REPUBLIC OF KENYA

COUNCIL OF GOVERNORS/PUBLIC SERVICE PERFORMANCE MANAGEMENT AND MONITORING UNIT

COUNTY GOVERNMENTS PERFORMANCE CONTRACTING GUIDELINES

FOR THE FINANCIAL YEAR 2021/2022

JULY/AUGUST, 2021

Table of Contents

List of Abbreviations 3

Definition of Key Terms..5

1. Introduction..7

2. Purpose of the County Performance Contracting Guidelines 8

3. Roles and Responsibilities of Key Players in the PC Process 8

4. Vision Statement, Mission Statement and Strategic Objectives 10

5. Statement of Responsibility 10

6. Statement of Strategic Intent 10

7. Commitments and Responsibilities of the County Government 11

8. Assignment of Weights across Performance Criteria and Indicators 12

9. Performance Contracting Cycle and Timelines 13

9.1 Performance Contracting Timelines 13

10. Review of PC Guidelines 14

11. Pre-Negotiations Consultations 14

12. Negotiation of Performance Contracts 14

13. Parties to Negotiation of Performance Contracts 15

13.1 Parties to the negotiations for the various categories of County Departments, Corporations and Boards 15

13.2 County Corporations and Boards 15

13.3 Tertiary Institutions 15

14 Vetting of the Performance Contracts 15

14.1 County Departments 16

14.2 County Corporations /Boards 16

14.3 Tertiary Institutions 16

15. Mandatory Documents for Negotiations and Vetting 16

16 Signatories to the Performance Contracts 17

17 Performance Monitoring and Reporting (Including Mid-Year Performance Review).......... 18

17.1 Implementation of Performance Contracts 18

17.2 Performance Monitoring and Reporting 18

17.3 Submission of Performance Reports 18

17.4 Submission of Performance Reports to Specialized Agencies 18

17.5 Mid-year Performance Review 19

18 Annual Performance Evaluation 19

18.1 Preamble 19

18.2 Essential Documents Required for Annual Performance Evaluation 20

18.3 Performance Evaluation Methodology 20

18.4 Computation of Performance Criteria Values 21

18.5 Criteria Value Range 22

18.6 Computation of the Raw Score when Higher Achievement is Desirable 22

18.7 Computation of the Raw Score When Declining Achievement is Desirable 23

18.8 Indicators Whose Achievement Cannot Exceed 100% 24

18.9 Treatment of Contentious Issues 24

19 General Guidelines 25

ANNEX I: Model Performance Contract and Matrices 26

Annex IA: Model Performance Contract for County Departments, County Corporations, County Boards and Tertiary Institutions 26

Annex IB: Performance Contract Matrix for County Departments, County Corporations, County Boards and Tertiary Institutions 29

Annex II: Description of Performance Indicators 31

Annex III: County COVID-19 Socio-Economic Re-engineering and Recovery Strategy 2020/2021-2022/2023 54

Annex IV: Performance Reporting Formats 59

Annex V: Format for Citizens' Service Delivery Charter 61

Annex VI: Customer Service Report Template 62

Annex VII: Guide for Process Documentation 64

Annex IX: Members of the Taskforce on the Review of the County Governments Performance Contracting Guidelines 66

List of Tables

TABLE 1: PERFORMANCE CONTRACTING TIMELINES 13

TABLE 2: SPECIALIZED AGENCIES 19

List of Figures

FIGURE 1: ANNUAL PERFORMANCE CONTRACTING CYCLE 13

FIGURE 2: THE LINEAR SCALE FOR PERFORMANCE RANGE 21

List of Abbreviations

AIDS	Acquired Immuno-Deficiency Virus
A -in- A	Appropriation in Aid
ADA	Alcohol and Drug Abuse
ADP	Annual Development Plans
AGPO	Access to Government Procurement Opportunities
BoD	Board of Directors
BoM	Board of Management
BMI	Body Mass Index
BPR	Business Process Re-engineering
CAJ	Commission on Administrative Justice
CECM	County Executive Committee Member
CEO	Chief Executive Officer
CHVs	Community Health Volunteers
CHWs	Community Health Workers
CIDP	County Integrated Development Plan
CO	Chief Officer
COMESA	Common Market for Eastern and Southern Africa
CPMF	County Performance Management Framework
DE	Development Expenditure
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
FY	Financial Year
GBV	Gender Based Violence
GDP	Gross Domestic Product
GoK	Government of Kenya
HELB	Higher Education Loans Board
HIV	Human Immuno-deficiency Virus
HoD	Head of Department
ICT	Information and Communication Technology
ICTA	Information and Communication Technology Authority
IEC	Information Education and Communication
ISMS	Information Security Management System
ISO	International Standards Organisation
KIPPRA	Kenya Institute for Public Policy, Review and Analysis
KRA	Kenya Revenue Authority
LAPFUND	Local Authorities Provident Fund
LAPTRUST	Local Authorities Pension Trust
MCDAs	Ministries, Counties, Departments and Agencies
MICE	Meetings, Innovations, Conferences and Exhibitions
MFIs	Micro Finance Institutions
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACADA	National Authority for the Campaign Against Alcohol and Drug Abuse

NACC	National Aids Control Council
NCDs	Non-Communicable Diseases
NCPWDs	National Council for Persons with Disabilities
NHIF	National Hospital Insurance Fund
NSSF	National Social Security Fund
NTSA	National Transport and Safety Authority
NYES	National Youth Employment Strategy
PC	Performance Contract
PAYE	Pay As You Earn
PETS	Public Expenditure Tracking Surveys
PPE	Personal Protective Equipment
PFM	Public Financial Management
PMC	Performance Management Committee
PMF	Performance Management Framework
PPRA	Public Procurement Regulatory Authority
PLWDs	Persons Living with Disabilities
RE	Recurrent Expenditure
SDGs	Sustainable Development Goals
SACCO	Savings and Credit Cooperative
SPS	Sector Performance Standards
TAT	Turn-Around –Time
TNA	Training Needs Assessment
TE	Total Expenditure
TV	Television
UNDP	United Nations Development Programme
WASH	Water, Sanitation and Hygiene

Definition of Key Terms

Cascading of Performance Contract - refers to the process of extending Performance Contracting to downstream institutions (Departments/Directorates/Divisions/ Sections/ Units including field/regional offices), levels and cadres of employees. It also entails implementation of Staff Performance Appraisal for officers in all cadres. Cascading of Performance Contracts enables County Departments, Corporations and Boards to effectively link individual employee's performance to the performance of the organisation for achievement of the strategic objectives.

Citizens' Service Delivery Charter - a brief written public document that provides essential information that citizens/customers and stakeholders are entitled to know about the services and/or goods provided by a public institution, department or unit. It contains information on services/goods provided by the organisation, requirements to fulfil for one to obtain the services/goods, costs, timelines and the redress mechanisms in case of any dissatisfaction with the services/goods.

County Board- this refers to a county-owned body, established by law in a County Government for the administration of specific public programmes.

County Corporation -this refers to an autonomous or semi- autonomous entity established by an Act of a County Assembly to undertake specific mandates as stipulated in the Act.

Exogenous Factors - occurrences that cannot reasonably be planned for, controlled or predicted. These however, exclude factors that could have been pre-empted by meticulous planning including risk management.

Frontline Staff- this refers to staff who interact directly with internal and external customers on a daily basis in the process of providing information and/or services as per the mandate of the County Department, Corporation and Boards. This may include employees in the hospitality, health care providers, plant operators, customer care desk officers, secretarial staff and some technical officers.

Independent Board Member – refers to a Board Member who is not a public official

Independent External Experts – a team that negotiates, vets and reviews performance contracts, monitors and evaluates performance of County Departments, Corporations and Boards on behalf of the County Government.

Lead Department -County Department where the core mandate/a specific function is domiciled.

Ministries, Counties, Departments and Agencies – refers to Ministries, County Departments and Agencies such as County Boards, State Corporations, Constitutional Commissions and Tertiary Institutions.

Moderation - the process of ensuring that the performance evaluation methodology, including application of tools and instruments, has been applied uniformly for the purpose of ensuring objectivity.

Outputs - comprise specific products or services (immediate results of an activity) in a given period.

Performance Criteria – is a principle or standard for evaluating achievement, represented by a range of performance indicators based on which performance is evaluated.

Performance Evaluation – the process of assessing the extent of achievement of the agreed performance targets using the prescribed performance evaluation methodology.

Performance Indicator – is a measurable variable by which the performance of a County Department, Corporation and Board is assessed.

Performance Monitoring – is the consistent tracking of performance and provision of feedback to management, work groups and employees on progress towards achieving the set performance targets.

Performance Target - is the desired level of achievement for a performance indicator.

Review – refers to the process of verifying whether the vetted PCs have fully complied with the provisions of the Performance Contracting guidelines. The process is essentially a quality assurance exercise and is coordinated by Council of County Governors.

Sector Performance Standards – these are international/regional and/or national sectoral benchmarks that inform the identification of performance indicators and targets for MCDAs.

Self-Evaluation – refers to the Annual in-house performance assessment using the prescribed performance evaluation methodology.

Specialized Agencies- refers to institutions that are charged with a mandate to oversight specific performance indicators as detailed in **Table 2**.

Total Assets - is the net sum of fixed assets, current assets, investments, work in progress and other tangible and intangible assets.

Vetting – refers to the process of scrutinizing negotiated performance contracts to establish conformity to the Performance Contracting Guidelines. The process ensures quality assurance and is coordinated by Council of County Governors.

1. Introduction

Governments all over the world are faced with the challenge of improving service delivery and achieving sustainable development. Increasingly, Governments are required to be accountable and transparent to the electorate for the promises made in form of political manifestos, development plans, electoral pledges and international, regional and national commitments.

A Performance Management Framework (PMF) for County Governments was rolled out in 2017 to among others, to support institutionalization of Performance Management.

The current framework builds on the previous efforts and goes further to package all the instruments of Performance Management into one framework comprising the following components:

a) Kenya Vision 2030 which is the long-term National Development blueprint;
b) 10 Year Sector and Spatial plans as prescribed in Section 109 and 110 of the County Governments Act 2012 respectively;
c) 5 Year County Integrated Development Plan as prescribed in Section 108 of the County Governments Act;
d) 5 Year Departmental Strategic Plans aligned to the County Integrated Development Plan;
e) Annual Development Plan derived as prescribed in Section 126 of the PFM Act;
f) Performance Contracting and Staff Performance Appraisal which is an accountability tool; and
g) Monitoring and Evaluation, Reporting and Learning.

The Devolution Conference held in 2019 in its Resolution No.8 resolved that, both levels of Government shall operationalize the Performance Management Framework as per Section 47 of the County Governments Act.

Embracing Performance Contracting as a Performance Management tool in County Governments marks a paradigm shift- in that Counties will no longer just demonstrate what they have done but rather how their programmes, projects and initiatives have benefited the people of Kenya within the budgetary provisions and as per the agreed timelines.

The Second Edition of the County Performance Contracting Guidelines reviewed in FY 2021/2022 was spearheaded by the Public Service Performance Management and Monitoring Unit in the Ministry of Public Service and Gender in collaboration with the Council of Governors and County Governments with funding support from United Nations Development Programme (UNDP). Performance Contracting is expected to nurture a selfdriven culture of performance and accountability in the Counties for the achievement of their strategic objectives.

2. Purpose of the County Performance Contracting Guidelines

The purpose of the County Performance Contracting Guidelines is to support County Governments in the development and implementation of Performance Contracts. The Guidelines are intended to ensure clarity and standardization of the Performance Contracts.

A Model Performance Contract and a Performance Contract Matrix for County Governments form part of these guidelines as provided in **Annex I**. To ensure standardization, the model performance contract and matrix should not be amended or altered.

3. Roles and Responsibilities of Key Players in the PC Process

The roles and responsibilities of key players have been clearly identified to facilitate undertaking of the various processes particularly, the negotiations and vetting of PCs as follows:

a) County Executive Committee Member

The County Executive Committee Member (CECM) has overall responsibility for Performance Contract negotiations, vetting, implementation and performance monitoring, reporting and annual performance evaluation for the County Department, Corporations and Boards.

b) Chief Officer

The Chief Officer, in consultation with the CECM, is responsible for the identification of performance targets and negotiations of the Performance Contracts for the County Department and its Agencies. In addition, the Chief Officer will oversee the cascading of the performance targets, coordinate performance monitoring & reporting, and the annual performance evaluation.

d) Chief Officer in charge of County Public Service/Performance Management

The Chief Officer in charge of County Public Service/Performance Management will be responsible for the provision of technical support to County Departments, Corporations and Boards in the development and implementation of Performance Contracts and coordinate communication of the Annual Performance Evaluation results.

e) Chief Executive Officer, County Corporation/Board

The Chief Executive Officer, in consultation with the Board of Directors, will be responsible for the identification of performance targets and negotiation of PCs for the County Corporation/Board. In addition, the Chief Executive Officer will oversee the cascading of the performance targets, coordinate performance monitoring &

reporting, and the annual performance evaluation.

f) County Performance Management and Coordination Secretariat

The County Performance Management Secretariat will provide technical support to County Departments, Corporations and Boards in the development and implementation of PCs. These include; capacity building on performance management, quarterly performance monitoring & reporting, mid-year performance review, annual performance evaluation, being the custodian of the vetted PCs, compiling the annual performance evaluation report and coordinating preparations for communication of the annual performance evaluation results.

g) Lead Department

A Lead Department is responsible for the provision of technical support to County Departments, Corporations and Boards for specific performance indicators within its mandate/functions. The Lead Department shall receive and analyze submitted quarterly performance reports on the specific performance indicator(s) and provide feedback to the respective County Department, Corporation and Board within 15 days from the date of submission. The Lead Department should as much as practicable undertake physical verification of the reported achievements in order to ensure credibility. In addition, the Lead Department will be responsible for liaising with the relevant Specialized Agency at the National Level for technical support and capacity building.

h) Specialized Agencies

Specialized Agencies are institutions at the National Government level that are mandated to develop performance indicators and sub-indicators for implementation by public agencies. They receive, analyze and provide feedback on performance of the indicators within 15 days from the date of submission of the quarterly reports. In addition, they provide technical support to public agencies in implementation of the relevant performance indicators, including capacity building, carrying out annual performance evaluation and communicating the results to each agency. The Specialized Agencies are required to submit a complete list of scores for County Departments, Corporations and Boards placed on Performance Contract for a particular contract year to the Chief Officer in charge of Public Service/ Performance Management not later than 31st July.

i) County Department, Corporation/Board Performance Contracting Coordinators

Performance Coordinators are responsible for coordinating identification of performance targets in line with priorities of their respective County Departments, Corporations and Boards. They are responsible for providing mandatory documents to facilitate negotiation and vetting of PCs. In addition, they are required to facilitate quarterly performance reporting and coordinate the annual performance evaluation including compilation and availing of evidence to support reported achievements.

j) Departmental, Corporation/Board Performance Management Committee

The functions of the Performance Management Committee (PMC) are as follows:

i) Undertake quarterly review of implementation of Strategic Plans and Performance Contracts;
ii) Ensure linkage between Institutional Performance Contract and Performance Appraisal;
iii) Ensure that the overall assessment of employee performance is within the context of institutional performance as evaluated through Staff Performance Appraisal; and
iv) Develop and implement an internal performance monitoring, evaluation and reporting system.

