EFFECTIVENESS OF PERFORMANCE CONTRACTING IN IMPROVING PUBLIC SERVICE DELIVERY: A CASE OF THE KENYA SCHOOL OF GOVERNMENT

BY

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DECLARATION

Declaration by Candidate

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DEDICATION

To my dear wife, Carren Akinyi, the love of my heart and the cornerstone of our family. Ted Michael, our last-born baby-boy, how I wish you could be of age to give your opinion on this manuscript – your date of arrival to this harsh world of continuous struggle marked the end to this 'never-ending' writing and typing. Rhon Georges, my prayerful son, your persistent mention of this thesis' completion as a constant prayer item kept my spirit high to work with dedication and complete it within a fairly reasonable timeframe.

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ABSTRACT

Performance contracting (PC) is a management tool used to improve the efficiency and the effectiveness of organizations. Depending on how organizations implement PC, its effectiveness in improving service delivery may vary. The purpose of this study was to assess the effectiveness of PC in improving public service delivery (PSD). The study was informed by the problem of continued deterioration of performance in the Kenyan Public Service despite implementation of several strategies to address the challenges-including adoption of performance contracting. It was carried out at the Kenya School of Government (KSG), an arm of the public service that serves as a national strategic hub for developing public service leadership and expertise, guided by four specific objectives: to evaluate the effectiveness of PC in driving strategic results at the KSG, to analyze the influence of performance contract dimensions on PSD at the KSG, to assess the challenges in implementation of performance contract at the KSG, and to evaluate customers' perception of the effectiveness of PC in improving PSD at KSG. Reviewed literature was organized thematically. The study was guided by two theories; the Principal Agent Theory and the New Public Management (NPM) Theory. It was guided by pragmatism philosophy and utilized concurrent mixed research approach. Using Yamane's formula, a sample of 480 was determined and respondents selected through simple random sampling. Purposive sampling was used to select all the six Directors of the KSG campuses in Kenya. Quantitative data was analyzed using descriptive statistics and presented using tables, charts and figures, while qualitative data was analyzed using content analysis. and presented in themes. For Objective 1, the findings indicated that PC was effective in driving strategic results at the KSG; financial stewardship and discipline and performance of core mandate had (92.8%) affirmation, proficiency in service delivery domains had (86.0%) affirmation, implementation of presidential directives achieved (85.5%) affirmation, while performance in cross cutting areas achieved (71.5%) affirmation. For Objective 2, the findings revealed positive influence of two key dimensions of performance contracts on public service delivery: the application of service delivery innovations (such as development and implementation of ICT strategies at 54.0% agreement; and the resolution of public complaints through various mechanisms including complaint handling mechanisms (CHMs) at 88.1% affirmation, citizens' service delivery charters (CSDCs) at 89.8% affirmation, and public complaint desks (PCDs) at 89.8% affirmation). The findings for objective 3 indicated that the top challenges relating to strategy, HR, and PC process were lack of effectiveness of strategic management systems, shortage of human resources – both in terms of numbers and essential competencies and lack of incorporation of lessons learned or best practices into the performance contract systems respectively. The findings further revealed challenges emanating from global crises, political interference and government priority shifts. The findings for objective 4 suggested varying levels of satisfaction averaging across various sectors, with a general trend towards satisfaction from course participants in county governments and agencies, and mixed feelings in tertiary institutions and universities. The study concluded that PC remains a pivotal tool in performance management, with its effective implementation ensuring the delivery of high-quality public services. The study recommended that the KSG should align performance goals set within these contracts with the broader vision and strategic objectives of the organization, and that the KSG should establish clear guidelines on how to implement presidential directives. The study will be significant in entrenching PCs in Public Service Delivery systems.

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ABBREVIATIONS

AAPAM	African Association for Public Administration and Management
AHTF	Ad Hoc Task Forces
CAJ	Commission on Administration and Justice
CHMs	Complaint Handling Mechanisms
CSDC	Citizen Service Delivery Charter
CSRP	Civil Service Reform Programme
DG	The Director General of KSG
e-LDi	Electronic Learning and Development Institute
GOK	Government of Kenya
GTIs	Government Training Institutes
KDLC	Kenya Development and Learning Centre
KIA	Kenya Institute of Administration
KRAs	Key Results Areas
KSG	Key School of Government
MBO	Management by Objectives
MDAs	Ministries, Departments and Agencies
MDG's	Millennium Development Goals
MTP	Medium Term Plan of Kenya Vision 2030
NPM	New Public Management
OECD	Organization for Economic Cooperation and Development
OPM	Office of the Prime Minister
PAS	Performance Appraisal System
PCDs	Public Complaint Desks
PCs	Performance Contracts

PCSC   Performance Contracts Steering Committee

PPP   Public-Private Partnerships

PSD   Public Service Delivery

PSR   Public Sector Reforms

QMS   Quality Management System

RBM   Results Based Management

RRI   Rapid Results Initiative

SOEs   State Owned Enterprises

SPS   Sector Performance Standards

SPSS   Statistical Package for Social Sciences

DEFINITION OF KEY TERMS

Effectiveness of Performance Contracting (PC): The capability of PC in producing desired results/outputs through: Prudent Financial Management; Quality Service Delivery; Human Resource Development; Implementation of Presidential Directives and Access to Government Procurement Opportunities, and; Addressing Crosscutting issues, objectives or clauses that are relevant and applicable across various sections of the performance contract.

Kenya School of Government: A strategic ISO 9001:2015 certified national institution that provides capacity building programmes for the Public Service through training, research, consultancy and advisory services.

Performance Contract Dimensions: The outlined strategies (criteria categories) for effective implementation of performance contract such as – Application of Service Delivery Innovations (Automation), Complaint Handling Mechanisms (CHMs), Citizens' Service Delivery Charters (CSDCs) and Public Complaints Desks (PCDs) – aimed at improving public service delivery.

Performance Contract: A freely negotiated performance agreement between the Government and the respective Ministries, Departments or Agencies (MDAs) which clearly specifies the intentions, obligations and responsibilities of the two contracting parties. It stipulates the results to be achieved by the contracted party and the commitments of the Government as the contracting party.

Public Service Delivery: Making available what appertains to Kenya School of Government's mandate to the citizens to ensure desired level of well-being to all concerned and within a short time span through: Financial Stewardship and Discipline; Quality Service Delivery; Human Resource Development; Implementation of Presidential Directives and Access to Government Procurement Opportunities, and; Addressing Crosscutting issues, objectives or clauses that are relevant and applicable across various sections of the performance contract.

Strategic Results: The Key Results Areas (KRAs) identified in the Strategic Plan of Kenya School of Government as the pillars upon which implementation was to be reported and results measured: 1. Financial Growth and Sustainability; 2. Capacity Building of the Public Service; 3. Consultancy, Research and Advisory services; 4. Institutional Transformation and Positioning.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter discusses background to the study, outlining approaches to effectiveness then starting from an overview of global and Kenyan perspectives on performance contracting. This is followed by a discussion on the model performance contract and an overview of public sector performance management systems. An account of the statement of the problem is given, then the study objectives and research questions are outlined. The chapter concludes with justification of the study.

1.1 Background to the Study

The study utilized a mix of approaches to effectiveness of performance contracting in improving public service delivery. The study is thus anchored in methodological puzzle of inquiring how the mix of approaches, namely: goal attainment approach, resource-based approach, internal process approach and strategic constituents' approach would unearth on the influence of performance contracting on public service delivery. The study utilized goal attainment approach in assessing the effectiveness of performance contracting (PC) in attaining its goal of improving public service delivery. The indicators of this approach to effectiveness include; strategic goals, profitability, market share, growth, social responsibility, and product quality. In applying the resource-based approach, the study measured the strategic inputs attained by PC in public service delivery. This approach enabled the researcher to underscore the ability of Kenya School of Government (KSG) to respond to changes in the resources within the environment in relation to the PC dimension of financial stewardship and discipline. This approach applied in the exact interpretation of the external environment.

The internal process approach was utilized to measure internal organizational health and efficiency of PC in effectively improving public service delivery through: strong adaptive culture, confidence and trust between employees and employers, clear horizontal and vertical communication among other indicators. The study also utilized sstrategic constituents' approach. This approach to effectiveness recognized that KSG has diverse stakeholders, each with their own interests and expectations that ought to be satisfied. It suggests that PC effectiveness should be evaluated based on the needs and perceptions of the different categories of respondents (stakeholders) which in this study included; KSG staff, KSG suppliers and KSG course participants.

The study's reviewed literature indicates that recent methodological positions by most scholars who have undertaken studies related to the effectiveness of performance contracting in improving public service delivery, reveal the gap in knowledge that this study sought to fill with the utilization of mixed approaches. For instance, the research project by Akaranga (2008) only utilized the internal process approach in interrogating the *'Process and Effects of Performance Contracting in Kenyan Public Sector'.* In the 28th African Association for Public Administration and Management (AAPAM) Annual Roundtable Conference, Kobia and Mohammed (2006) utilized the strategic constituents' approach in their presentation titled, *'The Kenyan experience with performance contracting'.* In a paper presented at the 25th Annual Research Conference of the Association for Public Policy Analysis and Management (APPAM) by Dennis and William (2003), the scholars utilized the goal attainment approach and resource-based approach in measuring the strategic inputs attained by Performance Contracting in assessing the '*Promise and Pitfalls of Performance-Based Contracting'.*

Even though the methodological position used by Nderi (2013) and Kitonga (2018) was mixed approach, both scholars anchored their studies on Commercial State Corporations and not Service State Corporations such as the Kenya School of Government which this study focused on. For instance, Kitonga's research project was titled, '*Strategic Planning and Performance Contracting in Kenyan Owned Commercial State Corporations'*, while Nderi's research project was titled *'Performance Contracting and Strategy Implementation in Commercial State Corporations in Kenya'*.

Ceasar (2014) utilized mixed approach in his thesis titled, *'Assessment of Performance Contracting in Public Teachers' Training Colleges in Kenya: A Case of Thogoto Teachers Training College'*. However, the case study was a middle level training college for teachers only whereas this study's case was Kenya School of Government, a strategic national institution mandated with building capacity of the entire public service. Other scholars whose methodological position is mixed approach are Bouckaert, Verhoest and De Corte (1999). However, their study on *'Public Sector Performance Contracting'* was based in Belgium and Flanders unlike this study which was based in Kenya.

In a critical review of literature on performance contracting, Cheche and Muathe (2014) point out that, public sector reforms aimed at making the public sector efficient in provision of goods and services has been around since the world financial crises of the 1980s that resulted from the unprecedented surge in oil prices and the collapse of centrally planned economic systems of the eastern bloc. Adoption of prudent resource management through the introduction of both financial and non-financial controls has

been a defining feature of these changes. Performance contracting (PC) is one of the main tenets of public sector reforms.

A performance contract is a management tool for gauging agreed-upon performance goals, according to GoK (2010): Freely negotiated agreements between the government and the management of a public entity are called performance contracts. Thus, a freely negotiated performance agreement between the government, which is the owner of a public agency, and the agency's management is known as performance contracting, or PC. A performance contract outlines the two parties' goals, responsibilities, and obligations with regard to mutual performance (GoK, 2010).

Each Performance Contract clearly specifies the intentions and obligations, as well as responsibilities and powers of the contracting parties. It also addresses economic, social and other tasks to be undertaken for economic or other desired gain (GoK, 2012). It is therefore a performance management tool for ensuring accountability for results by public officials, because it measures the extent to which they achieve targeted results. This resonates well with a famous statement by Peter Drucker, a professor of Social Sciences and a guru of Management, that, 'if you cannot measure, you cannot control, if you cannot control, you cannot manage, if you cannot manage, you cannot deliver' (Patrinos, 2014). This argument was part of what informed the basis on which the researcher sought to assess how effective the performance contracting (PC) concept is, in improving public service delivery.

According to the OECD (1997), the phrase "performance contracting" (PC) originated in France in the late 1960s and spread to other nations like India, Pakistan, and Korea. According to research done by Bouckaert et al., (1999), the concept of performance contracting (PC) was introduced in France following the publication of the famous Nora

report on the reform of state-owned enterprises in France. According to Grapinet (1999), the PC policy was first introduced in France in the Directorate General for Taxes (DGI) specifically designed to respond to two main concerns: Initially, as instruments designed to maintain uniformity within a decentralized framework, and subsequently, as instruments to intensify strain on the complete services network to boost efficiency.

The organization's top management was in charge of strategic planning because the business climate was relatively steady prior to this time. Because managers were not involved in the formulation stage of the strategic plans, this method proved detrimental. In support of this perspective, Aosa (2000) contends in his research that senior executives were compelled to alter their perspectives on their companies in order to survive the increased environmental volatility of the early 1970s, particularly in 1973. In order to achieve corporate goals and objectives, they reinterpreted performance management as a proactive management tool that involves a continuous, organized process of encouraging, evaluating, and rewarding both individual and team performance.

According to Sapru (2009), Max Weber in his bureaucratic theory, being a lawyer, politician, historian, political economist and sociologist, understood the importance of society. He therefore postulated that a state has a different role to play because the state has power, authority and legitimacy. It has coercive power. He underscored the reason why people obey, what constitutes the legitimacy of power and that power turns into authority when it gains legitimacy. On the basis of these realistic assumptions, Max Weber wrote on bureaucracy. He made a systematic study of bureaucracy and its characteristics that performance contracting policy highly borrowed from. This called

for more flexibility and adaptability in strategic planning, forcing managers responsible for implementing strategies to be involved in all stages of strategy formulation. Earlier management tools, such as the Carrot-and-Stick policies and behavior, which were common in the 19th Century Industrial Age, had become increasingly irrelevant to modern management practices (Barclays Africa, 1997).

Steiner (1983), however, conjectures that a large number of strategic planning systems neglected to emphasize strategy execution and failed to establish a connection between planning and resource allocation. Steiner adds that managers and staff were not rewarded for their strategic thinking, inventiveness, or inventiveness under the current structures.

Managers were consequently forced to conclude that strategic planning had little to no value to the company due to a lack of enthusiasm with it. In spite of these issues, academics and practitioners such as Porter (1983) supported strategic planning by emphasizing the execution of strategies.

The concept of performance contracting originated in Belgium when the traditional monolithic government was overthrown in the 1830s, establishing requirements for the government's requirements as well as the mandatory public utility service that the agency was required to supply. Performance contracting was first implemented in the public sector in the United Kingdom (UK) in 1998 under the Public Service Agreement (PSA) system. The system established a set of performance targets that were expected to be reported on by all government departments.

Grapinet (1999) notes that a study on Public Sector Performance Contracting indicates that significant public service reforms were implemented in Finland between 1987 and

1997 with the intention of increasing the accountability and responsibility of public institutions.

The goal of performance contracting in the United States of America (USA) was to increase the productivity of federal government agencies in order to increase public trust in the government (Government Performance and Results Act of 1993). According to Kernaghan and Siegel (1999), Canada's early 1990s expenditure management systems, which were intended to reduce costs at a time of budget deficits, served as the inspiration for the government's approach to performance contracting and management.

According to African Association for Public Administration and Management (AAPAM, 2005), performance contracts have been used at different times in the countries of Latin America: Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela, Grapinet (1999) argues that in Asia, the concept of performance contracting has been used in Bangladesh, Malaysia, China, India, Korea, Pakistan and Sri Lanka.

According to the Economic Commission for Africa (2010), the experience of poor performance in public agencies in African countries called for the introduction of performance contracting. This was part of the new comprehensive public sector reforms strategy, as a step towards addressing these problems in the 1990s. Countries in the West African region like Ghana, Nigeria and Gambia started managing public service through performance contracts by 2005.

Atter (2014), states that in the North African region, the Egyptian experience with Public Private Partnership (PPP) since 2008 has demonstrated the government's commitment to improving public services through performance contracting. In Egypt, the public and private sectors enter into performance contracts with the aim of

transferring services that are customarily rendered by the public sector to the private sector.

According to Naidoo (2015), in the South African context, the political shift from apartheid to a truly multiracial democracy between 1994 and 2000 required a comprehensive reorganization of the state bureaucracy, a process that garnered significant policy attention in the mid to late 1990s. Due to the scope of the project, South African public policy makers drew from a vast amount of worldwide expertise in public sector reform initiatives. This had to do specifically with the practice and growth of management, particularly the idea of performance contracting.

The East African Community Performance Contract (2008/2009) outlined member state commitment requirements for shared accomplishment in the East African region. Among other things, this involved carrying out the 2007–2012 Strategic Plan, which was designed to guarantee that suitable work schedules are created based on the performance targets specified in the performance contracts. The most recent African nation to implement performance contracting was Rwanda in 2006. The African Development Bank (2012) states that performance contracting (PC) was fully embraced as a crucial tool to increase the effectiveness of EDPRS implementation and raise the standard of public service delivery during the design of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) in 2006.

According to Ndahiro (2015), one of the creative and indigenous methods that has improved public service delivery and greatly improved the socioeconomic well-being of the populace is the application of *Imihigo,* or performance contracts, an indigenous knowledge system in Rwanda. In light of this, the purpose of this study was to determine whether performance contracting is still a viable, significant, and effective

means of enhancing public sector performance as a crucial component of the ongoing public sector transformation plan for accomplishing the nation's long-term development objectives.

1.1.1 Performance Contracting in Kenya

Kobia and Mohammed (2006) posit that Kenya was the first country to use performance contracting in the late 1980s. Kenya's performance contracting industry began with the Cabinet Memorandum No. (90) 35 in 1990. This was intended to be a means of bringing about a shift in the way things were done, strengthening a new behavioural pattern, and encouraging the public sector to adopt positive work ethics. According to Kago (2014), the parastatal reform approach of 1991 introduced performance contracting to Kenya during its formative years. Under this strategy paper, the National Cereals and Produce Board and Kenya Railways Corporation were the first two government entities to implement performance contracts on a pilot basis.

Hope (2013) notes that as part of the Civil Sector Reforms implemented under the Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007, performance contracting was completely implemented in the Kenyan public sector in 2004. As a result, the Government of Kenya (GOK) established the Performance Contracts Steering Committee (PCSC) in August 2003 and 2004.

Performance Contracts were piloted in 16 state-owned commercial enterprises (Obong'o, 2009), whose selection was based on representation of a wide cross-section of sectors and the existence of their Strategic Plans. Following this, performance contracting was gradually extended, and by 2006, practically every executive branch of the Kenyan public service was involved in this practice (Trivedi, 2000). Therefore, practically all ministries, state companies, and municipal agencies were implementing

performance contracting. As of 2011 (OPM/PCD, 2012), there were 175 local authorities—that is, municipalities and urban councils—46 ministries and departments, 178 state-owned companies (SOEs), and 69 tertiary institutions with Performance Contracts. The Performance Contracting Department (PCD) is currently in charge of overseeing Kenya's performance contracting procedure.

Through the implementation of performance contracts, the Kenyan government is dedicated to enhancing corporate governance, management, and performance. Hope (2012) states that the main goal of this program is to continuously assess performance against predetermined performance metrics, as stated in the "Economic Recovery Strategy of 2003-2007" policy framework paper. The policy's main goal was to rationalize public management culture so that outputs, effectiveness, and cost effectiveness were the main priorities. This was to be accomplished by making sure that top-level managers were held responsible for their actions, that public resources were directed toward achieving important national policy priorities, that performance was evaluated on a competitive basis, that budgetary resources were connected to performance goals, and, lastly, that compensation was tied to quantifiable performance benchmarks. These measures were designed to guarantee accountability for the use of public resources, direct behavior toward the achievement of results, and boost the effectiveness and efficiency of the provision of public services.

1.1.2 The Model Performance Contract

This study was undertaken on the basis of the 16th Edition Performance Contract Guidelines 2019/2020, issued by the Ministry of Devolution and Planning. Currently the Kenyan government is implementing the 20th Cycle Performance Contracting Guidelines for FY 2023/2024 (1st July 2023 to 30th June 2024). The PC Guidelines

require that the Ministries, Departments and Agencies (MDAs), the constitutional commissions and independent offices to be guided and supported in the identification of their performance indicators and annual targets during the implementation of the Performance contracting policy.

Table 1.1: Performance Criteria (Categories) and Weights for MDAs

Performance Criteria Category	Ministries/ state department	Tertiary Institutions	State Corporations		
			Non commercial	*Public Universities*	Commercial
Finance & Stewardship	10	10	10	10	35
Service Delivery	15	15	15	15	15
Non-Financial	10	10	10	10	10
Operations	50	50	50	50	25
Dynamic/ Qualitative	5	5	5	5	5
Corruption Eradication/ Governance	5	5	5	5	5
National Cohesion and National Values	5	5	5	5	5

Source: 16th Cycle PC Guidelines FY 2019-2020

To ensure standardization, departments are provided with a model contract and an evaluation matrix, which provide the performance dimensions as well as respective weights on annual basis as presented in table 1.1: The Performance Contracts are anchored on the national blueprint – Vision 2030, the Medium-Term Plans (MTPs) and the Sector Performance Standards (SPS). This study was conducted within the period of Medium-Term Plan III – 2018 to 2022 and Sector Performance Standards 2019. Currently the Kenyan government is in the period of the Fourth Medium Plan (MTP IV), 2023-2027. The performance contract dimensions (criteria categories) have already been pre-set as well as the weights. Respective Ministries, Departments and Agencies (MDAs), the constitutional commissions and independent offices are supposed to ensure the performance targets and indicators selected under each dimension, progressively approach or exceed the levels set out in the MTP and SPS.

1.1.3 An Overview of Public Sector Performance Management Systems

Many business enterprises and the public sector have adopted various systems in attempts to organize and improve performance. According to Wanyama (2013), these include the traditional (incremental) budgeting, performance budgeting, zero-based budgeting and management by objectives (MBO). While these systems may have varying degrees of impact on performance, they are distinct from, but can significantly complement, the processes of performance contracting.

Among these, only zero-based budgeting would be a formidable complement to the system of performance contracting, to the extent of enabling efficient allocation of resources, discarding inefficient, obsolete operations, avoiding wasteful expenditure and compelling managers to consider alternative methods of achieving objectives. The MBO is perhaps the system that comes closest to the performance contracting because of its emphasis on greater efficiency through systematic procedures, greater employee motivation and commitment through participation in the planning process, and planning for results instead of planning just for work.

Letangule and Leting (2012) argue that management-by-objectives (MBO) job improvement plan model would be used to provide the theoretical underpinning for studies on performance contracting and public service delivery. The job improvement plan is an action document. It sets out the actions which need to be taken in order to ensure that key tasks are fulfilled to the required standards. The model emphasizes on setting standards and specifying results for all managers at the operating level of the institution. Accordingly, the appropriate key task is identified and priority actions are set alongside it, together with a target date. This model would be applied to studies on

performance contracting and public service delivery in State Corporations because it makes it possible to quantify the efforts of the managers and employees.

1.1.4 Kenya School of Government and Performance Contracting

The Constitution of Kenya (2010) in article 10(2) and 232 (1), envisages quality public service delivery to citizens, equity and good governance. The Kenya Vision 2030 on its part, outlines the national development blueprint that aims to transform Kenya into an industrialized upper middle-income economy offering a high quality of life to all its citizens by 2030. The Vision is implemented through successive five-year Medium Term Plans (MTPs). The Kenya School of Government (KSG) was earmarked as one of the flagship projects implemented in the First Medium Term Plan (MTP I, 2008-2012). The envisaged school was meant to build competencies for Government, develop and grow leadership in public service and also promote public service delivery.

During the researcher's study period under the previous government regime, Kenya was implementing the Third Medium Term Plan (MTP III, 2018-2022) which was aligned to the "Big Four" initiative. The current government regime is implementing the Fourth Medium Term Plan (MTP IV, 2023-2027) which is aligned to the "Bottom-Up Economic Transformation Agenda (BETA)". To facilitate the implementation of MTP III (2018-2022), KSG developed its strategic plan (July 2018 – June 2023). The strategic plan outlined four Key Results Areas (KRAs): Financial growth and sustainability, Capacity building of the public service, Consultancy, research and advisory services, and Institutional transformation and positioning. To implement the strategic plan, the management of KSG developed annual work plans (Republic of Kenya (RoK), 2018).

However, in his speech in May 17, 2022 during the launching of the process of revising the public service performance contract guidelines for the Financial Year 2022-2023, the outgoing KSG Director General, Professor Ludeki Chweya, commented that "... without an effective 'vehicle' that would drive implementation of the work plans, delivering the intended results seems to be a mirage (*KSG Weekly Bulletin*, 2022). About one year later, after concluding PC signing between the KSG's Management and various departments organized by the Strategic Planning and Performance Unit that was held in December 8, 2023 the Director Finance and Administration (DFA), Professor Nura Mohammed, made a similar comment by stating that "... there is a gap between the annual work plans and delivery of intended results" (*KSG Weekly Bulletin*, 2023). The begging question is how to authoritatively allocate resources and determine who does what, how, when and where, in order to deliver the intended results. It is against this background that the PC was introduced at KSG as the driver of strategic results (*KSG Weekly Bulletin*, 2020).

To deliver the intended results, PC utilizes the performance contract dimensions (criteria categories), namely: Financial Stewardship and Discipline, Human Resource Management and Development, Resolution of Public Complaints, and Application of Service Delivery Innovations. The goal of KSG's performance contracting program is to create the framework for guaranteeing that Kenyans receive effective and efficient public services in compliance with the 2010 Kenya Constitution. To achieve this, KSG must implement policies that encourage innovation and allow public services to be tailored to the needs of users (RoK, 2020a).

1.2 Statement of the Problem

In Kenya, performance contracting (PC) has been embedded in the public service for 19 years now: The Government has used PC since 2003 as a key accountability framework in its endeavour to improve service delivery in the public service. Since the promulgation of the Constitution of Kenya (2010), only a few studies have been carried out on the effectiveness of PC in improving public service delivery, focusing particularly on State Corporations established after the promulgation of the Constitution of Kenya (2010). There is a dearth of research studies on effectiveness of performance contracting as the vehicle that drives strategic results. Similarly, most studies seem not to approach performance contracting from the perspective of performance contract dimensions and criteria categories, whose effect on public service delivery need to be analyzed. The strategic plan for KSG outlines the strategic results/Key Results Areas (KRAs) that ought to be delivered to the citizens/clients to maximize long-term value (RoK, 2018). However, a strategy is irrelevant if you cannot implement it. There is thus, a gap between KSG's strategic plans and the strategic results/KRAs. The need for a 'vehicle' that could be used to bridge the gap and effectively drive the strategic results/KRAs cannot be understated. It is this gap that motivated the researcher to launch a study that would assess the effectiveness of performance contracting in improving public service delivery in reference to KSG – using a mix of approaches to effectiveness.

1.3 Objectives

The study was guided by one broad objective and four specific objectives in order to understand the relationship between performance contracting and public service delivery. The broad objective was to assess the effectiveness of performance contracting in improving public service delivery at KSG.

1.3.1 Specific Objectives

The specific objectives were:

i. To evaluate the effectiveness of performance contracting in driving strategic results at KSG.

ii. To analyze the influence of performance contract dimensions on public service delivery at KSG.

iii. To assess the challenges in implementation of performance contracts at KSG.

iv. To evaluate customers' perception of the effectiveness of performance contracting in improving public service delivery at KSG.

1.4 Research Questions

The study was informed by the following research questions:

i. How effective is performance contracting in driving strategic results at KSG?

ii. What is the influence of performance contract dimensions on public service delivery at KSG?

iii. What are the challenges in the implementation of performance contracts at KSG?

iv. What is the customers' perception of the effectiveness of performance contracting in improving public service delivery at KSG?

1.5 Justification

The need for improving quality public service delivery has been rated as one of the most pressing public management challenges of the late twentieth century. Justification for this study stems from the begging question that the study attempted to answer concerning the ways that public bureaucracies can be made more responsive to demands for improvement of services while they still maintain adequate accountability in the face of declining or uncertain resources. The proposal by Steven Cohen and

Ronald Brand is that total quality management (TQM) just like performance contracting (PC) "creates a useful, consistent management paradigm" which provides a set of "harder" and "softer" management improvement tools to meet this challenge (Frost-Kumpf, 1994: 93-98).

In the dispatch from Cabinet for press release this year (2024), His Excellency the President of the RoK presided over the inaugural Cabinet meeting of the year 2024 at State House, Nairobi to kick off the Cabinet calendar for the year. The President pointed out at the need to improve public service delivery stating that, "the year 2024 is expected to be a consequential period in the administration's tenure in office as the implementation of key flagship programmes and projects under the Bottom-Up Economic Transformation Agenda (BETA) begin to take shape; guiding the nation along a path of national renaissance" (RoK, 2024b).

In light of this, a bill requiring all public employees to sign performance contracts with the government is being drafted by the Office of the Prime Cabinet Secretary. "The Public Service Performance Management Bill will be the overarching law to anchor performance contracting in public institutions at both levels of government," Kenyan Prime Cabinet Secretary Musalia Mudavadi reiterated during the official release of the 18th Cycle Report on Evaluation of the Performance of Ministries, State Corporations, and Tertiary Institutions for the FY 2021–2022.

The study unravelled "challenges of implementing performance contracts" and suggested ways of achieving the expected outcomes through an effective performance contract model that would utilize performance dimensions (criteria categories) to improve public service delivery in the public sector. There has been a theoretical gap in the study of performance management systems. Most studies have utilized the New

Public Management (NPM) theory in assessing the impact of PC on service delivery. However, there are a few, if any, studies that have utilized the Principal Agent theory which this study considered as a worthy complement to the former theory in assessing the effectiveness of PC in improving public service delivery.

1.6 Significance of the Study

The Study informs policy, performance measurement and management framework in the public sector at a time when the country is experiencing declining performance in the public sector, as stated by Onyango, et' al., 2020. There is apathy in the public sector regarding the effectiveness of performance management policies in improving public service delivery. Some government departments and state corporations such as the Teachers Service Commission, have been opting out of performance contracting (RoK, 2019). This is despite Performance contracting earning Kenya accolades, scooping the 2007 United Nations Public Service Award for improving transparency, accountability and responsiveness in the public service (*Daily Nation*, June 07 2010).

The study contributes knowledge by adding literature to the field of political science and public administration on performance management and performance contracting. The study also offers guidance to the Public Service on restructuring institutional framework for managing performance. Specifically, it provides a road map for driving strategic results for public organizations. As was recently stated by the Kenyan Prime Cabinet Secretary, Musalia Mudavadi, on 11th April, 2024; "… if implemented well, PC is an instrument that should assist the country to achieve its long-term economic development policy goals" (Kisia, 2024: 9).

Finally, performance of the Public Service defines and indeed forms the glass ceiling for performance in the private and other sectors. This study therefore informs

organizations on how to utilize the PC policy as an effective tool of performance management to overcome the performance management challenges so as to achieve the expected outcomes for introducing PC in the Public Service.

1.7 Chapter Summary

The chapter provides an in-depth analysis of the concept of performance contracting (PC) as a strategic public sector reform tool aimed at enhancing efficiency and accountability in public service delivery. Initiated in response to global economic shifts in the 1980s, performance contracting has been adopted worldwide to ensure prudent management of resources through financial and non-financial controls. The chapter outlines the evolution of PC, starting from its origins in France in the late 1960s, spreading to various countries across different continents, each tailoring the PC model to their specific administrative and governance contexts.

Performance contracting is defined as a management tool where mutually agreed-upon performance targets between the government and public agency management are set, aligning with broader public sector reforms. This approach is grounded in the philosophy that effective management requires measurable and controllable outcomes, a notion famously summarized by Peter Drucker's assertion that effective management involves measuring, controlling, and delivering results.

The chapter also explores the implementation of performance contracting in different regions, with specific examples from Kenya, where PC was formally introduced in the late 1980s and became integral to public service by the early 2000s. It highlights the structure of performance contracts, including their key components and the strategic alignment with national development goals. Additionally, the text discusses theoretical underpinnings that support the PC framework, like management-by-objectives, which

emphasizes efficiency and employee involvement in goal setting and strategic planning. The effectiveness, challenges, and impacts of performance contracting are critically reviewed, providing a comprehensive understanding of its role in transforming public sector management and service delivery. The chapter concludes by underscoring the ongoing need to evaluate and adapt performance contracting practices to meet evolving administrative and societal expectations, thereby enhancing public trust and service effectiveness.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

Empirical literature review in this study began with conceptualization of the variables; Performance Contracting (Independent) and Public Service Delivery (Dependent), followed by review of literature organized thematically around the specific objectives of the study. Subsequently, theoretical and conceptual frameworks are presented.

2.1 Performance Contract: Driving Strategic Results/Key Results Areas

Human resource professionals and academics have disagreed greatly over the concept of performance contracting. Management Control Systems is the name of the branch of management science that includes performance contracting. A freely negotiated performance agreement between the government, organizations, and individuals on the one hand, and the agency itself on the other, is referred to as a performance contract (GOK Sensitization Training Manual, 2004). In order to help public sector executives and policy makers clarify roles and expectations between the contractual parties and accomplish shared, mutually agreed goals, performance contracts are conceptualized in this study as management tools.

There are three main types of performance contracting systems namely the French System, the Signalling System, and Results-Based Management (RBM). The types of PC systems can be traced back to the American Total Quality Management (TQM) system and the British Bureaucratic System. The French based system of performance contract does not allocate weights to targets. There is therefore no distinction between targets in terms of emphasis (by weighing them differently) and as such performance evaluation is affected by a high degree of subjectivity. It is limited to indicating if a

specific goal was achieved, which makes it extremely challenging to assess the overall effectiveness of the organization. This system is practiced in France, the Benin, China, Ivory Coast United Kingdom and Senegal, (GOK, 2005).

The Signalling System is predicated on the idea that public business management should be suitably directed in order to improve actual productivity, and that an incentive structure should be used to recognize and reward such efforts. It allocates weight and adopts a system of a "five points" scale and "criteria weight" which ultimately results in calculation of "composite score" or an index of performance of the enterprise. It is thus hinged on the principle that given the capital stock at hand; how effectively can the management use it? The system aims at motivating management to maximize return on the sunken capital. A primary criterion of evaluation is therefore evolved which reflects the improvement in real productivity, which in turn leads to an increase in socially relevant profits (as opposed to privately relevant profit). A performance contract is signed at the beginning of the year in which management is committed to improvement in real profitability. According to GOK (2005), the Signalling System is practiced in Pakistan, Korea, Philippines, India, Bolivia and Gambia.

According to the United Nations Development Group (2011), results-based management RBM is a management method whereby all parties involved, whether directly or indirectly, in the achievement of a set of results, make sure that their operations, goods, and services help to achieve the intended outcomes (impact, outputs, and higher-level goals).

In turn, the actors use data and evidence on actual outcomes to guide decision-making about the creation, allocation of resources, and execution of programs and activities, as well as for reporting and accountability. To increase the organization's effectiveness

and accountability, the UN implemented RBM systems in the late 1990s. Various RBM definitions and terminology were in use among United Nations entities, according to a 2008 study of the state of RBM implementation in the UN system. More significantly, these differences demonstrated a discrepancy in the system's attention to, comprehension of, and perception of RBM (UNDG, 2011).

Strategic results or Key Results Areas (KRAs), also known as "Key Performance Areas" (KPAs), refer to general areas of outcomes or outputs for which a role, or a combination of roles, is responsible. Ouma and Karanja (2018) posit that these are the areas within the organization where an individual or group is logically responsible/accountable for the results. What they fall short of telling us is, "how the results are driven and by which means". For businesses to function efficiently in business or provide services, they must put in place management policies and procedures that will produce the intended outcomes. As a result, KRAs relate to broad categories of output or outcome for which the department or institute is accountable.

However, what is missing in literature is an emphatic mention of performance contracting as the vehicle that could effectively drive the strategic results or the KRAs.

Azegele (2011) argues that, targets are set under performance contracting, and while the processes are what ultimately decide the outcomes, the outcomes themselves are the areas of concern. To this extent, Azegele (2011) tends to recognize the missing link between the set targets, as contained in the strategic plans, and the actual delivery of the results of which this study brings on board performance contracting, so as to evaluate its effectiveness in delivering these results.

According to Sharif (2014), the development of strategic plans was one of the tasks that State Corporations were required to accomplish prior to entering into performance

contracting. By not elaborating the need to develop strategic plans before engaging into performance contracting, Sharif (2014) creates some knowledge gap that could logically be filled by introducing performance contracting as the driver of the KRAs as already set in the strategic plans. A strategic plan enables an organization to be better focused on its core business. It also helps the organization to clearly set out its objectives and action plans that would enable it to achieve the objectives. This argument is supported by Choke (2006) with examples of different potential linkages between performance contracting and other management systems including strategic plans.

In his book titled "*Actionable Performance Metrics*", Marvin T. Howell, introduces the concept of Key Result Areas (Howell, 2005) postulating that the Key Performance Indicators (KPIs), also known as Key Result Areas (KRAs), assist us in establishing our operational (day-to-day) and/or strategic (long-term) goals, after which we grade ourselves at various stages of our careers. These will be useful in determining our advantages and disadvantages. The utmost degree to which a person should apply their skills and abilities to have the biggest impact on their profession should be determined by the KRA with the lowest KRA.

Kansal and Goel (2015) suggest that a typical role targets three to five KRAs. Even though their argument could have been informed by their background in medical education, their suggested number of typical KRAs tends to agree with the strategic results/KRAs as outlined in Kenya School of Government's (KSG's) Strategic Plan (July 2018- June 2023). Four Key Results Areas (KRAs) have been established by the Strategic Plan as the pillars around which implementation was reported and outcomes evaluated. These are: Financial Growth and Sustainability, Capacity Building of the

Public Service, Consultancy, research and advisory services, and Institutional Transformation and Positioning.

According to Kago (2014), performance contracting generally improves the performance of State Corporations in Kenya. Nevertheless, Kago (2014) does not specifically examine how well performance contracting works at KSG to achieve strategic outcomes that will enhance public service delivery. Government agencies include State Corporations. However, KSG is the foremost strategic national government agency/institution on performance management. Its primary goal is to empower the Public Service as a whole, which includes all other government agency personnel. Therefore, KSG ought to take the lead in putting any reforms for better service delivery in the public sector into action.

Ochieng (2010) states that performance contracting helps in fast-tracking; Institutions Strategic Plan, the Aligned Sector Plan, Kenya's Medium-Term Plan 2008-2012 and Kenya's Vision 2030. It has instilled discipline to public institutions' management by ensuring adherence to work-plans, strategic plans, sector plans and the Vision 2030. Hence performance contracting has led to enhancement of the efficiency in public service delivery as the institutions set higher targets every contract period. Some institutions have realized that working to achieve the set targets does not only help them perform better but also aid in the institutions' operations. However, Ochieng failed to project the effectiveness of performance contracting during Kenya's Third Medium-Term Plan 2018-2022; the period within which this study was conducted.

The strength of the foregoing statement can be traced to the Annual Progress Report, GOK/UNDP (2010) that took into account the fact that the Ministry of State for Provincial Administration and Internal Security (what is today referred to as the

National Government Administration) was among the Ministries/Departments which registered the best performance during the 2005-2006 fiscal year; the report attributes this performance to the successful implementation of Rapid Results Initiative (RRI) as a strategy of fast tracking performance contracting that contributed to Kenya being awarded the prestigious United Nations Public Service Award 2007. However what Ochieng fails to recognize is the fact that it is the predecessors of KSG (KIA, KDLC and the GTIs) that built the capacity of the Ministry of State for Provincial Administration and Internal Security for the great performance.

The relevance of these views can further be linked to the way performance contracting has instilled discipline to public institutions' management by ensuring adherence to work-plans, strategic plans, sector plans and the Vision 2030. Performance contracting has led to enhancement of efficiency in public service delivery as the institutions set higher targets every contract period. Some institutions have realized that working to achieve the set targets does not only help them perform better but also aid in the institutions' operations.

However, Ochieng (2010) does not suggest the strategy that needs to be employed for performance contracting to successfully offer a 'magic formula' for improving public service delivery; for the achievement of the desired set targets, KSG has to develop an intense monitoring and evaluation system hence ensuring proper coordination of projects. The principle of performance contracting also provides an original combination of increased operational autonomy in the field of public service delivery and a better strategic control by an organization; therefore, performance contracting has a direct bearing on the productivity of an organization (Obong'o, 2000). The two main criteria applied in performance contract (PC) at KSG to enhance the effectiveness of

PC in driving strategic results are: Financial Stewardship and Discipline, and; Human Resource Management and Development.

2.1.1 Role of Performance contracting in Financial Stewardship and Discipline

To evaluate the effectiveness of financial stewardship and discipline in driving strategic results at KSG, this study reviewed literature on the legal framework and utilization of allocated funds and externally mobilized resources. These are the aspects that define budget absorption rate. They also inform us on accountability and transparency which in turn result in maximized revenues and minimized expenditure. Akaranga (2008) argues that the use of performance-based contracts has induced an increased cost consciousness. The organizations have to develop cost-accounting systems and provide yearly financial statements. The information provided improves the government's capacity to control the organizations' financial practices. There is a positive financial reform to the government in case performance results exceed set targets. These remarks attenuate the real impact of the budget as an incentive.

What is missing in Akaranga's research is the legal framework under which organizations are required to operate for effective financial stewardship and discipline Akaranga (2008). In Kenya, organizations offering public services are required to comply with the provisions of the Public Finance Management Act (2012) and Public Procurement and Asset Disposal Act (2015), among other legal requirements. Apart from adhering to the various Government Circulars and Executive Orders issued from time to time, the organizations are also required to implement the "Access to Government Procurement Opportunities" (AGPO) programme. The AGPO programme targets vulnerable and minority groups in the society, such as: the youth, women and

people living with disability (PLWDs). AGPO also focuses on locally available goods and services.

Muthaura (2007) posits that performance contracting makes performance indicators clear to Kenyan citizens, who are then empowered to demand accountability from their public officers. This type of involvement has begun to restore public trust in government. One indication of this is citizens' increasing willingness to pay taxes. Indeed, the government's tax collections grew at a yearly average of 13.6 percent during the span of 2001-2007. This increase in public coffers contributed to; the Kenyan government's ability to finance around 95 per cent of its budget from internal sources and; the Kenyan GDP growth rate's rapid turnaround from negative levels in the 1990 to 6.1 per cent 2006.

However, Muthaura (2007) analysis of performance indicators was limited to the period 2001 – 2007 and did not address either the first Medium Term Plan (MTPI) of Kenya (2008 – 2012) or the second Medium Term Plan (MTPII 2013 -2017) – this study focuses its analysis within the period of the Third Medium Term Plan (MTPIII 2018-2022). Moreover, he fails to explain the public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting; this begs the question on the public's knowledge of the allocated funds and hence, whether there is compliance with the budgetary levels.

Currently, there seems to be no direct link between the services delivered and the level of the budget; that is, utilization of the allocated funds. An extended audit is needed to establish the link between objectives, outputs, and inputs. Muthaura (2007) does not seem to address this critical aspect of financial stewardship. However, the outlook on better budget estimates, based on increased knowledge of real costs, is realistic.

Muthaura (2007) further argues that in some cases; transfers are corrected on the basis of achieved performance results such that a failure to meet performance targets results in a decrease in financial transfer to government. On the other hand, there is a positive financial return to the government in case performance results exceed set targets. These positive corrections are dependent, however, on developments of the overall budgetary position of the government and are therefore limited. These remarks attenuate the real influence of the budget as an incentive.

Mbuthia *et' al*., (2012) state that performance contracting has been an effective performance management tool when applied in public institutions. This has impacted on performance of state institutions as witnessed in the improved delivery of service by the public servants. However, Mbuthia *et' al*., (2012) did not look at the public institutions from a social science perspective. What Mbuthia *et' al*., (2012) studied was the implementation of performance contracting in a public hospital – specifically the Nakuru provincial hospital – which is an institution dealing with human health by pure scientists.

According to Akaranga (2008), improving the coherence and consistency of the various financial management instruments—such as budgets, accounting, and audits—as well as their performance-orientedness is also necessary. The budget, accounts, and audits would all be based on the same output and cost categories if there was greater coherence and consistency. When putting performance contracting policies into practice, most firms create accrual and cost accounting but neglect to include the resulting cost data into their budget estimations. Performance audits are still subordinate to compliance audits in importance. However, this argument appears to focus on the practices of

performance contracting in the commercial sector rather than in state corporations that are not for profit, like KSG. This indicates a gap in the literature that already exists.

Moy (2005) in his final report to the Office of Financial Management summarized the results of their literature search and state survey on the best practices and trends in performance contracting policy in a number of states and local agencies in Washington D.C. This report indicates that the introduction of performance contracting and the accompanying increase of operational autonomy had induced some developments in the internal structures of the agencies.

Moy (2005) study reveals that the implementation of performance based contracting ranges from state wide, agency wide to only within specific agency divisions or programmes, and that its effectiveness on each state agency varies, but including increased accountability for public service delivery and deliverables, outputs, outcomes, and effectiveness and efficiency, among others. To this extent Moy (2005) did an investigation of internal organization management in the developed world while this study's setting is in a developing country, Kenya – this may thus reveal a different scenario altogether.

Cheche and Muathe (2014) postulate that public sector reforms aimed at making the public sector efficient in provision of goods and services have been around since the world financial crises of the 1980s that resulted from the unprecedented surge in oil prices and the collapse of centrally planned economic systems of the Eastern bloc. These reforms have been characterized by adoption of prudent management of resources through introduction of financial and non-financial controls. One of the key pillars of public sector reforms is the introduction of performance contracting; with financial stewardship and discipline being a critical element of the contract.

It is against this background that financial stewardship and discipline is the first item that appears at the Performance Criteria (Category) A in Annex I – Performance matrix for Kenya School of Government; in the KSG performance contracting document. In the corresponding footnotes on this Criteria Category A (Financial Stewardship and Discipline), the Director General makes a commitment that the school was to comply with the set budgetary levels and avoid over or under expenditure in accordance with Financial Management Act.

According to K-NICE (2012),the primary concern of the Constitutional provisions on public finance is to: support the economy's efforts towards generating, saving and investing adequate funds to sustain the needs of the country and promote sustainable national development; provide the authority to collect revenue, ensure that public funds are properly applied to provide for immediate services in the short and long term and there is capital investment which is necessary for sustainable development in accordance with our national vision; ensure that national planning is properly aligned with the objectives of promoting equity, national interest, rights based governance and ensure economic security to as many people as possible; ensure the economy is properly regulated to support accountability by removing unnecessary constraints, inspiring growth, attracting investments and limiting opportunities for abuse through corruption or unscrupulous dealing.

This study sought to assess the effect of financial stewardship and discipline on public service delivery and thus, analyze the effectiveness of utilization of the allocated funds and externally mobilized resources in facilitating public service delivery at KSG. However, K-NICE (2012) does not explain whether stakeholders are privy to the contents of the Public Finance Management Act (2012).

Utilization of funds that are allocated to government departments to facilitate the provision of public services to the citizens plays a critical role on the effectiveness of performance contracting in improving public service delivery. As part of budgetary reforms, the Public Finance Management Act (2012) establishes budgetary levels so as to avoid over or under expenditure. Governments constantly alter their budgets to find more efficient methods to distribute public funds. Concerns concerning accountability, openness, and efficiency in the budgeting process will undoubtedly increase as government spending becomes more integrated into the process of providing services to the general population.

