

Challenges, Recommendations and Outlook of public sector reforms

April 2018

Introduction



- A reform can be described as an instrument used to improve functional efficiencies, or to change what is deemed unsatisfactory
- Public Sector Reforms refers to the set of laws, rules, systems and processes used by sovereign nations (and sub-national governments), for efficient and effective service delivery
- An efficient public sector is pivotal for enhanced national competitiveness, economic growth and development, which ultimately leads to a high quality of life for Kenyans as envisaged by the Vision 2030.

Global Trends in Public Sector Reform



The world has dramatically changed since the 1980s. There has been a shift in public sector management from Traditional Bureaucratic Administration into Managerialism.

management patterns of new paradigm are characterized by various knowledge bases, including:

- 1) Outcomes oriented.** The new paradigm has a close focus on results in terms of efficiency, effectiveness, quality of services, coverage in services, equality, and people's satisfaction. It is vital that new management system uphold these public sector standard outcomes.

Global Trends in Public Sector Reform



New paradigm knowledge bases:

- 2) **Decentralized management approach.** The new paradigm requires a decentralized management environment, and strong feedback mechanisms. This will eventually create a flexible managerial pattern— managerialism with strong achievement.
- 3) **External environment.** To meet sustainability, the management system must have adaptive processes amid dynamic changes in the management environment.
- 4) **Responsive to information outside the organization.** It is crucial that the new paradigm should strengthen data exchange system with high accuracy and reliability for effective decision-making.

Global Trends in Public Sector Reform



New paradigm knowledge bases:

- 5) **Pluralism evaluation.** Public sector should encourage all public agencies to strengthen the open system evaluation.
- 6) **Strengthening capacity for strategic measures.** Strengthening strategic capacity at the center in order to guide the evaluation of the state, i.e. political model of reform.

Approaches to reforms



□ The thematic approach to reforms are:

1. Macro-economic Management and Resource Mobilisation
2. Strategic Planning and Resource Allocation
3. Budget Execution, Accounting and Reporting and Review
4. Independent Audit and Oversight
5. Fiscal Decentralisation and Intergovernmental Fiscal Relations
6. Legal and Institutional Frameworks
7. IFMIS and other PFM Systems

Group I



▣ Topic/Focus - Devolution and Public Sector Reforms in Kenya: Challenges and Opportunities.

1. Situational analysis – how do we rate performance so far?
2. What is working? – *identify 3-5. How can we build on these?*
3. What is not working (challenges and opportunities) - *identify 3-5. What's our role in making these work?*

Group II



▣ Topic/Focus - Institutional drivers of efficiency in the public sector

1. Discuss key drivers of efficiency in the public sector
2. Identify 10 challenges affecting service delivery in the public sector;
3. Are we addressing the root causes of inefficiencies?
4. What are the opportunities?

Group III



■ Topic/Focus - Public participation in Kenya - Activism citizenship?

1. What is public participation;
2. Your assessment of public participation – are initiators/actors (Executive, Legislature, Judiciary) doing what is required?
3. Identify five areas to engage and what we MUST/CAN do for effective engagement;
4. Way forward....

Factors may improve public sector performance



Empirical evidence suggests that the following three institutional factors may improve public sector performance:

- ☐ Decentralization of political power and spending responsibility to subnational governments.
- ☐ Appropriate human resource management practices.
- ☐ In the education and health sectors, there is evidence that increasing the scale of operations may improve efficiency.

Imperatives forcing public sector reforms



Enhancing transparency - It is a tool for increasing government accountability, reducing corruption in public administration, and putting pressure on government performance.

Boosting the motivation of public servants – Focusing on the relevance of motivational factors of public employees, not only material incentives and bureaucratic efforts, but also the need to improve performance by managing the values that motivate public employees.

Improving leadership - The need has emerged to strengthen leadership and enhance managerial responsibility in order to create a qualified cohort of civil servants capable of ensuring coherence, coordination, and continuity within the public sector.

Measuring performance - unprecedented pressure to improve the quality of their services while at the same time lowering their costs.

Challenges of devolution and Public Sector Reforms



- Ghost workers in the county government just as has been the challenge in the national government
- Attracting and retaining skilled staff - they are not assured that they will retain their jobs after the next election
- Duplication of roles between the national and the county government
- Most cases reforms in the public sector are donor driven and therefore more often than not they lack the necessary commitment from the government as is witnessed during the periods preceding elections.
- People get political appointments with the aim of wooing them to vote for the incumbent.

Opportunities



- 1) Every county has come up with a County Intergrated Development Plan that runs for five years i.e. between 2013 and 2018. If implemented, this could aid in the development of the different counties.
- 2) Parliament has come up with the Intergovernmental Government Relations Act which provides for three major institutions that are useful in dispute resolution, coordination and intergovernmental cooperation.
 - 1) the Council of County Governors (the Council)
 - 2) the National and County Government Coordinating Summit (the Summit) and
 - 3) the Intergovernmental Relations Technical Committee (the Technical Committee)
- 3) Every county is endowed with resources which include coffee, tea, wildlife, coal, oil and freshwater lakes amongst others that if exploited and revenues generated are used for the benefit of the county then the county will grow.

Institutional drivers of efficiency in the public sector



- ❑ Increasing the scale of operations
- ❑ Functional and political decentralisation (i.e. spending responsibility) to sub-national governments also seems beneficial for efficiency.
- ❑ Human resource management practices also matter a great deal. The soft aspects of human resource management, such as employee satisfaction and morale, are considered to be the most important drivers of performance.

Public participation



Public involvement is a process through which the views of all stakeholders are integrated into project decision-making.

It aims at creating openness and dialogues from the outset of the project.

Benefits of public participation



- ☐ Increased level of commitment of all stakeholders to make decisions
- ☐ Improved public understanding of development projects, their objectives and impacts
- ☐ Improved a sense of social responsibility among stakeholders towards projects
- ☐ Increased equity within society
- ☐ Increased the effectiveness of project design and implementation to meet the needs of the targets
- ☐ Improved sustainability of the projects
- ☐ Increased government credibility and legitimacy through transparent decision-making

Interactive Session