The membership of the Performance Management Committee should consist of the following members:

i) Chief Officer in- charge of Performance Management – Chairperson
ii) Directors of Technical Departments (one per County Department)
iii) Director in –charge of Planning and Project Monitoring (at County Level)
iv) Director in-charge of Human Resource Management – Secretary

4. Vision Statement, Mission Statement and Strategic Objectives

This part defines the desired future positioning and states the purpose of existence of the County Departments, Corporations and Boards and is derived from their mandate. The Vision Statement, Mission Statement and Strategic Objectives should be drawn from the County Integrated Development Plan (CIDP) and/ or Strategic Plans. As much as is practical, the Strategic Objectives should range between three and six in order to avoid duplication.

5. Statement of Responsibility

This is a formal statement of commitment to performance made to the appointing authority and the public at large.

6. Statement of Strategic Intent

This statement reiterates the "Whole of County Government Approach" (Linked-up Performance), establishes the linkage to the County's vision and recognition of broad organizational priorities. The strategic intents are important in the broader scheme of County socio-economic development because they aim at ensuring that support mechanisms are in place and are operating effectively at all times.

7. Commitments and Responsibilities of the County Government

These refer to any support that should be extended to the County Departments, Corporations and Boards by any other County agency to facilitate achievement of the performance targets. The commitments and responsibilities should meet the following criteria:

a) Commitments of County Government are largely facilitative and should therefore not feature where mechanisms to address them already exist.

b) The support should be relevant and related to fulfilling the agreed performance targets.

c) The nature, extent and timing of any obligation on the County Government should be specific, measurable and agreed upon.

d) The required support should **NOT** include exemption from the existing legal provisions.

e) Any support related to social obligations should not be included unless they have been imposed by the County Government. ***In this regard, any required support arising from voluntary actions by the county agency in the interest of good industrial or neighbourhood relations (Corporate Social Responsibility) does not qualify for inclusion.***

f) In instances where a commitment may require additional exchequer funding or the intervention of another public agency, the concurrence of the County Department in-charge of Finance or that other agency must be obtained before committing the County Government or that other agency.

NB: *The Annual Performance Evaluation Report prepared at the end of the contract period will include status on the extent to which commitments made by the County Government affected performance.*

8. Assignment of Weights across Performance Criteria and Indicators

Weights for various Performance Criteria categories have been assigned as follows:

Performance Criteria	**Weight (%)**
Financial Stewardship and Discipline	10
Service Delivery	8
Institutional Transformation	10
Core Mandate	60
Cross-Cutting	12
Total	**100**

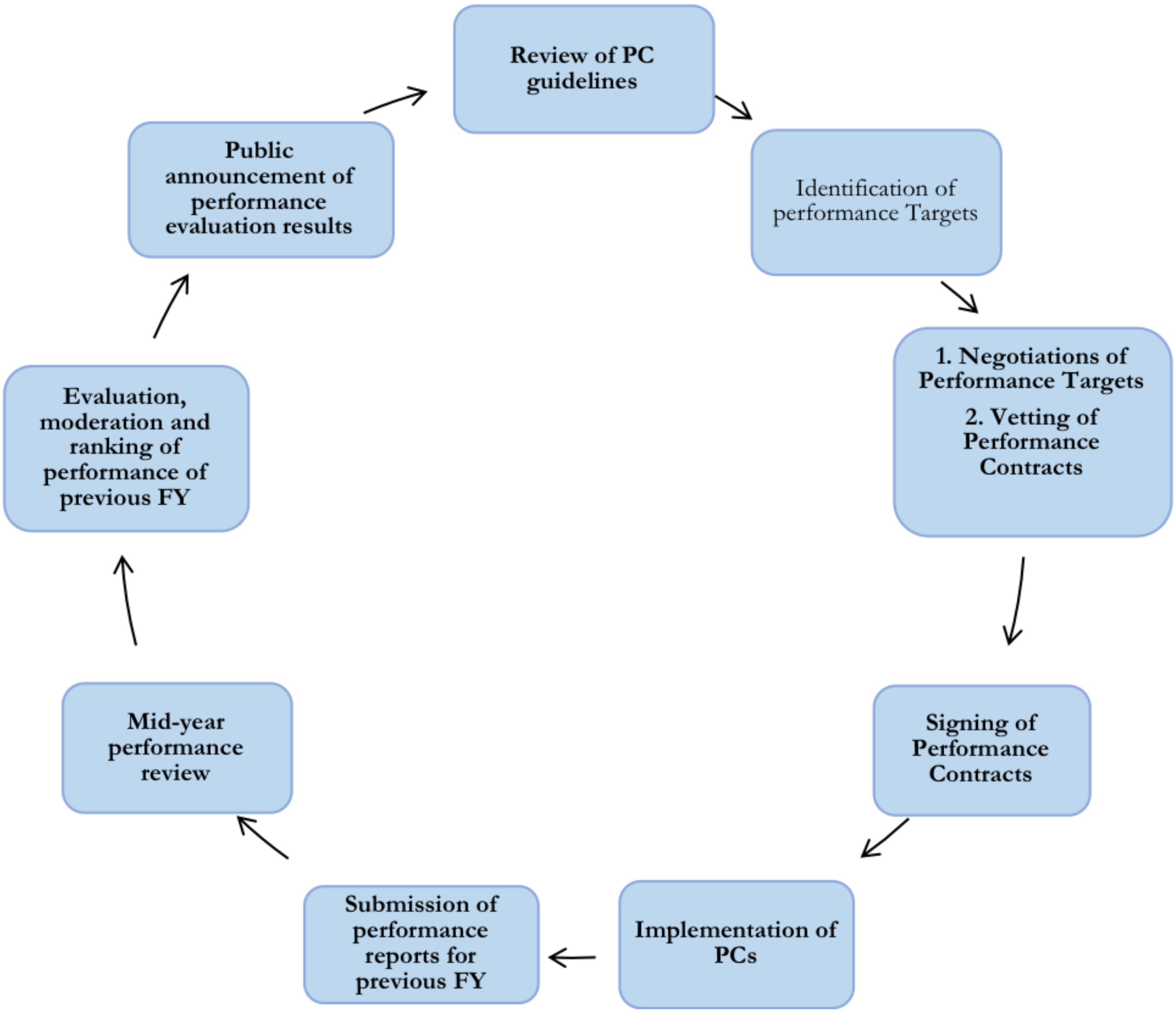
a) The performance criteria sub-weights have been pre-set and should not be altered. In addition, performance indicator weights have been pre-set for Financial Stewardship and Discipline, Service Delivery, Institutional Transformation and Cross-cutting performance criteria.

b) The sub-weight under the Core Mandate criterion should be distributed, in *negotiated proportions* to the various indicators and should reflect the relative importance of each performance indicator except for the specified performance indicators whose weights have been pre-set.

9. Performance Contracting Cycle and Timelines

Figure 1: Annual Performance Contracting Cycle

The flowchart below shows the annual Performance Contracting Cycle.



9.1 Performance Contracting Timelines

The indicative timelines for completion of the various phases of the Performance Contracting cycle are provided in the **Table 1** below;

Table 1: Performance Contracting Timelines

Activity	Timeline
Identification of Performance Targets	By 30th May
Pre-Negotiation Consultations	1st June-15th June
Negotiation of Performance Targets	16th June-22nd June

Vetting and Review of Performance Contracts	23rd June-30th June
Signing of Performance Contracts	1st July-5th July
Implementation of Performance Contracts	1st July-30th June of the following year
Mid-Year Performance Review	16th January – 28th February
Performance Evaluation	
Submission of Performance Reports	By 15th July
Evaluation/Moderation	16th July -30th August
Public Announcement/Release of Results	15th September

10. Review of PC Guidelines

Review of PC guidelines is carried out to incorporate emerging issues and factor in lessons learnt with a view to improving the process in the subsequent period. The review is carried out annually and is spearheaded by the Council of Governors in collaboration with Public Service Performance Management and Monitoring Unit, through a consultative forum involving County Departments, Corporations and Boards and other relevant stakeholders.

11. Pre-Negotiations Consultations

During this stage, County Departments, Corporations and Boards are required to create a common understanding of the scope of their operations, core business, financial and human resources, emerging issues and other factors that may affect performance. The consultations should also involve other agencies whose operations may affect achievement of a Department's, Corporation's and Board's performance targets. It is also during this stage that consensus should be sought on the nature and level of commitments and obligations.

12. Negotiation of Performance Contracts

During this stage, it is ensured that performance indicators and targets are in line with priorities set by the County Government for each County Department, Corporation and Board, support achievement of the mandate of the County Department, Corporation and Board and are aligned to CIDP, Sustainable Development Goals (SDGs), the "Big Four" Agenda, Governor's manifesto, Sector Performance Standards (SPS), and the approved budget estimates for that financial year. The negotiated performance contract should be initialled by the negotiating parties and presented to the Performance Management and Coordination Secretariat at the County for vetting (quality assurance) before signing.

13. Parties to Negotiation of Performance Contracts

It is a requirement that the County Treasury is represented during negotiations of the Performance Contracts for County Departments, Corporations and Boards. The parent Department and Lead Department should also be represented during negotiations of the Performance Contracts for downstream institutions.

13.1 Parties to the negotiations for the various categories of County Departments, Corporations and Boards

County Government	County Department
Performance Management and Coordination Secretariat/ Independent External Experts	CECM
	County Secretary
	Chief Officer(s)
	Directors
	Heads of Unit/Section

CECM to lead the Departmental Team

13.2 County Corporations and Boards

County Government	County Corporation/Board
CECM–Parent Department	Chairperson
CO –Relevant County Department	Independent Corporation/Board Member
Directors of relevant Units	Chief Executive Officer
The County Treasury	Heads of Section/Unit

Chairperson to lead the County Corporations/ Board Team

13.3 Tertiary Institutions

County Government	Tertiary Institution
CECM –Parent Department	Chairperson/ BoM
CO –Relevant Department	One Independent BoM Member
Directors – Relevant Units/Sections	Principal
	Heads of Sections/Units

Chairperson to lead the Tertiary Institution Team

14 Vetting of the Performance Contracts

All performance contracts should be vetted by the Performance Management and Coordination Secretariat. The purpose of vetting is to ensure:

a) Compliance with the Performance Contracting guidelines;
b) The Performance Contract is anchored on the Annual Development Plan (ADP),

SPS, SDGs, County Department's, Corporation's and Board's priorities and other national development priorities; and

c) Performance targets are growth-oriented.

The following are parties to the vetting of Performance Contracts for County Departments, Corporations and Boards:

14.1 County Departments

<table>
<tr><th>County Government</th><th>County Department</th></tr>
<tr><td rowspan="4">Performance Management and Coordination Secretariat/ Independent External Experts
NB: It should be ensured that the Secretariat has representation from the County's M & E Unit</td><td>CECM</td></tr>
<tr><td>CO(s)</td></tr>
<tr><td>Directors</td></tr>
<tr><td>Heads of Sections/Units</td></tr>
</table>

CECM to lead the County Department Team

14.2 County Corporations /Boards

<table>
<tr><th>County Government</th><th>County Corporations/Board</th></tr>
<tr><td rowspan="4">Performance Management and Coordination Secretariat/ Independent External Experts</td><td>Chairperson</td></tr>
<tr><td>Independent Corporation/Board Member[1]</td></tr>
<tr><td>Chief Executive Officer</td></tr>
<tr><td>Heads of Section/Unit</td></tr>
</table>

Chairperson to lead the County Corporation/Board Team

14.3 Tertiary Institutions

<table>
<tr><th>County Government</th><th>Tertiary Institution</th></tr>
<tr><td rowspan="4">Performance Management and Coordination Secretariat/ Independent External Experts</td><td>Chairperson/ BoM</td></tr>
<tr><td>One Independent BoM Member</td></tr>
<tr><td>Principal</td></tr>
<tr><td>Heads of Department</td></tr>
</table>

Chairperson to lead the Tertiary Institution Team

15. Mandatory Documents for Negotiations and Vetting

The following is a list of key reference documents that are required to facilitate decision making during negotiations and vetting of Performance Contracts:

a) County PC Guidelines;
b) Approved Annual Budget;
c) County Integrated Development Plan;
d) Current Strategic Plan;
e) Annual Development Plan;

f) Approved Annual Work Plan;
g) Approved Procurement Plan; and
h) A copy of the draft Performance Contract.

