



PERFORMANCE MANAGEMENT IN COUNTY GOVERNMENTS

Presentation by:

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Uphold Public Interest

Presentation agenda



- Introduction to performance Management
- Performance Management Initiatives
- Principles of Kenya's Result Based Management (RBM)
- Legal Framework
- The Accountability Process in Public Sector
- Instruments of Performance Management
- Self Assessment of Spending Programs
- Performance Auditing
- Challenges
- Conclusion

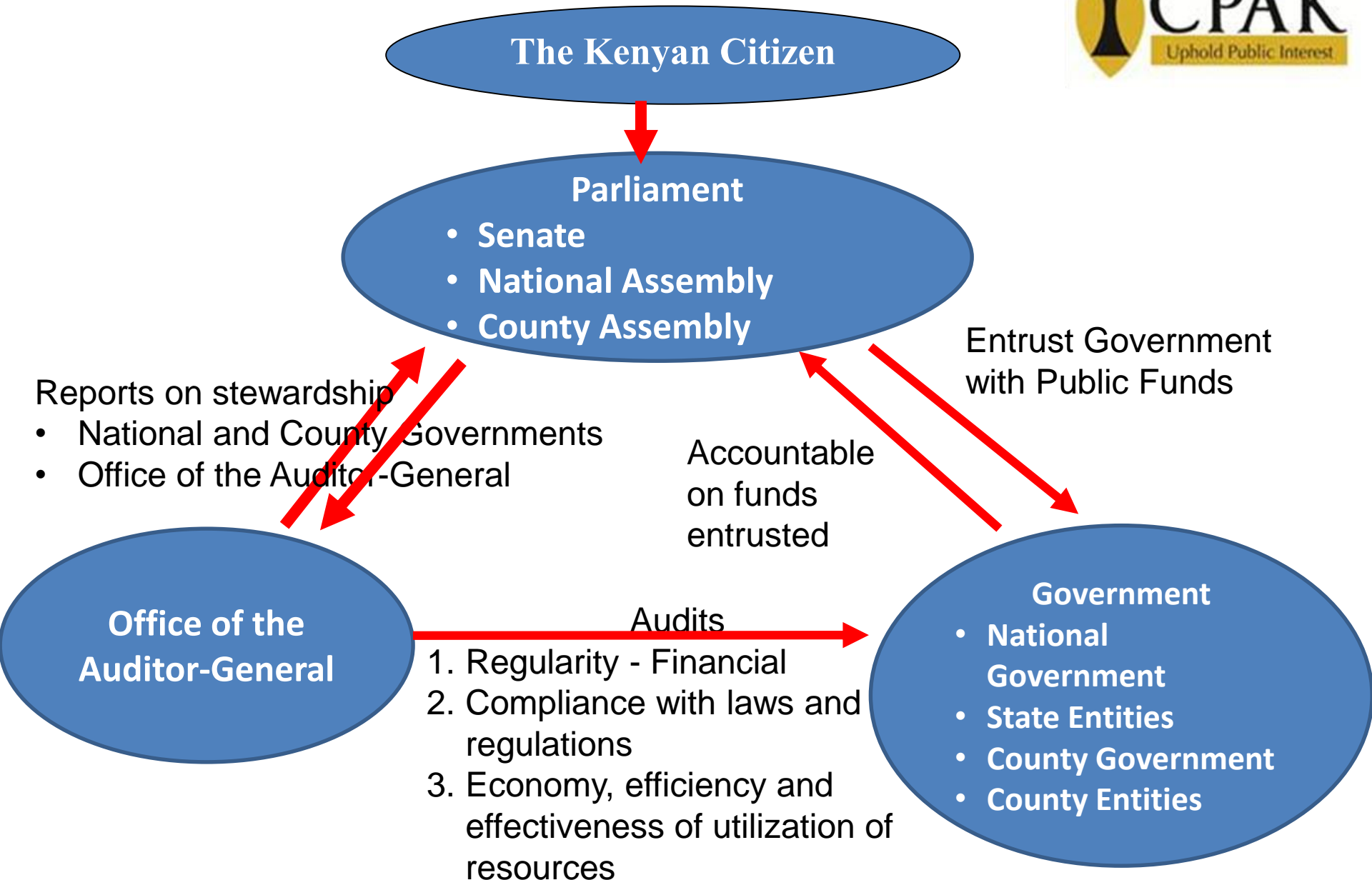
Introduction to Performance Management



Governments under pressure from their citizens to

- demonstrate development results.
- be **accountable** to the electorate for the promises made.
- Be **transparent** and **demonstration of the impact of government's interventions** in improving citizens' quality of life.

The Accountability Process



What is Performance Management



Performance management is simply the attainment of set goals and objectives through efficient, effective and economic use of resources:

- ✓ How accommodative are we to our diverse customers both internal and external?
- ✓ How long do we take to attend and resolve their issues?
- ✓ Are projects completed on time and at planned cost?