According to Hope (2012) the government expenditure comprises recurrent and development expenditures. The recurrent expenditures are those provisions made to meet government operations, such as compensation to employees (salaries and ages), transport operating expenses, repairs and maintenance of equipment. Recurrent expenditure consists of two categories; non-discretionary and discretionary expenditures. Non-discretionary expenditures are those expenses that are pre-determined by the Constitution or an Act of Parliament, and which constitute a direct charge on revenues, for instance; debt service payments (both principal and interest), pensions, salaries and wages for constitutional officers. These expenses are referred to as Consolidated Fund Services (CFS) because they are charged directly to the Consolidated Fund. They are also known as mandatory expenditures which must be paid. Since they are pre-determined by law, they are a first charge on revenues, and thus, they reduce the flexibility in budgeting for other needs (Hope, 2012).

In the RoK (2007), the discretionary expenditures are indicated as those expenses used by various agencies to produce goods and services for citizens. Since these are not pre-

determined by law, they can be adjusted upwards and downwards depending on the government's long-term policy and availability of revenue. They comprise recurrent and development expenditures. Most of the recurrent expenditures are part of the Recurrent Budget and most of development (capital) expenditures are accounted for in the Development Budget.

Messah (2011) states that sometimes a ministry or department, which collects revenues in form of taxes, fines, fees, other charges, or receives donor funds for direct financing of a project, is allowed, by the Treasury, to apply or use the money received, to finance its own operations, instead of waiting for disbursements from Exchequer. When this happens, the amount spent is deducted from the approved budget. The amount so allowed is referred to as Appropriations-in-Aid (A-I-A); however, if the amount is not authorized as expenditure or when receipts exceed the A-I-A, the excess must be paid to the Consolidated Fund. However, the area of study by Messah, (2011) was a relatively small municipality in Maua, Kenya. On the contrary, the research setting of this study includes Kenya's capital city; where the main campus of KSG is located.

Among the major concerns on development expenditure in Kenya are; adequacy of funds, and long delays in implementation. With regard to adequacy, there is concern that Kenya does not invest enough. For example, according to the RoK (2007), since 1998 gross (public and private) domestic investment (at current prices) ranged between 15% and 19%, which is too low to finance the level of investment necessary for high and sustainable economic growth capable of generating enough employment. This is also indicated by the low ratio of development to recurrent expenditure. Therefore, the study sought to establish the effectiveness of utilization of the allocated funds in improving public service delivery at KSG.

According to Kwamanga and Achoch (2014), the Kenyan government is expected to find ways to go before effectively creating the conditions for sector and budget support. The government is also expected to recognize the considerable advantages of sector and budget support and rapidly move forward to develop a shared vision, reform the budgeting process, and improve public sector financial management and accountability systems that are needed to gain the confidence of donors.

Therefore, KSG is expected to continue with implementation of the actions already started, with support of development partners (Donors – who are the source of the externally mobilized resources) where this is needed. This would go a long way in achieving one of the specific objectives of the study – to assess the effectiveness of financial stewardship and discipline – through utilization of the allocated funds and externally mobilized resources, in improving public service delivery at KSG.

2.1.2 Role of performance contracting in Human Resource Management

There is a recently developed trend towards justification of expenditures for and existence of Human Resource (HR) function (Saha, 2018) – HR departments and programs have become an element of the organizations' profit equation to be minimized as a cost and maximized as a value-adding component of organizational strategy; hence, the effectiveness of well managed and developed HR in driving organizational strategic results. This assumption by Saha (2018) seems to imply that Human Resource Management and Development (HRMD) could be a supply for competitive advantage and can influence the organizational results and performance in a positive direction. Thus, Saha (2018) seems to be responding to the study's research question that corresponds to the second specific study objective. The research question is, "what is the effect of performance contract dimensions on public service delivery?" HRMD is

one of the performance contract dimensions. Literature review in this chapter focuses on Public Service knowledge management, core skills and competencies need assessment.

The new personnel statutes have improved the performance of human resource management and increased the flexibility of allocating the right person to the right job. Ochieng (2010) argues that performance contracting leads to enhanced accountability in the public service as it defines who does what, when and how. The renewal of the mandate of members of the supervisory board and the management board being dependent on performance evaluation is a major change and may act as an important incentive. It is also expected that outstanding performance is rewarded through promotion, pay-increase or recognition.

Ochieng (2010) further states that performance contracting gives room for recognition of the public servants and hence, improves service delivery. However, in this argument, Ochieng gives the general theoretical assumption of the expectation of an ideal environment that would enhance the effectiveness of performance contracting on public service delivery, without reference to the work environment under which the Kenya School of Government (KSG) service consumers (citizens/clients) operate.

Chelang'a, Okoth-Yogo and Charagu (2014) interrogate performance contracting as a significant positive effect on staff commitment and satisfaction. Moreover, it is evident that an organization that applies an internal market orientation strategy viewpoint could benefit to promote the organization's internal and external performance. Hence it could benefit the service industries to establish perfect human resources management strategy with marketing viewpoint, and maintain the value goals of continuous survival, high growth and high profit in practice.

Chelang'a, Okoth-Yogo and Charagu (2014) point out the importance of human resources management and development by pointing out that many researchers and employers neglect one important focus, the demand of internal employees, especially those who directly get in touch with customers – in this study, this relates to faculty members in the category of KSG staff in this study. Because the attitude and behaviour of employees interacting with customers would influence the feeling and behaviour of the customers when they get the service, it is quite important for the supervisors of these faculty members to efficiently define and manage the way their employees provide the service in order to ensure that their attitude and behaviour are good for providing the service.

What seems to be missing in the arguments of Chelang'a *et' al* (2014), that this study sought to address, is a systematic analysis of a case study. Instead of generalizing the effectiveness of performance contracting on public service delivery in the general public sector or at most, in the Kenyan public sector; This study specifically refers to a particular institution, the KSG.

On the other hand, Alhawamdeh and Alsmairat (2019) reiterate that, performance contracting if well executed may increase real speed in decision making and build self-confidence in employees. They reckon that bureaucracy which is a common feature in organizations that still rely on the management apparatus that had worked in the 1970s is terrified by speed and simplicity which are some of the essentials of performance contracts. This argument however, may only be relevant in this study when implementation of the performance contract is speeded up even in such a large bureaucracy.

Alhawamdeh and Alsmairat (2019) justifiably opines that, before the performance contracts were put in place most governments were trying to run their state enterprises without any form of performance evaluation. This made life difficult when appraising employees at the end of the performance period. The literature reveals that the logic of performance contracts is persuasive, but the reality has been disappointing. The theory of performance contracting (GOK, 2010) suggests that to improve performance, performance contracting must not only reduce the information advantage that managers enjoy over owners but must be also motivated through rewards or penalties to achieve the contract's targets.

Nahavandi (2006) points out that outstanding performance should be rewarded through promotion, pay-increase or recognition which should be negotiated on signing the performance contract. He further speculates that those who adhere and fit the organizational culture and structure, as well as meet individual goals and objectives are much more likely to be promoted to top leadership positions – as opposed to those who do not. This process could be true for almost any situation – those who naturally fit well into an organization's mission and culture are more apt to be selected and rewarded in some fashion.

Moreover, performance contracts do not clearly spell out the requisite measures taken against mediocre performance, although it is assumed that the punishments are clear. With the creation of affiliated companies with widespread contractual employment, there are increasing concerns about the legal position of the personnel and about the growing fragmentation of employment regimes. This may affect mobility between the different business units (GOK, 2010). This study therefore identified a research gap in the literature on performance contracting policy on the part of commensurate rewards

and punishment; for rewarding and punishing good performance and poor performance respectively. There is thus the need to come up with an established and clear system of rewards and punishment; the rewards and punishment should be spelt out clearly in the performance contract document.

2.2 Role of Performance Contracting in Public Service Delivery

Performance Contract Dimensions are outlined in the Performance Contracting Guidelines. According to Government Circular No. OP/CAB/3/1/1A of 29 July 2019 by the Head of Public Service to all Cabinet Secretaries and the Attorney General of the RoK, the Performance Contracting Cycle require that the Performance Contracting Guidelines be reviewed annually in order to incorporate and align Government priorities to planning, budgeting and performance management. This study was based on the 16th Cycle Performance Contracting Guidelines for 2019/2020 Financial Year. The literature review in this section is organized around two main Performance Contract (PC) Dimensions – the outlined strategies (Criteria Categories) for effective implementation of PC, thus; Application of Service Delivery Innovations – Automation of public services, and; Resolution of Public Complaints – Complaint Handling Mechanisms (CHMs), Citizens' Service Delivery Charters (CSDCs) and Public Complaint Desks (PCDs).

In March 2024, Mr. Felix K. Koskei, the Head of the Kenyan Public Service, noted that the government acknowledged technology as a potent facilitator of the provision of public services. As a result, the government is starting a bold digital transformation project. The goal of the government is to use technology to its fullest potential in order to improve citizen needs and responsiveness, accessibility, and customization of public services. The transformation process will depend heavily on using technology to

continuously harness data for effective and transparent governance and well-informed decision-making (RoK, 2024c).

Application of service delivery innovations is a performance contract dimension (criteria category) outlined in the second sub theme under the performance criteria category B: Service Delivery – of the performance matrix for KSG. The KSG's performance contracting document – in Annex II: Description of performance indicators – contains explanatory notes stating, among other service delivery innovations, that; the school will create an e-database of potential clients in consultancy to facilitate organizational engagement. This study therefore sought to review literature on automation of public services – Implementation of ICT policy, and; Adoption and Operationalization of E-Government – and its effect on public service delivery.

According to the RoK (2013), the Ministerial Strategic Plan (2013-2017) for the Ministry of Information and Communication Technology, automation refers to the use of automatic machinery in manufacturing and data processing so that entire procedures can be automatically controlled with minimal or no human intervention. Therefore, employing the strategy of automation in the delivery of public services to the citizens should ensure efficiency and effectiveness by service providers (KSG staff).

Information and Communication Technology (ICT) refers to the technologies including computers, telecommunication and audio-visual systems, that enable the collection, processing, transportation and delivery of information and communication services to users. The vision and mission statements of the Ministry of information and communications are to: have a prosperous ICT-driven Kenyan society; and improve the livelihoods of Kenyans by ensuring the availability of accessible, efficient, reliable and affordable ICT services respectively (RoK, 2006). The vision and mission statements

thus, postulate that domestication and implementation ICT policy enhances public service delivery.

From the foregoing statement, there seems to be a gap in the implementation of the ICT policy when there is no mention of the political goodwill (political environment) and resource availability (economic environment) to ensure implementation of the policy. Thus, what begs the question in this study is whether the government has availed sufficient and serviceable ICT equipment to Kenya School of Government (KSG) Campuses; whether the KSG staff are correctly identified for training on ICT, and; whether the training is adequate.

However, in the RoK (2013), in the 2013/2014 performance contracting document of the Ministry of Information, Communications and Technology, it is stipulated that one of the strategic objectives of the Ministry is to enhance citizen service delivery. What is not elaborated in the document is the effect of automation on public service delivery in State Corporations – particularly at KSG.

On the implementation of the ICT policy, Bhavya (1999) argues that when ICTs are properly aligned with governance goals, they can help to create gains in both efficiency and effectiveness. He postulates that a proper implementation of the ICT policy can help to improve public administration by facilitating informed decision-making, managing the burden of foreign debt, revitalizing local economies, improving policing and public safety, improving public administration and efficiency, facilitating regional, national, and subnational coordination and communication, improving the quality of public services, and facilitating better post-conflict reconstruction and administration.

Bhavya (1999), further mentions examples of well-thought applications around the world showing that ICT can help not only to improve public administration but also to:-

Reduce poverty by creating a more skilled workforce and increasing the penetration of aid and subsidies to the underserved; Provide basic needs by improving the quality of healthcare, providing educational opportunities, planning for basic public service delivery, and helping to improve agricultural productivity and commerce, and; Establish a "open" online government, improve citizen-government relations, revitalize civic institutions and public discourse, advance equity, and empower minorities to further democratization and citizen empowerment.

Economies and societies have developed significantly in nations that have fully utilized ICT. They are also quickly becoming knowledge- and information-based economies. Consequently, the Kenyan government has developed a national ICT Policy based on the ERS (2003-2007) in recognition of the importance that ICTs play in the social and economic growth of the country.

According to the RoK (2006), the goals of the ICT policy are to achieve universal access, encourage investment and innovation in ICT, empower youth and underprivileged groups, mainstream women in national development, and facilitate sustainable economic growth and poverty reduction. It is founded on best practices and globally recognized standards.

Four guiding concepts form the basis of the policy: regulatory framework, stakeholder participation and appropriate policy, infrastructural development, and human resource development. The ICT sector in Kenya has grown significantly, as seen by the number of phone lines, Internet service providers (ISPs), Internet users, broadcasting stations, and market shares of each of these entities. Since the Kenyan government liberalized the mobile phone industry, there are now a number of mobile phone providers.

However, according to the RoK (2013), in the Ministerial Strategic Plan (2013-2017), the application of ICT policy is not without its difficulties. Using ICTs to their full potential for poverty alleviation and economic progress is a major problem. A few particular difficulties are the absence of an all-encompassing legislation and regulatory framework, poor infrastructure, and a shortage of highly qualified people resources. The Science and Technology Act, Cap. 250 of 1977, the Kenya Broadcasting Corporation Act of 1988, and the Kenya Communications Act of 1998 are some of the laws that currently address ICT issues. However, these laws fall short in addressing convergence, electronic commerce, and e-Government issues. Thus, a thorough policy, legal, and regulatory framework is required in order to: Support ICT development, investment, and implementation; Encourage industry competition when suitable;

Make sure ICT is accessible and affordable across the country; Discuss privacy, cybersecurity, ICT laws, cybercrimes, morality and ethics, copyrights, and intellectual property rights; Encourage ICT research and development; and Provide an institutional framework for the creation and evaluation of policies.

The nation's ability to provide effective and reasonably priced ICT services has also been impeded by the inadequate ICT infrastructure. Therefore, the following areas should receive special attention: supplying energy and roads; fostering software development; encouraging local production and assembly of ICT accessories and equipment; and offering incentives for the provision of ICT infrastructure. Regarding human resource development, the government acknowledges the part that the different ICT education and training providers play.

However, there is need to strengthen and streamline the training through: Promoting ICT in education at primary, secondary, tertiary and community levels by developing

ICT curricula and ensuring that teachers/trainers possess the requisite skills; Setting up a framework for evaluating and certifying ICT training programmes; Developing a mechanism for attracting and retaining skilled human resources; Establishing networks for sharing training resources; and Developing strategies to support research and innovation.

Mbua and Sarisar (2015) discuss several challenges in the implementation of performance contracting initiatives in Kenya. One of such challenges is the lack of a policy framework on e-learning that has also hampered the domestication and implementation of ICT policy. However, Mbua and Sarisar (2015) did not discuss the effect of automation; through adoption and operationalization of e-government on public service delivery in State Corporations – particularly at KSG.

In this context, it is necessary to: Establish a cost-effective infrastructure to support the e-learning platforms' ability to spread information and skills; Encourage the creation of material to meet the requirements of primary, secondary, and higher education institutions; raise awareness of the opportunities that the education sector has when using ICT as a teaching tool; Encourage centers of excellence to host, produce, manage, and offer leadership of improved learning resources and implementation strategy; Make it easier for institutions to share e-learning materials; Utilize online learning platforms to provide Kenyan educational programs for export; and Combine online learning resources with other available ones.

The argument in the RoK (2013), shows that the implementation of ICT policy further faces the challenge of lack of universal access. Only a few large cities have access to ICT services, meaning that the majority of Kenyans reside in rural areas of the nation. Therefore, it is necessary to improve universal access by: supplying sufficient resources

to the ICT industry; Developing the requisite ICT infrastructure; Creating incentives for service providers to deploy services in rural and under-served areas; Establishing a Universal Service Fund; Creating awareness of benefits of ICT to the public; and Developing knowledge-sharing networks at grassroots level. There is also the need for an enabling environment for Public-Private Partnerships (PPP) in ICT development.

One more difficulty in putting ICT policy into practice is the underdevelopment of local content. ICT serves as a conduit for information, giving locals a chance to communicate with one another and share their knowledge, thoughts, histories, and cultures in their native tongues. Improving local content entailed: Developing content in local languages; Rallying all stakeholders and development partners' support in creating local content, and; Identifying, selecting and capturing information and knowledge available in various formats.

Regarding electronic security, the nation faces the problem of creating a suitable legal framework, the ability to handle matters of cybercrime, network security, national security, and terrorism, as well as the establishment of international cooperation mechanisms to combat cross-border crimes. A framework for e-security needs to be created in coordination with the pertinent organizations.

Additionally, in order to offer political will, inspiration, and oversight, there is a need for ongoing top level ICT leadership and championship at the national level. Effective leadership should facilitate the mobilization of resources needed to develop an ICT environment that is conducive to investments in the country. Engendering ICT is also a challenge to implementation of ICT policy – gender issues touch on all aspects of ICTs in development.

Therefore, it is necessary to: Ensure that women participate in the creation and execution of ICT policies at all levels; and Ensure that ICT policies at all levels are designed to fulfill the unique developmental requirements of women. Finally, there is the challenge of youth and ICT, as the greatest group of potential ICT users, youth must have access to reasonably priced and suitable ICTs. The domestication and execution of ICT policy depend on this.

Technology-driven governance is implied by the word "electronic" in the name e-Governance. E-governance, according to Muigai (2011), is the use of information and communication technology (ICT) to deliver government services, exchange information, and integrate different stand-alone systems and services between the government and its constituents, businesses, and other governments, as well as back-office interactions and processes within the overall framework of government. It is anticipated that citizens will have easy, efficient, and transparent access to government services through e-governance.

According to the United Nation's (2002), the recent advancements in the field of ICT have opened up huge opportunities for governments and businesses alike to transform their operations and public service delivery systems. They have also contributed to heighten public expectations and demands for increased and quality services from their respective agencies/service providers. Consequently, governments world over have been forced to undertake programs and projects for ICT application in their operations aiming to inject speed and ease in service provision and thus achieve greater productivity and excellence.

Bhavya (1999) argues that the drive commonly known as e-Government has become a major feature of the current administrative reforms globally. It is seen and introduced

as a popular strategy for transforming the delivery of public services, improving the performance of public institutions and making them more responsive to public needs. So popular is its appeal today that it is hard to find a government that has not initiated some programmes in terms of ICT application and online service provision.

Ngeywo and Nyambengera, (2014) argue that e-Government refers to the use of technology in government institutions and operations to enhance access to and delivery of public services. Government agencies as the private sector has taken the lead in ICT adoption and delivery of services electronically, the public organizations have found themselves under growing pressure to embrace new technologies to be able to perform better.

Bhavya (1999) further states that such demands and advocacies have had a profound influence on government policies and decisions. Thus, e-Government represents governmental response to public demands and expectations for enhanced and better services by exploiting emerging technologies. Often used interchangeably with 'digital government', 'networked government' or 'government online', as a tool for enhancing public access to and the delivery of government services.

The citizens, having experienced the ease and flexibility of online services delivered by private banks and a host of other agencies, started clamouring for similar improvements in public delivery systems (Ngeywo and Nyambengera, 2014). Their demands have received further strength in countries like Malaysia, India and Pakistan as a growing number of academics and professionals have made a strong case for e-Government. This argument is derived from the experience gained by the Asian countries. What Ngeywo and Nyambengera, (2014) fail to address is the Kenyan experience with

automation (particularly, implementation of the ICT policy in State Corporations generally – and at KSG in particular – and its effect on public service delivery.

Muigai (2011), notes that as a matter of fact, currently most writers see e-Government as electronically executed transactions between the government agencies and citizens. Therefore, e-Government is much more than just the application of technology since it seeks to improve both internal operations and external interface of the government by transforming the process in which public services are generated and delivered and the entire range of relationships that public bodies have with citizens, businesses and other governments. It is about how the organizations in the public sector perceive and apply technology in order to bring about transformations in service provisions as well as in their relations with service users.

Muigai (2011) further argues that despite differences in terms of their level of implementation such initiatives share some common objectives: they all seek to provide the citizens with more convenient access to information and services, improve the quality of services offered and enhance efficiency, transparency and accountability of the government. While the advanced countries like the USA, UK, Canada and Australia have already achieved remarkable success in their drives for e-Government and improved service delivery, in developing countries such attempts have produced only modest results. This is largely because, in the latter case, e-Government initiatives have often been handicapped by a plethora of constraints and challenges that inhibit their adoption and operationalization.

On the adoption of ICT in the public sector and its effectiveness in improving public service delivery in Malaysia, Muigai (2011) observes that in most cases ICT has been deployed in internal processes or what is known as backroom operations. These

activities remain invisible to the public although they directly affect the services provided to them. It further observes that the delivery of services through special kiosks is highly limited and so is the delivery of services via the Internet. Although things have certainly improved since then, the progress has been rather slow especially with regard to online delivery of services. Still, many agencies use ICT more to facilitate their internal operations than to augment online delivery and transactions.

As a result, most services are still provided using conventional techniques. Malaysia continues to be regarded as having a poor level of information access and distribution between the government and the populace. It appears that there is a difference between using ICT to streamline internal processes and providing the necessary internet services for a nation to be considered to have implemented and operationalized e-government.

Finally, technologies of E-Government have increasingly become one of the alternatives to enable governance at the local levels. The situation is especially poignant in developing countries where there are increasing calls to improve governance to achieve a better life for their citizens. E-Government is still novel in many countries and a number of those in developing countries are still building the basic information infrastructure for its use.

2.2.1 Resolution of Public Complaints

With respect to changes in customer relations, new interfaces and instruments are installed, resulting in increased client-orientedness. Akaranga (2008) notes that most State Corporations and Government Ministries in Kenya, for instance, now have functional customer care and public relations offices. Therefore, Akaranga's observation is relevant to this study with reference to analysing one of the performance contract dimensions – resolution of public complaints.

In Annex I: Performance matrix for Kenya School of Government, under the performance criteria category B: Service Delivery – there are three sub themes, the third of which is B3: Resolution of Public Complaints. As a follow-up on the criteria category, in Annex II: Description of Performance Indicators, KSG commits to establish complaints management and access to information infrastructure. The school's strategy on this commitment includes: Proactively disclosing information to the Ministry as per the required format; Resolving all complaints received and processed, and; Capacity building on Commission on Administration and Justice (CAJ) performance contracting requirements. Hence, KSG could design Complaint Handling Mechanisms (CHMs) as a strategy that may help the institution become more responsive, accountable and ultimately more effective in achieving improved public service delivery. Consequently, this would justify the effectiveness of resolution of public complaints in improving public service delivery.

Footnotes under the "Resolution of public complaints" (one of the service delivery systems outlined in the Service Delivery Criteria Category B), includes the commitment to: promptly receive and address public complaints referred to it directly or channelled through the CAJ; identify officers for capacity building on handling of public complaints;; operationalize Public Complaint Desks (PCDs) in the various campuses of the school; sensitize the public on the existence of Complaint Handling Mechanisms (CHMs), and; resolve all public complaints as and when received. To achieve all these, the government had to facilitate KSG in designing CHMs.

Well-designed Complaints Handling Mechanisms (CHMs) can provide KSG and citizens/clients alike with a variety of benefits such as reduced corruption, improved public service delivery and enhanced overall effectiveness in the delivery of public

services. For KSG more specifically, an effective CHM can help detect problems before they become more serious and/or widespread.

To put it another way, CHMs are crucial because they serve as a warning system that can assist the school in safeguarding its resources and good name. For capacity building programs to establish effective CHMs, KSG staff required facilitation. Multiple complaint uptake locations and channels for receiving complaints, fixed service standards for complaint resolution, prompt and clear processing guidelines (including reviewing procedures and monitoring systems), and an efficient and timely complaint response system to notify complainants of the action taken are just a few of the traits that define effective CHMs.

According to the World Bank Department of Institutional Integrity (2008), as the World Bank's Governance and Anti-Corruption (GAC) agenda continues to move forward, CHMs are likely to play an increasingly prominent role in Bank-supported projects. This argument is due to the fact that well designed and implemented CHMs can help project management significantly enhance operational efficiency in a variety of ways including: generating public awareness about the project and its objectives; deterring fraud and corruption; providing project staff with practical suggestions/feedback that allows them to be more accountable, transparent and responsive to beneficiaries; assessing the effectiveness of internal organizational processes; and increasing stakeholder involvement in the project.

It is against this background that KSG has sought to sensitize the public on the existence of CHMs in the effort to achieve the objective of resolution of public complaints. However, according to a report by the World Bank Quality Assurance Group (2009);

> "…if complaints handling mechanisms are to grow into effective instruments for GAC mitigation, they will need more careful design and greater attention during both preparation and supervision".

However, with GAC only referring to bank supported projects, an institutional gap is depicted since this study seeks to examine the effectiveness of resolution of public complaints in improving public service delivery at KSG. There is a need for more carefully designed CHMs that would enhance the effect of public complaints resolution on public service delivery in State Corporations in general and at KSG in particular.

In conclusion therefore, the effect of CHMs rests on three fundamentally interconnected factors: a clear organizational commitment to complaints handling, well designed internal processes for addressing grievances, and tailoring the CHM to the intricacies of the unique operating environment. In addition to addressing and resolving complaints and grievances, CHMs should also be designed to serve as a conduit for soliciting inquiries, inviting suggestions and increasing community participation.

To the extent that KSG is able to achieve success on these dimensions, CHMs can provide operations with a wide range of benefits including - curbing corruption; collecting information that can be used to improve operational processes and performance; empowering vulnerable populations; and enhancing the school's legitimacy among stakeholders. Hence, the effectiveness of resolution of public complaints in improving public service delivery can be realized if effective complaints handling systems represent a step in the right direction towards greater accountability, enhanced sustainability and ultimately better project outcomes.

2.2.2 Public Complaint Desks (PCDs)

Public complaint desks (PCDs) refer to the service counters in public organizations where consumers of public services register their complaints concerning the quality of

services delivered by the service providers in those organizations. According to Nkoroi (2014), the operationalization of PCDs should instill a culture of offering polite and helpful services to service consumers; this culture must be ingrained in the behavior of public service providers; when providing services, these providers must be helpful and courteous to citizens; politeness and helpfulness must be guided by the understanding that the organization and service providers exist to serve the needs of the service consumers, not the other way around.

For successful operationalization of PCDs, personnel involved in public service delivery at the public complaint desks must be courteous and helpful to the best possible extent. According to Nkoroi (2014), being "courteous" entails greeting the customer or citizen with a smile and asking them to take a seat, ensuring him of the organization's assistance; Saying "sorry" if you can't help; Offering an apology for any delays in service delivery; expressing gratitude for your visit and your cooperation in order to improve services.

However, he contends that in order to be considered "helpful," one must: Understand the issue or reason for the service consumer's visit and provide guidance on what is required; delivering pertinent information and carrying out essential tasks; elucidating the reasons behind the hold-up and genuinely attempting to resolve his issue; If the task is not completed during the visit, inform the citizen as soon as it is completed. Otherwise, refer the citizen to someone else in the organization who can assist him.

For responsiveness and commitment to ensuring successful operationalization of public complaint desks, highly motivated and trained frontline staff should be given the responsibility to deal with users' grievances – they should be empowered to redress grievances at the first contact. Commitment for quick and appropriate redress of

grievances is required at each level of the organization for the following purpose: There is a need to set up an Integrated Performance Monitoring System (IPMS) in the organization. It is to be ensured that all complaints and inquiries are logged; The data acquired can be then analyzed to ascertain whether or not the organization is able to meet its published standards; This would require measurable targets to be set for objective assessment of performance, which must be reviewed on a regular basis; Feedback on performance could be acquired from a trend analysis of recorded complainants; The concerned officer must furnish regular reports to the Core Group on performance of service standards.

Finally, if things go wrong, the service provider should try to put them right, in terms of a quick and effective remedy. This is the hallmark of operationalization of PCDs. Bouckaert, *et' al.,* (1999) state that performance contracting has been instrumental in helping State Corporations and Government Ministries in introducing instruments for monitoring client satisfaction. Examples of such instruments are the client help desks – also referred to as public complaints desks (PCDs) in all Government Ministries; accessible complaint channelling via the internet and other avenues, and; annual reporting of performance and challenges to the public. The above statement by Bouckaert, *et' al.,* (1999) resonates well with the second specific objective of this study – to analyse the effect of performance contract dimensions (which includes resolution of public complaints) on public service delivery at KSG. However, Bouckaert, *et' al*., (1999) do not address the issue of customer satisfaction baseline surveys.

Ochieng (2010) argues that performance contracting has led to competition in public service delivery as compared to the old-fashioned style and also enhanced the growth and development in performance of organizations that have adopted performance

contracting. According to GOK/UNDP (2010), visible improvement in public sector management can also be seen through the institutionalization of Results Based Management (RBM) through Rapid Results Initiatives (RRI), Performance Appraisal System (PAS) and Internal Capacity Building. Through performance contracting there is a professional approach towards public service delivery in the public sector and increased level of efficiency, effectiveness and accountability. Consequently, RRI was also adopted as a tool for the implementation of the Constitution of Kenya 2010 through Government circular.

One of the highlights of the sweeping global reforms in public service delivery is the concept of the Citizen's Service Delivery Charter (CSDC) adopted by many countries around the globe as an initiative. Muthaura (2007), points out that while several governments have employed similar efforts, it is only in 2003 that Kenya rolled-out the CSDC as a nation-wide program both to enhance the delivery of government services and to tap its potential as a tool for good governance. Despite the fact that CSDCs are of such great importance, in recent years there has been doubts among professionals on whether employees are achieving the desired public service delivery standards contained in them.

The CSDC is a written declaration by a government department that highlights the standards of public service delivery that it subscribes to, availability of choice for consumers, avenues for grievance redress and other related information. In other words, it is a set of commitments made by a department regarding the standards of service which it delivers. Though not enforceable in court of law, the CSDC is intended to empower citizens and clients so that they can demand committed standards of service and avail remedies in case of non-compliance by service provider organizations.

Nkoroi (2014), states that the basic thrust of the CSDC is to render public services citizen-centric by making them demand-driven rather than supply-driven. This initiative has been widely adopted by many ministries and government institutions, however there seems to be a gap in the implementation of CSDC due to lack of legal and social mechanisms to monitor and give information on its implementation.

According to Nkoroi (2014), the benefits of CSDC include: Enhanced accountability by providing citizens with a clear understanding of public service delivery standards, including timetables, user fees for services, and options for grievance redressimproved performance and effectiveness of the organization as a result of the public pledge to follow quantifiable public service delivery standards; establishing a method by which external and internal players can independently assess the performance of public service delivery; fostering the provision of public services in a setting that is more responsive to clients and professional; promoting increases in employee satisfaction; less potential for bribery and corruption through more openness and rights education for citizens; increased government revenue by making sure that the money paid by the public for public services actually ends up in the government's coffers rather than in the pockets of employees.

The precise nature of implementation strategies in regard to the Citizens' Service Delivery Charter (CSDC) principles will ultimately be a matter for organizations to determine. However, for the charter to work effectively, the guiding principle in service organizations must be a continuous service improvement cycle, supported by a process of ongoing learning so as to understand the diversity of clients' needs. In this way you will be more likely to develop services which are culturally responsive, customer focused, effective and accountable.

Businesses typically choose to develop "customer-driven service" by incorporating customers in the process. Establishing service standards offers a solid foundation for actively listening to clients and understanding their needs. This is not to argue that the client is the deciding element in every situation. The customer-driven strategy has limitations. Although the CSDC will never be able to personally fix each customer's problems, a customer service charter's primary goal is to consistently and successfully follow set policies.

According to Nkoroi, (2014) implementation of CSDC should ensure that its objectives are fulfilled. This is only possible if the organization makes contact with each and every one of its service users; if thorough information is given to the service users at the appropriate time and location; Access to comprehensive and precise information written in an understandable manner must be easy for all parties involved. To reach the target user groups, the organization should regularly publish handouts, posters, newsletters, updated information on its website, and information through popular communication channels. It should also be transparent about its goals and the methods it plans to use to attain them, and be available to answer questions from the public.

To this extent therefore, Nkoroi's presentation reveals a gap between service providers and service consumers on the dissemination of the information contained in the CSDC. The CSDC is usually displayed only in the offices as a formality and rarely are they translated into the local language for easy understanding. Nkoroi did not also consider that Kenyan citizens at the grassroots do not seem to be aware of their role to demand for services. This study intended to establish the effectiveness of KSG's sensitization of the public on the existence of the CSDC; as well as training the Public Service on the same.

Muthaura (2007) recognizes the effectiveness of implementing CSDC in improving public service delivery by pointing out that it includes the establishment of a new service culture in government and its agencies; it also serves as a planning tool since it focuses on current expectations and future public service needs as well as ensuring that management and employees focus on people not just systems. At the same time, it provides a practical way of managing performance in an era of fiscal restraint; encourages the use of performance and customer satisfaction information to guide organizations and improvement; promotes partnerships between service providers and clients; and provides a reliable means to measure service performance and cost as well as a benchmark for performance evaluation. This argument seems to adequately address the study's research question.

The way a service provider has to handle complaints may be regulated by legal provisions. It may be helpful to provide staff with a list of 'Dos' and 'Don'ts' and how to behave properly when citizens/clients make a complaint. To this extent therefore, CSDC will only drive improvements and produce benefits for service users/consumers if: managers and staff look at services from the point of view of service users/consumers. If a CSDC is to bring about quality improvements in public service delivery, it needs to be embedded in a proper quality management system. A service organization should have in place a clearly defined vision of quality, a sound set of strategic objectives and a well-developed performance measurement system. It is essential to have one definition of quality in the organization. By doing so, all staff will talk the same language, helping to avoid confusion. Quality public service delivery is difficult to define but easy to recognize by its absence.

Mwanzia (2015) states that the Nairobi City Water and Sewerage Company works with service users/consumers (through establishment of permanent user panels, regular focus group sessions, and user surveys among other strategies) and service providers work with their partners, using their expertise and mobilizing their resources. Mwanzia (2015) further states that service delivery systems are composed of both front office and back-office operations. Front office operations are conducted in the presence of the customer and must cope with the input uncertainty of customer contact and participation. Back-office operations can realize the full potential of system rationality and efficiency possible when operations are sealed from customer disturbances. The attributes of facilities relevant to service quality include the operating implication of multi-location service delivery systems and the atmosphere encountered by the customer within each facility. What Mwanzia fails to interrogate is the strategies for implementation of CSDC available to a State Corporation whose core mandate is "Empowering the Public Service" – particularly KSG.

According to Armstrong (2012), the need for services to be produced, delivered and consumed in proximity to the customer can create the need for a service delivery organization to use multiple locations. The result is decentralization of the service production in the opportunity for developing economies of scale. Armstrong (2012) thus argues that employees can feel frustrated without the necessary technology and equipment. Therefore, necessary tools including effective technology and technological support and equipment provided in service organizations, such as, computers, phone system, customer information databases, vehicles and protective clothing are necessary. It is important to provide these supportive technology and equipment for employees to deliver services effectively and efficiently – ultimately, by offering them these supportive requisites it becomes more possible to achieve customer satisfaction by

adhering to the CSDC set timelines – consequently realizing the effectiveness of implementation of CSDC in improving public service delivery.

Post and Agarwal (2008) argue that designing and implementing a CSDC is challenging, as it requires an organization not only to change the way that it interfaces with the public, but also to transform its internal procedures and organizational culture in ways that are consistent with its publicly stated service delivery standards. The scholars (Post and Agarwal, 2008) suggest that the process of implementing the CSDC should not be a top-down initiative: staff should be consulted regularly and be involved in all phases of the implementation process. Management should educate staff about the CSDC and provide them with the training necessary to implement them (for instance, training on providing better customer service, using the new systems, grievance redress and so on).

Post and Agarwal (2008) further emphasize that CSDC should be officially launched only when staff are ready to perform services up to the service delivery standards that the CSDC establishes. The scholars (Post and Agarwal 2008) also argue for the need of service organizations to set up internal monitoring and evaluation systems to monitor whether the organizations are attaining the performance benchmarks outlined in their respective CSDC. These arguments and suggestions are actually relevant to this study's choice of the research setting – Kenya School of Government (KSG), which is a service organization.

Mwanzia, (2015) argues that logical consistent business hours are to be considered to ensure a successful CSDC implementation exercise. Mwanzia, (2015) notes that it is only a rare customer who boycotts a service organization because it is open for too many hours, but plenty pass up a service firm that is not open when needed. Non routine

customer demands are expected in any service delivery system and the system must have at least minimal capabilities of dealing with them. The systems in place should be able to handle emergency situations and there should be a provision of customer privacy during the service encounter.

Mwanzia, (2015) further postulates that it is important for systems to be in place in order to: manage the queuing process; ensure privacy of records; adhere to customer schedules; ensure that materials are available when and where needed; manage employee selection, employee skill training, and ensuring employee attitude, and; create a good image of the service organization. Mwanzia's arguments tend to be specific to devolved functions by commercial organizations – particularly Nairobi Water and Sewerage Company. This study may therefore selectively borrow aspects of these arguments that may be relevant to service organizations like KSG.

Employees from Service Provision organizations are their most important asset – therefore they require special attention to ensure their loyalty and commitment to deliver service excellence to citizens/clients. The image of an organization depends on the role its employees play in delivering services to citizens/clients (Wilson *et al*., 2012). Employees of service organizations play a significant role in the performance of the organization, and the organizations will only be able to perform well if their internal performance is managed well. Employees should have the same values as their organization and should be able to adopt its culture. Performance cannot be sustained if there is no measurement in place. Therefore, service organizations have to measure employee performance, as well as the overall performance of the organization.

According to Saidur (2012), the important questions to be addressed during the evaluation phase should include: Was the service provider able to implement the

CSDC? Were the people satisfied with the implementation of the CSDC? Which components were implemented satisfactorily and which needed improvement? What are the main trends in the feedback received by the service providers? What capacity needs to be strengthened to improve performance? What are the outcomes of the monitoring through CSDC? How effective is the collaboration between citizens and public service providers? Saidur (2012) draws his questions from the Bangladesh experience – this therefore begs the question on whether they could be relevant to the Kenyan experience on implementation of the CSDC in State Corporations – particularly KSG.

Post and Agarwal (2008) observe that the effect of implementation of CSDC on public service delivery would depend on conditions such as: Existence of a strong management support for the CSDC initiative, especially during the start-up phase; Development of the CSDC with input from both internal and external stakeholders through participatory processes; Staff who have an incentive to adhere to the conditions outlined in the CSDC, because their performance appraisal reviews and/or additional compensation are tied to the organization's success in achieving the public service delivery targets outlined in the charter; Employees and citizens who are aware of the CSDC initiative, and civil society which is involved in holding service providers accountable; Progress that is tracked through a project-level monitoring and evaluation system and linked to other social accountability interventions to verify that improvements in public service delivery have been achieved.

The foregoing observation was as a result of a research by Post and Agarwal (2008) which was done in the World Bank's Social Development Department (SDV) as part of the effort by the Demand for Good Governance team and the GAC in Projects team

to provide guidance on ways to improve governance and accountability in Bank operations. However, this study focuses on KSG. It is therefore necessary to find out if the different setting of the study will lead us to the same conclusions on the conditions under which the implementation of CSDC is likely to be successful.

Steve (2013) notes that CSDCs should ensure that the highest level of customer satisfaction and service is delivered by the organization. He adds that a CSDC should contain statements that guide on how customers go about filing complaints as well as how to obtain redress if the service they are given falls below the set and published standards. An effective charter must convey its message in simple, easy to read language and preferably in the style of a brochure publication. The charter standards should relate to outcomes and processes as well as providing a measure of the following features of the service among others: appropriateness, timeliness, consistency, accessibility, accuracy and courtesy as well as sensitivity of provision. Therefore, Steve's observation seems to answer the study's research question – "What is the effect of performance contract dimensions on public service delivery at KSG". However, he did not consider the specific CSDC model at KSG.

On his part, Nkoroi (2014) posits that we should remember that formulating a CSDC is just the beginning of a journey to arrive at the goal. He thus points out at conditions for the successful implementation of CSDC to include: Creating Motivation – motivating the public service delivery personnel or officials to sincerely implement the mandates of the Charter; Creating Awareness – creating awareness among the citizens about the benefits of the Charter; Winning Confidence – winning citizens' confidence by doing, not merely by saying; Efficient Public Service Delivery – establishing an efficient public service delivery system; Effective Grievance Redress – establishing an effective

grievance redress system; Efficient Feedback – establishing an efficient feedback mechanism and feedback loop; Monitoring – conducting regular review and monitoring of its implementation; Independent audit and evaluation – independent audit and evaluation of implementation of the CSDC is essential for its success.

Professional public servants are obliged to inform themselves fully about government intentions and anything else relevant to public decision-making and administrative actions affecting their work. Being knowledgeable is a key indicator of professionalism. Public service professionals cannot allow corruption to take root by ignoring it and failing to discipline professional offenders. Unless public service professionals clearly demonstrate that they do not tolerate corruption, there is little possibility that good governance can survive, let alone flourish. Democratic governments and public service professionals are obliged to keep their hands clean and rebuke those who cannot. The achievement of citizen satisfaction in service operations also depends to a great extent on employee citizen service behaviour (Mwanzia, 2015).

According to the client's interpretation, courtesy is the application of proper and accepted behaviors to satisfy the client's expectations (Steve, 2013). But politeness without authority is doomed from the start. In world-class organizations, everyone demonstrates respectful behavior, which is seen as the foundation of every encounter. In customer-focused businesses, employee civility is just as crucial as client civility.

It is the duty of every employee to handle rude behavior, and it needs to be dealt with right away. Although deliberate impoliteness is uncommon, client-perceived impoliteness is more common; after all, perception is reality. Every service industry is embodied in the provision of exceptional public services (Steve, 2013).

Top-tier companies must have a "zero tolerance" policy for rude behavior. Clear and prompt procedures that have the authority to reassign an employee from a citizen service position or retrain them should be in place to support such a policy. It is noteworthy that at least ten customers complain to their friends and associates for every complaint made by a consumer directly to management (Steve, 2013). The damage done to an organization by discourteous behaviour is thus severe and lasting long. Discourteous behaviour will, in itself, cause citizens/clients to make choices which could be detrimental to an organization's success. How citizens/clients are treated is often what makes the difference between organizations that succeed and those that fail.

Therefore, employees in service organizations need training in interactive skills which are heavily intertwined with technical skills that could build their capacity for public service delivery with courtesy, care, responsiveness and empathy to the citizens/clients. Interactive skills gained by employees through training benefit particularly the citizens/clients who come into contact with such employees – although they also support employees with specific skills who perform communication related tasks (Mwanzia, 2015). Successful organizations highlight the training programs and ensure the training fits into their organizational goals, vision, mission, and values and strategies. In many public agencies, the CSDC initiative is considered to be completed after the launch of the charter. However, just because service users are now better informed about what to expect from the service provider does not automatically improve public service delivery.

2.3 Challenges in Implementation of Performance Contract

Although various analysts support performance contracting and attribute the country's development since 2004 to it, they have misgivings. When President Kibaki and Prime

Minister Raila Odinga released the results of the 2008/09 public institutions performance contracting in April 2010, they did not resonate with public sentiments, as one commentator put it; "The results are puzzling ... but I am not surprised because it shows how doctored they are," said Mr Alois Chami, a shareholder in most listed companies (*Daily Nation*, June 07 2010). How could, most people wondered, of all the institutions, the State Law (Attorney-General's) office leapfrog from its 2007/08 position 36 out of 37 public institutions to number one out of the 43 ministries and departments rated last year? Or, how was State House, which serves an individual (the President) be ranked third? Worse still, how can a corporation under liquidation like Kenya National Assurance Company (2001) Ltd be rated higher than profitable counterparts such as Kenya Pipeline, Kenya Power and Lighting Company or KenGen?

However, Mr Cosmas Mwangi, a business development manager with Apex Consulting Africa Ltd, a management consultancy firm, argued that, "... Given that they (ministries and agencies) were evaluated against the targets they negotiated and agreed with the government, there is nothing wrong with the results," (*Daily Nation*, June 07 2010). Mr Richard Ndubai, the Permanent Secretary (PS) in charge of performance contracting in the Prime Minister's office, said much of the criticism was misconceived. The PS stated that "... Most members of the public are not aware that it is only what is in the performance contract and (what) happens within the performance contracting year that is measured," (*Daily Nation*, June 07 2010).

According to a management consultant, Mr Peter Ndaa, the public complaints against the results are a symptom of the problems with the performance measures used by the various State agencies ... "Either the targets were too easy to achieve or were a mere accomplishment of tasks and, therefore, there were no improvements in productivity or

services," says Mr Ndaa, a senior associate with a US headquartered strategy management firm, The Balanced Scorecard Institute (*Saturday Nation*, September 30, 2023). He says managers of public agencies can use their information advantage to negotiate targets that are either hard for outsiders to evaluate or easy for them to achieve.

According to Mr Ndaa, performance is hard to evaluate, especially when there are soft targets. Mr Ndubai however, refutes the suggestion, saying the government is assisted in implementing performance contracts by a negotiation and evaluation task force comprising experts from outside the public service. The team is responsible for negotiating performance contracts, evaluating and moderating performance. "We vet the contracts after government agencies negotiate them against the previous year's performance and international benchmarks, besides monitoring them through quarterly reports," says Mr Ndubai (*Daily Nation*, June 07 2010).

Businessman Chris Kirubi says if Kenya is to measure the performance of various government departments, the public ought to be involved as the main stakeholders. "As it stands right now, most Kenyans (outside of government) do not understand how the process works." (*Business Daily,* February 23 2018). Another issue is that most public sector measures focus on accomplishment of tasks rather than objectives or their impact. Therefore, contracts lack neutral, third-party enforcement mechanisms. Since, for instance, a state agency cannot take the government to court, it often reneges on its promises.

According to Wesonga *et' al* (2012), many State Corporations in Kenya are confronted with several challenges which constrain their public service delivery capacities. They include: human resource factors relating to shortages of the manpower in terms of

numbers and key competencies, lack of appropriate mindsets necessary to support effective public service delivery. According to African Association of Public Administration and Management, AAPAM, (2005), the gradual erosion of ethics and accountability has continued to bedevil the public sector in effective delivery of public services to the people. Little progress has been made in addressing these issues through public sector reforms.

Focusing on the following issues is necessary for the efficient execution of performance contracts: what is the desired result or change from this contract? How will we gauge and assess if the desired outcome has been attained? What impact will performance contracts have on our managerial choices? However, as Nganyi et al. (2014) pointed out, Kenya's public service has generally declined as a result of this type of management structure since it has not been outcome-based but rather has placed an emphasis on compliance.

The Government of Kenya is committed to implementing a comprehensive Performance Rewards and Sanctions Framework comprising financial and non-financial rewards to ensure high levels of staff motivation on a sustainable basis (RoK, 2016). Although the government has previously implemented a number of efforts to recognize and penalize outstanding work in the public sector, there are currently no comprehensive guidelines on how incentives and sanctions should be applied to specific individuals or organizations. The lack of a unified framework for the administration of Performance Rewards and Sanctions has complicated the process of formulating and putting into practice policies that specify the conditions in which recognition programs—like sending letters of appreciation to staff members who exhibit above-average performance—may be approved.