16 Signatories to the Performance Contracts

The following section stipulates the persons who shall sign the Performance Contract at the various levels within the County Government.

16.1 County Department

Level	For and on behalf of the County Government	For and on behalf of County Department
1st – County Department	Governor	CECM
2nd – County Department	CECM	Chief Officer
3rd – Directorates/Units/ Sections	Chief Officer	Directors/ Heads of Unit/Section

16.2 County Corporations/Boards

Level	For and on behalf of the County Government	For and on behalf of County Corporation/Board
1st – Board of Directors	CECM	Chairperson, Board of Directors, Independent Director
2nd – Office of CEO	Chairperson to the Corporations/ Board	Chief Executive Officer (CEO)
3rd – Departments	Chief Executive Officer	Directors/ Heads of Department

16.3 Tertiary Institutions

Level	For and on behalf of the County Government	For and on behalf of the Tertiary Institution
1st – Board of Management	CECM, parent Department	Chairperson, BoM Independent BoM Member
2nd – Office of the Principal / Manager	Chairperson, BoM	Principal/Manager
3rd – Departments	Principal/Manager	Heads of Department

17 Performance Monitoring and Reporting (Including Mid-Year Performance Review)

17.1 Implementation of Performance Contracts

Implementation of the Performance Contract should start as soon as the vetting is done. County Departments, Corporations and Boards should ensure that implementation is not affected in any way by the actual official signing. Implementation of the PC involves cascading by signing lower-level PCs with downstream institutions and linking specific deliverables and targets to individual officers through work plans and the Staff Performance Appraisal tool. It also entails aligning Procurement and Cash Flow Plans to the Performance Contracts.

17.2 Performance Monitoring and Reporting

Good practice in Performance Management requires that implementation of programmes and projects is monitored and reports prepared to inform management in decision-making.

17.3 Submission of Performance Reports

All County Departments, Corporations and Boards are required to prepare and submit quarterly performance reports within fifteen (15) days following the end of a quarter and the annual performance reports thirty (30) days after the end of the contract year for all performance indicators. The reports should be in the prescribed formats as provided in ***Annex IV***. The reports shall be submitted to the relevant agencies as shown below:

Category	Agency to Receive Reports and Provide Feedback
County Department	Performance Management and Coordination Secretariat
County Corporation/Board	Parent County Department
Tertiary Institutions	Parent County Department

The quarterly performance reports shall be accompanied by an extract of the minutes of the County Department/County Corporation/County Board/Board of Management (BoM) of a Tertiary Institution or the relevant sub-committee indicating that they were discussed and approved.

17.4 Submission of Performance Reports to Specialized Agencies

In addition to the above performance reports, County Departments, Corporations and Boards shall submit both Quarterly and Annual Reports to the Lead Departments for analysis, consolidation and submission to the Specialised Agencies as indicated in the **Table 2** below.

Table 2: Specialized Agencies

Performance Indicator	**Agency to Receive and Provide Feedback**
Resolution of Public Complaints	Commission on Administrative Justice
Disability Mainstreaming	National Council for Persons with Disability
Gender Mainstreaming	National Gender and Equality Commission
Prevention of HIV Infections	National Aids Control Council
Prevention of Alcohol and Drug Substance Abuse	National Authority for the Campaign Against Alcohol and Drug Abuse
National Cohesion and Values	Directorate of National Cohesion and Values
Corruption Prevention	Ethics and Anti – Corruption Commission
Road Safety Mainstreaming	National Transport and Safety Authority

The Specialized Agencies shall communicate the performance indicator reporting formats directly to the County Departments, Corporations and Boards as well as upload them in their official websites together with any other literature on the performance indicator. The timelines for submission of the reports should be within fifteen (15) days after end of a quarter for quarterly performance reports and within thirty (30) days after end of the financial year for the annual performance reports.

The Specialized Agencies are required to analyse and provide feedback to the Lead Departments with copies to Council of Governors not later than fifteen days (15) after receipt of the quarterly reports.

17.5 Mid-year Performance Review

The Performance Management and Coordination Secretariat shall conduct a Mid-year Performance Review in the months of January and February. The purpose of the Mid-year Performance Review is to track progress of achievement, identify and address challenges and constraints affecting performance to ensure that County Departments, Corporations and Boards are on course to achieve their annual performance targets. County Departments, Corporations and Boards are required to:

a) Prepare for and participate in the Mid-year Performance Review; and

b) Ensure availability of verifiable documented evidence of achievement of the performance targets.

18 Annual Performance Evaluation

18.1 Preamble

Performance evaluation is the culmination of the process of Performance Contracting and is carried out in a manner that ensures objectivity and integrity of the results. County Departments, Corporations and Boards are required to undertake a self-evaluation (in-house evaluation) based on the annual achievement for each performance indicator.

Performance evaluation and moderation should be undertaken by an independent performance evaluation team. County Departments, Corporations and Boards are therefore expected to provide verifiable documented evidence of the reported achievement of the performance targets. The parties to the evaluation process, upon agreement on the evaluation results are required to endorse the final evaluation matrix, detailed notes and the minutes of the exercise.

NB: ***Once the moderated evaluation matrix and the minutes have been signed by both parties, it cannot be altered by any party.***

18.2 Essential Documents Required for Annual Performance Evaluation

The following are the key documents required during the Annual Performance Evaluation:

a) Copy of the vetted and/or signed Performance Contract;
b) PC guidelines pertinent to the contract year;
c) Approved budget estimates for the year under evaluation;
d) Annual performance report in standard format with detailed notes on the actual outputs achieved for each performance indicator;
e) Self-evaluation report in the standard format;
f) Verifiable evidence of achievements and other supporting documents; and
g) Documentation on any exogenous factors that could have affected the performance of the County Department, Corporation and Board.

18.3 Performance Evaluation Methodology

Achievement for a performance indicator can fall under any of the following performance grades: Excellent, Very Good, Good, Fair or Poor.

Excellent Grade

Achievement ranging from 130% to 200% of the performance target i.e., $1.3T \leq X_a \leq 2T$.

Very Good Grade

Achievement ranging from 100% to less than 130% of the performance target i.e., $T \leq X_a < 1.3T$.

Good Grade

Achievement ranging from 70% to less than 100% of performance target i.e., $0.7T \leq X_a < T$

Fair Grade

Achievement ranging from 50% to less than 70% of the performance the target i.e., $0.5T \leq X_a < 0.7T$

Poor Grade

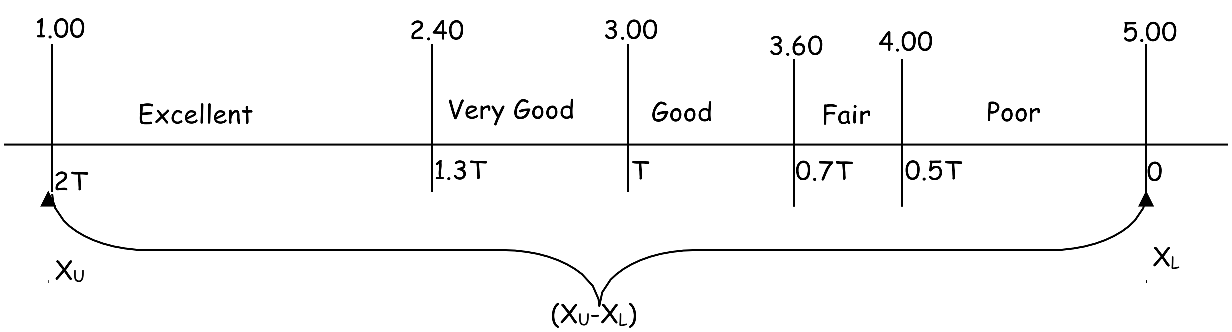
Achievement ranging from 0% to less than 50% of the performance target i.e., $0 \leq X_a < 0.5T$

Where T= Target and X_a= Actual Achievement

18.4 Computation of Performance Criteria Values

Performance is rated on a scale of 1.00 to 5.00 where 1.00 represents achievement equal or greater than 2T and 5.00 represents "Zero" achievement or below. This means that an achievement of 2T and above attracts a raw score of 1.00, while an achievement of "Zero" or below attracts a raw score of 5.00 in situations where higher value is desirable. This is presented in the Figure 2 shown below:

Figure 2: Linear Scale for performance range



Where, T = Target

X_a = Actual Achievement

X_U = 2T = Upper Criteria Value

X_L = 0 = Lower Criteria Value

Total Span = 4, i.e. (5.00 -1.00)

The methodology for calculating the Raw Score of any achievement is similar to measuring the distance which performance has *"covered"* inside the entire span from 1.00 to 5.00. Calculation of the Raw Score is based on the Actual Achievement (X_a) as it relates to the Target (T).

$$\text{Raw Score} = \text{Upper Criteria Value Limit} + \text{Span} \left\{ \frac{X_U - X_a}{X_U - X_L} \right\}$$

NB: All criteria value ranges are determined by the same formula that assigns proportionately, the criteria values from 1.00 to 5.00. This results in a single span of 4 and hence one formula for all values.

Similarly, the rest of the criteria values can be derived using the same formula thus:

18.5 Criteria Value Range

Performance Grade	Criteria Value Range	Range Span
Excellent	$1.00 \leq X \leq 2.40$	1.40
Very Good	$2.40 < X \leq 3.00$	0.60
Good	$3.00 < X \leq 3.60$	0.60
Fair	$3.60 < X \leq 4.00$	0.40
Poor	$4.00 < X \leq 5.00$	1.00

NB: In cases where performance falls on 2.40, 3.00, 3.60 and 4.00, the grading will be "Excellent", "Very Good", "Good" or "Fair" respectively.

18.6 Computation of the Raw Score when Higher Achievement is Desirable

Computation of the Raw Score entails determining the point at which the achievement falls within the range 1.00 to 5.00. The value of the Raw Score determines the performance grade.

Step 1: Determine the Actual Achievement, X_a

Step 2: Apply the Formula

$$\text{Raw Score} = \text{Upper Criteria Value Limit} + \text{Span} \left\{ \frac{X_u - X_a}{X_u - X_L} \right\}$$

$$\text{Raw Score} = 1.00 + 4.00 \left\{ \frac{X_u - X_a}{X_u - X_L} \right\}$$

As the diagram in ***Section 18.4*** shows, $X_U = 2T$ and X_L

=0

Therefore:

Raw Score= 1.00 + 4.00 $\left\{\frac{2T - X_a}{2T - 0}\right\}$

Raw Score= 1.00 + 4.00 $\left\{\frac{\mathbf{2T - X_a}}{\mathbf{2T}}\right\}$

Where, Upper Criteria Value Limit = 1.00, Span = 4.00, T = Target and X_a = Actual Achievement.

Step 3: Compute the Weighted Score

Multiply Raw Score by the weight assigned to the performance indicator as a percentage to obtain the Weighted Score, i.e., Weighted Score = Raw Score multiplied by Indicator Weight as a percentage.

Step 4: Compute the Composite Score

The Composite Score of the County Department, Corporation and Board is computed by adding up the Weighted Scores of all the Performance indicators in the Performance Contract. The Composite Score should range from 1.00 to 5.00.

Thus, Composite Score=Summation of Weighted Scores.

18.7 Computation of the Raw Score When Declining Achievement is Desirable

The formula is applicable when computing the Row Scores when Declining Achievement is Desirable, e.g., Turn-around Time, Waiting Time and Service Time.

Determine criteria value range where actual performance falls

(Where T= Target and X_a = Actual achievement):

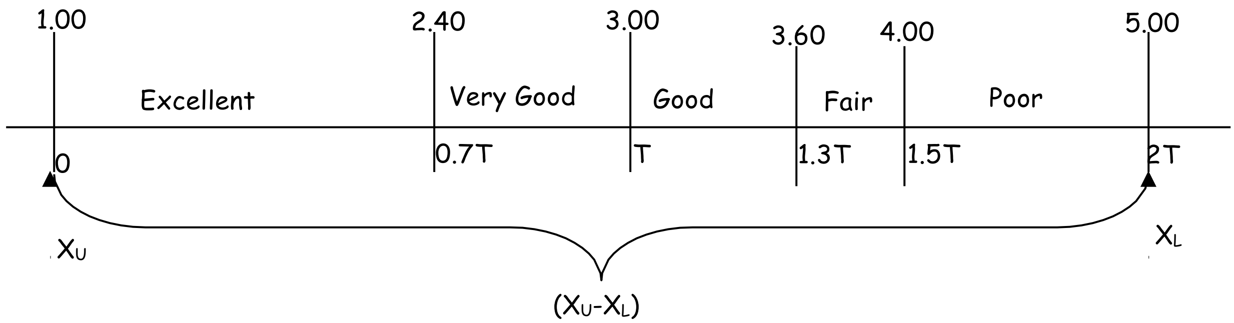
i) Excellent =0.7 T $\geq$ Xa $\geq$ 0

ii) Very Good = T$\geq$ Xa > 0.7T

iii) Good = 1.3T $\geq$ Xa > T

iv) Fair = 1.5T $\geq$ Xa > 1.3T

v) Poor =2T $\geq$ Xa > 1.5T



Computation of the Raw Score

$$\text{Raw Score} = \text{Upper Criteria Value Limit} + \text{Span}\left\{\frac{X_a - X_L}{X_u - X_L}\right\}$$

$$= 1.00 + 4.00 \left\{\frac{X_a - 0}{2T - 0}\right\}$$

$$\textbf{Raw Score} = \mathbf{1.00 + 4}\left\{\frac{X_a}{2T}\right\}$$

18.8 Indicators Whose Achievement Cannot Exceed 100%

There are some performance indicators for which achievement beyond 100% is not feasible. The achievement for these types of indicators is capped at 100% and attracts a Raw Score of 3.00 since any reported achievement beyond 100% is not feasible e.g., Capacity Utilization, Absorption of Allocated Funds, etc.

