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PERFORMANCE MANAGEMENT AND MONITORING UNIT
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SYMPOSIUM
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What Gets Measured Gets Done

OUTLINE OF PRESENTATION

1. Brief Profile of the Republic of Kenya
2. Kenya's Commitment for Results Framework-
Performance Contracting
3. Best Practices in Performance Management in Kenya
4. Linkage of Performance Management to National Planning
5. Trends in Government Performance Management
6. Current Reforms in Performance Contracting in Kenya

1.0 Brief Profile of the Republic of Kenya



- Kenya, whose capital city is Nairobi is located in East Africa.
- lies on the Equator with a population of 47 M as at the last Census.
- Kenya is a Unitary State with a National Government and 47 County Governments.
- It is home to the Great Rift Valley and the great five wildlife.
- It hosts the 8th Wonder of the World –The Annual Wildebeest Migration.

2.0 Kenya's CfR Framework-Performance Contracting



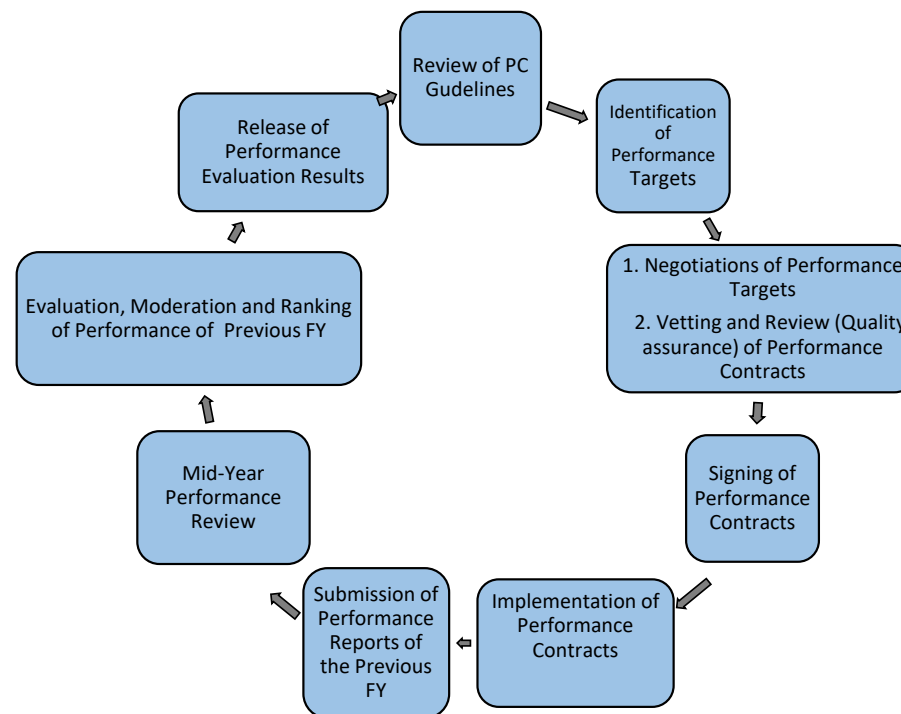
- In 1990, Performance Contracting was introduced as the CfR Framework.
- However, there was minimal uptake then.
- The re-introduction of coordinated performance management was done through the Economic Recovery Strategy for Wealth and Employment Creation (2003- 2007).
- The Strategy reiterated among others, adoption of Results Based Management.
- Consequently, holders of public offices were placed on annual Performance Contracts.
- Before 2004, Performance Management was largely based on ex-post approach at individual employee level.
- There was no institutionalized Performance Management at institutional level.

2.0 Kenya's CfR Framework-Performance Contracting contd...

- Kenya now on its **17th Cycle of continuous** implementation of Performance Contracting.
- All Ministries, State House, Office of the Deputy President, Office of Attorney General, State Corporations and Tertiary Institutions placed on annual Performance Contracts every FY.
- Performance Contracts are cascaded to downstream institutions.
- Currently, **394** public institutions in the Executive are on 1st level Performance Contract.
- Judiciary also implementing Performance Contracts.
- A number of County Governments and Constitutional Commissions are on Performance Contract.

2.0 Performance Contracting in Kenya contd...

- The Performance Contracting cycle comprise the following key stages:



3.0 Best Practices in Performance Management in Kenya



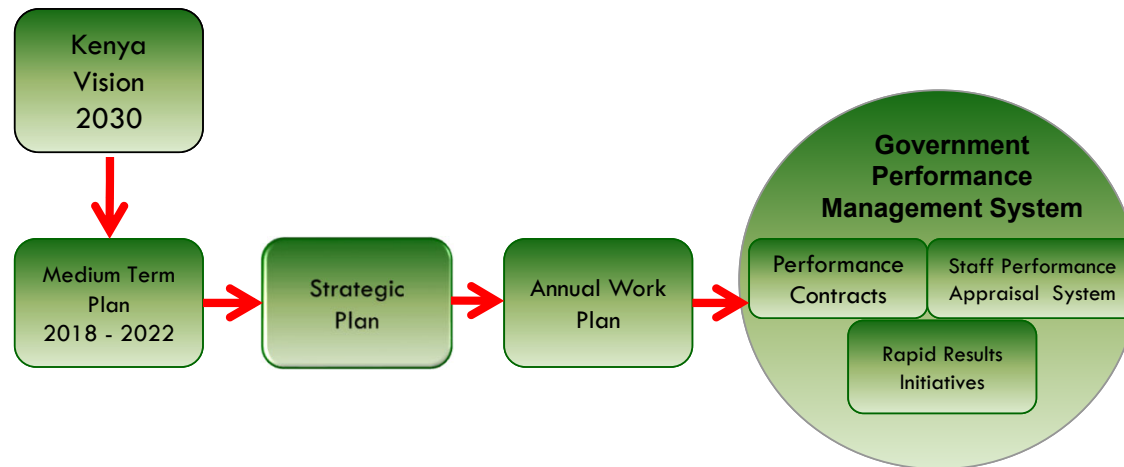
- Performance indicators and targets agreed upon Ex-ante.
- Subjected to quality assurance to ensure conformity with the Performance Contracting Guidelines.
- Performance monitoring, reporting and feedback undertaken on quarterly basis.
- Mid-year Performance review is undertaken to confirm whether the institutions are on course in achieving the targets.

3.0 Best Practices in Performance Management in Kenya contd...


- Annual performance evaluation undertaken based on Composite Scoring.
- Composite Scoring is computed by summing up all the Weighted Scores derived from the Raw Scores.
- Composite Scoring based on five performance grades (Excellent, Very Good, Good, Fair and Poor).
- Evaluation undertaken by an external team from Public Service Performance Management and Monitoring Unit (PSPMMU).
- A report prepared thereof and submitted to Cabinet.
- PSPMMU is the office in charge of Performance Contracting, domiciled in the Presidency, under the Ministry of Public Service.
- The evaluation is undertaken through the Government Performance Contracting Information System (GPCIS), now in its 3rd year of roll-out.

4.0 Linkage of Performance Management to Planning

Performance Management Implementation Linkage with National Planning Framework



5.0 Trends in Government Performance Management

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- a) Top placement of office in charge of Performance Management.
 - b) Continuous implementation of the CfR Framework in place, despite regime changes.
 - c) Annual release of performance evaluation results.
 - d) Deployment of performance incentives or sanctions.
 - e) Extension of CfR Framework to other arms of Government.
 - f) Consistency of the CfR Framework with the Generally Accepted Performance Principles.
 - g) Automation of Government Performance Management, eg GPCIS
 - h) Legislation on Government Performance Management



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