Korir *et' al* (2015) postulate that, in some cases it may be difficult to identify concrete outcomes or results for a service provision. For instance, training, research and consultancy services at Kenya School of Government (KSG) might be provided with the goal of disseminating information and modifying people's behaviour, however, it may be difficult or impossible to track participants and determine whether the training helped people to think and act differently. If a department is unable to identify performance outcomes for a specific service type, a meeting with head of the section and other departments may be useful to stimulate new ideas and share best practices

GoK (2010) asserted that assessing the performance of an individual and government was implicated by an initial lack of clear objectives that are well formulated. Similarly, Muriu et al. (2013) recognized several public sector reforms, including the introduction of the Salary Review and Strategies and the Integrated Payroll and Personnel Database (IPPD) in the early 2000s, as well as the Structural Adjustment Program (SAP) and Freezing of Employment (FE) in the early 1990s, the Retrenchment Program (RP) and Voluntary Early Retirement (VER) in the mid-1990s, and so on. These were intended to assist in the resolution of graft cases in the public sector in order to enhance service delivery and guarantee efficient use of resources.

Performance measurement is seen as a tool for improving public budgeting, promoting a better reporting system and modernizing public management. However, Maguigui *et' al* (2013) argue that trying to measure how well a state's government is managed is maddeningly difficult. There could be failure to articulate precisely how the specific performance measure was to be defined, calculated and reported during the contract duration. If the outcome requires the reporting of a percentage, the measure field should define both the numerator and denominator of the calculation.

Maguigui *et' al* (2013) further point out that, there is growing concern among scholars that states may be adapting their behaviours to sometimes pass arbitrary performance measures rather than improving public service delivery. In order for performance measures to be useful, it must be clear to everyone precisely what is being measured and how the measures are calculated. One of the most difficult and demanding parts of performance contracting is reaching this level of understanding between the contracted and the contractor. This was done to make sure the contractor knew what was expected of them and that the information gathered was accurate.

Performance measures may involve the attainment of employment (Nguthuri *et' al.,* 2013). However, there are many opinions as to what constitutes a "job." It is the responsibility of the department to define that term in a way that addresses some of those unique characteristics of a job, such as any requirements concerning the number of hours worked each week, qualifying wage, benefit requirements and job retention requirements that, without being defined, might lead to disagreement between the contractors and the department. To prevent misunderstandings, it would be crucial to specify "working" or "calendar" days if a performance measure calls for delivery within a certain amount of time. If the measure contains percentages, it is also crucial to specify the methodology for calculating performance.

Nyongesa and Ng'ang'a (2012) state that although the debate in the private sector was centered on how to use performance measurement in a revolutionary and non-revolutionary way, it was more complicated in the public sector. This debate was centered on how to improve the effectiveness of strategic management systems and close the gap between ambitious strategies and annual planning. Here, the conversation

has focused on the idea of simultaneously raising internal efficiency and enhancing external responsibility from the outset.

According to African Development Bank (2012), the use of Rwanda's indigenous knowledge system, known as *Imihigo* (performance contracts), is one of those innovative and homegrown approaches that has strengthened service delivery and contributed significantly to improvements in the socio-economic wellbeing of citizens. However, the key challenges in the *Imihigo* planning process include: inadequate skills in monitoring and evaluation, especially at the Local Government level. For example, it was observed during the 2010/11 annual evaluations that the monitoring and evaluation frameworks for most of the districts failed to maintain logic and consistency in setting objectives, baseline indicators and outputs/outcomes targets, which made it difficult to measure progress.

Other challenges in implementation of *Imihigo* (performance contracts) include weakness in data management; limited resources competing against large expenditure needs; delays in disbursements, especially in relation to donor funds; weak capacities in procurement planning by districts; and lack of expertise in managing large contracts, especially infrastructure related projects. According to African Development Bank (2012), some districts also reported that frequent changes in leadership disrupted implementation progress of some of their key programs and forced donors to reallocate funds originally budgeted under their performance contract to other districts.

Anwar, M.F., *et' al*, 2016 posit that, challenges in implementation of PC in Malaysia are more pronounced in the construction industry where it is difficult and challenging to identify measurable and at the same time meaningful performance baselines as they may be different for every project and client. They further argue that it is also hard to

get every party's agreement on the baselines. Besides that, the difference between activity and outcome needs to be well clarified because only outcome will be assessed for contractor's performance. However, it is sometimes difficult to have exact outcome. For instance, in New York, government has to provide reasonable goals with a mixture of process and outcome due to political issues (Dennis and William, 2003).

Berkowitz *et' al.*, (2004) argue that, measurement performance of contractors may be different for every project. In terms of cost efficiency, value for money is measured by having the ratio of level of service and cost saving, but it is not only limited to these two indicators. This is not an easy task as the level of service of big projects with more activities is indicated by more performance criteria, while determining cost is an issue when there are different types of costs (direct and indirect costs). In performance-based contracting, it is hard to develop the payment structure. The challenge is to create a fiscal penalty system due to poor performance, a payment structure directly linked to performance outcome, in which the incentive and disincentive should be determined and set reasonably high in order to make the contractor comply with, and are agreed on by all parties in the PC arrangement.

2.4 Customers' Perception of Performance Contracting

Customer perception refers to how customers view certain products/services based on their own conclusion (Thiruvenkatraj and Ventrivel, 2017). These conclusions are derived from a number of factors ranging from the cost of consuming a product/service to an overall customer experience with an organization's products/services. According to Thiruvenkatraj and Ventrivel (2017), customer perception is the process through which a consumer chooses, arranges, and evaluates inputs of information or stimuli to generate an insightful impression of a company, good, or service. They point out that

in addition to the actual results, such as whether the good or service met the customer's need and performed as intended, there are other elements that affect how consumers perceive a brand.

The whole process of consumption and all interaction involved are of crucial importance in today's globalized information-driven economy: this can also comprise among other issues, how other customers or influencing groups perceive the product, brand or service. Thiruvenkatraj and Ventrivel (2017) recognize benefits of regularly assessing customer perception thus: this enables fact-based decision making; helps in understanding what customers like about an organization and why; identifies opportunities for improvement; prioritizes change based on customer feedback; strengthens an organization's customer relationship; measures effectiveness of advertising/publicity and public relations (PR) programmes; develops a focused and effective communications programmes, and; bench marks an organization against her worthy competitors.

According to Mulder (2001), organizations want to know answers to questions about the quality of their training programs as perceived by their clients. Mulder goes on to underscore the fact that if the results from such evaluations are unsatisfactory, the training organization can modify its policy in this respect, and if the results are promising, the training organization can try to communicate this with prospects. It is against this background that the fourth specific objective of this study – to assess customers' perception of performance contract's effectiveness in improving public service delivery at KSG – was well-thought-out.

Tom Peters highlights the significance of periodically conducting customer satisfaction surveys to gauge client perceptions of service delivery (Peters, 2001). These surveys,

which can be conducted in various modes such as face-to-face, over the phone, through email, or via the internet, play a crucial role in determining if customers are content with a company's products or services. The responses collected are instrumental in assessing the need for changes in business operations to enhance customer satisfaction. Peters notes that prior to the 1980s, customer satisfaction was often assessed informally, either through direct inquiries by frontline staff or through annual customer surveys. During this period, the focus of many large companies and organizations was more on product and logistics rather than on customer satisfaction. The primary questions in customer surveys then revolved around the quality of public service and the efficiency of its delivery compared to competitors.

Kucukos, Ahmet, and Sensoy (2010) argue that improving customer satisfaction necessitates strategies not only to enhance it but also to audit performance against set targets and expectations. They emphasize that customer expectations play a crucial role in satisfaction; a shortfall between expectations and reality often leads to dissatisfaction.

In line with the concept of performance contracting, the Kenyan Government, as stated by Odhiambo (2005), proposed regular public service delivery surveys across all ministries and departments. This move aimed to develop customer service delivery charters with clear benchmarks and standards, thereby improving efficiency, effectiveness, transparency, and accountability in public service delivery. Odhiambo also points out that customer satisfaction ratings, measured through indexes, are influential. They not only focus employees on meeting and exceeding customer expectations but also serve as an early warning system for potential problems that might affect future revenue. The Performance Contracting Guidelines 2017 further

recommend that institutions create customer service delivery charters and place customer suggestion boxes at strategic locations to monitor feedback on public service delivery.

The American Association of Customer Survey (2012) underscores the importance of analysing client perceptions regarding staff responses, adherence to professional ethics, and staff conduct in the process of public service delivery. Supporting this view, Ayodeji (2006) in his paper discusses the positive correlation between ethical practices and business performance, asserting that ethical organizations tend to perform better and gain public trust, which in turn helps attract customers and retain employees. The University of Michigan (2014) emphasizes the need for organizations to have effective mechanisms to respond to customer inquiries, as this directly impacts public service delivery quality.

In their study, Jalali et al. (2011) sought to identify the variables influencing students' contentment in a postsecondary educational setting. They agree with Dale (2003) that there has been much discussion over the past few decades regarding service quality in general and that it is intrinsically hard to define and quantify. Jalali et al. (2011) go on to say that while there is widespread agreement that service quality and customer satisfaction are related, they are not exactly the same. The relationship between these two constructs has also generated a great deal of discussion in the literature on the subject. Additionally, they note that while some researchers, like Hoisington and Naumann (2003); Spreng and Mackoy (1996); Woodside, Frey, and Daly (1990), cited in Lee, Lee, and Yoo (2000), thought that service quality would lead to customer satisfaction, others, like Bitner (1990), Bolton and Drew (1991), and Parasuraman et al (1988), thought that customer satisfaction is a prerequisite for service quality. This

study adheres to the latter idea, which states that customer happiness (linked to better public service delivery) is caused by service quality (as envisioned in the effectiveness of performance contracts).

In light of this, the Public Service Commission (PSC) in the RoK (2016) is required by the Constitution to assess and report to the President and Parliament on the degree to which the public service adheres to Article 232's public service values and principles as well as Article 10's national values and principles of governance. The fourth in the PSC series, the customer satisfaction baseline (evaluation) report for 2015–2016 offered an unbiased appraisal of the ways in which government ministries, departments, and agencies (MDAs) have advanced the values and principles. It is important to remember that earlier studies had documented public institutions' progressive advancements in terms of values and principles like high standards of professional ethics and economical, efficient, and effective resource use in the face of a variety of obstacles. These reports also suggested steps to further ingrain these values and principles within the public sector (RoK, 2016). The 2015–2016 report evaluated the effectiveness of the actions implemented, the advancements made, and the obstacles to the public service ideals and principles' implementation.

The 2015/2016 report's approach was guided by standards and indicators of the Commission's framework for the implementation of the values and principles developed in September 2015 such as: accountability for administrative acts, and responsive, prompt, effective, impartial and equitable provision of services. The standards were based on themes that were aligned to each of the constitutional principles and values. The report's development of compliance indices across the performance indicators was a pioneering effort that provided a baseline for comparison

of performance across public institutions such as: Constitutional Commissions and Independent Offices; Ministries and State Departments; State Corporations and Semi-Autonomous Government Agencies (SAGAs); Public Universities; Statutory Commissions and Authorities; and Technical and Vocational Education Training Institutes. Additionally, the report introduced citizen and private sector perceptions on public service delivery – which was an important consideration in this study.

The findings of the report showed continued improvement in the number and intensity of measures taken towards adhering to and promoting values and principles in the public service – hence improving public service delivery. However, performance varies among the public institutions in general, and among the different categories of public institutions. Most of the public institutions seem to continue to put in place structures and measures aimed at promoting the values and principles in their respective institutions. The report also contained sections dedicated to public service delivery thus pointing at the significance of this study's fourth specific objective – to assess customers' perception of performance contact's effectiveness in improving public service delivery at Kenya School of Government (KSG). The report's appendices further provide specific details on the performance of public institutions such as KSG.

The Kenyan Government, as per the Kenya Republic of 2013, introduced performance contracting and regular public service delivery surveys across all ministries and departments to improve public service delivery. The Review of Performance Contract in Kenya (2010) notes that Kenyan organizations lack systems to evaluate customer perceptions related to performance contracts, indicating a gap in research and understanding in this area. To address this, a study was conducted to assess public service delivery perceptions among clients of the Directorate of Co-operatives. To this

end, there seems to be little literature from studies on customer perception of performance contracting in relation to public service delivery – with particular reference to a national strategic institution such as the Kenya School of Government, which is mandated to empower the public service. This explained the necessity and relevance of this study.

2.5 Theoretical Framework

The Principal-Agent Theory and the New Public Management (NPM) Theory, two complementing ideas, served as the study's guiding theories. Stephen Ross and Barry Mitnick, working separately and essentially at the same time, were the first academics to formally suggest and start developing a theory of agency. Although the fundamental ideas behind both theories are similar, Mitnick is credited with developing the institutional theory of agency, while Ross is credited with developing the economic theory of agency (Mitnick, 1976). The ways that the techniques employ comparable ideas under various assumptions can really be considered as complementary. To put it briefly, Ross presented the study of agency in relation to issues with compensation contracts; agency was essentially viewed as an incentive-related issue.

Christopher Hood was, in an article he published in 1991, the original proponent of the New Public Management appellation. By using this word, he aimed to characterize patterns that he and other observers had noticed emerging from recent administrative reforms that were carried out in numerous OECD nations. According to a number of scholars, the British administration's reform, which began in the wake of emerging neo-liberalism and coincided with Margaret Thatcher's election to power in 1979, was the catalyst for the emergence of New Public Management. Many nations, primarily of English-speaking descent, emulated Great Britain in the years that followed. Hood

(1991) equated the pursuit of frugality with New Public Management, drawing on the British experience.

2.5.1 Principal-Agent Theory and its Weaknesses

Principal-agent theory specifically addresses the commonplace agency relationship, wherein a party (the principal) assigns tasks to another (the agent), who then completes those tasks. The theory's attempt to explain this relationship through the metaphor of a contract makes it relevant to the goal of the study, which is to determine how well performance contracting works to enhance the provision of public services.

According to Cheche and Muathe (2014), performance contracting is premised on principal agent theory. The agents and principals are bound to pursue their self-interest in order to maximize their own benefits. Cheche and Muathe (2014) further explains that the theory lays down a number of parameters for defining a principal-agent relations: Clear definition of responsibilities and accountabilities of the parties, Separation of roles and functions, Clear ex ante specification of results as a basis of ex post accountability, Incentive alignment of the agent to those of the principal and understanding of consequences, and Delegation of authority over the use of inputs to agents and holding them accountable to results.

In the public sector the interaction between the key players tends to be a game between two parties that lasts longer than the quick buying and selling behaviour in the market. Principal-agent theory offers a better model of this dual interaction, while also recognizing that agents tend to have the upper hand in this interaction, at least under the institutions of bureaucracy.

The agency problem and the risk-sharing problem are two issues that might arise in agency interactions and are addressed by the primary agent theory (Eisenhardt, 1989).

The agency problem occurs when there is a disagreement between the principal's and the agent's wishes or aims, or when it is costly or difficult for the principal to confirm what the agent is actually doing. The principal's inability to confirm that the agent has acted appropriately is a difficulty in this situation. Divergent risk attitudes between the principal and the agent give rise to a dilemma when it comes to risk sharing. The issue here is that due to differing risk preferences, the principle and the agent could favor distinct courses of action.

The theory focuses on finding the most efficient contract governing the principal-agent relationship given assumptions about people (such as self-interest, bounded rationality, and risk aversion), organizations (such as goal conflict among members), and information (such as information is a commodity which can be purchased). This is because the contract governing the relationship between the principal and the agent serves as the unit of analysis.

Table 2.1: Principal Agent Theory Overview

Key idea	Principal-agent relationships should reflect efficient organization of information and risk-bearing costs
Unit of analysis	Contract between principal and agent
Human assumptions	Self-interest
	Bounded rationality
	Risk aversion
Organizational assumptions	Partial goal conflict among participants Efficiency as the effectiveness criterion
	Information asymmetry between principal and agent
Information assumption	Information as a purchasable commodity
Contracting problems	Agency (moral hazard and adverse selection) Risk sharing
Problem domain	Relationships in which the principal and agent have partly differing goals and risk preferences (e.g., compensation, regulation, leadership, impression management. whistle-blowing, vertical integration, transfer pricing)

Source: Eisenhardt, 1989

In particular, the question arises: Is an outcome-oriented contract—such as stock options, commissions, property rights transfers, and market governance—less efficient

than a behavior-oriented contract—such as salary and hierarchical governance? Table 2.1 serves as an example of this: The agency structure can be used to address a wide range of situations, from high-level problems like regulatory policy to low-level dyad phenomena like lying, blaming, and other self-serving behaviors. Principal agent theory has been used most often to explain organizational phenomena like pay, vertical integration, ownership and financing structures, board connections, acquisition and diversification strategies, and innovation.

In general, relationships that resemble the fundamental agency structure of a principal and an agent who are acting cooperatively but have different objectives and attitudes toward risk fall under the purview of principal-agent Theory.

Performance contracting is defined as a performance agreement between the principal (government) and agent (CEO of public organization) that outlines the goals, duties, and obligations of the two parties. Malmir et. al., (2014) claim that the theory is applicable in the Kenyan Public Service. In order to ensure that the agent acts in the citizens' best interests, the principal-agent theory thus offered a framework for addressing important concerns.

Malmir et al., (2014) argue that, principal agent theory applied to the public sector generally views the government as a series of agency relationships, namely: between electors and the legislature, between the legislature and the executive, within the executive, between the Prime Minister or President and the members of Cabinet, between ministers and ministries or departments, state-owned commercial enterprises and semi-independent public agencies, and between the Chief Executive Officer and his or her subordinate staff within individual agencies. Agency theory therefore, analyses the "contracts" between these parties, both explicit and implied.

The behavioural assumptions are those of public choice theory, where politicians are primarily interested in maximizing their prospects of re-election, and bureaucrats are primarily interested in maximizing the enjoyment of the benefits of public office (for example, prestige and influence). The focus is on information asymmetry: agents have much more information on their actual performance, and their real objectives and motivation, which create potential moral hazard and adverse selection problems.

Moral hazard refers to the tendency of an agent, after the contract is entered into, to shirk or otherwise not fully seek to promote the principal's interests. Adverse selection refers to the inability of a principal to determine, before the contract is entered into, which among several possible agents is most likely to promote the principal's interests; and, given this imperfect information, the tendency for candidates with less than average motivation or qualifications to apply. Principals face costs in trying to obtain information required to monitor the agent's performance, and try to economize on these through designing efficient monitoring and incentive structures.

Principal-agent relation is relevant to the objectives of this study: for objective 1 that is concerned with effectiveness of performance contracting, this theory is useful for it explains that effectiveness occurs when the agent aligns with the goals of the principle (Malmir *et. al*., 2014). For the second objective that analyses the influence of PC dimensions on PSD at the KSG, this theory, according to Cheche and Muathe (2014), explains mechanisms – like complaint systems in this study- as tools of accountability between agents and principals. As for objective three – which is on assessing the challenges in implementation of PC at the KSG – Voorn, B. *et. al*., (2019) argue that, this theory identifies challenges as implementation gaps due to information asymmetry, goal misalignment, and monitoring difficulties and political interference- which reflects

breakdowns in the principal-agent chain. For objective four that evaluates customers' perception of PC effectiveness in improving PSD customer perceptions, this theory gives it analytical insights since customer perceptions can indirectly suggest agents delivering on principal expectations or not (Eisenhardt, 1989).

But this theory may not offer all the necessary analytical insights to explain these objectives – for objective 2, this theory does not address issues of innovation or service delivery mechanisms. That explains why according to Cheche and Muathe (2014), there is need for the New public management to fill the analytical gaps. NPM is addressed in the next section.

2.5.2 New Public Management (NPM) Theory and its Limitations

According to Vabo (2009), the NPM label was first coined by Christopher Hood in 1991. According to Cheche and Muathe (2014), NPM is a collection of themes pertaining to restructuring the public sector's procedures and organizations with the main goal of enhancing its competitiveness, effectiveness, and efficiency in the use of resources and the provision of public services. Seven overlapping NPM edicts were identified by Vabo (2009) as follows: hands-on professional management in the public sector; explicit standards and performance measures; increased emphasis on output control; shift toward public sector unit disaggregation; increased public sector competition; emphasis on private sector management practices; and emphasis on increased discipline and parsimony in resource use.

Vyas-Doorgapersad (2011) postulates that there has been a paradigm shift from new public administration to new public management. Because it may be applied to the management of public organizations, like KSG, the idea is significant. The implementation of private sector practices in public institutions is emphasized by new

public management. One of these methods is performance contracting. Kenya implemented performance contracting in order to enhance service delivery and shift the public service mindset from one that was inwardly centered to one that was more outwardly focused on customers and outcomes.

Democratic ideals must be incorporated into a strategic framework for the management and implementation of performance contracting. According to some, the new public management (NPM) ideology is a step toward a governance strategy that emphasizes responsibility, performance management, and openness for managers and staff in the public sector. Heyer (2011) states that the NPM ideology is "one of the most striking international trends in public administration" and has the potential to completely transform government.

Key components of the NPM theory may be divided into two strands. The first consists of ideas and themes that emphasize managerial improvement and organizational restructuring – managerialism in the public sector. Within public services, these thought clusters typically highlight decentralization or managerial devolution. Markets and competition are highlighted in the concepts and topics found in the second strand. These strands intertwine in real life. According to Gow and Dufour (2000), there is essentially a continuum that extends from managerialism at one end, such as professional management that is hands-on and decentralized, to marketization and competition at the other, such as performance contracting.

The shift from old public administration to new public management characteristically involves: Re-working budgets to be transparent in accounting terms – with costs attributed to outputs not inputs, measured by quantitative performance indicators. This also involves: dissecting separable functions into quasi-contractual or quasi-market

forms, and seeing organizations as a network of low-trust principal/agent relationships (instead of fiduciary or trustee-beneficiary ones) - a network of contracts linking incentives to performance, especially by introducing purchaser-provider distinctions, which replace previously unified functional planning-and-provision structures. The topics of economy, effectiveness, and efficiency have long been present in public administration practice and research. The New Public Management (NPM) movement has made the case in the last ten years that, in order to improve government performance, it is necessary to manage the government like a business and apply entrepreneurial-based strategies (Eagle, 2005).

Table 2.2: New Public Management Theory and its Core Measures

Variable	Managerialist Measures	Enabling Factors
Professional Management	Delegating management authority within public services	Breaking up existing bureaucracies into separate agencies
Output control	Results orientation and funding of outputs, not inputs	Encouraging greater awareness by adopting 'citizens' charters'
Operational efficiency	Greater discipline and parsimony in resource use and fees for services rendered	Greater competition in the public sector
Terms of service	Flexibility in hiring and firing employees	Downsizing and public service and limit union influence
Budgeting	Make budgets more transparent in accounting terms	Encourage governments to become more enterprising by earning, not spending

Source: Gow and Dufour 2000

The shift further involves: Opening up provider roles to competition between agencies or between public agencies – firms and not-for-profit bodies, and De-concentrating provider roles to the minimum feasible sized agency – allowing users more scope to

'exit' from provider to another, rather than relying on 'voice' options to influence how public service delivery affects them. This is illustrated in table 2.2

The main tenets of NPM are: Relevance; Normative Concerns; Social Equity; Anti-Bureaucratic Philosophy (Promptness); and, Concern for Clients (Responsiveness). On Relevance; the advocates of NPM argue that Public Management should be Relevant to the needs of the emerging post-industrial society. The tenets postulate that NPM should deal with such contemporary problems as urbanization, slums, environmental pollution, violence, riots, labour unions, strikes and problems of technology. The managers must take an active part in analysing these problems and suggest suitable remedies to them. In their opinion, empirical social science research is irrelevant, narrow and barren. Therefore, a public management system should be based on identifiable social needs of a society within which it operates.

On Normative Concerns; the proponents of NPM lay greater emphasis on Normative Concerns in public management – such as social justice and good management among other issues. The various issues or concerns raised by them such as social justice and good management, deal with ethical goals and values of public management. They stress the central role of personal and organizational values and ethics in management. The goals of management efforts should be selected more consciously and deliberately on moral grounds. They reject the concept of value-free or value-neutral public management. The managers, they argue, cannot be value-neutral or categorical or partial in administering social and economic programmes. Therefore, the NPM is Anti-positivist in nature.

On Social Equity; the NPM considers the realization of Social Equity as the main purpose of public management. To this extent therefore, managers of public affairs

should become champions of the less privileged groups in society and provide more and better services to them. The managers have to fight not only for radical goals, but also against unjust government orders. They are expected to shift agency resources to help the poor, helpless and powerless in society. Commitment to Social Equity means involvement of the managers in politics and policy-making. They should use their discretion in administering social and other programmes to protect and advance the interests of the weaker section in society. They are required to solve problems not in management self-interest alone, but societal in general.

On Anti-Bureaucratic Philosophy (Promptness); the NPM is Anti-Bureaucratic and Anti-Hierarchical. Its proponents want to De-Bureaucratize the Government and replace the bureau with a more flexible, humane and democratic form of organization. They all call for greater citizen participation in management of their affairs through democratic decision-making and decentralization of management processes.

On Concern for Clients (Responsiveness); the NPM is "client-focused management". It requires managers of public affairs to be sufficiently interested in meeting human needs of those who receive Government services or goods. The managers should be active in sensing public needs and responding to them. The clients of management should also be given voice in deciding how and when and what is to be provided. The managers should show efficiency not in execution of policy, but in the delivery of public services in a humane manner.

In the context of this study, NPM offers a sharper focus on the attainment of outcomes rather than on outputs and lays more stress on organizational and personal accountability as well as superior performance levels at KSG (Kalimullah et. al., 2012). The accomplishment of government goals and the delivery of services at KSG include

striking a balance between community needs and the organization's need to maintain flexibility in order to adapt to changing administrative requirements.

KSG must be able to fulfill mandated government results within the budgetary constraints, take responsibility for their activities, and adhere to standards of effectiveness and efficiency. It is hence KSG's duty to provide solutions for problems that they cannot solve on their own. It is KSG's duty to accurately describe their connection to the public service administration problem, and this should be done after consulting with the general public.

KSG has been able to capture the establishment of high-level goals and pertinent performance indicators by using the NPM performance framework. Combining this strategy with a list of all the key performance indicators made the KSG administration's adoption of it a noteworthy accomplishment.

Countries like New Zealand, Scotland, and the United Kingdom adopted NPM, allowing their administrative agencies to compare their organizations' performance over time and against that of other government administrations. However, Robinson (2015) pointed out that this method demonstrated how difficult it is to choose the right performance indicators to gauge the relationship between an organization's funding and its capacity to carry out government-directed social outcomes, like enhancing personal safety, as well as how challenging it is to keep an eye on these indicators.

This theory is relevant to this study because of the following: For objective one which evaluates the effectiveness of PC in driving strategic results at the KSG, this theory can complement the principal-agent theory since this theory samples results-based management and performance metrics (Cheche and Muathe, 2014). In fact, Strategic results are key performance indicators under NPM reforms in many countries.

Objective two sought to analyse the influence of PC dimensions on PSD at the KSG. This theory is relevant to it since, according to Gow and Dufour (2000), it calls for customer-oriented reforms, ICT adoption, transparency, and performance innovations. Objective four seeks to evaluate customers' perception of PC effectiveness in improving PSD. This theory is relevant to this objective since, according to Vyas-Doorgapersad (2011), it advocates for *citizen-as-customer*, responsiveness, and satisfaction from government functionaries. But this theory is weak to explain objective three – that seeks to assess the challenges in implementation of PC at the KSG. NPM assumes ideal implementation because it is normative in its orientation (Hood, 1991) – hence it may not explain structural or political constraints.

2.6 Conceptual Framework

This study utilized conceptual framework as a scheme of concepts which the researcher operationalized in order to achieve the research objectives. It was a schematic (diagrammatic) presentation of theory (Serem *et' al.,* 2013) presented as a model, where the research variables and the relationships among them are translated into a visual picture to illustrate the interconnections between the variables. The conceptual framework for this study is illustrated in figure 2.1.
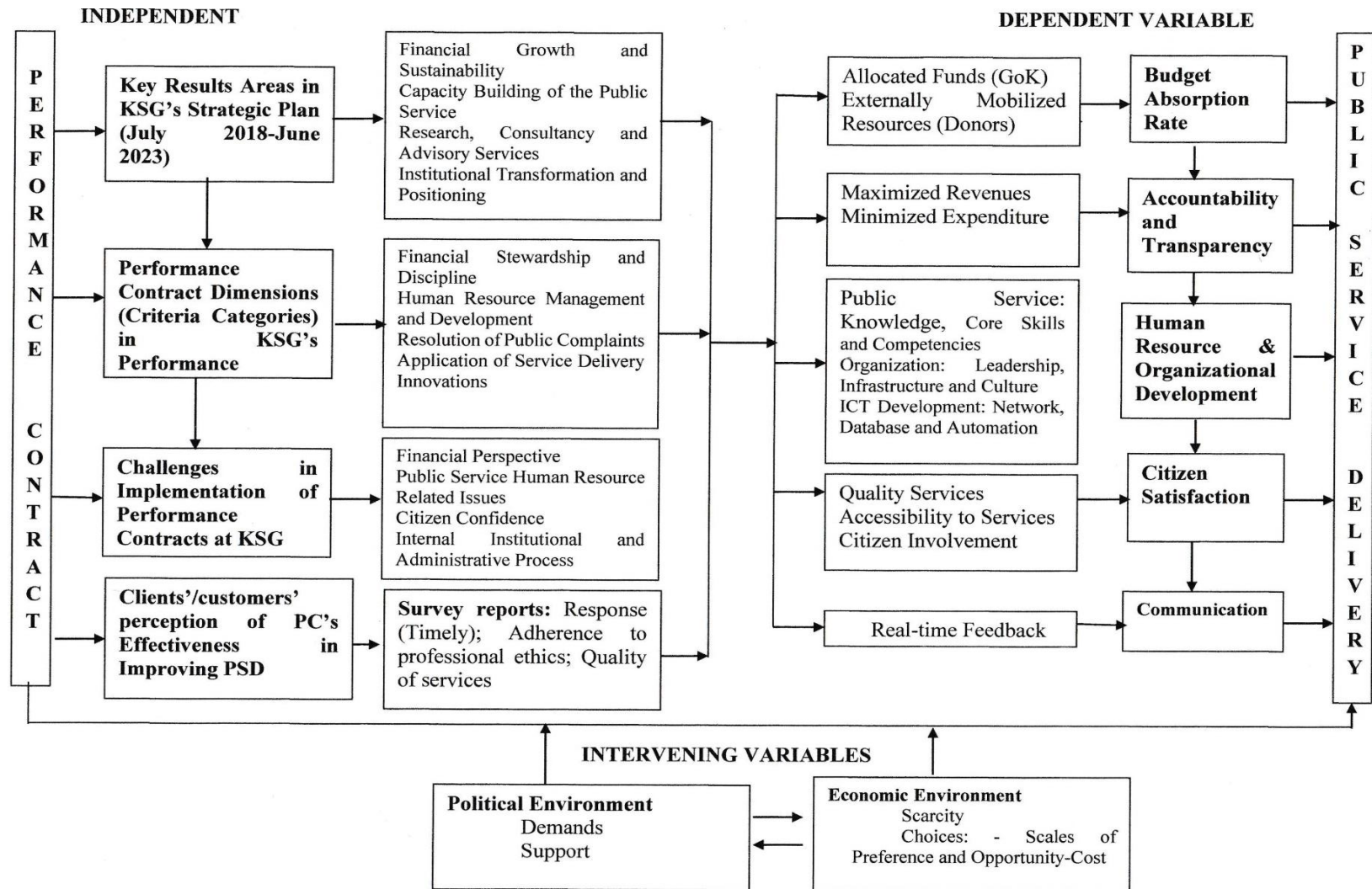
Figure 2.1: Conceptual Framework

From the conceptual framework, the study was undertaken within three performance contract dimensions (criteria categories) outlined in Annex I (performance matrix) of the performance contract document for Kenya School of Government (KSG). This was guided by the four Key Results Areas (KRAs) in the school's strategic plan (KSG Strategic Plan, July 2018 – June 2023).The performance contract dimensions (criteria categories) are: Financial Stewardship and Discipline (through utilization or absorption of funds allocated by the Government of Kenya and externally mobilized resources from donors), Service Delivery (through resolution of public complaints and application of service delivery innovations), and Core Mandate (through human resource management and development).

The school's strategic results/Key Results Areas (KRAs) are: financial growth and sustainability, capacity Building of the Public Service, Research, Consultancy and Advisory Services, and Institutional Transformation and Positioning. The study will also be informed by the achievements and challenges in implementation of performance contracting. These were examined in relation to: Financial Perspective, Human Resource related issues, Citizen Confidence, and the Institutional and Administrative Process.

The elements of Performance Contract (Independent Variable) – that also informed the specific objectives of this study were: Key Results Areas (KRAs) in KSG's Strategic Plan (July 2018 – June 2023), Performance Contract Dimensions (Criteria Categories) in KSG's Performance Contract, and Achievements and Challenges in Implementation of Performance Contract. The indicators of Public Service Delivery (Dependent Variable) included: Budget Absorption Rate (utilization of allocated funds by the Government of Kenya and externally mobilized funds from donors), Accountability

and Transparency (maximizing revenue while minimizing expenditure), Human Resource and Organizational Development, Citizen Satisfaction (quality and accessible services), and Communication (real-time feedback).

In order to assess the effectiveness of performance contracting in improving public service delivery at KSG, the conceptual framework illustrates why performance was introduced in the performance management system at KSG. The role of performance contract is illustrated as driving strategic results – facilitating delivery of the KRAs as outlined in KSG's strategic plan. How performance contracts drive the strategic results is explained through the performance contract dimensions (criteria categories) in the delivery of KRAs in KSG's Strategic Plan (July 2018 – June 2023). The conceptual framework also presents various aspects of achievements and challenges in implementation of performance contracts.

Further, the conceptual framework explains what entails improved public service delivery at KSG. Optimum utilization of allocated funds and externally mobilized resources is envisioned to yield a high rate of budget absorption– resulting in greater accountability and transparency through maximized revenues and minimized expenditure. These further yields human resource and organizational development – through improved knowledge, core skills and competencies in the Public Service. This is further manifested in improved leadership, infrastructure and culture of the organization. The organization also registers improvement in its Information and Communication Technology (ICT) development – through improved network connection, enhanced database and automation. Improved public service delivery is then manifested in citizen satisfaction through citizen involvement, improved quality

services and accessibility to the services. Citizen satisfaction also yields effective communication – in terms of real time feedback.

Apart from the direct correlation between the independent and dependent variables, the conceptual framework recognizes the existence of intervening variables – other variables that influence the effect of the independent variable (Serem *et' al*., 2013) by modifying the effect of independent on dependent variable. The political environment, which includes demands and support as environmental inputs into the political system, and the economic environment, which is based on the concepts of scarcity, choice, opportunity-cost, and preference scales, are the intervening factors in this study. The economic and political settings interact with one another as well.

Environmental inputs into the political system include support and demands. A political system's level of support reveals how much people believe it to be valid, authoritative, and obligatory for all of its citizens. The political system produces laws, regulations, court rulings, and other things. They are regarded as the definitive distribution of values and make up public policy. The idea of feedback suggests that decisions made on public policies (or outputs) at one point in time may have an impact on the political climate, the demands that result from it, and the nature of the political system itself later on. Public policy is a never-ending cycle in which the results of policy may generate new demands, which in turn generate more outputs, and so on.

In fact, systems theory characterizes government as merely reacting to external pressures, and its findings are commonly labeled as "input-output studies". This method makes us aware of some crucial aspects of the political process, like how the political environment influences the formulation of public policy and how the political system

functions. What is the reciprocal relationship between public policy, the environment, and calls for policy action? How well can the political system translate requests into laws and regulations and maintain itself over time?

Marshall (2013) points out that the economic environment is informed by two basic principles of economics – Scarcity and Choice. In the context of this study, the government (principal) would like to witness better quality public service delivery to citizens than they receive at present from the Public Service (agent). On the other hand, the agent would like to be allocated sufficient resources by the principal to facilitate the desired delivery of quality services. However, there are scarce productive resources to produce the amount of goods and services required for optimum citizen satisfaction.

The economic environment can further be analysed through the principle of choice. The government (principal) may choose to or not to sufficiently facilitate certain dimensions of KSG's performance contract, pointing at lack of funds, yet the same government may allocate huge amounts of funds elsewhere. Consequently, the element of choice in the economic environment will influence or modify the effectiveness of performance contracting in improving public service delivery.

One of the assumptions of economics is that people always act rationally. Thus, if a person has to make a choice between one thing and another, it is assumed that he will always choose the alternative that will yield him the greatest satisfaction. This implies, too, that each individual has a scale of preference. The government (principal) also has a scale of preference which informs the decision on whether KSG should be given priority in allocation of economic support for the school's public service delivery

initiatives – such as performance contract. This would depend on how close KSG is placed near the top of the scale.

The real cost of satisfying any want is the alternative that has to be foregone in order to do so (Marshall, 2013) – known as its "Opportunity Cost". Hence, when the government chooses to fund another project and foregoes facilitating any dimension of KSG's performance contract, the real cost of that decision is decline in public service delivery at KSG – which could have been addressed if the performance initiative (performance contract) could have been facilitated instead. Therefore, opportunity cost as an element of choice – one of the basic principles of economics – would influence or modify the effectiveness of performance contracting in improving public service delivery.

The study's literature review was organized around four thematic areas: performance contract driving strategic results/Key Results Areas (KRAs), performance contract dimensions, achievements (and challenges) in implementation of performance contract, and customers' perception on performance contract and public service delivery. The performance contract dimensions (criteria categories) were drawn from the Kenya School of Government (KSG) performance contract document (1st July 2019 – 30th June 2020). The first thematic area which constitutes the first specific study objective identifies the KRAs as: financial growth and stability, capacity building of the public service, research, consultancy and advisory services, and institutional transformation and positioning.

The second thematic area which informs the second specific study objective outlines performance contract dimensions (criteria categories) as: financial stewardship and

discipline, human resource management and development, resolution of public complaints, and application of service delivery innovations. The third thematic area, which also forms the third specific study objective, is on achievements and challenges in implementation of performance contracts. Literature on the second and third themes was reviewed based on the respective sub themes.

The researcher's literature review on the four themes does not seem to yield direct interrogation on the public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting. The literature review does not also yield direct interrogation on public involvement in appraising KSG staff in their performance on public service delivery. The reviewed literature does not mention any author who suggested public participation in the KSG's performance contracting element of financial stewardship and discipline.

There is lack of enough literature on stakeholders' knowledge about and compliance with the legal requirements for financial stewardship and discipline – with reference to Public Finance Management Act (2012), Public Procurement and Asset Disposal Act (2015), Access to Government Procurement Opportunities (AGPO) and Government Circulars and Executive Orders. For instance, the reviewed literature does not explain how stakeholders could possibly determine whether KSG complies with the budgetary levels and utilizes the allocated funds as stipulated in the Financial Management Act. Out of the reviewed literature a few authors seem to have written on the need to develop an intense monitoring and evaluation system to enhance coordination of performance contracting initiatives.

The reviewed literature reveals a number of research studies done on customer service, customer retention, and customer complaints. Most scholars agree that a majority of organizations are aware of the importance of customer orientation, providing quality service and customer satisfaction in ensuring that customer' requirements are met and surpassed. Available literature points out that Citizens Service Delivery Charter (CSDC) is mainly aimed at customer awareness and customer perception of the services offered in organizations and the timelines set in them.

However, very little research seems to have been done on adherence to CSDC commitment and CSDC implementation strategies – which are significant considerations for any organization to realize the effect of CSDC on public service delivery. Although there is sufficient literature on the other aspects of CSDC, research gaps still exist between them and the effect of CSDC on the delivery of services to the public. This study thus sought to add literature on implementation of CSDC by contributing more knowledge on the identified gaps that would have contributed towards analysing the effect of performance contract dimensions on public service delivery at KSG. The reviewed literature does not also yield direct interrogation on the significance of sensitizing the public on CSDC at KSG in particular. None of the reviewed literature on the CSDC seems to have been based on a case study that is drawn from the Kenyan experience with performance contracting.

The researcher's literature review does not yield direct analysis of the significance of political goodwill (the political environment) and resource availability (the economic environment) for successful implementation of the ICT policy and strategy. This information would be useful in evaluating the effect of implementation of ICT policy and strategy (a service delivery innovation) on public service delivery. The reviewed

literature does not seem to identify authors who have written on the availability of sufficient and serviceable ICT equipment in State Corporations.

The researcher's literature review also fails to identify authors who have written on how adequately State Corporation staff should be trained on ICT, and how appropriately identification of the staff for ICT training should be done. The reviewed literature also fails to reveal enough pieces of literature on the extent to which KSG has complied with the ICT policy – the literature review does not yield direct interrogation of the extent to which KSG has adopted and operationalized the E-Government.

The reviewed literature does not identify authors who have written on customer satisfaction baseline surveys with reference to performance contracting. However, these surveys contain critical information necessary for examining the effectiveness of performance contracting in improving public service delivery.

The reviewed literature revealed theoretical gaps whereby most studies have been guided by the New Public Management (NPM) theory in assessing the relationship between performance contracting (PC) and public service delivery. A few studies, if any, have utilized the Principal Agent theory in these studies to complement the NPM theory in assessing the effectiveness of PC in improving public service delivery.

The literature review also reveals institutional gaps in the existing literature. Most authors have written on performance contracting in the commercial sectors, non-governmental organizations (NGOs) and a few government institutions. However this study's literature review does not reveal enough research studies which have since been done on performance contracting in service State Corporations, particularly KSG – yet KSG is a critical and vital State Corporation that is mandated with the responsibility of

empowering the entire Public Service – it is a strategic national government institution that significantly contributes to the transformation of the Public Service.

Research gaps also exist in terms of the time period that most of the authors carried out their studies. This study's literature review fails to reveal enough pieces of literature written after 2012 on the effectiveness of performance contracting in improving public service delivery at KSG; that is, after the establishment of KSG under an Act of Parliament (Act No. 9 of 2012).

A gap exists between the diversity of researchers who have written on performance contracting. Very few of the authors are people who have had personal involvement in the realm of training, research and consultancy services – which are the core mandate of the KSG. Most of the authors have business administration background measuring performance quantitatively and motivated by monetary returns rather than quality public service delivery; they also lack in-depth knowledge gained from personal experience by those who have personally engaged with KSG.

Research gaps also exist in the research settings of the previous studies. Despite the availability of extensive literature on performance contracting, this study's literature review does not yield direct interrogation on information about the effectiveness of performance contracting improving public service delivery by most of the State Corporations whose branches are fairly distributed across the country.

The researcher's literature review revealed that most studies on performance contracting have been done in the developed countries and written mostly by foreign authors. The concept of performance contracting seems to be experimental in

developing countries – there is therefore the need to indigenize the concept for Kenyans to embrace it as part of their own organizational culture.

There are research gaps on the dimensions of performance contract that have previously been studied – most researchers have looked at the concept of performance contracting generally without focusing their studies on the contents of performance contract document unique to specific organizations – for instance, KSG's performance contract document contains unique criteria categories from which this study drew its second specific objective. What is also missing in the literature is a systematic analysis of a case study with reference to particular MDAs and State Corporations like KSG, instead of generalizing the effectiveness of performance contracting in improving public service delivery generally.

All literature seems to agree on the fact that performance contracting has been acclaimed as an effective and promising means of improving performance of public enterprises, State Corporations as well as government departments. What is also evident is that most literature has recognized that the implementation of the performance contracting policy may have brought with it other challenges to public sector agencies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that underpins the study. At the heart of this is the research philosophy, design, setting, as well as the processes involved in selecting the target population, determining the sample size, and applying various sampling techniques. The framework that guides the collection and analysis of data, ensuring the integration of both quantitative and qualitative methods is also presented. Instruments employed in data gathering were scrutinized for their effectiveness and reliability, bolstering the credibility of the findings.

3.1 Research Philosophy

A research philosophy refers to philosophical assumptions or the basic set of beliefs that guide the actions and define the worldview of the researcher (Lincoln *et' al,* 2011: 91). Pragmatism research philosophy accepts concepts to be relevant only if they support action. In this study, the researcher's belief on the way in which data about performance contracting and public service delivery would be gathered, analyzed and used was guided by pragmatism.

This research was directed by the concept of pragmatism. In the 1870s, pragmatism made its debut in the US. The philosophers Charles Sanders Peirce, William James, and John Dewey are frequently credited with its inception (Carlsen and Mantere, 2007). Pragmatics acknowledge that there are numerous approaches to conducting research and interpreting the world; that no one viewpoint can ever provide the whole picture; and that there might be more than one reality (Heba, 2019: 9). Through the use of a mixed research strategy, the researcher was able to select the processes, methods, and

strategies that best suited the goals of the study when gathering both quantitative and qualitative data.

3.2 Research Design

Blaikie (2010: 15) describes research design as an integrated statement of and justification for the technical decisions involved in planning a research study. Accordingly, designing research involves anticipating all aspects of the research, then planning for them to occur in an integrated manner. Kombo and Tromp (2006: 70) posit that a research design can be thought of as the structure of research; it is the "glue" that holds all the elements in a research project together. To guide researchers in making design choices and consider the strengths and weaknesses of different designs, Kombo and Tromp (2006: 70 - 74) point at the different types of research designs thus; descriptive design, experimental design, correlation design, case study design, mixed methods design and cross-cultural research design.

This study utilized concurrent mixed research design (also referred to as, convergent or parallel design). The design, according to Creswell, J.W. (2012), is used to simultaneously collect both quantitative and qualitative data, merge the data, and use the results to understand a research problem. The rationale for the choice of this research design was informed by the fact that one data collection form supplies strengths to offset the weaknesses of the other form, and that a more complete understanding of a research problem results from collecting both quantitative and qualitative data.

The strength of this design is that it combines the advantages of each form of data; that is, quantitative data provide for generalizability, whereas qualitative data offer

information about the context or setting. This design enabled the researcher to gather information that utilized the best features of both quantitative and qualitative data that was collected in the study. The researcher had however to contend with certain limitations in using the research design. These limitations included the difficulty on how to merge the two forms of data, and, when this was done, it was still difficult to determine how to assess results that diverged. The researcher overcame these limitations by: clearly defining the research question, selecting a representative sample, using valid and reliable data collection methods, minimizing bias, ensuring adequate sample size and using appropriate data analysis techniques.

3.3 Research Setting

Describing a research setting is an important part of research, not just to the researcher, but to all concerned both now and in the future. Research setting in research refers to the specific geographical location where a research project is conducted, encompassing various characteristics like climate, topography, resources, and land use patterns. The description of a research setting serves as the primary field for data collection and analysis (Pandey, P. and Pandey, M. 2015).