18.9 Treatment of Contentious Issues

a) Performance indicators, weights and targets that are different from the vetted version - use the indicators, weights and targets in the vetted Performance Contract.

b) Exogenous Factors – exogenous factors should be objectively established and documented.

NB: ***1. Performance evaluation for each performance indicator should reflect the "Actual" performance even in instances where exogenous factor(s) may have been experienced. This notwithstanding, any exogenous factor(s) should be objectively established and documented.***

2. ***The CECM, Chairperson and Chief Executive Officers (CEOs) of County Corporations /Boards and Principals of Tertiary Institutions should be present in person during vetting of performance contracts and evaluation of performance;***

19 General Guidelines

a) County Departments, Corporations and Boards should in all cases be represented by personnel trained on performance contracting during negotiations, vetting and evaluation of performance;

b) County Departments, Corporations and Boards should ensure that they do not duplicate performance indicators and targets appearing in the performance contracts of their respective downstream institutions;

c) Once targets have been negotiated, the PC vetted and signed, it cannot be changed midstream;

d) Any concerns during negotiations and performance evaluation should be referred to the Performance Management and Coordination Secretariat for arbitration; and,

e) County Departments, Corporations and Boards that fail to submit their annual performance report (based on the duly signed Performance Contract) for evaluation, or for the reason that they declined to sign a Performance Contract shall be graded "Poor", at the lowest score of 5.

ANNEX I: Model Performance Contract and Matrices

Annex IA: Model Performance Contract for County Departments, County Corporations, County Boards and Tertiary Institutions

This Performance Contract (hereinafter referred to as "Contract") is entered into between the County Government of…….. (hereinafter referred to as ("CG") represented by H.E. the Governor of P.O. Box ……………. (together with its assignees and successors) of the one part, and the County Executive Committee Member, County Department of …………… (hereinafter referred to as the "the CECM), (together with its assignees and successors) of P.O. Box ……...of the other part.[1]

WHEREAS:

The County Government is committed to ensuring that public offices are well managed and they are cost effective in delivering quality service to the public in line with provisions of the Constitution of Kenya;

The County Government recognizes that Departments, Corporations/Boards are key in the implementation of County priority programmes and projects, national priorities including the "Big Four" Initiatives in order to make the County competitive and improve the quality of lives of the people of …… County;

The purpose of this Performance Contract is to establish the basis for ensuring that efficient and effective services are delivered to the people of …... County in line with the provisions of the Constitution and by requiring Departments to adopt systems that enable innovativeness and adaptability of public services to the needs of users.

This Performance Contract therefore represents a basis for continuous performance improvement that meets the needs and expectations of the county residents.

Therefore, the parties hereto agree as follows:

[1] This model performance contract is applicable to all County Governments.

Part I: Statement of Responsibility by the CECM/BoM

The Mandate of the Department is to

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

It is my responsibility to provide the required leadership in designing suitable plans and strategies that will contribute to high and sustainable socio- economic development. It is my undertaking to ensure that the Department has a credible strategic plan and performance contract that will deliver the desired goals.

It is also my undertaking that I will perform my responsibilities diligently and to the best of my abilities to support the achievement of the agreed performance targets.

Part II: Vision Statement, Mission Statement and Strategic Objectives

a) Vision Statement of the Department

b) Mission Statement of the Department

c) Strategic Objectives of the Department

Part III: Statement of Strategic Intent by the CECM/BoM

In carrying out my duties, I/we intend to put all my efforts towards contributing effectively and efficiently to the achievement of the county development agenda as espoused in the Kenya Vision 2030 and CIDP, keeping in mind the specific priorities of the Department.

Bearing in mind the imperative of inclusivity, I/we will implement the following Strategic Intentions during the Financial Year:

a) ……………………………………………………………………………………………

b) ……………………………………………………………………………………………

c) ……………………………………………………………………………………………

d) ……………………………………………………………………………………………

Part IV: Commitments and Obligations of the County Government

a) Acknowledgement of receipt of correspondences and approval of requests are made within the timelines stipulated in the Citizens' Service Delivery Charter.

b) Release of budgetary allocation within ……... days after exchequer release. This is aimed at ensuring that the County Governments, Corporations and Boards disburse funds in a timely manner to County Departments and downstream institutions.

Part V: Reporting Requirements

County Departments, Corporations and Boards are required to submit Quarterly and Annual performance reports in the prescribed format to the designated agencies with copies to Council of Governors as specified in ***Section 17*** for the purpose of monitoring progress and annual performance evaluation.

Part VI: Duration of the Performance Contract

This Performance Contract will run for one Financial Year from 1st July to 30th June or as per the specified financial year.

Part VII: Signatories to the Performance Contract

For and on behalf of the County Department/Corporation/Board

Signature…………………………………………………………………….

Name: ………………………………………………………………………..

Designation: ………………………………………………………………….

For and on behalf of the County Government

Signature……………………………………………………………………………….

Name: ……………………………………………………………………….. ………..

Designation: ……………………………………………………………..................

NB: The full listing of the signatories to the Performance Contract is provided in Section 16 of these guidelines.

Annex IB: Performance Contract Matrix for County Departments, County Corporations, County Boards and Tertiary Institutions

	CRITERIA CATEGORY	UNIT OF MEASURE	WEIGHT	CURRENT STATUS FY 2020/21	TARGET FY 2021/2022
A	**FINANCIAL STEWARDSHIP AND DISCIPLINE**				
	Absorption of Allocated Funds (GoK)	%	2		100
	Absorption of Externally Mobilized Resources	%	2		100
	Development Index	%	2		
	A-in-A	Kshs.	1		
	Asset Management	%	1		100
	Pending bills	%	2		≤ 1
	Weight Sub Total		**10**		
B	**SERVICE DELIVERY**				
	Implementation of Citizens' Service Delivery Charter	%	3		100
	Business Process Re-engineering	%	3		100
	Resolution of Public Complaints	%	2		100
	Weight Sub Total		**8**		
C	**INSTITUTIONAL TRANSFORMATION**				
	Development of County Planning Framework	%	3		100
	Competence Development	%	2		100
	Knowledge Management	%	2		100
	Work Environment	%	1		100
	Cascading of Performance Contracts	%	2		100
	Weight Sub Total		**10**		
D	**CORE MANDATE**				
	County Departments, Corporations and Boards Priority Programmes /Projects (Governor's Manifesto, CIDP, "Big Four" Agenda, County Socio-Economic Re-engineering and Recovery Strategy for COVID-19, Vision 2030 Flagship Projects, and Other Programmes/projects) aligned to SDGs, Agenda 2063 and Sector		45		

	CRITERIA CATEGORY	UNIT OF MEASURE	WEIGHT	CURRENT STATUS FY 2020/21	TARGET FY 2021/2022
	Performance Standards				
	Revenue Collection	Kshs.	2		
	Ease of Doing Business	%	2		100
	Disaster Management	%	1		100
	Automation	%	2		100
	Customer Satisfaction	Report	2		1
	Compliance With Statutory Obligations	%	2		100
	Youth Empowerment Initiatives	%	2		100
	Project Completion Rate	%	2		100
	Weight Sub Total		**60**		
E	**CROSS-CUTTING ISSUES**				
	Youth Internships/ Industrial Attachments/Apprenticeships	No.	1.5		
	Access to Government Procurement Opportunities (AGPO)	Kshs.	2		
	Promotion of Local Content in Procurement	Kshs.	1.5		
	Prevention of Alcohol and Drug Abuse	%	0.5		100
	Prevention of HIV Infections and Non-Communicable Diseases	%	0.5		100
	Disability Mainstreaming	%	0.5		100
	Gender Mainstreaming	%	0.5		100
	Environmental Sustainability	%	1.5		100
	Safety and Security Measures	%	0.5		100
	Road Safety Mainstreaming	%	0.5		100
	Corruption Prevention	%	1		100
	National Cohesion and Values	%	1.5		100
	Weight Sub Total		**12**		
	OVERALL TOTAL WEIGHT		**100**		

Annex II: Description of Performance Indicators

Absorption of Allocated Funds - refers to application of budgeted and approved funds to programmes, projects and activities for which they were appropriated and planned for. This links the process of budgeting to performance target setting. Allocated funds refers to the entire budget including externally mobilized resources such as donor funds (Loans, grants, and any other extra budget financing). County Departments, Corporations and Boards are required to provide full disclosure of all sources of their funding. Absorption will be computed by dividing the actual total expenditure with the total allocated funds.

Absorption of Externally Mobilized Funds - refers to application of approved funds from Development Partners to programmes, projects and activities for which they were appropriated and planned for. The funds include resources such as donor funds (Loans, grants, and any other extra budget financing). County Departments, Corporations and Boards are required to provide full disclosure of all sources of their external funding.

Development Index - refers to the relationship between development expenditure and total expenditure. It is computed as Development Expenditure (DE), divided by Total Expenditure (TE). The performance target is computed by dividing total approved development budget for the contract period by the total approved budget. Development expenditure includes expenditures on development of infrastructure, acquisition of new facilities, research and development, etc. Recurrent Expenditure (RE) on the other hand refers to expenditure on goods and services that do not result in creation or acquisition of fixed assets. It consists mainly of expenditure on wages, salaries, purchase of consumer goods and services and consumption of fixed capital (depreciation). The Index is intended to ensure that more resources are progressively applied to development activities to ensure progressive and sustained economic growth. For purposes of computing quarterly achievements, the denominator for Development Index for a quarter should be the cumulative Actual Total Expenditure for the elapsed contract period by the end of the quarter. The numerator should be the cumulative Actual Total Development expenditure for the elapsed contract period by the end of the quarter. The County Treasury should ensure that the minimum ratio of 70:30 for RE to DE is progressively achieved during the budgeting process and subsequent releases to the County Departments, Corporations and Boards.

Appropriation-in-Aid (A-in-A) - in respect to County Departments, Corporations and Boards, A-in-A refers to classes of donor funds reflected as direct payments A-in-A in the printed estimates. This also includes classes of revenue that The County Treasury authorizes an accounting officer to collect and use. In the course of implementation of commitments for a specific contract period, County Departments, Corporations and Boards will be expected to account and value all in-kind support for the purposes of establishing the total A-in-A.

Asset Management - is the process of making best use of an institution's equipment, machinery, tools, buildings, etc. in order to maximize taxpayers' value. Under this performance indicator the County Departments, Corporations and Boards should undertake the following:

a) Inventory Management – establish and maintain an asset register for all assets including their status in terms of the working condition (60%).

b) Disposal of Idle Assets – ensure disposal of unserviceable, obsolete and surplus assets by way of sale, transfer to other public institutions, donation, destruction or other authorized methods of disposal, and in all cases in full conformity to the existing legal requirement (40%).

NB: Asset Management should not only be confined to the County Departments, Corporations and Boards headquarters, but should also be extended to grassroots institutions and field offices.

Pending Bills - these are financial obligations that remain outstanding at the end of the financial year and have to **be provided for in the subsequent budgeting periods.** The financial obligations include, but are not limited to, payments to service providers, loan obligations and statutory deductions to relevant institutions. For County Departments, Corporations and Boards that use accruals accounting method, payments due to suppliers and other service providers that are beyond the provided credit period will also be considered as pending bills. County Departments, Corporations and Boards should ensure that the pending bills do not exceed 1% of actual budgetary allocation for the financial year. In addition, through full disclosure, County Departments, Corporations and Boards should fully document historical pending bills and clearly put in place measures to resolve them.

Implementation of Citizens' Service Delivery Charter - key service delivery commitments by County Departments, Corporations and Boards to the citizens are detailed in a Citizens' Service Delivery Charter. An effective Citizens' Service Delivery Charter should clearly communicate the expected service delivery standards that should include; requirements to access the service/good, cost of the service/good and the turn-around-time for the service. Further, County Departments, Corporations and Boards should ensure that they fulfil their commitments and progressively improve customer experience. County Departments, Corporations and Boards are required to:

a) Display the Citizens' Service Delivery Charter prominently at the point of entry/service delivery points in both English and Kiswahili using the prescribed format as provided in ***Annex V***. For the purpose of the display, and ease of notice by the customers, the size of the charter should, at the minimum, be three feet in width and four feet in height, i.e.(3'x4'), with clearly visible font size of the contents (10%);

b) Customize the charter to unique needs and convenient access of the customers by among others, translating the Charter to Braille, providing mechanisms for sign language, providing audio recordings and uploading the Charter on the County Departments, Corporation's and Board's online platforms (20%);

c) Sensitize all staff on the contents of the Citizens' Service Delivery Charter and cascade to all levels including customizing the charter at the grassroots institutions by factoring realistic timelines (10%);

d) Train frontline staff on essentials of excellent customer service culture (10%);

e) Monitor on quarterly basis adherence to the commitments stipulated in the Charter by establishing compliance mechanisms, maintaining records on number of customer requests, number of customers served, customer feedback and service turn-around-time using the prescribed format provided in ***Annex VI***. (40%); and

f) Upload an electronic copy of the service charter (by 30th August) and the service charter monitoring reports on quarterly basis on Huduma service portal for centralized access and wide publication. Credentials for uploading and editing the contents will be issued to authorized County Departments, Corporations and Boards representatives upon request by County Departments, Corporations and Boards using the official email address - countyservices@hudumakenya.go.ke (10%).

