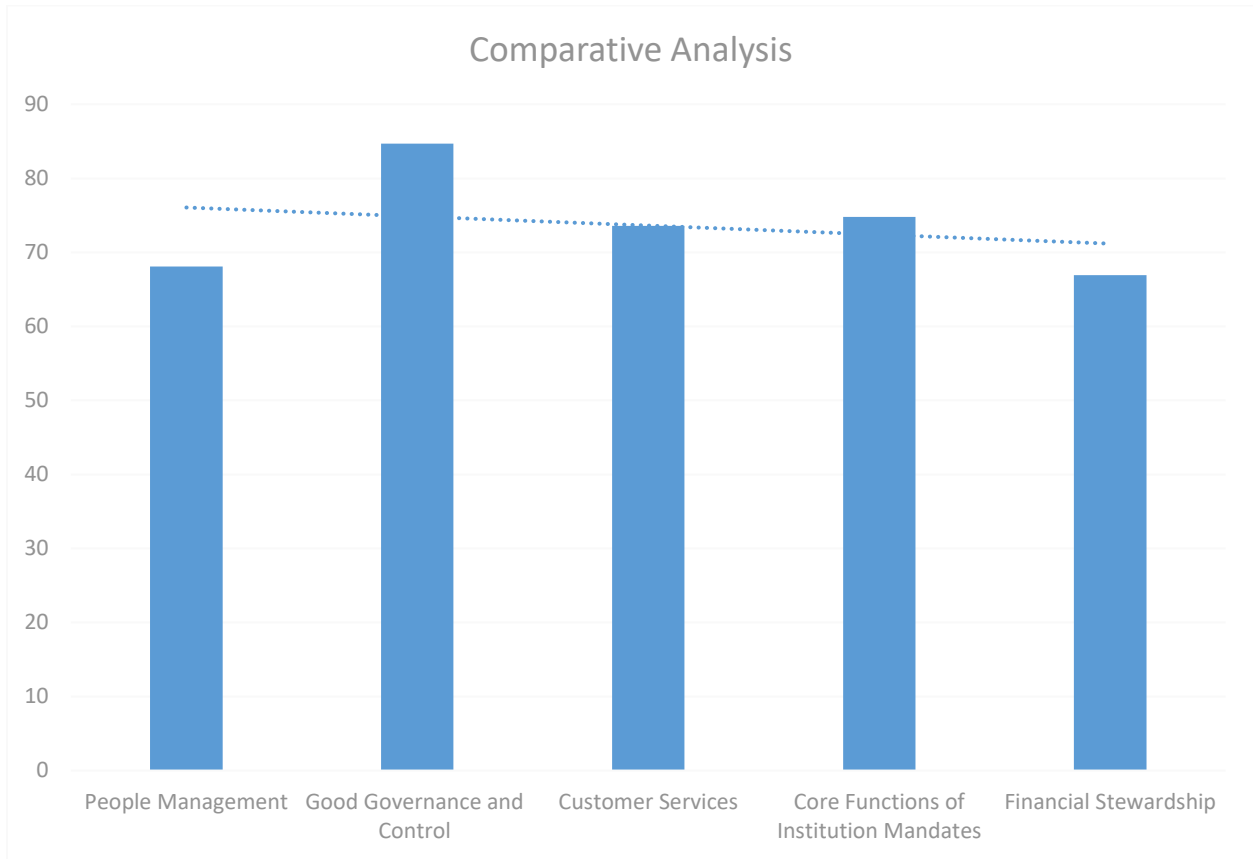
Core Functions of Institutional Mandates followed with a performance score of **74.8%**, indicating that PIEs are generally effective in delivering on their core objectives and sector-specific mandates. This is a positive indication of operational alignment with organizational missions.

Customer Service also reflected relatively strong performance, averaging **73.6%**. This suggests a moderate-to-high level of responsiveness and service delivery to stakeholders and the public, though there remains room for further improvement in client-facing operations.

Conversely, People Management and Financial Stewardship emerged as the lowest-performing areas, with average scores of 68.08% and 67.36%, respectively. The lower performance in People Management highlights challenges related to employee welfare, staff development, performance appraisal systems, and overall human capital management. Similarly, the score for Financial Stewardship suggests shortcomings in financial planning, budgeting, resource allocation, and cost-efficiency practices within several PIEs.

Overall, while governance and mandate execution are strong, the findings point out the need for targeted interventions to enhance human resource capabilities and financial management practices, which are critical for sustainable institutional performance.

The following Bar graph represents the average performance scores of PIEs across the five Performance criteria:



3.12 RECOMMENDATIONS

Basing on the observations made through the evaluation of the Performance Contract, the following recommendations are put forward in order to improve the performance of the PIEs:

- a. Emphasis on implementing both internal and statutory audits recommendations as part of strengthening financial management and governance practices;***
- b. Give performance feedback to the employees regularly so as to manage the employees' performance;***
- c. Collect and document (record keeping) employees' grievances, training details, customer complaints and related matters so as to improve welfare of employees and customers;***
- d. Establish and maintain a BCP so as to ensure operational resilience and continuity of critical services (operations) in the event of disruptions;***
- e. Setting of clear and correct targets especially on financial performance indicators such as cost recovery ratio, percentage increase in revenue collected and profit margins; and***
- f. Rewarding and penalties on employees so as to improve PIEs' efficiency in the daily operations.***