The study was carried out at Kenya School of Government (KSG); a state corporation established under an Act of Parliament (Act No.9 of 2012). What motivated the researcher to undertake the study at KSG was the fact that it is an arm of the public service that serves as a national strategic hub for developing public service leadership and expertise. Problems with public service delivery usually manifest themselves during training sessions where course participants representing the various organizations from the national and county government share their unique experiences.

According to Ong'era and Musili in the KIPPRA Working Paper No. 29 2019, KSG is the successor to the Kenya Institute of Administration (KIA), Kenya Development and Learning Centre (KDLC) and the Government Training Institutes (GTIs). The school's establishment brought together the six (6) institutions which were operating independently, offering training, research, consultancy and advisory services for efficient public service delivery under different contexts, governance structures, practices and financing models. The former GTIs located in Embu, Mombasa, Matuga and Baringo were thus turned into KSG Campuses.

The former KIA at Lower Kabete in Nairobi, became the Main Campus of KSG while the former KDLC was turned into Electronic Learning and Development Institute (e-LDi) – situated within the compound of the Main Campus. The research sites were the six (6) KSG Campuses which include the Main Campus situated at Lower Kabete in Nairobi [including the Electronic Learning and Development Institute (e-LDi) located within the compound of the Main Campus in Nairobi], Embu, Mombasa, Matuga and Baringo Campuses (Ong'era & Musili, 2019).

Kenya's capital and largest city, Nairobi, is home to the Main Campus. Nairobi, with 3.5 million inhabitants, is the second-largest metropolis in the African Great Lakes region after Dar es Salaam, according to the RoK, Nairobi metropolis County Government, 2023. Nairobi, with 6.54 million residents, is the 14th largest metropolis in Africa when the suburbs are taken into account. Nairobi is also the location of one of the biggest slums globally. Approximately 250,000 of the 2.5 million slum dwellers in the city reside in the Kibera slum. As per the 2009 census, 3,138,295 people were living within 696 km^2 of the Nairobi administrative area. The current population density, which is roughly 4,850 people per square kilometer, is a result of this area's

size and the total number of residents (Kenya National Bureau of Statistics, 2010: 22). e-LDi Campus is also housed at the Nairobi Campus.

Baringo Campus is located at the centre of Kabarnet town, the Headquarters of Baringo County. It is about 300 Kms North-West of Nairobi. The Campus can be accessed through Nakuru-Kabarnet road (about 140 Kms) or Eldoret-Kabarnet road (about 90 Kms). The area coverage or jurisdiction of Baringo Campus cover consists of 1090.8 Km^2 with a total population of 391,655 and a population density of 551 people per Km^2 (RoK, Baringo County Government., 2018).

From the researcher's oral interview with the KSG's Director General (DG), the Electronic Learning and Development Institute (e-LDi) is uniquely a 'Campus within a Campus' in the sense that it is located within the Main Campus at Lower Kabete, Nairobi. According to the DG, the e-LDi is the only KSG Campus which majors in the provision of electronic learning services. The rationale for including this Campus as an integral part of the research setting was informed by its core mandate that addresses elements of one of the specific objectives of this study; to evaluate the effectiveness of application of service delivery innovations in improving public service delivery at KSG. The elements include: Implementation of Information and Communication Technology (ICT) Policy, and: Adoption and Operationalization of E-Government – both of which constitute the core mandate of e-LDi (Kenya School of Government, 2019: 5).

Figure 3.1: Map of Kenya showing location of the study area (KSG Campuses): Nairobi (and eLDi), Embu, Mombasa, Matuga and Baringo.

Source: Kenya Water Institute, Department of Geography GIS Lab (2024).

3.4 Target Population

According to Kenya School of Government (KSG) Human Resource Management and Administration (HRMA) Records (FY 2020/2021: Q2), the school has a total population of 870 staff (570 of whom are engaged on permanent and pensionable terms while 300 are hired on contractual arrangement). This study focused on the permanent staff only, since they are the ones who are directly involved in the implementation of performance contract (PC) at KSG. The records indicated that, permanent and pensionable staff are distributed across KSG Campuses as shown in the following table:

Table 3.1: Number of Employees in Kenya School of Government Campuses

KSG Campus	Nairobi	e-LDi	Baringo	Embu	Mombasa	Matuga
Number of permanent staff	232	17	84	93	86	58
			Total			**570**

Source: Researcher's field data from Kenya School of Government (KSG) Human Resource Management and Administration (HRMA) Records (FY 2020/2021: Q2).

Data retrieved from KSG's Quarterly Service Register (FY 2020/2021: Q2), indicated that there was an average of 631 citizens/clients (KSG suppliers and course participants; employees of the national and county governments, including the respective Heads of Department and Chief Officers) who sought services from public service delivery units across the KSG Campuses. This category included suppliers of goods and services to KSG; who are critical in assessment of the school's financial stewardship and discipline. Therefore, the target population for this study was 1201 (comprising 570 KSG staff; service providers and 631 citizens/clients; consumers of services provided at KSG including those who consume KSG customer care services as they supply goods

and services to KSG). Information on distribution of Target Population was as shown in table 3.2:

Table 3.2: Target Population

	Category of the Kenya School of Government (KSG) staff: service providers	Number of service providers – staff across KSG campuses	Number of consumers – citizens/clients seeking KSG's services quarterly
1	Director General	**1**	20
2	Campus Directors	**6**	82
3	HODs/Heads of Sections	96	124
4	Faculty members	91	332
5	Other staff	375	73
	TOTAL	**570**	**631**
	TARGET POPULATION: 1201		

Source: Researcher's field data from Kenya School of Government (KSG) Quarterly Service Register (FY 2020/2021: Q2).

3.5 Sample Size and Sampling Techniques

The study was carried out in all the six campuses of Kenya School of Government (KSG): these included the Main Campus situated at Lower Kabete in Nairobi, the Electronic Learning and Development Institute (e-LDi) located within the compound of the Main Campus in Nairobi, Embu Campus in Eastern Region, Mombasa Campus at the Coastal City, Matuga Campus in the Southern part of Coastal Region and Baringo Campus situated in Rift Valley. The rationale for utilizing census sampling techniques was informed by the significant geographical positions and area coverage that each of the KSG campuses occupy, which gave an impression of the size and nature of population who could access KSG services and the unique kind of services each campus provides to the citizens.

The total sample size was 480 respondents, comprising 235 KSG staff, 198 course participants and 47 suppliers of KSG. This consisted of samples drawn from the three

different categories of respondents based on their interaction with public service delivery at KSG. The sample size for each category of respondents was determined using Yamane's formula (1967). According to the formula, **n** is the sample size, **N** is the target population size and **e** is the margin of error at 5 percent (0.05). A 95% confidence level is assumed for the equation.

$$n = \frac{N}{(1 + N\,(e)^2)}$$

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample size of KSG staff as shown below:

$$n = \frac{507}{(1 + 507\,(0.05)^2)} = 235$$

Similarly, the sample size for consumers of KSG services; that is, course participants and suppliers was computed as follows:

$$n = \frac{631}{(1 + 631\,(0.05)^2)} = 245$$

The sample (n=245) was proportionate based on the population of the course participants (N=511) and suppliers (N=120) to obtain the following sub-samples of the consumers of KSG services:

$$\frac{511\ x\ 245}{631} = \textbf{198}\ course\ participants;\ and,\ \frac{120\ x\ 245}{631} = \textbf{47}\ suppliers$$

The study utilized statistical and non-statistical sampling techniques to pick the study sample. Given the heterogeneity of the target population, the study also relied on quota sampling, purposive sampling and convenient sampling methods to obtain data and

pertinent information from the different categories of respondents. The researcher applied the quota sampling method to ensure inclusion of respondents from the various categories of respondents.

The category of respondents who consume services provided at KSG comprised citizens/clients drawn from course participants and their respective HODs and COs from the National and County Governments who sought services from the KSG Campuses. Another category of respondents consisted of those who supply goods and services to KSG. This comprised suppliers of food stuffs, cleaning and sanitation items, stationery and hardware items, and other items. Another category of respondents was permanent staff from the KSG Campuses (service providers). This category comprised: the Director General (DG), Campus Directors, HODs and Heads of Sections, Faculty members, and other Permanent staff.

Participants in the focus group discussions (FGDs) were not chosen by a random sample to decide the composition of focus groups. Instead, the researcher purposely selected participants who met predetermined criteria; the key consideration was participants who had experience or expertise in regard to performance contracting (PC) and public service delivery (PSD). Since the researcher was not trying to generalize in a traditional sense, it was not necessary to ensure that the focus groups represented the population in terms of gender, educational level, or other demographic characteristics.

There were instances when the researcher convened homogeneous groups while in other cases the groups were of a greater mix or heterogeneous. When collecting data about certain thematic areas as contained in the specific objectives of the study, the researcher assembled participants who were not familiar with each other. However, in

some instances the discussions went more smoothly where participants knew each other. According to Lichtman (2014: 296), there is little scientific research that speaks to group size, group number, or group composition.

The researcher progressively utilized purposive sampling technique in distributing the sample size to guarantee collection of enough relevant data from all the respondents of diverse categories. Distribution of the sample from the various categories of respondents was purposively determined guided by the quota sampling principle as follows: KSG staff comprised; 34 Faculty members, 28 Heads of Department (HODs)/Heads of Sections, 4 Campus Directors, the DG (1) and 168 other permanent staff of KSG. Course participants comprised: 13 Heads of Department from the National Government, 44 Chief Officers from County Governments and 141 other National/County Governments employees. Distribution of the 47 suppliers of goods and services comprised; 19 Foodstuffs suppliers, 14 suppliers of Cleaning and Sanitary items, 7 Stationery suppliers, 5 suppliers of Hardware items and 2 suppliers of other items. Random sampling method was used to sample the 235 permanent staff of KSG (service providers) out of the 570 total number of permanent staff at KSG.

The distribution of the sampling size was informed by the categories of respondents from whom key information required to answer the specific objectives of the study would be sought. This was further determined by the total number of service providers and consumers at the sampled KSG Campuses: Nairobi, e-LDi, Embu, Mombasa, Matuga and Baringo. The information on how the sample size was distributed among the different categories of respondents is shown in table 3.2.

Table 3.3: Distribution of Sampling Size

	Category of respondents	Total number of service providers and consumers at the sampled KSG Campuses: Nairobi, e-LDi, Embu, Mombasa, Matuga and Baringo					
1	Number of service providers (KSG Staff)	Director General	Campus Directors	HODs/Heads of Sections	Faculty Members	Other Staff	**TOTAL**
		1	4	28	34	168	**235**
2	Number of consumers of KSG services (Course participants)	Heads of Department from National Government Agencies	Chief Officers from County Governments	Course Participants from County/National Government Agencies			
		13	44	141			198
3	Number of service providers-consumers (KSG Suppliers)	Stationery Suppliers	Hardware Suppliers	Foodstuffs Suppliers	Cleaning and Sanitation Suppliers	Other Suppliers	
		7	5	19	14	2	47
	SUBTOTAL OF SUPPLIERS AND COURSE PARTICIPANTS						**245**
	GRAND TOTAL						**480**

Source: Researcher's field data from Quarterly Service Registers and Procurement Registers at KSG Campuses (FY 2020/2021: Q2)

3.6 Data Collection Methods and Instruments

The study utilized both quantitative and qualitative data collection techniques. Data was gathered through interview schedules, Focus Group Discussion (FDG) and questionnaires prepared to be self-administered. The self-administered questionnaires were intended to reduce the error of bias that was likely to arise from personal characteristics of the interviewer and interviewees (Serem *et' al*, 2013: 66), this also ensured that large amount of data was collected from many respondents in a wider area.

The researcher further conducted six Focus Group Discussions (FGDs) across the KSG campuses to: provide for interaction among interviewees, collect extensive data and

ensure participation by individuals in a group (Creswell 2012: 384). The researcher also utilized document/content analysis data collection method in the collection, review, interrogation and analysis of various forms of text as a primary source of the study's research data (O'leary, 2005: 177).

3.6.1 Questionnaires

Peil (1995: 70) postulates that questionnaires are likely to get the best results if they are short, contain straight-forward and easily answered questions and are administered to people who are used to filling in forms. In this study, the researcher noted some advantages that accrued from the use of questionnaires to collect data from the various categories of respondents. For instance, questionnaires targeted data collection from large groups of respondents, ensured uniformity in the questions asked and allowed the respondents to give considered responses. The questionnaires covered specific objectives of the study so as to provide adequate and relevant data.

Data collection utilized questionnaires consisting of individual items ranging from unstructured to structured items based on the Likert scale. Respondents to the questionnaires did not seem to worry about what the researcher would think of their responses. They were more completely anonymous than an interview could be, and once they had decided to cooperate, they tended to be more truthful. The respondents could also take more time to think about the questions than is usual in interviews; the researcher noted that this resulted in more meaningful responses.

The main weakness with the use of questionnaires are hastily designed forms that have no coherent structure, and in the final analysis have not covered the key issues relating to performance contracting (PC) and public service delivery (PSD). To evade this

dilemma, the researcher used a comprehensive literature search to identify the key areas related to PC and PSD that needed to be explored. The researcher also chose thematic areas that could link with each other; questions on such themes were then placed in a sequence.

The researcher went through the list of questions, deciding just how important each one was. Anything that was not essential was left out in order to avoid the tendency of questionnaires being extremely long and having unnecessary quantities of data that would also mean that important issues are not covered in sufficient depth. With the list complete, the researcher carried out a small amount of preliminary work to clarify which of the thematic areas were going to provide the most useful data. This was achieved through: discussing the issues in the study with subject 'experts', conducting a few general discussions with people from the target group, checking previous research reports by looking particularly at the data gathered, and looking for media programmes and articles that could provide additional insights. Essentially, when the questionnaires were completed, they were attractive to look at and easy to read as recommended by Serem *et' al* (2013: 53).

3.6.2 Interviews

Interviews were used in collecting data from the various categories of respondents. There were interviews conducted for course participants; including their respective Heads of Department (HODs) and Chief Officers (Cos), and suppliers of goods and services to KSG. These interviews were necessary for enriching the findings of the study by describing the environmental milieu in which the changes and subsequent adjustments to performance based public service delivery occur.

In conformity with Silverman (2013), in-depth interviews were used to extract vital information from smaller groups of respondents so as to enable the researcher to authenticate the responses, explore issues raised and discuss attitudes, feelings and facial expressions more easily with the respondents. The guiding questions in the interview schedules were structured on the basis of the specific study objectives.

Interviews were conducted by the use of suitably designed interview schedules with semi-structured questions. The research questions were guided by the specific objectives of the study so as to facilitate collection of sufficient relevant data. The respondents were expected to answer all questions truthfully and objectively for the researcher to come up with reliable findings which would further help in drawing sound conclusions for the purpose of making practical, realistic and sustainable recommendations.

The researcher appreciated a number of strengths in interviews. The main advantage which resonates with Peil (1995: 71) is that literacy is not necessary for interviews, so the sample is much less limited than for questionnaires. The researcher raised probing questions to seek for clarification and/or more information. In this way, the researcher was not restricted to collecting data from literate respondents only.

Another major advantage that was noted was that the personal approach tended to produce more satisfactory results than a questionnaire from an unknown source, especially in societies where interaction seemed to be highly personalized. The researcher could take note of facial expressions, gestures and hesitations when engaging respondents. This helped the researcher authenticate the responses. Besides, the researcher could explore issues raised and discuss attitudes, feelings and beliefs more

easily with respondents. The interview schedules enabled the researcher to modify the questions at hand depending on prevailing circumstances.

The researcher however, noticed certain demerits in interviews. They had a disadvantage of greater expense in both money and time. In cases where the sample was selected from KSG campuses in towns and course participants from villages over a large area, transportation greatly increased the costs. Most interviews lasted an average of half an hour; unless they took place at KSG or other places where respondents were easy to locate, less than half the researcher's time would be spent asking questions. The researcher could manage to only finish one or two interviews per day, and seldom did more than six. For large samples therefore, the researcher had to hire, train, supervise and pay research assistants.

The researcher overcame the drawbacks that would have accrued from using interviews by setting the interview scenes appropriately; because if the respondents would not be at ease, the conversations would be stifled and limited. The researcher also considered: the time of the day for the interviews, arranging chairs appropriately to avoid instances where chairs are placed facing the window since it could be almost inevitable that something would happen to distract the respondents which could have resulted in some vague and possibly inappropriate responses. It was also made known to the respondents approximately how long the interviews would last; because they needed to fit the interviews around their other commitments.

3.6.3 Focus Group Discussions (FGDs)

Focus groups are simply interviews conducted in groups; Kitzinger (1994) calls them "organized discussions," according to Lichtman (2014: 294). Focus group discussions

(FGDs) are led conversations with a small group of individuals (6–12) who are knowledgeable or interested in a specific subject. They often center around a FGDs Guide, which is a condensed list of leading questions intended to elicit detailed information. While focus group discussions (FGDs) are yet another technique for gathering data, Millward (2012) provided additional viewpoints when she said that FGDs are used for a variety of purposes, such as creating constructs before developing questionnaires, verifying the validity of conceptual models, enhancing conventional methods, producing alternative viewpoints, and starting conversations (Millward, 2012: 416 - 417). These recommendations seem to view focus group discussions as almost secondary or preparatory to other methods of gathering data.

The study utilized FGDs to gather information that would not be effectively obtained through questionnaires and interviews on performance contracting (PC) and public service delivery (PSD). The researcher conducted a total of six FGDs after which saturation of the data was achieved; two FGDs in Nairobi and one each in Embu, Mombasa, Matuga and Baringo campuses. Participants recruited into the FGDs were considered to have experience or expertise in regard to PC and PSD; they were either KSG staff (service providers) or consumers of KSG services (course participants and KSG suppliers). The sessions lasted between one and two hours.

What was critical about the group involvement was that there was group interaction; this was a major strength of the FGDs. What mainly distinguished the FGDs from qualitative interviews with individual respondents was that the group interactions would trigger thoughts and ideas among participants that did not emerge during individual interviews. Participants in the FGDs were able to provide specific and concrete examples of how effective PC was in improving PSD, pointing also at the

challenges in implementation of performance contracts. This confirms what Krueger (1994) stated in Creswell (2012: 384), "FGDs provide for interaction among interviewees, collection of intensive data, and participation by all individuals".

A disadvantage of FGDs is that they require the researcher to find consensus on questions so one score can be marked for all individuals in the group. In addition, some individuals may dominate the conversation, leading to responses that do not reflect the consensus of the group (Creswell, 2012: 385). The researcher noted that there could be great disagreement when groups were not homogenous; to overcome this challenge, it was important to form groups of people that were comfortable discussing issues with one another.

The researcher also noted that FGDs could be time-consuming to plan and implement, and the findings may have been difficult to analyse. They were resource intensive since at least two facilitators (the researcher and his assistant) were required for each of the FGD sessions. FGDs turned out to be more difficult to facilitate than individual interviews; to overcome this challenge, the facilitators were trained and tested to acquire the requisite skills and experience.

The researcher further overcame the weaknesses of FGDs by: Holding the FGDs in comfortable places, where there would be no interruptions; Creating an informal atmosphere so that participants felt comfortable; Selecting participants to ensure equality and trust between group members, and between members and the facilitator; Ensuring understanding and agreement within the focus groups at the start around the purpose (thematic areas - study specific objectives) of the discussions; Respecting the

right of all participants to speak and be listened to, and; Agreeing on open and transparent method of recording the discussion, such as flip charts.

3.6.4 Document Analysis

The study utilized document analysis data collection method to collect secondary data; some of the data was however, considered primary data. The method involves collection, review, interrogation, and analysis of various forms of text as a primary source of research data (O'Leary: 2004, 177). In applying the method, documents were referred to as a source of data, similar to data that the researcher gathered through questionnaires and interviews. This took the form of previously gathered census data, newspaper articles, books, journals, human resource management and administration (HRMA) records, quarterly service registers, government circulars, County Integrated Development Plans (CIDPs), Ministerial Strategic Plans, PC Guidelines, Acts of Parliament among other data sources. O'Leary (2004, 177 - 178) postulates that the main point of distinction, however, is that the 'documents' are pre-produced texts that have not been generated by the researcher. Rather, the researcher's role is limited to gathering, reviewing, and interrogating relevant documents.

The limitation experienced with this method of data collection was that the researcher needed to consider two potential sources of bias. First was the author's bias; this was so because the researcher was working with pre-produced texts, the credibility of the data generated in the process would, in part, be dependent on recognition of the bias/purpose of the author; it would have been tempting to treat the printed word as truth, but if the researcher had to, he needed to ask whose truth?

The second source of bias lied with the researcher; as with any data collection method, how the researcher read and drew from the documents would be coloured by his own reality. To overcome these limitations, the researcher was guided by O'Leary (2014): planned for all contingencies, gathered the various documents, reviewed their credibility, interrogated their writing and unwriting evidence, reflected and refined the process; and finally, analyzed the data.

Secondary data was obtained from the relevant documents. With reference to Creswell (2012), this information was necessary in reinforcing the information captured through other research instruments. Primary data was complemented by the secondary data.

3.7 Data Analysis

Regardless of the data collection methods used in the study, the process of analysing the collected data involved organization, manipulation and consideration of their meaning (Peil, 1995: 130). The researcher conducted data analysis, according to Mugenda and Mugenda (2003), as the process of bringing order, structure and meaning to the mass of information collected.

The descriptive statistical analysis was done through measures such as percentages, frequency distribution, measures of central tendency and measures of variability. The data analysis was aided by SPSS (Statistical Package for Social Sciences) Version 21 and MS Excel to generate those measures. The researcher utilized this data analysis technique, according to Ngechu (2004), due to the fact that percentages are the most widely used in descriptive analysis. According to Kothari (2004), SPSS Version 21 and MS Excel have descriptive statistical features that assist in variable response comparison and give a clear indication of response frequencies.

Non-quantitative data was analyzed using content analysis. Secondary data was also analyzed. Content analysis was used for data that is qualitative in nature or aspects of the data collected from the open-ended questions. This was then presented in prose form. Limitations were experienced with the analysis of nominal data collected. According to Taherdoost (2021), nominal data categorizes information without inherent order or numerical value, offering simplicity in collection and analysis but lacks the depth of more quantitative data types. While it was easy to gather and summarize using frequencies or modes, the collected nominal data could not be used for mathematical operations like calculating means or medians – this would have oversimplified complex information. The researcher addressed these weaknesses by understanding the limitations and employing appropriate analytical and design strategies to effectively utilize nominal data to gain valuable insights in the study.

3.8 Validity and Reliability

The quality of research depends to a large extent on the accuracy of the data collection procedures. The data collection instruments that were used had to yield the type of data the researcher could use to accurately answer the research questions. The researcher therefore had to maximize the reliability and validity of the collected data. For reliability and validity to exist, according to Lichtman (2014), the data collection techniques must yield information that is not only relevant to the research question but also correct and sufficient. In this study, reliability and validity were the measures of this "relevance" and "correctness."

To ensure validity and reliability in this particular research, the researcher followed several strategies. Firstly, the researcher carefully planned and appropriately selected the study's research methods. This involved a deep understanding of the research

subject, PC and PSD; the targeted population, KSG staff and clients; and clear research objective, to assess the effectiveness of PC in improving PSD. Representative sampling techniques and adequate sample sizes were also considered.

Second, the data collecting for the study was methodical and reliable. By using trustworthy measuring tools and giving two research assistants' proper training, the researcher was able to reduce biases and errors in the data gathering process. Furthermore, maintaining validity and reliability required careful data analysis and the application of pertinent statistical techniques. The selection of analysis techniques was based on the nature of the data that was gathered and the research issues that were addressed.

Finally, it was critical to communicate the study's findings in an accurate and honest manner. The study's findings, which covered all important areas, were presented in an unbiased and straightforward manner. Additionally, maintaining the study's validity and reliability required giving priority to research reproducibility by giving adequate information about the technique used.

3.8.1 Pilot Study

According to Polit *et' al* (2001), a pilot study is a standard scientific tool for 'soft' research, allowing scientists to conduct a preliminary analysis before committing to a full-blown study or experiment. This is a feasibility study done in preparation for the major study. In this study, the goal of conducting a pilot study was in line with Polit *et' al* (2001) recommendation to refine the procedures of a research project.

Checking out research protocols allowed for necessary corrections to be done before to collecting research data, which was the main objective instead of collecting research

data itself. Determining if the intended statistical analyses were successful was a secondary objective. Issues that surfaced during the pilot project were resolved by modifying the statistical analysis and/or data gathering methods. The pilot study provided valuable insights about the suitability and/or shortcomings of the study's research methodologies, enabling the researcher to pre-test them.

The pilot study was carried out on the Nairobi campus of Kenya Water Institute (KEWI). The Kenya Water Institute Act No. 11 of 2001 established KEWI as a state company under the Ministry of Water, Sanitation and Irrigation with the goal of raising service standards in the water sector through outreach services, research, consulting, and human resource development (LAWS OF KENYA, 2012). The choice of KEWI for the pilot study was informed by the fact that, like KSG, it is a national strategic training institution mandated with capacity building of staff for improved public service delivery. KEWI has a dedicated department of shorty courses that builds the capacity of water sector staff public service delivery. Moreover, the study targeted all the KSG campuses in collecting sufficient and relevant data, hence the researcher could not choose one of the KSG campuses for a pilot study.

Respondents from whom the researcher was unable to obtain data during the study itself provided data. Data were gathered during the pilot project from a sample of respondents chosen using sampling techniques akin to those employed in the main study. Respondents were drawn from the different categories of respondents. Additionally, the sample that was chosen matched the one that the researcher actually intended to utilize for the study. The protocols employed during the pre-testing phase bore similarities to those that were employed during the real data collecting. To determine whether the

suggested techniques for data presentation and analysis could be suitable for the real study, the gathered data was presented and examined.

With a smaller but comparable sample size to the main study, the pilot study gave the researcher a feel for the field. This gave the researcher the chance to experiment with different scenarios that might spark fresh concepts and directions that were then employed to clear up any misunderstandings in the design of the primary study. The researcher was also able to determine how long data collecting could take and whether all of the intended questions were covered by the pilot study. While unclear questions were clarified through rephrasing, those deemed irrelevant were removed from the study.

The deficiencies in the data collection instruments that were revealed by pre-testing were addressed during the actual data collection. This resulted in the collection of complete, sufficient and relevant data. Comments from respondents in the pilot study were also considered and incorporated in the actual study so as to improve the study's research methodology.

3.9 Ethical Considerations

The ethical issues in this study originated from the research methodology of the study. Ethical requirements such as: informed consent, privacy and confidentiality, anonymity and the researcher's responsibility, were to be taken care of in the research. In case of logistical issues, such awareness and subsequent preparation saved the researcher a great deal of resources (money, time and energy) and also ensured high quality research. In the case of ethical issues, awareness protected the integrity of the researcher and also ensured honest results. The researcher was unconditionally responsible for the integrity

of the research process; ethics was, according to Lichtman (2014), foundational to this study.

On access to potential subjects, there was a need for the researcher to consider whose permission to require before he could approach them. In other words, who was responsible for safeguarding the interests of these individuals with regard to research activities? The researcher had to recognize that access to potential subjects was a privilege and not a right. He therefore, according to the requirements outlined in G.O.K. (2008), considered from whom permission for access had to be sought. The researcher thus obtained research permit from the National Commission for Science Technology and Innovation (NACOSTI). The permission to carry out this research was also sought from: Moi University, Kenya School of Government, and County Governments of Nairobi, Embu, Mombasa, Kwale and Baringo; where the study was conducted.

On the nature of participation, the concepts of justice and non-malfeasance as stated in O'Leary (2004), had to be considered within the context of the research methods that were used. The researcher had the responsibility to demonstrate to those who control access to potential subjects that he was competent to carry out the procedures involved and was trustworthy in handling confidential information, both written and verbal, about individuals that they did not wish others to know.

On recruitment, within the context of this study, it was important to consider, as stated in O'Leary (2004), how the researcher was to set about approaching individuals who were suitable to take part in the research and telling them who he was, what the research was about, what their participation would involve and possible consequences that would ensue. Information was presented to each individual so that they could make

informed decisions about whether to participate or not. The information clarified that this was a research project and stated who the researcher was, purpose of the study and what was required of the participants.

Justice and autonomy in obtaining the consent of potential participants was important. Consent was invalidated if, according to Serem *et' al* (2013), duress was to be used. Consent could only be obtained after the respondent was given a verbal and written explanation of the research and had the opportunity to ask questions about his/her involvement. On confidentiality the researcher, according to Lichtman (2014), recognized the fact that lack of confidentiality and mishandling of information provided could cause respondents physical or even psychological harm. Respondents were assured that the information they gave was to be used only for academic purposes and that they would not be identified personally in any way, either through name, address and place of work, authority or any other means.

CHAPTER FOUR

THE EFFECTIVENESS OF PERFORMANCE CONTRACTING IN DRIVING

STRATEGIC RESULTS AT KSG

4.0 Introduction

This chapter presents an analysis of the research data collected for demographics and the first specific objective which comprised an evaluation of the effectiveness of performance contracting in driving strategic results at KSG. Participation of KSG staff varied from the six campuses spread across the country, with the Baringo campus recording the majority of the staff and higher participation of females than males. Other respondents who participated included the suppliers and customers to KSG who were course participants.

4.1 Demographics

This section presents demographics of the respondents involved in the study. Firstly, these demographics offer the essential context that will help readers understand the characteristics of the sample and potentially influencing factors in the study. For instance, age, gender, and socioeconomic status in this study significantly shaped experiences and perspectives. Secondly, they played a crucial role in assessing the generalizability and validity of the findings. When the demographics of the respondents closely aligned with the broader population, it lent greater confidence in applying the results more universally. Conversely, identifying disparities allowed the researcher to pinpoint specificities or limitations in the findings.

Additionally, demographic information aided in revealing patterns or variances across different categories of respondents, which was instrumental in the aspects of the study that focused on disparities or inequalities. Furthermore, by transparently presenting this

data, the study's results were more easily compared and contrasted with other studies, fostering a holistic understanding of the subject matter. In sum, detailing demographics enriched the depth, transparency, and applicability of this study's research findings, ensuring they are both comprehensive and contextually grounded.

4.1.1 Kenya School of Government (KSG) Staff

The Kenya School of Government (KSG) is a noteworthy institution in terms of employee distribution across its campuses and various roles. Analyzing the participation based on campuses, Baringo housed the majority of the staff at 35.7% (84 employees). Lower Kabete and Embu both had equal representation, accounting for 14.5% each (34 employees per campus). Matuga and Mombasa also shared a similar distribution, each with 14.0% or 33 employees. The least number of employees were at the eL-Di campus, with 17 employees (7.2%). Examining gender distribution, females slightly outnumbered males with a distribution of 54.0% to 46.0%. In terms of age groups, the 40–44-year bracket was the most dominant at 43.4% (102 employees), whereas the 25–29-year group was the least represented with only 7.2% (17 employees). As for the roles within the KSG, there was 1 Director General and 4 Campus Directors constituting 1.7%, Lecturers constituted 31.5%, Heads of Departments (HODs) represented 14.0%, and Heads of Sections (HOS) accounted for 20.0% while the rest constituted 77 (32.9%) other employees such as procurement, housekeeping and ICT staff.

Focusing on performance contracting (PC), the members of a committee made up 43.0%, while Chairpersons represented a smaller proportion at 6.8%. The remaining 50.2% occupied various other roles. The length of service for those serving less than 5 years in KSG were the majority at 27.7% (65 employees). Service lengths of 5-9 years,

10-14 years, and 15-19 years accounted for 25.1%, 24.7%, and 22.6% respectively. Finally, when assigning performance criteria categories, the majority of respondents, 66.8% (157 employees), did not have a specified category. However, for those who did, Financial Stewardship and Discipline, Resolution of Public Complaints, and Application of Service Delivery Innovations, each represented 8.9% of the workforce. Human Resource Management and Development stood at 6.8%.

For effective analysis of the demographic information of Kenya School of Government (KSG) staff, the researcher categorized the information thus: Gender of the respondent, Age category of the respondent in years, and Title of the respondent. Establishing Campus name and Length of service at KSG (years).

Table 4.1: Demographic Information of KSG staff

		N	N %
Gender of the respondent	Male	108	46.0%
	Female	127	54.0%
	Total	235	100.0%
Age category of the respondent in years	25-29	17	7.2%
	30-34	50	21.3%
	35-39	34	14.5%
	40-44	102	43.4%
	45-49	32	13.6%
	Total	235	100.0%
Title of the respondent	Lecturer	74	31.5%
	HOD	33	14.0%
	HOS	47	20.0%
	Directors	6	2.6%
	Others	75	31.9%
	Total	**235**	**100.0%**
Campus name	Lower Kabete	34	14.5%
	Baringo	84	35.7%
	Embu	34	14.5%
	Matuga	33	14.0%
	Mombasa	33	14.0%
	eL-Di	17	7.2%
	Total	235	100.0%
Length of service at KSG (years)	Less than 5	65	27.7%
	5-9	59	25.1%
	10-14	58	24.7%
	15-19	53	22.6%
	Total	235	100.0%

Source: Researcher's field data, (2020)

4.1.2 Course Participants

The Kenya School of Government (KSG) Service Registers' record on course participants' data for the years 2019 and 2020, revealed insights into demographics and course-related choices. With regard to gender distribution, males represented the majority at 58.7% while females accounted for 41.3%. Analysing the courses pursued, an overwhelming majority, 94.1%, enrolled for the Senior Management Course (SMC) course, leaving only a fraction, 5.9%, enrolled in the Strategic Leadership Development Program (SDLP) course. The age distribution of participants was fairly balanced in the

mid-range years: 35-39 years and 40-44 years had close representations of 29.5% (59 participants) and 29.4% (57 participants) respectively. There was a slight drop for those aged 45-49 years, comprising 23.5% or 47 participants. The numbers further decreased for the 50-54 years and 55-59 years categories, standing at 11.7% (23 participants) and 5.9% (12 participants) respectively (Table 4.2).

Course durations for the two courses were 4 weeks and 6 weeks respectively. The Baringo campus of KSG emerged as the preferred choice for participants, accommodating 35.2% or 70 participants. Lower Kabete and Embu campuses both came next, hosting 17.8% (35 participants) and 17.6% (35 participants) respectively. Both Matuga and Mombasa campuses equally shared a representation of 11.7% (23 participants each), and eL-Di campus stood at the end with 5.9% or 12 participants. When it came to seeking advice, a significant 88.3% (175 participants) confirmed they did, while only 11.7% (23 participants) chose not to. The nature of the advice predominantly revolved around Admission, with 88.3% (174 participants) needing guidance in this area. The remaining advice seekers were split equally between Catering and Fee clearance, each at 5.9% or 12 participants.

For effective analysis of the demographic Information of course participants, the researcher categorized the information thus: Gender of the participant, Age of participant in years, Course pursued by the participants, Duration of the course in weeks, KSG Campus where course was pursued, Seeking of Advice, and Nature of the advice sought. This information is presented in Table 4.2 (Demographic Information of Course Participants).

Table 4.2: Demographic Information of Course Participants

Demographic characteristic		N	N %
Gender of the participant	Male	116	58.7%
	Female	82	41.3%
	Total	**198**	**100.0%**
Age of participant in years	25-29	0	.0%
	30-34	0	.0%
	35-39	59	29.5%
	40-44	57	29.4%
	45-49	47	23.5%
	50-54	23	11.7%
	55-59	12	5.9%
	>59	0	.0%
	Total	**198**	**100.0%**
Course pursued by the participants	SMC	186	94.1%
	SDLP	12	5.9%
	Total	198	100.0%
Duration of the course in weeks	4 Weeks	186	94.1%
	6 Weeks	12	5.9%
	Total	**198**	**100.0%**
KSG Campus where course was pursued	Lower Kabete	35	17.7%
	Baringo	70	35.4%
	Embu	35	17.7%
	Matuga	23	11.6%
	Mombasa	23	11.6%
	eL-Di	12	6.1%
	Total	**198**	**100.0%**
Seeking of Advice	Yes	175	88.3%
	No	23	11.7%
	Total	198	100.0%
Nature of the advice sought	Admission	174	88.3%
	Catering	12	5.9%
	Fee clearance	12	5.9%
	Total	**198**	**100.0%**

Source: Researcher's field data, (2020)

4.1.3 Suppliers

In the study of suppliers to the Kenya School of Government (KSG), various insights were garnered on their demographics such as gender, age and the goods supplied. Focusing on gender representation, female suppliers constituted a significant majority at 75.0% or 35 participants, leaving males at 25.0% with 12 participants. The age distribution was spread fairly evenly with the largest category being those aged 45-49 years at 15.3% (7 participants) and both the 40-44 years and 50-54 years categories

each capturing 13.2% or 6 participants. Other age groups, such as 25-29 years, 30-34 years, 35-39 years, 55-59 years, and those above 59 years, all ranged between 10.2% and 13.2%.

In terms of commodities supplied, food stuffs were the predominant category with 40.0% or 90 suppliers. Cleaning and Sanitation supplies followed next at 30.0% (14 suppliers), while stationery and hardware supplies stood at 15.0% (7 suppliers) and 10.0% (5 suppliers) respectively. Other supplies made up the remaining 5.0% with 2 suppliers. When breaking down the campuses to which these suppliers provided their commodities, the Lower Kabete campus had the highest intake at 20.8% or 9 suppliers. Matuga followed closely with 19.2% (8 suppliers). Both Baringo and Embu campuses each received supplies from 18.3% of the suppliers (9 suppliers each). Mombasa catered to 10.0% (5 suppliers), and eL-Di took up the remaining 13.3% with 6 suppliers. The mean number of years that the suppliers have supplied KSG was 4.5 years, with the minimum being 3 years and maximum being 5 years. Lastly, when asked to rate the services of KSG, half of the suppliers found the services to be fair, accounting for 50.0% or 23 suppliers. Both good and excellent ratings were equally distributed, each taking 25.0% or 12 suppliers.

For effective analysis of the demographic information of suppliers, the researcher categorized the information thus: Gender of the participant, Age of participant in years, What they were supplying at KSG during the research period, and Which KSG Campus they were supplying as presented in Table 4.3.

Table 4.3: Demographic Information of Suppliers

Demographic characteristic	Category	N	N %
Gender of the participant	Male	12	25.0%
	Female	35	75.0%
	Total	**47**	**100.0%**
Age of participant in years	25-29	5	11.1%
	30-34	6	11.5%
	35-39	5	10.2%
	40-44	6	13.2%
	45-49	7	15.3%
	50-54	6	13.2%
	55-59	6	12.3%
	>59	6	13.2%
	Total	**47**	**100.0%**
What do you currently supply at KSG?	Stationary	7	15.0%
	Food stuffs	19	40.0%
	Hardware supplies	5	10.0%
	Cleaning and Sanitation supplies	14	30.0%
	Others	2	5.0%
	Total	**47**	**100.0%**
Which KSG Campus do you supply?	Lower Kabete	9	19.1%
	Baringo	9	19.1%
	Embu	9	19.1%
	Matuga	6	13.0%
	Mombasa	9	19.1%
	eL-Di	5	10.6%
	Total	**47**	**100.0%**

Source: Researcher's field data, (2020)

4.2 Findings on Effectiveness of Performance Contract in Driving Strategic Results at KSG

The first specific objective of the study was to evaluate the effectiveness of performance contract (PC) in driving strategic results at KSG. Both principal-agent theory and new public management (NPM) theory are relevant for this study – as stipulated by Cheche and Muathe (2014), the principal-agent theory postulates how performance contracts align the goals of *agents* (those delegated authority to serve the public) with those of the *principal* (government/public). High effectiveness implies that the goals of the

principal and the agents converge. The NPM theory is also relevant since strategic results and metrics are important concerns of the practice of the NPM as pointed out by Vabo (2009). To achieve this objective, the researcher collected data on: Financial Stewardship and Discipline; Service Delivery; Human Resource Development; Implementation of Presidential Directives and Access to Government Procurement Opportunities, and; Crosscutting issues (objectives, issues or clauses that are relevant and applicable across various sections of the performance contract).

Here effectiveness of performance contracting was operationalized as participation in the Program Committee. The responses indicated a diverse participation level. A majority of the respondents, amounting to 118 individuals or 50.2% of the total, reported having no role in the PC. This suggests a significant portion of the respondents were not directly involved in the committee's activities or decision-making processes. In contrast, 101 respondents, which represent 43.0% of the total, identified themselves as members of the PC. These individuals were likely engaged in the committee's various functions, such as reviewing submissions, organising sessions, or other related tasks. A smaller fraction of the respondents, 16 or 6.8%, held the position of Chairperson within the PC. As chairpersons, these respondents would have had significant responsibilities, including leading the committee, setting agendas, and ensuring the successful execution of the committee's objectives (Table 4.4). This distribution of roles highlights the varied levels of involvement and responsibility among the respondents in relation to the PC.

The responses concerning the categories of the Program Committee (PC) target revealed a broad spectrum of focuses, with a predominant inclination towards no specific category. A significant majority of the respondents, 157 or 66.8%, indicated that their PC targets did not align with any of the provided categories, suggesting a

diverse range of other focuses or possibly a lack of clarity in defining specific targets. Among the specified categories, financial stewardship and discipline were acknowledged by 20 respondents (8.5%), highlighting a commitment to prudent financial management and accountability within their PC responsibilities. Human resource management and development were identified by 16 respondents (6.8%), underscoring the importance placed on personnel management and capacity building within the committee framework. Both the resolution of public complaints and the application of service delivery innovations were recognized by 21 respondents each, accounting for 8.9% in each category.

Table 4.4: Respondent's role in PC targets

	Role/PC target	N	N%
Role in performance contract (PC)	None	118	50.2%
	Member	101	43.0%
	Chairperson	16	6.8%
	Total	235	100.0%
Name of the PC target	Financial Stewardship and Discipline	20	8.5%
	Human Resource Management and Development	16	6.8%
	Resolution of Public Complaints	21	8.9%
	Application of Service Delivery Innovations	21	8.9%
	None	157	66.8%
	Total	235	100.0%

This indicates a noticeable emphasis on enhancing public service and innovating service delivery as key objectives for a segment of the PCs. These responses collectively reflect the varied priorities and operational focuses of the Program

Committees, with a notable portion not identifying with predefined categories. The findings are presented in Table 4.4; Table 4.5; Table 4.6; Table 4.7, and Figure 4.1 respectively.

4.2.1 Role of Performance Contracting in Prudent Financial Management at KSG

Responses regarding the Performance Contract (PC) target on Financial Stewardship and Discipline in the Kenya School of Government's setting yielded significant feedback. An overwhelming 218 respondents (92.8%) agreed that all funds allocated were absorbed with none (0.0%) disagreeing and 17 respondents (7.2%) being undecided. In terms of externally mobilized funds being fully absorbed, 151 (64.3%) concurred, while 17 (7.2%) disagreed and 67 (28.5%) remained undecided. A similarly high number, 218 respondents (92.8%), agreed with the maintenance or increase of externally mobilized funds, with none opposing and 17 (7.2%) being undecided. There was a consensus among 168 participants (71.5%) that there was a reduction of pending bills to the desired targets or percentage; however, 16 (6.8%) disagreed, and 51 (21.7%) were undecided. When addressing the increase in donor funds and other direct payments, 201 individuals (85.5%) agreed, none disagreed, and 34 (14.5%) remained undecided. Lastly, 218 respondents (92.8%) affirmed the financial sustainability of the school, with none opposing and 17 (7.2%) being undecided. The results point to a general satisfaction and agreement on the financial stewardship and discipline measures at KSG. However, it is important to note areas where undecided responses were higher, indicating areas for potential investigation or clarity.

For the metric of the absorption of all allocated funds, it was observed that no respondents found it ineffective or very ineffective. The majority, 118 (50.2%), believed it to be neither effective nor ineffective, while 100 (42.6%) deemed it very

effective. In terms of the Externally Mobilized Funds absorption, no participants considered it to be very ineffective. However, 17 (7.2%) believed it was ineffective, 100 (42.6%) felt neutral, and 51 (21.7%) rated it as very effective. The perspective on the maintenance or increase of Externally Mobilized Funds was predominantly positive, with none finding it ineffective or very ineffective, 100 (42.6%) were neutral, and 118 (50.2%) considering it very effective. Addressing the reduction of pending bills to the desired targets or percentages, none deemed it very ineffective, 16 (6.8%) rated it ineffective, 68 (28.9%) held a neutral stance, and 100 (42.6%) found it very effective. In terms of increasing donor funds and other direct payments, the sentiment was primarily neutral with 133 (56.6%) respondents. Still, 68 (28.9%) found it very effective and none found it ineffective or very ineffective. Lastly, for the financial sustainability of the school, the responses skewed towards neither effective nor ineffective, at 152 (64.7%), with 66 (28.1%) rating it as very effective.

Table 4.5: Role of Performance Contracting in Prudent Financial Management at KSG

Statement	VINEF		IN		NEIN		E		VE	
	N	N%	N	N%	N	N%	N	N%	N	N%
Absorption all the funds allocated	-		-	-	17	7.2	118	50.2	100	42.6
Externally Mobilized Funds have all been absorbed	-	-	17	7.2	67	28.5	100	42.6	51	21.7
Maintenance/increase of Externally Mobilized funds	-	-	-	-	17	7.2	100	42.6	118	50.2
Reduction of pending bills to desired targets/percentage	-	-	16	6.8	51	21.7	68	28.9	100	42.6
Increase donor funds and other direct payments	-	-	-	-	34	14.5	133	56.6	68	28.9
Financial sustainability of the school	-	-	-	-	17	7.2	152	64.7	66	28.1

Key: VINEF-Very Ineffective; IN-Ineffective; NEIN-Neither Effective nor Ineffective; E-Effective; VE-Very Effective

Source: Researcher's field data, (2020)

To corroborate the above findings, interviews were conducted for all the categories of the respondents: KSG staff, course participants and suppliers. The director at Baringo campus indicated that:

> "The implementation of performance contracts at KSG has markedly catalyzed our journey towards financial growth and sustainability. Initially, the introduction of performance contracts brought about a paradigm shift in how we manage and deploy resources".

The director added that:

> "...by aligning our financial stewardship and discipline with the strategic objectives outlined in our performance contracts, we've seen a more judicious use of funds, leading to significant cost savings and better allocation of resources".

One of the suppliers remarked that:

> "...currently we are paid within a shorter time (3 months as opposed to over 1 year previously) for goods and services supplied because of

enhanced accountability and transparency in financial management. Asked whether this is the true position, the director remarked:

"...as a school, implementation of PC has enabled us to set clear financial targets, including revenue generation and cost-efficiency measures, which necessitated rigorous financial discipline, and thus we have managed to pay our debts within the stipulated 3 months' time limit".

4.3 Role of Performance Contracting in Human Resource Development at KSG

Effectiveness in human resource development was operationalized as: capacity needs of the public service; initiation of new courses for public service; increased enrolment of course participants; streamlining old and new programmes for relevance; alignment of priority projects/programmes; development of suitable physical infrastructure; enhanced project completion rate; integration of ICT in business operations; mainstreaming of programmes into the "Big 4" agenda; transformation of the public service; mainstreaming/integrating STI strategies in programmes; stepping up of research activities; provision of consultancy and advisory services; enhanced evidence-based advisory services; expansion of consultancy services; strategies to enhance corporate positioning.