NB: For an institution that does not display the charter prominently at the point of entry / service delivery points in both English and Kiswahili and in the prescribed format and size, then for the purpose of evaluation, this indicator will attract a Raw Score of 5.0.

Business Process Re-engineering

Business Process Re-engineering (BPR) enables organizations to review, interrogate and re-design their service delivery processes in order to serve their customers better. BPR is therefore a key driver of service improvement and innovation. The process entails:

a) Documentation of processes/procedures and relevant workflows from the time the customer seeks and receives information about the service to the point the service is provided. Similarly, this applies to production of a good and its delivery to the customers. The objective of documentation is to standardize the service delivery processes with a view to enhance efficiency and effectiveness. All services contained in the Citizens' Service Delivery Charter should be mapped and documented. ***Annex VII*** provides a guide for the process documentation;

b) Reviewing the documented processes every 2 years with a view to redesign the service delivery systems to inform introduction of new and modern ways of serving customers efficiently and effectively. This may include easing/reducing the number of requirements/visits/steps; shortening the turn-around -time; reducing the cost of the services/goods and enhancing dignity in service delivery. It may also include initiatives that enhance access to services and cost-effectiveness in production of goods such as, establishment of intergovernmental collaborations, automation, digitization or service integration;

c) Sensitization of staff on County Departments', Corporations' and Boards' service delivery processes;

d) Dissemination of successful innovations to other County Departments, Corporations and Boards and members of the public. Dissemination of successful innovations promotes a culture of continuous improvement and adoption of best practices for a more responsive Public Service. Some of the communication channels for dissemination include; documentaries, newspaper articles, targeted correspondence via letters, seminar presentations and social media posts. ***Annex VIII*** provides a template for tracking the dissemination process; and

e) Uploading of an electronic copy of the County Departments, Corporations and Boards service processes/steps for all documented services and reports on improvements on the County Departments, Corporations and Boards official websites and Huduma Service Portal for centralized access and wide publication. Credentials for uploading and editing the contents will be issued to authorized County Departments, Corporations and Boards representatives upon request by County Departments, Corporations and Boards through the official email address-countyservices@hudumakenya.go.ke .

County Departments, Corporations and Boards are required to undertake the following:

i) Document processes/procedures and relevant workflows for all services in the Citizens' Service Delivery Charter (25%);

ii) Sensitize staff on County Departments', Corporations' and Boards' service delivery processes (20%);

iii) Disseminate successful innovations for replication by other County Departments, Corporations and Boards (20%);

iv) Upload an electronic copy of the County Departments', Corporations' and Boards' service delivery processes for all documented services (20%); and

v) Review the documented service delivery processes every 2 years and redesign processes to inform introduction of new and modern ways of improving efficiency and effectiveness in service delivery (15%).

Resolution of Public Complaints - a public complaint is an expression of dissatisfaction by one or more members of the public about an action, inaction, decision or service provided by a public officer or a public institution.

All public institutions are required to promptly address and resolve public complaints referred to them directly or channelled through the Commission on Administrative Justice (CAJ), which will issue a certificate for each County Department, Corporation and Board indicating the level of achievement in percentage for this performance indicator. Further details on implementation of this performance indicator including the sub-indicators can be accessed from CAJ website – www.ombudsman.go.ke.

Development of County Planning Framework - County Departments, Corporations and Boards are required to prepare 10 Year Sector and Spatial Plans and Five-year County Integrated Development Plans (CIDPs) to guide planning and budgeting at the county level. The plans should be aligned to national plans as well as national and international commitments such as the Kenya Vision 2030, the National Spatial Plan, Medium Term Plans and Sustainable Development Goals. This harmony will ensure effective and efficient use of scarce resources.

During the FY 2021/22, County Government Departments, Corporations and Boards are required to develop the following plans:

a) 10 Year Sectoral Plans
b) 10 Year Spatial Plan
c) 5 Year County Integrated Development Plan
d) 5 Year Departmental Strategic Plans
e) Cities and Urban Areas Plans

Competence Development – refers to the systematic enhancement of skills and proficiencies in order to address career progression of individual employees and improve institutional performance. County Departments, Corporations and Boards should ensure that the Skills Gap Analysis is carried out objectively so that identification of interventions is comprehensive and development of the Training Needs Assessment (TNA) to address any identified training needs effectively addresses the appropriate skills mix. The sub-indicators for this performance indicator are:

a) Undertake institutional Skills Gap Analysis once every 5 years - 20%
b) Carry out Staff Training Needs Assessment (10%)
c) Execute interventions to address the identified skills gaps and training needs

through, recruitment, outsourcing, capacity building/training, coaching, mentoring, etc. (30%)

d) Employee Performance Management - this refers to the assessment of individual employee's performance. It is based on the negotiated and agreed performance targets that are drawn from the County Departments, Corporations and Boards annual work plan and the PC. County Departments, Corporations and Boards are required to undertake the following:

   i) Set individual employees annual targets and complete the Staff Performance Appraisal using the prescribed format by 31st July (10%).

   ii) Undertake Staff Performance Appraisal and compile the appraisal report for the previous year (15%).

   iii) Implement recommendations emanating from the staff appraisal reports (15%).

NB:

i) For County Departments, Corporations and Boards that have an institutional skills gap analysis that is valid (it is within the five-year validity period), the weight assigned to the sub-indicator (a) above will be re-distributed proportionately to the sub-indicators (b) and (c).

ii) In addition, in instances whereby a County Department, Corporation and Board has a policy not to undertake TNA annually, the weight assigned to the sub- indicator will accordingly be distributed to other sub -indicators for the contract period that the TNA is not applicable.

Knowledge Management – refers to the process of transforming all available open public data, collected from bottom up through elaborate internal systems and sourced from external data sets. It includes the packaging of data into useful information and knowledge, which can be shared internally and across Government. This enables the establishment of trends and patterns that provide intelligent insights to support County Departments, Corporations and Boards in making informed decisions in executing their mandate. County Departments, Corporations and Boards are expected to:

a) Identify and document data needs and data gaps under its mandate (30%);
b) Capture, organise and process data and information in a consistent manner (20%);
c) Establish patterns, trends and attributes of the processed data and information (10%);
d) Draw insights from the data and knowledge intelligence in addressing critical problems to inform policy and resource allocation (15%); and
e) Preserve and share knowledge and lessons learnt with the County Departments,

Corporations and Boards, Sectors, Council of Governors and National Government for continual improvement (25%).

Work Environment - refers to improvements in the physical work areas/facilities as well as the immediate surroundings of the workplace. This should also include social, psychological, environmental as well as ergonomic factors. County Departments, Corporations and Boards are expected to carry out an internal work environment survey, prepare a work plan for implementation of the survey recommendations by end of second quarter and implement the same in the subsequent quarters and financial year. During the Annual Performance Evaluation, County Departments, Corporations and Boards will be required to provide evidence of implementation of the recommendations and a progress report on the same. The Lead Department shall provide County Departments, Corporations and Boards with a standard tool for undertaking work environment survey.

Cascading of Performance Contracts – County Departments, Corporations and Boards are required to cascade the first level Performance Contract between the Governor and the CECM to the following levels:

a) CECM and County Chief Officer(s) (15%);
b) County Chief Officer and County Directors (15%);
c) County Director and Heads of Section/Unit (20%);
d) Staff Performance Appraisal System (SPAS) for all other officers in all cadres (50%).

Core Mandate

County Departments, Corporations and Boards should identify the performance indicators to be informed by the Kenya Vision 2030, National Spatial Plan, MTP III, Agenda 2063, SDGs, SPS, County Spatial Plan, CIDP, ADP, "Big Four" Agenda, County COVID-19 Socio-Economic Re-engineering and Recovery Strategy 2020/2021-2022/2023 and other national priorities and establish the funding requirements and status, under either County Government or other sources. The performance indicators should be informed by the CIDP, Governor's Manifesto, Master Plans (including County Vision Blueprints), Strategic Plans, approved annual work plans and should fully be budgeted for. The implementation should be reflected in the level of Absorption of Allocated Funds. County Departments, Corporations and Boards through the Lead Department are required to brand Kenya Vision 2030 flagship projects and submit quarterly progress reports for all flagship projects to Vision 2030 Delivery Secretariat. In addition, County Departments, Corporations and Boards are required to submit quarterly and annual reports in the prescribed format within fifteen (15) days and thirty days (30) respectively, on implementation of relevant SDGs to the Lead Department for consolidation, analysis, compilation and submission to the Council of Governors that will then submit them to The

National Treasury and Planning.

Revenue Collection – refers to all income/monies receivable for the purpose of financing services and the implementation of development programmes, but excluding exchequer funding. It includes cash grants, donations (grants and assets), monies collected from business licensing, land rates & rents, cess and contributions from any other source. This performance indicator will apply to those County Departments, Corporations and Boards that raise revenue as provided in the County Fiscal Strategy Paper.

Ease of Doing Business – this entails making business regulations simpler by creating a conducive environment for starting, operating and sustaining a business. County Departments, Corporations and Boards are required to select and implement the following sub-indicators that are relevant to their mandate:

a) Starting a business – procedures, time, cost and minimum capital to start a new business;
b) Dealing with construction permits – procedures, time and cost to put up buildings and infrastructure;
c) Getting utilities – procedures, time and cost to get connected to utilities (e.g., electricity, water, sewerage etc.);
d) Registering property – procedures, time and cost to register a title;
e) Getting credit – Ease of getting credit;
f) Protecting investors – extent of disclosure of information to investors and shareholders;
g) Paying taxes – number of taxes paid, hours per year spent preparing tax returns and total tax payable as share of gross profit;
h) Trading across borders – number of documents, cost and time necessary to export and import;
i) Enforcing contracts – Procedures, time and cost to enforce a debt contract; and
j) Resolving insolvency – the time, cost and recovery rate (%) under bankruptcy proceedings.

Disaster Management- this performance indicator aims at building capacity of County Governments in the management and resilience to disasters and other risks. The sub-indicators focus on planning, mitigation and adaptation as envisioned in the National Disaster Management Policy. Further, the indicators facilitate mainstreaming of disaster risk management in County policies, programs, projects and activities to effectively manage loss of livelihood and lives in the event of a disaster. County Governments are required to develop a County Disaster Management Policy to guide implementation of the disaster management interventions.

County Departments, Corporations and Boards are required to undertake the following:

a) Undertake disaster risk assessment and update the risk profile(s) (40%);

b) Develop a disaster response plan (10%);

c) Implement the disaster response plan (40%); and

d) Prepare quarterly reports and submit to the Lead Department (10%).

Automation - refers to the extent to which an agency keeps in pace with developments in Information and Communication Technology (ICT). The thrust of this indicator is on ICT development as a package, not collection of activities. The County Department in charge of ICT is required to undertake a baseline survey for the county to establish the level of automation using the standard assessment tool provided by Information and Communication Technology Authority (ICTA). The following parameters should form common criteria for the Automation Survey:

a) Policy and legal framework;
b) ICT Strategy/roadmap;
c) Connectivity and technology infrastructure;
d) e-delivery of business processes;
e) ICT capacity building;
f) Adoption and compliance to ICT standards; and
g) Social and cultural environment.

County Departments, Corporations and Boards will implement the baseline survey recommendations as part of their Core Mandate performance indicators.

Customer Satisfaction - refers to the extent to which the provision of county public service meets or surpasses expectations of the customers. This information, including surveys, reports and ratings help a County determine how to best improve or change service delivery. It seeks to evaluate how well public resources are being used to meet the real needs of the customer. All County Departments, Corporations and Boards are required to undertake a customer satisfaction survey coordinated by the County Secretary as the Head of County Public Service. The following are some sources of information for assisting in undertaking customer satisfaction survey:

a) Monitoring and Evaluation reports;
b) Public Expenditure Tracking Surveys (PETS), Community Score Cards, Citizen Report Cards, and Social Audits;
c) Surveys (Online and Physical);
d) Annual Audit (End of year reports by Accounting Officers and Auditor General's Reports); and
e) Feedback reports on performance/value for money audits by stakeholders.

The following parameters shall form common criteria for customer satisfaction survey as a measure of the quality of the service:

i) Outcome of service/product;
ii) Timeliness- Speed of delivery of service/product;
iii) Ease of Access- to ensure that customers have access to information on service delivery;
iv) Access to service/product should also incorporate systems to enable Persons Living with Disabilities (PLWDs), minorities, marginalized groups taking into account diverse literacy levels. These should include having Web-based enabled systems e.g., online application systems, holding open days and putting in place operational customer care/information desks;
v) Affordability;
vi) Quality;
vii) Courtesy;
viii) Adherence to the commitments set out in the Citizens' Service Delivery Charters;
ix) Status of addressing recommendations contained in previous customer satisfaction survey(s); and
x) Assessment of resolutions of complaints made against the institution in respect of public participation, action(s) taken and the period within which the complaint was addressed.

The documented recommendations arising from the customer satisfaction surveys should form the basis of the performance indicator in the subsequent Financial Year.