Performance Management Initiatives in Kenya



- The implementation of performance management in Kenya's public service has evolved over time.
- This is explained by a number of initiatives that have been employed intermittently to implement performance management which include:
 1. Performance contracting (PC),
 2. Rapid results initiatives (RRI),
 3. Performance appraisal system (PAS),
 4. Service/Citizen charters,
 5. Program-based budgeting (PBB), and
 6. ISO Certification etc

Key Principles of Performance Management



Key Principles of Performance Management include:

- Citizen-centered service delivery
- Results-oriented
- Accountability and transparency
- Performance measurement
- Stakeholder participation
- Performance monitoring and reporting.

Legal Framework in performance Management



The Constitution of Kenya

Article 10. (1) of the Constitution of Kenya provides for the national values and principles of governance that bind all State organs, State officers, public officers and all persons. They include:

- a) patriotism, national unity, sharing and devolution of power, the rule of law, democracy and **participation of the people**;
- b) human dignity, **equity**, social justice, **inclusiveness**, equality, human rights, **non-discrimination** and protection of the marginalised;
- c) **good governance, integrity, transparency and accountability**; and
- d) **sustainable development.**

Legal Framework in performance Management



The Constitution of Kenya

1. **Article 184(1)** National legislation shall provide for the governance and management of urban areas and cities and shall, in particular:
 - a) establish criteria for classifying areas as urban areas and cities,
 - b) establish the principles of governance and management of urban areas and cities; and
 - c) provide for **participation by residents** in the governance of urban areas and cities.
2. **Article 196(1)** A county assembly shall:
 - a) conduct its business in an open manner, and hold its sittings and those of its committees, in public; and
 - b) **facilitate public participation** and involvement in the legislative and other business of the assembly and its committees.

Legal Framework in performance Management



The Constitution of Kenya

Article 179 (6) of the Constitution states that Members of a county executive committee are **accountable to the county governor for the performance of their functions** and exercise of their powers.

Legal Framework in Performance Management



Section 126 (1) of the Public Finance Management Act, 2012 requires every county to prepare a development plan which identifies:

- 1. Strategic priorities for the medium term** that reflect the county government's priorities and plans;
- 2. Programs to be delivered with details for each program of;**
 - a) The strategic priorities to which the program will contribute
 - b) The service or goods to be provided
 - c) Measurable indicators of performance where feasible, and
 - d) The budget allocated to the program

Legal Framework in Performance Management



- Section 47 of the County Government Act 2012 requires the Executive Committee to design a performance management plan to evaluate performance of the county public service and the implementation of the county policies.
- The plan shall provide for among others;
 - a) Objective measurable and time-bound performance indicators
 - b) Linkage to mandates
 - c) Annual performance reports
 - d) Citizen participation in the evaluation of performance of county government, and
 - e) Public sharing of performance progress report

Instruments of Performance Management



- Led by the Ministry of Devolution and Planning.
- Requires line Counties to:
 - set up performance goals and indicators,
 - prepare annual performance plans and reports, and
 - submit them to the Ministry at the start of the annual budget cycle.



Instruments of Performance Management



1. Vision 2030 which is the National Development Plan
2. 10 Year Sector and Spatial plans as prescribed in Section 109 and 110 of the County Governments Act 2012 respectively.
3. 5 Year County Integrated Development Plan as prescribed in Section 108 of the County Governments Act
4. 5 Year Departmental Strategic Plans aligned to the County Integrated Development Plan
5. Annual Development Plan derived as prescribed in Section 126 of the Public Finance Management Act, 2012
6. Performance Contracting and Staff Performance Appraisal which is an accountability tool.
7. Monitoring and Evaluation, Reporting and Learning

How Does it work?



1. Politically manifestos are basis for electing leadership
2. Manifestos are converted into the County Integrated Development Plan (CIDP)
3. The CIDP informs the county policies in various sectors of the County economy through County Economic Surveys
4. The planned goals and objectives are agreed on by county residents
5. The CIDP is further broken into annual implementation plans
6. County commit implementing institutions and officers through performance agreements
7. Match the qualifications, competencies and skills to the jobs that need to be done
8. This is supported by a robust monitoring, evaluation and reporting framework