In the study on the role of performance contracting in human resource development for the public service (the core mandate of KSG), respondents provided feedback on a variety of key performance areas. The evaluation highlighted that the capacity needs of the public service were viewed as very effective or effective by an overwhelming 92.8% of respondents, with no one finding it ineffective, and a mere 7.2% feeling neutral. Similarly, both the initiation of new courses for the public service and alignment of priority projects/programmes were positively regarded by 92.8% and 92.7% of participants respectively, although 7.2% found the former ineffective.

Increased enrolment of course participants and streamlining of old and new programs for relevance were seen favourably by 85.5% of the survey-takers, with none finding them ineffective, but 14.5% remained neutral. The development of suitable physical infrastructure and the expansion of consultancy services received positive feedback from 85.5% of respondents, but 7.2% found them ineffective and another 7.2% remained neutral. Integration of ICT in business operations, mainstreaming of programs into the "Big 4" agenda (the Philosophy of the Third Medium Term Plan), provision of consultancy and advisory services, and enhanced evidence-based advisory services all received an impressive approval rating of 92.8%. Nonetheless, 7.2% found the mainstreaming into the "Big 4" agenda, and the last two mentioned ineffective.

The enhanced project completion rate was seen as very effective or effective by 78.3% of participants, with 21.7% remaining neutral. Transformation of the public service and mainstreaming/integrating STI (Science, Technology and Innovation) strategies in programmes garnered a positive response from approximately 78.8% and 78.7% respectively, with neither being deemed ineffective, but a significant 21.3% felt neutral on both counts. Stepping up of research activities was given a thumbs up by 85.6% of the respondents, but a noteworthy 14.5% found it ineffective. Overall, the feedback indicates a generally positive perception of the PC targets under "Human Resource Development", with only a few areas raising concerns among a minority of respondents.

"Human Resource Development" provides insights into various areas of public service improvements. When asked about the capacity needs of the public service, 43.0% deemed it effective, while a slightly higher 49.8% rated it as very effective. There was unanimous agreement in favour of the initiation of new courses for the public service, with figures mirroring the capacity needs at 43.0% for effective and 49.8% for very

effective. The increased enrolment of course participants witnessed a 50.2% very effective rating, surpassing the 35.3% who found it merely effective. The process of streamlining both old and new programs for relevance saw a favourable response with 57.0% voting it effective, but a lesser 28.5% viewing it as very effective.

In terms of alignment of priority projects or programmes, the effective rating stood at 57.4%, with 35.3% voting it very effective. Feedback on the development of suitable physical infrastructure showcased an even spread between effective and very effective ratings at 50.2% and 35.3% respectively, though 7.2% rated it ineffective. Enhanced project completion rate fetched a 43.0% effective rating, closely followed by a 35.3% very effective rating. The integration of ICT in business operations emerged as a strong suit, with 50.2% finding it effective and a close 42.6% deeming it very effective. When it came to mainstreaming programs into the "Big 4" agenda, respondents were split between 42.6% effective and 50.2% very effective ratings, though 7.2% found it ineffective.

Table 4.6: Role of Performance Contracting in Human Resource Development at KSG

Statement	VINEF		IN		NEIN		E		VE	
	N	N%	N	N%	N	N%	N	N%	N	N%
Capacity needs of the public service	0	0.0	0	0.0	17	7.2	101	43.0	117	49.8
Initiation of new courses for public service	0	0.0	17	7.2	0	0.0	101	43.0	117	49.8
Increased enrolment of course participants	0	0.0	0	0.0	34	14.5	83	35.3	118	50.2
Streamlining old and new programs for relevance	0	0.0	0	0.0	34	14.5	134	57.0	67	28.5
Alignment of priority projects/programmes	0	0.0	0	0.0	17	7.2	135	57.4	83	35.3
Development of suitable physical infrastructure	0	0.0	17	7.2	17	7.2	118	50.2	83	35.3
Enhanced project completion rate	0	0.0	0	0.0	51	21.7	101	43.0	83	35.3
Integration of ICT in business operations	0	0.0	0	0.0	17	7.2	118	50.2	100	42.6
Mainstreaming of programs into the "Big 4" agenda	0	0.0	17	7.2	0	0.0	100	42.6	118	50.2
Transformation of the public service	0	0.0	0	0.0	50	21.3	85	36.2	100	42.6
Mainstreaming/integrating STI strategies in programmes	0	0.0	0	0.0	50	21.3	118	50.2	67	28.5
Stepping up of research activities	0	0.0	34	14.5	0	0.0	101	43.0	100	42.6
Provision of consultancy and advisory services	0	0.0	17	7.2	0	0.0	118	50.2	100	42.6
Enhanced evidence-based advisory services	0	0.0	17	7.2	0	0.0	152	64.7	66	28.1
Expansion of consultancy services	0	0.0	17	7.2	17	7.2	101	43.0	100	42.6
Strategies to enhance corporate positioning	0	0.0	0	0.0	34	14.5	118	50.2	83	35.3

KEY: VINEF-Very Ineffective; IN-Ineffective; NEIN-Neither Effective nor Ineffective; E-Effective; VE-Very Effective

Source: Researcher's field data, (2020)

The stepping up of research activities saw a tie in effective and very effective ratings at 43.0% and 42.6% respectively, but 14.5% found it ineffective. Provision of consultancy and advisory services showed a 50.2% effective rating, closely trailed by a 42.6% very effective rating. Enhanced evidence-based advisory services won the approval of 64.7% for its effectiveness, while 28.1% found it very effective.

Lastly, the expansion of consultancy services earned identical figures to the research activities at 43.0% effective and 42.6% very effective, with 7.2% marking it ineffective. This feedback reflects a general consensus of effectiveness in most areas, with some avenues showcasing exceptional performance.

The study findings presented on Table 4.6 indicated satisfactory effectiveness of performance contracting in driving strategic results at Kenya School of Government through carrying out the school's core mandate of capacity building the public service employees, performance management, motivation and engagement and causing these human resources to align themselves with organizational goals. The findings above are corroborated by sentiments from the interview's response from the director Matuga Campus, who affirmed that:

> *"...Through performance contracts, we've been able to set clear, measurable goals related to capacity building, which include targeted training programs, competency development, and leadership enhancement for our staff and the public service at large. This strategic approach has ensured that our capacity building initiatives are not just reactive but are well-planned, outcome-oriented, and aligned with the needs of the public service"*

Human resource development (HRD) needs to ensure that employees possess the requisite skills and knowledge aligned with the performance targets set in the contracts. This might entail continuous training programs, workshops, and seminars to keep the workforce updated and competent (Noé-Nordberg, 2016). The director at Embu added that:

> *"...One of the key achievements through the use of performance contracts has been the ability to identify skill gaps within the public service and address them promptly through tailored training programs. By setting specific targets and indicators for capacity development in our performance contracts, KSG has been able to prioritize areas of critical importance to public service delivery, such as governance, financial management, and customer service, thereby*

enhancing the overall competency and professionalism of the public service workforce".

He added that:

"...Moreover, performance contracts have fostered a culture of continuous learning and improvement within KSG and the wider public service. They have enabled us to monitor and evaluate the effectiveness of our capacity building programs, making adjustments where necessary to ensure that the training and development initiatives we offer remain relevant and impactful".

Indeed, HRD is responsible for developing and managing performance appraisal systems that align with the stipulations of performance contracts. Regular feedback, goal setting, and assessment ensure that employees remain on track to fulfil their contractual obligations (Aguinis, 2009). In addition, HRD ensures that individual employee goals, as well as team objectives, resonate with the broader organizational goals encapsulated within performance contracts. This is achieved through strategic HR planning and talent management strategies (Swanson & Holton, 2001). Finally, for performance contracts to be effective in driving strategic results, employees must be motivated and engaged. HRD initiatives, such as reward systems, recognition programs, and career development pathways, play a pivotal role in keeping morale high and ensuring employees are invested in achieving the outlined targets (Noé-Nordberg, 2016).

In essence, the interplay between HRD and performance contracts underscores the importance of aligning human capital development with organizational objectives. The effectiveness of performance contracts in driving strategic results is, to a significant extent, contingent upon HRD's ability to nurture, train, and motivate the workforce.

4.4 Role of Performance Contracting in Implementation of Presidential Directives and Access to Government Procurement Opportunities at KSG

One of the indicators of effectiveness of performance contracting was evaluating the implementation of presidential directives. The implementation of presidential directives within the framework of performance contracts is a noteworthy endeavour. Presidential directives are authoritative instructions issued by the President or a country's highest office, aiming to guide the direction and priorities of public administration and government agencies. For instance, in implementing the presidential directive on digitization of government services, KSG has not only rolled out several online training programmes but also established an Electronic Learning and Development Institute (e-LDi) as a fully-fledged campus. When intertwined with performance contracts, these directives gain more substantial traction, and their realization is closely monitored, ensuring that public agencies and officials align their actions with the vision set out by the presidential office (Behn, 2003).

The study findings regarding the performance contract (PC) target on "implementation of presidential directives and access to government procurement opportunities" were insightful. When evaluating the implementation of presidential directives, a significant 85.5% (or 201 respondents) expressed agreement. Meanwhile, both disagreement and undecided sentiments stood at 7.2% (or 17 respondents each). Furthermore, concerning the allocation or awarding of opportunities to youth, women, and persons with disabilities (PWDs), the same pattern emerged with 85.5% in agreement, and both disagreement and undecided responses at 7.2%. On promoting locally produced goods and services, 78.3% (or 184 respondents) were in agreement, 7.2% (or 17 respondents) were in disagreement, and 14.5% (or 34 respondents) remained undecided.

Interviews conducted with the director of Baringo campus, indicated that handling access to government procurement opportunities (AGPO) and promotion of locally produced goods has been enhanced because of implementing Performance contracts. He said:

> *"Performance Contracting at the Kenya School of Government has undeniably been a pivotal mechanism for institutional transformation, particularly in the way we handle Access to Government Procurement Opportunities (AGPO). The integration of AGPO directives into our performance contracts has not only ensured compliance but has also significantly transformed our procurement processes, making them more inclusive and transparent. This transformation has been critical in positioning KSG as a leader in implementing government directives aimed at empowering disadvantaged groups"*.

Delving deeper into specific ratings for these categories, the breakdown for the implementation of presidential directives was as follows: 0.0% (or 0 respondents) at the lowest rating, 7.2% (or 17 respondents) at the next level, 57.4% (or 135 respondents) followed, and 28.1% (or 66 respondents) at the highest rating. In terms of allocating or awarding to youth, women, and PWDs, the ratings were 0.0%, 7.2%, 35.7%, and 49.8% respectively. Finally, for the promotion of locally produced goods and services, the ratings came in at 0.0%, 7.2%, 43.0%, and 35.3% sequentially. The results predominantly favoured these directives and initiatives, highlighting a substantial agreement among respondents.
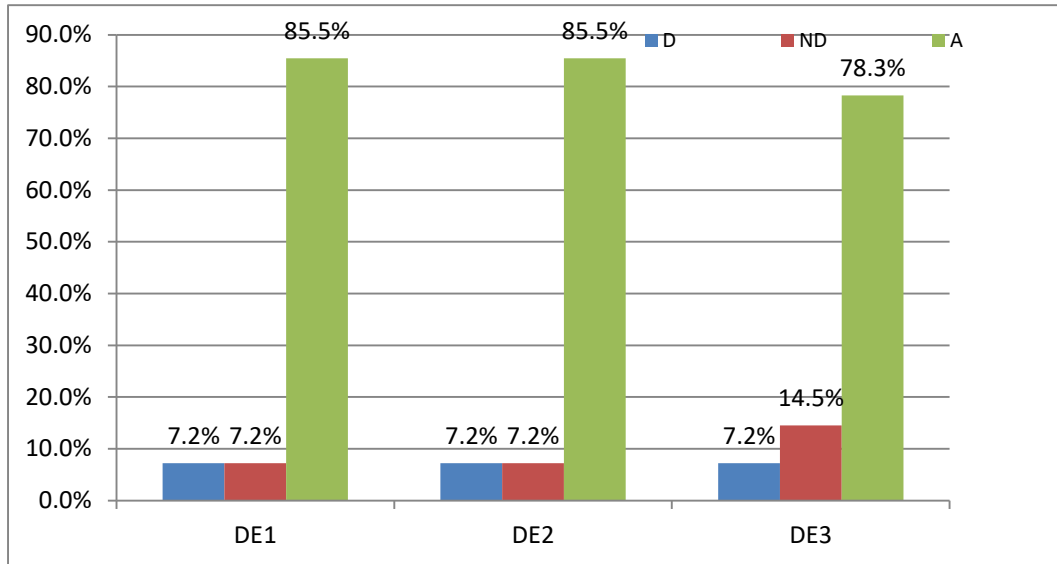
Figure 4.2: Role of Performance Contracting in Implementation of Presidential Directives

The director from Matuga campus added that:

> *"...Moreover, performance contracting has fostered a culture of accountability and continuous improvement within our institution. By regularly monitoring and evaluating our progress against the set targets, we have been able to identify areas of strength and opportunities for further improvement. This has not only enhanced our compliance with the AGPO directive but has also improved our overall procurement practices, making them more efficient and aligned with best practices".*

Performance contracts, which outline specific deliverables, goals, and standards, can serve as a mechanism to ensure that presidential directives are acted upon efficiently and effectively. Such contracts can be tailored to reflect the objectives laid out in the directives, thereby making government agencies and officials more accountable for achieving the desired outcomes (Kettl, 1999).

On alignment with national goals, presidential directives often embody it, and incorporating these directives into performance contracts ensures that public services align with these broader objectives, fostering coherent and unified action (Behn, 2003).

Usually there is a structured mechanism to monitor and report on the progress of the implementation of presidential directives. Regular assessments can pinpoint areas of success and those needing improvement, facilitating more responsive governance (Kettl, 1999).

Accountability is another nuance tied to presidential directives, they ensure that government agencies and officials are answerable for their actions, or lack thereof, in relation to the realization of the directives (Behn, 2003). Further incentivization allows for a system of rewards or consequences based on adherence to the directives, thus motivating entities and officials to align their actions and priorities accordingly (Kettl, 1999).

The convergence of performance contracts with presidential directives can prove instrumental in realizing national visions and priorities. By providing a clear framework of expectations and a mechanism for accountability, performance contracts can amplify the impact of presidential directives, ensuring that they are not just aspirational statements but actionable mandates.

One of the indicators of effectiveness of performance contracting at KSG was evaluating access to government procurement opportunities.

4.5 Role of Performance Contracting in implementing Cross-Cutting issues at KSG

Addressing cross-cutting issues was one other indicator of measuring effectiveness of performance contracting. The specific indicators of effectiveness included assets management strategies, engagement of youth in internships and related programs, addressing skill gaps and improving performance, objective performance appraisal of

employees, affirmative action for PWDs (persons with disabilities), curbing the prevalence of HIV/AIDs and other diseases, safety and disaster preparedness mechanisms, promotion of national cohesion, values, and governance, and deterrence of corruption practices.

The study findings indicated that the majority, at 71.5% (or 168 respondents), deemed that KSG strategies were effective or very effective in management of its assets. However, 21.3% (50 participants) felt that the strategies were very ineffective or ineffective. Meanwhile, 7.2% (17 individuals) took a neutral stance, expressing neither a positive nor negative sentiment. Engagement of youth in internships and related programs was also examined, and an overwhelming 92.8% (218 respondents) believed it was effective or very effective. Impressively, not a single respondent viewed it as ineffective.

However, 7.2% (17 participants) remained neutral. In addressing skill gaps and improving performance, a robust 92.7% (218 respondents) acknowledged it as effective or very effective, with none opposing its effectiveness. Again, 7.2% (17 respondents) chose a neutral position. In regard to objective performance appraisal of employees, 92.7% (218 individuals) endorsed it as effective or very effective. A smaller 7.2% (17 participants) saw it as very ineffective or ineffective, while no respondents remained neutral on this matter (Table 4.7).

Affirmative action for persons with disabilities (PWDs) involves proactive policies and measures to increase their representation and participation in employment, education and other areas of society. When it came to the aforementioned affirmative action for PWD, 85.6% (or 201 respondents) expressed it as effective or very effective. No

respondents felt it was ineffective, but 14.5% (34 individuals) maintained a neutral viewpoint. In the realm of curbing the prevalence of HIV/AIDs and other diseases, 78.3% (184 respondents) found the efforts effective or very effective. There was no negative feedback, but a notable 21.7% (51 respondents) remained undecided. In regard to safety and disaster preparedness mechanisms, the feedback was overwhelmingly positive with 92.8% (218 participants) marking it as effective or very effective. No participants viewed them as ineffective, but 7.2% (17 respondents) stood neutral (Table 4.7).

The promotion of national cohesion, values, and governance was supported by 85.6% (201 respondents), indicating that it was effective or very effective. There was no criticism regarding its effectiveness, but 14.5% (34 individuals) were on the fence. Lastly, in addressing the deterrence of corruption practices, 85.5% (201 individuals) believed that the measures were effective or very effective. On the other hand, 7.2% (17 respondents) deemed them ineffective, while an identical 7.2% (17 participants) remained neutral.
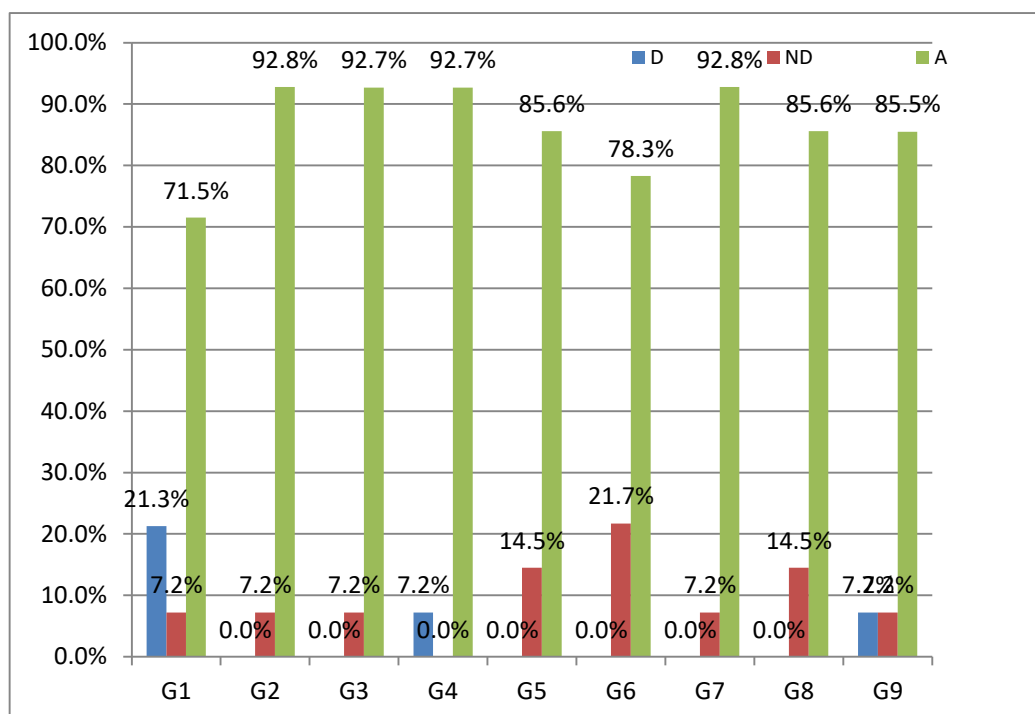
Figure 4.3: Role of Performance Contracting in implementing Cross-Cutting issues at KSG

The promotion of national cohesion, values, and governance within the framework of performance contracts emphasizes the role of organizations, both public and private, in bolstering a cohesive, value-driven, and well-governed society. Organizations, through their operations, can significantly impact societal dynamics, thereby reinforcing national identity, ethical standards, and good governance practices (Cheema & Rondinelli, 2007).

In summary, the cross-cutting targets of the PC were generally met with favourable feedback from the respondents, highlighting a positive trend across various sectors and initiatives. Assets management strategies pertain to the systematic and coordinated activities and practices by which an organization optimally and sustainably manages its assets and asset systems throughout their lifecycle. This includes everything from acquisition, use, and maintenance, to the eventual disposal of assets.

4.6 Chapter Summary

Chapter four of the thesis explores the effectiveness of performance contracting (PC) in driving strategic results at the Kenya School of Government (KSG), beginning with an overview of demographic data and extending into an in-depth analysis of performance contracting's impact on various strategic aspects. The demographic section reveals a diverse participation across KSG campuses, with notable variations in gender, age, roles, and the length of service among staff members, providing a comprehensive backdrop for understanding the context of the study.

The core of the chapter delves into the effectiveness of performance contracting in driving KRAs at KSG across five main areas: financial stewardship and discipline, service delivery, core mandate (human resource development), implementation of presidential directives and access to government procurement opportunities, and cross-cutting issues. Each area is scrutinized based on responses from the KSG staff, including their roles in the PC, targeted PC outcomes, and their perceptions of effectiveness of PC in driving KRAs at KSG in these key areas.

Financial stewardship and discipline are recognized for ensuring ethical and prudent management of funds, with a majority of respondents acknowledging the absorption of allocated funds and the sustainability of financial practices within KSG. The section on service delivery highlights the institution's success in enhancing public service delivery through timely response mechanisms, embracing business process re-engineering, and resolving public complaints effectively.

In exploring KSG's core mandate of human resource development, the study showcases broad approval for initiatives aimed at addressing capacity needs, initiating relevant

courses, and incorporating technology and innovation in service delivery. The effectiveness of these measures is reflected in the positive feedback from respondents, emphasizing the strategic impact of PC on enhancing public service delivery. The analysis on the implementation of presidential directives and government procurement opportunities reveals strong alignment with national objectives, particularly in promoting inclusivity and supporting local economies. The respondents' feedback underscores the importance of these initiatives in driving strategic results at KSG.

Cross-cutting issues, including asset management, youth engagement, addressing skill gaps, objective performance appraisal, and efforts towards national cohesion and governance, are extensively reviewed. The findings indicate a general consensus on the effectiveness of performance contracting in addressing these broad issues, contributing to KSG's overall strategic success. Each section is supported by detailed tables and figures that provide a quantitative breakdown of respondents' perceptions, reinforcing the narrative of performance contracting's positive impact on KSG's strategic objectives – driving the KRAs at KSG.

The chapter concludes with an anticipation of further analysis on the influence of PC dimensions on public service delivery at KSG, setting the stage for an ongoing exploration of performance contracting's role in public sector efficiency and effectiveness. Hence, the next chapter discusses the influence of performance contract dimensions on public service delivery at Kenya School of Government (KSG).

CHAPTER FIVE

THE INFLUENCE OF PERFORMANCE CONTRACT DIMENSIONS ON

PUBLIC SERVICE DELIVERY AT KSG

5.0 Introduction

Chapter five examines the influence of performance contract dimensions on public service delivery at the Kenya School of Government (KSG), with a keen focus on two critical areas: the application of service delivery innovations and the resolution of public complaints. Through rigorous analysis, this chapter unpacks the substantial influence these dimensions have on enhancing service delivery, guided by the findings from structured questionnaires, focus group discussions (FGDs), and an array of data presentation tools. Both principal-agent theory and new public management (NPM) theory are relevant for analysis in this chapter. Principal-agent theory does explain mechanisms like complaint systems as tools of accountability between agents and principals (Cheche and Muathe, 2014). On the other hand, NPM theory puts an emphasis on service delivery innovations and client feedback loops (Vabo, 2009) – for example, the complaint desks in this study.

5.1 The Influence of Application of Service Delivery Innovations on Public Service Delivery at KSG

Application of service delivery innovations is a performance contract dimension (criteria category or strategy) outlined in the second sub theme under the performance criteria category B: Service Delivery – of the performance matrix for KSG. The KSG's performance contracting document – in Annex II: Description of performance indicators – contains explanatory notes stating, among other service delivery innovations, that; the school will create an e-database of potential clients in consultancy

to facilitate organizational engagement. The researcher therefore sought to interview respondents on automation of public services – implementation of ICT policy, and; adoption and operationalization of e-government – so as to analyse the effect of this PC dimension (application of service delivery innovations – through automation of public services) on public service delivery.

The researcher collected data on varied areas, and this included awareness of the information and communication technology (ICT) strategy, development and implementation of the ICT strategy, awareness of the ICT policy and whether identification of KSG staff for ICT trainings was done appropriately. Additionally, data was collected on other aspects of ICT which included respondents' rating of the availability of ICT equipment to the KSG staff as compared to the trained personnel, and whether automation has an effect on public service delivery and implementation of ICT policy adoption and operationalization of e-government at KSG.

5.1.1 The ICT strategy – Awareness and Development

The researcher first sought to find out whether the respondents were aware of the existence of the ICT strategy and the extent to which the respondents agreed that KSG had developed and implemented an ICT strategy. The responses were as presented on Table 5.1 and Table 5.2.

The respondents were asked whether they were aware of the ICT strategy in order to ascertain if they could understand the effect of ICT on public service delivery at KSG. The responses were as presented on Table 5.1.

Table 5.1: Awareness of the ICT strategy by KSG staff

Response	Frequency	Per cent
Yes	159	68.0
No	61	26.0
Not sure	15	6.0
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.1, 68% (159) of the respondents were aware of the existence of the ICT strategy while 26% (61) of the respondents were not aware. There were 6% (15) of the respondents who were not sure of the existence of the ICT strategy.

This indicated that the ICT strategy was known to most staff and therefore this could allow for an effective examination of the effect of automation on public service delivery at KSG. The few respondents who were unaware of the ICT strategy blamed their ignorance on lack of exposure to the electronic media.

One of the participants during the FGDs argued that;

> *"...awareness of the existence of the ICT strategy alone without proper understanding of what the ICT strategy entails is not enough".*

Moreover, contrary to the data obtained through scheduled questionnaires, most of the participants at the FGDs stated that;

> *"...it is only the high level KSG staff who are fully aware of the existence of the ICT strategy and understand well what the ICT strategy entails".*

The respondents were asked whether they agreed that KSG had developed and implemented the ICT strategy. The responses were as presented on Table 5.2.

Table 5.2: Development and implementation of the ICT strategy at KSG

Response	Frequency	Per cent
Strongly agree	128	54.0
Agree	86	37.0
Disagree	16	7.0
Strongly disagree	5	2.0
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.2, 37% (86) of the respondents and 54% (128) agreed and strongly agreed respectively that KSG had developed and implemented the ICT strategy. There were 7% (16) of the respondents who disagreed while 2% (5) strongly disagreed that KSG had developed and implemented the ICT strategy.

This indicates that it is possible to examine the influence of automation of public services on public service delivery at KSG. However, most of the respondents who agreed that KSG had developed and implemented the ICT strategy were the higher level KSG staff category of respondents – it was difficult to obtain such information from the lower level KSG staff categories of respondents since most of them were ignorant of what the ICT strategy was all about.

Development and implementation of the ICT strategy is critical in ensuring that automation facilitates public service delivery. Therefore, with most respondents agreeing that KSG had developed and implemented the ICT strategy this would have a positive effect on public service delivery at KSG.

5.1.2 The ICT policy – Awareness and use in Service Delivery

The researcher sought to find out whether the respondents were aware of the existence of the ICT policy at KSG. The researcher further sought to find out the extent to which the respondents agreed that identification of KSG staff for ICT training was done and

how they rated the availability of ICT equipment to the KSG staff as compared to the trained personnel. The respondents were also asked whether they agreed that automation has had effect on public service delivery through: domestication and implementation of ICT policy, and; adoption and operationalization of E-Government. The responses were as presented on Table 5.3, Table 5.4, Table 5.5 and Table 5.6.

The researcher sought to find out whether the respondents were aware of the existence of the ICT policy at KSG. The results were as presented on Table 5.3.

Table 5.3: Awareness of the ICT policy at KSG

Responses	Frequency	Per cent
Yes	152	65.0
No	69	29.0
Not sure	14	6.0
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.3, 65% (152) of the respondents were aware of the existence of the ICT policy at KSG while 29% (69) were not aware. There were 6% (14) of the respondents who were not sure of the existence of the ICT policy. This indicated that most people were aware of the existence of the ICT policy. However, if the awareness of the existence of the ICT policy could be complemented with the knowledge of the content of the policy, it would facilitate the analysis about the effect of automation on public service delivery.

Most of the participants during the FGDs were of a contrary opinion. They argued that only a few KSG staff were aware of the existence of the ICT policy and had sufficient knowledge about its contents. They further stated that;

> *"...most people including some senior KSG staff are not aware of the ICT policy and are struggling to remain digital".*

From the discussions the researcher noted that most of those who quickly agreed that they were aware of the ICT policy could be referring to being able to access internet services and being able to use the mobile phones. This meant that the ICT policy document was either inaccessible or staff did not seem to understand its significance so long as they could access internet and phone services.

The respondents were asked whether they agreed that automation has an influence on public service delivery at KSG. For the researcher to effectively discuss the influence of automation on public service delivery through domestication and implementation of ICT policy at Kenya School of Government (KSG) data was sought to find out whether the respondents strongly agreed, agreed, disagreed, strongly disagreed or they were undecided on this matter. The results were as presented on Table 5.4.

Table 5.4: Automation has influence on public service delivery through domestication and implementation of ICT policy at KSG

Responses	Frequency	Percent
Strongly agree	129	55.0
Agree	69	29.0
Undecided	18	8.0
Disagree	15	6.0
Strongly disagree	4	2.0
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.4, 29% (69) of respondents agreed while 55% (129) strongly agreed that automation has an influence on public service delivery through domestication and implementation of ICT policy at KSG. Those who disagreed were 6% (15) of the respondents while 2% (4) strongly disagreed that automation has an

influence on public service delivery through domestication and implementation of ICT policy at KSG. There were 8% (18) of the respondents who were undecided.

This indicated that the public appreciates the efforts of KSG to embrace ICT in its public service delivery. However, most respondents did not seem to consider what it really means to domesticate or implement the ICT policy since the researcher noted that most of them were not aware of the existence of the policy and they did not know the contents of the policy.

The respondents were asked whether they agreed that automation – through adoption of operationalization of E-Government – has an influence on public service delivery at KSG. The results were as presented on Table 5.5.

Table 5.5: Automation has influence on public service delivery through – adoption and operationalization of E-Government at KSG

Responses	Frequency	Per cent
Strongly agree	130	55.3
Agree	63	26.8
Undecided	25	10.6
Disagree	15	6.4
Strongly disagree	2	.9
Total	235	100.0

Source: The researcher's field data, (2020)

As presented on Table 5.5, 26.8% (63) of the respondents agreed while 55.3% (130) strongly agreed that automation has an influence on public service delivery through adoption and operationalization of E-Government at KSG. Those who disagreed were 6.4% (15) of the respondents while 0.9% (2) strongly disagreed that automation has an influence on public service delivery through adoption and operationalization of E-Government at KSG. There were 10.6% (25) of the respondents who were undecided.

This indicates that KSG staff recognizes the fact that the school has moved away from the use of an analogue system of administration to digitalized delivery of services to the public. Most of the respondents who agreed with this fact pointed out the way most KSG business is transacted through automation using the internet or mobile phones.

Arguments postulated by most of the participants at the FGDs complemented the data collected through questionnaires and interviews. Most of the participants at the FGDs identified several services at KSG that could be conveniently accessed through automation. One of them argued that;

> *"...gone are the days when you had to physically present yourself at the KSG campuses to enquire about the status of an application made for admission to KSG programmes or acquire important information like the KSG training calendar, progress of certification, fee payment process and so on".*

They further argued that;

> *"...today at the comfort of your house or office you can be able to (through your phone/internet): register for a KSG training programme; apply for a KSG tender; access your results; and so on."*

Therefore, the data collected using the various data collection instruments complemented each other by revealing that automation – as one of the performance contract dimensions – has an effect on public service delivery at KSG.

This is in agreement with scholars such as Mbua and Sarisar (2015) and Muigai (2011) whose literature were reviewed in this study. The reviewed literature postulated that countries that have harnessed the potential of ICT have attained significant social and economic development. The ICT policy is based on internationally accepted standards and best practices. The Kenyan School of Government (KSG) has therefore remained relevant to the global trend by the adoption of the ICT policy.

The study sought for information on whether the identification of KSG staff for ICT trainings is done appropriately. This information could only be reliably obtained from the KSG faculty members category of respondents. For effective discussion on whether identification of KSG staff for ICT trainings was done appropriately, the researcher sought information from respondents and the results were as presented on Table 5.6.

Table 5.6: Identification of KSG staff for ICT trainings is done appropriately

Responses	Frequency	Percent
Strongly agree	2	4.8
Agree	4	9.5
Undecided	7	16.7
Disagree	11	26.1
Strongly disagree	18	42.9
Total	42	100.0

Source: The researcher's field data, (2020)

Information on whether the identification of KSG staff for ICT training was done appropriately could only be reliably obtained from the faculty members category of respondents – since they are the ones who train and hence interact with the staff identified for the ICT training. As presented in Table 5.6, 26.1% (11) of respondents disagreed while 42.9% (18) strongly disagreed that identification of KSG staff for ICT training was done appropriately. Only 9.5 % (4) of the respondents agreed while 4.8% (2) of the respondents strongly agreed that identification of the staff for ICT training was done appropriately. There were 16.7% (7) of the respondents who were undecided.

This indicates that there is lack of proper coordination or lack of policy implementation in the identification of KSG staff for the ICT training. This means that those who are trained are not appropriately identified for the training resulting in staff that lack the skills for operating ICT equipment yet funds for training are used by the wrong group

of staff. This could complicate the attainment of the objective of analysing the effect of automation on public service delivery at KSG.

Some of the respondents argued that "...many staff are trained but allocated wrong jobs". This means that several KSG staff are identified for ICT training yet they are not the ones who directly use the ICT equipment in delivering services to the KSG service consumers. Some participants at the FGDs indicated that;

> "...only the senior personnel are identified for ICT training leaving the middle and the lower personnel (other KSG staff) without any ICT knowledge yet they are the ones at the strategic service delivery points interacting with the consumers of KSG services (the course participants and suppliers among others) on a daily basis."

The respondents were asked to rate the availability of ICT equipment to the trained personnel at KSG. The results are on Table 5.7.

Table 5.7: Rating availability of ICT equipment to the trained personnel at KSG

Response	Frequency	Per cent
Excellent	2	4.8
Very good	4	9.5
Good	7	16.7
Satisfactory	11	26.1
Poor	18	42.9
Total	42	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.7, 4.8% (2) of the respondents rated the availability of ICT equipment to KSG staff as compared to the trained personnel as excellent while 9.5% (4) rated it as very good. There were 16.7% (7) of the respondents and 26.1% (11) respectively who rated the availability of ICT equipment to the staff as compared to the trained personnel as good and satisfactory. Of the respondents, 42.9% (18) rated the availability of ICT equipment to the staff as compared to the trained personnel as poor.

This indicated that most of the ICT equipment were available to the untrained personnel or the trained personnel had no ICT equipment available to them. This means that the process of automation of services delivered at KSG could take long to be obtained, hence not having a significant effect on public service delivery. Those who agreed that the ICT equipment was available to the trained personnel only took cognisance of the ICT equipment availability at the various headquarters (main campus) offices of KSG – which could not create any significant ripple effect on public service delivery at the satellite campuses.

5.2 The Influence of Resolution of Public Complaints on Public Service Delivery at KSG

In Annex I: Performance matrix for Kenya School of Government, under the performance criteria category B: Service Delivery – there are three sub themes, the third of which is B3: Resolution of Public Complaints. As a follow-up on the criteria category, in Annex II: Description of Performance Indicators, KSG commits to establish complaints management and access to information infrastructure. The school's strategy on this commitment includes: Proactively disclosing information to the Ministry as per the required format; Resolving all complaints received and processed, and; Capacity building on Commission on Administration and Justice's (CAJ's) performance contracting requirements. Hence, KSG could design Complaint Handling Mechanisms (CHMs) as a strategy that may help the institution become more responsive, accountable and ultimately more effective in achieving improved public service delivery. Consequently, this would justify the effect of resolution of public complaints on public service delivery at KSG.

Footnotes under the "Resolution of public complaints" (one of the service delivery systems outlined in the Service Delivery Criteria Category B), includes the commitment to: promptly receive and address public complaints referred to it directly or channelled through the CAJ; identify officers for capacity building on handling of public complaints; operationalize Public Complaint Desks (PCDs) in the various campuses of the school; sensitize the public on the existence of Complaint Handling Mechanisms (CHMs), and; resolve all public complaints as and when received.

Well-designed Complaints Handling Mechanisms (CHMs) can provide KSG and citizens/clients alike with a variety of benefits such as reduced corruption, improved public service delivery and enhanced overall effectiveness in the delivery of public services. For KSG more specifically, an effective CHM can help detect problems before they become more serious and/or widespread.

One of the highlights of the sweeping global reforms in public service delivery is the concept of the Citizen's Service Delivery Charter (CSDC) adopted by many countries around the globe as an initiative. Muthaura (2007), points out that while several governments have employed similar efforts, it is only in 2003 that Kenya rolled-out the CSDC as a nation-wide program both to enhance the delivery of government services and to tap its potential as a tool for good governance. Despite the fact that CSDCs are of such great importance, in recent years there has been doubts among professionals on whether employees are achieving the desired public service delivery standards contained in them.

5.2.1 Identification of staff for capacity building on handling public complaints

The researcher asked the 235 KSG staff whether they agreed that handling public complaints has influenced how identification of staff for capacity building is done. This informed the researcher on whether the identification of staff for capacity building on handling public complaints was guided by the nature of the public complaints handled by the KSG staff. The responses were as presented on Table 5.8.

Table 5.8: Handling public complaints has influence on identification of staff for capacity building is done

Responses	Frequency	Per cent
Strongly agree	102	43.4
Agree	60	25.5
Undecided	43	18.3
Disagree	20	8.5
Strongly disagree	10	4.3
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.8, 25.5% (60) of the respondents agreed while 43.4% (102) strongly agreed that handling public complaints has influenced how identification of staff for capacity building is carried out at Kenya School of Government (KSG). There were 8.5% (20) of the respondents who disagreed while 4.3% (10) of the respondents strongly disagreed that handling public complaints has influenced how identification of the staff for capacity building is carried out. Of the respondents, 18.3% (43) were undecided. This indicated that most respondents (all of whom were from the category of the 235 KSG staff) agreed that officers are identified for capacity building based on the need for ability to handle complaints.

A respondent argued that:

> *"...staff are identified for capacity building with regard to the positions they hold that require public complaint handling skills; like those working at the customer care desks and so on".*

However, some respondents disagreed and stated that training opportunities are not necessarily influenced by the staffs' suitability in handling public complaints but it is either done arbitrarily or depending on personal connections with the respective heads of training departments.

A respondent during the FGDs argued that:

> *"...most of the staff identified for capacity building work at the headquarters (main campus) in various positions where they do not frequently interact with most of the public yet the KSG staff working at the satellite campuses, who are constantly confronted with the task of handling public complaints, are not often identified for capacity building".*

This means that both scenarios have influenced how resolution of public complaints has had an effect on public service delivery at KSG – either positively or negatively.

5.2.2 Sensitization of the public on the existence of Complaint Handling Mechanisms (CHMs) at KSG

The researcher sought to find out how well the public was sensitized on the existence of CHMs at KSG. This would enable the 631 respondents in the category of consumers of KSG services (511 course participants and 120 suppliers) to competently comment on how resolution of public complaints through CHMs has an influence on public service delivery at KSG. The responses were as presented in Table 5.9.

Table 5.9: Extent of public sensitization on the existence of CHMs at KSG

Responses	Frequency	Percent
Highly sensitized	91	37.1
Moderately sensitized	129	52.7
Not sensitized	25	10.2
Total	245	100.0

Source: The researcher's field data, (2020)

As presented in Table 5.8, 37.1% (91) of the respondents stated that the public was highly sensitized on the existence of CHMs at KSG while 10.2% (25) of the respondents stated that the public was not sensitized. Slightly more, 52.7% (129), of the respondents stated that the public was moderately sensitized on the existence of CHMs at KSG. This indicated that most of the respondents viewed the public as moderately sensitized on the existence of CHMs hence they are likely to be moderately informed on whether KSG staff have the capacity to handle their complaints effectively. This means that most of the public would have confidence in the KSG staff handling their complaints – this has an influence on the effect of resolution of public complaints on public service delivery at KSG.

However, some respondents pointed out at the rate at which KSG course participants express divergent views on social media (Facebook and class WhatsApp groups) about poor public services delivery at KSG while most KSG suppliers point accusing fingers towards KSG staff for "…not handling their complaints as per the customers'/suppliers' expectations". During the Focus Group Discussions (FGDs) some course participants were of divergent opinion when a participant mentioned that;

> *"...these days even junior officers undertaking promotional courses at KSG would go out to seek for intervention from higher authority if their complaints were not handled properly at the KSG satellite campuses".*

These are indicators of how well the public has been sensitized on the existence of CHMs at KSG.

5.3 Role of Performance Contracting in Quality Service Delivery at KSG

The effectiveness of public service delivery was also operationalized as a quality service delivery – in receiving of incoming and outgoing calls, in resolving of public

complaints, embracing Business Process Re-engineering and in the development and application of innovations in service delivery. The study findings on the Performance Contract (PC) target concerning "Service delivery" revealed a generally positive perspective on various service aspects. A substantial majority of respondents, 218 (92.8%), considered the receiving of incoming calls within the stipulated time to be effective. In contrast, none found it ineffective, and a minority, 17 (7.2%), felt it was neither effective nor ineffective. Regarding the reception of visitors upon their arrival, 202 (86.0%) respondents deemed it effective, none viewed it as ineffective, while 33 (14.0%) had a neutral stance. Similarly, when questioned about the embracement of Business Process Re-engineering, the sentiment was largely positive with 202 (86.0%) finding it effective, no respondents found it ineffective and 33 (14.0%) remaining neutral.

Addressing the resolving of public complaints, the majority, 184 (78.3%), believed the processes in place were effective, with none deeming them ineffective, and 51 (21.7%) holding a neutral view. On the development or application of innovations in service delivery, 201 (85.5%) rated it effective, none found it ineffective, and 34 (14.5%) were neutral. Lastly, for the role in Business Process Re-engineering, the feedback was similarly positive, with 201 (85.6%) considering it effective, none felt it was ineffective, and 34 (14.5%) remained neutral. This data suggests that the organization is largely succeeding in its service delivery goals, with some areas for potential improvement. For the promptness in receiving incoming calls, the majority, 152 (64.7%), rated it as effective, while a significant 66 (28.1%) deemed it very effective; none found it to be ineffective or very ineffective. Similarly, in the case of promptly receiving visitors upon arrival, 136 (57.9%) respondents believed it to be effective and

66 (28.1%) rated it as very effective; again, no respondents found it ineffective or very ineffective.
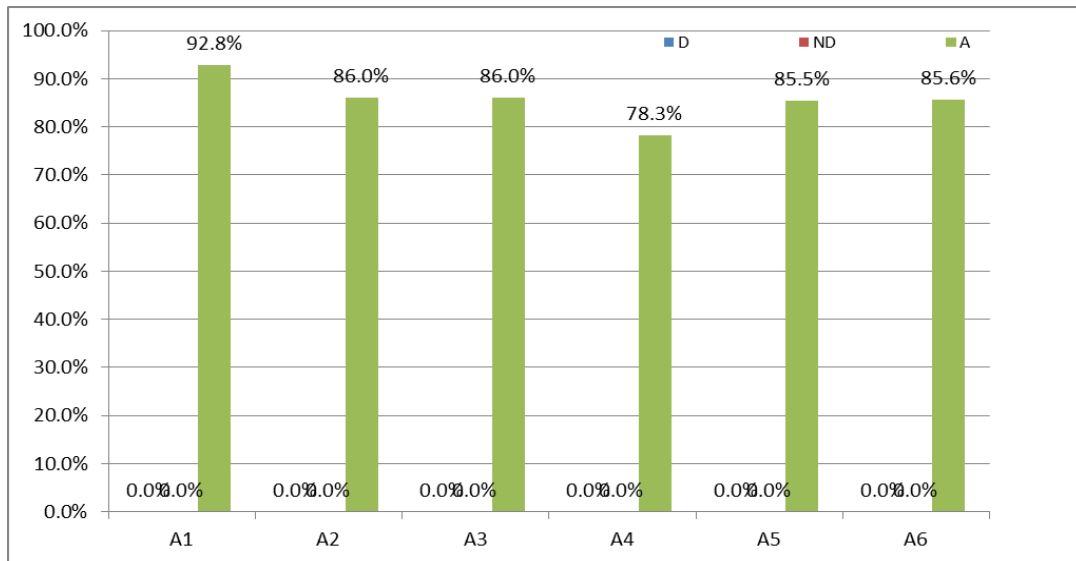
Figure 4.1: Role of Performance Contracting in Quality Service Delivery at KSG
Source: Research data, 2020

When discussing the organization's stance on embracing Business Process Re-engineering, a slight shift was noticed. While none viewed it as ineffective or very ineffective, a major 117 (49.8%) believed the organization to be very effective in this regard, and 85 (36.2%) deemed it merely effective. The organization's effectiveness in resolving public complaints also received notable commendation, with 101 (43.0%) finding it effective and 83 (35.3%) rating it as very effective.

Further, the organization's initiatives or efforts in the development and application of innovations in service delivery were well-regarded, with 84 (35.7%) considering them effective and a significant 117 (49.8%) seeing them as very effective. Lastly, in relation to the organization's role in Business Process Re-engineering, feedback was closely split with 101 (43.0%) believing it to be effective and 100 (42.6%) rating it very effective.

The findings of Table 4.5 showcased that the organization is largely proficient in its public service delivery domains, with an emphasis on excellence in certain areas, and no noticeable inefficiencies or inadequacies. The integration of performance contracts into public service delivery seeks to enhance the quality, efficiency, and responsiveness of public services. Through setting clear expectations, monitoring performance, and incentivizing outcomes, performance contracts can be a potent tool for governments aiming to improve their public service provision.

According to the director at the Kabete Campus, Nairobi, "The implementation of performance contracts at the Kenya School of Government has been a transformative strategy, particularly in enhancing our research, consultancy, and advisory services" He adds that:

> "...Through performance contracting, we have been able to set clear, measurable objectives that align with our mission to provide high-quality research and consultancy services to the public sector. One of the primary ways performance contracts have facilitated this improvement is by fostering a culture of accountability and continuous improvement among our staff and departments"

One of the PC coordinators at the Embu campus indicated that:

> "...Performance contracts have enabled us to leverage technology and innovation in our research and consultancy projects. By setting targets related to the use of digital tools and platforms, we have been able to enhance the efficiency of our research processes and broaden our reach in delivering consultancy services. This has been particularly beneficial in times when traditional in-person engagements have been challenging".

5.4 Chapter Summary

Chapter Five examined the influence of performance contract dimensions on public service delivery at the Kenya School of Government (KSG). It assessed the outcomes of implementing performance contracts, specifically examining the application of

service delivery innovations and the resolution of public complaints. The study finds a moderately strong positive correlation between performance contracting and improved public service delivery

It highlights two key dimensions of performance contracts: the application of service delivery innovations (such as ICT strategies and e-government) and the resolution of public complaints through various mechanisms including Complaint Handling Mechanisms (CHMs), Citizens' Service Delivery Charters (CSDCs), and Public Complaint Desks (PCDs).