Compliance with Statutory Obligations- each County Department, Corporation and Board should comply with laws and regulations governing their operations but not limited to the following:

i) Public Procurement and Disposal Act, Regulations and Rules (**20%**) – this entails development and adherence to the procurement plan, submission of the plan to Public Procurement Regulatory Authority (PPRA) by 31st August and submission of bi-annual procurement plan implementation reports to the Authority in the format provided in the PPRA website – www.tenders.go.ke

The e-procurement should be implemented by all County Departments, Corporations and Boards.

ii) Remittance of Statutory Deductions (**80%**) - these should include, but not limited to, repayment of Higher Education Loans Board (HELB) dues by beneficiary employees, statutory taxes, National Hospital Insurance Fund (NHIF), National Social Security Fund (NSSF), Provident Funds, Gratuity, Pay As You Earn (PAYE) and Savings and Credit Cooperatives (SACCO) and Bank remittances. County Departments, Corporations and

Boards are required to obtain a Certificate of Compliance in remittance of statutory deductions from the following: Kenya Revenue Authority (KRA); National Hospital Insurance Fund; National Social Security Fund; Local Authority Provident Fund (LAPFUND); Local Authority Pension Trust (LAPTRUST/County Pension Fund); and Higher Education Loans Board (HELB).

Youth Empowerment Initiatives - the commitment to youth empowerment is provided for in Article 27 of the Constitution. This accords every person, including the youth, the right to equality and freedom from discrimination.

Similarly, Article 43 grants every person economic and social rights while Article 55 compels the Government to take measures to promote youth empowerment. In this respect, the Government is required to take measures, including affirmative action programmes to ensure that the youth access relevant education and training; have opportunities to associate, be represented and participate in political, social, economic and other spheres of life; access employment and are protected. The National Youth Empowerment Strategy (NYES) provides strategic direction for scaling up youth empowerment in the country. It also consolidates stakeholder efforts towards youth empowerment and provides a framework for coordinating and leveraging investments targeted at youth empowerment. County Departments, Corporations and Boards are required to select and implement the following sub-indicators that are relevant to their mandate:

a) Policy/legal framework;
b) Leadership and participation;
c) Employment and skills development;
d) Agriculture, environmental management and sustainable development;
e) Innovation, creativity, technology, sports and talent development; and
f) Health, crime and substance abuse.

Project Completion Rate – refers to the proportion of planned project(s) which is/are completed during a contract year. Projects are either physical or non-physical development undertakings. County Departments, Corporations and Boards are required to provide a breakdown of the name(s) of all projects, locations, budgets and key deliverables for the contract year and timelines. Project Completion Rate is obtained by averaging the project completion rates for all projects.

Youth Internships/Industrial Attachments/Apprenticeships – County Departments, Corporations and Boards are required to involve the youth progressively in internship, industrial attachment or apprenticeship programs to target graduate youth for skills transfer. The minimum number of youth in internship, industrial attachment or apprenticeship programs in County Departments, Corporations and Boards should be at least 5% of the total in-post of the staff strength. As much as practicable, all County

Departments, Corporations and Boards should have a component of transfer of skills to the youth through internship and apprenticeship in all their projects and programmes.

NB: Apprenticeship refers to a system of training practitioners so that they gain a set of skills to prepare them for a career that they wish to pursue. On the other hand, internship refers to a method of on-the-job training, consisting of an exchange of services for experience between a graduate and an organization.

Access to Government Procurement Opportunities – refers to allocation and actual award of at least 30% of the total value (in Kshs.) of the procurement budget for goods and services as provided in the annual procurement plan by each County Department, Corporation and Board to youth, women and Persons Living with Disabilities (PLWDs) as individuals or in organized groups. At least 2% of the 30% of the budget for procurement of goods and services should be reserved for PLWDs. To facilitate achievement of this target, County Departments, Corporations and Boards need to build the capacity of the three target groups through training on government procurement procedures, requirements for accessing government procurement opportunities and on the specific opportunities available in the County Departments, Corporations and Boards.

Follow-up actions will include ensuring that the three groups actually access the procurement opportunities and facilitation of quick processing of payments. In addition, County Departments, Corporations and Boards should pre-qualify the registered groups as (an affirmative action) and submit to Public Procurement Regulatory Authority (PPRA) a summary of the procurement opportunities allocated to the target groups in the format provided in the PPRA website, www.tenders.go.ke. In addition, County Department, Corporations and Boards shall submit a summary of the procurement opportunities allocated to PLWDs to National Council for Persons with Disabilities (NCPWD), via dmd@ncpwd.go.ke.

Promotion of Local Content in Procurement -this is aimed at promoting consumption of locally produced goods and services that will contribute to among other things, employment creation and growth of local industries. It refers to allocation and actual award of at least 40% of the total value (in Kshs.) of the procurement budget for goods and services produced locally as provided in the annual procurement plan by each County Departments, Corporations and Boards.

Goods and services will qualify as locally produced when those goods and services meet the following principles or criteria: -

i) Where goods and services are wholly produced in Kenya using local inputs;

ii) Where goods and services are not wholly produced in Kenya using local inputs but have undergone a substantial transformation of value addition of at least 35% (EAC and COMESA rules).

County Departments, Corporations and Boards are required to prepare and submit quarterly progress reports on the implementation of this indicator to the Ministry of Industrialization, Trade and Enterprise Development.

NB:

1. ***Additional information on the implementation of the indictor, including the Buy Kenya–Build Kenya Strategy and the reporting format can be downloaded from the website: www.trade.go.ke .***
2. ***County Departments, Corporations and Boards are advised to refer to the Preferential Procurement Master Roll No. 1 of 2020 issued on 8th July, 2020 by the Ministry of Industrialization, Trade and Enterprise Development which can be accessed on http://www.industrialization.go.ke .***

Prevention of Alcohol and Drug Abuse –refers to the implementation of activities/programmes aimed at reducing the prevalence of alcohol and drug abuse and minimizing the negative effects thereof. Employees affected by Alcohol and Drug Abuse (ADA) cost workplaces billions of shillings in lost productivity, higher absenteeism rates, and lower job performance. Similarly, ADA leads to greater health care expenses for injuries and illnesses as well as safety liabilities. The overall objective of this performance indicator is to reduce the prevalence and mitigate the negative effects of ADA in the public service. County Departments, Corporations and Boards coordinated by the Lead Department are required to implement a package of interventions as follows:

Level 1

a) Develop and submit an annual work plan on ADA prevention and management programmes online by 30th September of the contract year (10%);
b) Conduct baseline survey on alcohol and drug abuse among staff (and students in the case of educational and training institutions) and disseminate the findings (15%);
c) Establish/reconstitute and train ADA control committee members (10%);
d) Develop/review workplace ADA prevention and management policy using the national ADA prevention guidelines (20%);
e) Establish and operationalize support mechanisms for staff (and students in the case of educational and training institutions) with substance use disorders (15%);
f) Sensitize staff (and students in the case of educational and training institutions) on ADA (20%); and
g) Submit quarterly performance reports to NACADA using the prescribed format and the guidelines available on the Authority's website www.nacada.go.ke within 15 days following the end of each quarter (10%).

NB: ***For County Departments, Corporations and Boards that have successfully undertaken***

the following: (established the ADA Committee and trained the members, undertaken baseline survey and disseminated the findings and developed ADA policy) they need not implement the same. Therefore, they should select other sub-indicators from levels 1 and 2. Each County Department, Corporation and Board should have at least five (5) sub-indicators including submission of quarterly performance reports.

Level 2

a) Develop and submit an annual work plan on ADA prevention and management programmes online by 30th September of the contract year (10%);

b) Train Supervisors and Managers on Workplace Based Prevention Interventions (20%);

c) Provide parenting skills education for alcohol and drug use prevention and wellness preventive education for staff and their family members (20%);

d) Strengthen social support through peer and informal referral (20%);

e) Implement ADA prevention policy to address issues of whole workplace, at risk population and the dependent population (20%); and

f) Submit quarterly performance reports to NACADA using the prescribed format and the guidelines available on the Authority's website - www.nacada.go.ke within 15 days following the end of each quarter (10%).

NB:

i) The reporting tools and guidelines including additional support materials are available on the Authority's website www.nacada.go.ke.

ii) NACADA will analyze County Departments, Corporations and Board's annual performance and issue certificate of compliance with a score in percentage at the end of the performance contract period.

iii) NACADA offers three training options as follows- Online (free), Clustered and In-house.

Prevention of HIV Infections and Non- Communicable Diseases -people living with HIV and who adhere to medication now live longer because of the antiretroviral treatment. However, Non-communicable Diseases (NCDs) are becoming an emerging problem among this population. Kenya is further experiencing an epidemiological transition in its disease burden from predominantly communicable diseases to non-communicable diseases. Leveraging on the HIV Platforms will enhance uptake of integrated delivery of information and services for Non-communicable Diseases and Mental Health. NCDs including mental conditions are currently under-diagnosed due to poor health seeking behaviour. Workplace programmes will therefore provide an opportunity for continuous health education and screening thereby reducing the burden of both HIV and NCDs.

County Departments, Corporations and Boards coordinated by the Lead Department shall implement the following interventions:

Level 1: MAISHA 1

County Departments, Corporations and Boards are required to develop and implement an HIV and AIDS workplace policy that includes NCDs in line with the Public Sector Workplace Policy on HIV and AIDS (2017). A committee to guide mainstreaming of workplace interventions should be put in place. In addition to developing an annual work plan, county Departments, Corporations and Boards are required to report on a quarterly basis through the online Maisha reporting system (www.reporting.nacc.or.ke) by 15th of the month following end of a quarter.

Implementation of this indicator will require County Departments, Corporations and Boards to:

a) Allocate resources for implementation of HIV and NCD interventions (10%);

b) Promote attainment of UHC at the workplace through offering services for HIV prevention and wellness promotion for NCDs and Mental Health for at least 70% of staff and family members by undertaking the following;

i) Facilitate HIV counselling and testing (10%);

ii) Provide screening package for Cancer, Blood Pressure, Blood Sugar and Body Mass Index (BMI) (10%);

iii) Implement the prescribed sensitization package for NCDs, NCD risk factors (healthy diets, physical activity, tobacco use and alcohol use), stress management and mental well-being (20%);

iv) Promote mental wellness and prevention of mental health conditions using the prescribed guide available on the National Aids Control Council (NACC) website (20%);

v) Implement the prescribed sensitization package on HIV Prevention using the prescribed guide available on the NACC website) (15%); and

c) Distribute condoms or carry out stand-alone sensitization sessions on Chastity, Abstinence and Being Faithful (AB) every quarter (15%).

Level 2: MAISHA 2

County Departments, Corporations and Boards are required to develop and implement an HIV and AIDS workplace policy that includes NCDs in line with the Public Sector Workplace Policy on HIV and AIDS (2017). A committee to guide mainstreaming of workplace interventions should be put in place. In addition to developing an annual work plan, County Departments, Corporations and Boards are required to report on a quarterly basis through the online Maisha reporting system (www.reporting.nacc.or.ke) by 15th of the month following end of a quarter.

County Departments, Corporations and Boards are required to continue implementing MAISHA one (1) interventions as follows:

a) Allocate resources for HIV and NCDs interventions to be implemented (10%);

b) Promote attainment of UHC at the workplace through offering services for HIV prevention and wellness promotion for NCDs and Mental health for at least 70% of staff and family members through the following:

   i) Facilitate HIV counselling and testing (10%);

   ii) Provide screening package for Cancer, Blood Pressure, Blood Sugar and BMI (10%);

   iii) Implement the prescribed sensitization package for NCDs including but not limited to Cancer (Breast, Cervical and prostate), Diabetes and Hypertension (10%);

   iv) Promote and prevent Mental Health illnesses using the prescribed guide available on the NACC website (15%); and

   v) Implement the prescribed sensitization package on HIV Prevention using the prescribed guide available on the NACC website (10%).

c) Distribute condoms or carry out stand-alone sensitization sessions on Chastity, Abstinence and Being faithful (AB) every quarter (15%); and

d) Choose for implementation one (1) intervention from public sector workplace implementation plans based on core mandate and competencies available on the NACC website (20%).

Disability Mainstreaming –County Departments, Corporations and Boards coordinated by the Lead Department are required to implement Government policy on affirmative action for Persons with Disabilities by undertaking the following:

a) Appoint a Disability Mainstreaming Champion/Focal Person (5%);

b) Conduct training and sensitization on disability mainstreaming by 31st December of the contract year (10%);

c) Register with the NCPWDs Career Portal that is dedicated to the employment of persons with disabilities via ncpwd@fuzu.com by 30th September of the contract year (10%);

d) Ensure 5% of the total staff recruited/placed comprise persons with disabilities (20%);

e) Increase equal and easy access of products and services/programmes to PLWDs

(25%);

f) Conduct accessibility and usability audit and implement the recommendations of the audit report (25%); and

g) Submit quarterly performance reports to NCPWDs via https://www.ncpwd.go.ke/mainstreaming/login by 15th day after the end of the quarter– 5%.

NCPWDs will assess annual performance and issue certificates to County Departments, Corporations and Boards at the end of the financial year indicating the level of achievement in percentage.

NB: ***Additional information including detailed explanation of the above sub-indicators can be accessed via www.ncpwd.go.ke . In addition, County Departments, Corporations and Boards are advised to visit www.placement.ncpwd.go.ke to access data on employment for PWDs.***

Gender Mainstreaming – this is the process of assessing the implications for women, men, boys and girls of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of all an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women, men, boys and girls benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality. Implementation of this performance indicator will go a long way in ensuring that the Government promotes gender equality and empowerment of women as per the existing commitments in the Constitution of Kenya, the Kenya Vision 2030 MTP III and numerous regional and international commitments on gender equality and empowerment of women.