Self Assessment of Spending programs



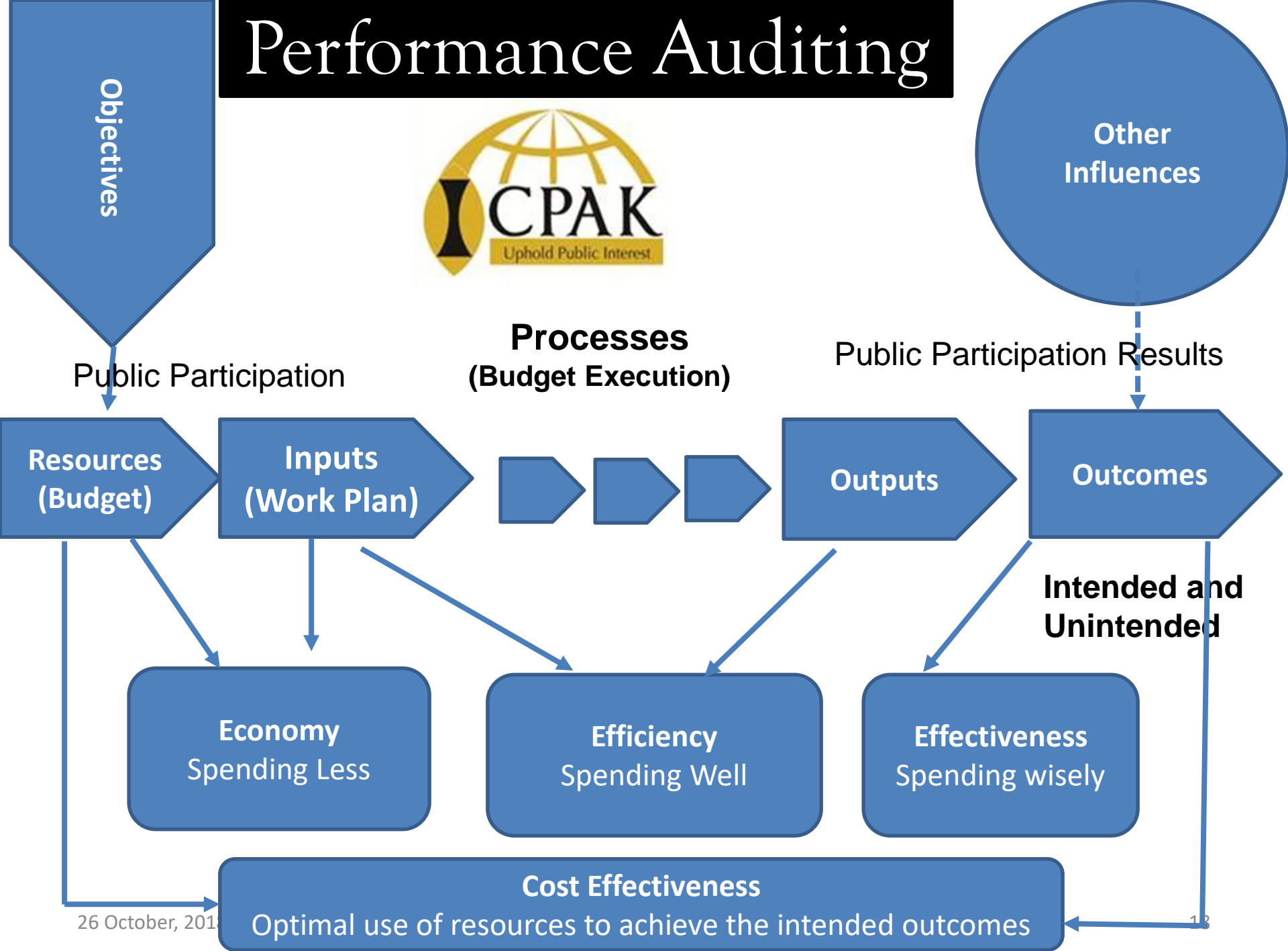
- Common questions
 - Program design
 - ✓ Does the program have clear purposes and legal or other bases?
 - ✓ Can the County government intervention be justified? (*Is County government spending necessary to achieve the objectives?*)
 - ✓ Is the program duplicative of other program?
 - ✓ Has the program been subjected to an objective feasibility study?
 - ✓ Is the proposed program design most cost-effective?
 - ✓ Are performance goals and indicators in place?
 - ✓ Do performance goals and indicators fully reflect program objectives?
 - ✓ Are the targets set at reasonable levels?

Self Assessment of Spending programs



- Common questions --- Cont...
- Program management
 - ✓ Is the implementation regularly being monitored? (*Is the program being implemented as planned?*)
 - ✓ Are efforts being made to reduce costs or increase efficiency?
- Performance assessment and feedback
 - ✓ Has an objective and comprehensive program evaluation been conducted?
 - ✓ Did the program achieve the intended objectives?
 - ✓ Are stakeholders satisfied with the program performance?
 - ✓ Is the agency utilizing the assessment results for program improvement and budget planning?

Performance Auditing



Challenges



- Political interference;
- Misalignment between the CIDP and what is implemented
- Planned targets not achieved;
- Changes made without being approved by Assembly;
- Key Performance Indicators(KPI's) not consistent with the approved annual performance report;
- KPI's and targets not "SMART";
- Reliability of reported performance information not sufficient;
- Indicators does not relate logically to strategic goals;
- No processes and systems in place to produce the KPI;
- No evidence available to substantiate performance:

Conclusion



A successful performance management programme would include these key areas:

- Fair application of rewards and sanctions
- Objective and transparent application
- Setting the right tone at the top
- President and Governors to sign as heads of Government and County

This will take public performance to a new level and will best demonstrate leadership from the front.

Let's Talk

End



MAKE
NO LITTLE
PLANS