Key findings include:

- A significant portion of KSG staff is aware of and engaged with ICT strategies and policies, though there's a noted discrepancy in understanding and access among different staff levels.

- Strong agreement among respondents that KSG has effectively developed and implemented its ICT strategy, indicating a clear link between such innovations and enhanced public service delivery.

- Identification of staff for ICT training and the availability of ICT equipment to trained personnel are areas identified for improvement, signalling gaps in the full utilization of technology to boost service delivery.

The operationalization of complaint resolution mechanisms like CHMs, CSDCs, and PCDs is perceived as beneficial. Yet, the process for identifying staff for capacity building in complaint handling and public awareness of these mechanisms suggests there's room for optimization.

CHAPTER SIX

CHALLENGES IN THE IMPLEMENTATION OF PERFORMANCE CONTRACT

6.0 Introduction

Chapter Six delves into the complexities and obstacles faced in the implementation of Performance Contracts (PCs), a pivotal tool for guiding organizational strategies and ensuring accountability. Through comprehensive survey data, it highlights three primary areas of concern: strategy-related challenges, issues within the PC processes, and human resource (HR) challenges. Strategy-related challenges underscore the ineffectiveness of strategic management systems, with over half of the respondents pointing out issues like poorly formulated strategic and action plans, and a lack of clear, well-articulated objectives. These strategic shortcomings suggest a need for more robust planning and clarity in performance goals.

The chapter also outlines significant procedural hurdles within PC implementation, such as the non-incorporation of learned lessons into PC systems, undocumented best practices, and a general perception that PCs prioritize compliance over tangible results. Challenges like unclear performance indicators, unreliable data collection on Key Performance Indicators (KPIs), and financial constraints further exacerbate these procedural issues. Human resources emerge as another critical challenge, with a noted shortage of personnel and essential competencies. This section also discusses the negative impact of poor inter-management relationships, the non-implementation of motivational mechanisms, and the lack of a system for enhancing workforce training.

Moreover, the chapter touches on external challenges such as political interference, shifting government priorities, and the COVID-19 pandemic, all of which significantly impact the effectiveness of performance contracts. Political and governmental shifts can disrupt focus and resource allocation, while the pandemic introduces a level of unpredictability and resource diversion that further complicates PC implementation. The survey data, including detailed tables and figures, provides a nuanced understanding of these challenges. It highlights the importance of addressing these issues comprehensively to ensure the integrity, functionality, and future success of performance contracts in public service delivery. The concluding remarks suggest that addressing these identified challenges is crucial for enhancing the effectiveness of PCs in improving public service at Kenya School of Government (KSG), paving the way for the next chapter's exploration of customer perceptions regarding PCs' effectiveness.

Performance contracting plays a pivotal role in guiding an organization's strategic initiatives and ensuring accountability. However, they are not without their challenges. Based on survey data, the study explored challenges relating to strategy, PC processes and human resource. The top challenge relating to strategy was lack of effectiveness of strategic management systems such as strategic planning. The two main challenges relating to PC process was non-incorporation of lessons learnt/best practices into PC systems and undocumented lessons learnt. Principal-agent is the only theory of the two theories that drives the explanation of the findings in this section. Principal-agent theory treats implementation gaps such as information asymmetry, goal misalignment, monitoring difficulties and political interference as breakdowns in the principal-agent chain (Eisenhardt, 1989). The NPM theory is not able to explain this chapter because,

according to Gow and Dufour (2000), the theory is normative – for it assumes that performance of tasks operates at optimum conditions without challenges.

6.1 Challenges of Implementing Performance Contract (PC)

The study findings categorised challenges affecting PC into strategy, Human Resource and PC processes. The study also unravelled other challenges in implementation of PC to include global crises, political interference and government priority shifts.

6.1.1 Challenges relating to strategy

The study focused on a number of aspects relating to strategy, and these included Poorly formulated strategic and action Plans in which nearly half of the respondents, 49.8%, agreed that the strategic and action plans in place were poorly formulated (Figure 6.1). In a deeper dive into these numbers, 28.5% merely agreed, while a more emphatic 21.3% strongly agreed with this sentiment. On the opposite spectrum, 21.3% disagreed, and 6.8% strongly disagreed, indicating some divergence in opinions. A noteworthy 28.9% of participants remained undecided, signalling potential ambiguity or lack of their clarity on the topic (Figure 6.1). The other strategic component was the lack of clear and well-formulated objectives. This issue was slightly more pronounced; with 50.2% of participants agreeing that there was evidence of lack of clarity in objectives (Figure 6.1).
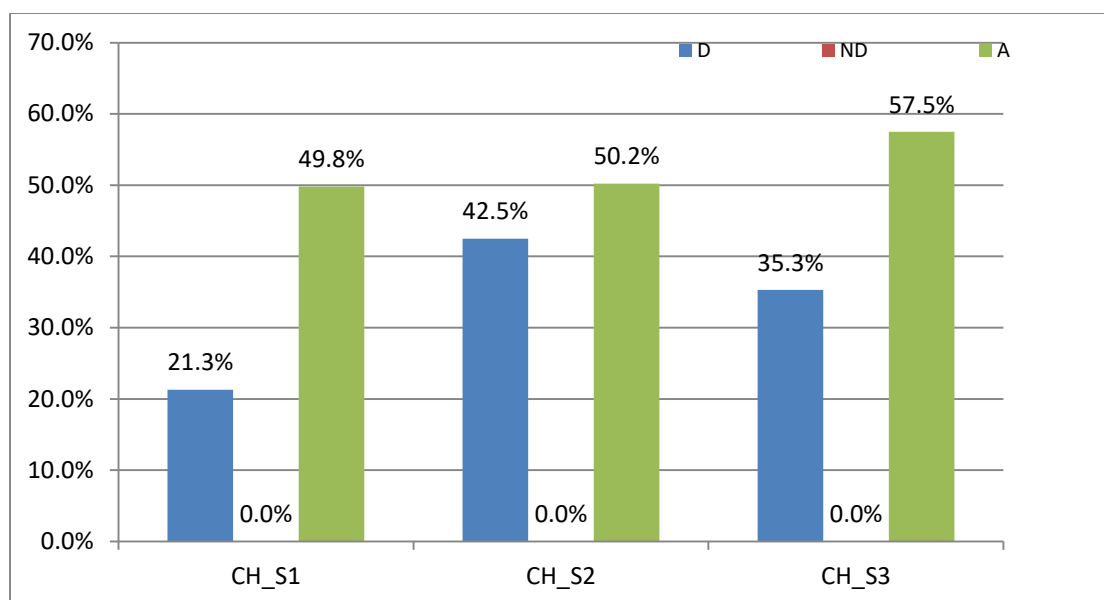
Figure 6.1: Challenges relating to strategy

Breaking this down further, 35.7% of the respondents agreed, and 14.5% strongly agreed. Contrarily, 42.5% disagreed with the notion that objectives lacked clarity, with 14.0% in strong disagreement. Only a minor fraction, 7.2%, were undecided, indicating that most respondents had a defined stance on this challenge.

Interviews conducted with the director general (DG) of Kenya School of Government, pointed at a number of aspects relating to strategy. He said:

> *"Performance contracting at the Kenya School of Government has undeniably been a pivotal mechanism for institutional transformation, however there are challenges in formulation of strategic and action plans at KSG – the strategic and action plans in place were poorly formulated".*

Heads of department ((HODs) at the Kenya School of Government campuses concurred in pointing out at another strategic component of challenges in implementation of PC at KSG to be lack of clear and well-formulated objectives.

The HOD for research, learning and development department at Baringo campus added that:

> *"… performance contracting has fostered a culture of accountability and continuous improvement within our institution. However, there is evidence of lack of clarity in objectives – moreover, the objectives are not well-formulated".*

On the contrary, campus directors disagreed with the notion that objectives lacked clarity. They instead agreed with the KSG director general that, formulation of strategic and action plans at KSG was the challenge.

The director of Embu campus elaborated that:

> *"…I disagree with the notion that objectives lack clarity. The challenge is in formulation of strategic and action plans at the Kenya School of Government – which were poorly done without following the right process – including lack of public participation and consultation of campus staff".*

6.1.2 Challenges relating to PC processes

Research findings revealed various challenges in relation to the processes of performance contracts (PC). One notable challenge was the lack of clarity on performance indicators within PCs. Concerns were raised about the reliability of data collected on Key Performance Indicators (KPIs) with 43.0% agreeing that the data was unreliable, 21.8% disagreeing, and 14.5% undecided. A substantial 71.1% felt that lessons learned or "best practices" were not being incorporated into the performance contract systems, with only 7.2% disagreeing and 21.7% remaining undecided. Equally, 71.1% felt that these lessons were undocumented. The notion that performance contracts are more about compliance than results was supported by 71.1%, while 21.7% disagreed and 7.2% were undecided. Nearly half, 49.8%, felt it was challenging to identify concrete service delivery outcomes, while 28.5% disagreed and 21.7% were undecided.

During the FGDs held at the main KSG campus, one of the participants argued that;

> *"...the processes of performance contracts (PC) are posing a great challenge in implementation of PC. I can boldly state here that, there is lack of clarity on performance indicators within PCs – in fact, the reliability of data collected on Key Performance Indicators (KPIs) is questionable and a concern to many KSG staff".*

A substantial number of the interviewees felt that lessons learned or "best practices" were not being incorporated into the performance contract systems. One course participant argued that;

> *"...it is unfortunate that whereas there are several lessons learnt from PC evaluation feedback, no effort seems to be geared towards incorporating the suggested best practices into the performance contract systems...moreover, these lessons are not even documented".*

Several participants during the FGDs supported the notion that performance contracts are more about compliance than results. One senior management course (SMC) participant at KSG Matuga campus stated that;

> *"...I feel that performance contracts are more about compliance than results – it is challenging to identify concrete service delivery outcomes in as much as emphasis is put on compliance – KSG staff seem more focused on complying with timeframes for filling and submitting the various PC forms and cooking evidence without pointing out at concrete evidence-based results".*

On the topic of financial resources, 56.6% agreed there was a lack, 29.0% disagreed, and 14.5% were undecided. Additionally, when provided with a scale to gauge the intensity of their agreement or disagreement, respondents provided further insights. 43.0% agreed and 14.5% strongly agreed about the lack of clarity on performance indicators in the performance contract, with 13.6% strongly disagreeing. Data reliability on KPIs had 28.5% agreeing and another 28.5% strongly agreeing, while 28.5% strongly disagreed (Table 6.1). Finally, financial constraints were evidently perceived as a substantial barrier. Specifically, 35.3% agreed and 21.3% strongly agreed about

the lack of financial resources, with 14.5% both disagreeing and strongly disagreeing

respectively (Table 6.1).

The director of finance and administration (DFA) explained that:

> *"...since the time KSG sought for financial autonomy so as to rely on internal income generation streams mainly from research, training and consultancy services, our financial capacity has gone down – financial constraints is evidently a substantial barrier to effective implementation of PC".*

There were however, a few respondents mainly from the category of the teaching staff

who felt that lack of resources was not a challenge. One lecturer at Baringo campus

stated that;

> *"The Kenya School of Government has a great resource base – being the only national strategic institution mandated to build the capacity of staff in the entire public service, both from the county and national governments – research, training and consultancy fees from these clients alone, other than income from other sources like catering and accommodation, farm produce and water bottling plant among other income streams, should be enough to support the effective implementation of PC at KSG".*

Table 6.1: Challenges relating to PC processes

Challenge	SD		D		UD		A		SA	
	N	N	N	N	N	N	N	N	N	N
Lack of clarity on performance indicators in PC	32	13.6	34	14.5	34	14.5	101	43.0	34	14.5
Unreliable data collected on KPIs	67	28.5	33	14.0	34	14.5	67	28.5	34	14.5
Non-incorporation of lessons learnt/best practices into PC systems	17	7.2	0	.0	51	21.7	117	49.8	50	21.3
Undocumented lessons learnt	17	7.2	0	.0	51	21.7	117	49.8	50	21.3
PC for compliance rather than results based	0	.0	51	21.7	17	7.2	100	42.6	67	28.5
Difficult to identify concrete service delivery outcomes	34	14.5	33	14.0	51	21.7	67	28.5	50	21.3
Lack of financial resources	34	14.5	34	14.5	34	14.5	83	35.3	50	21.3

KEY: SD-Strongly Disagree; D-Disagree; UN-Undecided; A-Agree; SA-Strongly Agree
Source: Researcher's field data, (2020)

6.1.3 Challenges relating to Human resources

Performance contracts (PC) have gained traction as tools designed to enhance organizational performance. However, when delving deeper into the human resources (HR) component, a number of significant challenges arose. The study findings indicated that challenges relating to human resources (HR) highlighted severally in the domain. A prominent concern was the perceived shortage of human resources, both in terms of numbers and essential competencies, which was corroborated by 64.3% of the respondents. On the other hand, 28.5% disagreed with this notion, suggesting a different viewpoint (Table 6.2).

The internal dynamics of an organization were reflected in the perceptions around inter-management relationships. Specifically, 42.5% of respondents believed there was a

poor relationship between various management levels, whereas a slightly higher 43.0% disagreed, revealing a potential divide in viewpoints. While 35.3% agreed with the existence of such relational issues, another 7.2% strongly affirmed this perspective (Table 6.2).

More than half of the participants at the FGDs perceived shortage of human resources, both in terms of numbers and essential competencies, as a major challenge in implementation of PC at KSG. One of them argued that;

> *"...the last time council of KSG employed new staff was in 2019 – and only a handful of them were members of faculty, the lecturers and researchers – contrary to the human resource policy that requires the ratio of core mandate staff to support function staff be at 70:30.".*

On the other hand, perceptions around inter-management relationships – with the internal dynamics of an organization being reflected by a few of the participants. One of such participants stated that;

> *"...there is poor relationship between various management levels. This has impacted negatively on implementation of PC at KSG. For instance, where functions of one department or section rely on the effective delivery of the other department or section, most managers seem to work in silos and are rarely concerned about the effectiveness or ineffectiveness of service delivery by another department or section of the same school or campus ... moreover, despite the fact that the main campus has more resources, little consideration is given to the semi-autonomous satellite campuses".*

Table 6.2: Challenges Relating to Human Resources

Challenge	SD		D		UD		A		SA	
	N	N %	N	N %	N	N %	N	N %	N	N %
Shortage of HR in terms of numbers and key competencies	17	7.2	50	21.3	17	7.2	101	43.0	50	21.3
Poor relationship between the various levels of management	51	21.7	50	21.3	34	14.5	83	35.3	17	7.2
Non implementation of E motivation mechanisms	34	14.5	34	14.5	33	14.0	83	35.3	51	21.7
Lack of a system to enhance training of its workforce	51	21.7	33	14.0	34	14.5	49	20.9	68	28.9
Lack of commitment from top management	51	21.7	50	21.3	33	14.0	50	21.3	51	21.7
Lack of appropriate mind sets necessary for public service delivery	34	14.5	101	43.0	17	7.2	0	.0	83	35.3

KEY: SD-Strongly Disagree; D-Disagree; UN-Undecided; A-Agree; SA-Strongly Agree
Source: Researcher's field data, (2020)

Further, the non-implementation of motivational mechanisms was seen as a challenge by 57.0% (134 respondents), with 29.0% (68 respondents) disagreeing, and 14.0% (33 respondents) not taking a stance (Table 6.2). The absence of a system to boost training for the workforce was agreed upon by 49.8% (117 respondents), while 35.7% (84 respondents) disagreed, and 14.5% (34 respondents) remained undecided. This appeared as a contentious issue, with 20.9% agreeing and a substantial 28.9% strongly agreeing that such a system is lacking.

Contrarily, 35.7% (21.7% strongly disagree and 14.0% disagree) felt that there were adequate systems in place, presenting a nuanced perspective on the training

infrastructure. The responses here were almost evenly split, with both agreement and disagreement pegged at 21.3%. Top management's lack of commitment was identified as a challenge, with equal agreement and disagreement at 43.0% (101 respondents each), and 14.0% (33 respondents) were undecided.

Furthermore, 21.7% firmly emphasized their perception of a lack of commitment, highlighting an apparent parity in sentiments on this issue. A significant 35.3% felt vehemently about lack of the requisite mindset, as indicated by their strong agreement. However, a combined majority of 57.5% (14.5% strongly disagree and 43.0% disagree) held an opposing view, suggesting that the challenge may not be as pronounced as the strong agreement category suggested. Finally, the survey identified the lack of suitable mindsets necessary for public service delivery as an issue. Only 35.3% (83 respondents) agreed, a majority of 57.5% (135 respondents) disagreed, and 7.2% (17 respondents) remained neutral (Table 6.2).

In essence, while several HR-related challenges were acknowledged, the level of agreement varied across the board, reflecting the complex nature of performance contracts and their relation to HR functions. These challenges highlighted the need for effective HR management and systems to optimize the benefits of performance contracts in public service delivery. Addressing these challenges require a nuanced understanding and targeted interventions.

6.2 Global Crises, Political Interference and Government Priority Shifts

The study asked the respondents whether other challenges existed. Indeed, three other challenges – political interference, government changing priorities and Covid-19 pandemics – were brought into the picture. The survey data revealed that 28.5% of

respondents believed that political interference posed a significant challenge to PCs, but a larger 43.0% did not see it as a primary concern. Interestingly, the undecided camp matched those who agreed, both resting at 28.5%. Additionally, the often-capricious nature of governmental priorities posed another challenge. A significant majority, 78.3%, believed that changing government priorities adversely affected the efficiency and effectiveness of PCs. Only a minor 14.4% disagreed, while 7.2% remained neutral (Turner & Harris, 2022). The Covid-19 pandemic, a global crisis, also emerged as a pronounced challenge, with the same figures as the government priority issue: 78.3% in agreement that it was a concern, 14.4% disagreeing, and 7.2% undecided (Gomez & Fernandez, 2021).

Political actors may intervene in operational decisions or impose changes that align with their interests rather than with the performance goals set out in the contracts (Smith, 2021). For example, in Kenya performance contracting was officially introduced and advocated for by the government (elected leaders) as part of a broader public sector reform program aimed at improving efficiency and accountability in public service delivery.

The initiation of performance contracting can be traced back to the early 2000s, specifically around 2003-2004, when the government, under the leadership of President Mwai Kibaki and prime Minister Raila Odinga, launched the system to enhance transparency, accountability, and performance in the public sector. Such interference can enhance or disrupt the stability and consistency required for public agencies to meet their performance targets. Additionally, "government changing priorities" can pose a substantial challenge to performance contracting. Governments may alter their policy

priorities due to shifts in political leadership or in response to social and economic changes.

This can lead to the re-allocation of resources away from contracted objectives, thereby undermining the continuity and focus essential for achieving the contracted performance standards (Jones & Williams, 2022).
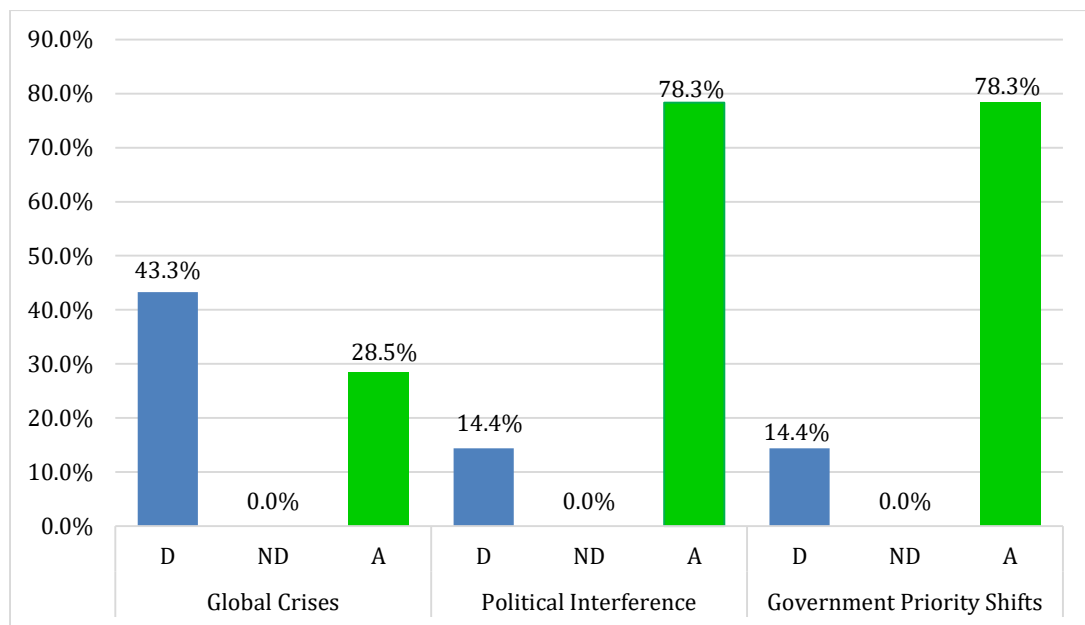
Figure 6.2: Global Crises, Political Interference and Government Priority Shifts

The "Covid-19 pandemic" has also presented unprecedented challenges to performance contracting. The pandemic has caused widespread disruptions, forcing governments and organizations to redirect resources to immediate crisis management and public health responses, often at the expense of pre-established performance contracts (Davis & Taylor, 2020). The pandemic's unpredictable nature has led to increased uncertainty, making it difficult to set and adhere to performance targets. Summarily, while PCs remain crucial, external variables like political shifts, government priority changes, and unforeseen global crises can significantly impede their effectiveness.

In one of the FGDs, majority of the participants believed that changing government priorities adversely affected the effective implementation of PCs. One of them argued that;

> *"...once they form government, with shifts in political leadership, various ruling parties have always altered their policy priorities to align with their party manifestos which they further convert into government development agenda... before the current government came to power, we had the 'Big Four' agenda being the priority policy guiding public service delivery, and now we have the bottom up economic transformation agenda, BETA – don't you see how changing government priorities can adversely affect implementation of PCs?".*

One KSG lecturer of policy formulation and implementation, from Baringo campus, pointed out at how COVID-19 pandemic, a global crisis, posed a significant challenge to PCs implementation resulting from introduction of a new performance indicator – research, science, technology and innovation (RSTI). He explained that;

> *"The catastrophic impacts of COVID-19 Pandemic devastated the entire world and brought to the fore the immense and life-saving role of science, research, technology and innovation as a first responder in the global fight against the pandemic and future disasters, thus revealing the need to mainstream and integrate SRTI strategies in programmes, projects and service delivery systems in MDAs ... in the 19th cycle PC for 2022-2023 financial year, SRTI was introduced as one of the PC evaluation indicators".*

In conclusion, this chapter has presented and analyzed data based on the third specific objective of the study – to examine challenges in implementation of performance contracts. The findings on this objective have identified areas that need to be strengthened so as to achieve effectiveness of PC in improving public service delivery at KSG. The next chapter is on the fourth (last) specific objective – Customers' Perception of PC's Effectiveness in Improving Public Service Delivery at KSG.

6.3 Chapter Summary

Chapter Six examines the complexities and obstacles faced in implementing Performance Contracts (PCs) within the Kenya School of Government (KSG). The chapter, based on comprehensive survey data, identifies three primary areas of concern: strategy-related challenges, procedural issues within the PC processes, and human resource (HR) challenges. The strategy-related challenges identify the ineffectiveness of strategic management systems, with over half of the respondents indicating problems such as poorly formulated strategic and action plans, and unclear, poorly articulated objectives. Approximately half of participants noted a lack of clarity in objectives, suggesting a need for more robust planning and clarity in performance goals.

The procedural challenges in PC Implementation were identified, and it included the failure to incorporate lessons learned into PC systems and undocumented best practices. Many respondents felt that PCs prioritized compliance over tangible results, exacerbated by unclear performance indicators and unreliable data collection on Key Performance Indicators (KPIs). Financial constraints further compounded these issues, with a notable portion of respondents acknowledging the lack of financial resources as a substantial barrier.

Human resources emerged as another critical challenge. There was a notable shortage of personnel and essential competencies, compounded by poor inter-management relationships, the non-implementation of motivational mechanisms, and the lack of a system for enhancing workforce training. These HR challenges highlighted the need for effective management and training systems to optimize the benefits of performance contracts in public service delivery.

The chapter also dis*c*ussed external challenges such as global crises like the COVID-19 pandemic, political interference and shifting government priorities. Political interference and governmental priority shifts can disrupt focus and resource allocation, while global crises like the COVID-19 pandemic introduce a level of unpredictability and resource diversion that further complicate PC implementation. The survey data, detailed through tables and figures, provided nuanced insights into these challenges. For instance, 43% of respondents agreed that performance indicators in PCs were unclear, and 71.1% felt that best practices were not being incorporated into PC systems. Financial constraints were highlighted by 56.6% of respondents as a significant challenge.

The study also identified specific challenges such as political interference, changing government priorities, and the COVID-19 pandemic. The COVID-19 pandemic was noted by 28.5% of respondents, while a significant majority (78.3%) acknowledged that shifting government priorities and political interference adversely affected PCs. Political interference and shifting government priorities were seen as major disruptors, with 78.3% of respondents respectively agreeing on their impact on PC effectiveness. The next chapter discusses customers' perception of performance contract's effectiveness in improving public service delivery at Kenya School of Government.

CHAPTER SEVEN

CUSTOMERS' PERCEPTION OF PERFORMANCE CONTRACT'S EFFECTIVENESS IN IMPROVING PUBLIC SERVICE DELIVERY AT KSG

7.0 Introduction

This chapter focuses on the fourth objective of the study which assessed the customers' perception on public service delivery at Kenya School of Government. The results indicated differing degrees of satisfaction across various sectors, showing an overall trend towards contentment in customers/clients from county governments and national government agencies, while revealing a blend of opinions in customers/clients from tertiary institutions and universities. Both theories – principal-agent theory and NPM theory are relevant in this chapter. In the principal-agent theory, customer perceptions can indirectly enact the idea that an agent is delivering on the expectations of a principal or not (Cheche and Muathe, 2014). NPM theory on the other emphasizes on citizen-as-customer, responsiveness, and satisfaction metrics, service quality, client engagement and customer feedback (Vabo, 2009) – which are also relevant analytics for this chapter.

7.1 Assessment of Customers' Perception of Performance Contract's Effectiveness

The course participants were asked to rate the KSG staffs' performance on a five-point Likert scale across three (3) aspects, which included staff adherence to professional ethics, staff response to inquiries and quality of services provided. The aim of the question was to find out whether customers were satisfied or dissatisfied with services and service providers at KSG because the objective of performance contracting is to ensure customer satisfaction.

The researcher further sought information from KSG staff concerning customer satisfaction baseline surveys. The aim of this set of questions was to assess; their

awareness of the 2015/16 customer satisfaction baseline survey recommendations, whether KSG had implemented these recommendations, and the effect of implementation of the recommendations on public service delivery. Responses were also sought on customers' understanding of, and involvement in the formulation, implementation and evaluation of performance contract at KSG.

The survey on the perception of staff adherence to professional ethics across various sectors revealed significant differences in satisfaction levels. In the county government sector, no one reported being very satisfied. A minority (20.2%) was somewhat satisfied, 17.9% were neutral, while a significant majority (59.5%) expressed being somewhat dissatisfied and 2.4% were very dissatisfied. In contrast, the tertiary sector showed a more positive trend with 7.1% being very satisfied, more than half (53.6%) somewhat satisfied, and 39.3% neither satisfied nor dissatisfied, with no reports of dissatisfaction.

University staff responses indicated that no one was very satisfied, but a majority (63.2%) was somewhat satisfied, a notable portion (26.3%) was neutral, and a smaller fraction (10.5%) was somewhat dissatisfied. Agency staff showed 44.4% being somewhat satisfied, an equal percentage neither satisfied nor dissatisfied, and a smaller group (11.1%) somewhat dissatisfied. Notably, there were no instances of very high satisfaction or dissatisfaction in agencies and universities, highlighting a trend towards moderate perceptions of adherence to professional ethics in these sectors.

None of the course participants from the county government reported being very satisfied with KSG staff adherence to professional ethics. In an interview with a chief

officer from the county government, who was undertaking senior management course (SMC), the officer argued that;

> *"...I'm somewhat satisfied with KSG staff adherence to professional ethics – especially on the handling of training sessions and administration of examinations by the faculty members. However, the catering and accommodation staff do not seem to adhere to professional ethics – see how many complaints about the quality of service at the dining hall and hostel rooms have been raised by course participants in this SMC cohort alone".*

Responses from the majority of university staff course participants indicated that they were somewhat satisfied with KSG staff adherence to professional ethics. A university dean of students, who was undertaking the strategic leadership development programme (SLDP) course stated that;

> *"... we are somewhat satisfied with the civilian KSG security staff adherence to professional ethics – some of them even walk around mingling and interacting with us as they cleverly collect security intelligence information without coercion. This is contrary to the KSG customer care staff who are rarely found on their desks and are usually unavailable or rude on phone – the KSG call centre staff do not uphold professional ethics".*

In contrast, the tertiary sector showed a more positive trend with more than half of course participants from the sector satisfied with KSG staff adherence to professional ethics – with no reports of dissatisfaction. A principal of one technical training college, who was a course participant in the strategic leadership development programme (SLDP) course remarked that;

> *"...this is my second course at KSG and I can confidently say that I'm satisfied with the level of professional ethics by the KSG staff – they are honest, trustworthy, transparent, accountable and observe a high level of confidentiality, objectivity and respect".*

Table 7.1: Course Participant's perception of staff adherence to professional ethics

Category	VD		SD		NSD		SS		VS		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
County government	6	2.4	154	59.5	46	17.9	52	20.2	0	0.0	259	100
Tertiary	0	0.0	0	0.0	34	39.3	46	53.6	6	7.1	86	100
Universities	0	0.0	6	10.5	15	26.3	37	63.2	0	0.0	58	100
Ministries	3	3.8	9	11.5	31	38.5	31	38.5	6	7.7	80	100
Agencies	0	0.0	3	11.1	12	44.4	12	44.4	0	0.0	28	100
Total	10	2.0	88	34.0	70	27.2	88	34.0	7	2.7	511	100

Key: VD-Very dissatisfied; SD-Somewhat dissatisfied; NSD-Neither satisfied nor dissatisfied; SS-Somewhat satisfied; VS-Very satisfied

Source: Researcher's field data, (2020)

These results indicate a general trend of satisfaction or neutrality regarding adherence to professional ethics across these sectors. Interview with Director General (DG) of Kenya School of government (KSG), revealed that although the conduct of the staff was professional there were few cases of corrupt staff. The reasons explained by the DG of KSG for unethical behaviour were that;

> *"In order to keep in good standing with their managers and keep their jobs, employees may make unethical decisions, lack of training on ethics because the Kenya School of Government makes the mistake of assuming their employees understand which behaviours are unethical and instances of unethical behaviour stemming from the examples set by the KSG employees".*

The interview with KSG's Director of Finance and Administration (DFA) revealed that the school has a code of conduct which is displayed at the customer reception desk. He explained that professional ethics is paramount in customer service and performance contracting. The DFA further stated that;

> *"...I have made sure that KSG staff members understand that in order to win public confidence, they should pay attention to ethics and, impose on themselves the responsibility of adhering to professional ethics".*

Ayodeji (2006) in his paper Managing Ethical Problems in Nigerian Business Organizations explained that there is a relationship between adherence to ethics and performance of business organizations. Organizations with ethics perform better. He recommended that leaders and managers should understand that in order to win public trust, they should pay attention to ethics and impose on themselves the responsibility of following professional ethics because businesses which operate ethically reap many rewards in the form of wining public confidence, attracting customers, retaining employees, improving performance, meeting targets and having satisfied customers.

Consequently, on staff adherence to ethics, the study established that clients' perception ranged from neither satisfied to somewhat dissatisfied, it was also established that there were few cases of corrupt staff. Formulation and adherence to professional ethics is critical in customer satisfaction because there is a relationship between adherence to ethics and performance of business organizations in satisfying customers and attaining organizational vision.

Unethical behaviour among employees is a multifaceted issue influenced by various factors. Psychological traps play a significant role, leading individuals to distort perceptions of right and wrong, thereby justifying unethical actions (GBR, n.d.). Primary traps, such as obedience to authority, also contribute, as they condition employees to follow orders without considering ethical implications (GBR, n.d.). Personality traits, like a high need for closure, can make individuals more prone to unethical decisions, especially under stressful work conditions (GBR, n.d.). Defensive traps, such as the false consensus effect, allow employees to rationalize unethical actions by assuming they are commonplace (GBR, n.d.).

Additionally, external pressures like unrealistic performance expectations can compel employees to engage in unethical practices to meet targets (EVERFI, n.d.). Fear of speaking up due to potential retaliation or negative consequences is another factor that perpetuates unethical behaviour (EVERFI, n.d.). Lack of ethical training and awareness among employees can lead to unintentional unethical practices (EVERFI, n.d.). Furthermore, the absence of clear reporting policies hinders the management and identification of unethical conduct (EVERFI, n.d.). Lastly, the influence of managerial behaviour is crucial; unethical practices by managers set a negative example for employees, influencing their conduct (EVERFI, n.d.).

7.2 Clients' Perception of Staff Response to Inquiries

In county government, a majority, 142 (54.8%), were very satisfied, while 49 (19.0%) were somewhat dissatisfied. Additionally, 62 (23.8%) were neutral, 6 (2.4%) were somewhat dissatisfied, and none were very dissatisfied. In tertiary institutions, no respondents were very satisfied, 49 (57.1%) were somewhat satisfied, 34 (39.3%) were neutral, and 3 (3.6%) were somewhat dissatisfied. At universities, no one was very satisfied, 37(63.2%) were somewhat satisfied, 18(31.6%) were neutral, and 3(5.3%) were somewhat dissatisfied. In agencies, no respondents were very satisfied, but a high majority, 25(88.9%), were somewhat satisfied, and 3(11.1%) were somewhat dissatisfied.

To effectively discuss the clients' perception of staff response to inquiries, the researcher sought information from staff of the County government, Tertiary colleges, Universities, Ministries and Agencies. The results are presented in Table 7.2.

Table 7.2: Clients' perception of staff response to inquiries

Category	VD		SD		NSD		SS		VS		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
County government	0	0.0	6	2.4	62	23.8	49	19.0	142	54.8	259	100
Tertiary	0	0.0	3	3.6	34	39.3	49	57.1	0	0.0	86	100
Universities	0	0.0	3	5.3	18	31.6	37	63.2	0	0.0	58	100
Ministries	0	0.0	6	7.7	0	0.0	74	92.3	0	0.0	80	100
Agencies	0	0.0	3	11.1	0	0.0	25	88.9	0	0.0	28	100
Total	0	0.0	21	4.1	114	22.4	233	45.6	0	0.0	511	100

Key: VD-Very dissatisfied; SD-Somewhat dissatisfied; NSD-Neither satisfied nor dissatisfied; SS-Somewhat satisfied; VS-Very satisfied

Source: Researcher's field data, (2020)

The findings suggest varying levels of satisfaction with responses to inquiries across these sectors, with a general trend towards satisfaction in county governments and agencies, and mixed feelings in tertiary institutions and universities. In response to inquiries, the study findings found out that many of the respondents indicated that they were somewhat satisfied, while the minority felt that it was somewhat satisfying. So the study concluded that staff response to inquiries was somewhat satisfying. Analysis on the responses from the various categories of the clients' (course) indicated that from the county government sub-sector the majority of respondents believed that staff responses to inquiries was very satisfying, while from the tertiary and universities sub-sector the majority believed it was somewhat dissatisfying. The Ministries' and Agencies' employees who were pursuing management courses believed that responses to inquiries was somewhat satisfying.

Interviews with KSG Campus Directors disclosed that their clients reported few cases of non-responses to inquiries, especially within the participants taking the Senior

Management Course (SMC). In cases where there were no responses to inquiries made, the Directors indicated that there was lack of motivation on the part of the employees. One of the Directors cited cases where an employee said;

> *"I didn't have time; I just have too many other things on my plate right now".*

The Directors further indicated that non response to inquiries was because some employees were insensitive. They simply do not care about anyone else but themselves. Therefore, they choose not to make the extra effort to return a phone call or reply to an e-mail message, because there is nothing in it for them. The Directors explained that they have tried to deal with cases of non-responses by including in the employee performance evaluation criteria measures such as "responsiveness" and "formulation of a service charters" which are displayed at the school's reception area with specific response time lines that staff are expected to follow or respond – they have set timelines in which staff should respond to customer inquiries – although at times they use discretion. The Directors expressed disappointment hinting that it could be possible that the customers' service delivery charter is not being followed.

During an interview with the KSG Director General (DG), he expounded on the dynamic nature of the school and therefore why constant research is required in order for the Ministry to guide them effectively on effective provision of services. Maintaining the status quo and not being innovative would explain why their clients' issues may not be addressed as immediately as they would have preferred. The findings tally with research by University of Michigan (2014), where it was observed that organizations need mechanisms to respond to inquiries or requests for help from existing and potential customers because it has an impact on public service delivery. Organizations require customer helplines or service charters which are essential for

delivering support, service, advice, and information. The study underscored the fact that responding to clients' needs adds value to an organization by catalyzing staff efficiency and public service delivery.

7.2.1 Rating of KSG services

The responses regarding the rating of KSG services showcased a distribution across three main categories of satisfaction. Half of the respondents, totalling 60 individuals, rated the services as fair, indicating a moderate level of satisfaction where there is room for improvement. This suggests that while some aspects of the services met the respondents' expectations, there are areas that could benefit from enhancement to fully satisfy the clientele. A quarter of the respondents, amounting to 30 individuals, gave a rating of Good, reflecting a higher level of satisfaction and implying that the services provided met many of their needs and expectations effectively.
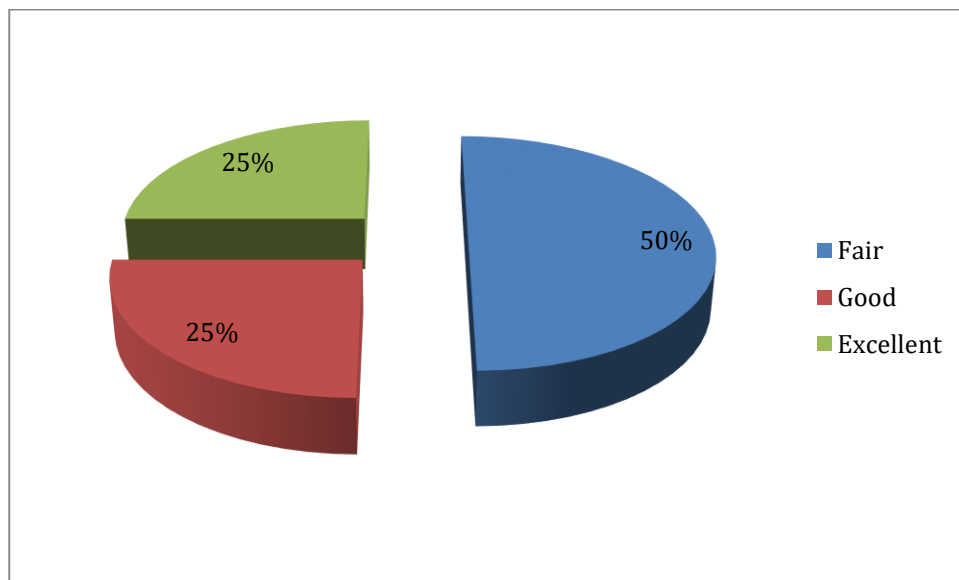
Figure 7.1: Respondent's rating of KSG Services

7.3 Customers' perception of overall quality of services provided at KSG

A total of 30 respondents rated the services as Excellent, also constituting 25.0% of the total feedback. This rating denotes a high level of satisfaction, suggesting that these respondents found the services to be of superior quality, exceeding their expectations. The distribution of ratings reveals a varied perception of KSG's services, with a significant proportion of the feedback indicating a positive experience, though there is a notable call for improvements to achieve higher satisfaction levels across the board

In a survey examining the perceptions of various categories of staff on their response to inquiries, distinct trends were observed across different organizations. Within the county government, no respondents reported being very satisfied. A quarter (25.0%) was somewhat satisfied, the majority (46.4%) were neither satisfied nor dissatisfied, and a significant portion (28.6%) were somewhat dissatisfied. In tertiary institutions, the majority (57.1%) were somewhat satisfied and the rest (42.9%) were neutral, with no dissatisfaction reported (Table 7.3). At universities, a high percentage (84.2%) were somewhat satisfied and the remainder (15.8%) neutral.

Table 7.3: Customers' perception of overall quality of services provided at KSG

	VD		SD		NSD		SS		VS		Total	
Category	F	%	F	%	F	%		%	F	%	F	%
County government	0	0.0	74	28.6	120	46.4	65	25.0	0	0.0	259	100
Tertiary	0	0.0	37	42.9	49	57.1	0	0.0	0	0.0	86	100
Universities	0	0.0	9	15.8	49	84.2	0	0.0	0	0.0	58	100
Ministries	0	0.0	6	7.7	62	76.9	12	15.0	0	0.0	80	100
Agencies	0	0.0	3	11.1	6	22.2	19	66.7	0	0.0	28	100
Total	0	0.0	129	25.2	285	55.8	97	19.0	0	0.0	511	100

Key: VD-Very dissatisfied; SD-Somewhat dissatisfied; NSD-Neither satisfied nor dissatisfied; SS-Somewhat satisfied; VS-Very satisfied

Source: Researcher's field data, (2020)

Agencies showed a majority (66.7%) somewhat satisfied, a minority (22.2%) neutral, and a smaller group (11.1%) somewhat dissatisfied (Table 7.3). Notably, in all categories, there were no responses indicating very high satisfaction or very high dissatisfaction. On quality of overall services provided by the school which include staff training, registration of course participants, majority of the respondents feel that they are neither satisfied nor dissatisfied, although they were somewhat satisfied in some services than others. Analysis on the responses from the various categories of the public service employees indicated that from the tertiary colleges were the majority of the respondents who overall said they were neither satisfied nor dissatisfied with public service delivery, while from the county government the majority said they were neither satisfied nor dissatisfied. Economic Survey (2014) indicates that training public service employees will have the potential to spur economic growth.

The interviews with Campus Directors of KSG exposed that they were not able to adequately provide quality services because they were constrained by resources. In spite of the constraints one of the directors explained that the curriculum for the capacity building courses at the KSG is one of the best because it enables the public service employees to provide service to the best standards and contribute effectively to the development of the country. To enhance the provision of quality services to the public, several strategies were identified as effective. Political leadership and collaboration with stakeholders are essential for driving reforms and overcoming resistance (World Bank, n.d.). Building institutional capacity ensures sustainable improvements in public services (World Bank, n.d.). Adopting digital technologies for personalized, frictionless, and anticipatory service delivery is becoming increasingly important (Deloitte Insights, n.d.). Defining clear and relevant performance metrics, setting

ambitious yet achievable targets, and using digital tools for information sharing can significantly enhance transparency and accountability in public service delivery (McKinsey & Company, 2018). Additionally, motivational dialogues, agile practices, and emphasizing nonfinancial incentives can improve employee motivation and efficiency (McKinsey & Company, 2018). Lastly, developing new skills and capabilities in public sector employees is crucial for long-term performance improvement (McKinsey & Company, 2018). These strategies collectively contribute to making public service delivery more efficient, responsive, and citizen-centric. The study therefore established that offering quality services equals satisfactory performance which leads to satisfied customers. The majority of the staff felt that service provision at KSG is neither satisfying nor dissatisfying.

During the survey the study went further to establish that the customer satisfaction index was based on mean values of the clients' responses on various items which are professional ethics, responses to inquiries and perception on public service delivery.

7.4 Customer Satisfaction

Customer satisfaction surveys are tools used by businesses and organizations to collect feedback, opinions, and insights from their customers. These surveys can take various forms, such as online questionnaires, telephone interviews, or paper forms. They are designed to gather information about customer satisfaction, preferences, needs, and experiences with products, services, or the overall brand. The study on perception is in many respects a customer survey. The study attempted to establish the extent to which customers (course participants) who sought KSG services during the 2020/2021 period were satisfied with the services provided by the school. The survey targeted external

customers, who included course participants of the training programs that previously run in the school during the period.

Respondents were asked to rate KSG's performance in regards to its roles and mandate and its auxiliary services using a scale of 1 – 5 where 1 was Strongly Agree and 5 was Strongly Disagree. For ease of reference, low ratings (Strongly Disagree and Disagree) and high ratings (Strongly Agree and Agree) were combined as captured in Table 7.4. The survey revealed exceptional satisfaction with the admission process, as 90.6% of respondents agreed it exceeded their expectations, and there was no disagreement noted in this area. However, perceptions of catering services were more varied, with 50.4% in agreement that these services exceeded expectations, while a notable 42.7% remained neutral and 6.1% disagreed. Accommodation services received a similar response, with 49.2% agreeing that their expectations were met, 46.8% remaining neutral, and 4.0% expressing dissatisfaction.

The head of department (HOD) from one of the national government agencies cited cases where an employee who sought for admission to KSG said;

> *"I have had an exceptionally satisfying experience with the KSG*
> *admission process – one does not have to travel all the way to KSG in*
> *order to process admission into a training programme. You also have*
> *a choice to either attend physical class sessions or enrol for the online*
> *live sessions".*

Class or live sessions were well-received, with a high agreement rate of 88.6%, and only 2.0% disagreed. Library services and e-learning materials also saw a majority positive response, with 56.8% in agreement and 4.3% disagreeing. In contrast, KSG transport services received a more lukewarm response, with only 40.3% in agreement and a majority 51.9% neutral, while 7.8% disagreed. The application of ICT in the school was viewed favourably, with 75.9% agreeing it was satisfactory, though 4.1%

disagreed. Accounts and finance services also saw a high satisfaction rate, with 71.2% agreeing that these services exceeded their expectations and only 2.0% disagreeing. Lastly, the maintenance of grounds and lawns was positively viewed by 60.9% of respondents, with a small 0.8% in disagreement.

Table 7.4: Performance of Roles, Mandate and auxiliary services

Experience with KSG services	A %	N %	D %
Security of the School is up the required standard	77.8	21.4	0.7
KSG customer service (how you were received, how you were attended to, response to your inquiries etc.) met your expectation	89.2	10.1	0.7
KSG admission process exceeded your expectations	90.6	9.4	0.0
Catering services exceeded your expectations	50.4	42.7	6.1
Accommodation services met your expectations	49.2	46.8	4.0
Class/live sessions exceeded your expectations	88.6	9.4	2.0
Library services/e-learning materials exceeded your expectations	56.8	38.8	4.3
KSG Transport services met your expectations	40.3	51.9	7.8
KSG telephone/communication services are up to standard	69.1	28.2	2.7
ICT usage and application in the school is satisfactory	75.9	20.0	4.1
Accounts and Finance services exceeded your expectations	71.2	26.8	2.0
KSG grounds and lawns are well kept	60.9	38.3	0.8

A -Agreement; **N** -Neutral; **D** –Disagreement
Source: Researcher's field data, (2020)

Overall, the survey indicated strong satisfaction in several key areas of KSG services, with areas like the admission process and class sessions receiving particularly high praise. However, there were areas like catering, accommodation, and transport services where opinions were more divided, indicating potential areas for further attention and improvement. Asked if they would recommend a friend or colleague to KSG, there was an overwhelming 97.3% affirmation (Figure 7.1).