County Departments, Corporations and Boards coordinated by the Lead Department are required to implement the following sub-indicators:

a) Establish/reconstitute a functional gender committee and train members on gender equality by 31st October of the contract year (20%);

b) Domesticate/customize the National Policy on Gender and Development, 2019 to organizational needs by 31st March of the contract year (30%);

c) Undertake capacity building on Gender for staff (40%); and

d) Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to the National Gender and Equality Commission. (10%)

NB:

i) ***The State Department for Gender in close collaboration with the National Gender and Equality Commission will analyze County Departments, Corporations and Boards annual reports to assess their annual performance and issue certificates at the end of the Performance Contract period.***

ii) ***Support materials including detailed explanatory notes and the reporting format can be accessed via www.psyg.go.ke , www.gender.go.ke and www.ngeckenya.org***

Environmental Sustainability – refers to concerted efforts to mitigate against environmental degradation. It is the maintenance of the factors and practices that contribute to the quality of environment on a long-term basis. The County Departments, Corporations and Boards coordinated by the Lead Department are required to implement the following sub-indicators:

i) Establish and operationalize County Environment Committees (5%);

ii) Domesticate the Environmental Policy at the workplace, including preparing relevant environmental and social impact assessment and resettlement action plans (20%);

iii) Develop and implement environmental awareness creation programmes (15%);

iv) Waste management that includes (20%);

   a) Reducing, reusing and recycling of waste in the respective County Departments, Corporations and Boards (10%);
   b) Developing and implementing mechanisms for proper disposal of e-waste, e.g., computers, microwaves, air conditioners, phones, among other electronic devices (10%);

v) Establish measures to mitigate against water, air, noise and other forms of pollution-10%;

vi) Climate change planning and implementation of adaptation and mitigation initiatives such as tree planting, energy saving, water harvesting, etc. (15%);

vii) Protecting riverbanks by enforcing riparian regulations (10%); and

viii) Promoting environmental protection and conservation through partnerships with stakeholders (5%).

Safety and Security Measures – should include all aspects relating to the safety and security of personnel, documents, information, equipment and assets. County Departments, Corporations and Boards are required to put in place safety and disaster preparedness mechanisms to address the current insecurity issues affecting the institution. In this regard, the County Departments, Corporations and Boards are expected to:

   a) Put in place mechanisms to mitigate against technological hazards, terrorism, fire and natural disasters (20%);

   b) Implement the Information Security Management System (ISMS) steps (40%);

Step 1 (5%)

i) Appoint ISMS leader (1%)

ii) Appoint and train ISMS champions (2%)

iii) Define scope (2%)

Step 2 (5%)

i) Brief top management on ISMS (1%)

ii) Train implementers – (process owners) (2%)

iii) Conduct awareness training for all employees (2%)

Step 3 (30%)

i) Create ISMS Risk Management (Risk Registers and Risk Management Action Plan (10%)

ii) Finalize documentation of ISMS i.e., policy procedures and launch the ISMS based on the standard (ISO/IEC) (20%)

c) Establish information assets and secure them. Determination of the information assets to be secured should be informed by the following information attributes: Value, Integrity, Importance, Confidentiality, Accuracy and Authenticity (40%).

Road Safety Mainstreaming - this performance indicator provides a multi-sectoral approach to ensure that road safety issues are made an integral part of all Government programmes and projects. County Departments, Corporations and Boards coordinated by the Lead Department are required to actively engage in implementing projects and executing activities that contribute to the prevention and management of Road Traffic injuries and fatalities in Kenya. The overall goal is to substantially reduce the burden and severity of road accidents in Kenya, which is currently estimated at an annual loss of over 3,000 lives and over 10,000 injuries, and a corresponding equivalent loss of 5% of Gross Domestic Product (GDP).

The performance indicator will be implemented in three (3) levels- Level I, Level II and Level III as follows:

LEVEL I:

The County Departments, Corporations and Boards are required to undertake the following:

a) Develop a workplace road safety policy anchored on the NTSA policy guidelines (25%);
b) Develop an annual Road Safety Implementation Plan to address the following key components (15%);
    i) Establishing a Road Safety Units/Road Safety Committees;
    ii) Training of Road Safety Unit/Road safety Committee;

iii) Sensitizing of all staff on road safety;
iv) Undertaking Annual Motor vehicle inspections;
v) Training of drivers on defensive driving;
vi) Sensitizing of clients/stakeholders (of the institution) on road safety; and
vii) Reporting on non-compliance on road safety at the workplace on quarterly basis using the prescribed reporting format;

c) Implement the Road Safety Implementation Plan (40%); and

d) Submit quarterly reports to NTSA in the prescribed format within 15 days after the end of a quarter (20%).

LEVEL II:

This level applies to County Departments, Corporations and Boards that have an **approved Workplace Road Safety Policy**. The sub-indicators for this level are derived from the Workplace Road Safety Policy and include:

a) Develop an annual Road Safety Implementation Plan to address the following key components (20%);
   i) Training of Road Safety Unit/Road safety Committee;
   ii) Sensitizing of all staff on road safety;
   iii) Undertaking Annual Motor vehicle inspections;
   iv) Training of drivers on defensive driving;
   v) Sensitizing of clients/stakeholders (of the institution) on road safety;
   vi) Include at least three (3) road safety activities stipulated in the Work Place Road Safety Policy; and
   vii) Reporting non-compliance on road safety at the workplace on quarterly basis using quarterly basis using the prescribed reporting format;
b) Implement the Road Safety Implementation Plan (60%); and
c) Submit quarterly reports to NTSA in the prescribed format within 15 days after the end of a quarter (20%).

LEVEL III:

This level applies to Technical Agencies that have an approved **Road Safety Policy** in place. These County Departments, Corporations and Boards have some higher and elevated roles in matters regarding road safety as per their mandates and roles.

County Departments, Corporations and Boards eligible for this level are required to:

a) Develop an annual Road Safety Implementation Plan to address the following key components (20%);
   i) Training of Road Safety Unit/Road safety Committee;
   ii) Sensitizing of all staff on road safety;
   iii) Undertaking Annual Motor vehicle inspections;
   iv) Training of drivers on defensive driving;
   v) Sensitizing of clients/stakeholders (of the institution) on road safety;
   vi) Include at least five (5) road safety activities stipulated in the Work Place Road Safety Policy; and
   vii) Reporting on non-compliance on road safety at the workplace on quarterly basis using the prescribed reporting format.

b) Implement the Road Safety Implementation Plan (60%); and
c) Submit quarterly reports to NTSA in the prescribed format within 15 days after the end of a quarter (20%).

NB: Information on County Departments, Corporations and Boards eligible for Level III can be accessed in the NTSA website: www.ntsa.go.ke

Corruption Prevention – this performance indicator aims to combat and prevent corruption, unethical practices and to promote standards & best practices in governance. This is in line with the Ethics and Anti-Corruption Commission Act No. 22 of 2011, the Leadership and Integrity Act of 2012, and the Bribery Act of 2016.
County Departments, Corporations and Boards coordinated by the Lead Department are required to implement the following sub-indicators:

a) Undertake a Corruption Risk Assessment and develop a Corruption Risk Mitigation Plan (30%);
b) Implement measures emanating from the Corruption Risk Mitigation Plan as per the implementation matrix (60%); and
c) Submit quarterly performance reports to EACC using the prescribed reporting format (10%).

NB: ***The reporting format including additional instruction notes may be accessed in the EACC website - www.eacc.go.ke***

National Cohesion and Values – this performance indicator aims to make national cohesion and values a central rallying ingredient and theme in the planning and execution of national policies, programs, projects and activities for effective service delivery as envisaged in Sessional Paper No.8 of 2013 on National Values and Principles of Governance. To achieve this, County Departments, Corporations and Board coordinated by the Lead Department are expected to:

a) Implement at least **five (5)** commitments and submit in the prescribed format an Annual Progress Report on the implementation of the commitments and way forward captured in the 2020 Annual President's Report on National Values and Principles of Governance (60%);

The following are the eight (8) commitments and way forward in the 2020 President's Annual Report on measures taken and progress achieved:

i) Fast track implementation of programmes, projects and activities for the realization of the "Big Four" Agenda.
ii) Implement the Ministry of Health COVID-19 guidelines and protocols including other sector-driven protocols to facilitate continuity in the execution of Government policies, programmes, projects, activities and public services.
iii) Leverage on and enhance use of Information and Communications Technology (ICT) and other innovations in service delivery.
iv) Continue to enhance the fight against corruption, dispensation of justice and observance of the rule of law.
v) Enhance the capacity of public institutions and the public to adhere to the provisions of Article 10 of the Constitution through civic education, training and sensitization on national values and principles of governance.
vi) Continue enhancing the collaboration between the two levels of government to entrench sharing and devolution of power.
vii) Continue to implement measures to protect the environment, mitigate climate change and improve the national forest cover.
viii) Implement measures to promote inclusivity and representation of Kenya's diverse communities in the public service.

b) Submit in the prescribed format the Annual Report on measures taken and progress achieved in the realization of National Values and Principles of Governance (40%).

The above two annual reports shall be submitted to the Directorate of National Cohesion and Values **by 15th January, 2022** in hard copy OR emailed to **nationalvalues2017@gmail.com.**

NB:

i) The Directorate will analyze County Departments, Corporations and Boards annual reports, assess performance and issue a certificate of compliance with a score at the end

of the performance contract period.

ii) ***For any clarification/additional information regarding this indicator, County Departments, Corporations and Boards should contact the Directorate of National Cohesion and Values on Tel. No. 0758 – 948706 or 0712– 382871 or email: nationalvalues2017@gmail.com***

Annex III: County COVID-19 Socio-Economic Re-engineering and Recovery Strategy 2020/2021-2022/2023

The outbreak of COVID-19 is an eye opener on the County Governments' level of preparedness for pandemics and calamities that may threaten the existence of our society.

The Council of Governors, with technical input from Kenya Institute of Public Policy Research and Analysis (KIPPRA), developed the County COVID-19 Socio-economic Re-engineering and Recovery Strategy. The strategy is anchored on the Vision 2030, MTP III and the CIDP which provide the framework for County budget allocation and is embedded in the principles of response, recovery and thriving.

Despite the challenge that COVID-19 has paused, opportunities have emerged for innovation in the various sectors of our economy - presenting an opportunity for building a more resilient society and an economy capable of withstanding such pandemics in future.

Pillars for County Recovery and Re-engineering Strategies

Boosting Private Sector Activity

The private sector is dominated by micro-enterprises (89.2%) and small farm holders (99.0%) majority of whom were adversely affected by the pandemic. As the engine that drives economic activity, it is important to get the private sector thriving. This will facilitate counties in enhancing their contribution to the national revenue and expand their own source revenue. County Governments should improve infrastructure, promote organisation of the small and micro enterprises and create an enabling business environment at county level.

Strengthening ICT Capacity

Enhancing Information and Communication Technology (ICT) capacity in the public sector and households will enable business continuity and build resilience to future disasters and pandemics.

Human Capital Development

Investing in human resource development enhances productivity which supports long-term growth and development at county level. County Governments should invest in technical education and skills development, extend the scope of universal health coverage and promote community health and workplace safety.

Policy, Legislative and Institutional Reforms

Counties should support policy and legislative frameworks and improve inter-governmental relations to facilitate the integration and coordination of policies at national and county levels. County Governments should engage the National Government in development and reform of various policies in specific sectors to provide clarity in the assignment of functions e.g., review of the Public Health Act, Cap 242 (to consider modern public health trends, developments, challenges and emerging opportunities), and harmonization/rationalization of the various laws in the agriculture sector, to streamline operations between the National and County Governments among others.

Strengthening County Government's Preparedness and Response to Pandemics and Disasters

County Governments should establish a robust, comprehensive and well- coordinated policy and institutional framework for disaster management leveraging on regional bloc synergies. There is need to develop a Disaster Risk Management Policy and link the policy to policies in relevant sectors - given the cross-cutting nature of disaster interventions.

To support effective County response, there is need to strengthen the Sectors that have been heavily impacted by COVID-19 and which are key to building resilient County Governments. These Sectors are:

Health Sector

- Proactively address mental health needs, including those of the health workforce.
- Legislate for and equip Community Health Workers (CHWs) and Community Health Volunteers (CHVs) to adequately provide community health and counselling on appropriate maternal, infant and young child nutrition practices amidst the pandemic.

Education, Training and Skills Development Sector

- Protect the poorest and most vulnerable learners and enable them to continue learning, by providing targeted support such as, conditional cash transfers and learning vouchers.
- Strengthen collaboration between County and Non-State Not-for-Profit institutions including Faith-Based Organizations in delivery of pre-primary education across counties.

Agriculture Sector

- Enhance agro-processing and value addition capacities of counties by adopting appropriate regulations, policies and legislations.
- Facilitate access to affordable formal finance and advisory/information services.
- Train and build capacity of farmers on modern agricultural technologies, including integrating best practices.

Social Protection Sector

- Support businesses to access credit guarantee programme for people whose occupations or employments have been disrupted by the pandemic and use the opportunity to continue efforts to review the more expansive and inclusive safety nets.
- Ensure effective access to essential healthcare and other basic social services for population groups and individuals who have been drawn into vulnerability due to the pandemic.

Gender and Youth Sector

- Strengthen inclusive community outreach strategies to ensure Gender-Based Violence (GBV) messaging is localized and clear, and addresses stigma, discrimination and other power dynamics that serve as barriers to accessing GBV services and COVID-19 information among differently abled persons.
- Designate gender safe spaces to provide accommodation for GBV survivors and create space in county referral hospitals to serve as GBV recovery centres.

Urban Development and Housing Sector

- Promote a national home ownership policy to cushion households from future shocks that impede payment of rent.
- Fast-track affordable housing in counties through provision of public land to improve housing conditions and improve the turn-around-period for land and construction transactions.

Transport Sector

- Develop better synergies between car, bus, rail, non-motorized transport, and between public and private transport and select the most environmentally friendly solutions.
- Use of labour-based and local resource-based approaches for road development and maintenance.

Tourism Sector

- Faced with the lockdown of cross border movements by air, land or water, Kenyans have learnt the value of domestic tourism. Counties are challenged to capitalize on this by investing in various tourism products that can grow the sector.
- Diversify tourism products across all counties to include cultural, sports, agro-tourism, Meetings, Incentives, Conferences and Exhibitions (MICE), nature-based,

community-based, adventure, culinary and beach-based tourism products; jetties and floating facilities; amusement parks; construction and development of public beaches.

- Allocate resources for investment and rehabilitation of tourism-supporting infrastructure, including sports stadia, modern MICE venues, and roads leading to the physical tourist attraction sites including cultural heritage sites.

Water and Sanitation Sector

- Expand and rehabilitate existing piped water facilities.
- Expand water infrastructure.
- Promote the importance of hand washing and construction of Water, Sanitation and Hygiene (WASH) facilities.
- Provide waste collection at household and promote regular waste collection.

Manufacturing Sector

- Improve the business environment by providing affordable credit and sustained waiver of some County taxes, cess and other charges.
- Provide industrial sheds for the micro and small firms to reduce their operational costs and improve their opportunity for growth.
- Seal all the loopholes for counterfeit goods in order to protect the local manufacturers from unfair competition.

Environment and Natural Resources Management Sector

COVID-19 has created new generation of wastes such as masks and other Personal Protective Equipment (PPEs) that require development of new waste management approaches as well as training of citizens on COVID-19 related waste management.

Economic Stimulus Package Sector

COVID-19 has had varied implications on the economy and society at large leading to a high degree of uncertainty. There is therefore need for County Governments to either enhance the existing programmes or create innovative interventions which have multiplier effects on productivity and employment creation. The identified priority areas for consideration by County Governments when designing economic stimulus programmes are:

a) Infrastructure development - targeting roads, water and electricity;
b) ICT– a greater enabler for business continuity during and after COVID-19;
c) Environment and solid waste management;
d) Waivers/Concessions – cess, single business permits, parking stickers, water bills, market fees;

e) Prioritization of settlement of payment of pending bills;
f) Subsidize Farming Inputs – certified seeds, fertilizers and mechanized inputs (tractors);
g) Provide extension services and market creation for agriculture; and
h) Create a COVID-19 Revolving Recovery Fund utilizing structures such as table banking, self- help groups and Micro Finance Institutions (MFIs) to small scale traders and businesses in the informal sector.

NB: The detailed County Socio-economic Re-engineering and Recovery Strategy can be found in the following link: https://maarifa.cog.go.ke/resource/social-economic-re-engineering-recovery-strategy-2020-21-2022-23

Annex IV: Performance Reporting Formats

1.0 Classification of Reporting

As indicated in ***Sub-Section 17.3***, performance reports will be prepared and submitted on **quarterly** and **annual basis.** Sub-sections 1.1 and 1.2 below elaborate on the respective reporting formats.

1.1 Quarterly Reporting

Forms 'A' series provide the prescribed format for quarterly progress reporting on each performance criteria. While the ***Target for Quarter*** (Column C) may not have been explicitly agreed on in the contract, it is expected that every County Department/Corporation/Board will have set its own quarterly targets as milestones towards achieving the agreed ***Target for the Contract Period*** (Column A). The agencies are required to explain the *Quarterly* and *Cumulative* variances, including remedial actions, where applicable.

QUARTERLY PERFORMANCE REPORT **FORM 1A**

QUARTER ENDING …………………….

PERFORMANCE INDICATORS FOR: (*specify name of County Department/Corporation/Board*)

FINANCIAL STEWARDSHIP & DISCIPLINE INDICATORS *(Examples of Performance Indicators provided here below)*		Unit of Measure	Target for Contract Period	**Quarter**			**Cumulative To Date**		
				Actual	Target for Quarter	Variance (B - C)	Actual	Target	Variance (E - F)
			A	B	C	D	E	F	G
1	Absorption of Allocated Funds								
2	Pending Bills								

Comments on any Variance [(Un)Favourable, Causes and any Action Taken]

……
……………………………………………………………………………

Form 1A above provides the format in which the quarterly progress report for Financial Stewardship and Discipline performance indicators are prepared and submitted. Similarly, the same format for Forms **2A**, **3A, 4A** and **5A** provide the format in which quarterly progress reports for Service Delivery, Institutional Transformation, Core Mandate and Cross-cutting Performance Criteria respectively, should be prepared and submitted for every quarter by all County Departments, Corporations and Boards that have signed Performance Contract.

The County Departments, Corporations and Boards are required to submit (to the respective agencies) quarterly performance report detailing actual achievement against targets **within 15 days after end of the quarter**.

1.2 End-of-Year Reporting

Form 1 below provides the format for preparing and submitting annual performance report on Financial Stewardship & Discipline performance criterion. Similarly, Forms **2, 3, 4** and **5** provide the format in which Service Delivery, Institutional Transformation, Core Mandate and Cross-cutting performance criteria respectively, should be prepared and submitted at the end of the year by all County Departments, Corporations and Boards that have signed the performance contract.

<u>**ANNUAL PERFORMANCE REPORT**</u> **FORM 1**

YEAR ENDING …………………….

PERFORMANCE INDICATORS FOR: (*specify name of County Department/Corporation/Board*)

FINANCIAL STEWARDSHIP & DISCIPLINE INDICATORS *(Examples of Performance Indicators provided here below)*		UNIT OF MEASURE	**CUMULATIVE FOR YEAR**		
			ACTUAL	TARGET	VARIANCE (A-B)
			A	B	C
1	Absorption of Allocated Funds				
2	Pending Bills				

Comments on any Variance [(Un)Favourable, Causes and any Action Taken]:
………………………………………………………………………………………………………
……………………………………………………………………………………

The County Departments/Boards are required to prepare and submit (to the respective agencies) annual performance report detailing actual achievement against targets that are contained in their performance contracts within 30 days after the end of the contract period.

Annex V: Format for Citizens' Service Delivery Charter

REPUBLIC OF KENYA

INSTITUTIONAL LOGO

S/No.	Service/Good	Requirements to ObtainService/Good	Cost of Service/Good (If any)	Timeline

WE ARE COMMITTED TO COURTESY AND EXCELLENCE IN SERVICE DELIVERY

Any service/good rendered that does not conform to the above standards or any officer who does not live up to commitment to courtesy and excellence in Service Delivery should be reported to:

Designation of the Head (CECM/CO/CEO/Principal) of the Public Institution Name of the Public Institution Physical Address…… P.o. Box….. Tel No……….. Email……………	The Commission Secretary/Chief Executive Officer, Commission on Administrative Justice, 2nd Floor, West End Towers, Waiyaki Way, Nairobi. P.O. Box 20414-00200 Nairobi Tel : +254 (0)20 2270000/2303000 Email : complain@ombudsman.go.ke

HUDUMABORANIHAKIYAKO

Annex VI: Customer Service Report Template

REPUBLIC OF KENYA	**INSTITUTIONAL LOGO**
Institution/Organization Name:	
Affiliations: County Department / County Corporation / County Board / Tertiary Institution	
Accounting Officer:	
Report Period: FY ……..Quarter……	

A. CUSTOMER SERVICE REPORT

1. Number of Customers Request, number of Customers Served, feedback and Service Turn-Around-Time per Channel:

Channel/ Description	Head Office	Regional Offices	Physical Branches	Contact Centre	Online Channels	Mobile Channels
No. of Customer Requests						
No. of Customers Served						
Average Turn-Around –Time per service - Service (Add Rows as necessary)						
No. of Customer Feedback						

2. Number of staff engaged and specialized equipment used to provide the services across the service delivery channels:

Channel/ Description	Head Office	Regional Offices	Physical Branches	Contact Centre	Online Channels	Mobile Channels
Number of staff						
Equipment - specify e.g., computers and number (Add rows as necessary)						

B. SERVICE DEPLOYMENT ON HUDUMA PLATFORMS (OPTIONAL)

3. Services Providing/Desiring to extend through Huduma Service Delivery Channels (List)

4. Huduma Platforms desired for extending the services /already being used for providing services in (Tick (√) where applicable):

Huduma Centres	Huduma Mashinani	Huduma Kiosk	Huduma Contact Centre	eHuduma	mHuduma

Descriptions;

i. Huduma Centres – 53 physical service delivery halls in all the 47 Counties;
ii. Huduma Mashinani - mobile outreach program where services at the Huduma Centres are extended to remote locations for 2 to 3 days in a month/quarter. Services are provided under a tent or on a specialized truck dubbed Huduma on Wheels;
iii. Huduma Kiosk - a prefabricated structure with fully equipped service counters set up in the sub counties;
iv. Huduma Contact Centre – customer support channel; receive and respond to customer enquiries on dialing prefix 0206900020 and on social media; Facebook (Huduma Kenya), WhatsApp (0206900020), YouTube (Huduma Kenya), Twitter (@Hudumakenya) and Instagram (@Huduma_kenya);
v. E-Huduma – electronic/online service portal (www.hudumakenya.go.ke);
vi. M-Huduma - a Mobile Application (available of the Google play store) and Unstructured Supplementary Service Data (USSD) service delivery platform;

5. Mode of Service Delivery {who is providing the service(s) or desiring to provide service(s)}

Options	**Tick (√) Where applicable**	**Number of Staff**
By Self (County Dept./ Corporation/Board)		
By Huduma Staff		

6. Number of customers served through Huduma platforms (where applicable)

Channel/ Description	**Huduma Centres**	**Huduma Mashinani**	**Huduma Kiosk**	**Huduma Contact Centre**	**eHuduma**	**mHuduma**
No. of Customer Request						
No. of Customers Served						
Average Service TAT – Identify the service and Time (Add rows as necessary as per the number of services)						
No. of Customer Feedback						

Annex VII: Guide for Process Documentation

REPUBLIC OF KENYA	**INSTITUTIONAL LOGO**
Institution/Organization Name:	
Affiliations: County Department / County Corporation / County Board / Tertiary Institution	
Economic Sector Alignment:	
Big 4 Alignment:	
Accounting Officer:	
Period: FY	

Process Documentation	
Service Name	
Brief Description Document Purpose/Service	
Document Control: Change Record/ Version Number	
Process Owner: Name and Position	
Process Writer (s); Name and Position	1. 2.
Process Reviewer (s) Name and Position	1. 2.

STEPS/FLOW/SEQUENCE

Step	Event/Activity/Action	Time/ No. Of Days	Actor
1.	Describe the Process Boundaries; what triggers start, inputs, outputs and end		Describe who is involved
2.			
(Add rows as necessary)			

EXCEPTIONS TO THE NORMAL FLOWS

Title	No.	Description	Time	Actor
Trigger 1: e.g., Customer provides wrong ID Number	1.	E.g., The system displays message that the ID the customer provided is not correct.		
	2.	The User Account Remains inactive		
(if any other, add rows)				

Process Maps/Visuals
Business process flowcharts/ swim lanes/screen shots

Annex VIII: Template for Tracking Dissemination of Successful Improvements/ Innovations

		INSTITUTIONAL LOGO	
Institution/Organization Name:			
Affiliations: County Department / County Corporation / County Board / Tertiary Institution			
Economic Sector Alignment:			
Big 4 Alignment:			
Accounting Officer:			
Reporting Period: Quarter/FY			
IMPROVEMENTS/INNOVATIONS PUBLICITY TRACKER			
Platform	**Channel**	**No. of Mentions/ Interactions/ Audience**	**Efficiency (%)**
Formal Communication	Letters		
	Memo		
	Circular		
	Memoranda		
	Workshops/Seminars		
Print Media	Newspapers		
	News Letters		
Broadcast Media	TV		
	Radio		
	Road-show /talk show/ interviews		
Social Media	WhatsApp		
	Facebook		
	Twitter		
	Instagram		
	YouTube		
Information, Education & Communication (IEC) Materials	Brochures		
	Fliers		
	Posters		
	Banners		
Virtual Channels (online and mobile)	Websites		
	Calls		
	SMS		
	Webinars		
	Videos/ Documentaries		
Awareness Surveys	Questionnaires		
	One on one Interviews		
	Suggestion Boxes		
	Short Message Service /E-mails Surveys		

Annex IX: Members of the Taskforce on the Review of the County Governments Performance Contracting Guidelines

S/No.	Name	Institution
1	Ayore Richard	Kilifi County
2	Bashir Dawe Sode	Marsabit County
3	Betty Gacheri	PSPMMU
4	Caroline Odandi	Council of Governors
5	Carolyne A. Mage	Council of Governors
6	Clemency Dorah	Council of Governors
7	Darius Magiri	Meru County
8	Erick Macheneri	UNDP
9	Eunice Fedha	Council of Governors
10	Faith Ogolah	UNDP
11	Felistus Mbuva	PSPMMU
12	John Magua	PSPMMU
13	Joseph Kenyatta Mnyauro	Taita Taveta
14	Ken Oluoch	Council of Governors
15	Locheria Chris	Turkana County
16	Macloud M. Malonza	PSPMMU
17	Mary Njoroge	UNDP
18	Maurice Osano	Tana River
19	Nyoike Wamwea	Nyeri County
20	Opaat Papa	Busia County
21	Peris Bosire	PSPMMU
22	Peter Kamau	PSPMMU
23	Peter Kariuki	PSPMMU
24	Robert Kiteme	Council of Governors
25	Rose Omondi	Kakamega County
26	Rosemary Irungu	Council of Governors
27	Steve Ndele	PSPMMU
28	Stephen Ndolo Kilu	Makueni County