Whether the respondent would recommend friend or colleague to KSG

1.3%   1.4%

97.3%

■ Yes ■ No ■ May be
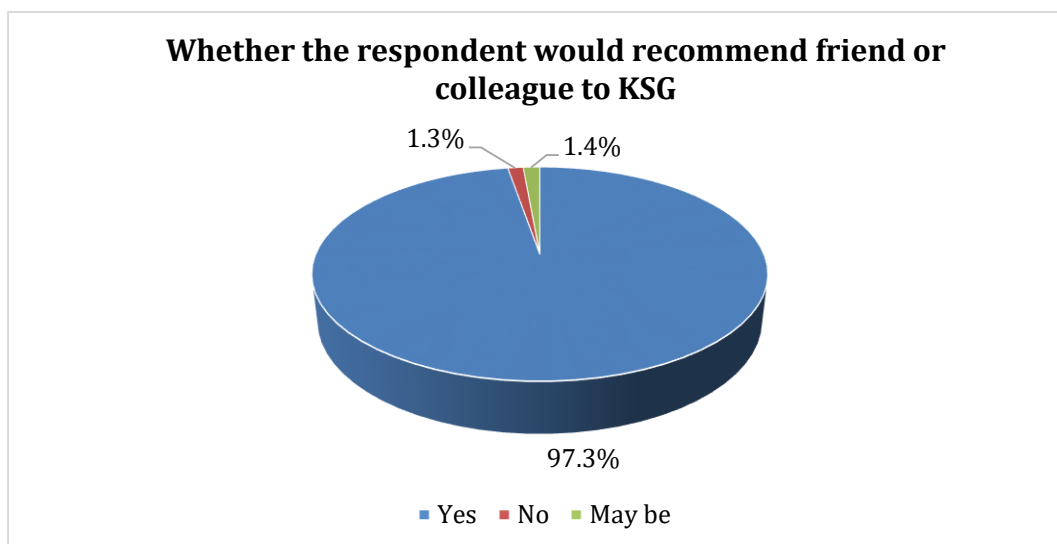
Figure 7.2: Satisfaction on selected services

7.5 The 2015/16 Customer Satisfaction Baseline Survey Recommendations

The Public Service Commission's statutory obligation to submit an annual report on compliance with public and governance ideals and principles was satisfied by the 2015–16 customer satisfaction baseline survey report. In order to provide a framework that produced high-quality data for assessing the Public Service's overall compliance with the values and principles of Articles 10 and 232 of the Constitution, the 2016 report expanded on past monitoring and assessment projects (RoK, 2016). Since then, a number of legislative frameworks, procedures, organizations, and policies have been established to uphold the ideals and tenets of public service.

However, public institutions seem to continue to face peculiar challenges that contribute to their low levels of compliance across the country (RoK, 2016). Among the challenges are the weak implementation and enforcement of pertinent policies, laws and related regulations. Interventions towards ensuring higher compliance in promoting the values and principles of the public service include promoting high standards of professionalism, ensuring efficiency and effectiveness in public service delivery and entrenching good governance practices across the entire public service, among other

initiatives, which this report reviewed. The effective implementation of the recommendations proposed in this report would enable the country to improve public service delivery in the various sectors of the economy while ensuring sustainable development.

The researcher collected data from KSG staff (service providers) on: Respondents' awareness of the 2015/16 customer satisfaction baseline survey recommendations; Implementation of the 2015/16 customer satisfaction baseline survey recommendations, and; the effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG. The responses are presented in Table 7.5, Table 7.6 and Table 7.7.

7.5.1 Awareness of the 2015/16 customer satisfaction baseline survey recommendations

One of the most common methods of measuring customer satisfaction is through surveys. Respondents record their feedback via multiple-choice questions, rating questions, and open-ended questions among the various feedback recordings. In this study, the researcher recorded respondents' feedback via open-ended questions.

The KSG staff category of respondents were asked if they were aware of the 2015/16 customer satisfaction baseline survey recommendations. This would inform the researcher on the extent to which the respondents could be able to identify whether customer satisfaction was being achieved. The results were as presented on Table 7.5.

Table 7.5: Respondents' awareness of the 2015/16 customer satisfaction baseline survey recommendations

Responses	Frequency	Per cent
Yes	28	11.9
No	152	64.7
Not sure	55	23.4
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 7.5 the majority, 64.7% (152) of the respondents were not aware of the 2015/16 customer satisfaction baseline survey recommendations. There were 23.4% (55) of the respondents who were not sure whether they were aware of the 2015/16 customer satisfaction baseline survey recommendations or not. Only 11.9% (28) of the respondents were aware.

This indicated that the document containing the 2015/16 customer satisfaction baseline survey recommendation was not effectively publicized. This further meant that the implementation or lack of implementation of the recommendations could also escape the attention of the public. Most of the KSG staff who were unaware of the recommendations could also fail to come up with a comprehensive plan of implementation of the recommendations.

However, the few respondents who were aware of the 2015/16 customer satisfaction baseline survey recommendations argued that;

> *"...it is not difficult to imagine the contents of this document since whatever one would recommend for the attainment of customer satisfaction is likely to be part of the recommendations contained in the document".*

This means that whatever undertakings by KSG staff which were viewed as positive steps towards reforming KSG to achieve improved public service delivery, were

considered to be in line with the recommendations contained in the 2015/16 customer satisfaction baseline survey.

7.5.2 Implementation of the 2015/16 customer satisfaction baseline survey recommendations by KSG staff

The respondents were asked whether they agreed that KSG had implemented the 2015/16 customer satisfaction baseline survey recommendations. This informed the researcher on whether implementation of the 2015/16 customer satisfaction baseline survey recommendations has an effect on public service delivery by KSG staff. The responses were as presented on Table 7.6.

Table 7.6: Kenya School of Government (KSG) has implemented the 2015/16 customer satisfaction baseline survey recommendations

Responses	Frequency	Per cent
Strongly agree	19	8.1
Agree	25	10.6
Undecided	66	28.1
Disagree	85	36.2
Strongly disagree	40	17.0
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 7.6, 10.6% (25) of the respondents and 8.1% (19) agreed and strongly agreed respectively that Kenya School of Government (KSG) had implemented the 2015/16 customer satisfaction baseline survey recommendations. There were 36.2% (85) of the respondents and 17.0% (40) who disagreed and strongly disagreed respectively that KSG had implemented the 2015/16 customer satisfaction baseline survey recommendations. Of the respondents, 28.1% (66) were undecided.

Despite the fact that most of the respondents were unaware of the 2015/16 customer satisfaction baseline survey recommendations, most of them disagreed on whether KSG

staff had implemented the recommendations. This indicated that the public is not satisfied with the efforts made by KSG to improve on public service delivery to the public. This meant that there is higher expectation from the public regarding a reformed KSG than what has already been put in place.

However, the few respondents who agreed that KSG staff had implemented the 2015/16 customer satisfaction baseline survey recommendations argued that; "...a lot has been done to reform the school". This group of respondents, most of whom were not privy to the contents of the 2015/16 customer satisfaction baseline survey document, tended to imagine that the efforts made by KSG to improve public service delivery could be part of the recommendations.

7.5.3 The effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG

The respondents were asked whether they agreed that implementation of the 2015/16 customer satisfaction baseline survey recommendations had an effect on public service delivery at KSG. The responses were as presented on Table 7.7.

Table 7.7: Implementation of the 2015/16 customer satisfaction baseline survey recommendations have effect on public service delivery at KSG

Responses	Frequency	Per cent
Strongly agree	71	30.2
Agree	138	58.7
Undecided	20	8.5
Disagree	3	1.3
Strongly disagree	3	1.3
Total	235	100.0

Source: The researcher's field data, (2020)

As presented in Table 7.7, 58.7% (138) of the respondents and 30.2% (71) agreed and strongly agreed respectively that implementation of the 2015/16 customer satisfaction

baseline survey recommendations had effect on public service delivery at KSG. There were 1.3% (3) of the respondents who disagreed and another 1.3% (3) who strongly disagreed. The remaining 8.5% (20) of the respondents were undecided.

This indicated that the public appreciated the effect of the recent reforms at KSG on public service delivery. These reforms were generally believed to be a result of the implementation of recommendations made after a survey. Hence most respondents associated these reforms with the 2015/16 customer satisfaction baseline survey recommendations.

There were a few respondents who disagreed with the fact that implementation of the 2015/16 customer satisfaction baseline survey recommendations had an effect on public service delivery at KSG. They argued that; "...the said document has been kept away from public scrutiny and only a few KSG staff have been allowed limited access to its contents". The begging question is how one could acknowledge the implementation of the 2015/16 customer satisfaction baseline survey recommendations and even recognize the effect of their implementation on public service delivery at KSG.

In conclusion this chapter has presented an analysis and discussion of findings based on the fourth specific objective of the study. The next chapter discusses a summary of the study's findings, conclusion and recommendations based on the four specific objectives of the study.

7.6 Chapter Summary

To achieve the study's fourth objective, information was collected from 511 course participants (customers/clients) from different government departments, including county government employees, staff from the Ministry of Education, and personnel

from tertiary institutions and universities. These participants were asked to rate KSG staff performance on a five-point Likert scale across three aspects: adherence to professional ethics, response to inquiries, and quality of services provided. The goal was to determine customer satisfaction with KSG services and service providers, as performance contracting aims to ensure customer satisfaction.

The survey revealed significant differences in satisfaction levels regarding staff adherence to professional ethics. In the county government sector, no respondents were very satisfied, with most being somewhat dissatisfied or neutral. In contrast, the tertiary sector showed a more positive trend, with more than half being somewhat satisfied. University staff showed a majority of somewhat satisfied responses, while agency staff had an equal distribution of somewhat satisfied and neutral responses. The overall trend indicated moderate perceptions of adherence to professional ethics, with some dissatisfaction.

Interviews with KSG officials highlighted challenges such as occasional unethical behaviour due to lack of ethics training, pressure to meet job expectations, and negative examples set by supervisors. It was noted that adherence to professional ethics is crucial for winning public confidence and improving organizational performance. Satisfaction with staff response to inquiries varied across sectors. In county government, a majority were very satisfied, while in tertiary institutions and universities, respondents were mostly somewhat satisfied or neutral. Agencies showed high satisfaction with no reports of very high satisfaction or dissatisfaction. The general trend indicated moderate satisfaction with responses to inquiries.

KSG Campus Directors noted that non-responses to inquiries were sometimes due to lack of motivation or insensitivity among staff. Measures such as including responsiveness in performance evaluations and displaying service charters with response timelines were implemented to improve this area. Respondents rated KSG services across several categories. Half rated the services as fair, a quarter as good, and another quarter as excellent. This distribution suggested that while many aspects of the services met expectations, there was room for improvement. Specific areas like the admission process and class sessions received particularly high praise, whereas catering, accommodation, and transport services had more divided opinions.

The survey indicated that the quality of overall services provided by KSG, including staff training and course participant registration, was viewed as neither satisfying nor dissatisfying by the majority. However, there were instances of somewhat satisfaction in certain services. Economic Survey (2014) suggested that training public service employees could spur economic growth, aligning with the finding that offering quality services equals satisfactory performance and satisfied customers.

Data was collected from KSG staff regarding their awareness and implementation of the 2015/16 customer satisfaction baseline survey recommendations. Most respondents were unaware of the recommendations, indicating a lack of effective publicity. However, there was general agreement that the implementation of these recommendations had a positive effect on public service delivery at KSG. The next chapter discusses the study's summary of the findings, conclusion and recommendations.

CHAPTER EIGHT

SUMMARY OF THE FINDINGS, CONCLUSION AND

RECOMMENDATIONS

8.0 Introduction

This chapter outlines a summary of the findings, conclusion and recommendations based on the four specific objectives of the study. The specific objectives of the study were to: evaluate the effectiveness of performance contracting in driving strategic results at KSG; analyse the influence of performance contract dimensions on public service delivery at KSG; assess the challenges in implementation of performance contract at KSG, and; to assess customers' perception of performance contract's effectiveness in improving public service delivery at KSG.

8.1 Summary of the Findings

The Kenya School of Government (KSG), attending to a diverse clientele from various public sectors, has a crucial role in building the capabilities of public service employees, focusing on delivering quality services. Besides course participants, KSG also serves suppliers and its own staff. Performance contracting (PC) emerges as a pivotal instrument in assuring public service quality. Within the PC framework, financial stewardship and discipline are fundamental, involving meticulous cost monitoring, aligning with budget projections, and making well-analysed spending decisions (Williams, 2020).

Viewing public service delivery through the PC lens transforms it into an efficient and effective mechanism for improving public services. The application of performance contracts in public service narrows the gap between desired goals and actual outcomes, evidencing KSG's proficiency in its service domains, marked by excellence and devoid

of significant inefficiencies. Such contracts aim to boost the quality, efficiency, and responsiveness of public services. Central to KSG's mission is human resource development (HRD), focusing on developing human capital for Ministries, Departments, and Agencies (MDAs) to fulfil the government's service delivery objectives. Under the PC approach, HRD assumes a critical role, demanding employees be equipped with essential skills and knowledge to meet the performance targets (Swanson & Holton, 2001).

8.1.1 Effectiveness of PC in driving strategic results at KSG

The study's findings affirm KSG's effectiveness in fulfilling the school's mandate of building public service capacity, managing performance, and aligning human resources with organizational goals. Human Resource Development (HRD) plays a key role in ensuring employees possess skills and knowledge that align with performance contract goals, possibly requiring on-going training and development programs (Noé-Nordberg, 2016). The synergy between HRD and performance contracts highlights the need for aligning human capital development with organizational aims, with the success of performance contracts heavily reliant on HRD's capacity to train and motivate staff.

Presidential directives often encapsulate these objectives, and their integration into performance contracts ensures alignment of public services with broader goals, enabling unified and coherent actions (Behn, 2003). Performance contracts are instrumental in actualizing national visions, providing a structured framework for expectations and accountability.

A critical aspect of presidential directives is the Access to Government Procurement Opportunities (AGPO), promoting socio-economic growth and inclusivity in

procurement processes. Within performance contracts, AGPO acquires additional significance, setting clear expectations and outcomes for involving marginalized groups (Thai, 2001). Similarly, promoting local goods and services aims to stimulate local economies and reduce import reliance, with performance contracts offering structured paths for achieving these national or organizational goals (Erridge & Greer, 2002).

Performance contracts also mandate organizational transparency and accountability, resonating with good governance principles and fostering public trust (Cheema & Rondinelli, 2007). They can include initiatives for educating employees and stakeholders about national values and governance, cultivating an informed and value-driven populace (Fearon & Laitin, 2003). Regular feedback mechanisms in performance contracts enable ongoing assessment and refinement of strategies promoting cohesion, values, and governance (Grindle, 2007). Incorporating these elements into performance contracts aligns organizations with broader societal objectives, contributing to a harmonious, ethical, and well-governed nation.

8.1.2 Influence of performance contract dimensions on public service delivery at KSG

The study highlighted the critical role of performance contracts in boosting public service delivery. This beneficial correlation can be linked to several factors, notably the establishment of clear, quantifiable targets that furnish service providers with concrete objectives (Kelman, 2005). Furthermore, these contracts typically incorporate monitoring and evaluation processes, not just to ensure adherence but to cultivate an environment of accountability (Lonsdale, 2013). While results indicate a favourable link between performance contract implementation and public service delivery enhancements, the strength of this relationship depends on careful contract creation,

effective enforcement, and continuous oversight (through the PC dimensions – such as Complaint Handling Mechanisms, Citizens Service Delivery Charters and Public Complaint Desks). Properly executed, performance contracts can serve as a potent mechanism to elevate public services, benefiting both providers and recipients. The study's findings revealed a marked positive connection between the deployment of performance contracts (PCs) and public service delivery improvements. The introduction of PCs significantly influenced the betterment of public service delivery, underscoring their value in augmenting services. Nonetheless, it's crucial for policymakers to remain mindful of potential challenges and pitfalls in this context.

8.1.3 Challenges in the implementation of performance contract at KSG

Challenges in strategic management systems primarily revolved around their effectiveness, with issues such as unclear objectives and the quality of strategic planning also being significant. Addressing these challenges is crucial for maintaining the integrity and effectiveness of performance contracts. Concerns regarding the performance contract (PC) process included ambiguities in performance indicators and the reliability of data related to Key Performance Indicators (KPIs). Variations in agreement levels regarding Human Resource (HR)-related challenges reflect the intricate relationship between performance contracts and HR functions, emphasizing the importance of proficient HR management to maximize the benefits of performance contracts in public service delivery. These challenges necessitate a deep understanding and specific interventions.

Political influences pose another challenge, with actors potentially intervening in operational matters or pushing changes that suit their interests over the contract's performance objectives (Smith, 2021). Shifts in government priorities also present

substantial difficulties. Changes in political leadership or responses to socio-economic shifts can result in resource reallocation, diverging from contracted objectives and disrupting the continuity needed for attaining set performance standards (Jones & Williams, 2022). Additionally, the Covid-19 pandemic has introduced unique challenges to performance contracting. The pandemic's widespread disruptions have led to resource diversion towards crisis management and public health, often sidelining established performance contracts (Davis & Taylor, 2020).

8.1.4 Customers' perception of performance contract's effectiveness in improving public service delivery at KSG

The findings suggest a prevalent trend of satisfaction or neutrality in various sectors regarding adherence to professional ethics. The study found out that customers' perceptions of staff adherence to ethics ranged from neutral to somewhat dissatisfied, noting instances of corrupt staff. Emphasizing and following professional ethics is crucial for customer satisfaction, as there is a clear link between ethical adherence and the performance of business organizations in satisfying customers and achieving organizational goals.

Regarding responses to inquiries, levels of satisfaction varied across sectors. There was a general trend of satisfaction in county governments and agencies, whereas responses from tertiary institutions and universities were mixed. It's important to note that in all categories, there were no indications of either very high satisfaction or very high dissatisfaction. Further supporting these findings, an additional customer survey focused on course participants who utilized KSG services during the 2020/2021 period. This survey also reflected overall satisfaction, especially in areas such as the admission process and class sessions. However, it revealed divided opinions in sectors like

catering, accommodation, and transport services, suggesting these as potential areas for further development and improvement.

8.2 Conclusion

Performance contracting stands as a pivotal tool in strategic management, with its effective implementation ensuring the delivery of high-quality services. This effectiveness was evidenced by the study, which highlights the notable effectiveness of performance contracting (PC) in improving public service delivery at KSG and, by extension, across the public sector. This significant attribute of PC not only contributes to economic growth but also fosters a satisfied citizenry. Despite its benefits, several challenges are associated with performance contracting. Organizations must skilfully address these issues and adopt best practices to fully realize the potential of performance contracting. Proper implementation of these contracts can lead to increased customer satisfaction, positively influencing customers' perceptions.

The mixed research approach utilized in this study, concurrently combining qualitative and quantitative methods, significantly impacted the depth, breadth, and reliability of the study findings and enhanced knowledge in effectiveness of performance contracting. This study makes a significant contribution by addressing the gap in understanding the effectiveness of performance contracting policy in addressing the continued deterioration of performance in the Kenyan Public Service despite implementation of several strategies to address the challenges.

The study utilized a novel mix of approaches to effectiveness to assess how effective performance contracting is in improving public service delivery at KSG. This allowed the researcher to identify the need for KSG to align performance goals set within these

contracts with the broader vision and strategic objectives of the organization so as to shift the focus from mere compliance to meaningful enhancement of systems; and that the KSG should establish clear guidelines on how to implement presidential directives so as to mitigate against ambiguity and political influence. These findings have practical implications for entrenching performance contracts in Public Service Delivery systems and suggest future research directions in: Impact Analysis of Performance Contracting; Behavioural Aspects of Performance Contracting, and; Risk Management in Performance Contracting.

8.3 Recommendations

The study made substantive recommendations and also made recommendations for areas of further research. These were based on the foregoing findings drawn from the collected data and conclusions made from the findings. The substantive recommendations are intended to help address the research problems encountered in the field while the recommendations for further research intend to direct future researchers to areas of further research that would contribute additional knowledge on the concepts of performance contracting and public service delivery.

8.3.1 Substantive Recommendations

Organizations often engage in Performance Contracting primarily for compliance purposes, but this approach can overlook the significant benefits of using these contracts as tools for systemic improvement. To shift the focus from mere compliance to meaningful enhancement of systems, the study recommends that the KSG align the performance goals set within these contracts with the broader vision and strategic objectives of the organization. This alignment ensures that the performance targets are

not just ticking compliance boxes but are contributing to the long-term growth and success of the school.

Additionally, adopting a mindset of continuous improvement rather than just satisfying compliance requirements can lead to more dynamic and responsive organizational systems. The school should encourage teams to identify and implement process optimizations and reward initiatives that contribute to systemic improvements. Employee engagement is another key area. Involving employees at all levels in setting performance targets and discussing achievement strategies can lead to increased buy-in and a deeper connection with the organization's goals. This inclusive approach fosters a sense of ownership and accountability among the workforce.

A system of regular feedback and open communication is essential. Feedback should encompass more than compliance; it should be a comprehensive process where challenges, areas of improvement, and best practices are discussed openly. This process promotes a culture of continuous learning and adaptability. Utilizing data analytics to track performance and identify improvement areas is also beneficial. Data-driven insights can inform decision-making processes, making them more effective in achieving both compliance and improvement goals. The school needs to balance the focus between meeting short-term compliance requirements and achieving long-term organizational goals. While compliance is non-negotiable, it should not overshadow the organization's long-term objectives and potential for growth.

Cultivating a culture of accountability where employees understand the impact of their roles on the broader organizational goals encourages ownership and a proactive approach to work. Encouraging innovative thinking and problem-solving can lead to

significant improvements and advancements. Creating an environment that welcomes new ideas and their implementation can transform the organization's approach from compliance-focused to innovation-driven. Finally, regularly reviewing and revising the terms of the performance contract ensures that they remain relevant and conducive not only to meeting compliance standards but also to enhancing the effectiveness and efficiency of the organization.

The Kenya School of Government (KSG) has a unique opportunity to enhance its financial sustainability by venturing into various income-generating activities. This approach will complement its financial stewardship and discipline, ensuring long-term sustainability. Therefore, the study recommends that KSG creates and offer specialized training programs targeting not only public servants but also professionals in the private sector. These programs can cover niche areas like governance, leadership, policy formulation, and public administration, utilizing KSG's expertise in these fields. KSG could also engage in research activities on topics relevant to governance and public policy and publishing the findings can be a lucrative venture. KSG's facilities can be used as a venue for hosting external events, conferences, and seminars. By renting out its facilities to other organizations, KSG can create a steady income stream without deviating from its core mission. With the growing trend towards online learning, KSG can develop online courses and e-learning modules. These courses can cater to a global audience, thereby broadening KSG's reach and generating income from course fees.

Strong Alumni network can open up various revenue-generating opportunities. Services like continuous professional development programs, exclusive networking events, and access to specialized resources can be offered to alumni for a fee. Additionally, forming strategic partnerships with private sector entities, NGOs, and international

organizations can lead to joint ventures in training, research, and development projects. Establishing an endowment fund can also be a strategic move for long-term financial stability. Donations from alumni, philanthropists, and other benefactors can be invested, and the returns used for the institution's development.

Addressing the challenge of politicized presidential directives, such as the promotion of locally produced goods, which are incorporated into performance contracting, can be a complex task for the Kenya School of Government (KSG). To overcome such challenges, the study recommends that KSG should establish clear guidelines on how to implement directives like promoting locally produced goods. These guidelines should detail the practical steps to be taken, the expected outcomes, and how these initiatives align with the broader goals of the organization. This clarity helps in mitigating ambiguity and political influence.

Engaging with a wide range of stakeholders, including government bodies, local producers, and industry experts, can provide diverse perspectives and insights. This engagement can assist in formulating balanced strategies that are politically sensitive yet effective in achieving the intended objectives. Further, integrating the objectives of the directives into the organization's performance metrics in a way that is measurable and realistic will ensure the directives are tracked, evaluated, and adjusted as necessary. Importantly, setting up a robust system for monitoring and evaluating the implementation of the directive is essential. This system should assess the impact of the directive on the organization's operations and the extent to which the objectives are being met.

For the Kenya School of Government (KSG) to ensure that Access to Government Procurement Opportunities (AGPO) are genuinely accessed by vulnerable groups such as youth and women, it's essential to establish an effective verification mechanism. Therefore, the study recommends that KSG should define clear and stringent eligibility criteria for participation in AGPO programs. These criteria should be specifically tailored to identify and support the intended beneficiaries, namely youth, women, and other vulnerable groups. The processes need to be comprehensive and that detailed information and supporting documentation is required. This process should be designed to authenticate the status of applicants as belonging to the intended beneficiary groups.

Also, the KSG should conduct regular audits and compliance checks of the businesses that are awarded contracts under AGPO. These audits should verify that the businesses are indeed owned and managed by members of the targeted vulnerable groups. At this point leveraging on technology to create a transparent and efficient verification system. This could include a database that tracks the ownership and management structure of businesses applying for and receiving AGPO contracts.

The Kenya school of government can partner with local government units and non-governmental organizations that work closely with youth and women. These entities can assist in the verification process and ensure that AGPO reaches its intended audience. There should also be a need to establish a system of public reporting where details of AGPO beneficiaries are disclosed regularly. This transparency can act as a deterrent to fraudulent claims and ensure public accountability.

In the same vein, avenues through which beneficiaries and other stakeholders can provide feedback or report discrepancies in the AGPO process can be created. This

could include a hotline or an online reporting system. Policies governing AGPO to identify any loopholes or inefficiencies can also be reviewed. Based on findings, adapt the policies to better serve the target groups and ensure fair access. Strict penalties can be meted for individuals or businesses that misrepresent their eligibility for AGPO. This will deter fraudulent activities and ensure that the program benefits the right groups. By doing all this KSG can create a positive image and enhance its reputation locally and on the global map.

8.3.2 Recommendations for further research

Further research in the field of performance contracting can provide valuable insights and advancements in how these contracts are designed, implemented, and evaluated. The study made the following suggestions on areas for further research:

(i) **Impact Analysis of Performance Contracting:** Investigating the actual impact of performance contracts on organizational efficiency and effectiveness. This research could include case studies of different organizations, sectors, or countries to understand the varied impacts.

(ii) **Behavioural Aspects of Performance Contracting:** Exploring the psychological and behavioural aspects of performance contracting, such as how contract terms and conditions affect employee motivation, satisfaction, and performance

(iii) **Risk Management in Performance Contracting**: Understanding how risks are managed in performance contracts, including the allocation of risks between parties and the impact on overall contract outcomes.

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V: Oral Interviews and Focus Group Discussions (FGD)

Oral interview, Bii, John, Director KSG, Matuga Campus: 12. 11. 2020

Oral interview, Chweya, Ludeki, Director General (DG) KSG: 04. 08. 2020

Oral interview, Obonyo, Jack, County Government Chief Officer., SMC Course Participant, Mombasa Campus: 10. 11. 2020

Oral interview, Kang'ethe, Anne, Director KSG, Embu Campus: 06. 08. 2020

Oral interview, Letangule, S.L., Director KSG, Baringo Campus: 02. 09. 2020

Oral interview, Nura, Mohamed, Director Finance and Administration (DFA) KSG: 04. 08. 2020

Oral interview, Ogada, Isaiah, National Government H.O.D., SLDP Course Participant, Baringo Campus: 02. 09. 2020.

Oral interview, Ngesa, Rachel, Director KSG. Nairobi, Lower Kabete Campus: 02 09. 2020.

Oral interview, Rop, Fridah, KSG Supplier, Matuga Campus: 12. 11. 2020.

Oral interview, Wanyama, Tom, Director KSG, Mombasa Campus: 10. 11. 2020

FGD held at the KSG Auditorium in Embu Campus: 06 08. 2020.

FGD held at the KSG Auditorium in Mombasa Campus: 10. 11. 2020.

FGD held at the KSG Auditorium in Nairobi, Lower Kabete Campus: 04. 08. 2020.

FGD held at the KSG Director's Boardroom in Matuga Campus: 12. 11. 2020.

FGD held at the KSG Director General's Boardroom in Nairobi, Lower Kabete Campus: 02 09. 2020.

FGD held at the KSG Kipsunya Hall in Baringo Campus: 02. 09. 2020

APPENDICES

Appendix I: Questionnaires

A: QUESTIONNAIRE FOR THE SERVICE PROVIDERS – KENYA SCHOOL OF GOVERNMENT STAFF

Introduction

My name is Michael Ang'anyo Onyango, a Ph.D. candidate in Political Science and Public Administration of Moi University. This questionnaire is part of data generating process for my thesis report concerning "**Effectiveness of performance contracting in improving public service delivery: A Case of the Kenya School of Government**". The information received from you will be used for academic purpose only. Your co-operation is vital towards realizing the objective of this study. Kindly answer all questions truthfully and objectively. There are five sections in this questionnaire; section A, B, C, D and E. In all the sections, answer as per what best applies to you.

SECTION A: DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

1. Which staff category do you belong to:

   Teaching/Academic **[ ]**   Non-teaching/Non-Academic **[ ]**

2. Your Gender: Male **[ ]**   Female**[ ]**

3. Age (years): 25-29**[ ]** 30-34**[ ]** 35-39**[ ]** 40-44**[ ]** 45-49**[ ]** 50-54**[ ]** 55-59**[ ]**
   >59**[ ]**

4. Your designation: _____ *(e.g Director, HOD/HOS, Faculty member etc)*

5. Your campus name: _____

6. Length of service at KSG (years): <5**[ ]** 5-9**[ ]** 10-14**[ ]** 15-19**[ ]** >19**[ ]**

7. (a) Your role in Performance Contract: Chairperson   **[ ]**   None **[ ]**

                           Committee Member **[ ]**

   (b) If a chairperson/committee member in 7(a) above, what is the name of the PC committee; e.g. Gender mainstreaming committee: _____

SECTION B: **EFFECTIVENESS OF PERFORMANCE CONTRACT IN DRIVING STRATEGIC RESULTS/KEY RESULTS AREAS (KRAS) AT KENYA SCHOOL OF GOVERNMENT (KSG)**

The following statements pertains to attaining Key result areas (KRA's) expected of Performance Contracting (PC) at KSG. Indicate your position on each of the statement as to whether PC has been **Very effective-VE** [5], **Effective-E** [4], **Neither effective nor Ineffective-NEIN** [3], **Ineffective-IN** [2], **Very in effective-VIE** [1].

No.	Statement	VE	E	NEIN	IN	VIE
	Absorption all the funds allocated					
	Externally Mobilized Funds have all been absorbed					
	Maintenance/increase of Externally Mobilized funds					
	Reduction of pending bills to desired targets/percentage					
	Increase donor funds and other direct payments					
	Financial sustainability of the school					
	Receiving of incoming calls within time					
	Receiving of visitors on arrival					
	Embracing Business Process Re-engineering					
	Resolving or public complaints					
	Development/application of innovations in service delivery					
	Role in Business Process Re-engineering					
	Capacity needs of the public service					
	Initiation of new courses for public service					
	Increased enrolment of course participants					
	Streamlining old and new programs for relevance					
	Aligned of priority projects/programmes					
	Development of suitable physical infrastructure					
	Enhanced of project completion rate					
	Integration of ICT in business operations					
	Mainstreaming of programs into the "Big 4" agenda					
	Transformation of the public service					
	Mainstreaming/integrating STI strategies in programmes					
	Stepping up of research activities					
	Provision of consultancy and advisory services					
	Enhanced evidence-based advisory services					
	Expansion of consultancy services					
	Strategies to enhance corporate positioning					
	Implementation of presidential directives					
	Allocating/awarding to youth, women and PWDs					
	Promotion of locally produced goods/services					
	Assets management strategies					
	Engagement of youth in Internships and related programs					
	Addressing skill gaps and improving performance					

	Objective performance appraisal of its employees				
	Affirmative action for PWDs				
	Curbing prevalence of HIV/AIDS and other diseases				
	Safety and disaster preparedness mechanisms				
	Promotion of national cohesion, values and governance				
	Deterrence of corruption practices				
	Reduction of prevalence of alcohol and drug abuse				

SECTION C: **INFLUENCE OF PERFORMANCE CONTRACT DIMENSIONS ON PUBLIC SERVICE DELIVERY AT KENYA SCHOOL OF GOVERNMENT (KSG)**

1. Are you aware of the ICT strategy?

Yes ☐   No   ☐

2. If the answer is YES in question one (1) above; to what extent has KSG developed and implemented ICT strategy? Explain.

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3. If the answer is NO in question one (1) above; what is the cause for your NOT being aware of the ICT strategy? Explain.

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4. Are you aware of the ICT policy?

Yes ☐   No ☐

5. Use the following scale when answering this question:

Strongly Agree [1] Agree [2]   Undecided [3]   Disagree [4]   Strongly Disagree [5]

If the answer is YES in question four (4) above; to what extent do you agree that automation has effect on public service delivery at KSG through the following strategies?

      i.   Domestication and implementation of ICT policy:

         [1]   [2]   [3]   [4]   [5]

     ii.   Adoption and operationalization of E-Government:

         [1]   [2]   [3]   [4]   [5]

6. If the answer is NO in question four (4) above; what is the cause for your NOT being aware of the ICT policy? Explain.

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7. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Undecided [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that identification of KSG staff for ICT trainings is done appropriately?

8. How would you rate the availability of ICT equipment to KSG staff as compared to the trained personnel?

   Excellent ☐   Very good ☐   Good ☐   Satisfactory ☐   Poor ☐

9. If the answer is POOR in question eight (8) above; what should be done to improve on availability of the ICT equipment to the KSG staff as compared to trained personnel?

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....

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10. How well is the public sensitized on the existence of complaints handling mechanisms?

☐   Highly sensitized

☐   Moderately sensitized

☐   Not sensitized

☐   Undecided...

11. If the answer in question ten (10) above is NOT SENSITIZED; suggest what should be done for the public to be sensitized on the existence of public complaints handling mechanisms at KSG?

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12. What is the influence of handling of public complaints on identification of officers for capacity building at KSG? Explain.

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13. Do you agree with how identification of officers for capacity building on handling public complaints is done at KSG? Either way (whether YES or NO) explain.

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14. If the answer is NO in question Thirteen (13) above; suggest how officers should be identified for capacity building on handling public complaints at KSG – who should be prioritized?

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15. How influential is the sensitization of citizens/clients on the existence of Complaints Handling Mechanisms (CHMs) at KSG?

☐ Highly influential   ☐ Not influential ☐ I don't know

☐ Moderately influential ☐ Neutral

16. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Neutral [3] Disagree [4] Strongly Disagree [5]

To what extent do you agree with the influence of resolution of public complaints on improving public service delivery at KSG through the following PC Dimensions/strategies?

i.   Complaint Handling Mechanisms (CHMs):

[1]   [2]   [3]   [4]   [5]

ii.   Operationalization of Public Complaint Desks (PCDs):

[1]   [2]   [3]   [4]   [5]

iii.   Implementation of Citizens Service Delivery Charter (CSDC):

[1]   [2]   [3]   [4]   [5]

17. What is the effect of having or not having developed and implemented the complaints management and access to information infrastructure – the Public Complaints Desks (PCDs) at KSG? Explain……………………………………………

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18. How do or don't the Public Complaints Desks (PCDs) contribute to the influence of resolution of public complaints on improvement of public service delivery at KSG? Explain…………………………………………………………………………….

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19. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that identification of KSG staff deployed at the complaints management and access to information infrastructure – the PCDs, for trainings on public complaint handling is done appropriately?

20. How would you rate KSG on the promptness with which they receive and address public complaints referred to them by citizens/clients?

☐ Excellent   ☐ Very good☐   Good Poor☐   I don't know ☐

Explain your response to question 20 above

……………………………………………………………………………………………

……………………………………………….…………………………………………………

……………………………………………………………………………………….

21. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Neutral [3] Disagree [4] Strongly Disagree [5]

To what extent do you agree that sensitization of citizens/clients on the existence of CSDC at KSG is done effectively?

[1]   [2]   [3]   [4]   [5]

22. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Neutral [3] Disagree [4] Strongly Disagree [5]

How would you rate influence of implementation of CSDC on improvement of public service delivery at KSG in terms of: -

i. CSDC implementation strategies?   [1]   [2]   [3]   [4]   [5]

ii. Adherence to CSDC commitment?   [1]   [2]   [3]   [4]   [5]

23. How effective is citizens'/clients' involvement in developing KSG's CSDC?

Highly effective   ☐   Not effective ☐   I don't know ☐

Moderately effective ☐   Neutral   ☐

24. Use the following scale when answering this question:

Excellent [1]   Very good [2]   Good [3]   Poor [4]   I don't know [5]

How would you rate citizens'/clients' understanding of public service delivery standards (User fees for services; Timetables; Options for grievance redress) as outlined in the CSDC at KSG?

25. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that KSG adheres to CSDC commitment in terms of the following components of the charter: -

    i. Timetables?   [1]   [2]   [3]   [4]   [5]

    ii. User fees for services?   [1]   [2]   [3]   [4]   [5]

    iii. Options for grievance redress?   [1]   [2]   [3]   [4]   [5]

26. Use the following scale when answering this question:

   Excellent [1]   Very good [2]   Good [3]   Poor [4]   I don't know [5]

How would you rate the following conditions under which implementation of CSDC is likely to improve public service delivery at KSG: -

  i. Existence of a strong management support for the CSDC initiative

                                               [1]   [2]   [3]   [4]   [5]

  ii. Development of the CSDC with input from both internal and external stakeholders
     through participatory process   [1]   [2]   [3]   [4]   [5]

  iii. Staff who have an incentive to adhere to the CSDC commitment because of
     rewards awaiting them if they achieve the set targets   [1]   [2]   [3]   [4]   [5]

  iv. Service providers and service consumers who are aware of the CSDC initiative

                                               [1]   [2]   [3]   [4]   [5]

SECTION D: **CHALLENGES IN IMPLEMENTATION OF PERFORMANCE CONTRACT AT KENYA SCHOOL OF GOVERNMENT (KSG)**

In implementing PC, KSG may have experienced challenges that obstruct or slow the effective implementation of targets adopted during negotiated with government. On a scale of 1 to 5, rate whether you Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4) or Strongly Agree (5) on the challenge that is experienced.

	Challenge (s)	**SA**	**A**	**U**	**D**	**SD**
	Poorly formulated strategic and action plans					
	Lack of clear objectives that are well formulated					
	Lack of effectiveness of strategic management systems					
	Lack of clarity on performance indicators in PC					
	Unreliable data collected on KPIs					
	Lack of financial resources					
	Government changing priorities					
	Shortage of HR in terms of numbers and key competencies					
	Poor relationship between the various levels of management					
	Non implementation of effective motivation mechanisms					
	Lack of a system to enhance training of its work force					
	Political interference					
	Undocumented lessons learnt					

	Non-incorporation of lessons learnt/best practices into PC systems					
	Lack of appropriate mind sets necessary for public service delivery					
	Lack of commitment from top management					
	PC for compliance rather than results based					
	Difficult to identify concrete service delivery outcomes					
	Global Crises: Covid-19 Pandemic					

1 What are other challenges (not mentioned above) that stand in the way of effectively implementing PC?

_____

_____

_____

_____

2. State how each of the challenge above can be overcome

_____

_____

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_____

_____

_____

SECTION E: **CUSTOMERS' PERCEPTION OF PERFORMANCE CONTRACT'S EFFECTIVENESS IN IMPROVING PUBLIC SERVICE DELIVERY AT KENYA SCHOOL OF GOVERNMENT (KSG)**

1. Are you aware of 2015/16 customer satisfaction baseline survey recommendations? Either way (whether YES or NO), explain.

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....

....

2. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Undecided [3]   Disagree [4]   Strongly Disagree [5]

If the answer is YES in question one (1) above; has KSG implemented the 2015/16 customer satisfaction baseline survey recommendations at the KSG campuses? Either way (whether YES or NO), explain.

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3. If the answer is NO in question one (1) above; what is the source of your not being aware of the 2015/16 customer satisfaction baseline survey recommendations?

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4. What is the effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG?

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5. What is the effect of failure to implement the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG?

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6. On a scale of 1 to 5, rate whether you Strongly Disagree – SD (1), Disagree – D (2), Undecided – U (3), Agree – A (4) or Strongly Agree – SA (5) on the following statements about 2015/16 customer satisfaction baseline survey recommendations.

	Statements on 2015/16 customer satisfaction baseline survey recommendations	SA	A	U	D	SD
	KSG has implemented the 2015/16 customer satisfaction baseline survey recommendations					
	Implementation of the 2015/16 customer satisfaction baseline survey recommendations has effect on public service delivery at KSG					

7. Use the following scale when answering this question:

Strongly Agree [1] Agree [2]   Undecided [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that Kenya School of Government (KSG) customers/clients understand, and are involved in, the formulation, implementation and evaluation of the KSG performance contract (PC)?   [1]   [2]   [3]   [4]   [5]

THANK YOU

B: QUESTIONNAIRE FOR CONSUMERS OF KSG SERVICES – COURSE PARTICIPANTS

Introduction

My name is Michael Ang'anyo Onyango, a Ph.D. candidate in Political Science and Public Administration of Moi University. This questionnaire is part of data generating process for my thesis report concerning "**Effectiveness of performance contracting in improving public service delivery: A Case of the Kenya School of Government**". The information received from you will be used for academic purpose only. Your co-operation is vital towards realizing the objective of this study. Kindly answer all questions truthfully and objectively. There are four sections in this questionnaire; section A, B C and D. In all the sections, answer as per what best applies to you.

SECTION A: DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

1. Your Gender: Male[ ]   Female[ ]

2. Age (years): 25-29[ ] 30-34[ ] 35-39[ ] 40-44[ ] 45-49[ ] 50-54[ ] 55-59[ ]   >59[ ]

3. (i) Which course are you/did you pursue while at KSG?

     _____

   (ii) What was the duration of the course in weeks? _____

4. KSG Campus where course was pursued: _____

5. (a) Have you sought for any service from KSG?

        Yes [ ]   No [ ]

    (b) If yes in 1(a), what was the nature of the services sought (*e.g. admission, catering etc*)

SECTION B: **EFFECTIVENESS OF PERFORMANCE CONTRACT IN IMPROVING PUBLIC SERVICE DELIVERY TO COURSE PARTICIPANTS AT KENYA SCHOOL OF GOVERNMENT (KSG)**

The following statements refer to services that you may have received from Kenya school of Government. On a scale of 1 to 5, rate whether you Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4) or Strongly Agree (5) on the best description on how the service was rendered.

Statement on the service delivery	SA	A	U	D	SD
1. Whenever I make a call KSG staff receives the calls within three rings					
2. Whenever, I make a visit to KSG, I am adequately received and attended to on arrival					
3. KSG has made efforts to resolve all the complaints that have been made either individually or in a group					
4. All inquiries I make to KSG are responded to within 3 days					
5. KSG is providing exemplary catering services					
6. The staff at KSG adhere to promises made on services not offered instantly*					
7. KSG is providing exemplary housing and accommodation services					
8. KSG has an all-round E-mail and internet access					
9. KSG has attempted to provide well designed recreational and experiential learning					
10. KSG provides exemplary teaching and learning services					
11. KSG has the best approach to the teaching and learning of research projects					
12. KSG programs are relevant to the training needs of the public service					
13. KSG is providing excellent welfare services to course participants including					

14. KSG has provided commendable user support to online learners					
15. KSG has provides effective and consultancy and advisory services to the public service					
16. KSG conference facilities meets international standards					
17. KSG staff offer services with utmost courtesy and hospitality					
18. KSG has put in place and enhanced communication with course participants					
19. Generally, KSG staff offer quality of services					
20. Security of the School is up the required standard					

21. Give a general comment on the services offered at KSG:

_____

_____

SECTION C: INFLUENCE OF PERFORMANCE CONTRACT DIMENSIONS ON PUBLIC SERVICE DELIVERY AT KENYA SCHOOL OF GOVERNMENT (KSG)

1. What is the effect of having or not having developed and implemented the complaints management and access to information infrastructure – the Public Complaints Desks (PCDs) at KSG? Explain…………………………………………

....

....

2. How do or don't the Public Complaints Desks (PCDs) contribute to the influence of resolution of public complaints on improvement of public service delivery at KSG? Explain………………………………………………………………………….

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

3. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that identification of KSG staff deployed at the complaints management and access to information infrastructure – the PCDs, for trainings on public complaint handling is done appropriately?

4. How effective is the sensitization of citizens/clients on the existence of Complaints Handling Mechanisms (CHMs)?

☐   Highly effective   ☐   Not effective   ☐   I don't know

☐   Moderately effective   ☐   Neutral

5. Use the following scale when answering this question:

Strongly Agree [1] Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree with the influence of resolution of public complaints on improvement of public service delivery at KSG through the following PC Dimensions/strategies?

    i.   Complaint Handling Mechanisms (CHMs):

                [1]   [2]   [3]   [4]   [5]

    ii.   Operationalization of Public Complaint Desks (PCDs):

                [1]   [2]   [3]   [4]   [5]

    iii.   Implementation of Citizens Service Delivery Charter (CSDC):

                [1]   [2]   [3]   [4]   [5]

6. How would you rate KSG on the promptness with which they receive and address public complaints referred to them by citizens/clients?

☐ Excellent ☐ Very good ☐ Good ☐ Poor ☐ I don't know explain your response to question 18 above

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………….........

7. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that sensitization of citizens/clients on the existence of CSDC at KSG is done effectively?

        [1]   [2]   [3]   [4]   [5]

8. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

How would you rate influence of implementation of CSDC on improvement of public service delivery at KSG in terms of: -

      i. CSDC implementation strategies?   [1]   [2]   [3]   [4]   [5]

      ii. Adherence to CSDC commitment?   [1]   [2]   [3]   [4]   [5]

9. How influential is citizens'/clients' involvement on developing KSG's CSDC?

☐   Highly influential   ☐ Not influential   ☐ I don't know

☐   Moderately influential   ☐ Neutral

10. Use the following scale when answering this question:

Excellent [1]   Very good [2]   Good [3]   Poor [4]   I don't know [5]

How would you rate citizens'/clients' understanding of public service delivery standards (User fees for services; Timetables; Options for grievance redress) as outlined in the CSDC at KSG?

11. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that KSG adheres to CSDC commitment in terms of the following components of the charter: -

      i. Timetables?   [1] [2] [3] [4] [5]

      ii. User fees for services?   [1] [2] [3] [4] [5]

      iii. Options for grievance redress?   [1] [2] [3] [4] [5]

12. Use the following scale when answering this question:

Excellent [1]   Very good [2]   Good [3]   Poor [4]I don't know [5]

How would you rate the following conditions under which implementation of CSDC is likely to improve public service delivery at KSG: -

i. Existence of a strong management support for the CSDC initiative

[1]   [2]   [3]   [4]   [5]

ii. Development of the CSDC with input from both internal and external stakeholders through participatory process [1]   [2]   [3]   [4]   [5]

iii. Staff who have an incentive to adhere to the CSDC commitment because of rewards awaiting them if they achieve the set targets [1]   [2] [3]   [4]   [5]

iv. Service providers and service consumers who are aware of the CSDC initiative

[1]   [2]   [3]   [4]   [5]

SECTION D: **CUSTOMERS' PERCEPTION OF PERFORMANCE CONTRACT'S EFFECTIVENESS IN IMPROVING PUBLIC SERVICE DELIVERY AT KENYA SCHOOL OF GOVERNMENT (KSG)**

Use the following scale when answering questions one (1), two (2) and three (3) on customers' perception of public service delivery at Kenya School of Government (KSG) as per the KSG performance contract (PC): **Very Dissatisfied – VD** [5], **Somewhat Dissatisfied – SD** [4], **Neither Satisfied nor Dissatisfied – NSD** [3], **Somewhat Satisfied – SS** [2], **Very Satisfied – VIE** [1].

1. What is your perception of KSG staff adherence to professional ethics?

   [1] [2] [3] [4] [5]

2. What is your perception of KSG staff on response to inquiries?

   [1] [2] [3] [4] [5]

3. What is your perception of the overall quality of services at KSG?

   [1] [2] [3] [4] [5]

4. Rate KSG's performance in regards to its roles and mandate and its auxiliary services (as per the following customer satisfaction survey statements).

   Use the scale of 1-5 as follows: Strongly Agree-SA [1]   Agree-A [2]   Neutral-N [3]   Disagree [4]   Strongly Disagree [5]

Customer satisfaction survey statements on KSG roles and mandate and its auxiliary services	SA	A	N	DA	SD
1. Security of the School is up the required standard					
2. KSG customer service (how you were received, how you were attended to, response to your inquiries etc.) met your expectation					
3. KSG admission process exceeded your expectations					
4. Catering services exceeded your expectations					

5. Accommodation services met your expectations					
6. Class/live sessions exceeded your expectations					
7. Library services/e-learning materials exceeded your expectations					
8. KSG Transport services met your expectations					
9. KSG telephone/communication services are up to standard					
10. ICT usage and application in the school is satisfactory					
11. Accounts and Finance services exceeded your expectations					
12. KSG grounds and lawns are well kept					

5. Would you recommend a friend or colleague to KSG?

Yes [ ]   No [ ]   Maybe [ ]

6. Explain your response to question five (5) above

………………………………………………………………………………………

………………………………………………………………………………………

………………

THANK YOU

C: QUESTIONNAIRES FOR CONSUMERS OF KSG SERVICES – SUPPLIERS

Introduction

My name is Michael Ang'anyo Onyango, a Ph.D. candidate in Political Science and Public administration of Moi University. This questionnaire is part of data generating process for my thesis report concerning "**Effectiveness of performance contracting in improving public service delivery: A Case of the Kenya School of Government**". The information received from you will be used for academic purpose only. Your co-operation is vital towards realizing the objective of this study. Kindly answer all questions truthfully and objectively. There are two sections in this questionnaire; section A and B. In all the sections, answer as per what best applies to you.

SECTION A: DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

1. Your Gender: Male**[ ]**   Female**[ ]**
2. Age (years): 25-29**[ ]**   30-34**[ ]**   35-39**[ ]**   40-44**[ ]**   45-49**[ ]**   50-54**[ ]**   55-59**[ ]**   >59**[ ]**
3. (i) What do you currently supply at KSG?

   Stationery suppliers   **[ ]**   Foodstuffs suppliers   **[ ]**

   Hardware suppliers   **[ ]**   Cleaning and sanitation supplies **[ ]**

   Others **[ ]** (specify)…………………………………

   (ii) How long have you been a supplier at KSG? _____ *years*

        (iii) Which campus do you supply? *(indicate all if more than one)*

   _____

4. KSG Campus where you supply: _____
5. What is the nature of the services you get from KSG *(e.g. Information on procurement, Invoicing, etc)*

SECTION B: **EFFECTIVENESS OF PERFORMANCE CONTRACT IN IMPROVING KSG'S PUBLIC SERVICE DELIVERY TO SUPPLIERS**

The following statements refer to services that you may have received from Kenya School of Government. On a scale of 1 to 5, rate whether you Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4) or Strongly Agree (5) on the best description on how the service was rendered.

Statement on the service delivery	SA	A	U	D	SD
Receiving calls within three rings					
Adequate reception and attended to					
Efforts to resolve all the complaints made					
Response to inquiries within 3 days					
Tenders feedback within 2 days					
Expeditiously processing of tender documents upon application					
Invited for tender openings					
Compliance with procurement and Disposal Act					
Payment of goods and services supplied are paid within the agreed credit period					
Invitation for tendering (open)					

11. Give a general comment on the services offered at KSG:

_____

_____

SECTION C: **INFLUENCE OF PERFORMANCE CONTRACT DIMENSIONS ON PUBLIC SERVICE DELIVERY AT KENYA SCHOOL OF GOVERNMENT (KSG)**

1. What is the effect of having or not having developed and implemented the complaints management and access to information infrastructure – the Public Complaints Desks (PCDs) at KSG? Explain…………………………………………

....

....

2. How do or don't the Public Complaints Desks (PCDs) contribute to the influence of resolution of public complaints on improvement of public service delivery at KSG? Explain………………………………………………………………………….

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

3. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that identification of KSG staff deployed at the complaints management and access to information infrastructure – the PCDs, for trainings on public complaint handling is done appropriately?

4. How influential is the sensitization of citizens/clients on the existence of Complaints Handling Mechanisms (CHMs)?

| ☐ Highly influential | ☐ Not influential | ☐ I don't know |
| ☐ Moderately influential | ☐ Neutral | |

5. Use the following scale when answering this question:

Strongly Agree [1] Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree with the influence of resolution of public complaints on improvement of public service delivery at KSG through the following PC Dimensions/strategies?

    i.   Complaint Handling Mechanisms (CHMs):

              [1]   [2]   [3]   [4]   [5]

    ii.   Operationalization of Public Complaint Desks (PCDs):

              [1]   [2]   [3]   [4]   [5]

    iii.   Implementation of Citizens Service Delivery Charter (CSDC):

              [1]   [2]   [3]   [4]   [5]

6. How would you rate KSG on the promptness with which they receive and address public complaints referred to them by citizens/clients?

☐ Excellent ☐ Very good ☐ Good ☐ Poor ☐ I don't know

Explain your response to question six (6) above

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………….

7. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that sensitization of citizens/clients on the existence of CSDC at KSG is done effectively?

[1]   [2]   [3]   [4]   [5]

8. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

How would you rate influence of implementation of CSDC on improvement of public service delivery at KSG in terms of: -

i. CSDC implementation strategies?   [1]   [2]   [3]   [4]   [5]

ii. Adherence to CSDC commitment?   [1]   [2]   [3]   [4]   [5]

9. How influential is citizens'/clients' involvement in developing KSG's CSDC?

☐ Highly influential ☐ Not influential ☐ I don't know

☐ Moderately influential ☐ Neutral

10. Use the following scale when answering this question:

Excellent [1]   Very good [2]   Good [3]   Poor [4]   I don't know [5]

How would you rate citizens'/clients' understanding of public service delivery standards (User fees for services; Timetables; Options for grievance redress) as outlined in the CSDC at KSG?

11. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Neutral [3]   Disagree [4]   Strongly Disagree [5]

To what extent do you agree that KSG adheres to CSDC commitment in terms of the following components of the charter:-

i. Timetables?   [1]   [2]   [3]   [4]   [5]

ii. User fees for services?   [1]   [2]   [3]   [4]   [5]

iii. Options for grievance redress?   [1]   [2]   [3]   [4]   [5]

12. Use the following scale when answering this question:

Excellent [1]   Very good [2]   Good [3]   Poor [4]I don't know [5]

How would you rate the following conditions under which implementation of CSDC is likely to improve public service delivery at KSG: -

i. Existence of a strong management support for the CSDC initiative

    [1] [2] [3] [4] [5]

ii. Development of the CSDC with input from both internal and external

    stakeholders through participatory process   [1] [2] [3] [4] [5]

iii. Staff who have an incentive to adhere to the CSDC commitment because of

    rewards awaiting them if they achieve the set targets [1] [2] [3] [4] [5]

iv. Service providers and service consumers who are aware of the CSDC

    initiative   [1] [2] [3] [4] [5]

SECTION D: CUSTOMERS' PERCEPTION OF PERFORMANCE CONTRACT'S EFFECTIVENESS IN IMPROVING PUBLIC SERVICE DELIVERY AT KENYA SCHOOL OF GOVERNMENT (KSG)

Use the following scale when answering questions one (1), two (2) and three (3) on customers' perception of public service delivery at Kenya School of Government (KSG) as per the KSG performance contract (PC): **Very Dissatisfied – VD** [5], **Somewhat Dissatisfied – SD** [4], **Neither Satisfied nor Dissatisfied – NSD** [3], **Somewhat Satisfied – SS** [2], **Very Satisfied – VIE** [1].

1. What is your perception of KSG staff adherence to professional ethics?

[1] [2] [3] [4] [5]

2. What is your perception of KSG staff on response to inquiries?

[1] [2] [3] [4] [5]

3. What is your perception of the overall quality of services at KSG?

[1] [2] [3] [4] [5]

4. Rate KSG's performance in regards to its roles and mandate and its auxiliary services (as per the following customer satisfaction survey statements).

Use the scale of 1-5 as follows: Strongly Agree-SA [1]   Agree-A [2]   Neutral-N [3]   Disagree [4]   Strongly Disagree [5]

Customer satisfaction survey statements on KSG roles and mandate and its auxiliary services	SA	A	N	DA	SD
1. KSG customer service (how you were received, how you were attended to, response to your inquiries etc.) met your expectation					
2. KSG Procurement process exceeded your expectations					
3. KSG complies with the Public Finance Management Act (2012)					
4. KSG complies with the Public Procurement and Asset Disposal Act (2015)					
5. KSG complies with the Access to Government Procurement Opportunities (AGPO)					
6. ICT usage and application in procurement services at KSG is satisfactory					
7. Accounts and Finance services in procurement processes exceeded your expectations					

8. Would you recommend a friend or colleague to KSG?

Yes [ ]   No [ ]   Maybe [ ]

9. Explain your response to question five (5) above

…………………………………………………………………………………
…………………………………………………………………………………

THANK YOU

Appendix II: Interview Schedules

A: Interview Schedule for Service Providers: KSG Staff

EFFECTIVENESS OF PERFORMANCE CONTRACTING IN IMPROVING PUBLIC SERVICE DELIVERY: A CASE OF THE KENYA SCHOOL OF GOVERNMENT

Introduction

My name is Michael Ang'anyo Onyango, a Ph.D. candidate in Political Science and Public Administration of Moi University. This interview is part of data generating process for my thesis report. The information received will be used for academic purpose **only**. Your co-operation is vital towards realizing the objective of this study. Kindly respond to all questions truthfully and objectively.

ATTRIBUTE	INTERVIEW ITEMS
Effectiveness of performance contract in driving strategic results/Key Results Areas (KRAs) at KSG:	
• Financial Growth and Sustainability • Capacity Building of the Public Service • Research, Consultancy and Advisory Services • Institutional Transformation and Positioning A: Financial Stewardship and Discipline 　• The legal framework 　• Budget absorption rate 　• Public understanding and involvement 　　• Political environment 　　• Economic environment B: Human Resource Management and Development 　• Core skills and competency development 　• Public Service Knowledge management	1. How effectively has performance contract enhanced financial growth and sustainability at KSG? 2. To what extent has performance contract helped KSG to effectively achieve capacity building of the Public Service? 3. How has performance contract effectively facilitated research, consultancy and advisory services at KSG? 4. How would you rate institutional transformation and positioning through performance contract at KSG in terms of: - 　i. Effective branding and communication/marketing strategies? 　ii. Provision of highest quality standards regionally/ globally? 5. How effective is KSG on budget absorption rate through: 　i. Allocated funds (GOK)? 　ii. Externally mobilized resources (Donor funds)?

	6. How effectively or ineffectively does performance contract drive strategic results at KSG?
Influence of performance contract dimensions (Criteria categories) on public service delivery at KSG:	
A: Application of Service Delivery Innovations • The ICT trainings • Availability of the ICT equipment • Political environment • Economic environment • Implementation of ICT Policy, and; Adoption and Operationalization of E-Government	1. To what extent has identification of KSG staff for the ICT trainings been done appropriately? 2. How is the availability of the ICT equipment at KSG as compared to trained personnel? 3. To what extent has application of service delivery innovations influenced the effectiveness of performance contracting in improving public service delivery at KSG through adoption and operationalization of E-Government?

B: Resolution of Public Complaints
 • Complaint Handling Mechanisms (CHMs)
 • Complaint Management and Access to Information Infrastructure – Public Complaint Desks (PCDs)
 • Citizens Service Delivery Charter (CSDC)
 	
 Implementation of Citizens' Service Delivery Charter (CSDC):
 • Adherence to Commitment
 • Collaboration between Service Providers and Citizens/Clients
	1. How has resolution of public complaints contributed to the effectiveness of performance contracting in improving public service delivery through:
	    i. Complaint Handling Mechanisms (CHMs)?
	    ii. Public Complaint Desks (PCDs)?
	    iii. Citizens Service Delivery Charter (CSDC)?
	 2. To what extent does KSG staff adhere to the commitment set out in the CSDC?
	 3. What is the influence of collaboration between service providers (KSG) and citizens/clients on improvement of public service delivery?

Challenges in implementation of performance contracts at KSG:	
- Financial perspective - Public Service Human Resource and Development issues - Citizen confidence - Internal institutional and administrative process	1. To what extent do you agree that there are challenges in implementation of performance contract through driving the strategic results/Key Results Areas at KSG? 2. What are the challenges faced in implementation performance contract at KSG: 3. How has the effect of political and economic environments on implementation of performance contract affected public service delivery at KSG? 4. How is KSG coping with the challenges mentioned in question two (2) above?
Customers' perception of performance contract's effectiveness in improving public service delivery at KSG:	
Customers' perception from the perspective of KSG staff	1. How is your awareness of 2015/16 customer satisfaction baseline survey recommendations? 2. What is your agreement on KSG's implementation of the 2015/16 customer satisfaction baseline survey recommendations? 3. What is the effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG? 4. To what extent do you agree with customers' understanding of and involvement in the formulation, implementation and evaluation of performance contract at KSG?

THANK YOU

B: Interview Schedule for Consumers of the Services Provided at KSG

EFFECTIVENESS OF PERFORMANCE CONTRACTING IN IMPROVING PUBLIC SERVICE DELIVERY: A CASE OF KENYA SCHOOL OF GOVERNMENT

Introduction

My name is Michael Ang'anyo Onyango, a Ph.D. candidate in Political Science and Public Administration of Moi University. This interview is part of data generating process for my thesis report. The information received will be used for academic purpose **only**. Your co-operation is vital towards realizing the objective of this study. Kindly respond to all questions truthfully and objectively.

ATTRIBUTE	INTERVIEW ITEMS
Effectiveness of performance contract in driving strategic results/Key Results Areas (KRAs) at KSG:	
● Financial Growth and Sustainability ● Capacity Building of the Public Service ● Research, Consultancy and Advisory Services ● Institutional Transformation and Positioning A: Financial Stewardship and Discipline ● The legal framework ● Budget absorption rate ● Public understanding and involvement ● Political environment ● Economic environment B: Human Resource Management and Development ● Core skills and competency development ● Public Service Knowledge management	7. How effectively has performance contract enhanced financial growth and sustainability at KSG? 8. To what extent has performance contract helped KSG to effectively achieve capacity building of the Public Service? 9. How has performance contract effectively facilitated research, consultancy and advisory services at KSG? 10. How would you rate institutional transformation and positioning through performance contract at KSG in terms of:- iii. Effective branding and communication/marketing strategies? iv. Provision of highest quality standards regionally/ globally? 11. How effective is KSG on budget absorption rate through: iii. Allocated funds (GOK)? iv. Externally mobilized resources (Donor funds)? 12. How effectively or ineffectively does performance contract drive strategic results at KSG?

Influence of performance contract dimensions (Criteria categories) on public service delivery at KSG:	
A: Application of Service Delivery Innovations - The ICT trainings - Availability of the ICT equipment - Political environment - Economic environment - Implementation of ICT Policy, and; Adoption and Operationalization of E-Government	4. To what extent has identification of KSG staff for the ICT trainings been done appropriately? 5. How is the availability of the ICT equipment at KSG as compared to trained personnel? 6. To what extent has application of service delivery innovations influenced the effectiveness of performance contracting in improving public service delivery at KSG through adoption and operationalization of E-Government?

B: Resolution of Public Complaints - Complaint Handling Mechanisms (CHMs) - Complaint Management and Access to Information Infrastructure – Public Complaint Desks (PCDs) - Citizens Service Delivery Charter (CSDC) *Implementation of Citizens' Service Delivery Charter (CSDC):* - Adherence to Commitment - Collaboration between Service Providers and Citizens/Clients	4. How has resolution of public complaints contributed to the effectiveness of performance contracting in improving public service delivery through:
	  iv. Complaint Handling Mechanisms (CHMs)?
	  v. Public Complaint Desks (PCDs)?
	  vi. Citizens Service Delivery Charter (CSDC)?
	5. To what extent does KSG staff adhere to the commitment set out in the CSDC?
	6. What is the influence of collaboration between service providers (KSG) and citizens/clients on improvement of public service delivery?

Challenges in implementation of performance contract at KSG:	
- Financial perspective - Public Service Human Resource and Development issues - Citizen confidence - Internal institutional and administrative process	5. To what extent do you agree that there are challenges in implementation of performance contract through driving the strategic results/Key Results Areas at KSG? 6. What are the challenges faced in implementation performance contract at KSG: 7. How has the effect of political and economic environments on implementation of performance contract affected public service delivery at KSG? 8. How is KSG coping with the challenges mentioned in question two (2) above?
Customers' perception of performance contract's effectiveness in improving public service delivery at KSG:	
Customers' perception from the perspective of KSG staff	5. How is your awareness of 2015/16 customer satisfaction baseline survey recommendations? 6. What is your agreement on KSG's implementation of the 2015/16 customer satisfaction baseline survey recommendations? 7. What is the effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG? 8. To what extent do you agree with customers' understanding of and involvement in the formulation, implementation and evaluation of performance contract at KSG?

THANK YOU

Appendix III: Focus Group Discussions (FGDS) Guide

EFFECTIVENESS OF PERFORMANCE CONTRACTING IN IMPROVING PUBLIC SERVICE DELIVERY: A CASE OF KENYA SCHOOL OF GOVERNMENT

ATTRIBUTE	DISCUSSION ITEMS
Effectiveness of performance (PC) in driving strategic results at KSG:	1. Financial Stewardship and Discipline; 2. Service Delivery; 3. Core Mandate – Human Resource Development; 4. Implementation of Presidential Directives and Access to Government Procurement Opportunities; 5. Crosscutting – Objectives, issues or clauses that are relevant and applicable across various sections of the performance contract
Influence of performance contract (PC) dimensions in improving public service delivery at KSG:	1. Application of Service Delivery Innovations: Automation of public services; ● Development and Implementation of the ICT strategy ● Implementation of ICT policy ● Adoption and Operationalization of E-Government 2. Resolution of Public Complaints: ● Complaint Handling Mechanisms (CHMs) ● Citizens' Service Delivery Charters (CSDCs) ● Public Complaint Desks (PCDs)
Challenges in implementation of performance contract (PC) at KSG:	1. Challenges relating to: ● Strategy ● Human Resource and ● PC processes 2. Other challenges

Customers' perception of performance contract's (PC's) effectiveness in improving public service delivery:	1. Staff adherence to professional ethics Staff response to inquiries 2. Quality of services provided 3. Customer satisfaction baseline survey 4. 2015/16 customer satisfaction baseline survey recommendations 5. Customers' understanding of, and involvement in the formulation, implementation and evaluation of performance contract at KSG

THANK YOU

Appendix IV: Proposed Work Plan

	ACTIVITIES	Oct 2019	July 2020	Aug-Sept 2020	Sept - Oct 2023	Oct-Dec 2023	Nov 2023-Jan 2024	Jan-Mar 2024	Feb-Apr 2024
1.	Develop and present concept paper	***							
2	Developing and presenting the research proposal		▬▬						
3	Data collection			▬▬					
4	Data analysis				▬▬				
5	Writing of research thesis draft					▬▬			
6	Writing of final research thesis						▬▬		
7	Presenting the final research thesis							▬▬	
8	Disseminate and publish the thesis								▬▬

Appendix V: Research License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **586290**

Date of Issue: **23/October/2020**

RESEARCH LICENSE

This is to Certify that Mr.. MICHAEL ANG'ANYO ONYANGO of Moi University, has been licensed to conduct research in Baringo, Nairobi on the topic: **EFFICACY OF PERFORMANCE CONTRACT IN IMPROVING PUBLIC SERVICE DELIVERY: CASE OF KENYA SCHOOL OF GOVERNMENT** for the period ending : 23/October/2021.

License No: NACOSTI/P/20/7231

586290

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code

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The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
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4. Excavation, filming and collection of specimens are subject to further necessary clearence from relevant Government Agencies
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7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
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Website: www.nacosti.go.ke

Appendix VI: Plagiarism Awareness Certificate

SR568

ISO 9001:2019 Certified Institution

THESIS WRITING COURSE

PLAGIARISM AWARENESS CERTIFICATE

This certificate is awarded to

MICHAEL ANG'ANYO ONYANGO

SASS/DPHIL/POL/02/18

In recognition for passing the University's plagiarism

Awareness test for Thesis **entitled:** EFFICACY OF PERFORMANCE CONTRACTING IN IMPROVING PUBLIC SERVICE DELIVERY: CASE OF KENYA SCHOOL OF GOVERNMENT with similarity index of 25% and striving to maintain academic integrity.

Word count: 72838
Awarded by

Prof. Anne Syomwene Kisilu
CERM-ESA Project Leader   Date: 28/06/2024

Appendix VII: Map of Kenya Showing Counties Where the Study Area (KSG Campuses) Is Located
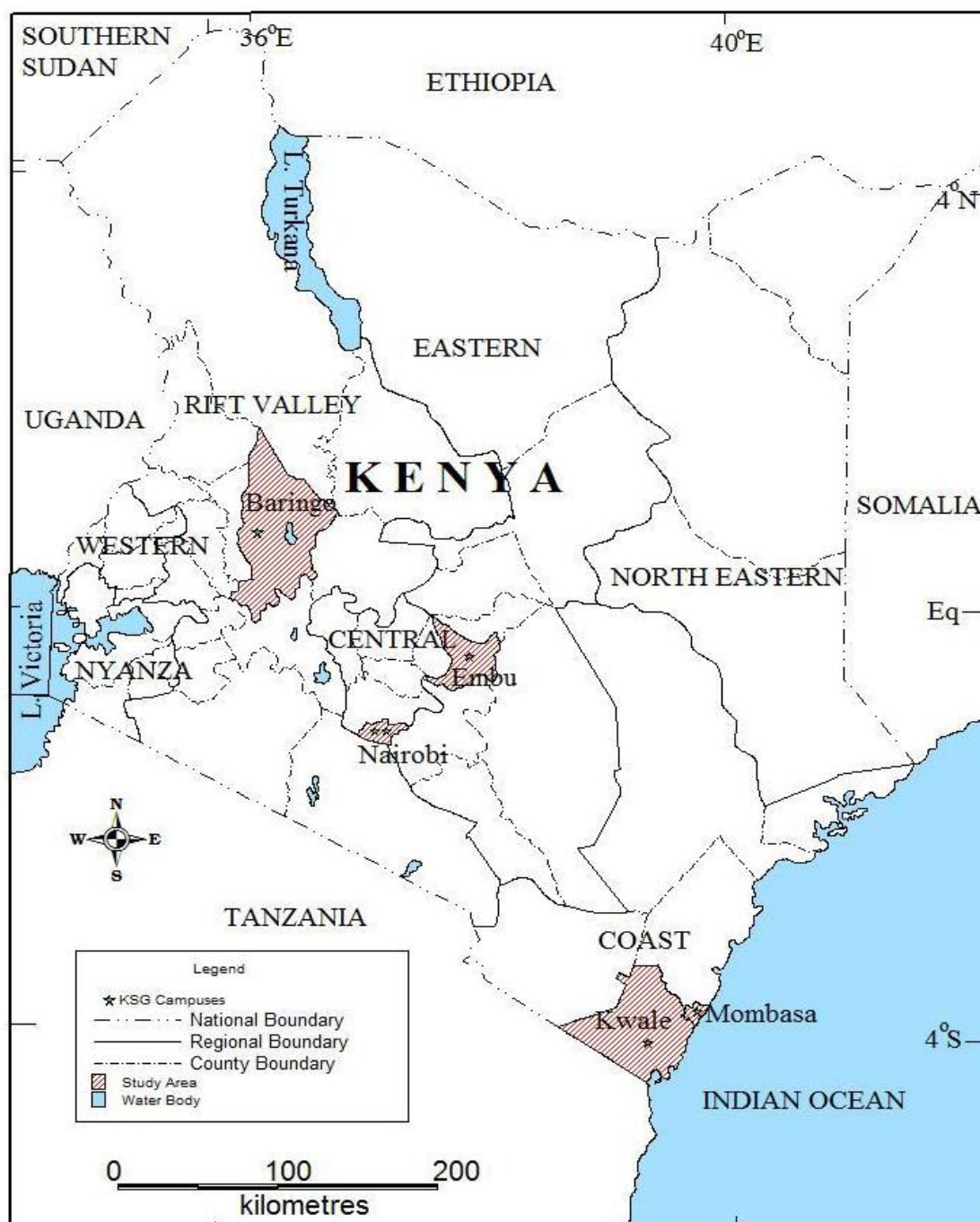
Appendix VIII: Kenya School of Government Performance Contract Between Director General and Director Baringo Campus (1st July, 2019 – 30th June, 2020)

KENYA SCHOOL OF GOVERNMENT

Performance Contract

Between

Director General

And

Director Baringo Campus

FOR THE PERIOD 1st JULY, 2019 TO 30th JUNE, 2020

PREAMBLE

This Performance Contract (hereinafter referred to as "Contract") is entered into between the Kenya School of Government (hereinafter referred to as "KSG") represented by Director General of P.O. Box 23030-00604 (together with its assignees and successors) of the one part, and Director Kenya School of Government, Baringo Campus (hereinafter referred to as "KSG-Baringo Campus"), (together with its assignees and successors) of P.O. Box 91 – 30400 Kabarnet of the other part.

WHEREAS;

The Director General is committed to clearly defining the working relationship between himself and the Director, Kenya School of Government, Baringo Campus

The parties recognize the need for adequate and reasonable managerial and operational autonomy to facilitate achievement by the Management of Kenya School of Government, Baringo Campus of the agreed and freely negotiated performance targets set out in this Contract;

The parties are desirous of enhancing transparency in the management of public resources and accountability in line with the Constitution; the "Big Four" Initiatives and other national priorities in order to improve the quality of lives of Kenyans and make Kenya globally competitive;

The purpose of this performance contract is to establish clarity and consensus about priorities for the Campus's management in order to;
1. Ensure that systems are established for equality for all users of public services;
2. Ensure impartiality and fairness in the process of delivery of public services;
3. Ensure promotion of National Cohesion and National Values;
4. Ensure continuity of public services under all circumstances;
5. Establish systems to enable innovativeness and adaptability of public services to the needs of users;
6. Ensure professionalism and ethics in Public Service is achieved and maintained;

Part II: Vision Statement, Mission Statement and Strategic Objectives

Vision

Excellence in Public Service capacity development

Mission

To build capacity of the Public Service by developing core, managerial and leadership competencies for quality public service

Strategic Objectives

The School seeks to achieve five strategic objectives (as per the Strategic Plan):

1. Develop and implement appropriate skills and competency programs for high standards of public service
2. Promote evidence-based policy research and advisory services for informed decision-making in the public service
3. Provide consultancy services to support delivery of quality services
4. Enhance KSG corporate visibility and positioning of the School
5. Build internal capacity for high-level institutional performance and sustainability.

PART III: Statement of Strategic Intent by KSG Council

In carrying out our duties, we intend to put all our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030, keeping in mind the specific priorities of Kenya School of Government.

Bearing in mind the imperative of inclusivity, we will implement the following strategic intentions during the Financial Year:

Align KSG programs to the Big Four Government development agenda;
Enhance partnership and collaborations; and Capacity building of KSG staff.

Part IV: Commitments and Obligations of the School

- Acknowledgement of receipt of correspondences and approval of requests are made within the timelines stipulated in the Citizens' Service Delivery Charter.

PART IV: Reporting Requirements

KSG Baringo Campus undertakes to submit quarterly performance reports within **ten (10)** days following the end of each quarter, and annual performance reports **fifteen (15)** days after end of performance period to the office of the Director General for the purpose of monitoring progress of performance, and for annual evaluation of performance.

PART V: Duration of the Performance Contract

This Performance Contract will run for one financial year, from 1ˢᵗ July, 2019 to 30ᵗʰ June, 2020.

DIRECTOR GENERAL
KENYA SCHOOL OF GOVERNMENT
P. O. Box 23030-00604
LOWER, KABETE

PART VI: Signatories to the Performance Contract

SIGNED:

DIRECTOR, BARINGO CAMPUS

Signature: .... Date: 24th February, 2020

SOLOMON LETANGULE, Ph.D.,

DIRECTOR GENERAL
KENYA SCHOOL OF GOVERNMENT
P. O. Box 23030-00604 **DIRECTOR GENERAL**
LOWER. KABETE

Signature: .... Date: February 24, 2020

PROF. LUDEKI CHWEYA, PhD, CBS

Counter Signed:

Signature: ....   Signature: ....

Date: February 24, 2020   Date: February 24, 2020

JOSEPHINE MWANZIA, PhD DIRECTOR ACADEMIC AFFAIRS KENYA SCHOOL OF GOVERNMENT	**PROF. NURA MOHAMED, PhD** DIRECTOR FINANCE & ADMINISTRATION KENYA SCHOOL OF GOVERNMENT

ANNEX I: Performance matrix for Kenya School of Government

	Performance Criteria (Category)	Unit of Measure	Weight %	Status Previous Year (FY 2018/2019)	Target (FY 2019-2020)
A.	**FINANCIAL STEWARDSHIP AND DISCIPLINE**				
	1. Absorption of Allocated Funds (GoK)	%	2	63	100
	2. A-In-A	Kshs	5	212,673,719	243,076,755
	3. Pending Bills	%	3	0	≤1
	Weight Sub Total		**10**		
B.	**SERVICE DELIVERY**				
	1. Implementation of Citizen's Service Delivery Charter	%	4	85	100
	2. Application of Service Delivery Innovations	%	3	50	100
	3. Resolution of Public Complaints	%	3	92	100
	Weight Sub Total		**10**		
C.	**CORE MANDATE**				
C1	**KSG Priority Programs Aligned to the Big Four Agenda**				
	1. New Programs rolled out	%	4	100	100
	2. "Big 4" agenda mainstreamed in KSG programs	%	4	100	100
	3. Consultancy activities expanded	%	6	100	100
	4. Research activities undertaken	%	6	N/A	100
	5. 'Big 4' Agenda symposia held	%	6	100	100
C2	**KSG Priority Programs Aligned to SDGs and Strategic Plan**				
	1. New capacity building programs rolled out	%	4	100	100
	2. Handbook on ethical governance disseminated	%	4	100	100
	3. Women leadership programs rolled out	%	4	50	100
	4. Number of trained participants increased	No.	4	2,500	2,800
	5. Promote research & publication	%	6	85	100
	6. Training impact assessment undertaken	%	4	N/A	100
	7. Young Leaders Program rolled out	%	4	N/A	100
C3	Performance management culture institutionalized	%	5	75	100
C4	Project Completion Rate	%	4	65	100
	Weight Sub Total		**65**		
D.	**Implementation of Presidential Directives**	%	-	100	100
E.	**Access to Government Procurement Opportunities (AGPO)**	Kshs (M)	3	84,108,021	57,043,625.1
F.	**Promotion of Local Content in Procurement**	Kshs (M)	2	78,918754	76,058,166.8
G.	**CROSS CUTTING**				
	1. Asset Management	%	1	100	100

Performance Criteria (Category)	Unit of Measure	Weight %	Status Previous Year (FY 2018/2019)	Target (FY 2019-2020)
2. Youth Internships, industrial attachments and apprenticeship	No.	1	27	100
3. Competency Development	%	2	100	100
4. Disability Mainstreaming	%	1	100	100
5. Prevention of HIV infections	%	1	80	100
6. Safety and Security measures	%	1	91	100
7. National Cohesion and Values	%	1	95	100
8. Corruption Prevention	%	2	85	100
Weight Sub Total		**10**		
Overall Total Weight		**100**		

ANNEX II: Description of Performance Indicators

Indicator	Unit	Notes	
A. FINANCIAL STEWARDSHIP AND DISCIPLINE			
1. Absorption of Allocated Funds (GoK)	%	Absorption of allocated funds will be at 100%. Funds will be applied to planned and budgeted activities. Quaterly variance analysis will be conducted out on all budget items/lines to establish conformity with this indicator.	**100%**

Expenditure	Amount (Ksh.)	
Recurrent	*81,432,720*	328,388,827
Development	*49,000,000*	362,840,000
Total Expenditure		**691,228,827**

Indicator	Unit	Notes	
2. A-In-A	Kshs	The campus will generate A-in-A (Revenue) amounting to Kshs. **243,076,755**	**100%**

Sources	2018/2019 Actual Amount (Kshs)	2019/2020 Projected Amount (Kshs)	
Training, Consultancy and Accommodation	167,810,873	193,287,066	*155,354,725 ✓*
Water bottling /Miscellaneous income	26,396,653	22,240,464	*16,837,468*
Hire of facilities	9,803,972	18,536,405	*14,259,309*
Rent	597,217	334,052	*597,217 - 581,807*
Differed income	8,065,004	8,678,768	*8,060,079*
Total	**212,673,719**	**243,076,755**	*195,093,387*
		265,580,384	*73.46%*

Indicator	Unit	Notes	
3. Pending Bills	%	KSG Baringo closed 2018/19 with no pending bills. In 2019/20 KSG will ensure pending bills do not exceed 1% (6,911,739 **million**)of the total budget allocation. *61,874 714*	**≤1%** *8.8%*

Indicator	Unit	Notes	
B. SERVICE DELIVERY			
1. Implementation of Citizens' Service Delivery Charter	%	Director KSG Baringo Campus Will: 1. Display the charter prominently in all blocks at the point of entry/service delivery in both English and Kiswahili and in the prescribed size of three feet in width, and four feet in height (3'x4') with clearly visible size of the content 2. Sensitize employees and cascade to all levels in the campus by factoring realistic timelines by 30th September, 2019 3. Ensure conformity with the commitments and standards in the charter by maintaining records on service delivery, and 4. Customize charter to unique needs of the customers and providing mechanisms for sign language by 31st December, 2020.	**10%** **20%** **50%** **20%**
2. Application of Service Delivery Innovations	%	Director KSG Baringo Campus Will: 1. Develop one service delivery innovation (real time customer feedback system) by 30th June, 2020	**100%**
2. Resolution of Public Complaints	%	Director KSG Baringo Campus Will: 1. Establish complaints management and access to information committee by 31st December 2019. 2. Develop and operationalize complaints handling guidelines by 31 January 2020 3. Train complaints handling officers by 31 January 2020 4. Submit quarterly reports by 10th day following month to the DG	**25%** **25%** **25%** **25%**

Indicator	Unit	Notes	
1 CORE MANDATE			
C1: KSG PRIORITY PROGRAMS ALIGNED TO THE BIG 4 AGENDA			
1. New programs developed and rolled out	%	Director KSG Baringo Campus Will: 1. Roll out programs for officers in national government, county government, independent commissions and state corporations on disaster management & food security by 31st December 2019	100%
2. "Big 4" agenda mainstreamed in KSG programs	%	Director KSG Baringo Campus Will: 1. Nominate and facilitate five (5) faculty members to attend Training of Trainers (ToT) on delivery of the Big 4 Agenda by 31st December 2019 2. Develop schedule of attachment to build the capacity of facilitators to deliver the big 4 agenda through attachment in lead Ministries by 31st March, 2020 and submit to DG	50% 50%
3. Consultancy Activities Expanded	%	Director KSG Baringo Campus Will: 1. Create e-database of potential clients in consultancy to facilitate organizational engagement by 31st December 2019. 2. Undertake four (4) consultancies on strategic priority area of public service by 30th June 2020.	25% 75%
4. Research Undertaken		Director KSG Baringo Campus Will: 1. Undertake one baseline survey on status of affordable Housing of big four agenda by 30th June 2020	100%

Indicator	Unit	Notes	
5. "Big 4" Agenda symposia held	%	Director KSG Baringo Campus Will:	
		1. Hold a symposia on Big 4 Agenda "Pathway to realization of Affordable housing in Kenya by 30th June 2020	80%
Cover letter		2. Develop and submit one policy brief to Director General by 30th June 2020	20%

C2: KSG PRIORITY PROGRAMS ALIGNED TO SDGS AND STRATEGIC PLAN			
1. New Capacity Building programs rolled out		Director KSG Baringo Campus Will:	
		1. Roll out Professional Standards and Values in the Public Service program by 30th June, 2020	
		(i) Schedule and announce to target group	40%
		(ii) Run the program	60%
2. Handbook on *Ethical Governance disseminated*	%	Director KSG Baringo Campus Will:	
		1. Conduct two (2) awareness sessions KSG Handbook on Ethical Governance by 31st March, 2020.	100%
		2. Disseminate the Handbook by 30th June 2020	
3. Women leadership Programme rolled Out.			
~~3.~~ 4. Number of trained participants increased	No.	Director KSG Baringo Campus Will:	*2800* *2354*
		Will increase number of participants trained and certified from 2,500 in 2018/2019 to 2,800 in 2019/2020	~~100%~~

5. Promote research & publication.

DIRECTOR GENERAL
KENYA SCHOOL OF GOVERNMENT
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LOWER, KABETE

4. Impact Assessment on Training undertaken		Director KSG Baringo Campus Will: 1. Implement the recommendations of tracer studies report on Strategic Leadership Development Program (**SLDP**) and Senior Management Course (**SMC**) by 30th June 2020	**100%**
6. 7. Young Leaders Program rolled out.			
C3: INSTITUTIONALIZATION OF PERFORMANCE MANAGEMENT CULTURE AT KSG			
Performance Management Culture institutionalized in KSG	%	Director KSG Baringo Campus will: 1. Disseminate the Campus Strategic Plan by 31st December, 2019 2. Cascade Performance Contracting to Deputy Director, Heads of Departments and Individual Staff by 4th November, 2019. 3. Sensitize staff on the new performance tools by 31st August, 2019 to all departments and sections by 31st December 2019 4. Compile reports on implementation of the performance and monitoring activities by 30th June, 2020.	**25%** **25%** **25%** **25%**

Implementation of Presidential Directives	%	The Kenya School of Government has no specific Presidential Directive to implement in 2019/2020 and will implement all relevant directives if any.		—
Access to Government Procurement Opportunities (AGPO)	Kshs	Director KSG Baringo Campus will reserve and award a minimum 30% of KSG procurement expenditure.		
		1. We commit to award **Kshs 57,043,625.1** amounting to 30% of the 2019/2020 Procurement budget (**Kshs 190,145,417)** to the Youth, Women and Persons with Disabilities (PwDs) with 2%, amounting to **Kshs. 11,408,725.02**, reserved exclusively for PwDs		**50%**
		2. Submit quarterly reports to the Director General in the prescribed format		**20%**
		3. Submit a summary of the procurement opportunities allocated to PWDs, Youths and Women to the Director General by 5th day after end of the quarter		**20%**
		4. Sensitize 50 participants on AGPO by 30th June, 2020.		**10%**
Promotion of Local Content in Procurement	Kshs	Director KSG Baringo Campus will :		
		1. Reserve and award a minimum of 40% of KSG procurement expenditure of **Kshs 190,145,417** amounting to Ksh.**76, 058,166.8** in 2019/2020 to local manufacturers.		**70%**
		2. Prepare quarterly reports and submit to the Director General 5th day after end of quarter		**30%**
5 CROSS CUTTING ISSUES				
1. Asset Management	%	Director KSG Baringo Campus will undertake the following activities		
		1. Inventory Management: establish and maintain a catalogue (asset register) of the assets and properties including their status in terms of the working condition by 31st March 2020		**40%**
		2. Identify, register and lot obsolete assets quarterly		**40%**
		3. Compile report and submit to the director general by 30th June 2020		**20%**

2.	Youth Internships, industrial attachment and apprenticeship	No	Director KSG Baringo Campus will engage 31 youth in internship and attachment programs in Kenya School of Government as follows: 1. Internship 2. Attachments 3. Apprenticeship	8 — 15 20 — 27 3 —
3.	Competence Development	%	Director KSG Baringo Campus will: 1. Submit competency needs report to Director General by 31st March, 2020 2. Implement the competency development plan by 30th June, 2020 3. Undertake annual and mid-year staff performance appraisal	30% 40% 30%
4.	Disability Mainstreaming	%	Director KSG Baringo Campus will: 1. Implement the approved Disability Mainstreaming Policy 2. Develop and submit Disability Mainstreaming annual work plan and submit to the Director General by 30th June, 2020 3. Train disability mainstreaming committee and sensitize senior management; and sensitize all staff on disability by 30th June, 2020 4. Carry out accessibility and usability audit and submit the report to the Director General by 30th April, 2020 5. Increase equal and easy access of products and services/ programmes to PWDs 6. Submit quarterly reports to the Director General by 5th day after end of quarter.	20% 10% 10% 35% 15% 10%

5. Prevention of HIV Infections	%	Director KSG Baringo Campus will identify and implement the following interventions as per **Maisha 2 guidelines**:	
		1. Develop annual work plan and allocate resources for the HIV activities and programs	15%
		2. Promote attainment of UHC at the workplace through offering services for disease prevention and wellness promotion for at least 30% of the staff and family members with the following by June 30th, 2020:	
		a. A screening package for HIV, Cancer, blood pressure, blood sugar and BMI	15%
		b. Sensitization package on Non-communicable diseases such as Cancer, Diabetes, hypertension, stress and mental health	15%
		c. A prescribed sensitization package on HIV prevention. A guide to this package is available at the NACC website.	15%
		d. Sensitize staff and family members on linkage between Sexual Gender Based Violence (SGBV) and HIV	15%
		3. Distribute 250 condoms every quarter	15%
		4. Sensitize 100 external stakeholders on HIV prevention package by 30th June, 2020	15%
		5. Generate and submit Maisha 2 quarterly report through email to the Director General by 5th day after end of quarter	10%
6. Safety and Security Measures	%	Director KSG Baringo Campus will:	
		1. Put in place mechanisms to mitigate against hazards by:	
		a) Carrying out one fire drill in the campus by 30 June 2020	30%
		b) Ensuring that maintenance of firefighting equipment is done by 30 June 2020	10%
		c) Training at least one member of staff per department as First Aiders	10%
		2. Implement the information Security Management System (ISMS) by:	
		(i) Train implementers (process owners)	25%
		(ii) Conduct awareness training for all employees	25%

7. National Cohesion and Values	%	KSG Baringo will I. Implement the following five (5) commitments relevant to the School mandate and submit in the prescribed format an annual progress report on the implementation of the commitments and the way forward captured in the Annual Presidential Report on National Values and Principles of Governance	60%

	COMMITMENTS	% Score
1.	Align policies and implement programs, projects and activities to the realization of the "Big Four" Agenda	12
2.	Continual public awareness creation, capacity building, enforcement and monitoring of national values and principles of governance	12
3.	Enhance collaboration between the two levels of government to entrench sharing and devolution of power	12
4.	Implement measures to support gender mainstreaming and youth empowerment	12
5.	Enhance the protection of the environment by securing riparian lands, water towers, improving the national forest cover and other measures to facilitate sustainable development	12

II. Submit in the prescribed format annual reports on measures taken and progress achieved in the realization of National Values and Principles of Governance to the Director General's office by 30th November, 2019. **(40%)**

8. Corruption Prevention	%	The director Baringo will facilitate the following activities in line with the ethics and anti-corruption commission Act number 22 of 2011 and the leadership and integrity Act 2012.	
		a. Carry out Corruption Risk Assessment (CRA) and develop a Corruption Risk Mitigation Plan by 30th September 2019	30%
		b. Implement measures emanating from the Corruption Risk Mitigation Plan as per the Implementation matrix	60%
		c. Submit quarterly reports to headquarters by 5th day after end of quarter in the prescribed formats provided in the EACC websites: www.eacc.go.ke	10%

	and the walkway to Amboseli Dining Hall		
	• Landscaping around Tamkutung, Soi Hostels	31st June 2020	Director
	• Placement of Dust Bins at strategic points across the compound	31st June 2020	Director
	• Landscape around all buildings to have manholes at ground level	30th June 2020	Director
	• Relocate the sink outside the firewood kitchen	31st March 2020	Director
	• Clean up the area around the kitchen	31st March 2020	Director
	• Develop an innovative way of managing the dumpsite	30th June 2020	Director
	• Paving of the area around the kitchen annex	30th June 2020	Director
	• Manage all the damp site		Director
	• Use Mazeras on the plagues – cottages	30th June 2020	Director
	• Clear the debris from the recreation centre	31st march 2020	Director
	• Perimeter wall between staff quarters and cottages	30th June 2020	Director
Mothers Wing	• Procure baby coats	30th June 2020	Director
	• Create crechie'	30th June 2020	Director
	• Picket fence and playground for children behind the mothers wing	30th June 2020	Director
	• Equip the playground with swings, seesaw etc	30th June 2020	Director

	• Paint the mothers wing with child friendly colours	30th June 2020	Director
Laundry	• Computerize the linen movement register	30th June 2020	Director
	• Procure white napkins and towels	30th June 2020	Director
	• Procure an extra washer extractor	30th June 2020	Director
	• Procure an extra drier	30th June 2020	Director
	• Procure an extra ironing calendar	30th June 2020	Director
	• Fast track pending bills for repair of washing machine	31st March 2020	Director
Tamkutung Hostel	• Repaint the hostel	30th June 2020	Director
	• Tiling of the floor	30th June 2020	Director
	• Closing down of all rooms that require plumbing	30th June 2020	Director
	• FastTrack the mechanical and plumbing evaluation of Tamkutung	31st March 2020	Director
	• Uniform curtains for the hostels	30th June 2020	Director
Kitchen /Dining Area	• Clear the clutter around the kitchen area	30th June 2020	Director
	• Reroof the sanitation block adjacent to the kitchen	30th June 2020	Director
	• Replace the gas cylinders next to the kitchen	30th June 2020	Director
	• Replace the PVC ceiling board to TNG	30th June 2020	Director
	• Construct a perimeter wall next to the kitchen	30th June 2020	Director
	• Repair the storm drains	30th June 2020	Director
Road works	• Construct the walkway from	30th June 2020	Director